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December 2013

Atlanta Beltline 2030  
STRATEGIC  
IMPLEMENTATION PLAN  
FINAL REPORT

Atlanta Beltline, Inc.

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# Atlanta BeltLine

2030 STRATEGIC IMPLEMENTATION PLAN  
**FINAL REPORT**

DECEMBER 2013





2030 STRATEGIC IMPLEMENTATION PLAN  
**FINAL REPORT**

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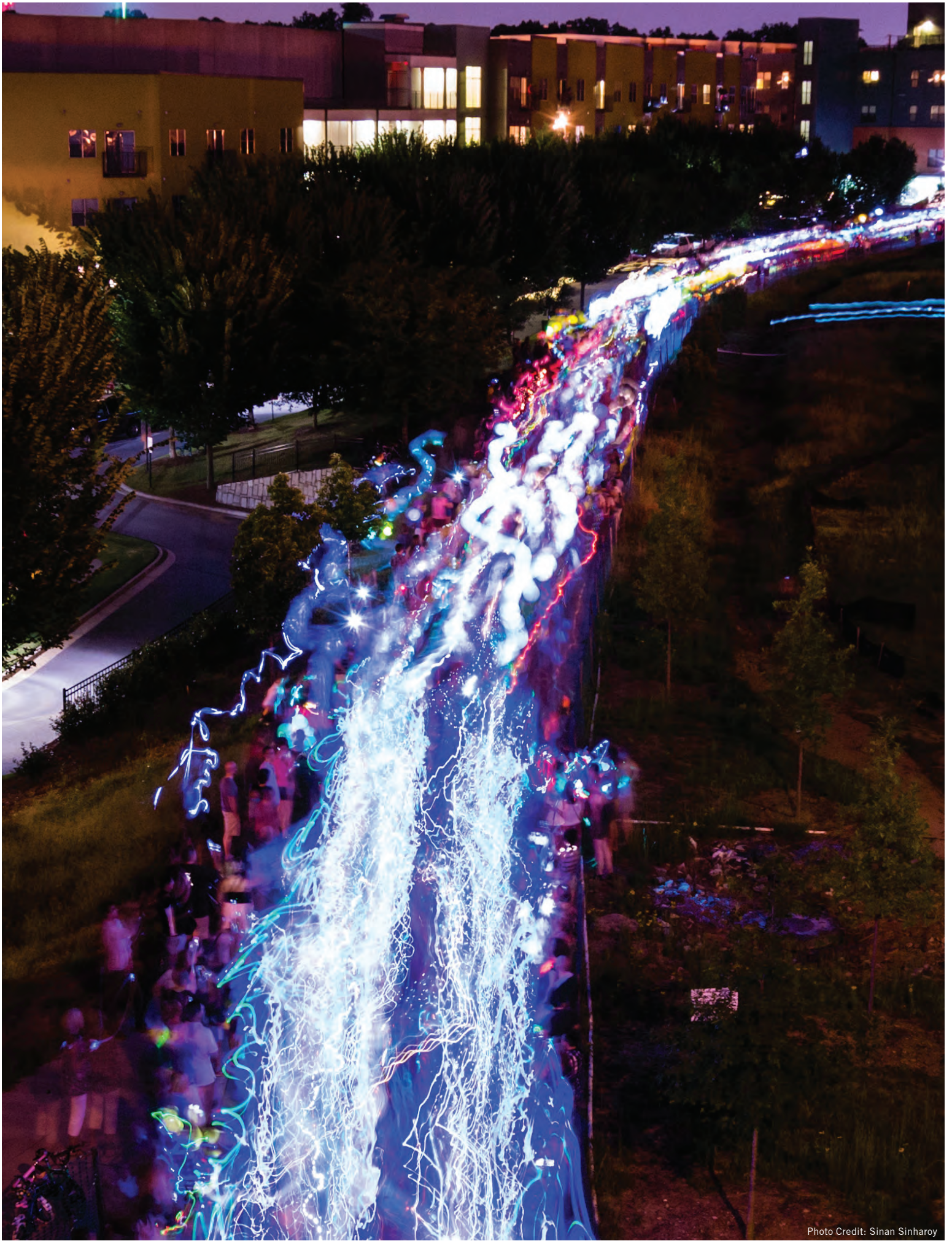


Photo Credit: Sinan Sinharoy

# **EXECUTIVE SUMMARY**

The Atlanta BeltLine, an initiative that started with one graduate student’s innovative vision, is coming to life. It is one of America’s most ambitious urban transportation and redevelopment programs and is at its core a testament to public, private and community partnership. Grassroots advocates, business, civic, political and community leaders are driving the Atlanta BeltLine’s implementation with their ideas and aspirations, inspired by a once-in-a-generation opportunity to renew our city and create a national model of healthier, more sustainable, interconnected neighborhoods with greater mobility and economic opportunity for all.

Similar to the 2005 Atlanta BeltLine Redevelopment Plan and the original Plan of Work for 2006-2010 Budget (Five Year Work Plan), the Atlanta BeltLine’s 2030 Strategic Implementation Plan (SIP) presents a framework to complete the short- and long-term elements of the Atlanta BeltLine program. This document lays out a flexible strategy that will continue to be updated over the life of the program, bringing the full Atlanta BeltLine vision to fruition. The SIP builds on the momentum and progress to date of seven miles of new permanent trails, 200 acres of new and renewed parks and greenspaces, over 70 acres of remediated brownfields, more than \$1 billion in new private real estate development, as well as new and diverse affordable housing opportunities. With the completion of the Atlanta BeltLine Corridor Tier 1 Environmental Impact Statement and the draft Atlanta Streetcar Expansion Strategy, the groundwork for streetcar/light rail transit on the Atlanta BeltLine is coming together and being integrated with the City of Atlanta’s developing modern streetcar network.

As was the case with the Redevelopment Plan, the SIP recognizes the challenges that exist in securing all the necessary funding to complete the entire Atlanta BeltLine program. The SIP marks a major advancement of the goals established in the Redevelopment Plan by building on a track record of innovation and success through:

1. The adoption of all of the ten Subarea Master Plans;
2. The completion of the Eastside, Northside and West End Trails, and the Southwest Connector spur trail;
3. The completion of D.H. Stanton, Boulevard Crossing (phase 1) and Historic Fourth Ward Park (phases 1 and 2) and Skate Park;
4. The receipt of a Final Record of Decision from the Federal Transit Administration for the Tier 1 Environmental Impact Statement and the start of Environmental Assessments for streetcar lines serving

the Atlanta BeltLine East and Atlanta BeltLine West corridors;

5. Successful leveraging of federal grants for brownfield remediation, transportation improvements, and local capital funds; and
6. Private philanthropic donations totaling more than \$41 million to date.

Central to the SIP is the equitable distribution and development of the Atlanta BeltLine program. The SIP, in its entirety, sets out timelines divided into three periods to complete the implementation of the Atlanta BeltLine vision by 2030. The illustrated timelines have been set based on an unconstrained funding model, and it is the intention of this document to set out a framework to secure the funding required to bring all Atlanta BeltLine projects to fruition within these timelines.

The SIP proposes the completion of all design and right of way acquisition or operating rights for the Atlanta BeltLine corridor within the next five years. The SIP proposes phasing construction of the streetcar/light rail transit components to align with the draft Atlanta Streetcar Expansion Strategy (ASES) and the promotion of geographic equity. The Atlanta BeltLine program is expected to include the following projects in the coming years:

1. Completing the Westside Trail’s southern half and beginning construction of the Southeast Trail;
2. Constructing Boulevard Crossing, Enota and Murphy Crossing Parks;
3. Initiating the first phase of Westside Reservoir Park including the passive-use park space; and
4. Constructing streetcar/light rail transit on the east and west sides of the Atlanta BeltLine corridor.

The first seven years of the program generated a roughly 3:1 return on investment, with more than \$1 billion in private redevelopment spurred by the roughly \$350 million investment. Based on the first seven-year period that was constrained by impacts of the Great Recession, we can reasonably expect to equal or exceed this return on investment in the years ahead.

The SIP estimates the remaining program cost at \$4.39 billion with project costs indexed to inflation in their projected years of delivery. If projects are delivered earlier, their actual costs will be lower. The SIP proposes sources for 80% of the necessary funding to complete the remainder of

## ATLANTA BELTLINE SOURCES OF FUNDS

SOURCES	\$ MILLIONS	
Tax Increment	\$1,455	33%
Federal Funds (estimated)	1,272	29%
Federal, State, Regional or Local Funding for Streetscapes (estimated)	343	8%
Local Funding for Parks (estimated)	157	4%
Private Funds (estimated)	275	6%
Unidentified	891	20%
<b>TOTAL SOURCES</b>	<b>\$4,393</b>	<b>100%</b>

the program, with 20% coming from sources to be identified. For comparison, the Redevelopment Plan included up to 35% of the total program cost from sources to be identified.

The funding analysis included in the SIP makes several assumptions based on Atlanta BeltLine projects completed to date. Historically, Atlanta BeltLine, Inc. (ABI) has leveraged the investment by its federal, local public and private funding partners and expects to continue to do so. The SIP highlights the importance of federal funding, new sources of local funding and low-cost, flexible loans and financing with several scenarios to deliver the full program. Innovative delivery options are also explored in the context of cost and schedule. Preliminary funding assumptions based on a history of investment would yield the funding sources for the remainder of the project identified in the table above.

The unidentified amount shown above is consistent with the unidentified amount projected in the Redevelopment Plan (estimated between \$511 million and \$1.036 billion) and reinforces the need to cultivate additional state and local funding sources for the Atlanta BeltLine program. ABI and its partners have already demonstrated a strong track record of identifying additional funding sources for greenspace and trail projects. As implementation of the program progresses, ABI and the City of Atlanta will continue to seek and leverage previously unknown funding sources as they have done to date. A key focus at the outset of SIP efforts will be to secure new funding from local, regional and state sources for transit, so that federal sources can be leveraged to their maximum benefit.

The SIP also has a new focus on proactive measures to stimulate economic development – activities that will increase TAD revenue and total return on investment. In the immediate future, ABI will create an Affordable Housing Action Plan, a Sustainability Action Plan and an Economic Development Action Plan. ABI will also support the Atlanta BeltLine Partnership’s initiative to improve health outcomes in communities around the Atlanta BeltLine. In addition, ABI will integrate the 10 adopted Subarea Master Plans into a Unified Plan to ensure consistent planning around the Atlanta BeltLine.

The SIP will form the basis of a pragmatic, business-minded strategy for the effective implementation of the Atlanta BeltLine through the remaining life of the program. This will fulfill the Atlanta BeltLine vision and ensure that its benefits are grounded in economic reality to the enjoyment of the entire community.



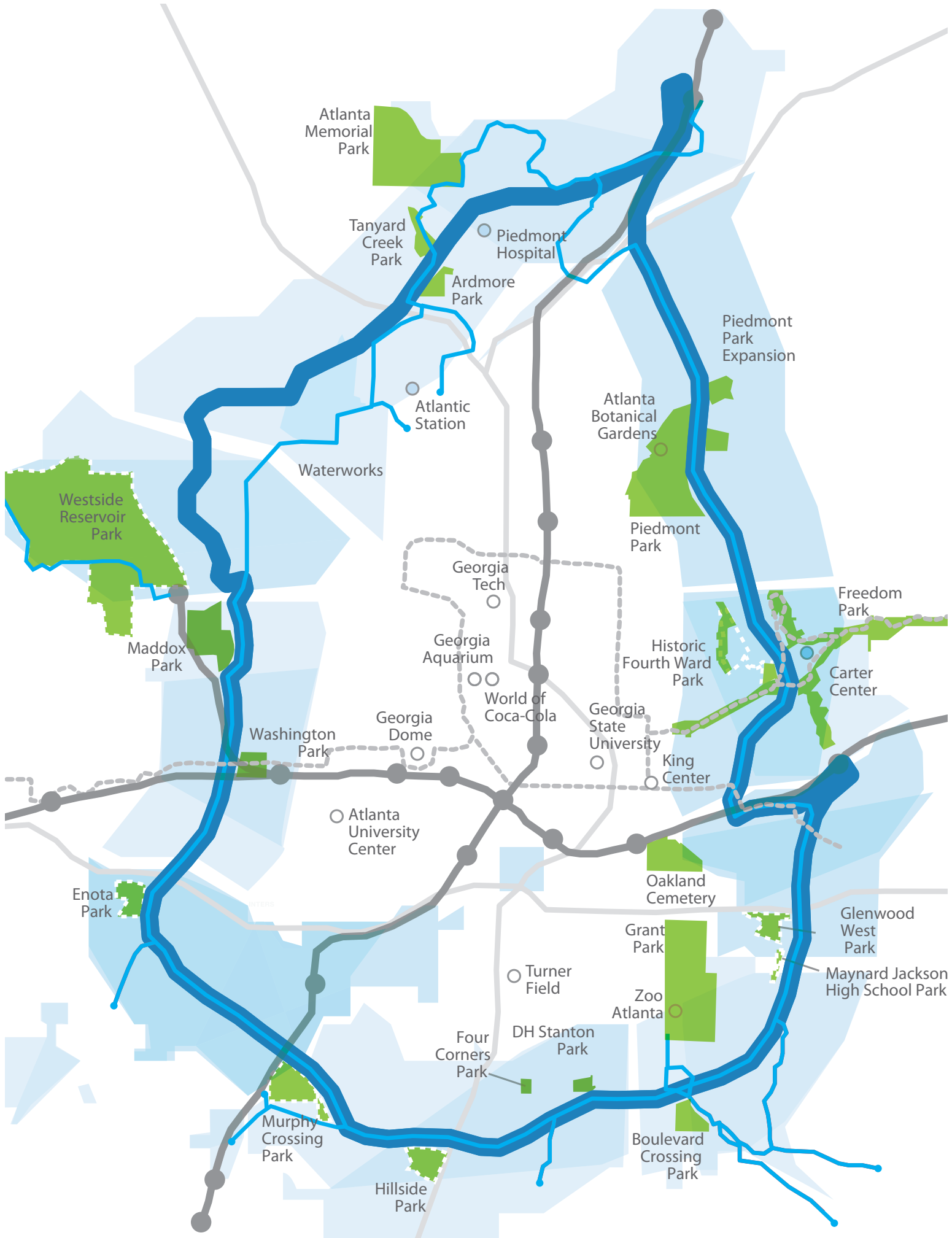
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# **1 : INTRODUCTION**

## 1.1 PURPOSE OF THE STRATEGIC IMPLEMENTATION PLAN



This document has been created as a long range strategic plan hereafter referred to as the Atlanta BeltLine 2030 Strategic Implementation Plan (SIP). The SIP will guide the implementation of the program in three (two five-year and one seven-year) implementation periods over the remaining 17 Fiscal Years (FY) of the program. The periods are:

- Period 1: FY14-FY18
- Period 2: FY19-FY23
- Period 3: FY24-FY30

The SIP prioritizes projects and strategies to engage the public and private sectors to continue their investment in the implementation of the Atlanta BeltLine in accordance with the Redevelopment Plan and adopted Subarea Master Plans, providing the overarching implementation strategy of the Atlanta BeltLine components including: trails, parks, transit and transportation, infrastructure, affordable housing, jobs, economic development, historic preservation, streetscapes, public art, and brownfield remediation.

The SIP:

- Sets out a schedule and strategy for implementation of the components of the Atlanta BeltLine program;
- Explains the prioritization process behind the schedule of projects, which has received input from the public and the Atlanta BeltLine's other major stakeholders;
- Sets out options for additional funding and financing of projects;
- Provides an update on community and stakeholder engagement to date and on-going engagement; and
- Establishes a framework for ensuring systematic integration of all components through the assembly of a United Plan combined with Sustainability, Affordable Housing, and Economic Development Action Plans.

The SIP provides a strategic and practical approach for the delivery of the Atlanta BeltLine.



## 1.2 CONTEXT OF THE STRATEGIC IMPLEMENTATION PLAN



Photo Credit: Christopher T. Martin

The City of Atlanta Ordinance 05-O-1733, which came into law November 1, 2005, adopted the Atlanta BeltLine Redevelopment Plan and created the BeltLine Tax Allocation District (TAD) to contribute funding towards the realization of the Atlanta BeltLine. The Ordinance required the Redevelopment Agent, The Atlanta Development Authority now d/b/a “Invest Atlanta,” to develop a work plan and create an organization, Atlanta BeltLine, Inc., responsible the implementation of the Atlanta BeltLine. The original work plan covered the initial five years of the project, after which a work plan would be developed for the duration of the Atlanta BeltLine TAD.

The first Five Year Work Plan was produced by the Invest Atlanta in 2006 prior to the creation of ABI in order to direct ABI’s efforts and funding over the course of the first five years including the first Atlanta BeltLine TAD bond issuance. This SIP builds on the success of those first five

years of implementation to: refine and expand upon existing planning efforts to achieve coordinated system integration; address transit, housing, jobs, economic development and park projects that were unable to be advanced due to impacts from unanticipated legal challenges and the Great Recession; and rebalance future efforts over the remaining 17 years to achieve the comprehensive implementation of the Atlanta BeltLine program by the end of the TAD in 2030.





Photo Credit: Christopher T. Martin

## **2 : BACKGROUND**

## 2.1 ATLANTA BELTLINE VISION AND SCOPE



The Atlanta BeltLine is the most comprehensive revitalization effort ever undertaken in the City of Atlanta and among the largest, most wide-ranging urban redevelopment and mobility projects currently underway in the United States and internationally. It provides a network of public parks, multi-use trails and transit by re-using 22-miles of historic railroad corridors circling downtown connecting 45 neighborhoods. It will connect to the center of Atlanta via connections with MARTA and the new Atlanta Streetcar system. The Atlanta BeltLine links comprehensive land use with transit-oriented design, turning the Atlanta BeltLine corridor into a framework for long-term sustainability by:

- Offering a convenient alternative transportation choice to city residents, employees and visitors;
- Acting as a catalyst for job creation and economic revitalization in underserved Atlanta BeltLine neighborhoods and in the city;
- Improving air quality and public health;
- Reclaiming brownfield land;
- Providing more affordable housing within the city;
- Creating economically vibrant and diverse communities;
- Integrating equitable development, community benefits and environmental justice;
- Improving access to new and existing recreational and cultural amenities;
- Creating public art;
- Protecting natural resources; and
- Protecting the industrial and rail heritage of the corridor and adjoining areas.

ABI estimates that approximately 3,000 acres of under-utilized land along the corridor will become available for public and private development opportunities, revitalizing neighborhoods that have experienced disinvestment. Elements that will be developed over the life of the Atlanta BeltLine program are discussed in the following sections.



## 2.2 ATLANTA BELTLINE APPROACH TO SUSTAINABILITY



Photo Credit: Christopher T. Martin

The City of Atlanta (COA) Sustainability Plan was adopted on October 15, 2010. The Atlanta BeltLine supports this plan by proactively identifying and implementing solutions to Atlanta's environmental and economic challenges.

Sustainability is inherent to the Atlanta BeltLine program. As per the Atlanta BeltLine Corridor Design Typologies, the Atlanta BeltLine's implementation for trails, parks, transit, and streetscape improvement elements follow a clear set of guiding sustainability principles:

- Deliver projects to the City which advance the state of environmentally-sensitive (and ultimately sustainable) City-owned infrastructure, with a specific emphasis on reducing electricity and potable water usage;
- Use Atlanta BeltLine projects as test beds for new technologies and approaches where appropriate;
- Proactively seek and implement distributed power generation opportunities throughout the Atlanta BeltLine redevelopment area;
- Support sustainable building practices through integrated master planning and policies to support the City's green building ordinance;
- Integrate and coordinate public and private realms to create a holistic solution to economic, environmental and social issues;
- Develop infrastructure that can be adequately maintained post construction to the benefit of ABI, COA, and the community;
- Create a walkable environment via paths and streetscapes. Create spaces where people want to go and environments that enhance the experience and get people out of cars;
- Educate stakeholders on the social, environmental & financial benefits of sustainability;

- Increase mobility options; and
- Support Community Benefits principles.

The approach to sustainability for the Atlanta BeltLine affordable housing element is oriented to the Greater Atlanta Home Builders Association and Southface's EarthCraft House Program. The economic redevelopment program element acts as a unifying component, ensuring sustainable growth around the Atlanta BeltLine, increasing access to mobility, jobs and quality of life amenities that promote public health.

The Atlanta BeltLine's approach to sustainability extends into the community, beyond brick and mortar infrastructure investments, with the following community programs:

- **Annual Organic Landcare Symposium:** Since 2011, ABI has hosted a one-day event with regional and national experts to discuss the benefits of an organic approach to managing park and green spaces along the Atlanta BeltLine Corridor and to encourage residential property owners, public park managers and commercial landscape companies to do the same.
- **Art on the Atlanta BeltLine:** The annual *Art on the Atlanta BeltLine* exhibition showcases how art strengthens and beautifies current and former industrial areas and creates signature spaces exemplifying the transformation of the city through the Atlanta BeltLine. *Art on the Atlanta BeltLine* touches almost 20 intown communities. All works must be designed to be safely removed at the end of the designated period, or disintegrate safely into the environment. Concrete footings for the non-freestanding pieces must be removed and the concrete footing is recycled along with the steel members.



## 2.3 ATLANTA BELTLINE PROGRAM ELEMENTS



Elements that will be developed over the life of the Atlanta BeltLine program are discussed in the following sections.

### 2.3.1 PARKS

The Atlanta BeltLine program includes the development of 1,300 acres of new and expanded greenspace. This acreage includes the Atlanta BeltLine Corridor which will be developed into a linear greenway with multi-use trails and light-rail streetcar transit connecting new and existing parks throughout the City. The Atlanta BeltLine will also upgrade approximately 700 acres of existing parkland.

### 2.3.2 TRAILS

The Atlanta BeltLine program includes the development of 33 miles of multi-use trails within, along and near the Atlanta BeltLine corridor including the corridor trail. The system is comprised of the 22-mile Atlanta BeltLine corridor and 11 miles of connecting spur trails linking parks and neighborhoods not currently accessible to each other, creating a series of interconnected public spaces and recreational opportunities across the city. The program will also create interim trails which allow pedestrians to access the Atlanta BeltLine corridor before permanent trails are constructed.

### 2.3.3 TRANSIT

The Atlanta BeltLine program includes the development and construction of a streetcar and light-rail transit system within the 22-mile corridor connecting the neighborhoods and activity centers adjacent to the Atlanta BeltLine. The Tier I Environmental Impact Statement Record of Decision determined that the transit on the Atlanta BeltLine would share common technology with the Atlanta Streetcar, so that the Atlanta BeltLine will be integrated into the larger Atlanta Streetcar system. Transit on the Atlanta BeltLine will allow modal interchange with MARTA where the Atlanta BeltLine corridor and MARTA rail lines intersect, utilizing

existing MARTA stations and the construction of additional infill stations along the corridor.

### 2.3.4 AFFORDABLE HOUSING

The Redevelopment Plan contemplated that 28,000 new residential units would be built in the Atlanta BeltLine Planning Area (within approximately ½ mile of each side of the corridor) over the life of the program. Of that, 20%, or 5,600 units, were targeted to be affordable housing units and are included in the Atlanta BeltLine program. Housing units should be spread equitably among all segments of the Atlanta BeltLine planning area.

To support the affordable housing goals, Ordinance 05-0-1733 requires that 15% of net TAD bond proceeds fund the Atlanta BeltLine Affordable Housing Trust Fund (BAHTF). Based on the original TAD projections in 2005, approximately \$240 million was anticipated for use by BAHTF, yielding an average contribution of approximately \$42,000 per unit.

The definition of “affordable” for rental homes has been established as households who earn below 60% of the Area Mean Income (AMI). For ownership, the target households are those who earn below 100% of AMI. Because AMI may change over time, the definition of “affordable” will also change.

### 2.3.5 STREETSCAPE IMPROVEMENTS

The Redevelopment Plan set out a vision for improving pedestrian accessibility and roadway improvements as a tool for increasing economic redevelopment in the Atlanta BeltLine’s neighborhoods. The SIP reaffirms this commitment to sustainable mobility. Streetscapes are an essential element in making it safer and easier to move around on foot and bicycle and increasing the safety and attractiveness of the pedestrian environment throughout the Atlanta BeltLine. Quality streetscapes, including wide sidewalks, lighting, shade trees, seating, and wayfinding promote



walking and reinforce the viability of affordable housing, transit and mixed use development. Also critical to pedestrian connectivity is the inclusion of sidewalks and pedestrian crossings on secondary streets that link to the Atlanta BeltLine corridor.

The SIP confirms the need from the Redevelopment Plan (citing the Traffic Impact and Roadway Improvement Assessment) for improvements to neighborhood roads in order to manage future congestion, which is expected to increase regardless of the implementation of the Atlanta BeltLine projects. These include capacity improvements, new roads and connections, and strategies to reduce the demand for vehicular travel.

### 2.3.6 ECONOMIC REDEVELOPMENT

The overall goal of the Atlanta BeltLine is to revitalize the 45 neighborhoods surrounding the Atlanta BeltLine corridor, thereby making economic redevelopment an implicit outcome of all of the Atlanta BeltLine's projects. The Redevelopment Plan included \$100 million in Atlanta BeltLine TAD funding through an Economic Incentive Fund (EIF) to be spent on achieving those targets. This amount was a forecast rather than an explicit commitment, and will be clarified with preparation of the Economic Development Action Plan which will be developed in coordination with Invest Atlanta during Implementation Period 1 of the SIP.

The TAD authorizing ordinance requires that an unspecified percentage of each TAD bond issuance, as described in the Redevelopment Plan, be set aside for the EIF to encourage private development in disinvested communities.

The Redevelopment Plan sets a target supporting the creation of 30,000 permanent jobs and 48,000 one-year construction jobs in the planning area as detailed in Section 3.5. This is a target to be achieved by spending within the TAD and as a result of the private development of retail, office, and other job-generating efforts within the Atlanta BeltLine planning area.

The target for permanent jobs was developed in 2005 by estimating the size and type of developments that were envisioned to be built in the Atlanta BeltLine planning area. Based on this estimate, job creation goals were calculated by applying an average ratio of square feet (sf) of development to jobs (225 sf per job for retail, 250 sf per job for commercial, and 500 sf per job for industrial).

The target for construction jobs was developed by estimating development costs through the life of the TAD, which

included \$6.0 billion in private development and \$1.7 billion in TAD funded projects. Of the \$7.7 billion in total development costs, 25%, or \$1.925 billion, was allocated to labor. The goal of 48,000 construction jobs was established using an average annual salary of \$40,000 for workers.

Furthermore, the authorizing ordinance requires that projects receiving direct Atlanta BeltLine TAD funds follow certain community benefits principles, including prevailing wages, a First Source hiring system to target residents of low-income Atlanta BeltLine neighborhoods, and establishment and usage of pre-apprenticeship and apprenticeship programs. These sustainable development principles are designed to ensure that residents capture well-paying employment opportunities created by the Atlanta BeltLine.



2.4 ABI AND PARTNERS



**Atlanta BeltLine, Inc.**

Atlanta BeltLine Inc. (ABI) was formed in 2006 by Invest Atlanta as a Georgia nonprofit organization for the purpose of managing the implementation of the Atlanta BeltLine program. Working with partners, including City of Atlanta departments, its functions include specifically defining the Atlanta BeltLine program; leading efforts to secure federal, state and local funding; continuing the community engagement process; managing vendors and suppliers; and serving as the overall project management entity to execute the Atlanta BeltLine program.

ABI is also responsible for tracking and reporting progress on the program to the Atlanta City Council, Atlanta Public Schools, and Fulton County, who authorized contribution of their respective tax increment to the Atlanta BeltLine TAD in 2005 and continue as active partners in the program.

Programs of this size and complexity require input and cooperation from multiple stakeholders to succeed. In addition to ABI, there are a number of other governmental, non-profit, private and philanthropic partners involved in the realization of the Atlanta BeltLine.

Below is a list of some of ABI’s key partners who will continue to play a role in executing the SIP and delivering the Atlanta BeltLine program:



**Invest Atlanta**

The Atlanta Development Authority now d/b/a “Invest Atlanta,” is the redevelopment agent and economic development arm of the City of Atlanta. Invest Atlanta is the authority charged with the creation and management of all of the TADs located within the City of Atlanta. Invest Atlanta formed ABI in 2006 as the implementation agent responsible for managing the delivery of the Atlanta BeltLine vision. Invest Atlanta staff plays an active role in the economic development and affordable housing components of the Atlanta BeltLine. ABI and Invest Atlanta staff work

together on a daily basis to ensure fiscal accountability and good stewardship of TAD funds for the program.



**City of Atlanta**

The City of Atlanta is the sponsor for the Atlanta BeltLine and will ultimately own all components of the program. The City is one of the three sponsors of the Atlanta BeltLine TAD and coordinates with ABI and Invest Atlanta on all aspects of delivery of the Atlanta BeltLine.



**Fulton County**

Fulton County is one of the sponsors of the Atlanta BeltLine TAD. The Atlanta BeltLine lies entirely within the boundaries of Fulton County. It is one of the bodies that appoints members to the ABI Board of Directors and advisory boards. Fulton County also receives Payments In Lieu of Taxes (PILOT payments) from the TAD. The County Commission has designated by separate legislative action that the PILOT Payments will support the Fulton County Central Library.



**Atlanta Public Schools**

Atlanta Public Schools (APS) is one of the sponsors of the Atlanta BeltLine TAD. It is one of the bodies that appoints members to the ABI Board of Directors and advisory boards. APS also receives Payments In Lieu of Taxes (PILOT payments) from the TAD as a part of the TAD ordinance.



**Atlanta BeltLine Partnership**

Funded by the private sector, the Atlanta BeltLine Partnership was created to raise capital, awareness and broad-based support for the Atlanta BeltLine. It accomplishes this, in part, through programs such as: free guided tours of the Atlanta BeltLine; Adopt-the-Atlanta BeltLine; the Atlanta BeltLine Speakers Bureau and Ambassadors; and the Atlanta BeltLine Running Series.

The Partnership, as steward of the community’s vision



for the Atlanta BeltLine, also works with partners across multiple sectors to support delivery of not only the project's physical components via investments from private donors, but also its social benefits, including affordable housing, employment opportunities, and healthy communities.



#### **Metropolitan Atlanta Rapid Transit Authority (MARTA)**

MARTA is the principal rapid transportation authority within the Atlanta BeltLine area, operating rapid transit and bus transit services within the city. It is anticipated that the Atlanta BeltLine will result in significant intermodal integration of existing and future services. MARTA has to date been involved in the development of the transit component of the Atlanta BeltLine project, including the Tier 1 Environmental Impact Statement.



#### **Georgia Department of Transportation (GDOT)**

GDOT owns some sections of rail right-of-way along the Atlanta BeltLine corridor and has partnered with ABI to manage transportation and right-of-way issues. GDOT also administers the Statewide Transportation Improvement Program (STIP) which provides funding for design, right-of-way acquisition and construction of the Atlanta BeltLine.



#### **Atlanta Regional Commission**

The Atlanta Regional Commission (ARC) is the regional planning and intergovernmental coordination agency for the State of Georgia. ARC has been a planning partner with ABI and has assisted in securing federal funds for the Program.



#### **PATH Foundation**

The PATH Foundation was set up to preserve and enhance greenways throughout Georgia. The PATH Foundation works with ABI and ABLP to develop the Atlanta BeltLine's 33-mile trail network, including securing private funding. In addition, PATH provides technical and financial resources to advance the design and construction in and around the Atlanta BeltLine.



#### **Trust for Public Land**

The Trust for Public Land (TPL) has been involved in the Atlanta BeltLine since its early stages as a concept, including collaborating with urban planners to undertake studies into greenspace opportunities along the corridor before the formation of the TAD and ABI. TPL has acquired and owns a number of key parcels of land for new Atlanta BeltLine parks.



#### **Trees Atlanta**

As part of making the Atlanta BeltLine truly green, Trees Atlanta works with ABI to create the Atlanta BeltLine Arboretum, providing funding and expertise to both plant thousands of new trees and remove invasive species to restore the natural landscape.

#### **Advisory Boards**

The Atlanta City Council legislation establishing the Atlanta BeltLine TAD created two advisory boards comprised of citizens. Each of the city's TADs has a citizen advisory board to provide input on economic development initiatives. Given the Atlanta BeltLine's focus on affordable housing, an additional advisory group was created to support the BeltLine Affordable Housing Trust Fund.

- Tax Allocation District Advisory Committee (TADAC)**  
 TADAC was established by the City of Atlanta. Its role is to make recommendations to ABI, Invest Atlanta and the City of Atlanta on the issuance, allocation and distribution of Atlanta BeltLine TAD bond proceeds. The Committee is also responsible for measuring the impact of the Atlanta BeltLine and the effective and equitable implementation of the Redevelopment Plan.
- BeltLine Affordable Housing Advisory Board (BAHAB)**  
 BAHAB was set up to make recommendations on the development of policies and strategies associated with the creation of affordable housing within the Atlanta BeltLine TAD. BAHAB also makes recommendations for maximizing the use of the BeltLine Affordable Housing Trust Fund.



## 2.5 STAKEHOLDER AND COMMUNITY ENGAGEMENT



### 2.5.1 PROCESS TO DATE

The Atlanta BeltLine enjoys the ongoing support of the greater community, and ABI is committed to continuously involving the community in the delivery of the program at every opportunity.

As a part of the Strategic Implementation Plan, a Stakeholder and Community Engagement Plan was developed that identified the key stakeholder groups for the project, and developed a strategy to inform, consult and engage those stakeholders, including the community at large.

The primary goal of the Stakeholder Engagement and Communications Strategy is to provide education; drive awareness, stakeholder participation and input on the Priorities Matrix and Criteria; as well as mitigate potential issues or concerns regarding the Strategic Implementation Plan.

The Stakeholder and Community Engagement Plan is included as Appendix E.

### 2.5.2 ON-GOING COMMUNITY ENGAGEMENT

The completed Strategic Implementation Plan will be communicated to the public online at [www.beltline.org](http://www.beltline.org) and via public meetings.

Community engagement will continue throughout the entire construction of the Atlanta BeltLine. ABI will continue to update the public on progress through its usual methods of community study groups, city-wide meetings, quarterly briefings and social media including the Atlanta BeltLine website. Major endeavors such as the environmental studies supporting the transit projects will require their own specific community input, and will be managed separately as and when they are needed.

## 2.6 PROGRESS TO DATE



The Atlanta BeltLine has made significant progress since the creation of the Tax Allocation District in 2005, completing many projects identified in the initial Five Year Work Plan, including preparing and adopting all ten Subarea Master Plans, advancing transit through the federal environmental process, constructing and opening several parks and trails, funding the creation of more than 250 affordable

homes and launching a successful public art program. In some areas, progress has been slowed by reduced available funding due to the impacts of the Great Recession. The following sections describe milestones that have been achieved on the key elements of the Atlanta BeltLine and identify where increased focus and attention will be paid to ensure programmatic success going forward:

### 2.6.1 CORRIDOR ALIGNMENT

Progress has been made in determining the general corridor alignment and right-of-way for the Atlanta BeltLine. Issues remain in isolated areas where complex relationships exist with adjacent landowners or users. These areas will be addressed during Implementation Period 1 as those individual sections progress through the second tier of environmental documentation, required for Federal Transit Administration (FTA) funding. These right-of-way acquisitions are discussed in more detail in later sections of the SIP.

### 2.6.2 PARKS

Historic Forth Ward Park (phases I and II), Boulevard Crossing Park (phase I), and D.H Stanton Park have been delivered at a total cost of \$57 million. The Piedmont Park Conservancy has recently completed the Piedmont Park Northwoods expansion. Another 12 new park projects are currently in the planning and land acquisition phase.

The majority of funding used for parks built to date came from City of Atlanta park improvement bond funds and philanthropic donations, which leveraged TAD funds. Of the \$57 million of park construction cost so far, approximately 50% came from City bond funds, 33% from philanthropic donations and the balance from the TAD.

### 2.6.3 TRAILS

ABI and its partners have opened nearly 13 miles of trails (Northside, Eastside, and West End, SW Connector, interim hiking trails). Additional upgrades, including site furnishings and lighting, are planned for these trails when additional funds are secured. The interim trails in the Northeast and Southwest corridors do not have pavement in place and are therefore less accessible.

The costs of delivering the Eastside, West End, and Northside trail projects were \$13.6 million, \$4.5 million and \$3.6 million respectively, including the costs of design and construction. Approximately 39% of the funding for these trails came from the Atlanta BeltLine TAD, an additional 34% of funding came from philanthropic donations, 16% came from the City of Atlanta and the remaining 10% came from federal sources. The Eastside Trail Southern Extension and Westside Trails are currently undergoing detailed design, with five other segments in the planning and land acquisition stages.

### 2.6.4 TRANSIT

ABI in partnership with MARTA successfully completed the Tier 1 Environmental Impact Statement (EIS) for the full 22-mile corridor. The Tier 1 EIS identified the general alignment of the transit and trail corridor, determined general right-of-way needs and selected “Modern Streetcar” as the transit technology of choice for the Atlanta BeltLine. Subsequently, the City of Atlanta integrated the 22-mile Atlanta BeltLine transit corridor into its citywide streetcar program through the development of the Atlanta Streetcar Expansion Strategy (ASES). ASES and its accompanying technical memoranda form the basis of a coordinated approach and action plan for the implementation of the citywide streetcar network. ASES consists of the Atlanta BeltLine loop circling the City, with several cross-town routes interconnecting the Atlanta BeltLine with Downtown and Midtown. ASES is scheduled in four phases (FY11-15, FY16-20, FY21-25 and FY26-30), each of which contains some Atlanta BeltLine corridor sections and cross-town connectors.

The initial 2.7-mile Atlanta Streetcar Project starter line will provide east-west connectivity and circulation in the core of Downtown Atlanta. This project is under construction and scheduled to begin service in 2014.

The Five Year Work Plan called for a transit governance model to be established for Atlanta BeltLine transit and for one section of the transit corridor to be advanced through final design so that it would be ready for construction in 2012. It was determined that transit governance for the Atlanta BeltLine would be through the City of Atlanta. Specific oversight roles and responsibilities will be implemented as the initial starter line of the Atlanta Streetcar is completed. ABI has been providing planning and design services for both the Atlanta BeltLine and the Atlanta Streetcar future extensions. A transportation services agreement recently approved by the City of Atlanta provides for a structured method of guiding resource allocation and increasing funding emphasis over the next five years to ensure successful implementation of the Atlanta BeltLine transit program elements.

As part of the ASES development work, ABI and the City of Atlanta have undertaken the following studies:

- Ridership study
- A project planning and phasing study
- Analysis of operations and maintenance of the system



## 2 : BACKGROUND

The City of Atlanta is currently undertaking a study into options for procurement and delivery of the transit system which is expected to be completed by early 2014.

### 2.6.5 AFFORDABLE HOUSING

To date, 15% of total net bond proceeds, or \$8.8 million, has been capitalized in the Atlanta BeltLine Affordable Housing Trust Fund (BAHTF). Policies for the fund were approved by Atlanta City Council in 2008. Invest Atlanta currently administers the BAHTF on behalf of ABI and the City of Atlanta.

To date, ABI and Invest Atlanta have established the following mechanisms for delivery of affordable housing targets:

- **Homebuyer Incentives** – The BAHTF provides support directly to buyers to help them afford homes. This is used to purchase units already constructed and with identified buyers. This support method has delivered over 80 units to date.
- **Developer Incentives** – The BAHTF provides developers with financial support towards the cost of constructing affordable housing. This includes support towards obtaining state-wide low income housing tax credits.
- **Proactive Land Acquisition** - ABI and/or any governmental entity in the City of Atlanta purchases land, then sells, leases or grants the land to a developer to construct affordable housing.
- **Transfer of Development Rights (TDR)** – working with the City of Atlanta, utilize TDR to incentivize developers to incorporate affordable housing units in their development.

Funding has been committed to more than 259 affordable housing units made up of 86 owner-occupied units and 173 rentals. ABI directly developed 28 of the owner-occupied units at the Lofts at Reynoldstown Crossing in 2011. This includes three permanently affordable community land trust units developed in partnership with the Atlanta Land Trust Collaborative (ALTC). Community land trusts represent one of a suite of tools to create longer term affordability that lasts beyond the life of the tax allocation district. Another 78 of these units at Reynoldstown Senior are fully funded by BAHTF, the U.S. Department of Housing and Urban Development's Supportive Housing for the Elderly, and tax exempt bonds. Construction is expected to begin in 2013. Fifty two units are funded via BAHTF and private investment at Ponce City Market. Finally, 47 units will be financed by BAHTF and low income housing tax credits.

Other subsidized units are under construction along the Atlanta BeltLine that did not receive Trust Fund proceeds. This includes 61 units at AMLI North Avenue adjacent to Historic Fourth Ward Park (ABI negotiated a land use restriction agreement) and 188 units at Trestletree Village in Ormewood Park (Invest Atlanta provided tax exempt bonds).

ABI recently completed a Mixed Income Transit Oriented Development Strategy (MITODIS) with Enterprise Community Partners and Bleakly Advisory Group. This study examines and recommends strategies to approach the 5,600 affordable housing unit goal established in the Redevelopment Plan.

Early in Period 1, ABI will develop an Affordable Housing Action Plan which will clarify whether affordable housing rehabilitated units, units located outside the Atlanta BeltLine TAD, and units not funded by the BAHTF will be counted towards the 5,600 unit goal. The Affordable Housing Action Plan will also detail types of partnerships, funding, timing, locations, progress measurements and mechanisms necessary to equitably deliver affordable housing across the Atlanta BeltLine.

### 2.6.6 APPROACH TO SUSTAINABILITY

To date, the following has been accomplished:

**Brownfield Redevelopment:** More than 73 acres of brownfields have been remediated or are currently in remediation, including 17 acres at Historic Fourth Ward Park and in portions of the Atlanta BeltLine Corridor along the Eastside Trail.

**Protecting Water Resources:** Most of the sites that the Atlanta BeltLine is transforming into parks are former industrial and commercial properties. With the development of each park, acres of impervious surfaces are being replaced with grass, playgrounds and other permeable materials allowing for more rain water percolation and less stormwater runoff. Nearly 20 acres of impervious concrete and asphalt have been removed in the first two phases of the Historic Fourth Ward Park development. While the pond in the park is an aesthetically-pleasing addition to the environment, it also serves as a regional detention pond while mitigating flooding and sewer system surcharges downstream. Water from this pond is being used to irrigate the park, minimizing potable water demand. An additional 22 acres of impervious concrete and asphalt were also removed during land acquisition and initial site preparation of Boulevard Crossing Park.



## DASHBOARD SUMMARY OF PROGRESS TO-DATE OF ATLANTA BELTLINE PROGRAM

Program Element	Target	Status	Schedule
2030 Benchmark (time elapsed)	25-year / 20-year reset	32% / 15%	
Total Investment (public & private)	\$2.8B - \$4.8B	\$362M	●
Transit Corridor Control	22 miles	56%	●
Trail Corridor Control	33 miles	72%	●
Park Land Control	1,300 acres	54%	●
Brownfield Remediation	1,100 acres	11%	●
Transit Projects (designed / delivered)	22 miles	20% / 0%	● ●
Trail Projects (designed / delivered)	33 miles	35% / 18%	● ●
Park Projects (designed / delivered)	1,300 acres	20% / 20%	● ●
Streetscape Projects (designed / delivered)	46 miles	4% / 0%	● ●
Permanent Jobs	30,000	TBD	○
Construction Jobs	48,000	TBD	○
Affordable Housing Development (direct & indirect)	5,600	8%	●
Economic Development	\$10B w/ ROI 3.5 to 1	\$1B w/ ROI 2.8 to 1	●

● On Schedule ● Near Schedule ● Behind Schedule

**Organic Landcare:** Organic landcare will be implemented at all new parks along the Atlanta BeltLine. Dynamic soil biology helps reduce or eliminate the need for irrigation, pesticides and herbicides while controlling run-off. These landscapes require fewer – or no – chemicals, reduce long-term maintenance costs for the City; and enhance opportunities for wildlife. Other innovative approaches to managing the natural environment have been on display for two weeks a year for two years at Boulevard Crossing Park. For the past two years, Trees Atlanta has provided a natural solution of a herd of goats for two weeks at a time to manage invasive plants, specifically kudzu, within the park.

**Native / Naturalized Plants:** Landscaping in Atlanta BeltLine parks and along trails utilize native or naturalized plants, which require less maintenance and are not invasive because they are conditioned for this climate. The Eastside Trail construction included the planting of 677 trees by Trees Atlanta.

**Green Demolition:** As existing infrastructure is demolished to clear the way parks and trails, the Atlanta BeltLine typically diverts more than 90 percent of the resulting debris from landfills. Approximately 95 percent of demolition debris from Boulevard Crossing was diverted from landfills and nearly 100 percent of asphalt and concrete demolished in Historic Fourth Ward Park was ground on-site and re-used as sub-base for walkways and plazas.

**Alternative Energy:** Solar photovoltaic panels at DH Stanton and Historic Fourth Ward Skatepark create power during daylight hours which is sold into the grid and offsets the cost for power needed for equipment and lighting. Low-voltage LED lights also used at these parks are dimmed to 50% of output during late night hours, minimizing power consumption. At Boulevard Crossing Park, lamp posts are wrapped in a thin-film photovoltaic material, allowing individual lamps to generate their own power needs.





## **3 : METHODOLOGY**

### 3 : METHODOLOGY

This section outlines the methodologies used to create the SIP, including: how the timeframe and cost (in 2013 real dollars) for each project was estimated; the order in which the projects will be delivered; and how the overall Atlanta BeltLine program cash flows and funding requirements were assessed.

#### 3.1 PROJECT LIFECYCLE



In preparing the SIP, we have considered the phasing for all of the individual Atlanta BeltLine projects, including parks, trails and transit, and set a framework for how we will do the same to achieve our goals for affordable housing, job creation and economic development. These projects share similar lifecycle phases of activity, with each project requiring:

- Planning
- Land acquisition
- Environmental Planning
- Design
- Remediation
- Construction
- Operations

Each individual project will involve different lengths of

time, scope of complexity and magnitude of cost, depending on their specific challenges. In general, park projects can be completed in the shortest time, with less complexity and lower costs. With transit projects, their significant size, complexity and cost combine with extensive permitting requirements to take longer and demand greater resource commitments. The graphic below shows an illustrative example of the various phases for a hypothetical park, trail and transit project. The individual phases of the typical project lifecycle are discussed in more detail below.

For the purposes of financial modelling, it is assumed that 15% of the actual Atlanta BeltLine TAD increment received will be available to support the Affordable Housing Trust Fund annually. Funding for economic development through the EIF will be prioritized throughout the life of the TAD in each implementation period. The allocation of funds for both of these program components will be further refined as part of their respective Action Plans. This approach will be adjusted on an annual basis and may be further

#### SOURCES AND USES OF FUNDS FOR COMPLETED TRAILS

##### EXAMPLE PARK PROJECT LIFECYCLE



##### EXAMPLE TRAIL PROJECT LIFECYCLE



##### EXAMPLE TRANSIT PROJECT LIFECYCLE



modified based on the possibility of future bonding. ABI is committed to achieving the goals for these program components as set forth in the Redevelopment Plan.

In 2007, master planning began by looking at the half mile on either side of the Atlanta BeltLine corridor to create a suitable framework to support future population growth and transit ridership. In 10 distinct subareas, ABI and the City of Atlanta Department of Planning & Community Development developed master plans that addressed land use, transportation, and parks. Neighborhood residents informed and shaped the plans by providing detailed feedback at public meetings and in writing. Subarea by subarea, planners worked with the community until all 10 areas were completed. The Master Plans contain the complete list of projects and recommended changes to Future Land Use, street and pedestrian improvements as well as Park Master Plans. The Study Group process where the initial planning happened was followed by meetings with the affected Neighborhood Planning Units (NPU) in each subarea, and ultimately received City Council approval of all master plans.

Next steps will involve the consolidated integration of the 10 adopted Master Plans into a cohesive document called the Unified Plan, which should not be considered as a major re-write of the master plans. Instead, it will bring together the plans in a manner which provides and insures clarity, bringing together in one document the policies that support future development. The Unified Plan will detail how community benefits, equitable development and environmental justice will influence and shape development. It will also be another resource which insures that community expectations and plans are being realized over the remaining life of the project.

Sustainability is a key component of the Atlanta BeltLine program. However, sustainability was not an identified component of master planning efforts. During the development of the Unified Plan, with community input, ABI will develop a policy statement and direction for sustainability for the Atlanta BeltLine program.

ABI anticipates that the Unified Plan process will begin in the fall of 2013 and will wrap up in 2014.

### 3.1.1 PROJECT PLANNING

This activity sets out the high level parameters for individual projects, including the location and general description of the project, and a high level assessment of the costs and

schedules of construction. Many of the Atlanta BeltLine projects are in the planning stage at present, and as such reflect cost and schedule estimates at a general level. As projects are progressed through design and construction, the cost and schedule estimates will be refined.

### 3.1.2 LAND ACQUISITION

As of July 2013 ABI has successfully secured control of 56% of the land required for transit, 72% for trails and 54% for parks in the Atlanta BeltLine planning area. There are still many key areas to be acquired. ABI is actively pursuing several sites and anticipates achieving full control of the primary Atlanta BeltLine 22-mile loop during Implementation Period 1. Land acquisition is a fluid process involving many parties and a complex array of moving parts. As such, many properties will be acquired at various points along the lifecycle of each project (before, during or after design – but by definition before the start of construction) and will be assessed by ABI on a case-by-case basis. In particular, several new park and park expansion projects require land acquisition, and their costs and timing have been included in the SIP on a project by project basis.

Throughout the SIP, conservative estimates for land valuation have been used, signifying that the actual funding requirement could be reduced through negotiation with land owners. If market conditions change significantly there could also be an increase in the land value estimates. In real estate, timing is everything. Therefore, the SIP expects to acquire the majority of lands needed for the program as early in the process as possible to avoid the impacts of gradual price escalation.

### 3.1.3 ENVIRONMENTAL STUDIES

The environmental work required for the different projects varies greatly. New parks require an assessment of the levels of remediation required where land has been contaminated. In order to secure federal funding, trail and transit projects require National Environmental Policy Act (NEPA) analysis and review, a process that can take up to two years to complete. The timeframe and likely costs for environmental work included in the SIP have been calibrated to reflect these environmental considerations on a project by project basis.

### 3.1.4 DESIGN

Similar to the environmental work, the timeframe and



### 3 : METHODOLOGY

likely costs required to design individual projects will vary depending on the complexity of the project. For example, designing an upgrade for an existing park will take less time than designing a new park from scratch. Similarly, a large park such as Westside Park will take longer and cost more than a smaller neighborhood park.

Design for the trail and transit follows an initial combined process called “corridor design” where the alignment of the trail and transit within a section of Atlanta BeltLine corridor are conceptually mapped to ensure all required components will fit within the physical space available; while ensuring a seamless system framework is achieved. Subsequent to corridor design, trail and transit projects are developed separately through detailed design so that the trail and transit projects in the same section of corridor can begin construction separately or jointly as the timing and funding allows.

#### 3.1.5 CONSTRUCTION

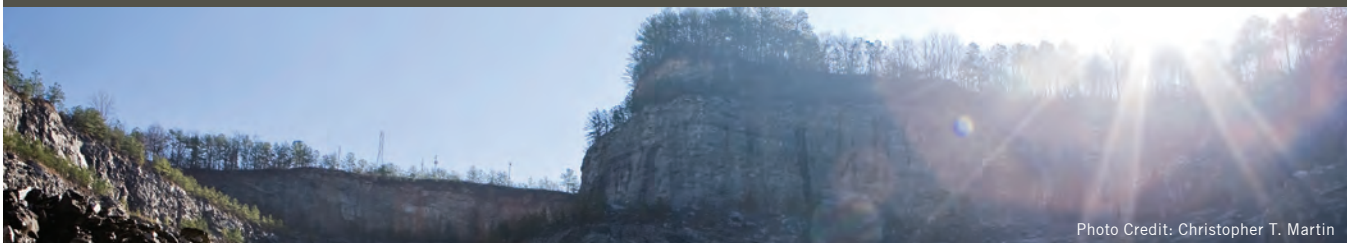
The timeframe and costs for constructing components of the Atlanta BeltLine vary by project. While most park projects are expected to take between nine and fifteen months

to construct, the cost of a park can vary widely depending on the amount of active facilities at that park. Transit projects will take the longest to construct often requiring complex engineering solutions to address structural issues such as bearing walls, bridges and tunneling.

#### 3.1.6 OPERATION

Once construction on Atlanta BeltLine projects is complete, the new parks, trails and transit will be opened for use by the public. At the time of completion, the responsibility for day-to-day operations and long term maintenance of each individual project will be taken over by the City of Atlanta. ABI will not initiate any construction project without first having a commitment by the City or another appropriate third party for the ongoing maintenance of the project.

## 3.2 PROJECT PRIORITIZATION PROCESS



In developing the SIP, individual park, trail and transit projects were prioritized within their own project types to support the three Implementation Periods, detailed in Section 5. These three Implementation Periods were established based on an expectation of ABI’s capacity to manage multiple construction projects at once rather than the expectation of funding availability at that time. The SIP sets out a framework to secure the funding and resources required to bring Atlanta BeltLine projects to fruition within these timelines. The schedule therefore represents an unconstrained view of the construction projects. In practice, some projects may be delayed and others brought forward based upon the availability of funding at a particular point in time.

Three sets of criteria were developed by which to assess

each individual project in the SIP. Input was sought from the public on the relative importance of each criterion, which was then taken into account when developing the final lists. The prioritization criteria for each type of project are discussed below, and the results of the prioritization process are presented in the detailed plans for each Implementation Period described in Section 5.

The projects outlined in the SIP do not include projects outside the Atlanta BeltLine TAD that will be assigned to ABI through its Services Agreements with the City of Atlanta. ABI currently has Parks and Transportation Services Agreements through which specific projects that advance the Atlanta BeltLine program can be assigned to ABI for implementation. Projects managed through the Services Agreements are conducted once funding for the



service request is committed by the City or other external funding source. ABI closely considers its available resources prior to entering into any service agreement assignment to ensure that ABI core projects are adequately staffed and the overall program is being advanced.

### 3.2.1 PUBLIC ENGAGEMENT ON THE PRIORITIZATION PROCESS

There have been two rounds of public engagement for the SIP to date.

In November 2012, the SIP development process was communicated through an Atlanta BeltLine Advisory Board Lunch & Learn, a city-wide presentation and a series of study group meetings, where issues and concerns were sought on the process in general. Approximately 580 people participated in eight public meetings and an online survey. These issues have been managed and communicated back to the public through the Atlanta BeltLine website as well as during the second round of community engagement.

At the study group meetings, input was requested on the criteria used to prioritize projects in the tiered project schedule. The prioritization criteria, detailed in Section 3.2.2, were presented to the public, who were asked to “rank” the criteria in order of importance. This input was used to inform the relative merit of each park, trail and transit project.

In March 2013, a second round of study group meetings was held to present the results of the project prioritization process showing the projects organized into prioritized tiers which later became the three Implementation Periods to demonstrate the overall strategy of the construction schedule. Feedback, issues and concerns were documented into an Issues and Concerns Register. This register recorded questions and concerns raised and responses were recorded for each question or concern. Suggestions for the plan were also recorded and responses included whether the suggestion was used to inform the plan and if not why. This feedback continued throughout the process.

### 3.2.2 PARKS PRIORITIZATION CRITERIA

#### Project Readiness

- Properties under ABI control, or where land has been acquired / negotiations are underway
- Sites with remediation underway / complete or unnecessary

- Project level of complexity and cost

#### Development Impact

- Ability to serve identified economic development priority areas
- Development / Redevelopment potential of the project as a catalyst for the surrounding area

#### Equity

- Ability of the project to serve disadvantaged populations
- Consideration of the project’s geographic location along the Atlanta BeltLine in relation to projects that have already been completed
- Consistency with / promotion of ABI Equitable Development Plan

#### Consistency with City Goals

- Number of residents within ½ mile of a given park project

#### Financial Options

- Options available to finance projects and the potential to leverage funds

### 3.2.3 TRAILS PRIORITIZATION CRITERIA

#### Project Readiness

- Properties under ABI control, or where land has been acquired / negotiations are underway
- Project level of complexity and cost

#### Development Impact

- Ability to serve identified economic development priority areas
- Development/Redevelopment potential of the project as a catalyst for the surrounding area

#### Equity

- Ability of the project to serve disadvantaged populations
- Consideration of the project’s geographic location along the Atlanta BeltLine in relation to projects that have already been completed
- Consistency with / promotion of ABI Equitable Development Plan



### 3 : METHODOLOGY

- Proximity of the project to schools, shopping centers and health centers

#### Leverages Existing Greenspace / Trail Network

- Ability of the project to link to existing parks and trails.

#### Financial Options

- Options available to finance projects and the potential to leverage funds

#### 3.2.4 TRANSIT PRIORITIZATION CRITERIA

##### Project Readiness

- Right of way under ABI control
- Project level of complexity and cost

##### Practicality / Ridership

- Size of market served and ridership base

##### Equity

- Ability of the project to serve disadvantaged populations

##### Financial Options

- Options available to finance projects and the potential to leverage funds

##### Development Impact

- Ability to serve identified economic development priority areas
- Development / Redevelopment potential of the project as a catalyst for the surrounding area

### 3.3 FUNDING ASSUMPTIONS



In preparing the funding and financial analysis for the SIP, assumptions were made regarding a number of different local, state, regional, federal and external funding sources that have been identified as key to the successful delivery of the Atlanta BeltLine vision.

#### 3.3.1 INDEXATION

All costs shown in the funding and financial plan are presented in 2013 dollars that have been indexed to the anticipated year of delivery using an assumed annual inflation rate of 2.0%. The effects of inflation are addressed in Section 4.2.1.

#### 3.3.2 TAX INCREMENT (TAD FUNDS)

The main source of funding for the Atlanta BeltLine program is the tax increment revenue from the TAD. Projections of future TAD revenue were generated by MuniCap, a public finance consulting firm that specializes in developing approaches to public infrastructure funding. In 2011, MuniCap updated prior projections and utilized

a more conservative approach to calculating TAD revenue largely designed to address the economic impacts of the Great Recession. In their approach, they only considered projects that had been completed at the time of the analysis. Projects in the planning, permitting or construction phase, such as Ponce City Market, were not factored into future Atlanta BeltLine TAD revenue projections. Additionally, they only projected out 10 years, as opposed to the remaining life of the TAD. The net effect of these adjustments, as well as other bond underwriting considerations, resulted in a significant reduction in total tax increment revenue available to the Atlanta BeltLine program.

For the purposes of the SIP, we have applied the MuniCap forecast as the “baseline” scenario for tax increment revenue, yielding a projected total TAD income stream of \$1.034 billion (this number is in 2011 dollars – indexed to inflation, this number translates to approximately \$1.454 billion). Over- or under-performance of the real estate market during the forecast period will result in TAD revenues that are higher or lower than those currently predicted and result in a smaller or larger total funding gap



respectively. It is normal practice to update and adjust revenue projections periodically. It is anticipated in the SIP that the baseline projections will be revised once a more predictable “post-recession” pattern is realized.

The SIP currently sets out a construction schedule that is unconstrained by funding. As such, a program of bond issues will not affect the timing of any projects as presented in the SIP. In reality however, a bond program will make funds available earlier than a pay-as-you-go approach meaning unless significant external funding is made available, construction and opening of high priority Atlanta BeltLine projects should be possible earlier with a bond program than with pay-as-you-go.

For the purposes of the SIP, ABI has assumed an annual inflation rate of 2.0%, resulting in approximately \$721 million in inflation costs. The SIP projects a total long term program cost indexed to inflation of roughly \$4.75 billion, including more than \$350 million in expenditures over the past seven years. Costs going forward are estimated at \$4.39 billion. If funding is secured and projects are delivered sooner within each implementation period, the overall program cost will be less.

ABI historically used Atlanta BeltLine TAD revenue as security to issue two series of TAD bonds (through one bond issuance and a refinancing) and to fund projects. This form of financing means that ABI receives funding up front by issuing bond debt, uses the bond funds to pay for costs, and then uses the TAD revenues to repay those bonds over an extended period of time. The Redevelopment Plan initially identified all of the TAD revenue being used to repay bonds. The conservative financial analysis for the SIP assumes all TAD revenue is used when the increment is received. If TAD revenue is instead applied as payments toward a series of bond issuances, the Atlanta BeltLine program schedule of projects could be accelerated, while also increasing the total funding gap to account for interest and financing costs associated with the issuance of bonds. Section 6.3.1 includes information on financing options that would include the issuance of bonds to address how TAD revenues would be distributed over the remaining life of the program.

### 3.3.3 LOCAL FUNDS

Historically, the City of Atlanta has provided capital funds for several Atlanta BeltLine projects, most significantly to build park projects, through Park Improvement Bonds and in smaller amounts to build trail and watershed projects. In developing the SIP, it has been assumed that the City

of Atlanta will continue to provide the same proportion of funding to the parks and trails as it has historically. This is an assumption for planning purposes and is not a commitment on behalf of the City of Atlanta. Each new project will be funded on a case-by-case basis. A change in future levels of support by the City of Atlanta will have an effect on the total funding for the Atlanta BeltLine program.

In assessing the City of Atlanta’s level of historic contribution to the Atlanta BeltLine, we recognize the Department of Watershed Management’s (DWM) \$24 million dollar watershed contribution to the Historic Fourth Ward Park project as this was for a specific purpose. ABI anticipates that components of future projects (i.e. Westside Reservoir Park, Waterworks) will also be done in collaboration with DWM and will work with DWM to provide the necessary resources to ensure the success of the projects.

It is likely, based on the new MuniCap revenue projections that the anticipated funding gap for the Atlanta BeltLine program will require continued partnering with the City of Atlanta to commit additional local funding beyond TAD revenue on projects where City needs are also being addressed. This is especially critical to transit where the ability to secure large scale federal grants is dependent upon local funding commitments that cover capital construction and long-term operation and maintenance costs.

### 3.3.4 FEDERAL FUNDS

As of July 2013, ABI received over \$24 million in federal funds through the Atlanta Regional Commission (ARC) and Georgia Department of Transportation (GDOT). Moving forward, additional funds from the Federal Transit Administration (FTA) and Federal Highway Administration (FHWA) will be critical to delivering the transit and remaining trails. The SIP anticipates FTA funds will account for 50% of transit capital costs, and FHWA funds will account for up to 80% of trail capital costs, which is based on ABI’s intent to apply for the maximum potential amount of federal support for the Atlanta BeltLine projects and provide the required local (non-federal) matching dollars, consistent with standard allocations to other local recipients from the federal government. It is not intended to imply a funding commitment by FTA or FHWA. If actual federal funding attained by the Atlanta BeltLine is less than the standard allocation amount, the total funding gap to be filled in the SIP will be larger. This makes preparation for a robust federal funding application process critical to the program’s success, which is discussed in more detail later in the SIP.



#### “Local Funds” vs. “Local Match”

In the SIP, the term “local funds” is used to describe funding from local government sources, primarily the City of Atlanta. This is not to be confused with the federal term “local match” which comprises all non-federal funds, and could therefore also include city, state, regional, private philanthropic donations or TAD funds.

#### 3.3.5 PRIVATE FUNDING

Private funding includes philanthropic donations, direct private investment and potential public-private partnerships. The Capital Campaign, through ABLP, has raised approximately \$41 million in private funds, the vast majority funding the completed parks and trails to date, almost 25% of total construction costs. In developing the Strategic Implementation Plan, we have assumed private sources, including innovative new partnerships, will continue to provide a significant proportion of funding to the Atlanta BeltLine program.

#### 3.3.6 FLOW OF FUNDS / FUNDING PRIORITIES

Not all of the TAD funding received by ABI will be available for use on the Atlanta BeltLine’s parks, trails and transit projects. In the SIP, we indicate the amount of TAD funding that is available for use after the Atlanta BeltLine TAD funds are used in ABI’s various other costs and commitments. The flow of funds is shown in the diagram on the next page.

The first obligated use of Atlanta BeltLine TAD funds is to repay the bonds that were issued by the City of Atlanta for the Atlanta BeltLine, and secured by TAD revenues. There are approximately \$75 million worth of bonds remaining, and approximately \$61 million of interest to pay, in roughly

equal increments of around \$7.5 million annually over the life of the TAD. The bond repayments have first call on the TAD revenue stream, and are therefore considered before all of ABI’s other costs. Additionally, ABI has a low interest bank loan (with total payment of approximately \$27 million) which will be repaid in steadily increasing annual payments from \$1,856,163 to \$3,348,369 in FY 2023.

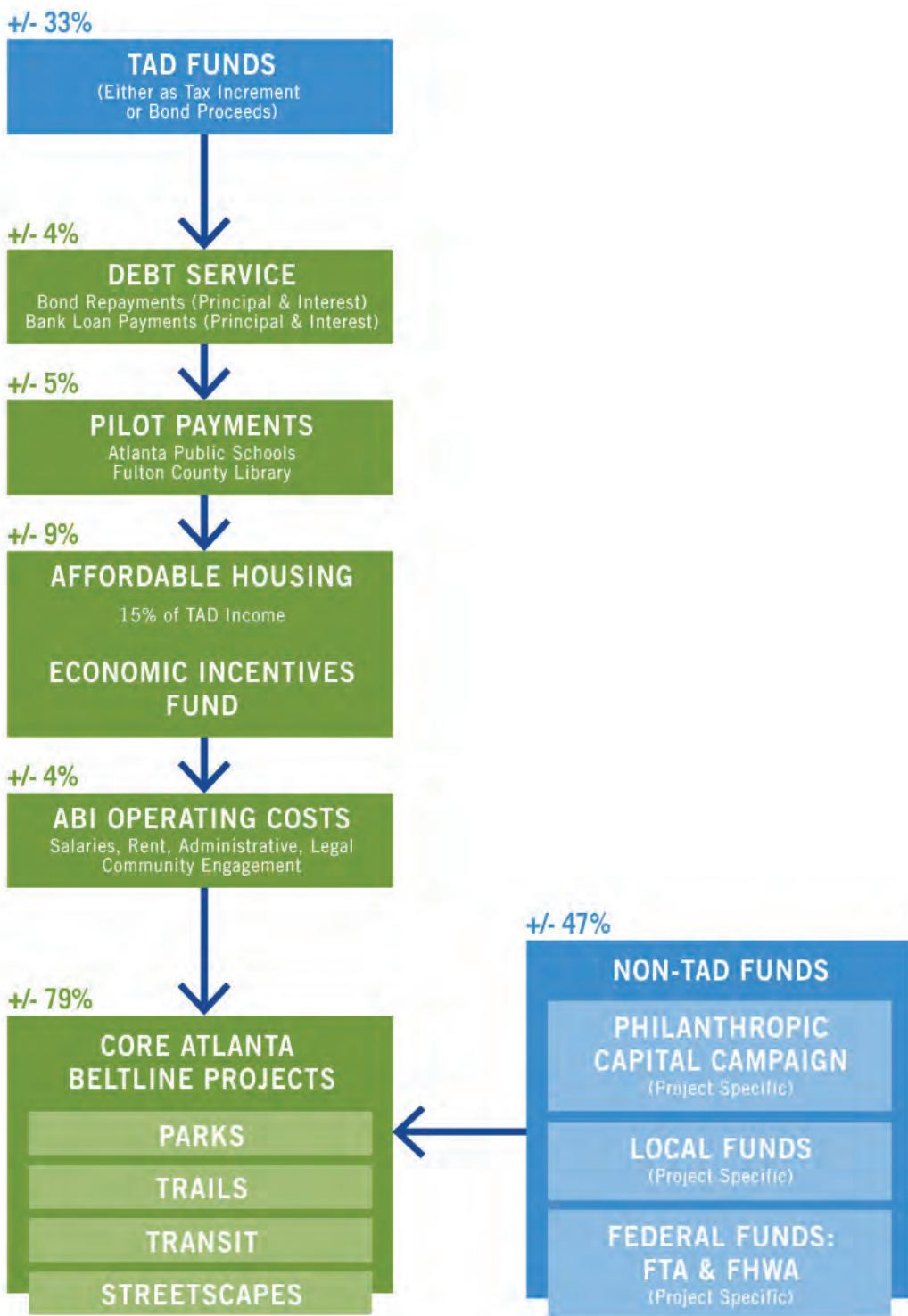
The TAD funds are next used to pay commitments that were made in the TAD authorizing legislation. These commitments include Payments In Lieu of Taxes (PILOT) to Fulton County and Atlanta Public Schools and to the Affordable Housing Trust Fund. This is discussed in greater detail in Section 3.4.

The next use of TAD funds is to provide for ABI’s operating structure, which includes necessary expenditures such as salaries, rent and the community engagement framework. ABI is structured as a strategic project delivery unit. It has developed core competencies to address the managerial, fiduciary and technical roles needed for the successful implementation of the Atlanta BeltLine program. Staff capacity is supplemented by consultants as needed to meet program needs.

Once the obligated costs have been paid, the remaining funds (the TAD revenues) can be used to deliver the parks, trails and transit projects (the core Atlanta BeltLine projects). This is discussed in more detail in Section 4.2. In addition to TAD revenue, the core projects will attract other funding, including local, regional, state, federal and private funds as discussed above. These funds are project specific, and cannot be used to pay for the non-project commitments such as bond repayments and PILOT payments.



ATLANTA BELTLINE FLOW OF FUNDS



**FLOW OF FUNDS**  
 Sources of Funds Available (Blue)  
 Priority of the Uses of Funds (Green)



### 3.4 AFFORDABLE HOUSING ASSUMPTIONS



Current TAD revenue forecasts based on current market projections suggest that the Atlanta BeltLine TAD will yield approximately \$1.034 billion (in 2011 dollars), resulting in an Affordable Housing Trust Fund allocation of \$127.4 million, representing a potential distribution of approximately \$23,100 per unit based on the 5,600 unit commitment in the SIP, leaving a funding gap of approximately \$112 million or \$11,100 per unit. Based on the funding gap it will be extremely important for ABI to leverage its funds through partnering with public and private entities.

It is the commitment of the Redevelopment Plan and the SIP that ABI achieve the delivery of 5,600 Affordable Housing units, or 20% of projected new units, within the Atlanta BeltLine program life. This includes new units that are funded by the BAHTF and/or influenced by ABI in the TAD, as anticipated in the Redevelopment Plan. It also may include units which have been rehabilitated and preserved as affordable housing, units outside the TAD but within the Atlanta BeltLine Planning Area, and units that have been created through project partners without BAHTF funding.

Achieving these goals will require ABI's engagement beyond provision of down-payment assistance and last-in gap financing to developers. More proactive non-monetary contributions by ABI earlier in the development process, such as provision of land and removal of barriers to entitlement, will be pursued. The details of this more active engagement approach of affordable housing development will be articulated in the Affordable Housing Action Plan to be prepared during the initial years of Implementation Period 1. The Action Plan will detail types of partnerships, funding, timing, locations, progress measurement, and mechanisms necessary to deliver affordable housing. This will include considerations for sustainability, long-term affordability, geographic equity, and other elements that are important to a successful program.

#### 3.4.1 ASSUMPTIONS USED IN THE STRATEGIC IMPLEMENTATION PLAN

ABI and its partners can approach closing the affordable housing funding gap by assembling additional public and private resources, reducing per unit total development costs, and identifying non-financial incentives. A strategy direction for this was created in MITODIS, which includes leveraging the low-income housing tax credit and other resources, lowering total development costs through preserving existing affordable housing, and partnering with the City to explore zoning incentives. Following this effort, ABI will create a more detailed Action Plan that achieves affordable housing goals.

For the purposes of financial modelling, it is assumed that 15% of increment is available to the Trust Fund annually. However, this may be adjusted on an annual basis and may be modified based on bonding capabilities.



### 3.5 ECONOMIC DEVELOPMENT ASSUMPTIONS



One of the overall goals of the Atlanta BeltLine program is to revitalize the neighborhoods surrounding the Atlanta BeltLine, thereby making economic redevelopment an implicit goal of all Atlanta BeltLine activities. The SIP affirms the targets of creating 30,000 permanent jobs and 48,000 construction jobs in the Atlanta BeltLine planning area over the life of the program. This is a target to be achieved by specific spending from the Atlanta BeltLine TAD combined with overall development within the Atlanta BeltLine planning area, including both public and private investments. The Economic Development Action Plan to be developed in the first year of Implementation Period 1 will set the baselines upon which these targets will be measured, establish a methodology for tracking this data over time, and identify a process by which information will be used to inform and guide ABI's efforts to actively contribute to and support the accomplishment of these SIP goals.

Some of the ways in which ABI has previously and will continue promoting economic development and job creation include:

- Delivering enabling infrastructure in a neighborhood, including brownfield remediation or historic preservation, to reduce the cost to developers entering a new area;
- Working with Invest Atlanta, offering financial incentives within the TAD directly to developers in order to “close the gap” and turn an unfeasible project into a project which can be delivered;
- Buying land, and either acting as a master developer or donating the land to a developer as an incentive (or selling the land at a leverageable market price) on a case-by-case basis. ABI will be establishing a policy to evaluate and manage the risk of land acquisition;
- ABI developing an underwriting risk framework for specific opportunities that arise and involve entering into a partnering arrangement involving the use of TAD funds;

- Partnering with the City of Atlanta to influence rezoning;
- Partnering with the City of Atlanta to provide expedited permitting; and,
- Providing technical assistance, marketing, and sponsorship of developments from pre-development to sales/lease-up.

#### 3.5.1 ECONOMIC INCENTIVE FUND

Ordinance 05-0-1733 states that an unspecified portion of Atlanta BeltLine TAD bond revenues must be used to create an Economic Incentives Fund (EIF), which will be used to fund economic redevelopment projects in Community Development Impact Areas (CDIAs). The Ordinance states that the Redevelopment Plan will define the amount of TAD funding to be used in the EIF. The Redevelopment Plan recommends that \$100 million of TAD bond funding be used to fund the EIF, which is a total figure for spending across the life of the TAD. There is no specific project list or schedule of payments associated with this amount. Atlanta BeltLine TAD funding has yet to be used for economic development.

Invest Atlanta is in the process of developing an economic development strategy for the City of Atlanta. The Atlanta BeltLine's Economic Development Action Plan will be developed in concert with and as this plan is completed. It will be consistent with the citywide vision for redevelopment, and allow for a seamless integration of ABI and Invest Atlanta efforts. Working with Invest Atlanta, ABI will memorialize its approach through the creation and adoption of an Economic Incentive Policy as part of the Economic Development Action Plan.



### 3.6 STREETSCAPES ASSUMPTIONS



The Redevelopment Plan identified streetscape improvements as an element of the overall Atlanta BeltLine program (see map on the next page). The streetscape project list from the Redevelopment Plan was further refined through the Subarea Master Planning process. Streetscape projects that were identified in the Subarea Master Plans have since been incorporated into the Connect Atlanta Plan, the City's comprehensive transportation plan adopted in 2008.

To date, ABI and its partners have identified streetscape projects to be completed as part of the Atlanta BeltLine project. ABI is in the process of compiling a GIS database of projects to determine those that are located within the TAD. In many instances, project limits of streetscape improvements extended beyond the TAD, making them ineligible for TAD funding. Once the GIS database is finalized, detailed cost estimates, including the appropriate funding sources for all elements of the streetscape program, will be prepared and assigned. Based on the results of this analysis, ABI will work with the City to identify streetscape and roadway project to be implemented in Period 1. The project list will be refined regularly to inform projects that will take place in subsequent Implementation Periods.

The cost estimate outlined in the Redevelopment Plan serves as the best available streetscape cost estimate at present and has been used for planning purposes in the SIP. This estimate will be revised once the GIS database is complete. The Redevelopment Plan estimates pedestrian and roadway improvements to cost \$235-270 million and \$70-105 million respectively, of which 70% was expected to be funded by federal or local (i.e. city, regional or state) sources. The success in securing local and federal funding for these improvements will depend on the availability of funding and qualification criteria at the time of application. Potential sources of funding and their likely contribution will be identified for each streetscape project during the compiling of the GIS database. If local and federal funds are successfully sourced for the streetscapes, then the total funding gap may be reduced. ABI will continue to work with the City of Atlanta, GDOT, ARC and other local partners to

review their transportation improvement projects, grant opportunities and identify ways to secure funding for projects that extend outside the TAD but are key to the overall success of the Atlanta BeltLine.

Implementation of streetscape and roadway projects are coordinated with the City's Departments of Planning and Public Works. ABI and the City recently entered into a Transportation Services Agreement to better facilitate the advancement of streetscape and transit projects. To date, streetscape projects managed by ABI have been limited to improvements along roads associated with ABI-led projects (i.e. Edgewood Avenue bridge replacement, Eastside Trail Extension).

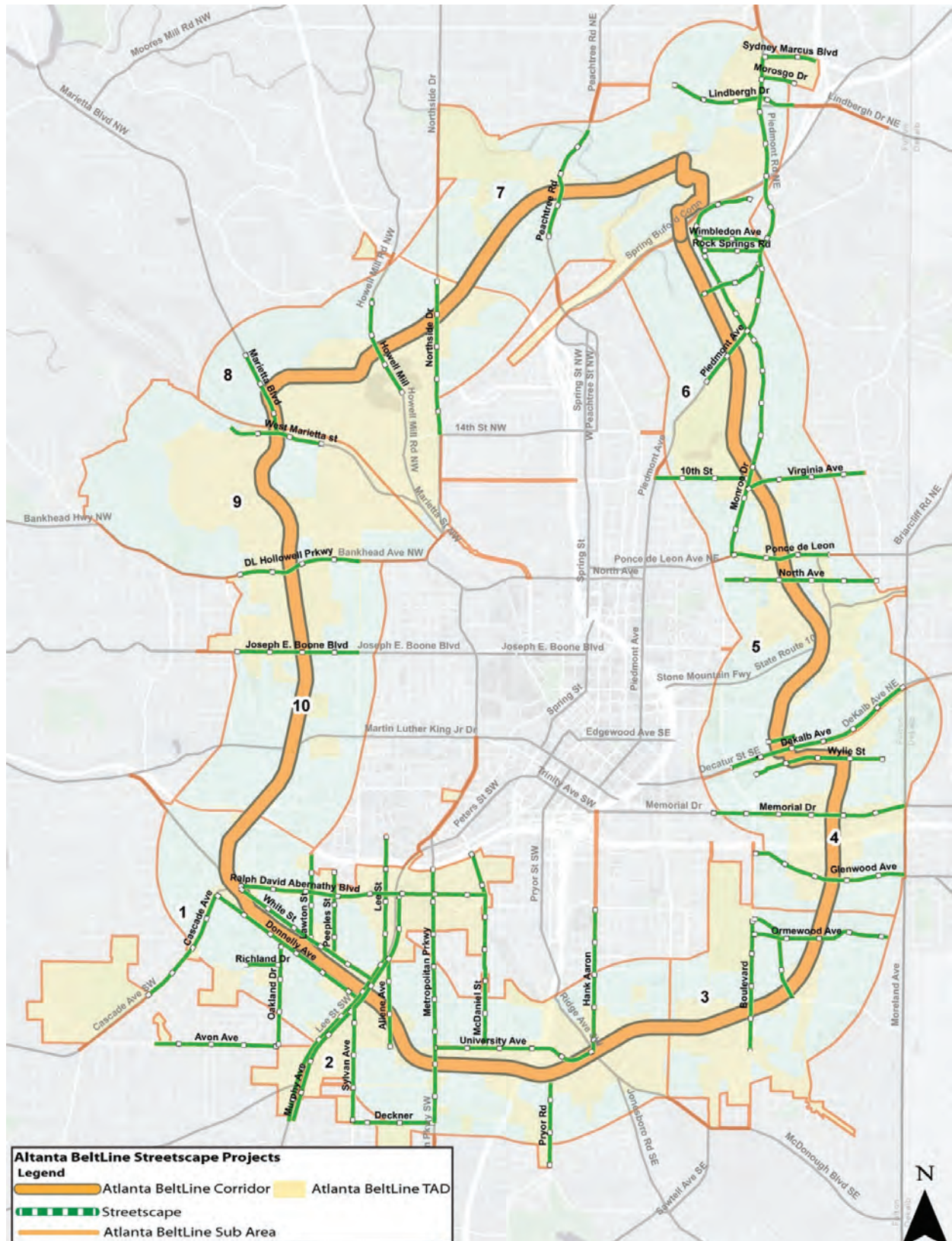
ABI anticipates that some streetscape projects will be implemented as part of private developments (i.e. Glenwood Avenue improvements in the vicinity of the Maynard Jackson High School renovation and proposed Fuqua development) and as part of transit implementation (i.e. North Avenue streetscapes in conjunction with the proposed cross-town streetcar connection).

Additional streetscape improvements beyond those identified in the Redevelopment Plan will continue to be implemented as part of other ABI projects (i.e. streetscape improvements along North Angier Avenue, Rankin Street, Garden Park Drive, and Willoughby Way associated with Historic Fourth Ward Park).

In addition to streetscape improvements, a number of roadway projects to mitigate traffic impacts of redevelopment were identified as part of the Redevelopment Plan. These projects were further defined and additional projects were identified through the Subarea Master Planning process; many are located outside the Atlanta BeltLine TAD. ABI is working with local and federal partners to determine implementation responsibilities and funding approaches for these roadway projects. ABI anticipates that some of these projects may be implemented by private developers and others by public agencies including ABI and City Departments, in conjunction with the redevelopment of the major development sites corridor.



STREETSCAPE IMPROVEMENT PROJECTS



### 3.7 TRANSIT ASSUMPTIONS



Current Atlanta BeltLine TAD revenue forecasts require most transit implementation to take place in Periods 2 and 3 of the SIP. In order to implement key catalytic Atlanta BeltLine transit projects in Period 1, additional funding of approximately \$500 million for capital construction and approximately \$10 million/year for operation/maintenance will need to be secured from new local and federal funding sources.

#### 3.7.1 ASSUMPTIONS USED FOR TRANSIT

ABI and its partners can approach closing the transit funding gap by working diligently to complete federal transit funding requirements, capitalizing on discretionary and formula (i.e., TIGER, etc.) grant opportunities and prioritizing development and execution of a system-wide strategy for securing additional local, regional and/or state funding for transportation improvements for the Atlanta BeltLine within the first two years of Implementation Period 1.







## **4 : STRATEGIC OVERVIEW OF ACTIVITIES TO 2030**

## 4 : STRATEGIC OVERVIEW OF ACTIVITIES TO 2030

The SIP presents the approach ABI will take to fulfilling construction of the entire Atlanta BeltLine program of projects contained within the Redevelopment Plan and ensuring they are completed as intended by the end of the TAD in 2030. As discussed in Section 3.2, the schedule is based on an expectation of ABI's capacity to manage multiple construction projects at once rather than the expectation of funding availability at that time. This schedule therefore represents a view of construction projects that is unconstrained by funding. While all necessary funding sources are not yet identified, this plan presents flexible options that can help ABI achieve its objectives. In practice, as funds are secured some projects may be delayed or even opportunistically brought forward based upon the availability of funding and capacity to perform at a particular point in time.

Each of the 10 Subarea Master Plans express the community's vision for their area. They also contain project lists for their subareas. As a part of the Unified Plan to be

developed early in Implementation Period 1, the project lists will be consolidated to reflect those projects and identify which are eligible for funding from the TAD and which projects will require other non-TAD funding sources. The Unified Plan will serve as the framing document for the next stages of implementation and a check point document for the communities and for TADAC to assure that ABI is targeting development to implement the community visions. TADAC might use the document to formulate their recommendations for future bond issuances. In addition TADAC would have a document to assist them in monitoring the equitable implementation of the Atlanta BeltLine program.

This section discusses the overall strategic approach to managing costs and funding through completion of the Atlanta BeltLine in 2030. Section 5 apportions the projects into the three Implementation Periods, and identifies the specific activities to be undertaken during each period.

### 4.1 OVERVIEW OF CONSTRUCTION PROJECTS



The SIP prioritizes construction of new parks over upgrading of existing parks, as the equity criteria referenced in Section 3 prefers delivering parks to areas with limited access to existing greenspaces. As new parks are more costly than upgrades, the schedule shows that park construction is spread relatively evenly across the three Implementation Periods. In terms of the cost of construction in each period however, the number of parks delivered (and the related acreage) is lower in the first two periods than the last, when all of the lower-cost park upgrades are delivered.

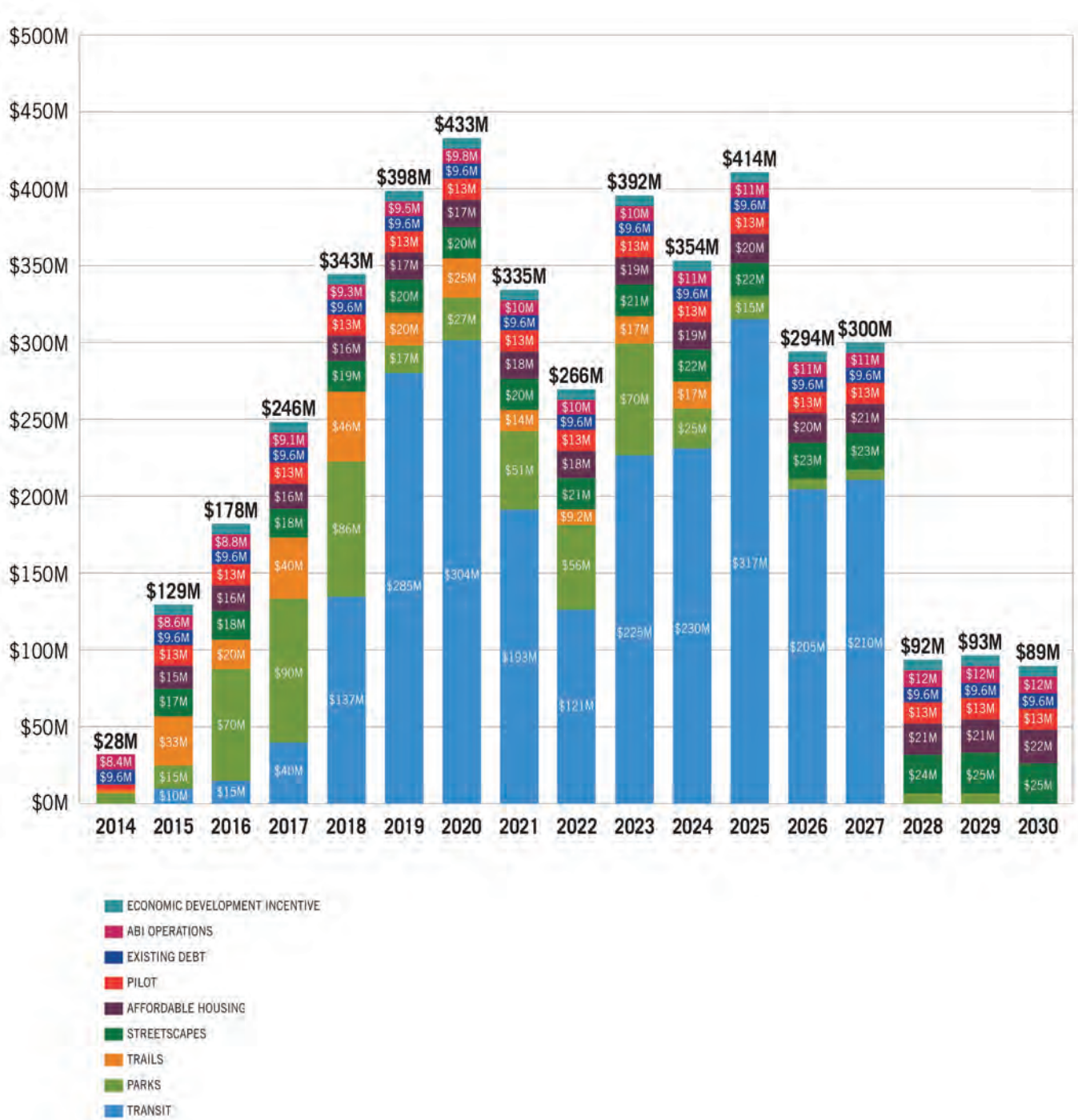
Trail construction shows the most activity in the first implementation period, with an effort to deliver as much of the trail system as early as possible, with less activity in the later periods.

Transit activity in the early years of implementation is focused on completing environmental permitting and design, and construction of key catalytic streetcar lines in the east and west sides of the corridor. Concerted efforts will be focused on delivering transit benefits to the community as early as possible in Period 1 through ABI working with partners to accelerate the capacity to deliver projects while developing additional local funding sources. The Atlanta BeltLine transit construction schedule will be significantly influenced by the generating pace of local funding, along with the Atlanta Streetcar Expansion Strategy and the City of Atlanta's project delivery approach for the overall streetcar system.

The following graphic is a depiction of possible costs associated with the implementation activities described in Section 5.



ABI RESOURCE FORECAST BY FISCAL YEAR



**4.2 SOURCES AND USES OF FUNDS**



Photo Credit: Christopher T. Martin

During the first five years (2006-2011) of the Atlanta BeltLine, ABI expended \$337 million. Of the \$337 million, \$53 million (16%) were from sources previously unidentified in the Redevelopment Plan. As implementation continues, ABI and the City will continue to seek and leverage previously unknown funding sources as they have done to

date. A summary of initial expenditures is provided in the table below. Based on the analysis provided in this report, the table on the next page is a projection of the probable sources and uses of funds needed to complete the Atlanta BeltLine program.

**FIRST 5-YEAR SOURCES OF FUNDS**

**\$ MILLIONS**

Tax Increment	\$120	35%
Federal Funds	23	7%
City Funds	146	44%
Philanthropic Donations	37	11%
Other (lease revenue, management fee)	11	3%
<b>TOTAL SOURCES</b>	<b>\$337</b>	<b>100%</b>



**TOTAL ATLANTA BELTLINE SOURCES AND USES OF FUNDS**

<b>SOURCES</b>	<b>\$ MILLIONS</b>	
Tax Increment	\$1,455	33%
Federal Funds (estimated)	1,272	29%
Federal, State, Regional or Local Funding for Streetscapes (estimated)	343	8%
Local Funding for Parks (estimated)	157	4%
Private Funds (estimated)	275	6%
Unidentified	891	20%
<b>TOTAL SOURCES</b>	<b>\$4,393</b>	<b>100%</b>

<b>USES</b>	<b>\$ MILLIONS</b>	
Transit	\$2,298	52%
Parks	553	13%
Streetscapes	343	8%
Affordable Housing	302	7%
Trails	246	6%
PILOT Payments	211	5%
Existing Debt Repayment	164	4%
ABI Operating	176	4%
Economic Development Incentive Fund	100	2%
<b>TOTAL USES</b>	<b>\$4,393</b>	<b>100%</b>

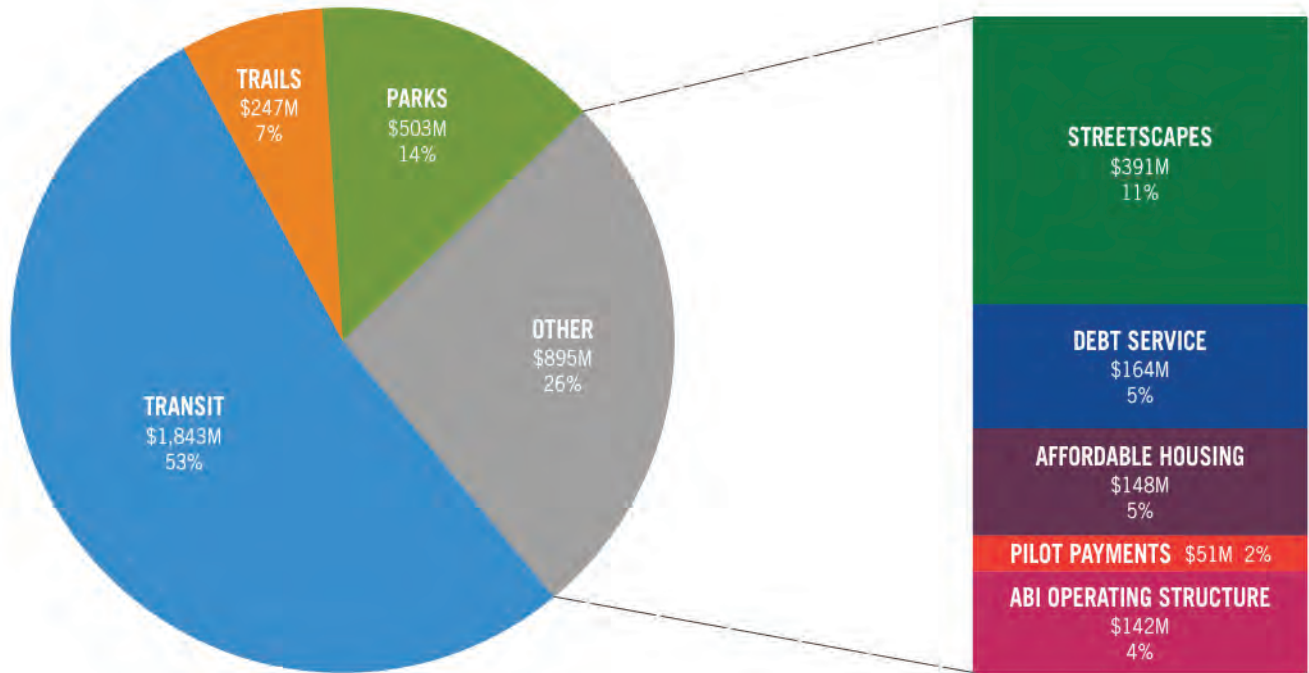
As shown in the table above, the financial model for the SIP assumes that the Atlanta BeltLine will eventually receive \$4.393 billion dollars of funding from various sources, of which TAD revenues will account for one third, at \$1.454 billion. Of the other funding sources, federal funding is the largest at \$1.272 billion, also representing almost one-third of the program's total funding, with the remaining funding balance coming from local public and private sources.

Comparing the total costs of the Atlanta BeltLine to the anticipated funding sources suggests a total unidentified

funding gap of \$891 million, accounting for full Atlanta BeltLine TAD funding distribution and without consideration of bonds being issued. This amount will be affected by a variety of factors discussed in Section 3, but with the forecasts as they are at present, ABI and the City of Atlanta will still need to identify and secure additional funding. Some potential sources of gap funding and the actions required to secure it are discussed in Section 6.

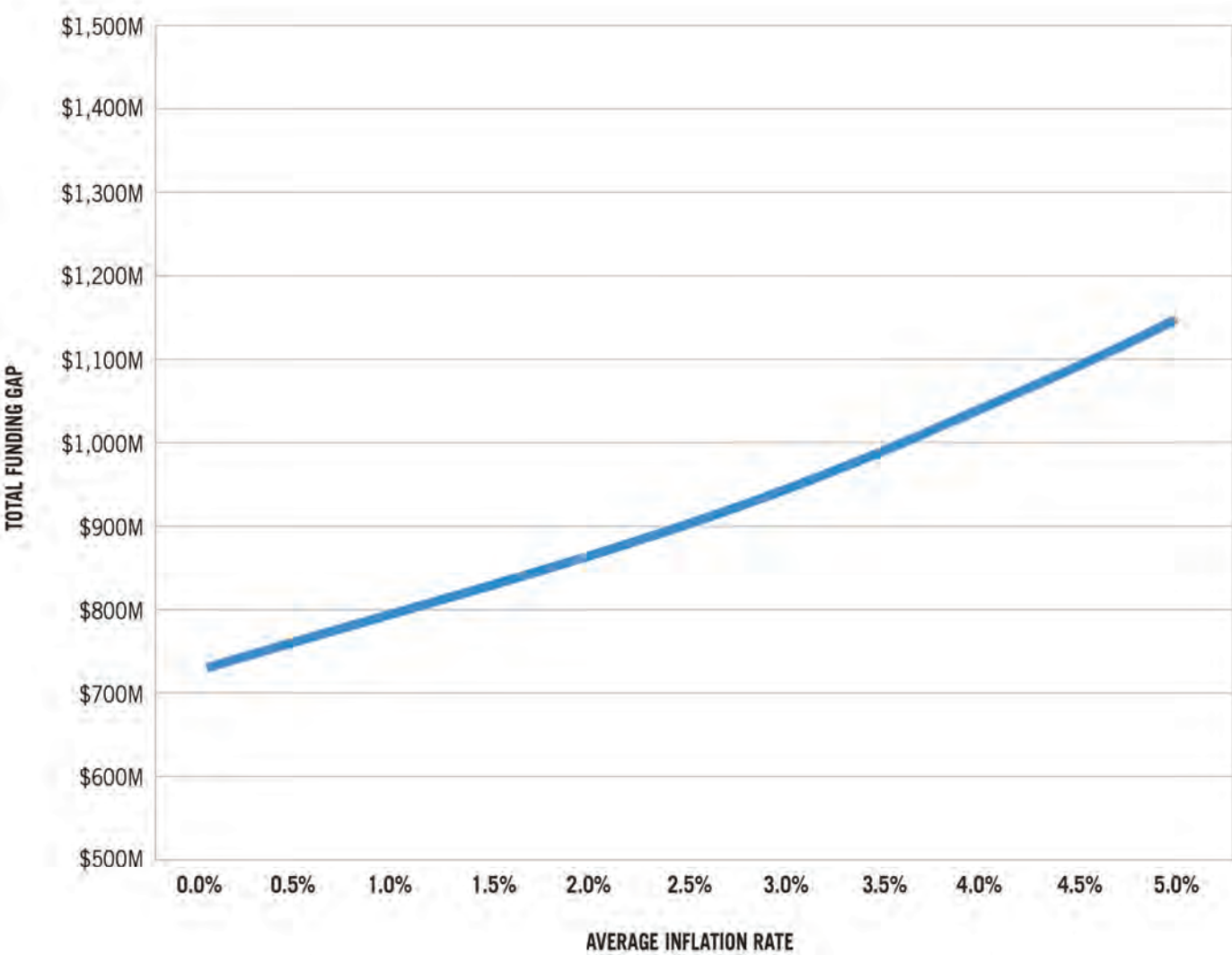


ALL EXPENDITURE BREAKDOWN FY14-FY18 USD \$MILLIONS



The Atlanta BeltLine's forecast expenditures are shown in the chart above, with infrastructure projects including parks, trails and transit accounting for over two-thirds of the overall costs. The remaining 26% consists of the Atlanta BeltLine's strategic commitments, including debt service, PILOT payments, affordable housing and economic redevelopment programs and the operating costs of ABI itself.

TOTAL FUNDING GAP INFLATION SENSITIVITY ANALYSIS USD \$MILLIONS



4.2.1 INFLATION

All values presented above are shown in 2013 dollars that have been indexed to the anticipated year of delivery for each project using an assumed annual inflation rate of 2.0%.

The net effects of escalating inflation rates on the total funding gap are shown in the chart below; for every 1% increase in the overall average annual inflation rate, the total funding gap increases by approximately \$100 million.





## **5 : IMPLEMENTATION PERIODS**

## 5 : IMPLEMENTATION PERIODS

This section sets out in more detail the implementation schedule discussed in Sections 3 and 4, showing how ABI will complete all remaining Atlanta BeltLine projects before the end of the TAD's life in 2030. The projects have been divided into the following three Implementation Periods:

- Period 1: FY14-FY18
- Period 2: FY19-FY23
- Period 3: FY24-FY30

As an implementing mechanism, we will eventually assign specificity of scheduling affordable housing and economic development activities within each of their action plans during Implementation Period 1. As previously stated in Section 3.1, for the purposes of financial modelling, 15% of Atlanta BeltLine TAD revenue will be assigned to the

Affordable Housing Trust Fund for distribution annually to targeted investments. Funding for economic development incentives through the Economic Incentives Fund will be prioritized throughout each Implementation Period. Given the opportunistic nature of these investments, the approach to managing these two components will be adjusted on an annual basis to reflect progress and to account for fluctuations in funding and/or financing decisions. ABI is committed to achieving the goals for these program components as set forth in the Redevelopment Plan.

Given an unconstrained framework for delivering Atlanta BeltLine projects, we have assumed that funding will be available for projects in order to deliver the Atlanta BeltLine in the timelines set out in the prioritization process.

### PERIOD 1 OVERVIEW

The foundation for the continued success and completion of the entire Atlanta BeltLine Program will be established through Period 1 activities. This period is the most detailed and specific of the three implementation periods as it consists of projects that are best poised to move forward in the immediate future. In addition to delivering numerous flagship projects during this period, other activities will be completed to allow for ongoing program development in Periods 2 and 3. Although Periods 2 and 3 have detailed project lists associated with them, they are considered to be more conceptual at this point in time and will be subject to modification during future updates to the SIP.

Four parks (Boulevard Crossing, Murphy Crossing, Enota and Westside Phase 1) will be completed during the first implementation period, bringing the total acreage of greenspace completed to 525 acres. In addition, all of the necessary land (approximately 800 acres) for the remaining parks will be secured during Period 1. Finally, ABI will advance the design of three parks (Lang Carson, Four Corners and Maddox) that will begin construction early in Period 2.

The remaining nine miles of Atlanta BeltLine corridor will be secured in Period 1. This will allow for the construction of the Westside (south section) and Southeast Trails, as well as the design of the Eastside (north section) and Northside Trails during Period 1. In addition, the Southwest BeltLine Connector Trail network and Pryor Spur Trail will be designed and constructed in the first implementation period, bringing the total length of completed trails to 19 miles.

The streetcar/light rail (transit) program will break ground during Period 1 with construction on the Atlanta BeltLine East and West sections (approximately 9 miles). Design and environmental work for Atlanta BeltLine Southeast and Northeast sections (approximately 6 miles) will also be initiated in Period 1, allowing for these segments to move into construction in Periods 2 and 3.

ABI will continue to work with the City and private developers to enhance the quality of streetscapes and improve the roadway network throughout Period 1. The Redevelopment Plan anticipated that 46 miles of streetscapes would be improved as part of the Atlanta BeltLine program. ABI anticipates that the total length of improved streetscapes implemented during Period 1 will be 16.5 miles.

ABI will continue to advance program components through the creation of an Affordable Housing Action Plan, a Sustainability Action Plan and an Economic Development Action Plan during the first years of Period 1. ABI will also support the Atlanta BeltLine Partnership's initiative to improve health outcomes in communities around the Atlanta BeltLine. In addition, ABI will integrate the 10 adopted Subarea Master Plans into a Unified Plan to ensure consistent planning around the Atlanta BeltLine.

Other program components, such as brownfield redevelopment and public art, will continue to be advanced as a part of individual projects.



## IMPLEMENTATION PERIOD ONE SOURCES AND USES OF FUNDS

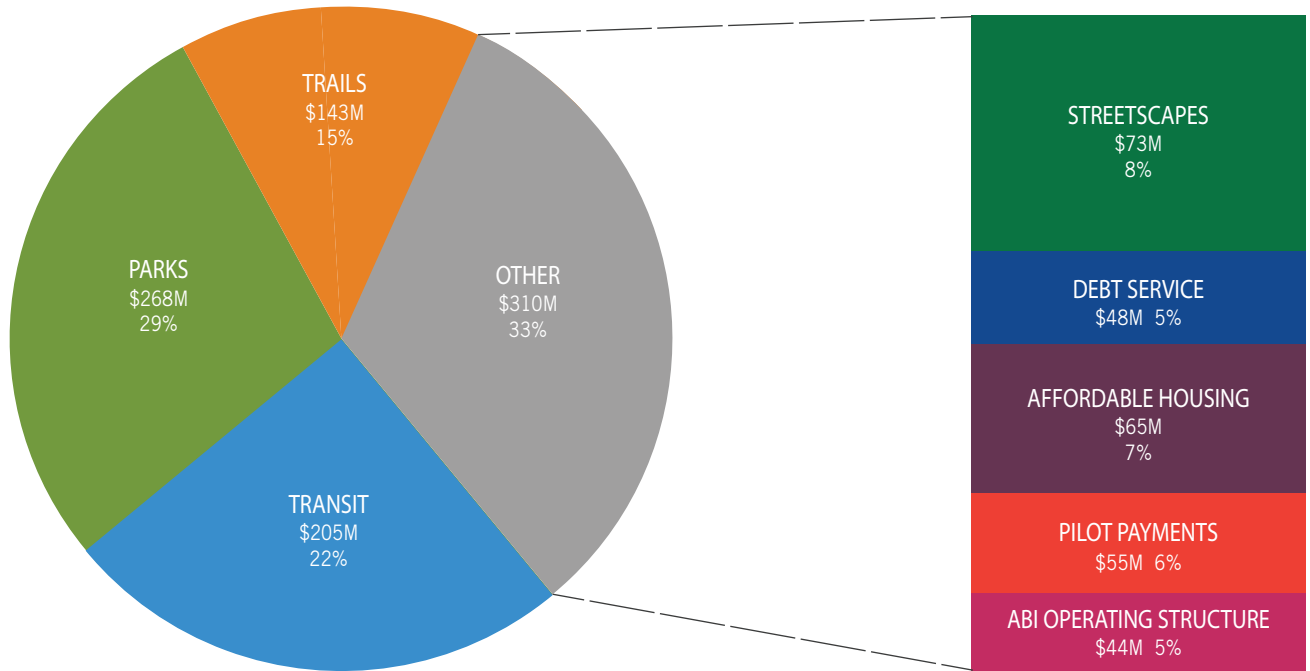
<b>SOURCES</b>	<b>\$ MILLIONS</b>	
Tax Increment	\$227	25%
Federal Funds (estimated)	210	23%
Federal, State, Regional or Local Funding for Streetscapes (estimated)	98	10%
Local Funding for Parks (estimated)	80	9%
Private Funds (estimated)	125	13%
Unidentified	185	20%
<b>TOTAL SOURCES</b>	<b>\$926</b>	<b>100%</b>

<b>USES</b>	<b>\$ MILLIONS</b>	
Transit	\$205	22%
Parks	268	29%
Streetscapes	73	8%
Affordable Housing	65	7%
Trails	143	15%
PILOT Payments	55	6%
Existing Debt Repayment	48	5%
ABI Operating	44	5%
Economic Development Incentive Fund	25	3%
<b>TOTAL USES</b>	<b>\$926</b>	<b>100%</b>

As shown in the table above, the financial model for the SIP assumes that the Atlanta BeltLine will eventually receive \$926 million dollars of funding from various sources during Period 1, of which TAD revenues will account for one quarter, at \$227 million. Of the other funding sources, federal funding is the largest at \$210 million, also representing almost a quarter of the program's total funding, with the remaining funding balance coming from local public and private sources.



IMPLEMENTATION PERIOD ONE EXPENDITURES FY14-FY18 USD \$MILLIONS



The Atlanta BeltLine’s forecast expenditures are shown in the chart above, with infrastructure projects including parks, trails and transit accounting for two-thirds of the overall costs. The remaining 33% consists of the Atlanta BeltLine’s strategic commitments, including debt service, PILOT payments, affordable housing and economic redevelopment programs and the operating costs of ABI itself.



5.1 PARKS



Based on community feedback regarding prioritization criteria for park projects detailed in Section 3.2.2, the three periods of park implementation were developed using the following matrix.

Park projects that had positive rankings in three or more categories, including Project Readiness, were assigned to Period 1. Park projects with positive rankings in two to three categories were placed in Period 2. Park projects with two or fewer positive rankings and with longer horizons for land acquisition were placed in Period 3.

Two parks, Waterworks Park and Hillside Park, are not currently shown to be constructed until Period 3, but could

potentially be advanced to either Period 1 or 2 if the necessary funding is made available and conditions can be met. These parks are both located on properties wholly owned by the City of Atlanta’s Department of Watershed Management (DWM) therefore no land acquisition would be required. ABI and DWM are working together to create concepts for both of these “greenspaces” that are sensitive to DWM investments and public safety, and the timing of their construction will depend on DWM commitments. DWM has already proven to be a successful partner with ABI in the delivery of the sections of Historic Fourth Ward Park that are currently open for use by the public, and this relationship is envisioned to continue through the remainder of the program.

Park Name	Project Readiness	Goal Consistency	Equity	Development Impact	Financial Options
Boulevard Crossing	+	+	+	+	-
Enota	+	+	+	-	-
Murphy Crossing	+ / -	+	+	+	-
Westside, Phase I	+	+	+	+	-
Four Corners	+	-	+	-	-
Lang Carson	-	+	+	-	-
Maddox	-	-	+	+	-
Westside, Phase II	-	+	+	+	-
Historic Fourth Ward, Phase III	-	-	-	+	-
Intrenchment Creek	-	-	+	+	-
Hillside*	*	+	+	+	-
Waterworks*	*	+	+	+	-

\*Property owned by City of Atlanta, Department of Watershed Management



### 5.1.1 PARKS PERIOD 1: FY14 - FY18

In this first 5-year period, six new park projects will be taken from planning through to completion and opening. These parks consist of Enota Park (phases 1 and 2), Murphy Crossing Park (phases 1 and 2), Boulevard Crossing and the Westside Park (phase 1), which consists of the area connecting to the Bankhead MARTA station, and the passive meadow section of the park.

These parks were selected first as best meeting the prioritization criteria set out in Section 3.2.1.

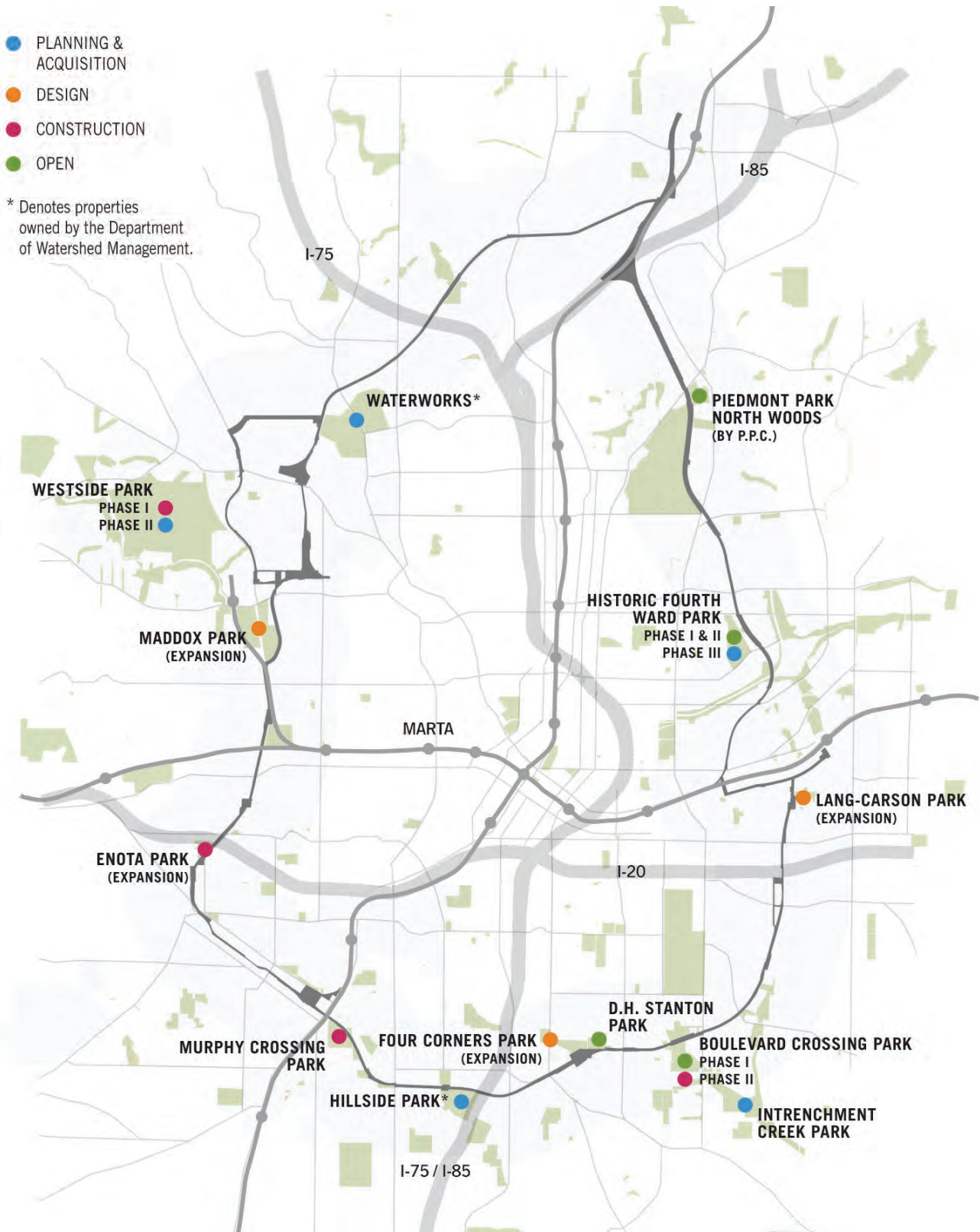
- Enota Park and Murphy Crossing Park rated highest in terms of equity. With the majority of park expenditure to date having been in the East and Southeast of the Atlanta BeltLine, delivering parks in the Southwest is of importance in the immediate future.
- Boulevard Crossing Park, Murphy Crossing Park and Westside Park rated very highly in development potential, with these parks being the catalyst for new development in their surrounding areas.
- Enota Park, Murphy Crossing Park and Boulevard Crossing Park rated highest in terms of project readiness as these projects have progressed furthest in planning, and are most ready to be progressed in the immediate future.

Three new park projects will begin design and remediation work in Period 1 and construction will begin on them in Period 2. These are Four Corners Park, Lang-Carson Park, and Maddox Park. These projects were prioritized after Phase 1 parks primarily due to the need to complete land acquisition.

The cost of developing Period 1 parks is anticipated to be supported by private funding and local funding in addition to TAD revenues.



PARKS STATUS PERIOD 1: FY14 - FY18



## 5 : IMPLEMENTATION PERIODS

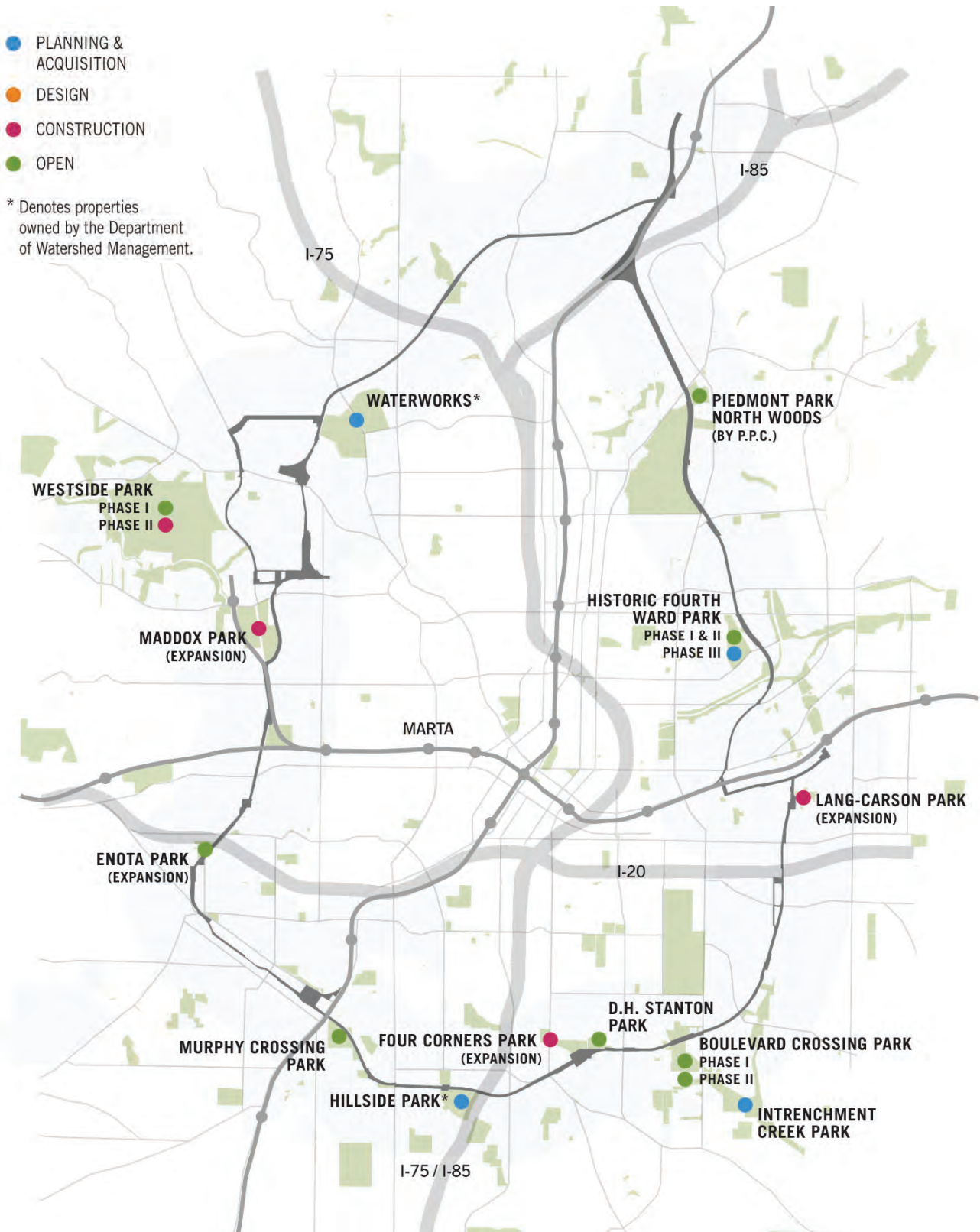
### 5.1.2 PARKS PERIOD 2: FY19 - FY23

The three new parks that were designed in Period 1, Lang-Carson Park, Four Corners Park, and Maddox Park, will be constructed and opened for use during Phase 2. In addition, the second phase of Westside Park, the “active” park facilities including the athletic fields, will be fully designed and constructed during Period 2.

As with Period 1 parks, the cost for developing Period 2 parks is anticipated to be supported by private and local funding in addition to TAD revenues.



PARKS STATUS PERIOD 2: FY19 - FY23



## 5 : IMPLEMENTATION PERIODS

### 5.1.3 PARKS PERIOD 3: FY24 - FY30

Period 3 sees a large amount of park activity, with the final new parks, Intrenchment Creek Park, Historic Fourth Ward Park Phase 3 and the Troy Street Greenway being completed as well as the delivery of upgrades to 26 existing parks. However, this is the lowest cost period for parks as none of the projects are on the same scale as Westside Park which should be completed by this period.

As with previous Periods, the cost of developing Period 3 parks is anticipated to be supported by private and local funding in addition to TAD revenues. A continued fundraising effort will be essential until the end of the life of the TAD, but the specific targets and sources of funds in Period 3 will need to be refined once the fundraising efforts of Period 2 has been completed and assessed.

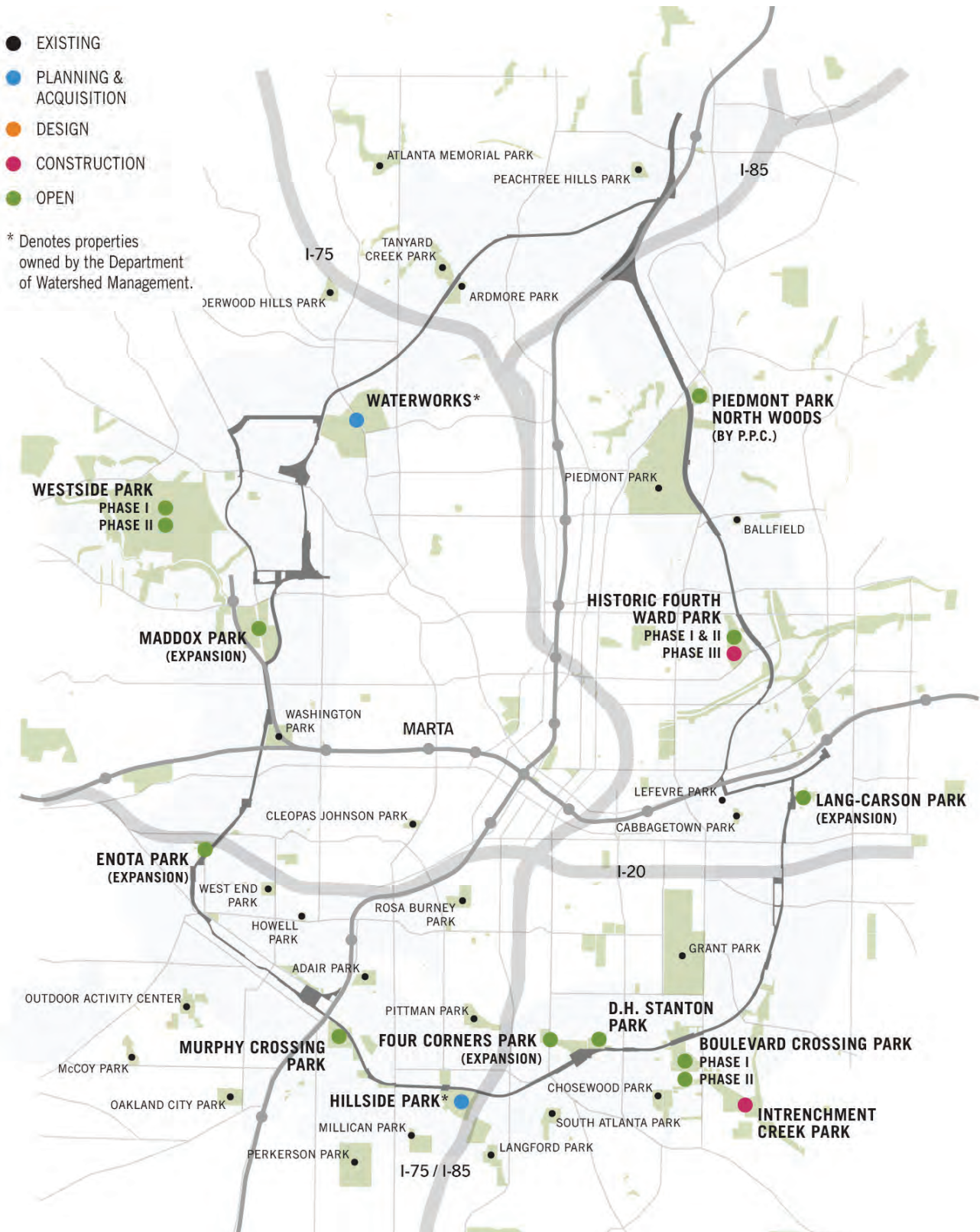
### IMPLEMENTATION OF PARKS BY PHASE

Project Name		End of Period 1	End of Period 2	End of Period 3
Parks	Boulevard Crossing	Open	-	-
	Murphy Crossing	Open	-	-
	Enota	Open	-	-
	Westside, Phase I	Open	-	-
	Westside, Phase II	Design	Open	-
	Maddox	Design	Open	-
	Four Corners	Design	Open	-
	Lang Carson	Design	Open	-
	Historic Fourth Ward, Phase III	Planning	Design	Open
	Intrenchment Creek	Planning	Design	Open
	Hillside*	*	*	*
	Waterworks*	*	*	*

\*Property owned by City of Atlanta, Department of Watershed Management



PARKS STATUS PERIOD 3: FY24 - FY30



5.2 TRAILS



Based on the community feedback regarding prioritization criteria for trail projects detailed in Section 3.2.3, the three periods of trail implementation were developed using the following matrix.

Trails projects that had positive rankings in four or more categories were assigned to Period 1. Trail projects with positive rankings in three to four categories were placed in Period 2. The Northwest Trail was assigned to Period 3 because it does not currently have any federal funding associated with it.

Trail Name	Leverage Greenspace	Project Readiness	Equity	Development Impact	Financial Options
Westside (South Section)	+	+	+	+	+
Southeast	+	-	+	+	+
Eastside (North Section)	+	+ / -	-	+	+
Northside	+	-	-	+	+
Westside (North Section)	-	+ / -	+	+	-

5.2.1 TRAILS PERIOD 1: FY14 - FY18

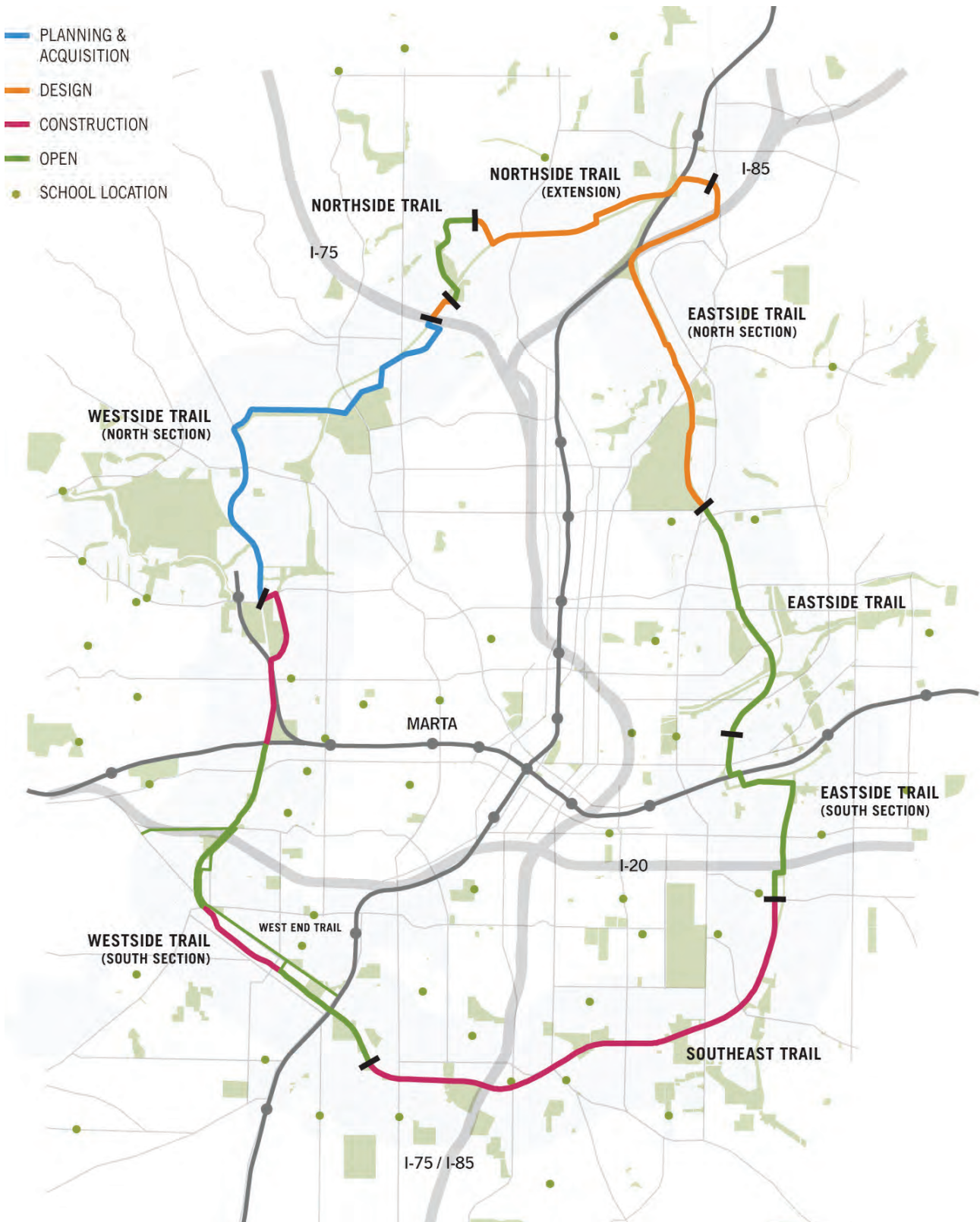
The Eastside Trail Extension and Westside Trail (South Section) will be designed, constructed and opened for use during Period 1. The Southeast Trail will begin construction by the end of this period. In addition, the spur trails associated with the Southwest and Southeast Corridors, namely the Southwest Atlanta BeltLine Connector Trail and Pryor Street Trail, will be built in the same time frame.

Design work will start on the Eastside Trail (north section) and Northside Trail extensions during this Period, but these will move into construction during Period 2. These

trail sections were prioritized after Period 1 trails because of project readiness issues surrounding the acquisition of necessary right of way.

Trail construction will be largely reliant on federal funding, with support from local funds, private funds and TAD revenues. The actions required to secure federal funding for trails in time to complete the work Period 2 is discussed in Appendix D.

TRAILS STATUS PERIOD 1: FY14 - FY18



### 5.2.2 TRAILS PERIOD 2: FY19 - FY23

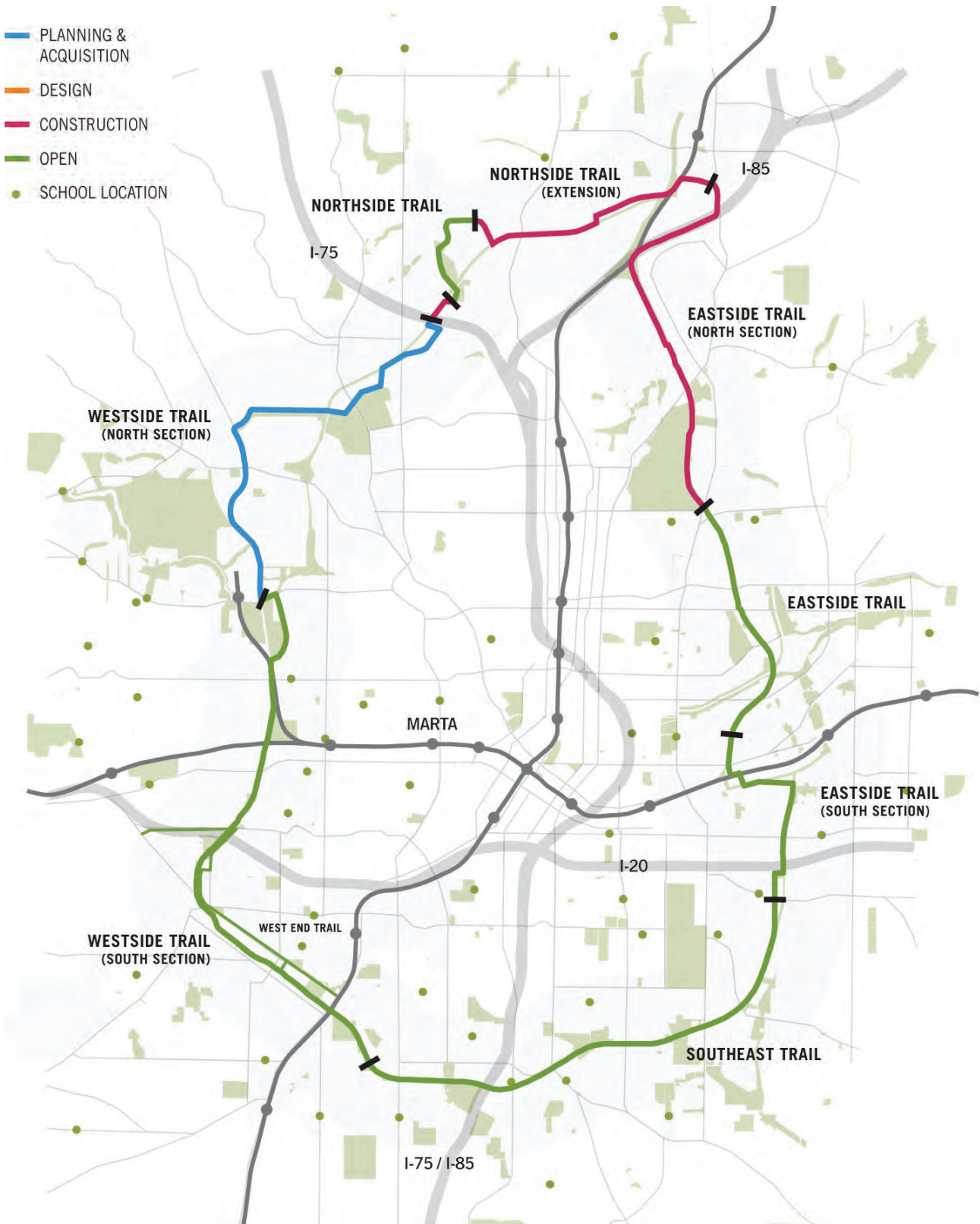
By the end of Period 2, the Southeast Trail will be completed and open to the public. The Eastside Trail (North Section) and Northside Trail Extension will be under construction.

The Westside (North Section) Trail will begin design work during Period 2. Some or all of this trail may be advanced sooner if local funds become available. Because the alignment for the Westside (North Section) Trail is largely on street (Marietta Boulevard) and private properties ready for redevelopment (Fairmont), some segments of the trail could be built as part of streetscaping projects.

As in Period 1, trails will be largely reliant on federal funding, with support from local funds, private funds, and TAD revenue. The actions required to secure federal funding for trails in time to complete the work in Period 2 is discussed in Appendix D.



TRAILS STATUS PERIOD 2: FY19 - FY23



**5 : IMPLEMENTATION PERIODS**

**5.2.3 TRAILS PERIOD 3: FY24 - FY30**

By the end of Period 3, the remaining sections of trail will be completed, meaning that the entire Atlanta BeltLine loop, and the associated spur trails, will be open for use.

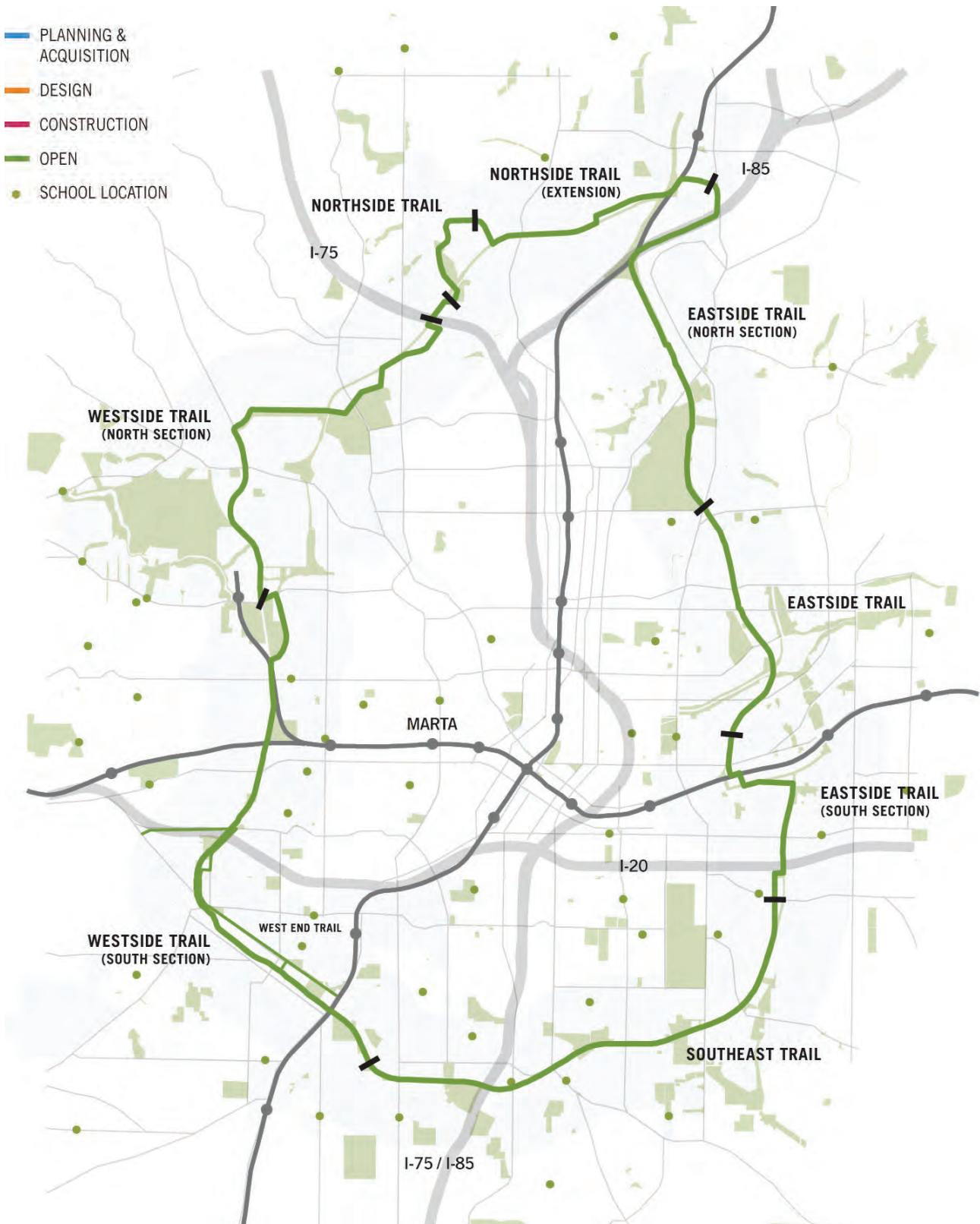
As in previous periods, trails will be largely reliant on federal funding, with support from local funds, private funds and TAD revenue, but the specific targets and sources of funds in Period 3 will need to be refined once the fundraising efforts of Period 2 has been completed and assessed.

**IMPLEMENTATION OF TRAILS BY PHASE**

Project Name		End of Period 1	End of Period 2	End of Period 3
Trails	Westside (South Section)	Open	-	-
	Southeast	Construction	Open	-
	Eastside (North Section)	Design	Construction	Open
	Northside	Design	Construction	Open
	Westside (North Section)	Planning	Design	Open



TRAILS STATUS PERIOD 3: FY24 - FY30



5.3 TRANSIT



Based on the community feedback regarding prioritization criteria for transit projects detailed in Section 3.2.4, the three periods of transit implementation were developed using the following matrix.

Transit segments that had positive rankings in four or more categories were assigned to Period 1. Transit segments with positive rankings in three to four categories were

placed in Period 2. The Northwest Segment was assigned to Period 3 because of the anticipated time associated with developing and negotiating agreements on the shared use approach of the CSX right of way that comprises this part of the Atlanta BeltLine corridor.

Transit Segment	Ridership	Project Readiness	Development Impact	Equity	Financial Options
Atlanta BeltLine East	+	+	+	-	+
Atlanta BeltLine West	+	+	+	+	+
Atlanta BeltLine Northeast	+	+ / -	+	-	+
Atlanta BeltLine Southeast	-	-	+	+	+
Atlanta BeltLine Northwest	-	-	+	+	+

5.3.1 TRANSIT PERIOD 1: FY14 - FY18

Period 1 will see construction of transit on the Atlanta BeltLine and connections to the Atlanta Streetcar line.

ABI is currently initiating environmental studies as well as engineering design for the West and East sections of the Atlanta BeltLine. Based on funding availability, it is anticipated that construction of the initial East and West segments will begin but will not be fully completed within Period 1.

Accelerating transit work so that construction can commence during Period 1 will be heavily reliant on the

commitment of additional local funding and securing a large-scale federal funding grant. Work on preparing an FTA New Starts application is included in the environmental work currently underway as part of the Atlanta BeltLine East and West sections. Additional guidance intended to maximize the potential funding available to the projects is provided in Appendix D.

Planning for the remaining transit sections will continue throughout Period 1. Planning will include the completion of corridor design, identification of a project delivery approach and procurement methods for the remainder of the transit on the Atlanta BeltLine and connections to the

TRANSIT STATUS PERIOD 1: FY14 - FY18



### 5.3.2 TRANSIT PERIOD 2: FY19 - FY23

During Period 2, construction of transit projects on the Atlanta BeltLine will accelerate, and will account for the majority of capital costs from this period until the end of the TAD.

The East and West sections will be completed and fully opened, bringing the operating length of transit on the Atlanta BeltLine to approximately 9.8 miles. These sections will connect with downtown / midtown via the cross-town Atlanta Streetcar once completed. The construction schedule for the cross-city sections of streetcar has not been developed at this point, and is not within the scope of the SIP.

Environmental and engineering work will begin for four of the remaining transit segments in Period 2. Of these, the Southeast and Northeast sections will complete design and begin construction, but the Northwest section may not complete design until Period 3.

As in the previous period, the transit work will be heavily reliant on federal funding in order to proceed. Securing the maximum potential federal grants and other local funding will be critical to transit delivery. The steps to enable this are described in Appendix D.



TRANSIT STATUS PERIOD 2: FY19 - FY23



**5 : IMPLEMENTATION PERIODS**

**5.3.3 TRANSIT PERIOD 3: FY24 - FY30**

Period 3 sees a dramatic increase in transit construction activity in order to complete the 22-mile Atlanta BeltLine transit loop by the end of the TAD.

Construction on the Southeast and Northeast sections will be completed during Period 3. The design and construction of the Northwest sections will also be completed in Period 3.

The Northwest section will enter the design phase in Period 3 and construction will begin once the approach and agreements to operating within the CSX right-of-way are resolved. The Northwest section of transit is the most complex to

deliver as there are numerous challenges associated with the presence of active freight rail in the corridor. This section of transit has been scheduled later in order to provide enough time to develop effective solutions to these unique challenges.

As in previous periods, the transit work in Period 3 will be heavily reliant on federal funding in order to proceed, and will become more so as construction activity increases. A continued fundraising effort will be essential until the end of the life of the TAD, but the specific targets and sources of funds in this final period will need to be refined once the fundraising efforts of Period 2 have been completed and assessed.

**IMPLEMENTATION OF TRANSIT BY PHASE**

Project Name		End of Period 1	End of Period 2	End of Period 3
Transit	Atlanta BeltLine West	Construction	Open	-
	Atlanta BeltLine East	Construction	Open	-
	Atlanta BeltLine Southeast	Engineering	Construction	Open
	Atlanta BeltLine Northeast	Engineering	Construction	Open
	Atlanta BeltLine Northwest	Planning	Design	Open



TRANSIT STATUS PERIOD 3: FY24 - FY30

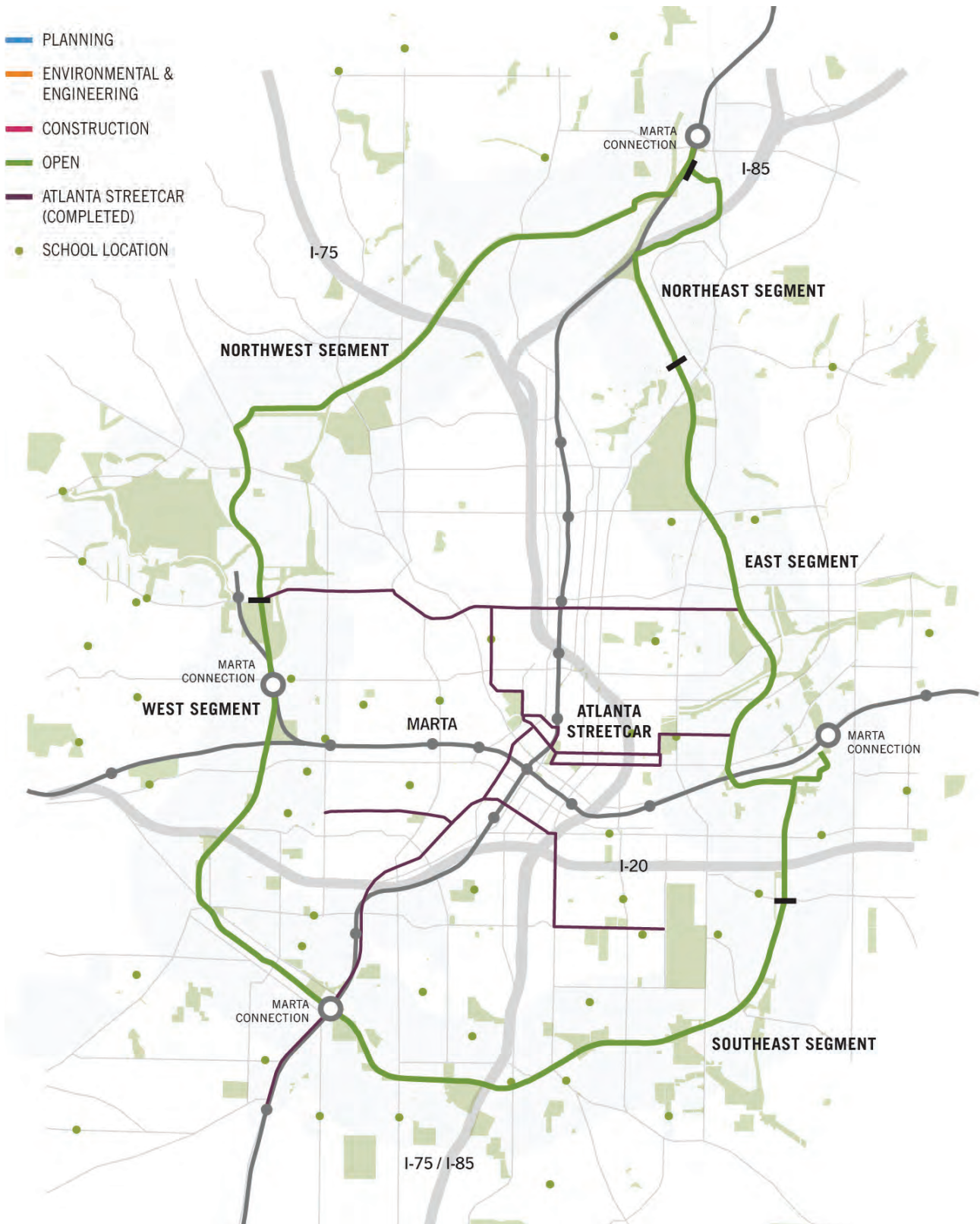




Photo Credit: Christopher T. Martin

## **6 : FUNDING AND FINANCING**

## 6.1 INTRODUCTION



ABI is situated to take advantage of several key federal funding sources, most significantly FTA's New Starts program and the federal Transportation Infrastructure Finance and Innovation Act (TIFIA) loan program discussed further in Section 6.3.2. These sources will need to be augmented with additional local sources to fully fund all of the projects.

ABI has addressed many of the requirements of a successful funding plan, for example:

- Project needs have been identified and a public consensus has been reached on a program of investments;
- Roughly 60% of the right-of-way has been secured;
- Federal environmental clearance in the form of a Record of Decision on the Tier 1 Environmental Impact Statement was granted in 2012;
- Dedicated funding from the Atlanta BeltLine TAD provides a steady revenue stream for eligible capital costs;
- Private philanthropy has raised more than \$41 million, most of which has been dedicated to trails and parks;
- The project is included in the Regional Transportation Plan, which is a requirement for federal funding; and,
- Broad public support for the Atlanta BeltLine continues to be strong

To build on ABI's success and develop a reasonable financial plan that closes the projected funding gap will require ongoing monitoring of funding opportunities, preparing the project for major federal investments and loans, analyzing project delivery options, and developing additional local funding for the project. These steps are outlined below.

We have identified several issues that will affect the development of the financial plan. The key issues are highlighted below.

- The Tax Allocation District is set to expire in 2030. To take full advantage of the TIFIA benefits, a dedicated funding source would need to be identified to cover the maximum 30- or 35-year loan term.
- New funding, whether from Washington, D.C. or from within the region, will require a consensus of key stakeholders and civic leaders on local priorities for each funding source. A successful funding program must build on the success that the Atlanta BeltLine has had developing consensus among its supporters and extend that consensus to other transportation project sponsors and funding agencies.

These issues are addressed below, and the actions required to maximize potential funding are set out in Appendix D.



## 6.2 POTENTIAL ADDITIONAL SOURCES OF CAPITAL FUNDING



Major capital investments like the Atlanta BeltLine are costly and almost always require a variety of funding sources from all levels of government. Rarely is a program as complex as the Atlanta BeltLine funded from one or two sources. Given the funding requirements anticipated for implementation of all of the various projects, additional sources of funding must be considered in the near future to deliver the Atlanta BeltLine vision.

### 6.2.1 FEDERAL FUNDING

Existing sources of transportation capital not currently used for Atlanta BeltLine projects may provide opportunities to increase funding for the program. Specifically, with the passage of the federal transportation bill, Moving Ahead for Progress in the 21st Century (MAP-21), federal funding for transportation has been re-vamped. The table on the following page(s) summarizes the sources of funds and purpose of each in MAP-21.

The following federal sources appear to provide the best opportunities for funding transit on the Atlanta BeltLine in the near term:

- Surface Transportation Program (STP) and Transportation Alternatives Program
- New Starts – Section 5309 Fixed Guideway Capital Investment Grants
- Transit Oriented Development Planning Pilot

These sources offer the best “fit” in terms of the Atlanta BeltLine needs and program elements and therefore are likely to be competitive proposals. Specific federal eligibility requirements and methods of accessing these funds are described in MAP-21 and are summarized below. A more detailed table indicating other features of the federal sources considered and the current or planned uses is

provided in Appendix B.

#### STP and Transportation Alternatives Program

The Surface Transportation Program (STP) authorized since the Intermodal Surface Transportation Efficiency Act (ISTEA) of 1991 is continued under MAP-21. Pursuant to 23 U.S.C. 133, FHWA STP funds are eligible for a variety of highway-related activities and are also available to cover the capital cost of any public transportation projects eligible for assistance under chapter 53, which may include vehicles and facilities (publicly or privately owned) that are used to provide intercity passenger bus service. In addition, STP funds are available for surface transportation planning projects as well as activities under the newly authorized Transportation Alternatives Program (TAP), at 23 U.S.C. 101.<sup>1</sup>

The TAP replaces the funding from pre-MAP-21 programs including Transportation Enhancements, Recreational Trails, and Safe Routes to School with a single funding source. TAP funds may be used to carry out a part of a program or project, or used to carry out an independent program or project related to surface transportation. Eligible activities are broadly defined and with respect to transit include construction, planning and design of infrastructure-related projects and systems that will provide safe routes for non-drivers including children, older adults and individuals with disabilities to access daily needs; and historic preservation and rehabilitation of historic transportation facilities.

The federal STP and TAP share of funding is generally 80% with 20% in local (non-federal) matching funds required.

Given the Atlanta BeltLine’s success in obtaining STP and Transportation Enhancement funds in the past for trails projects, it is reasonable to assume that future project elements will be competitive for these funds. ABI will need to continue working with ARC and GDOT, the entities

<sup>1</sup> Notice of FTA Transit Program Changes, Authorized Funding Levels and Implementation of the Moving Ahead for Progress in the 21st Century Act (MAP-21) and FTA Fiscal Year 2013 Apportionments, Allocations, Program Information and Interim Guidance, Federal Transit



Summary of Key MAP-21 Funding Sources	
MAP-21 Source	Purpose
Congestion Mitigation and Air Quality Improvement Program (CMAQ)	Improved air quality through support of transit capital, operating expenses for the first three years of new transit services, and bicycle and pedestrian facilities.
Surface Transportation Program (STP)	For projects on any public road, transit capital projects, and intracity and intercity bus terminals and facilities.
Transportation Alternatives Program	Set aside of the apportionment of several fund programs and equal to the existing Transportation Enhancements (TE) funding. Combines 12 programs into 6 major funding categories: on-road and off-road trail facilities; safe routes for non drivers; conversion of abandoned railroad corridors for trails; overlooks and viewing areas; community improvement activities; and environmental mitigation.
FTA Section 5307 Urbanized Area Formula Program	In general, large urbanized area funds can be used for transit capital purposes only. MAP-21 now allows Job Access Reverse Commute (JARC) program activities, including operating assistance with a 50% match. There is no floor or ceiling on the amount of funds that can be spent on JARC Activities. Transit enhancements are removed and replaced by more narrowly defined “associated transportation improvements.” Recipients must expend at least 1% of their 5307 apportionment on these improvements.
FTA Section 5339 Bus and Bus Facilities	Provides capital assistance for new and replacement buses, related equipment, and facilities.
FTA Section 5309 Fixed Guideway Capital Investment Grants (“New Starts”)	Capital support for light rail, rapid rail, commuter rail, automated fixed guideway systems, or a busway/high occupancy vehicle (HOV) facility, or an extension of any of these. Funds Small Starts and New Starts, with revised project evaluation and rating. Under MAP-21, includes “core capacity” projects on existing rail lines to improve capacity of the corridor. Also includes a Pilot Program for Expedited Project Delivery for projects not yet under a Full Funding Grant Agreement.
FTA Section 5337 State of Good Repair	MAP-21 established a new grant program to maintain public transportation systems in a state of good repair. This program replaces the fixed guideway modernization program (Section 5309). Funding is limited to fixed guideway systems (including rail, bus rapid transit, and passenger ferries) and buses operating in high occupancy vehicle (HOV) lanes. Projects are limited to replacement and rehabilitation, or capital projects required to maintain public transportation systems in a state of good repair. Projects must be included in a transit asset management plan to receive funding. The new formula comprises: (1) the former fixed guideway modernization formula; (2) a new service-based formula; and (3) a new formula for buses on HOV lanes.



Summary of Key MAP-21 Funding Sources	
MAP-21 Source	Purpose
FTA Section 5329 Safety	For FTA to oversee the safety of public transportation throughout the United States. FTA will implement the new law in consultation with the transit community and the U.S. Department of Transportation's (DOT)
FTA Section 5310 Enhanced Mobility of Seniors and Individuals with Disabilities	Formula funding to increase the mobility of seniors and persons with disabilities. Funds are apportioned based on each State's share of the targeted populations and are now apportioned to both States (for all areas under 200,000) and large urbanized areas (over 200,000). Activities eligible under New Freedom (5317) are now eligible under the Enhanced Mobility of Seniors and Individuals with Disabilities program.
FTA Section 5312 Research, Development, Demonstration and Deployment Projects	To support research activities that improve the safety, reliability, efficiency, and sustainability of public transportation by investing in the development, testing, and deployment of innovative technologies.
FTA Section 5312 (d)(5) Low or No Emission Vehicle Deployment Program	Authorizes funding for nonattainment or maintenance areas for capital projects for low or no emission vehicles, facilities, and related equipment. Within the amount appropriated for this program, at least 65 percent must be spent for acquiring or leasing low or no emissions buses and 10 percent for low or no emissions bus facilities.
Transit Oriented Development Planning Pilot	Provides funding to advance planning efforts that support transit-oriented development (TOD) associated with new fixed-guideway and core capacity improvement projects that focuses growth around transit stations to promote ridership, affordable housing near transit, revitalized downtown centers and neighborhoods, and encourage local economic development.
Tribal Transit Discretionary Program	Discretionary companion to the Transit Tribal set aside for the Rural Area Formula program used to augment the formula funding or fill gaps.
Federal Lands Transportation Program	Funds aimed at improving multi-modal access within national parks, forests, wildlife refuges, Bureau of Land Management (BLM) lands, and U.S. Army Corps of Engineers facilities. Can be used for capital and operating (including planning, program administration).



responsible for programming these federal funds.

The financial analysis in Sections 4 and 5 of this plan has assumed that the maximum value of STP and Transportation Enhancements funds, i.e. 80% of trail capital cost will be secured, and therefore this funding source is already accounted for as part of the funding analysis presented.

### **New Starts and Small Starts**

The Fixed Guideway Capital Investment Program provides funds for construction of new fixed guideway systems or extensions to existing fixed guideway systems and, as amended by MAP-21, projects that will expand the core capacity of existing fixed guideway corridor. Eligible New Starts projects are new fixed-guideway systems, such as rapid rail (heavy rail), commuter rail, light rail, hybrid rail, trolleybus (using overhead catenary), cable car, passenger ferries, and bus rapid transit, or an extension of any of these. New Starts projects have a total capital cost greater than \$250 million and may receive 50% of their funding from New Starts. The Small Starts program also includes corridor-based bus rapid transit systems that do not operate on a separate fixed guideway but include features that emulate the services provided by rail fixed guideway including defined stations, traffic signal priority for public transit vehicles, and short headway bi-directional services for a substantial part of weekdays and weekend days. Small Starts projects must have a total net capital cost of less than \$250 million and seek a federal share of less than \$75 million.

Projects become candidates for funding under this program by successfully completing steps in the process defined in Section 5309 and obtaining a satisfactory rating under the statutorily-defined criteria. The steps in the process include project development, engineering, and construction. For Small Starts projects the steps in the process include project development and construction. New guidance for implementing the provisions of MAP-21 was released on January 9, 2013.<sup>2</sup> The new guidance changes the project development process and revises the evaluation and rating criteria that may be beneficial to the Atlanta BeltLine and other potential New Starts projects.

New Starts projects receive construction funds from the program through a full funding grant agreement (FFGA) that defines the scope of the project and specifies the total multi-year Federal commitment to the project. Small Starts projects receive construction funds through a single year

grant or an expedited grant agreement that defines the scope of the project and specifies the federal commitment to the project. State and local government agencies, including transit agencies, are eligible recipients of these funds.

The streetcar (or fixed guideway) elements of the Atlanta BeltLine are well suited for the New Starts program. The transit connections offered by the Atlanta BeltLine, the incorporation of transit oriented development, and the sustainability features of the corridor make it an attractive competitor for this program. Additionally, the availability of TAD revenue as a local match enhances the local financial commitment which will be evaluated by FTA.

While the process to become a federal New Starts funded project is extensive, ABI has completed two important initial steps. The Atlanta BeltLine streetcar project is included as a future New Starts project in the Regional Transportation Plan (RTP). A project cannot be considered for the program if it is not in the RTP. The corridor has a Tier 1 federal environmental clearance and ABI began the Tier 2 environmental process by issuing a Request for Qualifications for Environmental Assessment for Atlanta BeltLine East and Atlanta Streetcar Extensions on March 25, 2013. Compliance with the National Environmental Policy Act (NEPA) is essential for federal funding, and the process is time consuming. Achievement of these milestones gives the Atlanta BeltLine a “jump start” on the process.

In addition to the RFQ for the Environmental Assessment for the Atlanta BeltLine East, ABI has issued an RFQ for Design Engineering for the same segment and is scheduled to issue a single RFQ for environmental and engineering services on the Atlanta BeltLine West. These studies include New Starts evaluations of the segments.

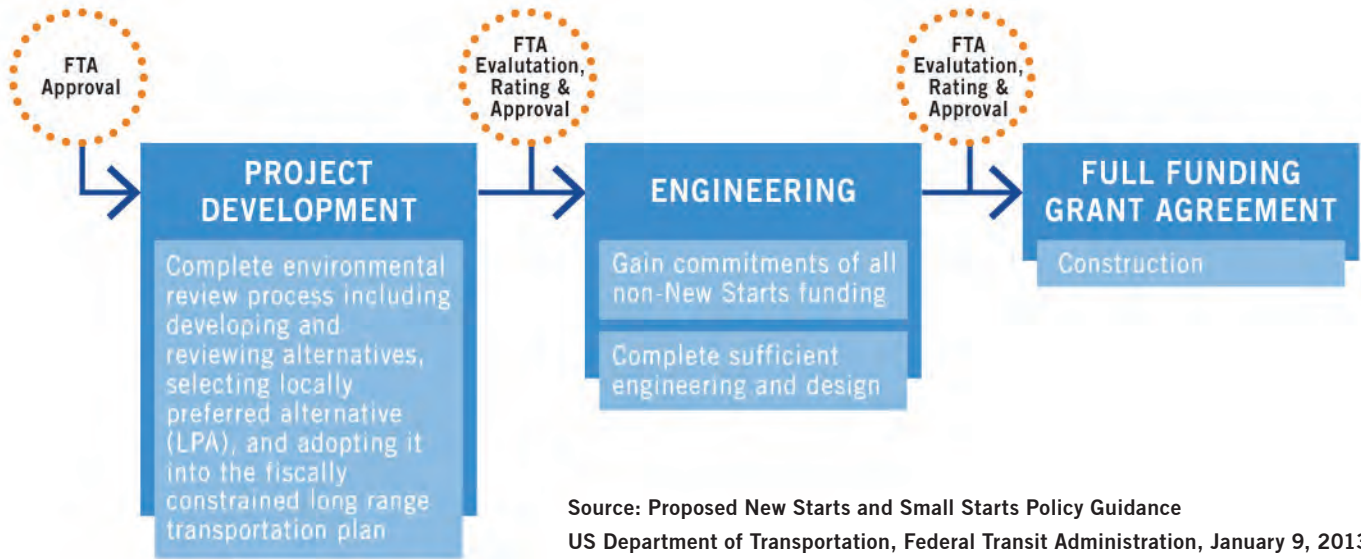
ABI is also procuring Program Management Services to assist in the management and coordination of the Atlanta BeltLine East and Atlanta BeltLine West Environmental Assessment and Design Engineering projects.

The MAP-21 New Starts policy guidance makes clear that the Atlanta BeltLine will need to develop a solid financial plan for both the capital and operating elements of the corridor, and that the project will need to meet project justification criteria. As a part of this process, a determination as to whether or not the corridor should be phased and how it should be phased will be made. That process may result in project phases that are better suited to the Small Starts

<sup>2</sup> Proposed New Starts and Small Starts Policy Guidance, US Department of Transportation, Federal Transit Administration, January 9, 2013.



## NEW STARTS PROJECT DEVELOPMENT PROCESS



program due to their cost, funding, and ability to meet project justification criteria.

The financial analysis in Sections 4 and 5 of this plan has assumed that the maximum value of New Starts funding, i.e. 50% of transit capital cost will be secured, and therefore this funding source is already accounted for as part of the funding scenario presented.

#### Transit Oriented Development Planning Pilot Program

MAP-21 authorizes \$10 million per year nationwide in Federal FYs 2013 and 2014 for a new discretionary pilot program for transit-oriented development (TOD) planning grants. Eligible activities include comprehensive planning in corridors with new rail, bus rapid transit, or core capacity improvement projects. The comprehensive plans should seek to enhance economic development, ridership, and other goals; facilitate multimodal connectivity and accessibility; increase access to transit hubs for pedestrian and bicycle traffic; enable mixed-use development; identify infrastructure needs associated with the project; and include private sector participation.<sup>3</sup> Grant funds are not currently available, but are likely to be available when a full FY 2013 Appropriations Act is approved by Congress.

This is likely to be a highly competitive program; however, the Atlanta BeltLine's additional near term planning

needs could be funded by this source. ABI could not be a direct grant recipient but it could partner with a local or state entity that is an eligible recipient, such as ARC. The Notice of Funding Availability has not been released for this program, but an outline of the application requirements is contained in Chapter 53 of title 49, United States Code, as amended by MAP-21, Section 20005 (b), and states, "A State or local governmental authority that desires to participate in the program under this subsection shall submit to the Secretary an application that contains, at a minimum:

- identification of an eligible project;
- a schedule and process for the development of a comprehensive plan;
- a description of how the eligible project and the proposed comprehensive plan advance the metropolitan transportation plan of the metropolitan planning organization;
- proposed performance criteria for the development and implementation of the comprehensive plan; and
- identification of:
  - partners;
  - availability of and authority for funding; and

<sup>3</sup> Notice of FTA Transit Program Changes, Authorized Funding Levels and Implementation of the Moving Ahead for Progress in the 21st Century Act (MAP-21) and FTA Fiscal Year 2013 Apportionments, Allocations, Program Information and Interim Guidance, Federal Transit



- potential State, local or other impediments to the implementation of the comprehensive plan.”

ABI should begin exploring the potential for partnering with an eligible grantee and scoping its planning needs that meet the requirements of this potential grant soon in anticipation of the release of a Notice of Funding Availability.

**Joint Development**

With the large amount of land owned by ABI, the opportunities for developing sites in conjunction with the planned transit improvements could be significant. While the revenue generation from joint development may not be great, the joint approach to development may help achieve economic development goals and activate the sites by creating multiple purposes for destinations at each transit station, and enhance transit oriented development.

In March 2013, FTA released a proposed circular on Joint Development. In that guidance, FTA defines joint development as “A public transportation project that is integrally related to and often co-located with commercial, residential, or mixed-use development. Joint development may include partnerships for public, private, and/or non-profit development associated with fixed guideway (rail or bus) transit systems that are being improved through new construction, renovation, or extension. Joint development may also include bus and intermodal facilities, intercity bus and rail facilities, transit malls, and historic transportation facilities.”<sup>4</sup>

There is no separate FTA funding program designated for joint development; rather, FTA recipients may fund joint development with new FTA grants or with program income generated by an existing project. When the source of funds is a new grant, project sponsors shall apply for funding under an authorized FTA program. Both stand-alone joint development and joint development within a larger project are eligible. Eligibility requirements are defined in the circular. Generally, joint developments with public projects yield a stream of revenues that is used to fund operations and maintenance of the public facilities. These funds can be invested in capital as well.

**6.2.2 LOCAL AND REGIONAL FUNDING**

In addition to the potential for federal funding, opportunities for new local and regional funding may be available. Several potential sources are described in the table on the next page.

Implementing new revenue sources is time consuming and can be costly. Many sources require technical studies and long lead times for ballot initiatives. Certain sources do not require voter approval, but they do require approval by governing boards and some require approval of property owners or business owners. Potential sources should be evaluated for revenue yield, administrative and compliance costs, equity, political and public acceptance, and technical feasibility. Certain of these evaluation criteria are addressed in Appendix C.

The most promising source for implementation in Period 1 is a dedicated local sales tax, fee or surcharge, for example, a parking, transaction, or ownership fee.

Parking fees have been considered in past planning efforts, including the Atlanta Regional Commission’s report, *Bridging the Gap 2010: Investigating Solutions for Transportation Funding Alternatives in the Atlanta Region*. Parking fees are often used to fund transportation services due to the logical nexus between parking and the transportation network. Two options for parking fees are described below:

**Transactional Tax:** This is the most commonly used collection technique in the United States and involves a scenario where a fee would be collected at every transaction made for parking as a percentage of the overall parking cost. This bears a resemblance to a sales tax on parking. However, a major drawback to this method is that there are a number of free parking spaces offered to motorists and commuters in Atlanta, such as parking at workplaces and at private residences—thus mitigating the incentives that a motorist would have for utilizing another mode of transportation. The City of Atlanta has estimated that if a \$1 daily surcharge was levied on transactions for 200,000 parking spaces inside of the city (including an indexing the charge to an inflation rate of 1 percent annually), it would generate \$75.9 million in its first year of implementation—eventually increasing to \$181.1 million annually by 2030.

**Ownership Tax:** This collection option refers to taxing an owner of a parking space through yearly billing on a per space basis. Most likely, the owner of the space would pass on the cost to the user thus generating revenue for the owner to pay the tax. The City of Atlanta has estimated that instituting a 10 percent tax rate on 50,000 spaces in the city that average \$90 per month, \$5.4 million in revenue would be generated in its first year—subsequently increasing to \$13.4 million annually by 2030.

<sup>4</sup> Proposed Joint Development Circular. US Department of Transportation, Federal Transit Administration, March 7, 2013.

Potential Local Sources of Funding	
Source	Description
Regional Transportation Referendum – Local Sales Tax	1% increase to sales tax to fund regional transportation projects. Referendum failed to pass in 2012.
Utility Users Tax	Tax imposed on utility services to be used for a specific or general purpose
Business (Payroll) Tax	A local payroll tax imposed through employer withholding
Parcel Tax	Flat tax on each parcel of real property
Employer Sponsored Transit	Employers participate financially in the transit service serving their business
Local Gas Tax	Tax imposed on each gallon of gas sold in local community
Regional Gas Tax	Tax imposed on each gallon of gas sold in the region
Parking Fees and Surcharges	Local government imposed fee or surcharge on on-street and garage parking, usually metered
Transient Occupancy (Hotel) Tax	Tax imposed on hotel users by local government
Vehicle Miles Travelled Tax	Tax on automobile miles travelled
Development Impact Fee	One-time fee charged on new development
Benefit Assessment Districts	An assessment on properties within a defined area; the assessment is related to the amount of benefit that the property receives
Business Improvement Districts	Assessment district in which business owners choose to be assessed a fee, which is collected on their behalf by the City, for use in improving the business in the area
Rental Car Tax	Tax on automobiles rented within a given jurisdiction
Naming Rights/Sponsorship	Authority to name public projects for a specified period of time for a fee



### 6.3 POTENTIAL FINANCING OPTIONS



The use of financing for the Atlanta BeltLine means that instead of using TAD income to fund projects directly, a bond or loan is taken out to pay for project costs up front, and the TAD income is then used to pay off the bond or loan debt over time. This has the benefit of delivering projects earlier, increasing the benefit of these projects to their communities, and increasing their redevelopment potential. This benefit comes at the cost of the interest paid on the bonds or loans, which reduces the total money available to fund Atlanta BeltLine projects. The funding scenarios included in this report assume a pay-as-you-go approach.

#### 6.3.1 TAD BONDS

ABI has leveraged a portion of the TAD revenue through the issuance of bonds by the City of Atlanta. Approximately \$78 million of bonds were issued at an interest rate of between 6.5% and 7.5%. The bonds were given an investment grade rating by the rating agency Moody's because of the high levels of "coverage," meaning that the bonds' repayments account for only a small portion of the forecast TAD revenues.

The Redevelopment Plan initially identified all of the TAD revenue being used to repay TAD bonds. If TAD bonds are issued in the near future, it would be reasonable to assume that the new bonds would be priced at around the same levels of interest as the existing bonds, around 6.5% to 7.5%. However, as noted by Moody's, a significant bond issuance that would approach the point where all of the available TAD income was being used to repay bond debt would reduce the coverage levels and potentially decrease the bonds' ratings and increase the interest costs on newly issued bonds. In other words, the more TAD bonds that are issued, the more expensive they are likely to be.

In order to develop a bond strategy in the near future, ABI will need to consider a number of parameters to work with, as the options for a bond program can be tailored in any number of ways. Important assumptions will include:

#### Issue Profile

- The simplest bond issue would be to consider one large bond issued on day 1, which is sized to use all of the available TAD increment. This results in a large excess of cash that would sit in an ABI bank account until needed for projects as they are delivered. Because money is drawn down before it is needed, this approach will result in more interest being paid. This is the easiest option to model, and the most conservative, but will produce the greatest funding gap.
- Another option is to assume a bond issue every five years that will provide the TAD portion of project funding for the five year period in advance. This reduces the amount of money spent on interest, but is more complicated and will take more time to model. (The frequency of bond issues can be as often as you like, but after a point you would be spending more money on fees than you would be saving in interest).

#### Repayment Profile

- The simplest options to model would be to assume either
  - a. a constant principal repayment (meaning the total repayment would decrease every year as the amount of interest paid decreases over time), or
  - b. a constant total payment (similar to the way a mortgage on a house would work).

The downside to this approach is that because of the way the TAD increment increases over time, there may not be enough increment available in early years to meet the required payments. As this is a "funding unconstrained" plan however, this may be an acceptable approach assuming that external funding that may be available could be used to repay bond issuances.

- A more realistic approach would be to sculpt bond repayments to match the available TAD increment profile. This however, is significantly more complicated to model and will therefore take more time.



### Interest Rate

The current Atlanta BeltLine TAD bonds have an interest rate that is based on a strong credit rating, which is in turn based on the relatively small size of the bonds issued to date. Moody's state in their coverage of the TAD bonds that if more bonds are issued then the credit rating may weaken, and therefore costs may increase. This can be modelled in a number of ways:

- Assume all future bonds are at the same rate as the current bonds.
- Assume future bonds increase with each issue, up to around 10%.
- Assume future bonds are issued at an average rate, higher than current, for example 8%.
- All of these interest rates should be considered as an illustrative example rather than a forecast and should not be relied upon. Actual rates will depend upon the structure of any particular bond issue.

### Debt Capacity / Headroom

The current credit rating is based upon a large headroom – that is to say that the amount of TAD increment required to pay back the bonds is a small portion of the total expected TAD increment. The more TAD increment is used to fund bond repayments, the lower the headroom, and the more likely that interest rates will have to be increased over and above those described above.

- The simplest option is to calculate the maximum debt capacity based on using every available TAD dollar. This can be presented as the absolute maximum possible bond issuance, which is not likely to be achieved.
- Another option is to assume a headroom of, for example 25%, meaning that 75% of the available TAD increment is used to repay bonds (this could be higher if more conservative assumptions are desired). The remaining money is spent in a pay-as-you-go manner.

### Items To Be Funded By Bond Proceeds

The Redevelopment Plan presents its funding plan showing all cost items to be funded by bond issue. However, if cost items such as the PILOT payments and ABI operating costs can be paid for by pay-as-you-go, then it is potentially cheaper to exclude these from the bond issue to avoid paying interest where it is not strictly necessary.

- The simplest option (which is consistent with the Redevelopment Plan) is to assume all costs to be paid for by TAD funds will be paid for by bond proceeds.

This is the most conservative approach and will likely overestimate the funding gap.

- Excluding non-project costs (PILOT payments, existing debt, ABI operating costs) could reduce the total cost but is more complicated to model.

### 6.3.2 TIFIA

Another financing technique, USDOT's Transportation Infrastructure Finance and Innovation Act (TIFIA), provides secured (direct) loans, lines of credit, and loan guarantees to public and private applicants for eligible transportation projects and may be directly applicable to the Atlanta BeltLine. A TIFIA loan could be used in addition to, or instead of, TAD bonds for the Atlanta BeltLine. The projects to be financed must have identified funding sources that can be demonstrated and guaranteed to use TIFIA funds. Key features of the TIFIA program under MAP-21 are:

- Project cost must be at least \$50 million
- Related improvement projects may be grouped together
  - As long as the individual components are eligible, and
  - As long as they are secured by a common pledge
- Loan must be repaid by a dedicated revenue source
- Project must be ready to begin the contracting process 90 days after the close of the loan
- Loan may be up to 49% of eligible project costs
- Loan may not be subordinate, except under certain circumstances
- Investment grade rating required

The benefits of this program are low interest rates and flexible repayment terms. The current TIFIA loan interest rate is one basis point above the US Treasury rate, and the current TIFIA rate is 2.89% for a 35 year loan. In comparison, compared to the existing TAD bonds rate of 6.7%-7.5% in interest, TIFIA may provide a mechanism for refinancing existing Atlanta BeltLine TAD debt at a savings and for financing additional phases of the Atlanta BeltLine program.

As noted previously, the Atlanta BeltLine TAD is set to expire in 2030. TIFIA allows loan terms of 35 years. By identifying a dedicated funding source that extends 35 years, the Atlanta BeltLine would increase revenue generation and obtain nearly the maximum benefit of a 35 year TIFIA loan. Within the remaining life of the TAD, less debt



capacity is available and hence a smaller loan would be possible than under a scenario where revenues are available for approximately the 35 year maximum TIFIA loan term.

The strong credit rating, excess coverage on the existing bonds, and the eligibility of the Atlanta BeltLine project for TIFIA make this source of financing appear to be quite attractive. Further analysis of the potential structure of one or more TIFIA loans will provide options for ABI’s consideration. The steps required for this analysis are described in Appendix D.

A TIFIA financing may be coupled with a project delivery option such as a Public Private Partnership (“P3”) to maximize the leverage of the existing funds. A P3 procurement would have wide ranging impacts on the design and construction process of the various Atlanta BeltLine projects, and the interaction between the TAD and a city-wide streetcar P3 would need to be considered in detail.

The TIFIA program limits the size of any TIFIA loan to 49% of eligible costs. It may be that given the scope of the environmental approvals, the projects within the Atlanta BeltLine program including trails and transit could be combined for the basis of this loan sizing calculation. This may be considered if the City pursues a P3 implementation approach that would include the Atlanta BeltLine transit segments.

**6.3.3 PUBLIC PRIVATE PARTNERSHIP**

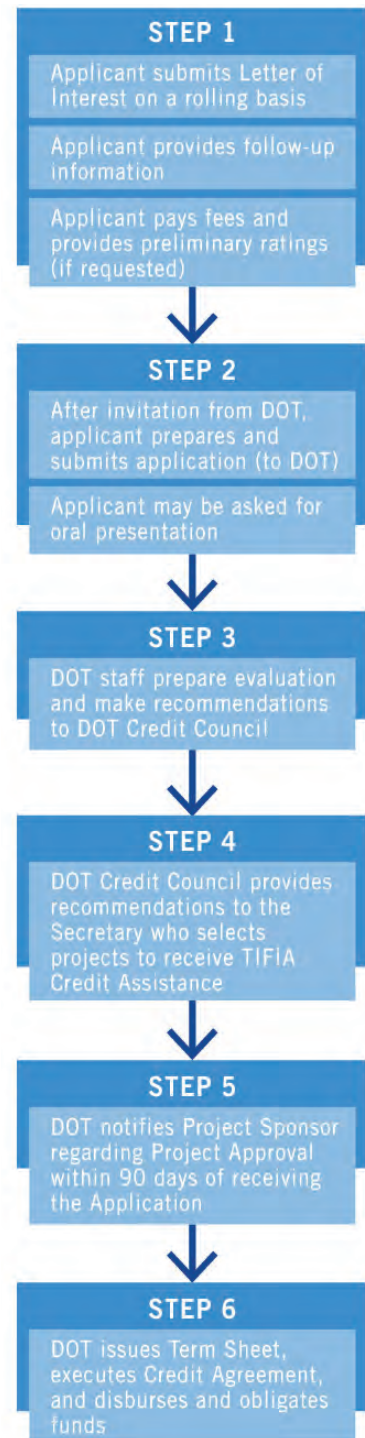
A TIFIA financing may be coupled with a project delivery option such as a Public Private Partnership (“P3”). P3s are contractual agreements between a public agency and a private entity that allow for greater private participation in the delivery of projects, and have been used on major infrastructure projects in the US and globally, by:

- improving cost and schedule certainty;
- encouraging innovation in construction and financing; and
- transferring risk from the public to the private sector.

Not all infrastructure projects are suited to P3 delivery. An assessment of the potential value of such a procurement method will be undertaken for the Atlanta BeltLine as it has the potential to meet several key criteria for a successful P3, such as:

- construction cost in the range of \$1 billion to \$5 billion;

**TIFIA PROJECT SELECTION AND FUNDING PROCESS<sup>5</sup>**



<sup>5</sup> TIFIA Credit Program Overview, TIFIA website: <http://www.fhwa.dot.gov/ipd/tifia/>

- construction period of less than five years; and
- identified sources of long term funding.

A construction period of less than five years is the generally accepted limit in order to require a private P3 developer to fix their construction cost without excessive contingencies being added to their pricing. This would mean constructing Atlanta BeltLine projects in parallel and would therefore bring forward the benefits to the community. Further, as development within the TAD should be catalyzed earlier than with a longer construction period, more tax increment funding could be generated within the life of the TAD.

The feasibility of using a P3 delivery method is being analyzed in relation to the Atlanta Streetcar Expansion Strategy, including some sections of the Atlanta BeltLine. A P3 procurement would have wide ranging impacts on the design and construction process for the Atlanta BeltLine projects. The consideration of any potential P3 delivery would need to consider:

- the interaction between transit projects on the Atlanta BeltLine and any city-wide streetcar P3; and
- which elements of the Atlanta BeltLine should be included within the scope of any P3.





Photo Credit: Christopher T. Martin

# **7 : UPDATES TO THE STRATEGIC IMPLEMENTATION PLAN**

## 7 : UPDATES TO THE STRATEGIC IMPLEMENTATION PLAN

The Strategic Implementation Plan is a long range strategic plan that will serve as a living document that will be updated every three to five years or as warranted by any material changes. ABI will measure the progress of the SIP annually as part of its Annual Report.

Between the issuance of this version of the SIP and the next update, a number of tasks will be carried out in order to improve and refine the accuracy of data available and to build upon new strategies and policies that have been put in place.

The tasks required in order to prepare the next update of the Strategic Implementation Plan include:

- Update market study that reflects the chosen development profile of the Atlanta BeltLine;
- Update Atlanta BeltLine TAD forecasts based on new market study;
- Finalize Atlanta Streetcar Expansion Strategy in order to inform the transit program;
- Collaborate with the City to determine the feasibility of advancing a P3 strategy;
- Detail cost estimates for outstanding transit sections;
- Finalize streetscape project list and cost estimates;
- Identify additional alternatives to support Affordable Housing goals;
- Identify non-monetary approaches to support Economic Development goals;
- Create and adopt an Economic Development Policy;
- Integrate the recommendations in 10 adopted Subarea Master Plans, specifically land use, and transportation components;
- Establish the baselines and methods by which Affordable Housing and Jobs goals will be measured; and
- Create and adopt a comprehensive and cohesive sustainability strategy that brings the variety of efforts that define ABI's approach to sustainability.







Photo Credit: Christopher T. Martin

## **8 : CONCLUSION**

## 8 : CONCLUSION

The first seven years the Atlanta BeltLine implementation have set the City of Atlanta's future on a positive trajectory. The strong community response to the planning process, and especially the completed projects, has demonstrated that the public's appetite is not yet satisfied. Likewise, private real estate development has responded in a dramatic fashion to the Atlanta BeltLine, even through the Great Recession.

New private real estate development completed or underway within a half-mile of the Eastside Trail alone has approached \$775 million, and more than \$1 billion within the TAD. The Atlanta BeltLine is now a tangible reality and is already fulfilling some of its promise. The SIP will guide ABI and its partners through the year 2030 with a thoughtful, flexible approach that will help secure all of the necessary funding and achieve the program's objectives.



## REFERENCES

EDAW, Urban Collage, Grice & Associates, Funny, J., Hamilton, C., Budram, W., . . . Gravel Inc. (2005). *Atlanta Beltline Redevelopment Plan*. Atlanta: Atlanta Development Authority.



Photo Credit: Christopher T. Martin

**APPENDIX A:  
GLOSSARY OF TERMS**

## APPENDIX A: GLOSSARY OF TERMS

ABI	Atlanta BeltLine, Inc.
ABLP	Atlanta BeltLine Partnership
ALTC	Atlanta Land Trust Collaborative
AMI	Area Median Income
ARC	Atlanta Regional Commission
ASES	Atlanta Streetcar Expansion Strategy
BAHAB	BeltLine Affordable Housing Advisory Board
BAHTF	Atlanta BeltLine Affordable Housing Trust Fund
DWM	City of Atlanta Department of Watershed Management
EIF	Economic Incentives Fund
EIS	Environmental Impact Statement
FHWA	Federal Highway Administration
FTA	Federal Transit Administration
FY	Fiscal Year
GDOT	Georgia Department of Transportation
GIS	Geographic Information Systems
MAP-21	"Moving Ahead for Progress in the 21st Century" bill
MARTA	Metropolitan Atlanta Rapid Transport Authority
MITODIS	Mixed Income Transit Oriented Development Strategy
MOU	Memorandum of Understanding
P3	Public Private Partnership
PILOT	Payment In Lieu Of Taxes
RAMP	Real Estate Acquisition Management Plan
RFP	Request For Proposals
RFQ	Request for Qualifications
ROW	Right of Way
RTP	Regional Transportation Plan
TAD	Tax Allocation District
TADAC	Tax Allocation District Advisory Committee
TIFIA	Transportation Infrastructure Finance and Innovation Act
TIP	Transportation Improvement Plan
TOD	Transit Oriented Development







Photo Credit: Christopher T. Martin

**APPENDIX B:  
FEDERAL FUNDING  
SOURCES**

Summary of Key MAP-21 Funding Sources	
MAP-21 Source	Purpose
Congestion Mitigation and Air Quality Improvement Program (CMAQ)	Improved air quality through support of transit capital, operating expenses for the first three years of new transit services, and bicycle and pedestrian facilities.
Surface Transportation Program (STP)	For projects on any public road, transit capital projects, and intracity and intercity bus terminals and facilities.
Transportation Alternatives Program	Set aside of the apportionment of several fund programs and equal to the existing Transportation Enhancements (TE) funding. Combines 12 programs into 6 major funding categories: on-road and off-road trail facilities; safe routes for non drivers; conversion of abandoned railroad corridors for trails; overlooks and viewing areas; community improvement activities; and environmental mitigation.
FTA Section 5307 Urbanized Area Formula Program	In general, large urbanized area funds can be used for transit capital purposes only. MAP-21 now allows Job Access Reverse Commute (JARC) program activities, including operating assistance with a 50% match. There is no floor or ceiling on the amount of funds that can be spent on JARC Activities. Transit enhancements are removed and replaced by more narrowly defined “associated transportation improvements.” Recipients must expend at least 1% of their 5307 apportionment on these improvements.
FTA Section 5339	Provides capital assistance for new and replacement buses, related equipment, and facilities.
FTA Section 5309 Fixed Guideway Capital Investment Grants (New Starts, Small Starts, and Core Capacity)	Capital support for light rail, rapid rail, commuter rail, automated fixed guideway systems, or a busway/high occupancy vehicle (HOV) facility, or an extension of any of these. Funds Small Starts and New Starts, with revised project evaluation and rating. Under MAP-21, includes “core capacity” projects on existing rail lines to improve capacity of the corridor. Also includes a Pilot Program for Expedited Project Delivery for projects not yet under a Full Funding Grant Agreement.



Formula / Competitive	Annual Funding Available (FY09-12)	Annual Funding Available (FY13)	Notes	Current & Planned Uses
Formula	\$39.4M to Atlanta Region (FY12)	\$64M to state (FY13)		Assume fully programmed for transit; need to confirm
Formula	Approx. \$300M to Atlanta Region (FY12)	\$335M to state (FY13)		Assume fully programmed for streets and roads; need to confirm
50% of funds are distributed by Formula; 50% by State Competition		\$33M available to state	Set aside of several existing programs: CMAQ, STP, HSIP, NHPP). Allows state DOTs to transfer their half of the reserved funding anywhere in the state to other programs  Data derived from ARC Powerpoint	Assume state and/or ARC will administer competitive program
Formula. The urbanized area formula for distributing funds now includes the number of low-income individuals as a factor.	\$66.2M to Atlanta Region (FY09)	\$31.8M to Atlanta Region (FY 13)		Assume fully programmed for transit (MARTA)
Formula	\$3.8M to Atlanta Region (FY09)	\$2.6M to Atlanta Region (FY 13)		Assume fully programmed for transit (MARTA)
Competitive		\$1.9B nationwide (anticipated for FY13 and FY14)	Subject to annual appropriation; Atlanta does not currently have a project in the program	New Starts and Small Starts need to be in the Regional Transportation Plan



Summary of Key MAP-21 Funding Sources	
MAP-21 Source	Purpose
FTA Section 5337 State of Good Repair	MAP-21 established a new grant program to maintain public transportation systems in a state of good repair. This program replaces the fixed guideway modernization program (Section 5309). Funding is limited to fixed guideway systems (including rail, bus rapid transit, and passenger ferries) and buses operating in high occupancy vehicle (HOV) lanes. Projects are limited to replacement and rehabilitation, or capital projects required to maintain public transportation systems in a state of good repair. Projects must be included in a transit asset management plan to receive funding. The new formula comprises: (1) the former fixed guideway modernization formula; (2) a new service-based formula; and (3) a new formula for buses on HOV lanes.
FTA Section 5329 (Safety)	For FTA to oversee the safety of public transportation throughout the United States. FTA will implement the new law in consultation with the transit community and the U.S. Department of Transportation's (DOT)
FTA Section 5310: Enhanced Mobility of Seniors and Individuals with Disabilities	Formula funding to increase the mobility of seniors and persons with disabilities. Funds are apportioned based on each State's share of the targeted populations and are now apportioned to both States (for all areas under 200,000) and large urbanized areas (over 200,000). Activities eligible under New Freedom (5317) are now eligible under the Enhanced Mobility of Seniors and Individuals with Disabilities program.
FTA Section 5312: Research, Development, Demonstration and Deployment Projects	To support research activities that improve the safety, reliability, efficiency, and sustainability of public transportation by investing in the development, testing, and deployment of innovative technologies.
FTA Section 5312 (d)(5): Low or No Emission Vehicle Deployment Program	Authorizes funding for nonattainment or maintenance areas for capital projects for low or no emission vehicles, facilities, and related equipment. Within the amount appropriated for this program, at least 65 percent must be spent for acquiring or leasing low or no emissions buses and 10 percent for low or no emissions bus facilities.
Transit Oriented Development Planning Pilot (MAP-21 Section 20005 (b))	Provides funding to advance planning efforts that support transit-oriented development (TOD) associated with new fixed-guideway and core capacity improvement projects that focuses growth around transit stations to promote ridership, affordable housing near transit, revitalized downtown centers and neighborhoods, and encourage local economic development.
Tribal Transit Discretionary Program	Discretionary companion to the Transit Tribal set aside for the Rural Area Formula program used to augment the formula funding or fill gaps.
Federal Lands Transportation Program	Funds aimed at improving multi-modal access within national parks, forests, wildlife refuges, Bureau of Land Management (BLM) lands, and U.S. Army Corps of Engineers facilities. Can be used for capital and operating (including planning, program administration).



Formula / Competitive	Annual Funding Available (FY09-12)	Annual Funding Available (FY13)	Notes	Current & Planned Uses
Formula	\$650M nationwide (FY12)	\$23,227,478 (FY13) (includes \$940K for high intensity bus)	Subject to annual appropriation--Formerly Competitive Program	Assume fully programmed for transit (MARTA)
Formula	TBD	Takedown from the Urbanized Formula program		New
Formula for large urbanized and State (areas under 200,000)		\$1.17M (FY13) for Atlanta Region		Assume fully programmed for seniors and individuals with disabilities; unlikely to be applicable to ABI projects
Competitive		\$17.5M nationwide (FY13 & 14)	Subject to annual appropriation	
Competitive		\$52.5M nationwide (FY13 & 14)	Subject to annual appropriation	
Competitive		\$10M nationwide (FY13 & 14)	Subject to annual appropriation	New
Competitive		\$5M nationwide (FY13)	Subject to annual appropriation	





Photo Credit: Christopher T. Martin

# **APPENDIX C: LOCAL FUNDING SOURCES**

Potential Local Sources of Funding	
Source	Description
Regional Transportation Referendum – Local Sales Tax	1% increase to sales tax to fund regional transportation projects.
Utility Users Tax	Tax imposed on utility services to be used for a specific or general purpose
Business (Payroll) Tax	A local payroll tax imposed through employer withholding
Parcel Tax	Flat tax on each parcel of real property
Employer Sponsored Transit	Employers participate financially in the transit service serving their business
Local Gas Tax	Tax imposed on each gallon of gas sold in local community
Regional Gas Tax	Tax imposed on each gallon of gas sold in the region
Parking Fees and Surcharges	Local government imposed fee or surcharge on on-street and garage parking, usually metered
Transient Occupancy (Hotel) Tax	Tax imposed on hotel users by local government
Vehicle Miles Travelled Tax	Tax on automobile miles travelled
Development Impact Fee	One-time fee charged on new development
Benefit Assessment Districts	An assessment on properties within a defined area; the assessment is related to the amount of benefit that the property receives
Business Improvement Districts	Assessment district in which business owners choose to be assessed a fee, which is collected on their behalf by the City, for use in improving the business in the area
Rental Car Tax	Tax on automobiles rented within a given jurisdiction
Naming Rights/Sponsorship	Authority to name public projects for a specified period of time for a fee



Capital or Operating Expenditure Eligibility	Voter Approvals Required	Revenue Stability	Ease of Administration and Collection
Both	Yes (failed in November 2012)	Medium	High
Both	Yes	High	High
Both	Yes	Medium	High
Both	Yes	High	High
Both	None	Low	Low
Both	Yes	Low	Medium
Both	Yes	Medium	Medium
Both	None	Medium	High
Both	None	Low	High
Both	Yes	Medium	Low
Capital	None	Low	Low
Both		Low	Medium
Both		Low	Medium





**APPENDIX D:  
ACTIONS TO MAXIMIZE  
AVAILABLE FUNDING**

Actions that will help to maximize the funding available to the Atlanta BeltLine program are described below. Period 1 (FY14-FY18) is set out in detail, with Period 2 (FY19-FY23) in less detail as future funding requirements will depend on the success of the immediate fundraising opportunities. Funding actions for Period 3 (FY23-FY30) will need to be re-assessed as the funding plan progresses and future funding requirements are clarified.

### FUNDING ACTIONS FOR PERIOD 1

Actions for Period 1 are shown in the following tables, organized by funding type. These activities are divided between technical and outreach/advocacy needs. Some of the technical requirements are already considered as part of the construction schedule in Section 5, but are included here to illustrate their importance as a part of the funding program.

### FUNDING ACTIONS FOR PERIOD 2

As discussed above, the funding requirements for Period 2 will be highly dependent on the success of the fundraising efforts of Period 1. As such, the funding actions for this period will be re-assessed nearer to the time, however the actions may include:

- Liaise with the City of Atlanta as it conducts polling to assess viability of implementing new funding sources such as parking fees and sales taxes.
- Liaise with the City of Atlanta as it implements new potential parking fee/tax and sales tax, with required legislative and voter approvals.
- Seek additional Atlanta BeltLine TAD bonds or TIFIA loan.
- Apply for New Starts funding for East and West transit segments of the Atlanta BeltLine when full funding plan is in place.
- Begin construction of New Starts project(s).
- Continue construction of trails and parks.
- Continue right of way acquisition.
- Enter into joint development agreements at the most promising sites on the Atlanta BeltLine.
- Conduct environmental and design phases for additional streetcar segments.



TRANSIT AND FIXED GUIDEWAY	
Source: FTA New Starts	
Technical Tasks	Outreach and Advocacy Tasks
Environmental phase for East Side and West Side <ul style="list-style-type: none"> <li>• Issue RFP for funded Tier 2 work</li> <li>• Engage consultant</li> <li>• Complete environmental work</li> <li>• Get environmental approvals</li> </ul>	Conduct public outreach as part of environmental phase
Conduct Preliminary Engineering East Side and West Side <ul style="list-style-type: none"> <li>• Identify funding for PE</li> <li>• Issue RFP</li> <li>• Engage consultant</li> <li>• Complete PE</li> </ul>	Conduct ongoing public outreach through PE phase
Define elements of projects and packages to be considered for advancing to New Starts	
Identify data needs and data available for New Starts evaluation process <ul style="list-style-type: none"> <li>• Mobility</li> <li>• Environmental benefits</li> <li>• Congestion Relief</li> <li>• Economic Development</li> <li>• Land Use</li> <li>• Cost effectiveness</li> <li>• Local financial commitment</li> </ul>	
Conduct a preliminary evaluation of packages under New Starts evaluation criteria	
Determine which packages perform best under New Starts evaluation	Engage public and key stakeholders in finalizing the package
Finalize the funding plan for the package, including preparation of the cost estimate using the FTA Standard Cost Categories worksheet, identifying funding by source by year, and identifying any financing needs such as TIFIA.	Build consensus with regional partners on selected package—the City, ARC, FTA Region 4, GDOT, MARTA
Determine who will be FTA grantee if New Starts funds are to be pursued. Create an MOU between ABI and the FTA grantee outlining the intent to proceed with one or more New Starts submittals for the Atlanta BeltLine and establishing roles and responsibilities for the New Starts submittal.	Establish a working group of key stakeholders to act as the sounding board throughout the project development process and to advocate for the project. This may be an existing group, but the focus must be on getting this package through regulatory and funding processes.



Source: FTA New Starts	
Technical Tasks	Outreach and Advocacy Tasks
Request that the FTA grantee seek a letter of no prejudice (LONP) from FTA for funds spent on the Atlanta BeltLine project from a date certain forward.	Begin discussions with MARTA on shared stations – design elements, technical requirements, etc.
Establish procurement policies compliant with FTA's Third Party Procurement guidance, Circular 4220.1F so that all procurements related to the transit element of the Atlanta BeltLine can be eligible as local match through a LONP or advance construction authority.	With the assistance of ABI's lobbyists, develop federal, state, and local advocacy plan for advancing the project through New Starts.
Adopt a Real Estate Acquisition Management Program (RAMP) according to FTA guidelines and follow "Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970," (Uniform Act) federal requirements for ROW purchases so that they can be eligible as local match, or for direct federal funding.	Create materials to support advocacy: <ul style="list-style-type: none"> <li>• Print</li> <li>• Video/DVD</li> </ul>
Purchase right of way according to RAMP	Identify public officials to champion the project and identify their roles in the advocacy plan.
Source: FTA Transit Oriented Development	
Technical Tasks	Outreach and Advocacy Tasks
Monitor Notice of Funding Availability (NOFA) for TOD funds	
Draft application for TOD for additional planning work based on MAP-21 criteria, while waiting for NOFA to be published	Seek letters of support for application
Submit application in response to NOFA	Work with lobbyists to develop advocacy strategy
Source: FDOT TIGER Discretionary Grants	
Technical Tasks	Outreach and Advocacy Tasks
Define elements of projects and packages to be considered for TIGER Discretionary Grants	
Identify data needs and data available for TIGER evaluation process, in reference to the work already being carried out in preparation for New Starts Application as above	
Monitor Notice of Funding Availability (NOFA) for TIGER funds from 2014 onwards	
Conduct a preliminary evaluation of packages under TIGER evaluation criteria	Seek letters of support for application
Submit application in response to NOFA	Work with lobbyists to develop advocacy strategy



<b>PARKS AND TRAILS</b>	
<b>Source: FHWA Transportation Alternatives Program</b>	
<b>Technical Tasks</b>	<b>Outreach and Advocacy Tasks</b>
Source: FHWA Transportation Alternatives Program	Continue ongoing public outreach
Identify and quantify opportunities for savings through joint construction of trails and transit and/or private development	
Work with ARC to fund trails and apply for annual allocations of TAP funds	Seek letters of support for trails funding from stakeholder groups
<b>Source: Philanthropic Donations/Atlanta BeltLine Partnership</b>	
<b>Technical Tasks</b>	<b>Outreach and Advocacy Tasks</b>
With ABLP, establish a new target (above and beyond current target) for philanthropic donations for trails and parks	Support ABLP in securing philanthropic donations
With ABLP, identify opportunities leveraging philanthropic donations by matching them with other public and private grants	



FINANCING AND OTHER FUNDING	
Source: Real Estate/Joint Development/Freight Rail	
Technical Tasks	Outreach and Advocacy Tasks
<p>Conduct a study of joint development opportunities on the Atlanta BeltLine.</p> <ul style="list-style-type: none"> <li>• Issue RFP</li> <li>• Select Consultant</li> <li>• Finalize study</li> </ul> <p>The study shall identify joint development opportunities at high priority locations such as Hulsey Yard and identify zoning and regulatory obstacles and opportunities for joint development at key locations</p>	Partner with City of Atlanta, Invest Atlanta
For potential joint development sites where land was or will be acquired with FTA funds, work with FTA Region 4 to confirm eligibility of the proposed development and determine the applicability of federal environmental, planning, procurement, and related requirements	
Explore opportunities for FRA funding and RRIF loan related to freight rail segments of the Atlanta BeltLine	With ABI's federal lobbyist, establish contacts with FRA staff to identify potential sources
Source: TIFIA/TAD	
Technical Tasks	Outreach and Advocacy Tasks
Evaluate possibility for passing state legislation to extend the duration of the TAD	Develop state legislative advocacy plan for extending the duration of the TAD
Evaluate possibility for passing a new TAD that begins when the old TAD expires	
Quantify the current debt capacity with the existing TAD and the impacts of increasing debt on the credit rating	
Analyze potential benefits of refinancing existing bonds with TIFIA	
If capacity exists and if beneficial, 1) seek TIFIA loan to refinance existing TAD bonds, or 2) seek TIFIA loan to refinance existing TAD bonds plus additional loan for Atlanta BeltLine projects, or 3) seek TIFIA loan separate from existing TAD bonds.	
<p>If results of analysis indicate TIFIA loan is feasible and desirable:</p> <ul style="list-style-type: none"> <li>• Prepare and submit Letter of Interest</li> <li>• Engage financial advisors and bond counsel</li> <li>• Get preliminary credit rating</li> <li>• Prepare loan application</li> <li>• If approved, prepare loan documents and get Board approvals</li> <li>• Execute loan</li> </ul>	Coordinate with funding partners; with ABI federal lobbyists, inform congressional delegation



Source: New Sales Tax and Parking Fees/Taxes	
Technical Tasks	Outreach and Advocacy Tasks
Identify funds for technical studies of taxes and fees to fund Atlanta BeltLine (and other) projects.	
Conduct a study of parking fees and taxes to determine the best method of generating revenue for operations and maintenance and capital for Atlanta BeltLine projects. Study will quantify revenue generation potential, legal requirements, administrative needs and costs, and implementation plan. Policy issues regarding uses of revenue will be discussed. The objective is to provide policy makers with the basis for choosing to adopt or not adopt a parking fee or parking tax in the following 5 years.	Partner with ARC
Conduct a study to evaluate the potential for a sales tax measure, possibly within the City of Atlanta only. The objective of this study is to provide policy makers with the basis to consider new sales tax measure in the following 5 years.	Partner with City of Atlanta
Continue further study of other new sources identified in this plan. Specific sources that may hold promise include rental car fees dedicated to transit, naming rights and sponsorship, and development impact fees for transit.	Partner with City of Atlanta and ARC for study of rental car fees and development impact fees. Partner with ABPL for naming rights and sponsorship.





Photo Credit: Christopher T. Martin

**APPENDIX E:  
STAKEHOLDER ANALYSIS  
AND COMMUNITY  
ENGAGEMENT PLAN**

The Strategic Implementation Plan’s public participation process was performed in accordance with the Community Engagement Framework (CEF) as mandated by Atlanta City Council Resolution 06-1576 in July 2006. The objective of the CEF is to ensure that members of the community have direct input on the Atlanta BeltLine planning, design and implementation. The CEF is comprised of the Atlanta BeltLine advisory boards, study groups, citywide conversations and quarterly briefings.

The Atlanta BeltLine was birthed from a grassroots community initiative, and the on-going community involvement for this expansive and transformative endeavor is vital for the life of the project. For this reason, stakeholder involvement in the formation of the Strategic Implementation Plan (SIP) was paramount. The community engagement for this plan was a comprehensive endeavor designed to engage stakeholders on a variety of levels. This engagement effort is more than simply information sharing from a top-down methodology, but it involved a good faith bottom-up approach that allowed the community to evaluate and influence the project criteria for trails, parks, and transit.

Atlanta BeltLine, Inc.’s (ABI) initial engagement effort for the SIP began with its Advisory boards, the Atlanta BeltLine Tax Allocation District Advisory Committee (TADAC) and the Atlanta BeltLine Affordable Housing Advisory Board (BAHAB). ABI held a “Lunch and Learn” on November 8, 2012 with both groups, which are comprised of lay citizens, professionals and industry experts. Advisory board members provided invaluable input regarding the SIP development process, participated in the project criteria ranking exercise, and gave crucial recommendations that ultimately help reshape the public presentation of the SIP.

Throughout round one of the public engagement process approximately 578 people participated in 10 community stakeholder meetings and in an online survey. The purpose of the first round of public meetings was to: (1) share how the plan would be shaped and formulated, (2) share what criteria would be used to prioritize projects, and to (3) obtain input on the project criteria and understand the community’s priorities. Below is a list of the meeting dates in round one.

Advisory Committees Lunch & Learn: November 8th with BAHAB, TADAC and BeltLine Network

- Citywide Conversation: November 15, 2012
- Study Group Meetings (Project Criteria/Priorities):
  - Westside– Monday, Nov. 26, 2012 – Atlanta Community Food Bank
  - Southwest– Thursday, Nov.29, 2012 – West Hunter Street Baptist Church
  - Northside– Monday, December 3, 2012 – Piedmont Hospital
  - Southeast– Monday, December 10, 2012 – Trees Atlanta
  - Northeast– Tuesday, December 11, 2012 – MLK Recreation Center
- Advisory Committees (Project Criteria/Priorities):
  - TADAC: Tuesday, November 27, 2012
  - BAHAB: Tuesday, January 8, 2012
  - BeltLine Network (Fall 2012)

**DRAFT ATLANTA BELTLINE PRIORITIZATION CRITERIA FOR SELECTING PROJECTS – ROUND 1**

Transit	Trails	Parks
Project Readiness	Project Readiness	Project Readiness
Development Impact	Development Impact	Development Impact
Practicality / Ridership	Consistent with City Goals	Leverage Existing Greenspace
Equity	Equity	Equity
Financial Options	Financial Options	Financial Options



A critical component of this round of meetings was affording the community the opportunity to rank the project prioritization criteria. This feedback helped ABI and its consultants learn and understand the priorities of the community to inform the order of selection of projects for implementation. The priorities matrix below lists the project criteria by program element which were presented to the community for feedback.

Feedback at this round of meetings was not limited to the project criteria ranking exercise and citizens were provided the opportunity to give feedback on the overall Strategic Implementation Plan process and the Atlanta BeltLine in general. The documented comments received were incorporated into an “Community Engagement Register” where staffed tracked, reviewed and responded to questions. The purpose of the Community Engagement Register was to both capture feedback and to demonstrate to the public how their input influenced the plan. The Community Engagement Register can be found in this appendix. Below is a list of the broad topics candidly conveyed by the community during this engagement effort:

- Project delivery timing of trails, transit, and parks
- Project design for trail, transit, and parks
- Safety in the Atlanta BeltLine Corridor
- Public/Private project funding strategy
- Role of the philanthropic community in the project delivery
- Equitable development throughout the Atlanta BeltLine, especially Southwest and Westside

communities

- Affordable housing
- Capital Campaign fundraising plan
- Tax Allocation District funding process
- Implementing the Master Plans through proactive rezoning
- Increased project transparency
- More intentional outreach to diversified groups
- Relationship between the Streetcar and the Atlanta BeltLine

In March 2013, a second round of public meetings began with more than 140 people participating in eight meetings. The purpose of this round of meetings was to (1) present the results of the project prioritization ranking exercise; (2) demonstrate how the public’s input influenced project priorities; and (3) present a draft unconstrained project list. The criteria ranking exercise results revealed that the communities of the Atlanta BeltLine overwhelmingly ranked Project Readiness, Development Impact and Equity as their top three criteria for prioritizing transit, trails and park projects. The community also aided the staff in further clarifying the project criteria to include connectivity of trails to destinations centers and land remediation as a part of project readiness.

During this round of public meetings, ABI and its consultants presented a draft unconstrained project list that took the projects identified in the master plans and prioritized them according to the project criteria, placing them into

**DRAFT ATLANTA BELTLINE PRIORITIZATION CRITERIA FOR SELECTING PROJECTS – ROUND 2**

Transit	Trails	Parks
Project Readiness	Project Readiness	Project Readiness
Development Impact	Development Impact	Development Impact
Equity	Equity	Equity
Practicality / Ridership	Consistent with City Goals	Leverage Existing Greenspace
Financial Options	Financial Options	Financial Options



three tiers for implementation. The project tiers determined the order by which projects would be constructed (Tier 1 projects would be implemented in the short term, Tier 2 in the medium term, Tier 3 in the long term). The feedback for the draft unconstrained list was overwhelmingly positive. The draft list showed a concentration of project investments in the Southwest and Westside of the Atlanta BeltLine during Tier 1. Citizens were further educated on the project life cycle process during these meetings as well, which aided in setting expectations on how projects go from conception to construction. Below are the round two meeting dates.

**Study Groups**

- Northeast Study Group: Thursday, March 14, 2013 – Our Lady of Lourdes Catholic Church
- Westside Study Group: Monday, March 25, 2013 – Atlanta Community Food Bank
- Southwest Study Group: Thursday, March 28, 2013 – West Hunter Street Baptist Church
- Northside Study Group: Monday, April 1, 2013 – Piedmont Hospital
- Southeast Study Group: Monday, April 8, 2013 – Trees Atlanta

**Advisory Committees**

- TADAC: Tuesday, May 28, 2013
- BAHAB: Tuesday, April 9, 2013
- BeltLine Network: Spring 2013

Similar to round one, the Atlanta BeltLine staff recorded questions/concerns raised. That document is in this appendix. ABI will present the final Strategic Implementation Plan to the public in 1st quarter of 2014.

**STAKEHOLDERS**

Stakeholders are groups and individuals who see themselves affected by and / or have an interest in the full realization of the Atlanta BeltLine vision. They commit time and energy to participate in the decision-making and planning process. Current stakeholders, based on the Atlanta BeltLine Citizen Participation Framework, include the following:

**Project Partners**

- Invest Atlanta
- Atlanta BeltLine, Inc. Board of Directors & Staff

- Atlanta BeltLine Partnership
- PATH Foundation
- Trees Atlanta
- Trust for Public Land

**Policy / Decision Makers**

- Office of the Mayor
- City Council

**City of Atlanta Departments**

- Planning & Community Development
- Public Works
- Watershed Management
- Parks & Recreation
- Finance

**TAD Partners:**

- Fulton County
- Atlanta Public Schools

**Advisory Boards**

- Tax Allocation District Advisory Committee (TADAC)
- Atlanta BeltLine Affordable Housing Advisory Board (BAHAB)

**Non Profit, Community & Advocacy**

- Atlanta BeltLine Study Groups
- BeltLine Network
- Neighborhood Planning Units (NPU), neighborhood groups, civic groups, Community Improvement Districts

**SIP COMMUNITY ENGAGEMENT STRATEGY & OBJECTIVES**

The primary goal of the SIP’s Stakeholder Engagement and Communications strategy is to drive awareness, stakeholder participation and input on the Atlanta BeltLine Priorities Matrix and Criteria, as well as identify potential issues or concerns regarding the Strategic Implementation Plan.

The Stakeholder Engagement Plan included a three-pronged approach designed to inform, consult and engage the community and key stakeholders groups.

**I. Inform**

ABI employed traditional media, digital media and in-person channels to keep the Atlanta community informed

about the SIP progress and development.

A variety of methods were utilized to inform stakeholders about public meetings (e.g., Citywide Conversations, study groups, and Quarterly Briefings). Public outreach methods used to inform stakeholders included:

- Direct mail and flyers
- Distribution of materials at public events, schools, senior facilities, libraries and faith-based organizations
- Quarterly print newsletters
- News media
- The Atlanta BeltLine website & blog (www.beltline.org)
- Weekly emails to more than 25,000 subscribers
- Social media channels including Facebook and Twitter (more than 25,000 combined followers)

**II. Consult**

The community engagement team planned a series of public meetings to serve as platforms for key stakeholders, businesses and residents to provide input on the Strategic Implementation Plan’s project prioritization criteria.

ABI held “Lunch & Learns” with Atlanta BeltLine Advisory Boards on the methodology of the Priorities Matrix and Criteria. These meetings were designed to solicit input, support and identify any potential issues.

Ten (10) Study Group consultations were held to introduce the elements of the Priorities Matrix and Project Prioritization Criteria. The meetings provided a forum for stakeholder input and active participation during the implementation process, helping to foster collaboration and support for the Strategic Implementation Plan.

ABI conducted four advisory board meetings to provide updates and receive input throughout the Strategic Implementation Plan process.

ABI attended two BeltLine Network meetings to provide updates and solicit feedback.

**III. Engage**

Engaging stakeholders and the community was critical to the development of the SIP.

ABI and its consultants will hold two Citywide Conversations to introduce the Priorities Matrix and Final Plan. These public meetings are designed to provide citizens the opportunity to learn about the methodology, address any issues and foster ongoing support for the

Strategic Implementation Plan.

The community engagement team also developed a variety of informational materials that explained the prioritization criteria and address broad-based issues and concerns related to project prioritization and equity. Specifically, they included blog posts, PowerPoint presentations, displays/exhibits, surveys, comment cards, newsletters, flyers, and FAQs. All of this material is available at www.beltline.org.

**FREQUENTLY ASKED QUESTIONS (FAQ)**

**What is the proposed timeframe for the Implementation Plan?**

The project kicked off in early November 2012 and will conclude at the end of 2013.

**How is public input being tracked and incorporated into the process?**

Through a series of multiple rounds of study group meetings, stakeholder interviews and an online survey, ABI is capturing all of the feedback and questions from the public throughout the process. Public input thus far has helped inform the criteria by which projects will be prioritized in the plan. In addition, ABI is maintaining a community engagement register that is tracking all of the questions raised by the public, which is being updated throughout the process.

**How will the Decision Support Tool be utilized?**

The Decision Support Tool will be used after the implementation planning process to help evaluate individual projects as they move forward.

**How is safety along the Atlanta Beltline being incorporated in the development of the implementation plan?**

Atlanta Beltline, Inc. is working with the Atlanta Police Department, the Atlanta Police Foundation, and other key city departments and partners to incorporate public safety into both the design and implementation of all new infrastructure, including access points, lighting, security cameras, and a public safety plan.

**How will ABI work to enforce the Subarea Master Plans that have been adopted by the City, to safeguard from future inconsistent developments?**

The 10 Subarea Master Plans have been adopted by the City Council and integrated into the City’s Comprehensive Development Plan. The City of Atlanta ensures that future development is in compliance with the Comprehensive



Development Plan. In addition, the Atlanta Beltline Zoning Overlay district is in place. The City of Atlanta Office of Planning has jurisdiction over development and zoning applications. For proposed development projects within the Atlanta Beltline Planning area, ABI provides comments and recommendations to the Office of Planning related to a given development's consistency with master plans and the Zoning Overlay. Ultimately, it is within the Office of Planning's authority, and sometimes the City Council depending on the application, to provide any comments or necessary approvals for zoning or land use activities.

**How often will the Implementation Plan be updated?**

The Implementation Plan will serve as a living document that is updated approximately every three to five years.

**How can equitable development be realized if the project is being funded by a mixture of both public and private sources?**

Public and private resources are both vital to completing this project and this Implementation Plan will help steer the expenditure of both sources in an equitable manner.

**What are the opportunities for public input into the process?**

Feedback from the public is being collected throughout the process, and the Implementation Plan is a living document that will be updated approximately every three to five years. There are several opportunities to be engaged into the plan, including: citywide meetings, study group meetings, online surveys, commenting on the Atlanta Beltline website ([www.beltline.org](http://www.beltline.org)) and social media (Facebook.com/AtlantaBeltline, Twitter.com/AtlantaBeltline). The purpose of the first round of public meetings was to collect public input on the criteria used to prioritize projects. The second round of public meetings involves the ABI team reporting out to the community how their input informed the draft list of prioritized projects. After the second round of public meetings, the plan will be assembled with a financial plan that will then be presented to the public.

**Will different forms of engagement be considered during the formation of the Implementation Plan (e.g. online surveys, etc.)?**

Yes, in addition to more than a dozen public meetings with hundreds of attendees and interviews with stakeholders and partners, hundreds of people provided feedback through online surveys to capture wider audiences.

**Will a copy of the presentation be made available to the**

**public?**

Yes, the meeting presentation can be found at <http://beltline.org>.

**How will the implementation plan incorporate all the previous studies, especially the master plans?**

The first phase of this process consisted of a situational review performed by the consultant, which is an extensive examination of the institutional policies and the foundational studies dating back to Ryan Gravel's original Master Thesis (1999), The Trust for Public Land's Emerald Necklace Study (2004), the Atlanta BeltLine Redevelopment Plan (2005), the Five Year Work Plan (2006), the Tier 1 Environmental Impact Statement (2012), the Five Year Work Plan review (2012), the Subarea Master Plans (2007-2012), the Atlanta Streetcar Expansion Strategy (in process) and the Mixed Income Transit Oriented Development Strategy (2013). This plan builds on all of these efforts.

**How are you advertising the meetings for the implementation plan?**

ABI is using all of its communications and engagement channels to get the word out about these meetings. These include weekly emails to more than 15,000 subscribers, more than 20,000 followers on social media and outreach through news media. ABI is also engaging the community by distributing flyers in public libraries, senior facilities, and direct outreach to Neighborhood Planning Units, Homeowner Associations, Study Group Participants and partner organizations.

**How will the work streams be prioritized for the implementation plan?**

The three work streams of parks, trails, and transit are equally important. The Implementation Plan will identify funding sources for each work stream and many existing funding sources already have dedicated uses (e.g. federal funds for transit or trails). Work streams will not be prioritized against each other; rather projects will be prioritized within work streams.

**How is the Atlanta BeltLine project going to be funded?**

The Atlanta BeltLine is funded substantially by the Atlanta BeltLine Tax Allocation District. Other funding sources include federal and local public funding, in addition to corporate and philanthropic donations.

**Are neighbors allowed to submit projects for consideration**



**for the Implementation Plan?**

This implementation plan builds on more than a decade of previous community engagement that has involved tens of thousands of Atlantans and produced lists of hundreds of projects through master planning, environmental and greenspace planning processes. These processes have included the 10 Subarea Master Plans and the Federal Tier 1 Environmental Impact Statement. The purpose of this process is not to identify new projects, but to find a way to prioritize and implement projects that have already been identified.

**What type of technology is proposed for transit along the Atlanta BeltLine?**

Atlanta Modern Streetcar, which is the same transit technology being used for the Atlanta Streetcar. It will be a modern, low-floor, ADA compliant vehicle, and will most likely be powered by an electric overhead wire.

**Where is the next trail scheduled to be built along the Atlanta BeltLine?**

Following the completion of the Southwest Connector Trail in May 2013, the next segment will be the Eastside Trail South extension to Reynoldstown (locally funded), followed by the Southwest Corridor (federally funded).

**How close are we to realizing transit on the Atlanta BeltLine?**

Pending funding, transit implementation will occur in five to 10 years.

**What does project readiness mean?**

Project readiness looks at several variables (e.g. site control, site readiness, consistency with master plans, etc.) to determine if a project can be implemented faster in relationship to other projects.

**How does the TAD work?**

A tax-allocation district (TAD), also known as tax increment financing, uses the increase in property taxes collected over a 25-year period to fund new infrastructure and development. In the case of the Atlanta BeltLine TAD, the district is 6,500 acres and captures all of the increased value above the 2005 property tax level. After 25 years, all property taxes collected flow back to the three taxing jurisdictions: City of Atlanta, Fulton County and the Atlanta Public School System.

**When will ABI report back to the community with the****prioritized list?**

The draft list of prioritized project was presented to the public in spring 2013.

**Will the Atlanta BeltLine trails connect to adjacent private developments?**

That is the intent. Design interfaces are being developed so private developers can connect their developments to the trail system. ABI can only build on public land or property it controls directly.



Community Engagement Register Management Log						
No.	Rnd.	Date	Meeting	Issue Description	Impact Summary	Impact Summary - 2
1	1	11/8/2012	Lunch & Learn	What is the proposed timeframe for the project?	Refer to the Implementation Plan FAQs	
2	1	11/8/2012	Lunch & Learn	Where will the issues register be published?	Refer to the Implementation Plan FAQs	
3	1	11/8/2012	Lunch & Learn	At what point will the Decision Support Tool (DST) be incorporated into the SIP planning process?	The Decision Support Tool is a post-Implementation Plan project analysis that will be used as applicable.	
4	1	11/8/2012	Lunch & Learn	How often will the SIP be updated?	Refer to the Implementation Plan FAQs	
5	1	11/8/2012	Lunch & Learn	How does market analysis fit into the SIP, and will the plan continue to be updated to maintain consistency with market trends?	A part of the Implementation Plan is a Financial Modeling component, which includes a market analysis that will help evaluate TAD funding and the financial capacity for the future. The Market Analysis will be updated every 5-7 years.	
6	1	11/8/2012	Lunch & Learn	How can equitable development be realized if the project is being funded by a mixture of both public and private sources?	Equitable Development will happen over the 25 year life cycle of the project. The next phase of projects in the implementation cue includes the Southwest Corridor Design, Enota Park, and Boulevard Crossing. Project Readiness is a contributing determining factor in project implementation.	



Community Engagement Register Management Log (continued)						
No.	Rnd.	Date	Meeting	Issue Description	Impact Summary	Impact Summary - 2
7	1	11/8/2012	Lunch & Learn	Can sponsorship dollars for a specific project be reallocated to other projects?	Donorship dollars can only be reallocated per the consent of the donors.	
8	1	11/8/2012	Lunch & Learn	Will there be a public comment period before the SIP final draft is presented for adoption?	Refer to the Implementation Plan FAQs	
9	1	11/8/2012	Lunch & Learn	Where will stakeholders be able to see how all of their perspectives and agendas were assessed and integrated into plan implementation?	Comments/input from phase one of community engagement has been captured and tracked through the issues and concerns register.	
10	1	11/8/2012	Lunch & Learn	Will explanations be provided for why a certain point of view wasn't included?	Refer to the Implementation Plan FAQs	
11	1	11/8/2012	Lunch & Learn	Will different forms of engagement be considered, i.e. Peak Democracy?	Refer to the Implementation Plan FAQs	
12	1	11/8/2012	Lunch & Learn	Will the the plan include non-profit stakeholder's such as the American Cancer Society?	The Atlanta BeltLine Partnership works with public health organizations such as the Piedmont Hospital, Center of Disease Control, Emory University, and other health organizations	
13	1	11/8/2012	Lunch & Learn	Will a copy of the presentation be made available to the public?	Refer to the Implementation Plan FAQs	
14	1	11/8/2012	Lunch & Learn	Where in the SIP process does the integration of Master Plans happen?	Refer to the Implementation Plan FAQs	



Community Engagement Register Management Log (continued)						
No.	Rnd.	Date	Meeting	Issue Description	Impact Summary	Impact Summary - 2
15	1	11/8/2012	Lunch & Learn	When will the public have an opportunity to provide feedback in the process?	Refer to the Implementation Plan FAQs	
16	1	11/15/2012	Citywide	What steps are being taken to address zoning issues along the BeltLine that do not comply/correlate with regulation incorporated into the master plan?	ABI is working with our partners at the City of Atlanta to implement recommended changes from the Subarea Master Plans.	
17	1	11/15/2012	Citywide	At what point will stakeholders have input into the type of zoning/development on the BeltLine?	The 10 Subarea Master Plans have been adopted and integrated into the City's Comprehensive Development Plan, which is the map of future landuse.	
18	1	11/15/2012	Citywide	How can the BeltLine leverage itself to get developers to comply with the current zoning standards outlined in the master plan?	The City of Atlanta ensures that future development is compliance with the Comprehensive Development Plan. For projects within the Atlanta BeltLine Planning boundary, ABI provides comments/recommendations to the city on proposed projects.	
19	1	11/15/2012	Citywide	Is there property along the BeltLine that has serious environmental damage?	The Atlanta BeltLine addresses environmental challenges as it develops each project.	
20	1	11/15/2012	Citywide	Will vegetation in parks be altered and made uniform for ease of maintenance, or will natural habitat be considered?	Native and naturalized species will be installed per its unique park design.	



Community Engagement Register Management Log (continued)						
No.	Rnd.	Date	Meeting	Issue Description	Impact Summary	Impact Summary - 2
21	1	11/15/2012	Citywide	Why is population density not a criterion for trails prioritization?	Criteria Suggestion: Add population density to trails	Population density will not be a determining factor in trail criteria. Connectivity is a higher priority in trail design/ construction.
22	1	11/15/2012	Citywide	Is time needed for land remediation being considered as a criteria for parks?	Criteria Suggestion: Add land remediation for parks criteria	Land remediation is a currently factor under consideration in project readiness.
23	1	11/15/2012	Citywide	Is the need for land acquisition being factored as criteria for parks?	Criteria Suggestion: Add land acquisition for parks criteria	Land acquisition is a factor currently under consideration in project readiness.
24	1	11/15/2012	Citywide	Where does trail connectivity fall on the criteria to population/ density?	Criteria Suggestion: Add connectivity for trail criteria	Population density will not be a determining factor in trail criteria. Connectivity is a higher priority in trail design/ construction.
25	1	11/15/2012	Citywide	Is there a standard template being used in the design of BeltLine parks?	There is not a standard template. BeltLine Parks are designed according to topography, community master plan, etc.	
26	1	11/15/2012	Citywide	Will the need for a program activity and recreation center be used as criteria for park prioritization?	The need for recreation centers was addressed through the Subarea Master Planning process in the parks section of each plan.	
27	1	11/15/2012	Citywide	In what ways are we taking into account the recent TADAC report?	ABI has both addressed and/or responded to matters raised in the Bay Area Economic Report.	



Community Engagement Register Management Log (continued)						
No.	Rnd.	Date	Meeting	Issue Description	Impact Summary	Impact Summary - 2
28	1	11/15/2012	Citywide	The Northeast section of the BeltLine is mowed and maintained. Why is the Southwest Section of the BeltLine (between Murphy and Lawton) not maintained to the same standard?	ABI regularly maintains a 20 foot designated area in the corridor, beyond that area it is maintained by Atlanta BeltLine Adopters.	
29	1	11/15/2012	Citywide	Has the BeltLine's intersection with and possible enhancement of wildlife corridors such as streams, greenspace and other habitats been considered?	Yes.	
30	1	11/15/2012	Citywide	The approach described really is not in phases, correct? These elements are worked in parallel. What drives the content of each plan, priority matrix, etc.?	Inevitably there will be some overlap in the execution of phases, and the content of each phase is designed to inform the next stage of the process for a more informed and robust plan.	
31	1	11/15/2012	Citywide	I've noticed (on the BeltLine preferred alternative map) that there is consideration toward options of how to connect the BeltLine's transit to Marta stations, specifically on the east side of town. Please explain what the advantages of connecting through King Memorial Station, instead of Inman Park/ Reynoldstown?	Further environmental studies are planned that will help determine best future transit connections.	



Community Engagement Register Management Log (continued)						
No.	Rnd.	Date	Meeting	Issue Description	Impact Summary	Impact Summary - 2
32	1	11/15/2012	Citywide	Do you believe that creating a new MARTA infill stations (Armour Yard, or south of West End or at Boone Blvd) will spur more transit-oriented development in these less densely populated areas, in turn creating more appeal for new residents to move there, as opposed to connecting through existing MARTA stations?	Yes.	
33	1	11/26/2012	Westside	How will the work streams be prioritized for implementation?	Work streams are equally important, and each have work stream has its own distinct funding source. Projects will be prioritized within work streams.	
34	1	11/26/2012	Westside	In what order will the various work streams be developed?	Work streams will be implemented concurrently, and projects will be advanced according to the project criteria.	
35	1	11/26/2012	Westside	What progress has been made on the Bellwood Quarry? Design etc.	Vulcan has remediated the site, ABI has secured 240 acres, and is working with the city of Atlanta to coordinate development efforts.	
36	1	11/26/2012	Westside	How is the BeltLine project going to be funded?	Refer to Implementation Plan FAQ's Reference Sheet	
37	1	11/26/2012	Westside	What funding sources are being considered for the BeltLine?	Refer to Implementation Plan FAQ	
38	1	11/26/2012	Westside	Will the location of the Falcon's Stadium impact transit on the BeltLine?	This will have no direct impact on the transit along the BeltLine	



Community Engagement Register Management Log (continued)						
No.	Rnd.	Date	Meeting	Issue Description	Impact Summary	Impact Summary - 2
39	1	11/26/2012	Westside	Is there a coordination of technologies being used in the development of both the Atlanta BeltLine and Streetcar projects?	Yes. The Atlanta Street car and the Atlanta BeltLine utilize the same technology, so that it can be seamless and have one fluid system.	
40	1	11/26/2012	Westside	How exactly will the Atlanta Streetcar and BeltLine connect in network and functionality?	The transit technology along the Atlanta BeltLine will be the same technology used for the Atlanta Streetcar. It will be a modern, low-floor light-rail vehicle, ADA Complaint, and will be powered using electric propulsion and supported by overhead contact wire system.	
41	1	11/26/2012	Westside	What type of private entity would be considered in a public/private funding scenario?	Further research is needed, and there is no additional information at this time.	
42	1	11/26/2012	Westside	What role would the private funding entity have in the project?	Further research is needed, and there is no additional information at this time.	
43	1	11/26/2012	Westside	How would the private funding entity be compensated?	Further research is needed, and there is no additional information at this time.	
44	1	11/26/2012	Westside	Are neighborhoods allowed to submit projects for consideration?	The projects under consideration for the next 20 years were developed by the community through the extensive area specific master planning. New projects are not being considered in this effort.	



Community Engagement Register Management Log (continued)						
No.	Rnd.	Date	Meeting	Issue Description	Impact Summary	Impact Summary - 2
45	1	11/26/2012	Westside	How can communities/ groups get involved in fundraising for BeltLine projects?	Volunteerism, fund-raising and capital campaigns is handled exclusively by the Atlanta BeltLine Partnership.	
46	1	11/29/2012	Southwest	Is there a standard land size for parks along the BeltLine? Ex. Typical Acreage	No.	
47	1	11/29/2012	Southwest	Is the BeltLine working with Rail-to-Trails on the project?	Rail-to-Trails is a national organization, we work closely with the PATH Foundation locally.	
48	1	11/29/2012	Southwest	When is the Washington Park-to-Urban Farm trail scheduled to open?	An estimated open date is in 2018.	
49	1	11/29/2012	Southwest	Are there any updates on the sale/status of the old Farmer's Market?	There is no updates at this time.	
50	1	11/29/2012	Southwest	Considering the data on low high school graduation rates in the area, can BeltLine consider partnering with schools/ programs to get youth more involved in the project?	Atlanta Public School is a partner in the Atlanta BeltLine Tax Allocation District. We support APS by participating in mentoring programs, summer reading programs, summer camp activities, and by working with the Office of High Schools to get students plugged into Art on the Atlanta BeltLine.	



Community Engagement Register Management Log (continued)						
No.	Rnd.	Date	Meeting	Issue Description	Impact Summary	Impact Summary - 2
51	1	11/29/2012	Southwest	How is safety along the BeltLine being incorporated into project development?	Atlanta BeltLine is working in partnership with the Atlanta Police Department to optimize access, install mile markers, enhance lighting, etc. along the Atlanta BeltLine.	
52	1	11/29/2012	Southwest	Is there a BeltLine License Plate for fundraising efforts?	No.	
53	1	11/29/2012	Southwest	What is being done to ensure that a diverse group of residents along the BeltLine are engaged throughout the process?	The office of Community Engagement reaches out to a variety to groups/entities including NPUs, HOAS, libraries, senior facilities, clergy, etc. to advertise upcoming meetings. Also, refer to the ABI website for a copy of the Community Engagement Framework.	
54	1	11/29/2012	Southwest	Has there been fair representation/participation of the various stakeholder groups?	Yes, and the charge of the Community Engagement Office is to always increase the representation from various groups.	
55	1	11/29/2012	Southwest	How much impact does the development community have on the project?	There is no direct input from the development community as it relates to the Atlanta BeltLine Project.	
56	1	12/3/2012	Northside	How does the priority matrix work?	The priorities matrix helps to inform the implementation process, as projects are prioritized.	
57	1	12/3/2012	Northside	What is the difference between the funding options?	Further research is needed, and no additional information is available at this time.	



Community Engagement Register Management Log (continued)						
No.	Rnd.	Date	Meeting	Issue Description	Impact Summary	Impact Summary - 2
58	1	12/3/2012	Northside	Update the Trails Criteria slide to include “public/private” funding?	The presentation was updated to reflect comment.	
59	1	12/3/2012	Northside	Add “connectivity” as a criteria to the Trails matrix	Criteria suggestion: Add connectivity to trails	Connectivity is a factor currently under consideration in the "Equity" Criteria for Trails. Connectivity includes the proximity to schools, shopping centers, health centers.
60	1	12/3/2012	Northside	We need more information about the projects to be prioritized?	The projects under consideration are detailed in the 10 Subarea Master Plans. These Master Plans can be found on our website under the plans section.	
61	1	12/3/2012	Northside	What type of technology will be used for transit?	The transit technology along the Atlanta BeltLine will be the same technology used for the Atlanta Streetcar. It will be a modern, low-floor light-rail vehicle, ADA Complaint, and will be powered using electric propulsion and supported by overhead contact wire system.	
62	1	12/3/2012	Northside	Add “Safety” as criteria to the Transit, Trails, and Parks Matrix?	Criteria suggestion: add safety to trails, transit, and parks	Safety is a feature of design, and is not a criteria to select projects.
63	1	12/3/2012	Northside	Add “Environmental Impact to the Community” to the Transit, Trails, and Parks Matrix?	Criteria suggestion: add environmental impact of trails, transit, and parks	Environmental impact is addressed through our adopted Environmental Justice Policy, through which all ABI projects are filtered.



Community Engagement Register Management Log (continued)						
No.	Rnd.	Date	Meeting	Issue Description	Impact Summary	Impact Summary - 2
64	1	12/3/2012	Northside	Add "Continuity" as a criteria to plan connections for transit/trails to Buckhead 400 Trail, Stone Mountain Trail, Silver Comet Trail, etc.	Criteria suggestion: add continuity to trails	Connectivity is a factor currently under consideration in the "Equity" Criteria for Trails. Connectivity includes the proximity to schools, shopping centers, health centers.
65	1	12/3/2012	Northside	Where is the next segment of trail going to be constructed?	The next segment will be the Eastside Trail extension south (locally funded) followed by the Southwest Corridor (federally funded).	
66	1	12/3/2012	Northside	What work is being done to connect universities, Atlanta University Center, GA-Tech, and GA State?	This area is not a part of the Atlanta BeltLine Tax Allocation District, but is being reviewed/assessed as a part of Atlanta Streetcar Expansion Strategy.	
67	1	12/3/2012	Northside	Can transit be implemented in segments similar to trails? How will this work?	Yes. As funding is available segments will be constructed.	
68	1	12/3/2012	Northside	How will you arrange the data collected from these meetings in a responsible way such that it makes sense in understanding the public's priority rankings?	The criteria ranking exercise will be used to identify the trends throughout the community regarding the proposed criteria. The information gathered through the ranking exercise will help inform the internal analysis.	
69	1	12/3/2012	Northside	How close are we to seeing transit along the BeltLine?	The project is approximately 5- 10 years away from seeing transit realized, pending funding.	



Community Engagement Register Management Log (continued)						
No.	Rnd.	Date	Meeting	Issue Description	Impact Summary	Impact Summary - 2
70	1	12/3/2012	Northside	Because of the street car plans, is the BeltLine now going to be horizontal through downtown.	No. The Atlanta BeltLine is still a loop; however, the connection to the Atlanta Streetcar now provides an East/West Connection to the BeltLine.	
71	1	12/3/2012	Northside	How does Perkins+Will's work on the Corridor Design differ from their work on the Implementation Plan?	The Corridor Design work is engineering and design, whereas the Implementation Plan is fundamentally planning. These are two separate contracts, handled by separate departments.	
72	1	12/3/2012	Northside	What is the plan to increase safety between pedestrians, animals, strollers, and bicycles?	The hierarchy of mobility ranks the pedestrian at the top, followed by cyclists, etc., and we follow that model for design in building trails.	
73	1	12/10/2012	Southeast	Please score development impact by several measures, not just total investment dollars. I'm glad to hear that you also use "percent increase in development" as a proportionate scale to measure development's potential. Otherwise, the presently high-value areas will always score higher, while both need and growth rate potential may be much higher in lower-value areas.	Agreed.	
74	1	12/10/2012	Southeast	Will any of the ID-Tagged trees be cut to make room for this project?	Yes.	



Community Engagement Register Management Log (continued)						
No.	Rnd.	Date	Meeting	Issue Description	Impact Summary	Impact Summary - 2
75	1	12/10/2012	Southeast	Will a paired path be put in before rail? Or must it all wait to be done in a formalized fashion?	In most cases, trails are built before transit; however, the feasibility of each is evaluated on a case by case basis.	
76	1	12/10/2012	Southeast	What's the design fee total for the Perkins+Will team?	\$9.5 million for the Corridor Design of the 22 mile loop.	
77	1	12/10/2012	Southeast	What is the future of Boulevard Crossing Park? Park plan does not realistically match what can be done with the site. Is there a plan to rezone?	Currently, environmental testing is underway by the Environmental Protection Agency. Park design is planned for Boulevard Crossing in the next fiscal year pending the availability of funding.	
78	1	12/10/2012	Southeast	Is there still money for Boulevard Crossing Park? Did a grant or band of money get shifted to Old Fourth Ward Park?	To date approximately \$10 million has been spent to secure Boulevard Crossing Park. No grant monies, nor federal funding were reallocated from this project. We are actively seeking additional funding to further our efforts.	
79	1	12/10/2012	Southeast	How will the Beltline cross I-20 on both sides?	It will go over on Bill Kennedy Way, and along Langhorn Street.	
80	1	12/10/2012	Southeast	Given ABI's admitted comments regarding the city's jurisdiction of rezoning, I'm thinking specifically of Glenwood Park here. Why is there no direct concerted effort to get ABI enthusiasts (e.g.. Email, list of members, etc.) to petition the city? I'm thinking phone banking, letter writing, etc.	Zoning is the purview of the Office of Planning at the City of Atlanta. The Atlanta BeltLine doesn't have zoning authority.	



Community Engagement Register Management Log (continued)						
No.	Rnd.	Date	Meeting	Issue Description	Impact Summary	Impact Summary - 2
81	1	12/10/2012	Southeast	I own a house near the intersection of Wylie Street and Estoria by the Krog Tunnel. I'm very concerned about one of the graphics I saw on the Subarea Master Plan, which shows light rail on wylie street. I would like to know what I can do as a citizen and when and how I can help prevent that graphic from becoming a reality. I fully support transit, but I do not think that having a train on Wylie Street itself would make the subarea better. Traffic would be worse and the graphic shows that width of the sidewalk decreasing on the Southside of Wylie Street, which would be less pedestrian friendly. I urge the BeltLine to seek options to purchase portions of Hulsley yard, instead of putting the rail on Wylie street itself. Thank you.	Wylie Street is one option that will be reviewed amongst several options, when the Atlanta BeltLine performs an Environmental Assessment to determine actual transit corridor alignment.	
82	1	12/11/2012	Northeast	What does project readiness mean?	Project readiness looks at several variables (e.g., funding, site control, site readiness, etc.) to determine if a project can be implemented faster in relationship to other projects.	



Community Engagement Register Management Log (continued)						
No.	Rnd.	Date	Meeting	Issue Description	Impact Summary	Impact Summary - 2
83	1	12/11/2012	Northeast	How does the TAD work?	Refer to the Implementation Plan FAQs	
84	1	12/11/2012	Northeast	Do my tax dollars pay for this project?	The BeltLine TAD does not require additional tax to finance the project.	
85	1	12/11/2012	Northeast	What mode of light rail transit will be used?	The transit technology along the Atlanta BeltLine will be the same technology used for the Atlanta Streetcar. It will be a modern, low-floor light-rail vehicle, ADA Complaint, and will be powered using electric propulsion and supported by overhead contact wire system.	
86	1	12/11/2012	Northeast	How are you defining parks? Will community gardens be incorporated into the parks definition? Community gardens are also being utilized to simulated economic development.	Atlanta BeltLine follows the Parks definition as outline in the City of Atlanta Park's Master Plan.	
87	1	2/7/2013	City Council Meeting	How are basic needs being prioritized? (e.g food deserts). Have you considered creating food producing parks?	ABI will be spearheading the largest urban farm (3.5 acres) at Allene Avenue in the Southwest Community in fall 2013. Through the Subarea Master Plans developed along with the community, ABI will also work to help create development conditions ideal to attract national grocery stores to targeted food desert communities.	



Community Engagement Register Management Log (continued)						
No.	Rnd.	Date	Meeting	Issue Description	Impact Summary	Impact Summary - 2
88	1	2/7/2013	City Council Meeting	How can ABI make more of presence in the community so that people understand how their community fits in to the process?	ABI has a community engagement framework designed to keep the community informed. Staff has and will continue to attend neighborhood meetings to facilitate BeltLine 101 Presentations and BeltLine community specific updates. Residents are encouraged to participate in the educational forums called citywide meetings, community specific study group meetings, and our quarterly briefing meetings where we provide an update on the overall project. Staff also keeps the community informed via the website, and social media, and we also post meeting information at local libraries and specific churches in the community.	
89	2	3/25/2013	Westside	What are the final timelines for each tier?	The anticipated timeframe of each tier is based on funding availability, and this approximate timeframe is noted in the final report.	
90	2	3/28/2013	Southwest	How can the general public facilitate your acquisition of funding for the various tiers of the project(i.e. How do we support your financial endeavors?)	The public can support the Atlanta BeltLine by working with the Atlanta BeltLine Partnership. This can include participating in events, volunteering, and/or resource contributions.	



Community Engagement Register Management Log (continued)						
No.	Rnd.	Date	Meeting	Issue Description	Impact Summary	Impact Summary - 2
91	2	4/1/2013	Northside	What are the affordable housing plans for the West, Southwest and Southeast Region of the Atlanta BeltLine? When will work begin in these regions?	The Atlanta BeltLine is committed to providing affordable housing throughout the entire 22 mile corridor. This is made possible through the Affordable Housing Trust Fund, which is a gap financing program designed to assist developers with the creation of affordable housing units in their market rate developments. Also, the projects identified in the first tier of projects are located in the Southwest and Westside communities of the Atlanta BeltLine. These projects include Boulevard Crossing Park, Enota Park, Maddox Park, Southwest Trail and Southeast Trail.	
92	2	4/8/2013	Southeast	More seating along the Eastside Trail is needed. What are the plans for seating for future trails?	ABI is currently evaluating a myriad of different options concerning strategic seating along trails.	





**Atlanta BeltLine, Inc.**

86 Pryor Street  
Suite 300  
Atlanta, GA 30303

404-477-3003  
fax 404-477-3606

**[beltline.org](http://beltline.org)**





**Atlanta BeltLine, Inc.**

86 Pryor Street  
Suite 300  
Atlanta, GA 30303

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fax 404-477-3606

[beltline.org](http://beltline.org)