



Carl Vinson
Institute of Government
UNIVERSITY OF GEORGIA

Georgia
City-County
Management Association

EDGE CITY 2.0

Scenario Planning as a Tool for Economic Development and Future Growth

PRESENTERS



Michael Starling
Director of Economic Development



Ann Hanlon
Executive Director



Andrew Kohr
Principal



Who is represented here today?

- A. Small City (<5,000) or County (<25,000)?
- B. Moderate Size City (5,000-20,000) or County (25,000 to 100,000)?
- C. Large City (>20,000) or County (>100,000)?

What best represents your community?

- A. My community is growing, and we have a plan to accommodate/address this growth?
- B. My community is growing, and we do not have a plan.
- C. My community isn't experiencing growth, but we have a desire a plan for economic growth.

Managing growth is the single greatest issues Georgia communities we will be facing over the next 20 years.

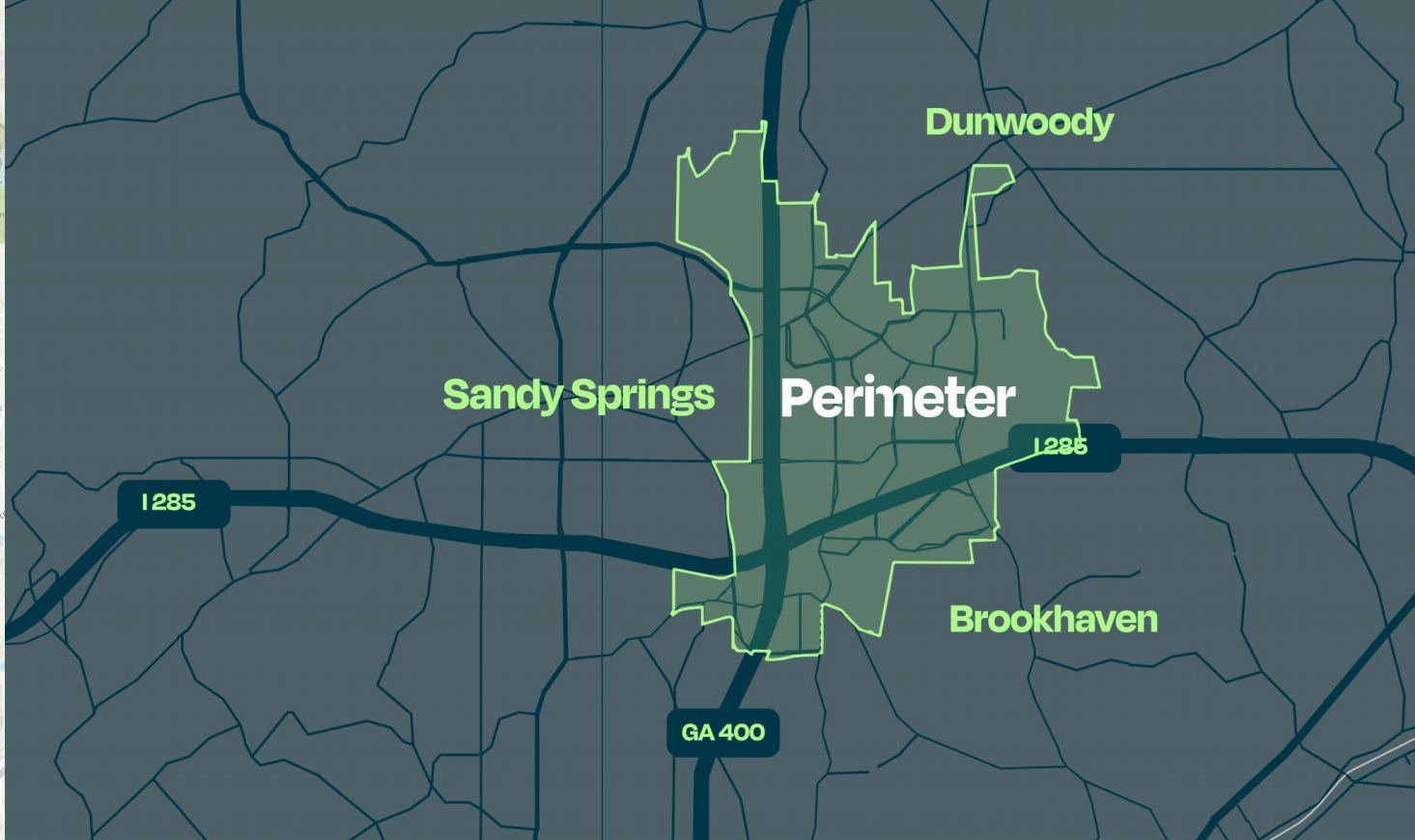
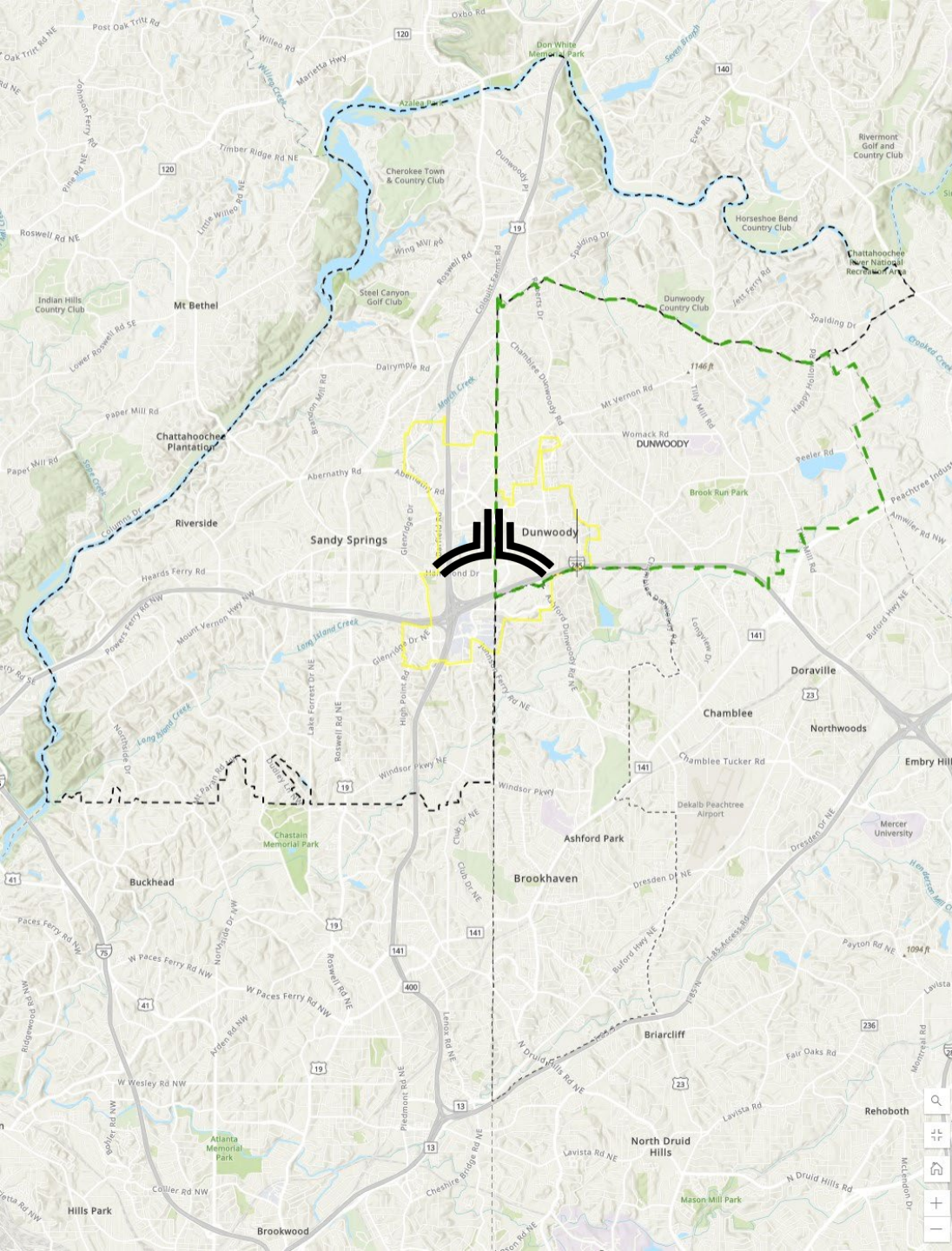
There is no silver bullet, but we can strategically plan for change.



WHAT IS EDGE CITY?



Perimeter CIDs



- The PCIDs are self-taxing districts that use additional property taxes to help accelerate needed transportation and infrastructure improvement projects.
- The PCIDs were formed in 1999 as two separate Community Improvement Districts for each County
- The CID works as the representative to the Local Commercial Property Owners to the Perimeter Area's Cities and Authorities (Sandy Springs, Dunwoody, Brookhaven, GDOT.....)

Origins of the Perimeter Market

Timeline:

1960 - Earliest office is opened in Perimeter – Hammond Exchange

1969 - I 285 is opened

1970/1971 - Northside Hospital & Perimeter Mall open

1981 - Opening of GA- 400

1988/1991 - Kind and Queen buildings are built

1996 - Dunwoody MARTA Station opens

1999 - Creation of PCIDs

2000 - North Springs and Sandy Springs MARTA Stations are opened

HQ relocation:

1991 - UPS

2001 - COX Enterprises

2016 - State Farm

2018 - Mercedes-Benz

2019 - Inspire Brands

2019 - WestRock

2023 - Hapag-Lloyd

Cities:

2005 - Sandy Springs

2008 - City of Dunwoody

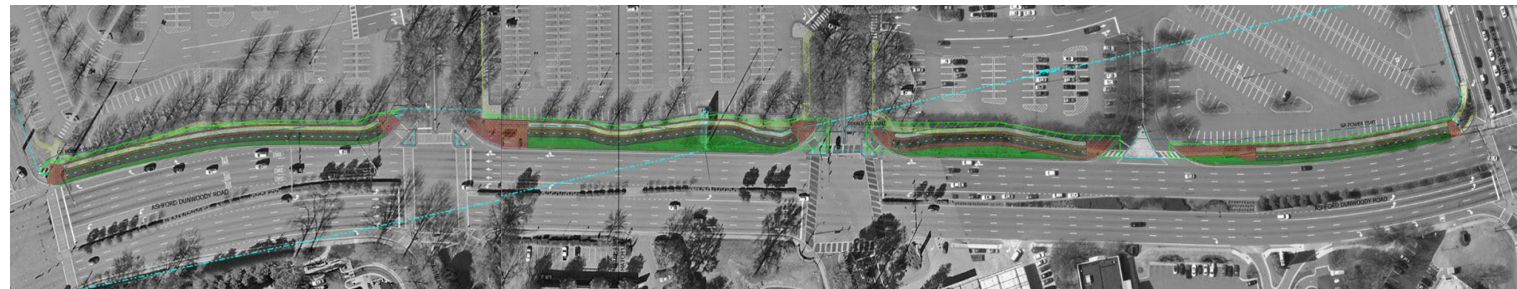
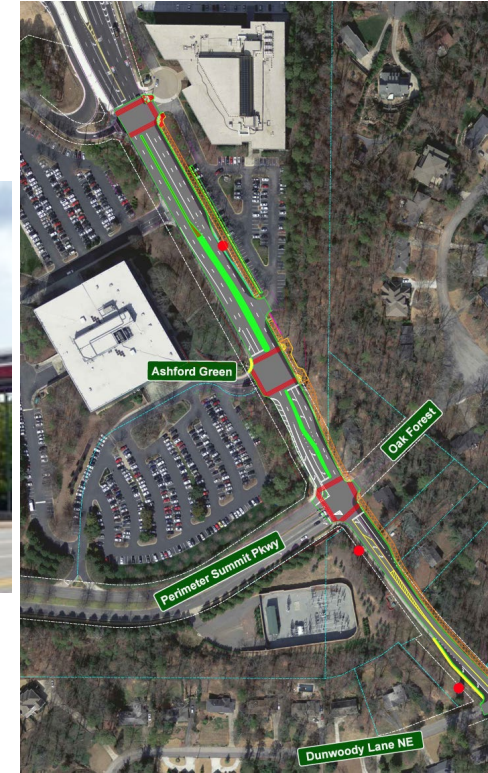
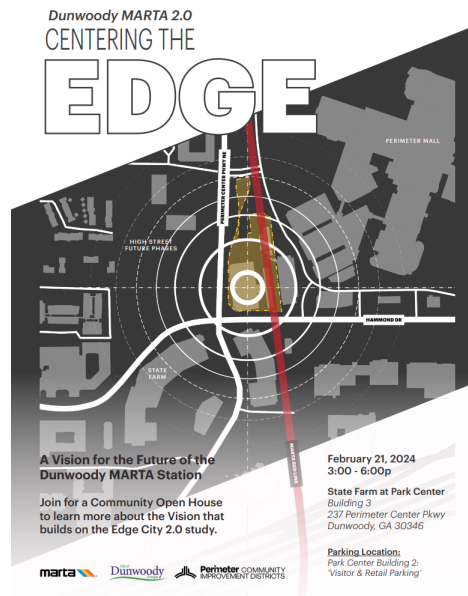
2012 - City of Brookhaven



Role of PCIDs

PCIDs partnership with the Cities:

- Transportation projects
- Aesthetic enhancements
- Planning



Current State Post-COVID

- Increased prevalence of remote work
- Busiest days: Tuesdays - Thursdays (observed peak activity)
- Traffic volume and congestion: Reflecting changes in commuting habits and work schedules

New Developments:

- High Street
- Campus 244
- Edge City concept
 - Dunwoody
- Proposed Multifamily Developments



Perimeter Community

- 80 High Street
- Restaurants
- 28 Hotels
- 138 Retailers
- 123K+ Employees
- 9k Multi-Family Units
- 2,000+ Companies within the Perimeter Market
- \$11.5B Earnings for companies within the district



An aerial photograph of a modern city skyline at sunset. The sky is a mix of orange, yellow, and blue. Several glass skyscrapers are visible, with some reflecting the sunset. In the foreground, there is a large parking lot with many empty spaces. The overall scene is a mix of urban architecture and natural light.

WHAT IS SCENARIO PLANNING?

WHAT IS SCENARIO PLANNING?

Scenario Planning is an analytical tool that complements traditional planning practice to **test viable alternatives to a complex and uncertain future.**

TYPES OF SCENARIO PLANING

NORMATIVE

PREDICTIVE

EXPLORATORY

APPLICATIONS



Climate Change Resilience



Hazard Mitigation



Multi-Modal Transportation



Travel Demand



Natural Resource Conservation



Housing



Community Visioning



Future Land Use

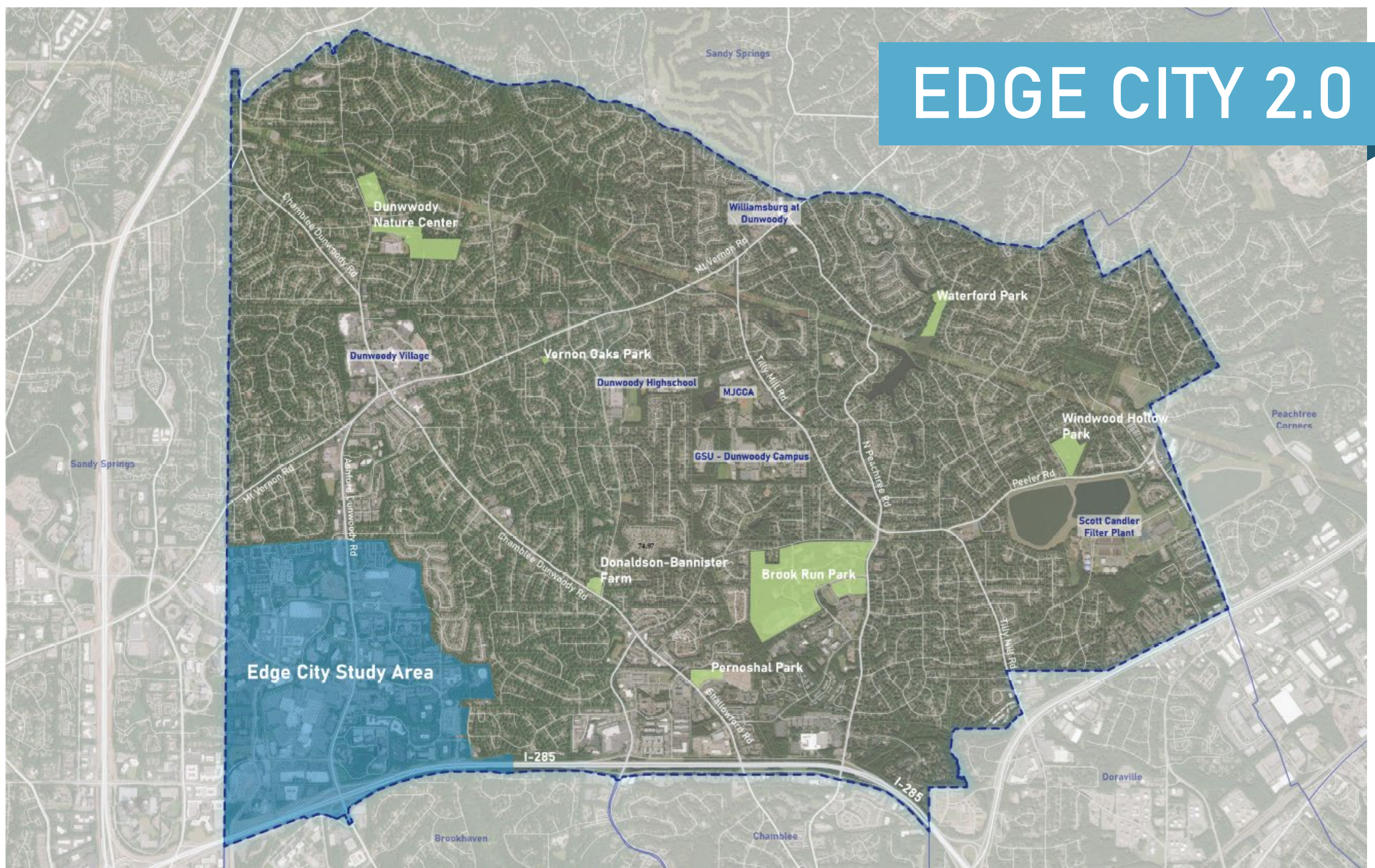
SCENARIO PLANNING AS A FUTURE DEVELOPMENT TOOL

- The planning process educates stakeholders and the public about **various issues and factors influencing future growth**.
- Stakeholders are asked to envision different alternative future scenarios and identify **priorities** and **tradeoffs**.
- The final "preferred scenario" incorporates key elements of the preliminary scenarios and is **realistically achievable** based on market and political conditions.



THE PLANNING PROCESS

EDGE CITY 2.0



PROJECT BACKGROUND

- The Edge City 2.0 advances the vision for the Perimeter Center character area identified in Dunwoody Next, the City's 2020 – 2040 Comprehensive Plan.
- Dunwoody Next envisioned the Perimeter Center area as a more walkable, connected, and livable regional center.
- This process will explore a range of market-driven strategies paired with community input to “try out” where the different scenarios might lead the community.

STRATEGIC ANALYSIS

MARKET ANALYSIS

SUPPLY & DEMAND
AND BENCHMARKS

TRENDS IN
REAL ESTATE
DEVELOPMENT

FINANCIAL
PARAMETERS

TOURISM,
DEMOGRAPHICS
& EMPLOYMENT

TARGET REAL ESTATE DEVELOPMENT PROGRAM

Retail &
Services

Food &
Beverage

Multi-Family
Residential

LAND USE
&
POSITIONING

Office &
Innovation

Parks &
Recreation

Culture &
Entertainment

INPUTS INTO SCENARIO PLANNING

CREATE DEVELOPMENT
CONCEPT PLAN
SCENARIOS &
PROGRAM

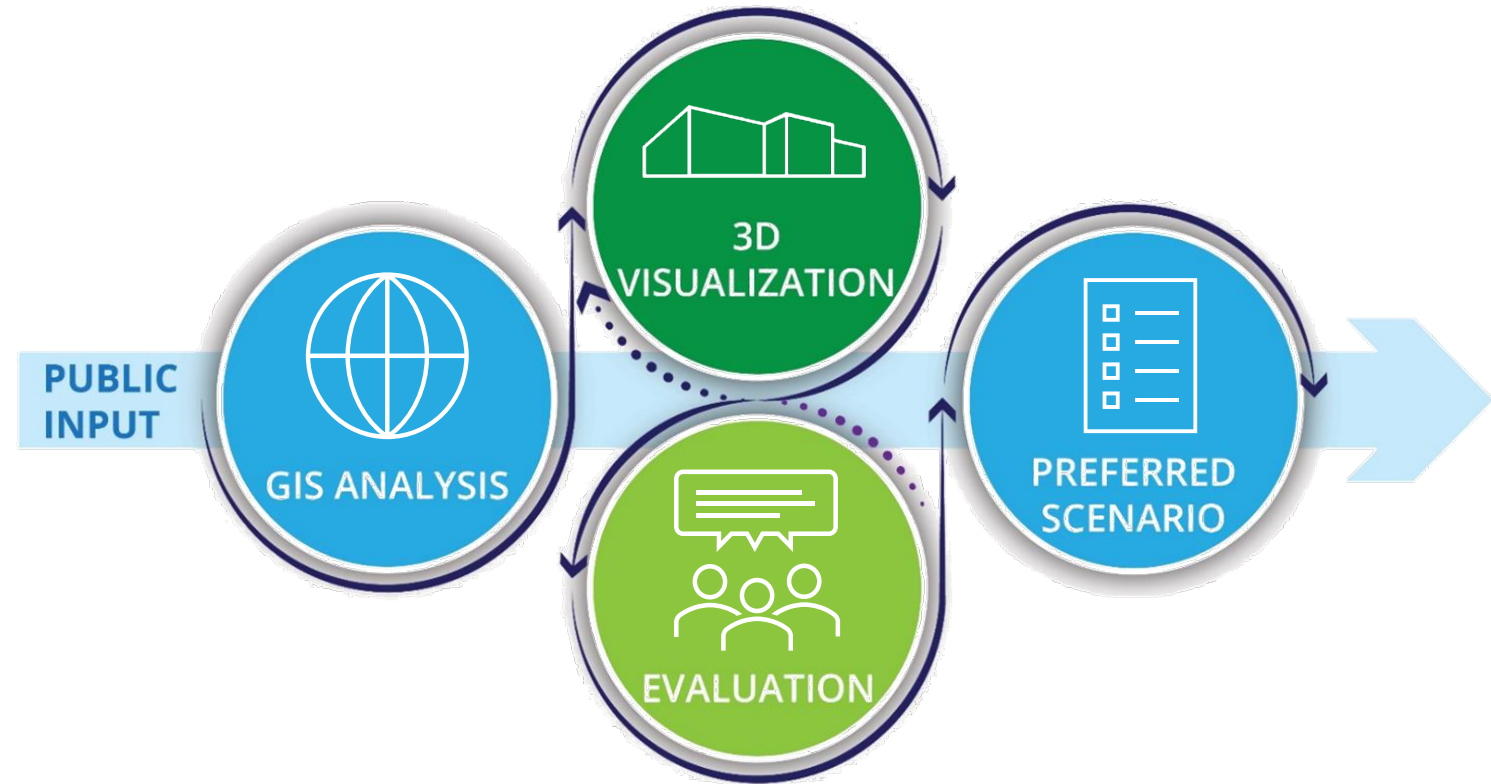
EVALUATION &
REFINED
SCENARIO

STRATEGIC
IMPLEMENTATION
ACTIONS

PROCESS

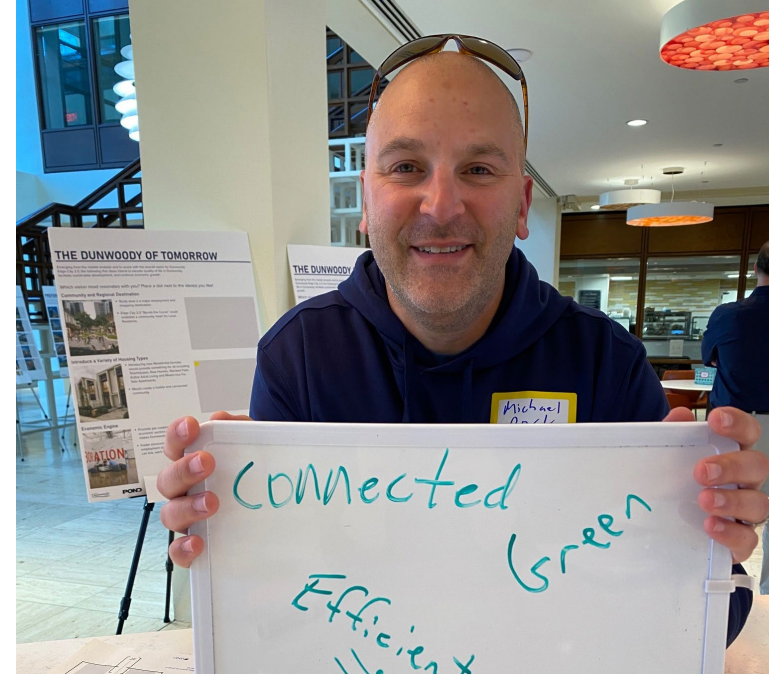
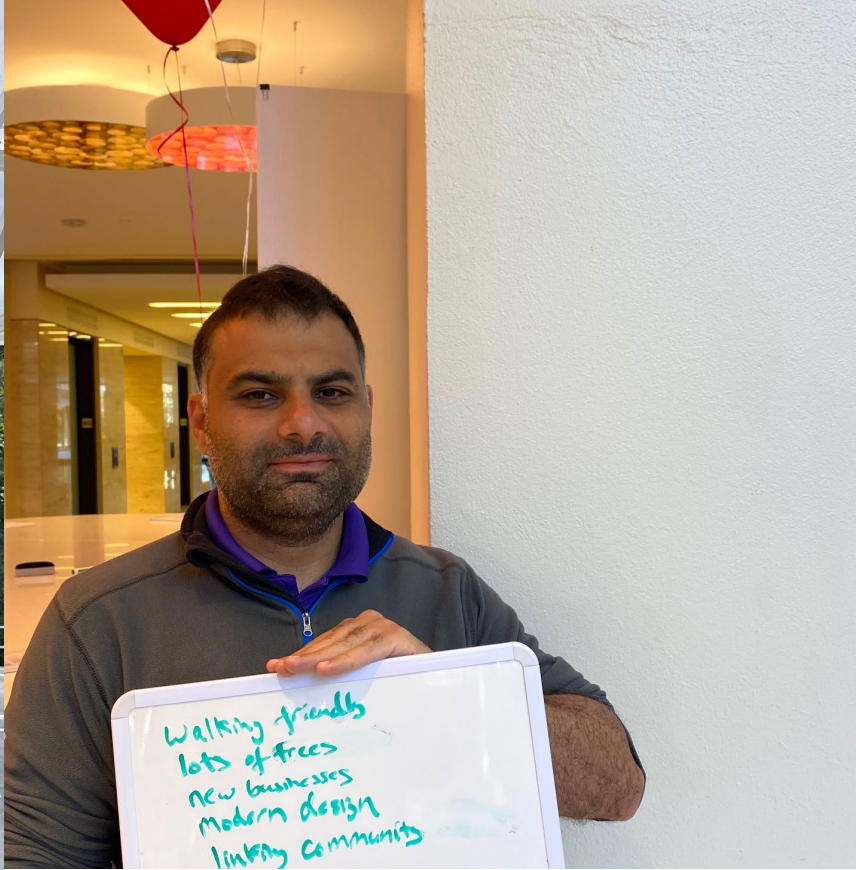
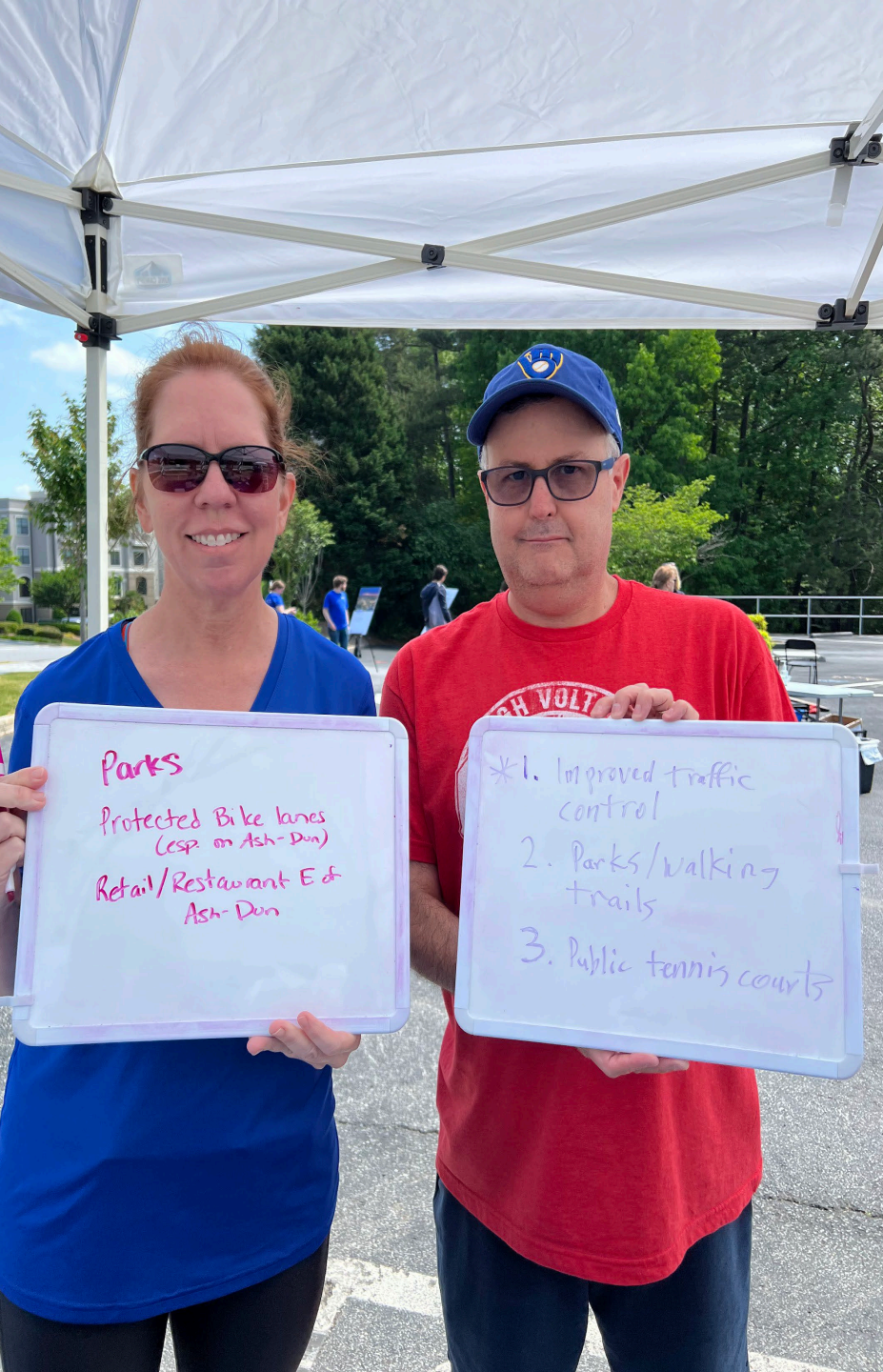


- The project team developed **scenarios for future development** based on the community's vision and market-based development program
- **Public input was critical** in determining which scenario best aligns with the community's vision



PLANNING FOR THE FUTURE (“4 Ps”)

POTENTIAL	PHYSICAL
<ul style="list-style-type: none">▪ Strong demand for Multifamily.▪ Moderate demand for Office and Retail.▪ Weak demand for Hotel.▪ Future looks different from the past: local, varied, community-focused with amenities.▪ Many competitive nodes with similar visions.	<ul style="list-style-type: none">▪ Fragmented streetscape.▪ No clear center “Main and Main”.▪ Automobile-dominant; Pedestrians are secondary.
PEOPLE	POLITICAL
<ul style="list-style-type: none">▪ Variety of housing options needed for growing and diverse population, including single floor housing for older residents.▪ External, walkable retail offering.	<ul style="list-style-type: none">▪ DeKalb School District is over-crowded.▪ Multifamily provides additional burden.▪ CID taxes only collected for commercial.▪ Widespread perception that mixed-use does not reduce traffic congestion.



PLANNING CONSIDERATIONS

PLANNING CONSIDERATIONS

POTENTIAL

PHYSICAL

PEOPLE

**3 Potential Thematic
Scenarios**

Fine Tuning of the Development Program

Conservative

Moderate

Aggressive

POLITICAL

**Preferred
Scenario**

DEVELOPMENT PROGRAM

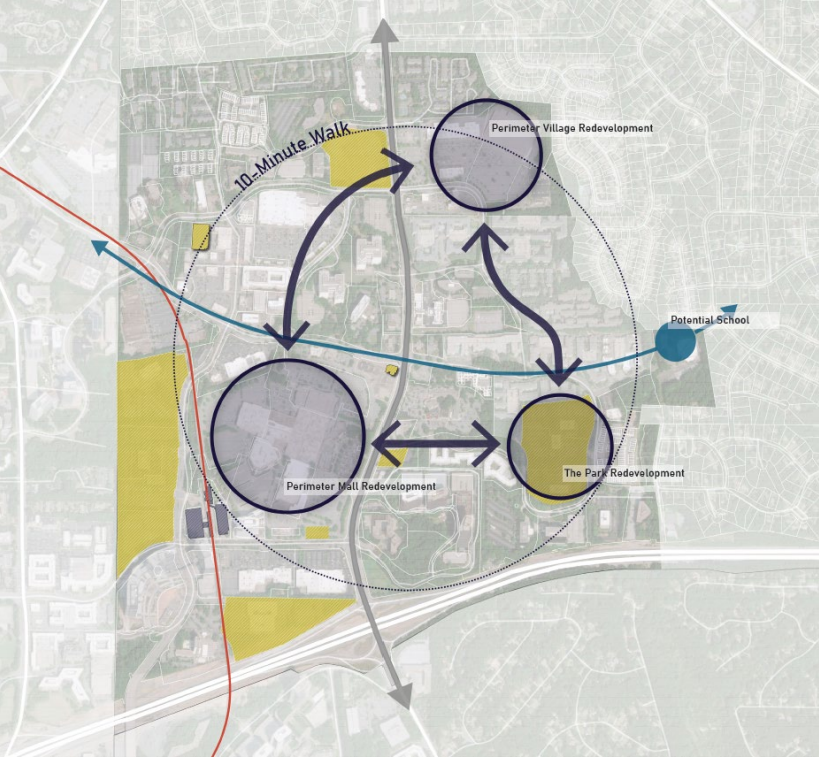
Dunwoody Edge City 2.0 20-Year Demand Forecast

LAND USE	CONSERVATIVE SCENARIO	MODERATE SCENARIO	AGGRESSIVE SCENARIO
Multi-family (Rental + For-Sale)	6,040 UNITS	7,685 UNITS	9,330 UNITS
Office	1,102,000 SF	1,837,000 SF	2,572,000 SF
Retail	409,000 SF	681,000 SF	954,000 SF
Hotel	310 Rooms	515 Rooms	715 Rooms

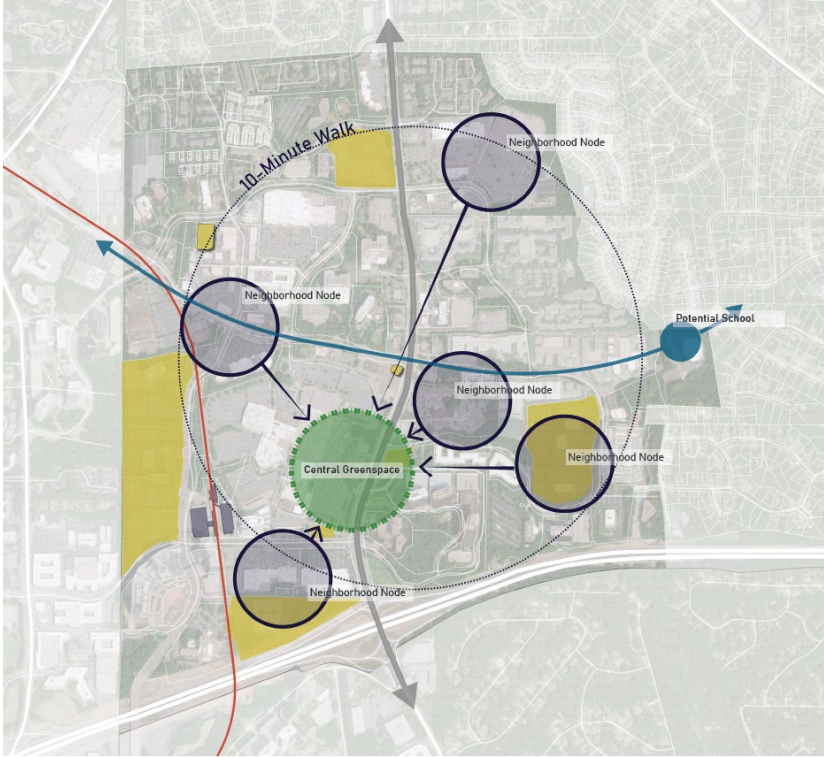
Note #1: 20-year demand numbers include proposed and under construction projects
Example – High Street entitled to 3,000 residential units, included in multi-family demand.

Note #2: Redevelopment of existing properties not factored into demand forecast
Example – Demolition of 100,000 SF of retail, and construction of 100,000 SF of new retail format on same property is considered a net zero for demand.

SCENARIOS AT GLANCE



SCENARIO A
Live + Walk



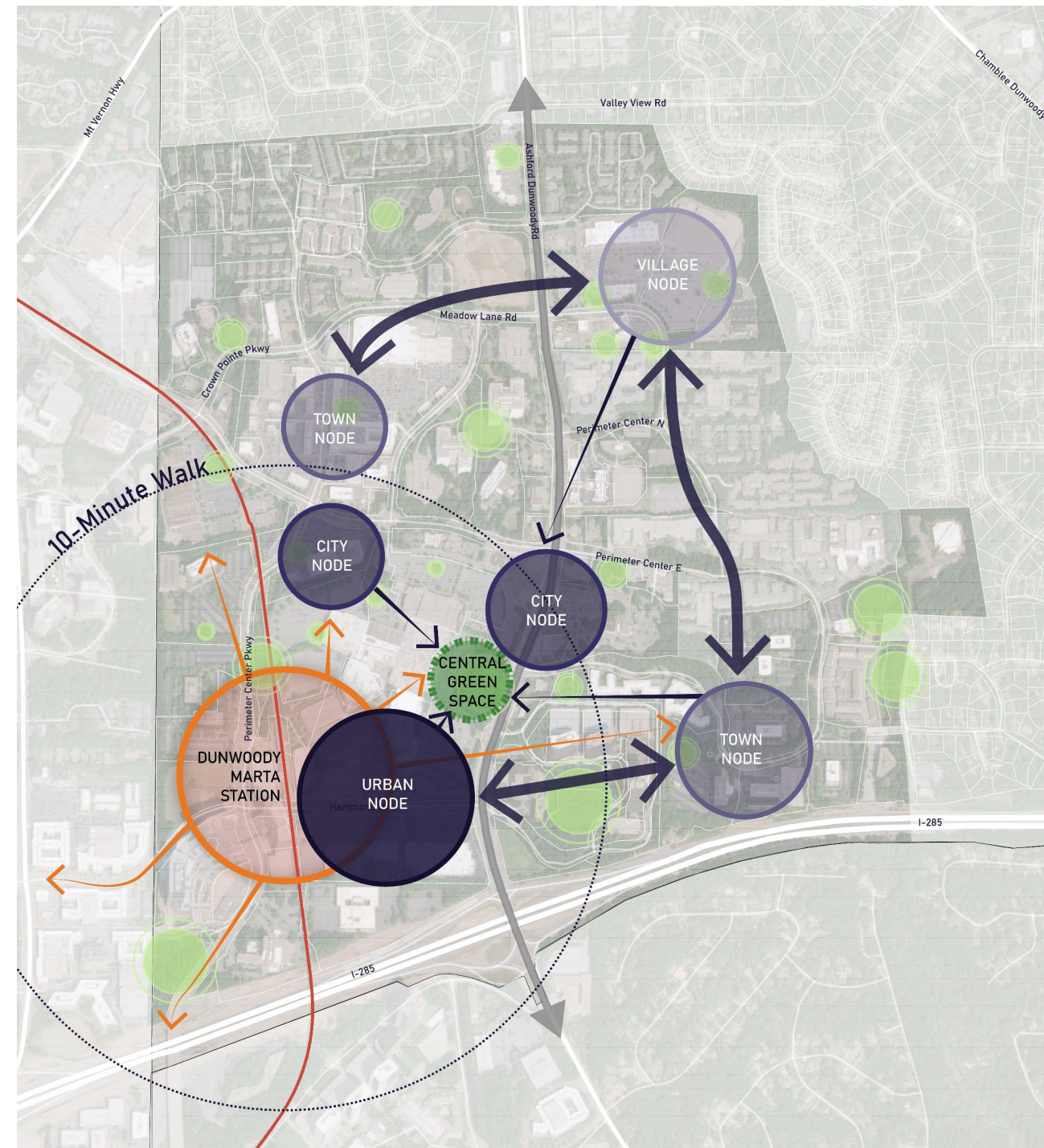
SCENARIO B
Gather



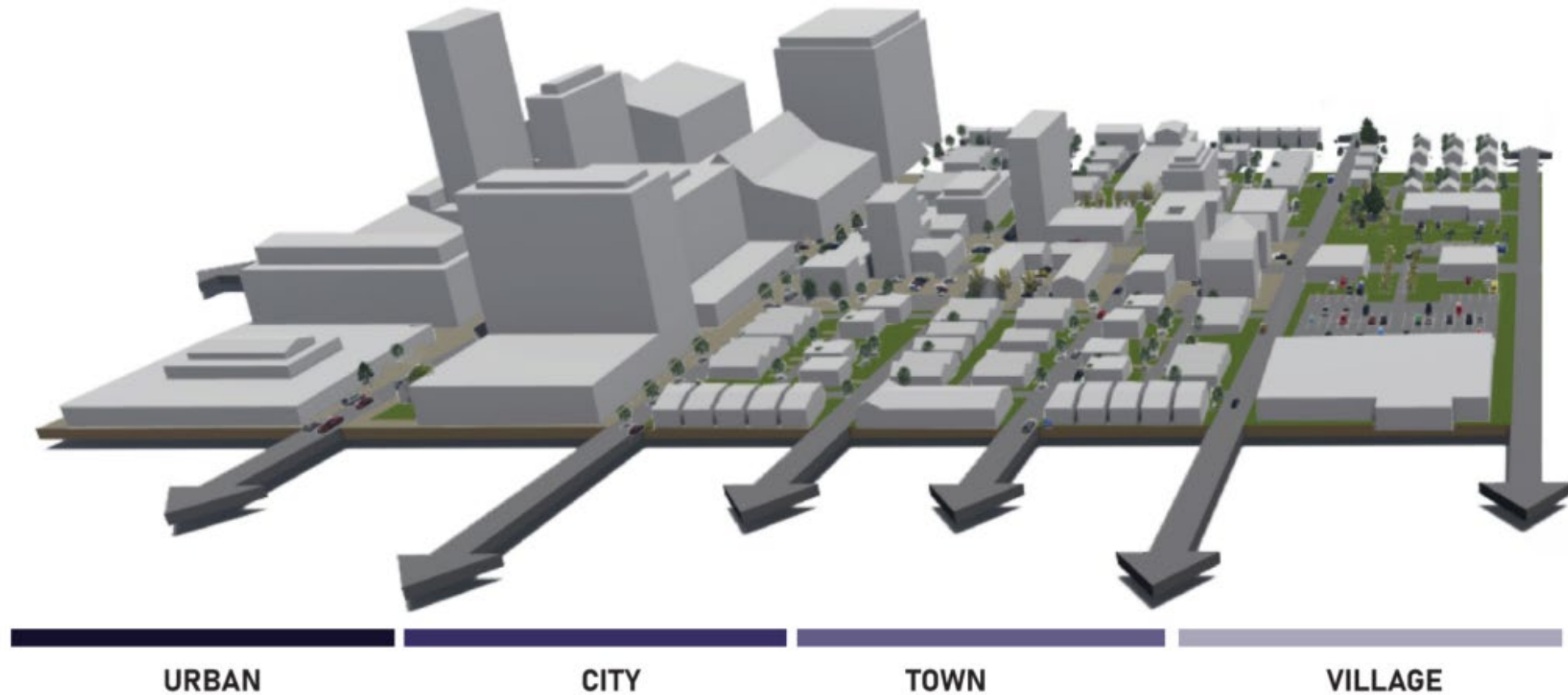
SCENARIO C
Transit-Oriented

EDGE CITY 2.0

- Higher intensity **development focused near the Dunwoody MARTA station** with lower intensity development in the northern and eastern portions of the study area
- Consistent with the proposed **development program**
- Aligned with **stakeholder preference**



DEVELOPMENT SCALE

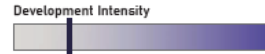


REFINED SCENARIO

Transit-Supportive Mixed-Use



Village Mixed Use



A lower density place type that even splits residential between townhomes and multi-family residential. With a higher allotment of area dedicated to retail space, this place type is best represented as a small town Main Street that facilitates the transition between lower density single family neighborhoods and higher density commercial zones. This place type generally ranges from two to three stories.

Residential Density	Residential Mix	Program Mix	Land Use
16.1 DU/Ac	Townhome: 60% Multi-Family: 60%	Residential: 52% Retail: 19% Office: 29%	Parcel Area: 70% Streets/Parks/Civic: 30%



Town Mixed Use

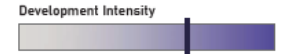


Town Mixed Use areas are walkable neighborhoods, such as the mixed-use core of a small city or transit oriented development, with a variety of uses and building types. Typical buildings are between 3-8 stories tall, with ground-floor retail space, and offices or residential above. Parking is usually structured, above or below ground.

Residential Density	Residential Mix	Program Mix	Land Use
34.4 DU/Ac	Townhome: 11% Multi-Family: 89%	Residential: 71% Retail: 29%	Parcel Area: 82% Streets/Parks/Civic: 18%



City Mixed Use

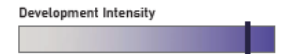


A higher density place type that focuses primarily on multi-family house with small pockets of townhomes, large amounts of office space, and targeted retail allotment. This place type generally ranges from five to six stories. Ideal placement for this type would be near transit lines and major arterials.

Residential Density	Residential Mix	Program Mix	Land Use
48 DU/Ac	Townhome: 3% Multi-Family: 97%	Residential: 31% Retail: 13% Office: 56%	Parcel Area: 67% Streets/Parks/Civic: 33%



Urban Mixed Use

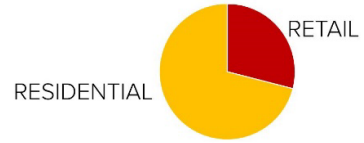


Urban Mixed Use is exemplified by a variety of intense uses and building types. Typical buildings are 10+ stories, with offices and/or residential uses and ground-floor retail space. Parking is usually structured below or above ground. Workers, residents, and visitors are well served by transit, and can walk or cycle for many of their transportation needs.

Residential Density	Residential Mix	Program Mix	Land Use
70 DU/Ac	Multi-Family: 100%	Residential: 18% Retail: 7% Office: 75%	Parcel Area: 71% Streets/Parks/Civic: 29%

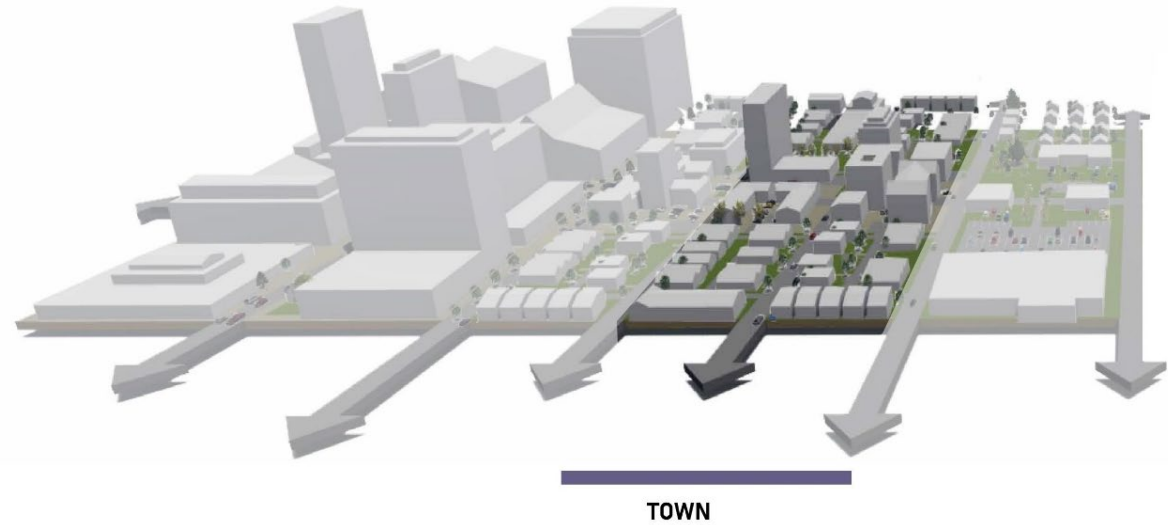
TOWN NODE

Development Mix



Residential Mix

- Townhomes
- Age-Restricted Units
- Compact Detached
- Cluster Homes
- Urban Bungalows



2-6 Stories



EDGE CITY 2.0

Population



Jobs



Building Area: Office



Building Area: Retail

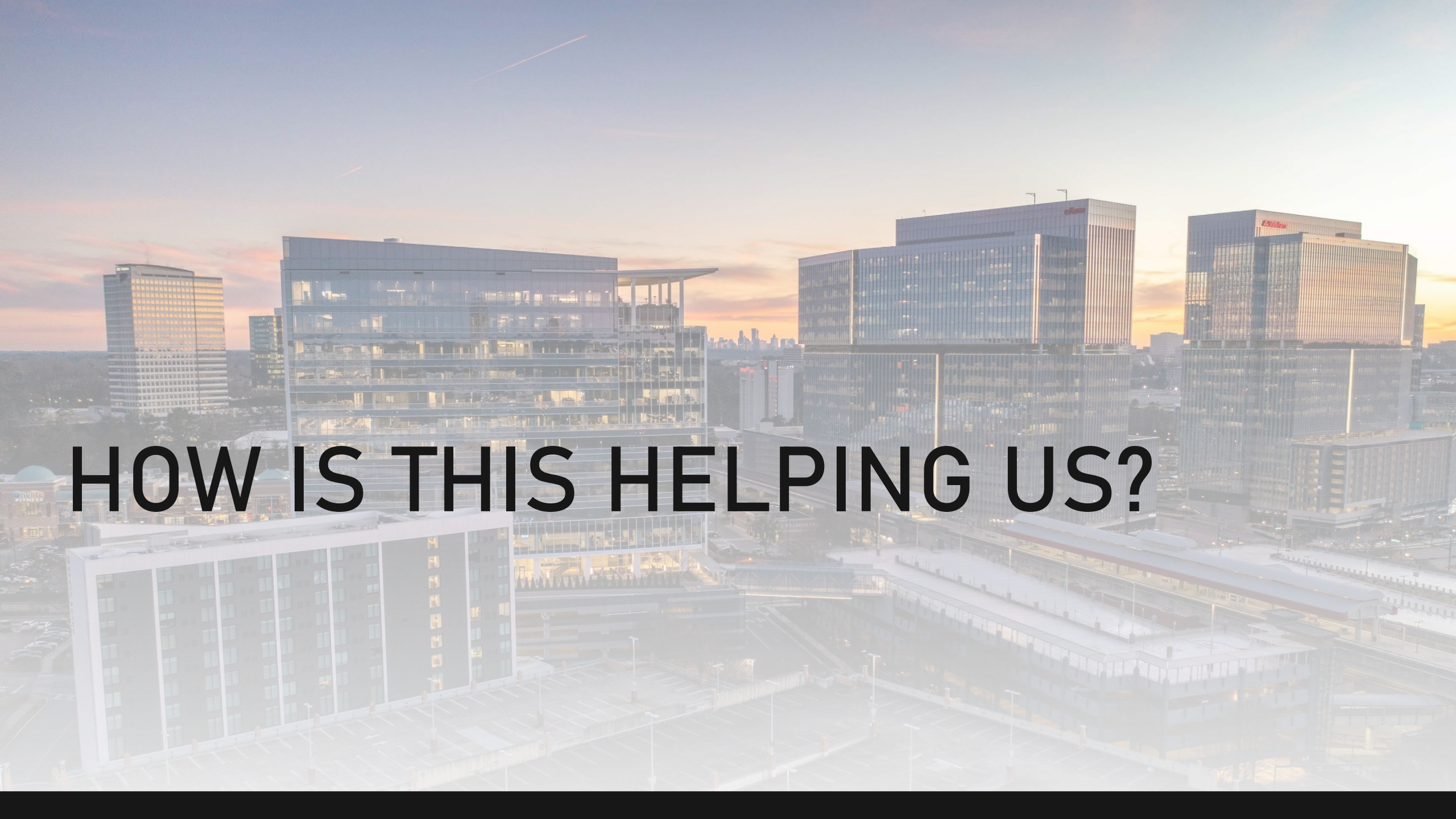


Housing Units



Housing by Type





HOW IS THIS HELPING US?

SCENARIO PLANNING OUTCOMES

Community Buy-in

Continued education and collective desire for economic prosperity and how to achieve it.

Catalytic Projects

High level identification of pedestrian network and better integration of access to MARTA.

Redevelopment Opportunities

Repositioning of retail and office and introduction of new housing to support growth
Impetus to evaluate zoning and to actively pursue potential partnerships.

ECONOMIC IMPACT ESTIMATES

at Build-Out Annual (\$2022)



DIRECT EMPLOYMENT
9,792 JOBS



RETAIL SALES TAX (STATE) \$4.4 Million
RETAIL SALES TAX (COUNTY) \$3.3 Million



PROPERTY VALUE CREATED \$1.8 Billion
(at full build-out)



HOTEL/MOTEL EXCISE TAX \$2
Million



CONSTRUCTION YEARS CREATED: 23,875
(Equal to 1,194 Full-time Jobs for 20 years)

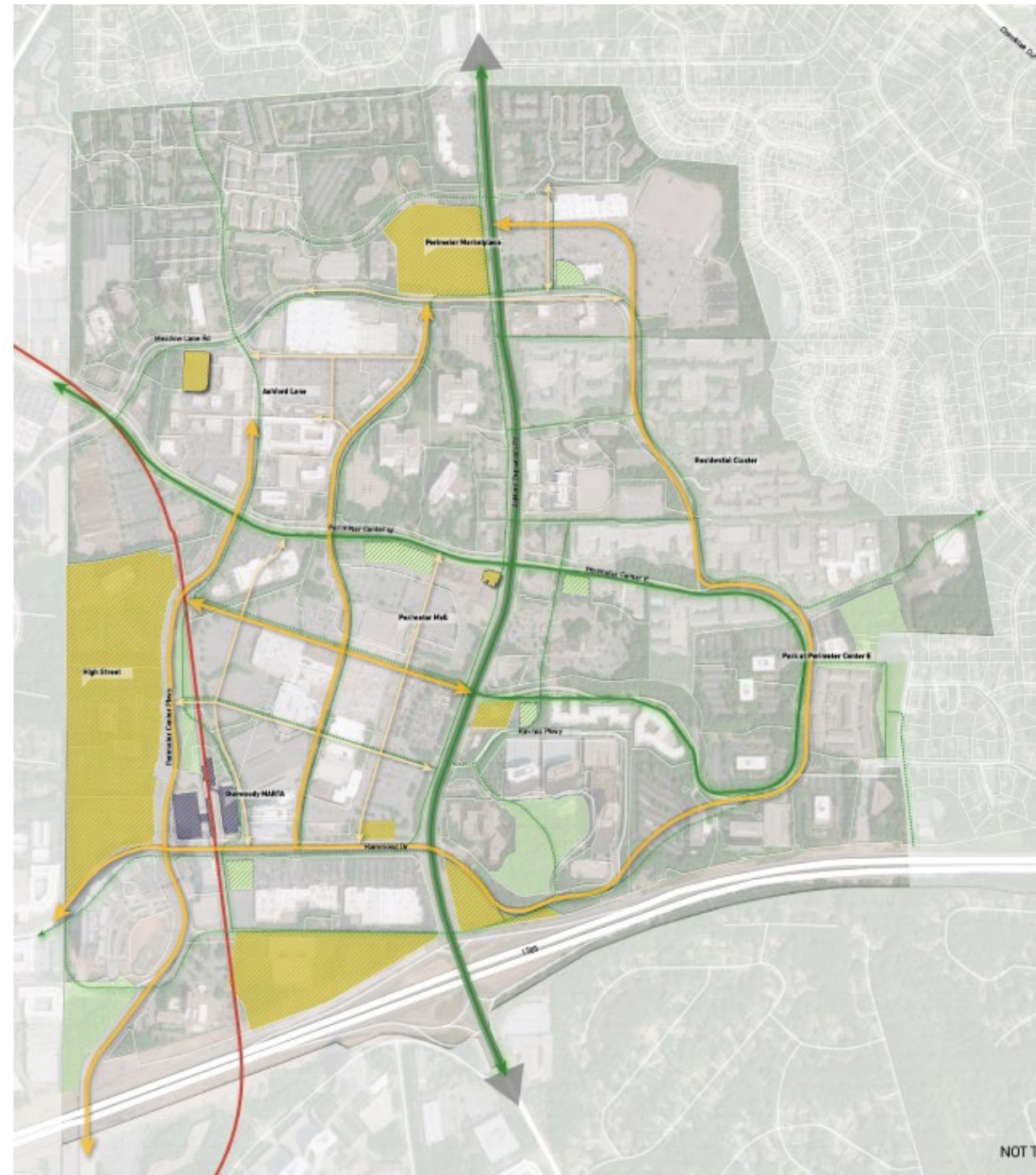


ANNUAL PROPERTY TAX GENERATED
\$5.6 Million
(at full build out)

REFINED SCENARIO

Transit-Supportive Mixed-Use

- **Central, programmed greenspace** with pockets of greenspace in surrounding neighborhoods
- A **safe and extensive bicycle and pedestrian network** to better connect newly established neighborhoods and nodes and to complete last mile trips from the MARTA for those who use transit
- A **street grid** to alleviate Ashford-Dunwoody congestion and promote greater walkability



NEW CONNECTIONS



CONTINUED DEVELOPMENT





EXPANDED
ENGAGEMENT



QUESTIONS?



**UNIVERSITY OF
GEORGIA**

**Carl Vinson
Institute of Government**

Since 1927, the Carl Vinson Institute of Government has been an integral part of the University of Georgia. A public service and outreach unit of the university, the Institute of Government is the largest and most comprehensive university based organization serving governments in the United States through research services, customized assistance, training and development, and the application of technology.



**facebook.com
/VinsonInstitute**



**Carl Vinson
Institute of Government**



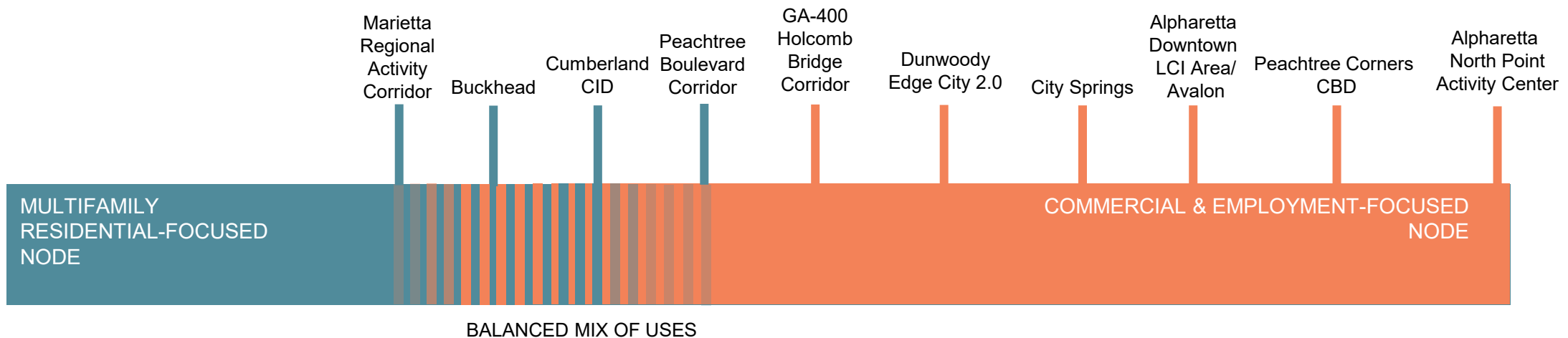
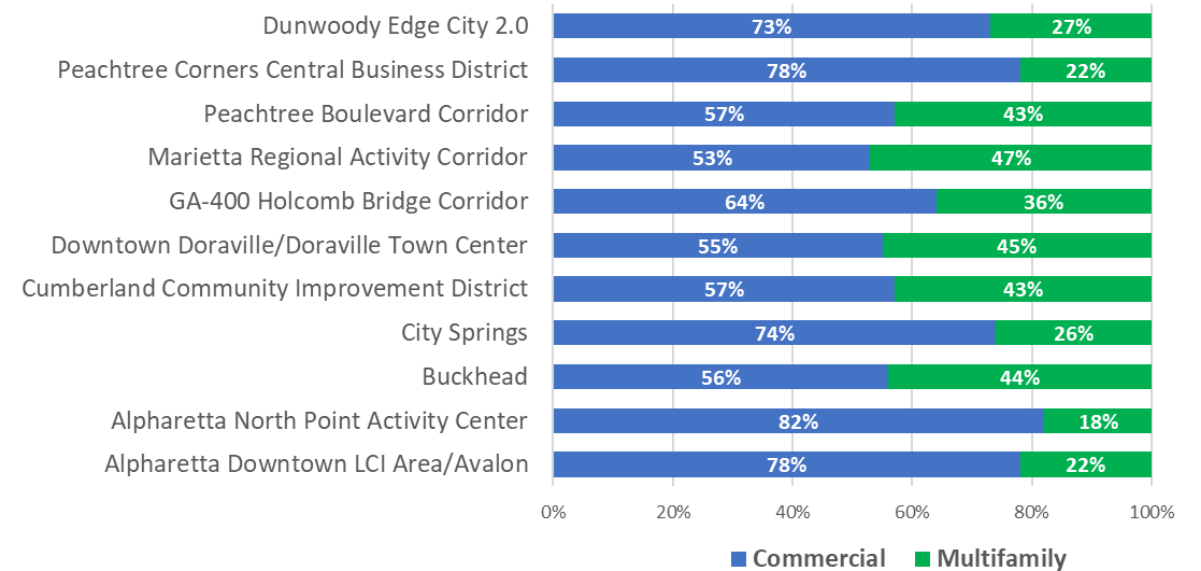
@CVIOG_UGA



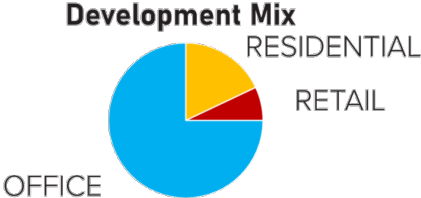
www.cviog.uga.edu

COMPETITIVE NODE POSITIONING

The **Positioning Spectrum** reviews whether existing development in each competitive node is focused more towards multifamily residential or commercial and employment uses, including office, retail, and hotel.

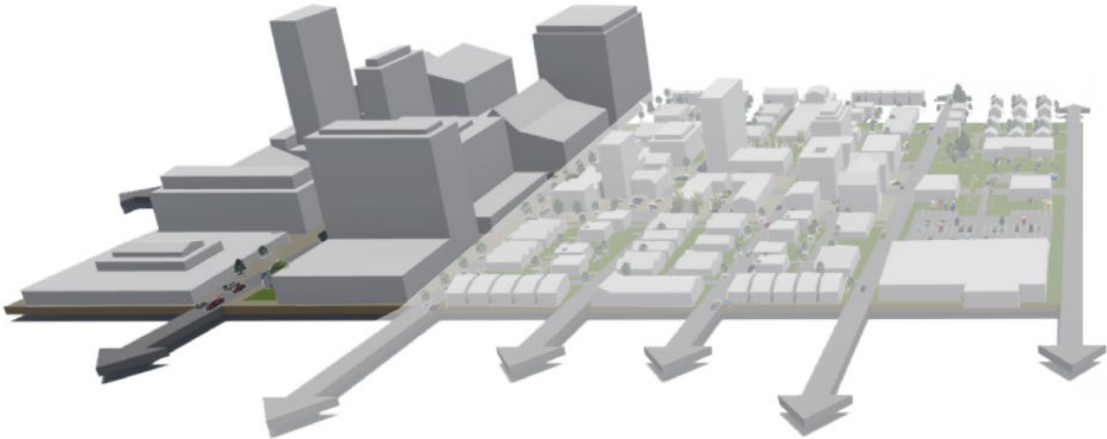


URBAN NODE



Residential Mix

- Stacked Flats
- Apartments
- Condos



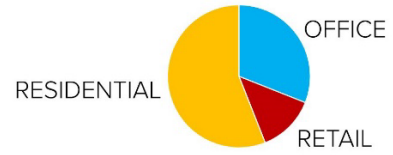
URBAN

10+ Stories



CITY NODE

Development Mix



Residential Mix

- Townhomes
- Stacked Flats
- Condos
- Age-Restricted Units

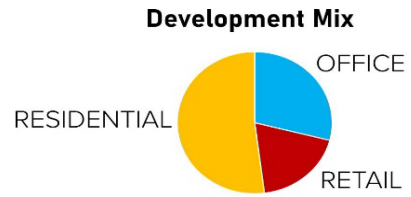


CITY

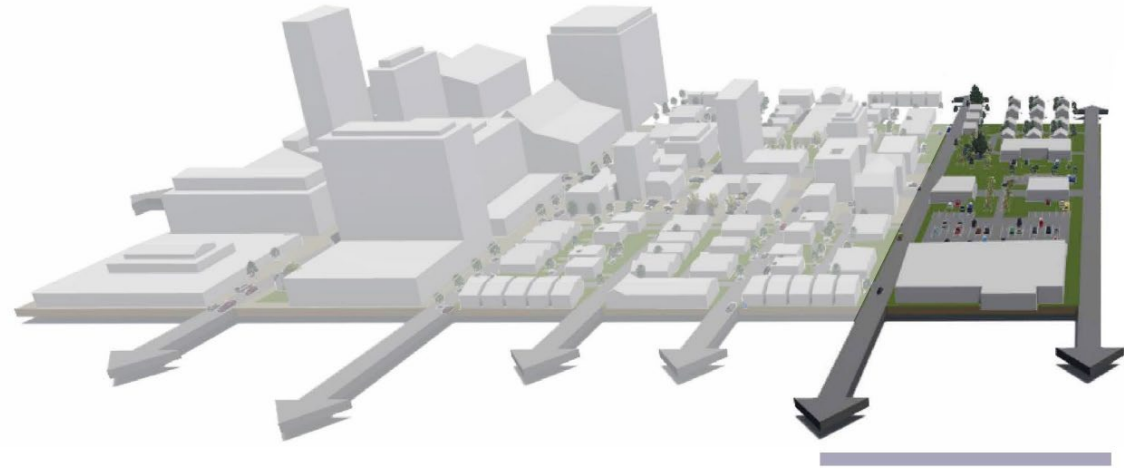
5-8 Stories



VILLAGE NODE



- Residential Mix**
- Townhomes
 - Compact Detached
 - Cluster Homes
 - Stacked Flats
 - Age-Restricted Unites



VILLAGE

2-3 Stories



PREFERRED AMENITIES

Supportive amenities are a key component of crafting a sense of community and creating dynamic locations that foster liveability and employer attraction. Currently, the study area has limited amenities for both residents and employees.

Place a dot on the type of amenities you'd like to see in Dunwoody!

