The Buckhead Collection

A Greenspace Vision for City of Atlanta Council District 7 + Buckhead CID





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Acknowledgements



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Special thanks to the Buckhead Greenspace Action Plan Steering Committee for their time, dedication, direction, and enthusiasm during the planning process.

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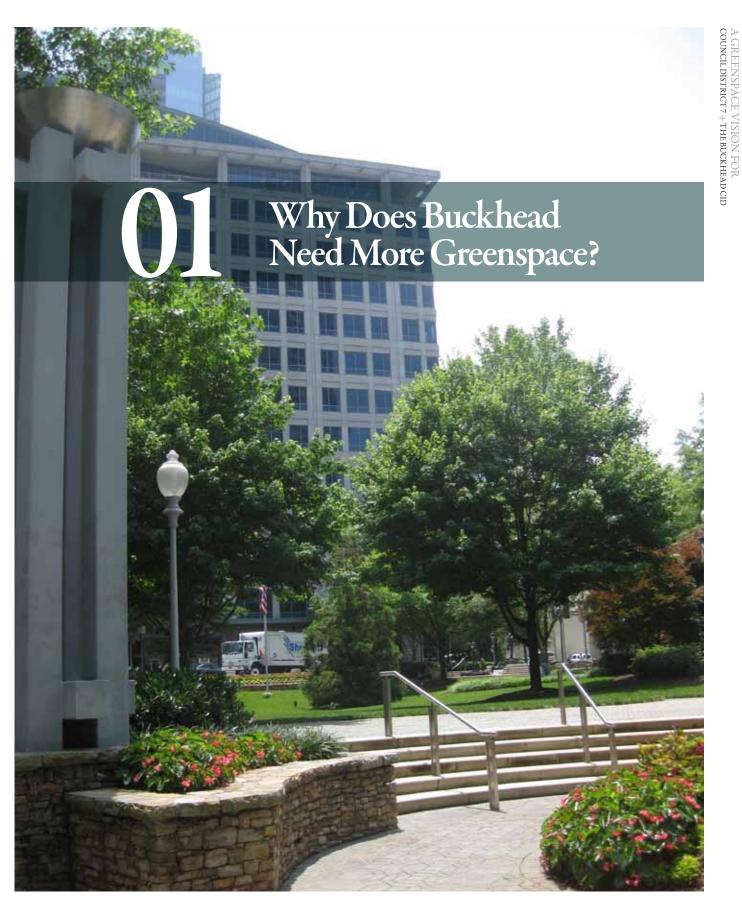
Message from Councilman Howard Shook

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Introduction

Buckhead has been called "The Beverly Hills of the East" and "the Jewel of the City of Atlanta," yet it has less greenspace than any other area in the City of Atlanta and less than most premier cities in the United States.

Buckhead has long been considered the premier community in the City of Atlanta. As mentioned in the Buckhead Guidebook, it has been described by society editors as "posh, aristocratic, blue-blood, silk stocking." It has been characterized as having "the largest concentration of income and buying power in the Southern United States" and according to Forbes Magazine, the "home to the ninth-wealthiest zip code in the nation." It is also "one of the country's largest urban mixed-use development areas, combining major offices, retail outlets, hotels, restaurants, entertainment spots, and high-rise residential units within its urban core. And closely surrounding its bustling business center, beneath a community-wide tree canopy, are serene stable neighborhoods."

While Buckhead proudly boasts many world class assets, it is woefully lacking in greenspace. This issue was most recently noted in the City of Atlanta's Project Greenspace, the City's open space system master plan completed in 2009. In this study, Buckhead's Council District 7 was identified as having less greenspace than any other Council District in the City. As stated in an April 2010 article from the Buckhead Reporter (Figure 1.1), Council District 7 in Buckhead is "dead last" in parks and open space.



COMMUNITY

District 7 'dead last' in city parks

By John Schaffner

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Council District 7 in Buckhead is "dead last" when ranked by the amount of parkland and green space within the area, according to Councilman Howard Shook. He says he wants to find a way to improve the landscape.

Councilman Howard Shook. He says he wants to find a way to improve the landcape. "The last time I checked, the (council) district average was around 300 acres (of parkland and green space by district)," Shock asid. "We have 70 acres in District 7. "We are dead last by a long shot." Source: Buckhead Reporter what they refer to as 'beauty spots,' which might be a (neighborhood) circle or a cul-desac, which are not really parks."

might be a theginomood circle of a Curdesic, which are not really parks." He admitted that those represent small amounts of acreage in the count, "but they add up and there are a supersing amount of those." Shook said the BATMA study will look at public entities and properties they hold. "Atlanta Public School owns a lot of property no one is really aware of. Georgia Department of Transportation own a lot of property no one is realy aware of MARTA owns property." he said. "So, one of the first things we are going to do

Figure 1.1 - Buckhead Reporter News Article about Greenspace in Buckhead

Figure 1.2 shows the population, total park acres, and total acres per 1,000 population for each of the Council Districts in the City of Atlanta. The chart reveals that there are currently approximately 2.14 acres of parkland per 1,000 residents in District 7, for a total of 73.6 acres, while other areas of Atlanta range from a low of 3.39 to a high of 18.06 acres per 1,000. The city-wide average is approximately 8.19 acres per 1,000 residents, a level of service (LOS) almost four times higher than Buckhead. A comparison to the amount of parkland per 1,000 population from other world class cities in the United States (Figure 1.3) further emphasizes Buckhead's position related to greenspace.

Recent strides have been taken to increase the amount of greenspace in Buckhead and throughout the City of Atlanta. For example, in 2008 the City of Atlanta adopted Atlanta's Project Greenspace as part of the Atlanta Comprehensive Development Plan. The open space master plan provided a framework that will guide the City of Atlanta in achieving a world class greenspace system by the year 2030. The report identified 12 major initiatives proposed to grow, manage, and build capacity for greenspace. It is the goal of Councilman Howard Shook of Buckhead's Council District 7, the Buckhead Community Improvement District (BCID), the Buckhead Coalition (BC), and Livable Buckhead, Inc. (LBI) to apply these initiatives to Buckhead's Council District 7 so that the District's greenspace system is not only the best in the City of Atlanta, but truly world class. The purpose of Buckhead's Council District 7 Greenspace Action Plan is to:

- Identify, from the beginning, realistic management, funding, and operations and maintenance opportunities
- Establish a clear definition of the needs and desires of Buckhead residents, business owners, and key stakeholders
- Develop a detailed, realistic greenspace vision that befits "the jewel of the City," based on community needs, existing conditions, appropriate standards and sound greenspace system planning principles from the best greenspace systems around the world
- Develop an action-oriented implementation strategy that identifies estimated costs as well as priorities, potential partnerships, alternative funding sources, phasing strategies and the specific actions – and responsibilities – to implement the vision

Atlanta Council District	Population (2000)	Total Park Acres	Total Acres per 1,000 Population
1	36,165	320.8	8.87
2	36,313	179.3	4.94
3	36,200	194.8	5.38
4	34,573	117.3	3.39
5	32,839	130.1	3.96
6	36,145	367.8	10.18
7	34,419	73.6	2.14
8	35,272	349.0	9.89
9	34,132	253.7	7.43
10	32,967	236.7	7.18
11	34,714	581.1	16.74
12	34,114	616.2	18.06
City-Wide	417,853	3,420.4	8.19

Source: City of Atlanta 2009

Figure 1.2 - City of Atlanta Park Acreage per Council District

How does Buckhead's

Council District 7 Compare in parkland to other premiere cities in the United States?

City	Population (2000)	Total Park Acres	Total Acres per 1,000 Population
San Diego	1,305,754	47,136	36.1
Kansas City, MO	480,129	17,272	36.0
Portland, OR	557,706	13,512	24.2
Minneapolis	382,605	5,864	15.3
Washington D.C.	591,833	7,617	12.9
Seattle	598,541	5,476	9.1
Boston	620,535	4,897	7.9
Philadelphia	1,540,351	10,886	7.1
San Francisco	808,976	5,384	6.7
New York	8,363,710	38,019	4.5
Chicago	2,853,114	11.907	4.2
Buckhead	34,419	73.6	2.1

Source: Trust for Public Land, 2010

Figure 1.3 - Parkland per 1,000 Population, by Select Cities

Pre-Implementation Analysis

Introduction

The Buckhead Greenspace Action Plan planning process began with a Pre-Implementation Analysis intended to identify potential opportunities and constraints involving funding and implementation strategies prior to developing concepts for the greenspace system. In other words, "Don't let the airplane take off until you've built the runway! Elements analyzed included: (1) management; (2) funding; (3) acquisition; and (4) operations and maintenance.

Management

Early in the greenspace planning process, it was evident that there was not an organization in place to implement the greenspace plan. Based upon discussions with the Steering Committee and an analysis of local organizations as well as the parks and greenspace plans of other cities around the country, there are a number of different approaches to the type of group or organization that could manage the Buckhead Greenspace System. These include: The Buckhead CID, Buckhead Area Transportation Management Association (BATMA), LBI, City of Atlanta Parks Department, Buckhead Coalition, or a conservancy type organization.

Two options were further explored: (1) forming a Buckhead Parks Conservancy (e.g. Piedmont Park Conservancy); or (2) establishing a Buckhead Parks Inc. (e.g. Atlanta Beltline Inc. to lead implementation.

A Buckhead Parks Conservancy could be similar to the Piedmont Park Conservancy, a nonprofit organization working with the City of Atlanta for the preservation of historic Piedmont Park. Since their inception in 1989, the Conservancy has successfully restored the historic portion of Piedmont Park. By 2010, the Conservancy will have raised and invested more than \$64 million for park beautification, maintenance/security, programs, and also includes a 53-acre expansion of green space. The Conservancy is made up of a group of key citizens, along with members of the business and leadership communities from around the city. They formed Piedmont Park Conservancy, a 501(c)3 non-profit organization dedicated to restoring the Park. In 1992, the Conservancy signed a memorandum of understanding (MOU) with the City of Atlanta, establishing a public/private partnership similar to that of the Central Park Conservancy in New York City. The Conservancy has a staff of 28, and the Board of Directors includes more than 50 individuals. As of 2009, the Conservancy had total assets of almost \$33 million, with liabilities matching that amount.

In February 2006, the Atlanta City Council and the City's Mayor approved an MOU outlining the Conservancy's relationship with the City, defining in broad terms the responsibilities of the Conservancy and the City regarding the operation of the Park. The MOU has a five-year term with a provision for one five-year renewal term. The MOU contains provisions allowing the Conservancy to manage concessions and display banners in the Park recognizing organizations making large donations. The MOU requires the Conservancy to ensure that certain insurance and indemnification provisions are in effect regarding vendors doing work in the Park. The MOU also clarifies the City's public safety responsibilities in the Park and documents the City's commitment.

A Buckhead Parks Inc. could be similar to the Atlanta BeltLine, Inc (ABI). ABI, formed by the Atlanta Development Authority in 2006, is the entity tasked with planning and executing the implementation of the Atlanta BeltLine in partnership with the Atlanta BeltLine team including City of Atlanta Departments. Its functions include specifically defining the Atlanta BeltLine plan; leading efforts to secure federal, state, and local funding; continuing the Atlanta BeltLine community engagement process; and serving as the overall project management office to execute the Atlanta BeltLine plan, including the coordination of planning and execution activities with other City of Atlanta departments and managing all vendors and suppliers. ABI is also responsible for tracking and reporting progress on the Atlanta BeltLine to the Atlanta City Council, Atlanta Public Schools, and Fulton County, the three taxing authorities that authorized the Atlanta BeltLine Tax Allocation District (TAD) legislation in 2005. ABI currently has a board of directors that includes 8 individuals, and a staff of around 15.

Funding

Raising the necessary funds for implementing and managing the Buckhead Greenspace system is critical to ensure the success of the program. One option is to follow the lead of the Atlanta BeltLine project. Atlanta BeltLine Partnership (ABLP) is a non-profit organization committed to raising funds from private and philanthropic sources to support the Atlanta BeltLine. The ABLP works closely with ABI as well as with neighborhoods, community organizations, faith organizations, businesses and other groups to raise general awareness and broad-based support for the Atlanta BeltLine. ABLP has a Board of Directors with 16 representatives and a staff of four. The City of Atlanta specifies that alternate funding sources will have to be identified to supplement current general fund allocation. Several avenues hold promise, including a General Obligation Bond (GO Bond), increasing the Park Improvement Fund, increasing the Annual GO Bond, use of impact fee revenues, and the establishment of a parks endowment. The City of Atlanta also suggests the establishment of a Parks Alliance (PAL) to oversee private funding for implementation of the Parks, Open Space and Greenways Plan.

The PATH Foundation often acts as an agent of the City to assist the City in the implementation of the City of Atlanta Greenway Trails Corridor Plan. The City also continues to support communities who apply for private foundation grants for park and greenspace acquisition and improvements in their neighborhoods.

Acquisition

One option for land acquisition is to work with the Trust for Public Land (TPL). TPL helps structure, negotiate, and complete land transactions that create parks, playgrounds, and protected natural areas. TPL serves as an independent agent, buying land from willing landowners and then transferring it to public agencies, land trusts, or other groups for protection. In some instances, TPL will protect land through conservation easements, which restrict development but permit traditional uses such as farming and ranching.

In Buckhead, TPL could be responsible for park land acquisition, then turn it over to whatever group would be in charge of managing the parks.

TPL often acts as a principal in land transactions and, as such, assumes the risks and costs associated with buying, owning, leasing, and selling land. TPL is not a broker, agent, or guarantor for transactions between other parties.

Sometimes TPL acquires conservation easements and transfers them to public ownership. Easements restrict development of land while keeping it in private ownership and preserving productive uses, such as farming and sustainable forestry. TPL conveys land or easements to public agencies at or below fair market value as established by an appraisal that strictly meets the agency's requirements. As a qualified 501(c)(3) public charity, TPL is supported by charitable donations. Significant support comes from donations of land value or cash from landowners who sell property to TPL.

Operations & Maintenance

One option is to have the City of Atlanta be responsible for operations and maintenance. The City currently is responsible for many parks and open space within the area. The City's current policy is to "Produce park management plans that include staffing, maintenance schedules, equipment, training, quality control, and annual cost." One of the biggest problems the City must face in the future is addressing a multitude of user needs while reducing programming and maintenance costs.

One potential concern is that parks maintenance resources have been stretched increasingly thin in past years. Funding has not kept pace with increased maintenance responsibilities, equipment is outdated, and the number of staff is inadequate. In addition, there is a need for job training, increased maintenance staff, and maintenance equipment to sustain desirable service levels. To help stretch their budget, the City of Atlanta utilizes community service programs to augment maintenance staff resources in City parks.

Another option is to have a conservancy be responsible for maintenance. For example, the Piedmont Park Conservancy currently manages more than 90 percent of the Park's daily maintenance care and security. The Conservancy employs six landscape maintenance workers and contributes more than \$300,000 annually for landscape maintenance and equipment. The Conservancy also funds and manages off-duty police officers to patrol the Park for added security. In May 2004, the Conservancy also assumed the management of the City's security contract for the Park.

Summary

In summary, the success of the Buckhead Greenspace Plan will be largely based on the organization that is tasked to implement and manage the system. The primary tasks of this organization should include: (1) management; (2) funding; (3) acquisition; and (4) operations and maintenance. Fortunately, there are several organizations in Atlanta that can assist in the implementation, management, and maintenance of the greenspace system. Many of which are already working in Buckhead. Leveraging the talents and resources of these organizations will be the key to efficiently and effectively implementing and managing the Buckhead greenspace system.

Analysis of Existing Greenspaces

An analysis of the existing greenspaces within Buckhead's Council District 7 was conducted to obtain an understanding of the physical, aesthetic, and social characteristics of the existing parks and open spaces. 29 of the City of Atlanta's 248 greenspaces are located within Council District 7. Within the City of Atlanta parks system, there are nine types of parks sites, four of which are present in Buckhead's Council District 7:

- **Garden Spots** small, landscaped areas that have few or no amenities, typically traffic islands.
- **Block Parks** small park sites containing limited amenities such as playgrounds and tot lots.
- Neighborhood Parks larger park sites that serve local informal recreational needs. Typical amenities include picnic shelters (small to medium for family gatherings); open fields for informal sports and recreation activities; play grounds/tot lots; basketball and tennis courts; and wooded natural areas.
- **Conservation Parks** areas managed for environmental protection purposes but with some public access.

In addition to these public greenspaces, the District has other types of greenspaces including private plazas located within a few of the commercial buildings, private and public school greenspaces, and church greenspaces (Figure 1.5).

The analysis conducted focused on four place-making attributes identified by the Project for Public Spaces (PPS):

- Proximity, access, and linkages
- Comfort and image
- Uses, activities, and sociability
- Opportunities for programming, revenue, and partnerships

Summary of Findings

Taken as a whole, the parks and open spaces in Buckhead have a number of strengths and weaknesses. Following is an overview of findings in each of the three categories of analysis:

Proximity, Access, and Linkages

• There is limited visibility into many parks. Most of the highly used greenspaces within the study area are bounded by land uses that back onto the greenspaces limiting



Figure 1.4 - Brookwood Community Club | Homes backing onto greenspaces combined with dense canopy and overgrown understory limit visibility into greenspaces

visibility into the parks. Dense canopies and overgrown understory plantings along the edges of many parks obstruct views into the sites and minimize the potential for "eyes on the park." This is especially true of conservation parks, which all have an overgrown understory of plantings.

• Access to neighborhood parks is acceptable. Most of the neighborhood parks are located in the heart of residential neighborhoods. While many of these neighborhoods do not have a complete sidewalk network, the streets have low enough traffic volumes and speeds for people to feel comfortable walking along them. Many of the parks can only be accessed on one or two sides due to development backing onto the park, limiting overall neighborhood accessibility.

Comfort and Image

• Facilities are well maintained and attractive. Overall, facilities within the study area are well maintained. This is important to the overall feeling of safety and comfort of users at park sites. Greenspaces and plazas that are maintained by private entities such as Tower Place Plaza (Figure 1.7) and Brookwood Community Club exhibit a higher degree of care than public facilities. Good maintenance helps to preserve and enhance adjacent property values and uphold the high quality of life enjoyed by many neighborhood residents.

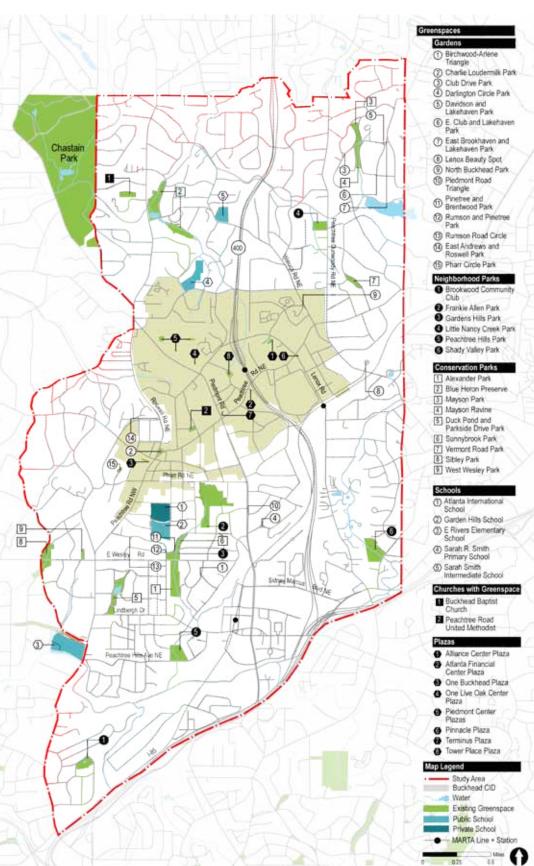


Figure 1.5 - Buckhead's Council District 7 Greenspace System

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Figure 1.6 - Sunnybrook Park | Facilities appear to be well maintained



Figure 1.7 - Tower Place Plaza | Plazas located within commercial areas exhibit a higher degree of maintenance than public greenspaces



Figure 1.8 - Frankie Allen Park | *Highly programmed park with little multi-purpose open space and room to expand*

- **Perception of safety is mixed.** Many of the greenspaces within Buckhead have dense canopies and overgrown understory plantings which obstruct views into the park and limit the informal policing produced by the natural surveillance of adjacent properties. When someone is alone in the park, these conditions may cause a sense of insecurity. This is especially noticeable in the conservation parks and some neighborhood parks, most of which contain densely planted canopy and understory plantings.
- Parks and greenspaces lack shelters and/or pavilions. Many of the parks do not have shelters or small pavilions that would provide users refuge from inclement weather.

Uses, Activities, and Sociability

- Neighborhood parks have a mixture of activity spaces. The neighborhoods parks within the study area do a great job of providing typical basic facilities including playgrounds, tennis courts, ball fields, and benches.
- Neighborhood parks lack multi-purpose greenspaces. Buckhead's neighborhood parks are highly programmed. (Figure 1.8). Only two of the five contain flexible multi-purpose open spaces.
- Buckhead's greenspaces exhibit a strong sense of pride/ownership. It is clear that the neighborhoods and Home Owner Assocations (HOAs) within the study area have a strong sense of pride and ownership of their greenspaces. One example is the Garden Hills Park Neighborhood, which established a foundation that has raised over \$200,000 for park improvements (Figure 1.9).



Figure 1.9 - Garden Hills Park | Many neighborhood parks benefit from strong resident support groups such as Neighborhood Park Foundations



Figure 1.10 - Peachtree Hills Park | Historical Marker

• Facilities for informal group gatherings are limited. Although many of the parks contain grills/fire places, there is a lack of large picnic pavilions.

Opportunities for Programming, Revenue, and Partnerships

- There are few opportunities for increased programming or flexibility. Many of the parks are already heavily programmed and lack the space for expansion. Other facilities have additional undeveloped parkland but cannot expand due to topographical or regulatory constraints.
- Integration of historic, cultural, and art resources. Many of the greenspaces within the study contain some kind of historic, cultural, or commemorative piece (e.g. public art, historic event marker, etc.) that could be better incorporated into other greenspaces through design and programming (Figure 1.10, Figure 1.11).



Figure 1.11 - Frankie Allen Park | Public art on display

- Revenue and partnership are already in place in certain parks. Many of the parks with active recreation facilities have already established revenue streams and partnerships. One example is the Buckhead Baseball League, which has attracted corporate sponsorships for Frankie Allen Park.
- HOA Stewardship Opportunities. Several of the HOAs within the study area have organized park stewardship programs that help with park capital improvements and operations and maintenance costs. These organizations can be leveraged to seek a variety of alternative funding opportunities for the betterment of the parks and the community. These HOAs also serve as models for neighborhoods within the study area that currently do not have access to a neighborhood park and desire to develop one.

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Analysis of Development Patterns

Development patterns affect connectivity and access to greenspaces. Buckhead's growth in recent years has been dominated by three development patterns:

- High-rise urban-style office parks
- High to medium-density mixed residential and commercial areas
- Typical suburban-style, low-density residential neighborhoods with a loose street network

These development patterns have implications for connectivity to greenspace which can be observed in terms of block size, pedestrian barriers, and land use. Figure 1.11 illustrates the distribution of block sizes throughout Buckhead's Council District 7. Block sizes are important as their length and width can limit access to greenspaces. Block sizes within Buckhead's Council District 7 range in size from five acres or less to over 30 acres in size. Generally the larger the block size, the less connectivity present in the area, which increases the distance users need to travel to get to parks. In most cases, the smaller the block size, the better the urban environment for pedestrian, bicyclists, and for community sociability. The smallest block sizes in the District are concentrated in the Buckhead CID between Peachtree Street NW, Piedmont Road NE, and Lindbergh Drive. The largest blocks are concentrated in Peachtree Heights West, Brookhaven, and North Buckhead.

Large roadways that prioritize vehicles over other forms of transportation also limit access to greenspace. One of the biggest barriers to connectivity in Buckhead is GA400, which effectively bisects the community. Other major barriers, shown on Figure 1.12, include Peachtree Road NE and NW, Roswell Road NE, Lenox Road, and Piedmont Road NE. These streets are characterized by heavy traffic volumes, six or more traffic lanes, and relatively high traffic speeds that compromise the desire and ability for pedestrians to cross the street.

Pedestrian barriers and block size are closely related to land use, shown on Figure 1.13. The most common land use in Buckhead is single-family residential, but there are substantial areas of higher density mixed use and non-residential areas, particularly along the major arterials and highways. These three distinct development patterns are likely to influence the social and recreational needs and desires of their residents and workers.

High density, non-residential areas within Buckhead's Council District 7 attract a large day population of works and shoppers.

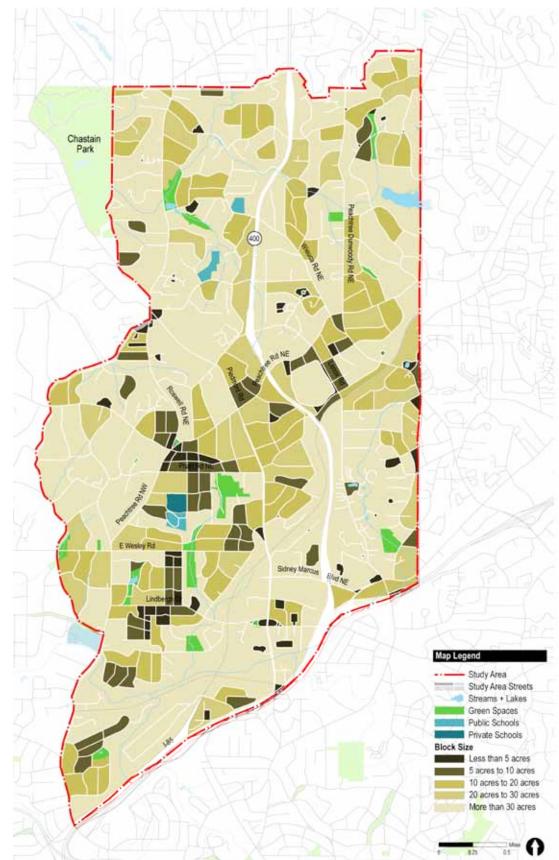
This population typically enjoys spaces within close proximity of their commercial destination where they can meet friends for lunch, reset, rest, relax, take a break from shopping, get away from the office, or simply enjoy being outdoors.

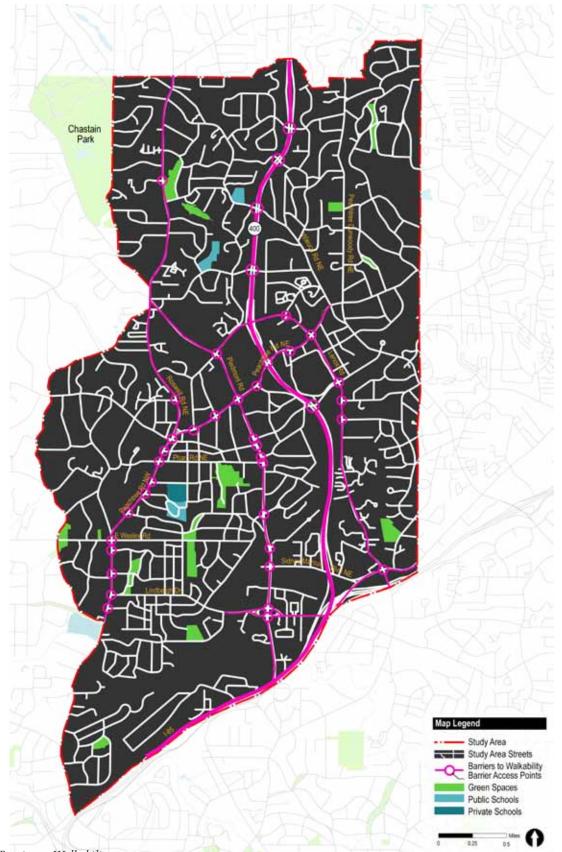
Apartment complexes and condominiums in the District's higher density residential areas provide residents with access to certain types of social and recreational amenities such as fitness centers, game rooms, pools, and tennis courts. They typically however, lack neighborhood based social and recreation facilities.

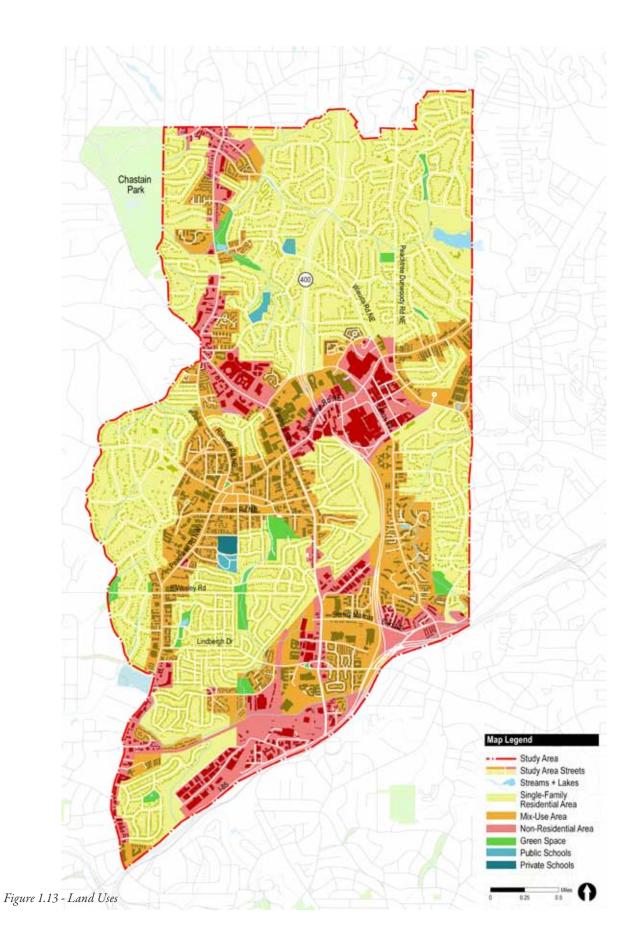
Single-family residential areas in Buckhead's Council District 7 contain large lots with ample private greenspace. For example, most of the single-family residential parcels in Buckhead's Council District 7 range in size from approximately 0.4 acres to 2.0 acres. In most instances, over 70% of these parcels are left as private greenspace and most contain family-based recreation amenities such as pools, swing sets, play sets, and family gardens.

Implications for Greenspace

- Because of the large block sizes, there is likely a need for better connectivity throughout the community, specifically safe places to walk and ride a bicycle.
- The lack of a dense roadway network also poses a problem for accessing the greenspaces that do exist. For example Frankie Allen Park, Alexander Park, Peachtree Hills Park, and Shady Valley Park. The access to all of these parks is limited to one side.
- The arterial roads that act as barriers to access now are an opportunity to create green conduits throughout the community. These roadways include GA400, Peachtree Road NE and NW, Roswell Road NE, Lenox Road, and Piedmont Road NE.
- Workers and visitors in higher density non-residential areas may desire plazas or greenspaces to enjoy during lunch or breaks throughout the work day. Residents in higher density mixed use areas may desire close to home, neighborhood based recreational facilities such as playgrounds, multi-purpose open spaces, picnic areas, trails, and dog runs.
- Single-family residential neighborhoods with large parcels and access to private greenspace and on-site family based recreation amenities may desire more community based greenspaces such as community centers, sports courts, multi-purpose open spaces, dog parks, trails, etc.







Level of Service Analysis

The purpose of a Level of Service (LOS) analysis is to quantify how well the existing parks system is meeting the recreation needs of residents. The National Recreation and Park Association's definition of LOS is "an allocation mechanism for the delivery of park land and basic recreation facilities throughout a community. By adoption of such a standard, a community in essence says that all citizens, [...], will have an equal opportunity to share in the basic menu of services implicit in the standard and accompanying spatial distribution and allocation policies."

For Buckhead, this idea of equal opportunity was measured based on three basic principles:

- Acreage (Amount of Park Land)
- Facilities (Amount of Facilities)
- Access (Distance or Travel Time)

Acreage

The most common way to measure LOS for acreage is the number of public park acres per 1,000 residents in a community. Currently, there are 73.6 acres of *public* park land within Buckhead's Council District 7 (Figure 1.15). The estimated 2010 population of Buckhead's Council District 7 is 50,776 residents, which translates into an acreage LOS of 1.45 acres per 1,000 residents. In 2030, the population is projected to be approximately 61,472¹; if no additional park land is acquired within District 7, the LOS will decrease to 1.2 acres per 1,000 residents as noted in Figure 1.14.

Year	Population	Existing Park Acreage	Total Acres per 1,000 Population
2000	34,419	73.6	2.14
2010	50,776	73.6	1.45
2030	61,472	73.6	1.20

Figure 1.14 - Council District 7	Acreage .	LOS	Analysis per	·1,000
Population				

One of the most useful aspects about calculating acreage LOS is the ability to compare communities to one another. Within Atlanta, Buckhead's Council District 7 has the lowest level of park acreage per resident of any district. Figure 1.2 shows that there are currently approximately 2.14 acres of parkland per 1,000 residents in District 7, for a total of 73.6 acres, while other areas of Atlanta range from a low of 3.39 acres per 1,000

population to a high of 18.06 acres per 1,000 population. The city-wide average is approximately 8.19 acres per 1,000 population, a LOS almost four times higher than Buckhead.

Acreage LOS Findings

Buckhead's Council District 7 has a low acreage LOS compared to not only Atlanta, but other communities across the nation. To be on par with the Atlanta city-wide average, an additional 416 acres would be needed for the 2010 population and 503 acres to meet the estimated 2030 population.

Facilities

Another way to measure LOS is the number of facilities per population. Like acreage, there are no strict standards for the number of facilities that a community needs. The LOS standards used in this analysis are based on the recommended facility LOS standards for Atlanta per Atlanta's Project Greenspace. Based on these standards, District 7 is deficient in all 10 different types of recreation facilities. To meet the target for the 2010 population, the District is short one outdoor pool, five spray pads, two softball/baseball fields, six football/soccer fields, seven informal open practice fields, nine playgrounds, six outdoor basketball courts, one off-leash dog park, four outdoor tennis courts, one recreation center, and 14 miles of multipurpose trails. The number of facilities needed will increase over time as the population grows (Figure 1.16).

Facilities LOS Findings

Buckhead's Council District 7 has a need for the following recreation facilities:

- Outdoor swimming pool
- Splash play areas
- Softball/baseball fields
- Football/soccer fields
- Multi-purpose open spaces
- Playgrounds
- Outdoor basketball courts
- Off-leash dog parks
- Outdoor tennis courts
- Recreation centers
- Multi-purpose trails
- Special events/festival site

^{1.} The projected 2030 population for District 7 was based on the 2000 population ratio of the NPU-B population to the District 7 population. This ratio was applied to the projected NPU-B population of 2010 and 2030 to obtain the projected District 7 population of 2010 and 2030.

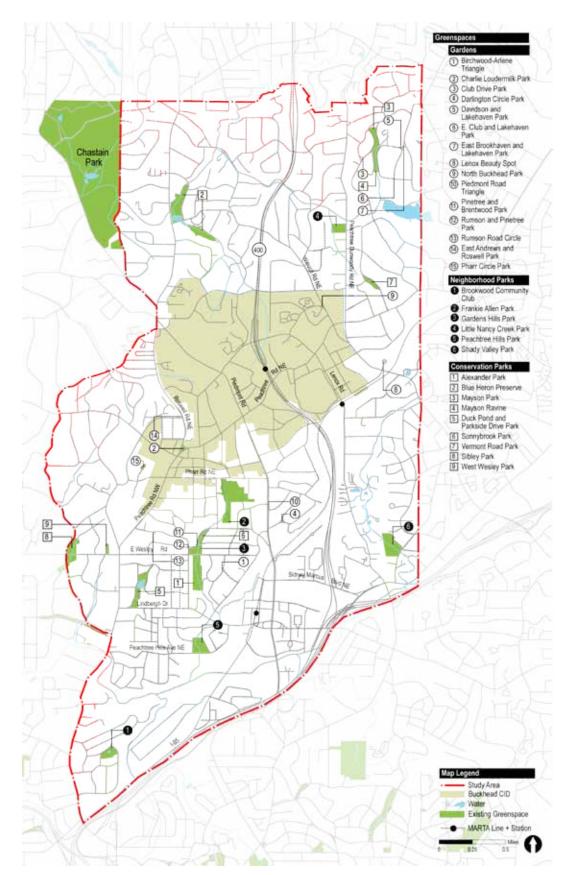


Figure 1.15 - Existing Public Greenspace

Facility Type	LOS Standard	Current Inventory	2010 Target	2010 Need	2030 Target	2030 Need
Outdoor Pool (25 yards)	1 pool per 25,000 residents	1	2	-1	2.5	-1
Splash Play Area (stand alone)	1 splash play area per 10,000 residents	0	5	-5	6	-6
Softball Baseball Fields	1 field per 7,500 residents	5	7	-2	8	-3
Football Soccer Fields	1 field per 7,500 residents	1	7	-6	8	-7
Multi-Purpose Open Spaces	1 field per 5,000 residents	3	10	-7	12	-9
Playgrounds	1 site per 4,000 residents	4	13	-9	15	-11
Outdoor Basketball Courts	1 court per 7,500 residents	1	7	-6	8	-7
Off-Leash Dog Parks	1 site per 50,000 residents	0	1	-1	1	-1
Outdoor Tennis Courts	2 courts per 7,500 residents	10	14	-4	16	-6
Recreation Centers	1 sq.ft. per resident (min. 30,000 sq.ft per facility)	1	2	-1	2	-1
Multi-Purpose Trails	1 mile per 3,000 residents	3	17	-14	20	-17
Special Events Festival Site	1 50-acre (minimum) site	0	1	1	1	1

Figure 1.16 - Facilities LOS Analysis per 1,000 Population

Access

A third approach to determining LOS is to analyze the level of access that residents have to park facilities. This is typically measured as a distance, either in miles or travel time. For Buckhead's Council District 7, the following park types and facilities were analyzed using the following distances/times:

- Significant open spaces (two acres or greater) ½ mile/10minute walk
- Plazas spaces within the Buckhead CID 800'
- Neighborhood parks ½ mile/10-minute walk
- Community park + community park facility components - 2 mile/10-minute bike ride
- Conservation parks Citywide
- Greenways and trails Citywide
- Playground ½ mile/10-minute walk
- Basketball courts ½ mile/10-minute walk
- Tennis courts ½ mile/10-minute walk
- Baseball/softball field 2 miles/10-minute bike ride
- Soccer/football field 2 miles/10-minute bike ride
- Multi-purpose open space 2 miles/10-minute bike ride

These distances are based on national standards/ guidelines, Atlanta's Project Greenspace Plan, and findings from the Buckhead Greenspace Action Plan Community Survey. The National Recreation and Parks Association's Park, Recreation, Open Space and Greenway Guidelines, for example, recommends that a neighborhood park be located between ¼ mile (5-minute walk) to ½ mile (10-minute walk) from every resident. Atlanta's Project Greenspace also suggests that residents in Atlanta be able to reach a greenspace within ½ mile from their home. Additionally, findings from the Buckhead Greenspace Action Plan Community Survey suggested that 76.8% of respondents would like to have greenspace within ½ mile of their home. Significant open space equal to or greater than two acres as well as facilities typical of a neighborhood park (e.g. playgrounds, basketball courts, and tennis courts) were analyzed using this ½ mile walking distance criteria.

For Community Parks, the National Recreation and Parks Association's Park, Recreation, Open Space and Greenway Guidelines recommend they be located between ¹/₄ mile (5-minute walk) to three miles from every resident. Atlanta's Project Greenspace suggested that residents in Atlanta should be able to access a community park within two miles of their homes. Facilities typical of a community park (e.g. baseball/ softball fields, soccer/football fields, multi-purpose open space) were analyzed using this criteria. Figures 1.17 through 1.28 illustrate access to the seven facility types being measured.

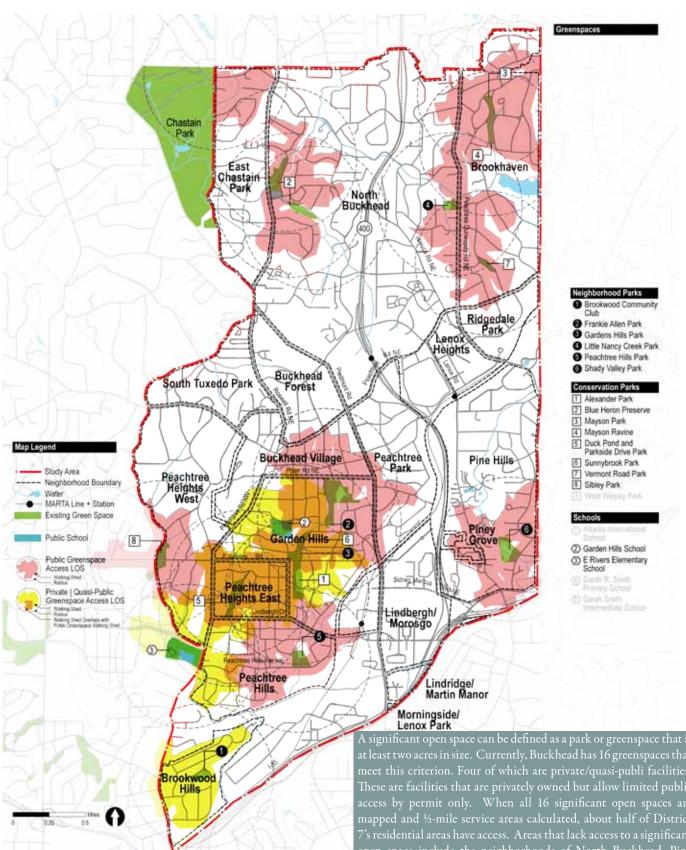


Figure 1.17 - Significant Open Space | ½ -mile Access LOS

Hills, Peachtree Park, South Tuxedo Park, and Peachtree Hill West

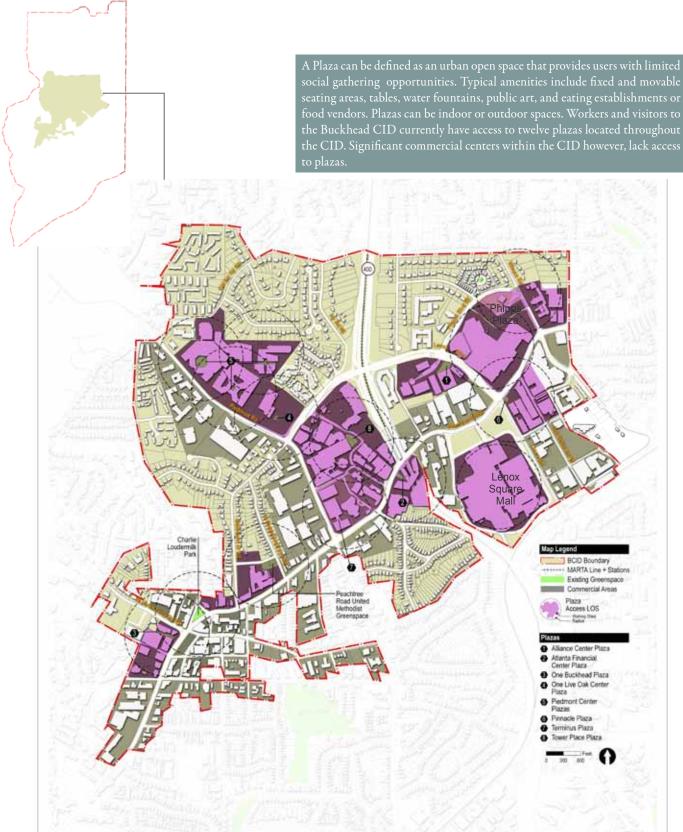


Figure 1.18 - Plazas | 800-feet Access LOS

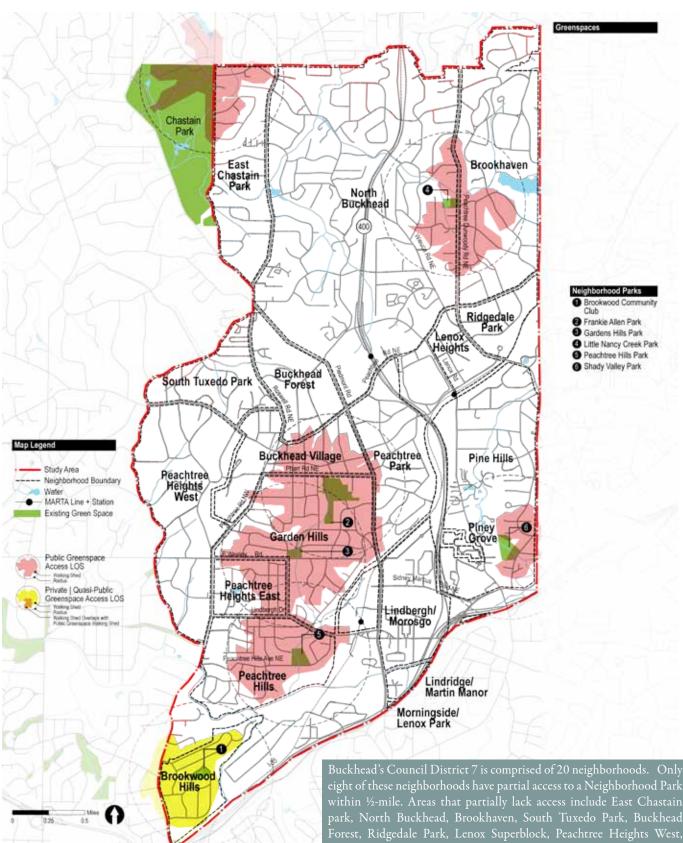
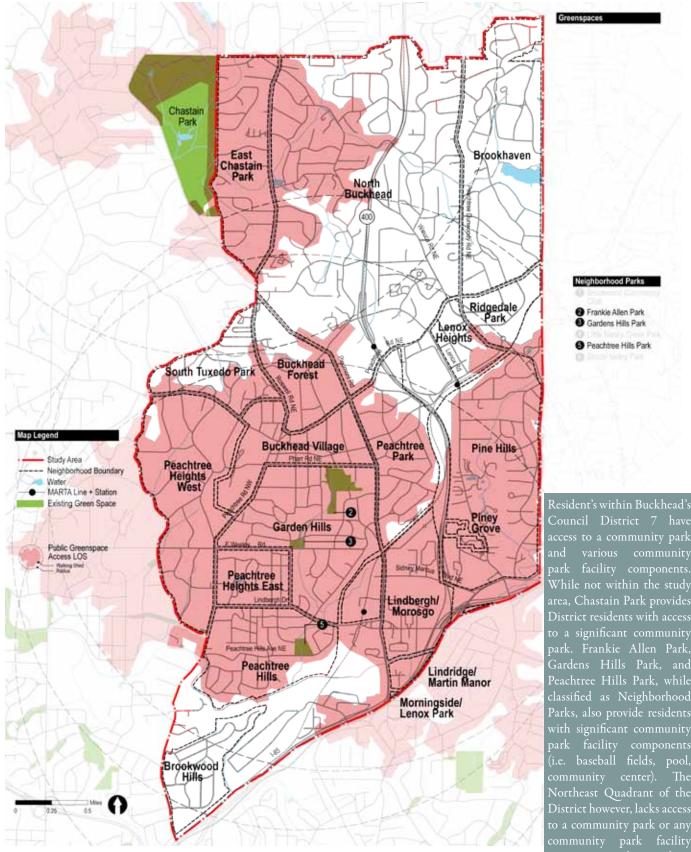
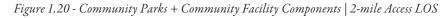


Figure 1.19 - Neighborhood Parks | ½-mile Access LOS





access to a community park District residents with access park. Frankie Allen Park Gardens Hills Park, and park facility components Northeast Quadrant of the

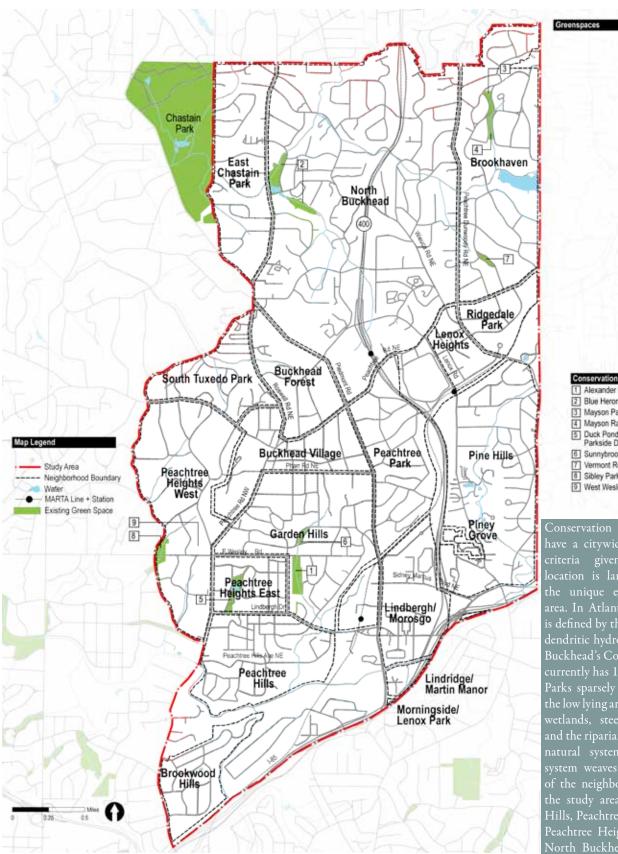
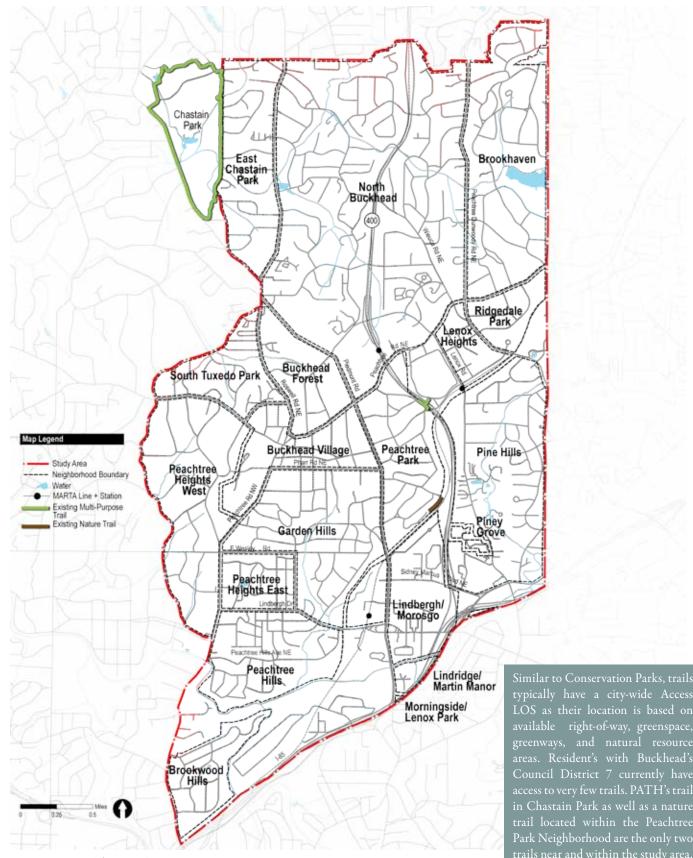
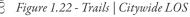


Figure 1.21 - Conservation Parks | Citywide LOS



location is largely based on is defined by the area's natural dendritic hydrological system. natural system. While this system weaves through most of the neighborhoods within





Hills West, and parts of Garden Hills.

29

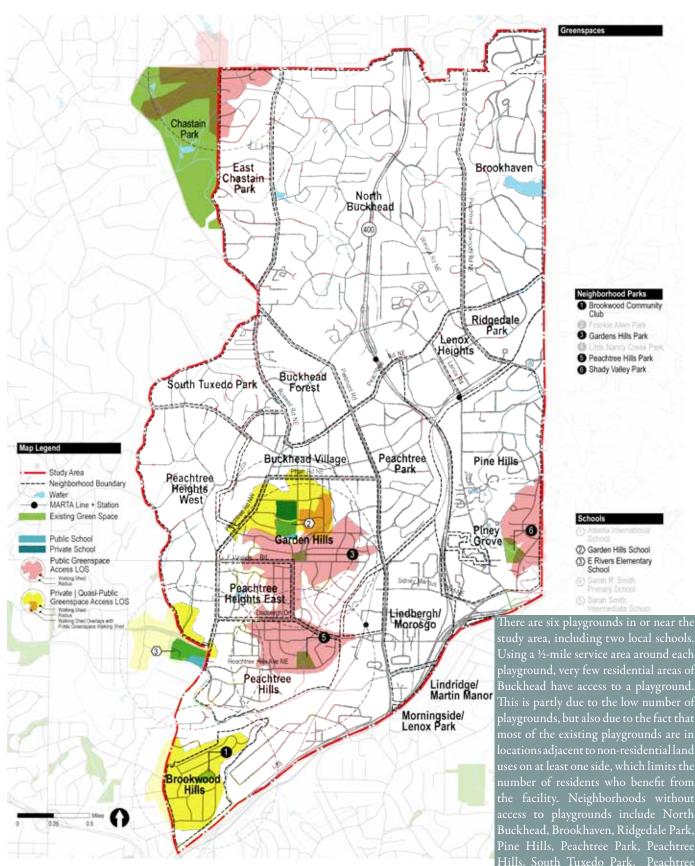
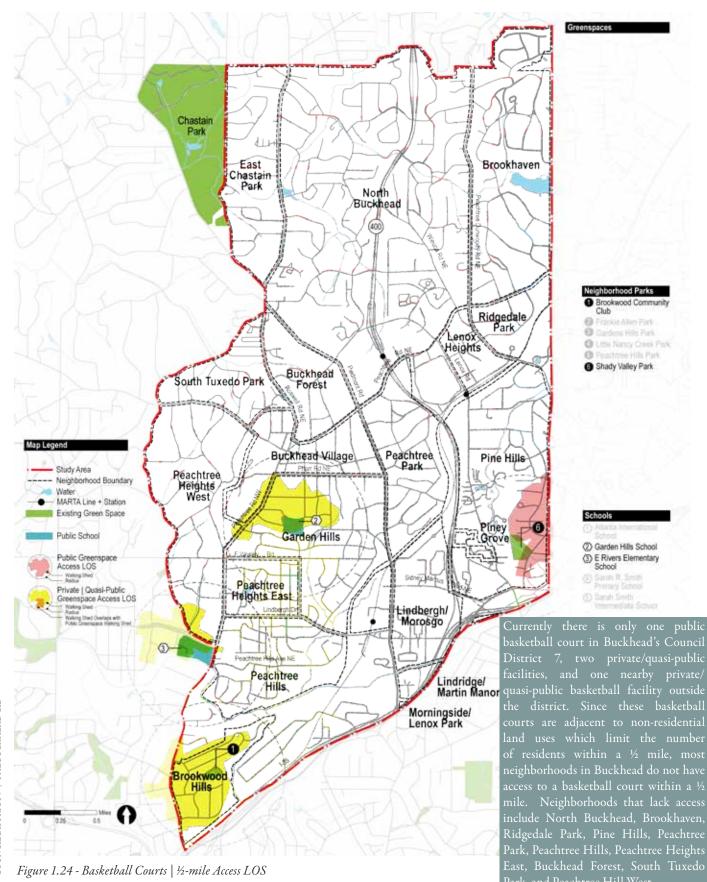


Figure 1.23 - Playgrounds | ½-mile Access LOS

The Buckhead Collection



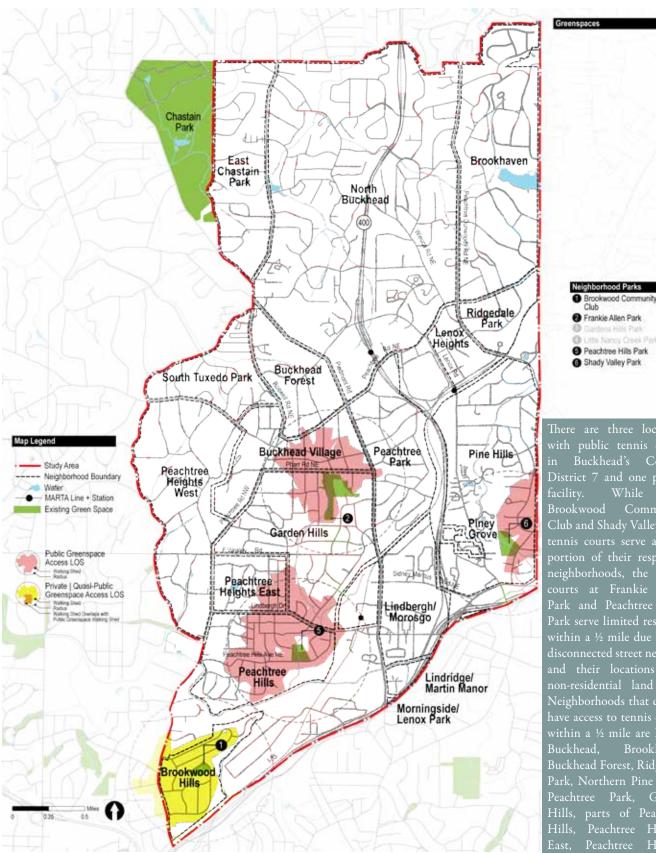
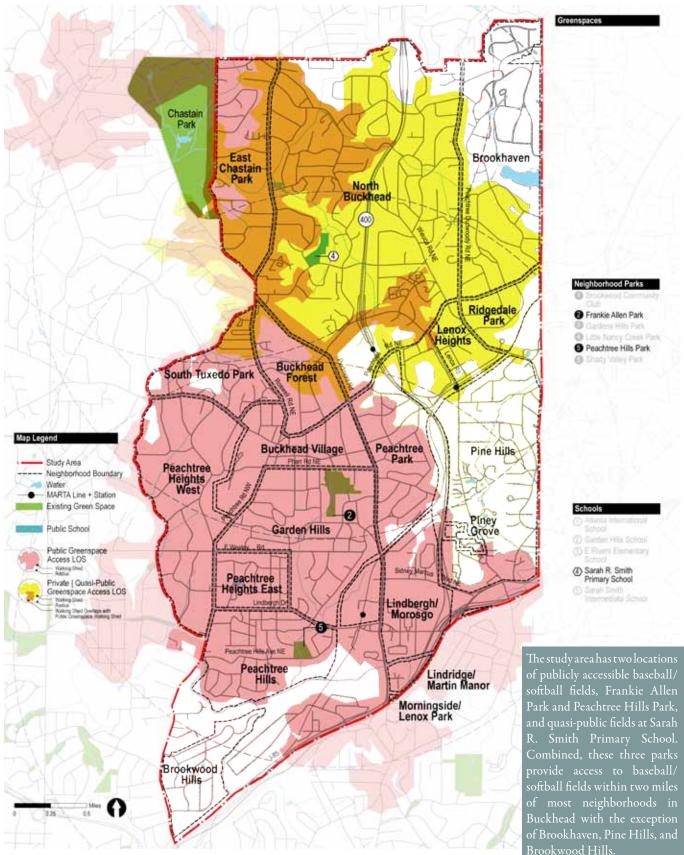
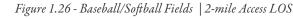


Figure 1.25 - Public Tennis Courts | ½-mile Access LOS

Community Club and Shady Valley Park portion of their respective Park and Peachtree Hills Park serve limited residents within a ½ mile due to the disconnected street network non-residential land uses. have access to tennis courts Peachtree Park, Garden





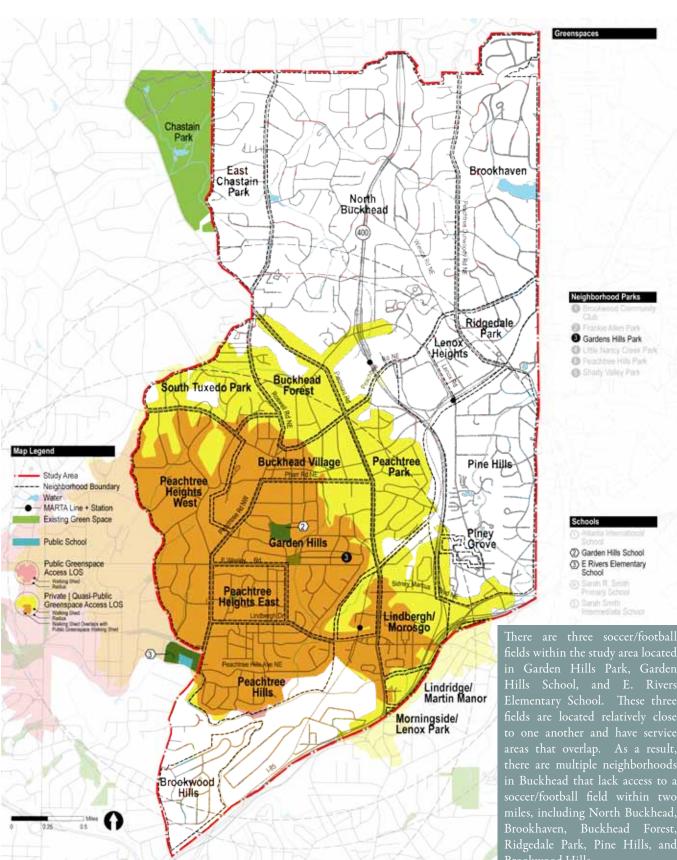
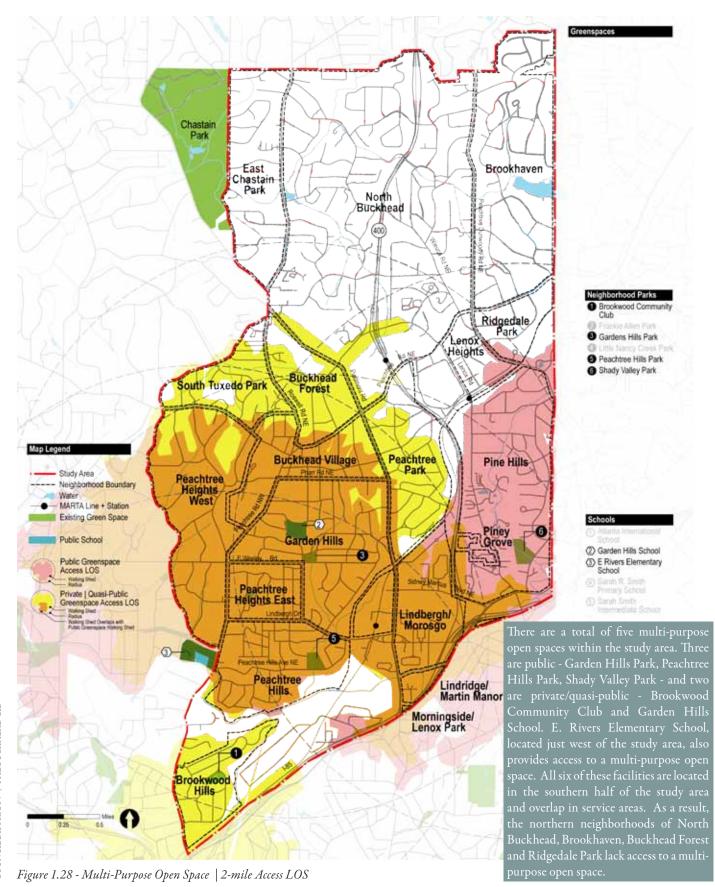


Figure 1.27 - Soccer/Football Fields | 2-mile Access LOS



Access LOS Findings

Based on the LOS access analysis, there is need for more of every type of greenspace and facility analyzed in various parts of Buckhead. Specifically, there is a need for:

- Significant open spaces in North Buckhead, Pine Hills, Peachtree Park, South Tuxedo Park, and Peachtree Hills West.
- Plazas in underserved commercial areas within the Buckhead CID.
- Neighborhood parks in East Chastain Park, North Buckhead, Brookhaven, South Tuxedo Park, Buckhead Forest, Ridgedale Park, Lenox Superblock, Peachtree Heights West, Peachtree Park Pine Hills, Piney Grove, Lindbergh/Morosgo, Lindridge/Martin Manor, and Morningside/Lenox Park.
- Community park facility components in the northeast quadrant of the Buckhead's Council District 7.
- Conservation parks wherever possible and appropriate.
- Trails wherever possible and appropriate.
- Playgrounds in North Buckhead, Brookhaven, Ridgedale Park, Pine Hills, Peachtree Park, Peachtree Hills, South Tuxedo Park, Peachtree Hills West, and parts of Garden Hills.
- Basketball courts in North Buckhead, Brookhaven, Ridgedale Park, Pine Hills, Peachtree Park, Peachtree Hills, Peachtree Heights East, Buckhead Forest, South Tuxedo Park, and Peachtree Hills West.
- Public tennis courts in North Buckhead, Brookhaven, Buckhead Forest, Ridgedale Park, Northern Pine Hills, Peachtree Park, Garden Hills, parts of Peachtree Hills, Peachtree Heights East, Peachtree Heights West, and South Tuxedo Park.
- Baseball/softball fields in Brookhaven, Pine Hills, and Brookwood Hills.
- Soccer/football fields in North Buckhead, Brookhaven, Buckhead Forest, Ridgedale Park, Pine Hills, and Brookwood Hills.
- Multi-purpose open space in North Buckhead, Brookhaven, Buckhead Forest and Ridgedale Park.
- Improved connections to Brookwood Hills from the west and the north.
- Overall, park services areas could be expanded by improving access to existing park sites. Specific parks where access should be improved include Alexander Park, Blue Heron Preserve, Frankie Allen Park, Little Nancy Creek Park, Peachtree Hills Park, and Shady Valley Park.

LOS Analysis Summary Findings

Based on the three LOS Analysis conducted, Buckhead's Council District 7 has a need for additional park acreage and a variety of recreational facilities. The District has a need for 416 acres for the 2010 population and 503 acres for the estimated 2030 population to meet the City of Atlanta's existing greenspace acreage LOS of 8.19 acres per 1,000 population.

While Buckhead's Council District 7 is in need of most of the parks and recreational facilities analyzed, the following are the greenspaces and recreational facilities that were found to be in need by both Facilities LOS and Access LOS Analysis:

- Neighborhood parks
- Community park/community park facilities
- Softball/baseball fields
- Football/soccer fields
- Multi-purpose open space
- Playgrounds
- Outdoor basketball courts
- Outdoor tennis courts
- Multi-purpose trails
- Off-leash dog parks

It should be noted that an access LOS analysis for Off-leash dog parks was not conducted since there are none in the study area.

Community Engagement

The purpose of Community Engagement was to hear the needs, desires, and priorities directly from Buckhead residents and stakeholders. Various methods were used to discuss issues with community members. These included:

- Steering Committee Workshop
- Stakeholder + Focus Group Interviews
- Public Workshop
- Community Survey
- Atlanta's Project Greenspace Findings

Participants were asked the same questions during these sessions. Questions ranged from whether participants lived or worked in the study area and what type of additional greenspace they felt was needed in Buckhead, to how they were willing to pay for additional greenspace. Following are the summary findings from each of these meetings.

Steering Committee Workshop

The Buckhead Greenspace Action Plan Steering Committee was comprised of 25 individuals representing a cross section of the various interests in the community, including the neighborhood associations, the development community, the non-profit community, the arts community, heritage and cultural organizations, churches, private schools, the City of Atlanta Parks, Recreation, and Cultural Affairs, City of Atlanta Department of Watershed Management, City of Atlanta Public Schools, City of Atlanta Development Authority, Trust for Public Land, and major land owners.



Figure 1.29 - Steering Committee Workshop

According to the Steering Committee, the major needs for parks and open spaces in Buckhead are:

- Sidewalks, trails, connections
- Public gathering places
- Active parks
- Passive parks

Stakeholder Interviews

Fifteen interviews and focus group meetings were conducted with a variety of area stakeholders, including representatives from the City of Atlanta, the Buckhead Community Improvement District (BCID), local non-profits, developers, elected officials, athletic organizations, heritage and cultural organizations, and resident groups.

Consistent with the findings from the Steering Committee, stakeholders believed the top priority parks and open space needs in Buckhead are:

- Bicycle/pedestrian connectivity (walkability)
- Trails
- Multi-purpose open spaces
- Festival/event/gathering spaces
- Off-leash dog parks
- Outdoor tennis courts
- Historic/cultural centers, museums
- Sports fields

Public Workshop

A Public Workshop was conducted to provide residents with an opportunity to voice their greenspace priorities and concerns. Attendees were given a brief presentation on the project and were then asked to identify the types of additional parks, greenspaces and/or recreation facilities that they felt were most needed in Buckhead. According to workshop participants, there is a need in Buckhead for the following facility parks and open space facilities:

- Multi-purpose open space
- Festival/special event space
- Bicycle/skating/walking trails
- Jogging trails
- Hiking trails
- Playgrounds
- Sidewalks

Community Survey

An on-line community survey was conducted during the needs assessment phase of the project. The survey was advertised through the BATMA and the Buckhead Council of Neighborhoods email lists which includes all area neighborhood civic associations. A total of 448 surveys were completed, and another 64 were partially completed.

The results from the community survey reflect the parks and recreation needs and habits of an urban population (Figure 1.30). Although the online survey did not capture a random sample of Buckhead's population, it is likely that there is a need for the following types of facilities and spaces in the community:

- Natural areas
- Sidewalks
- Bicycle/skating/walking trails
- Jogging paths
- Multi-purpose open space close to home

Atlanta's Project Greenspace Findings

Findings from the Needs Assessment conducted for Atlanta's Project Greenspace in 2009 were also analyzed (Figure 1.31). Following are the high priority facilities and amenities identified by City of Atlanta residents in the study:

- Walking and biking trails
- Large community parks
- Small neighborhood parks (2-10 acres)
- Nature centers/trails
- Park shelters and picnic areas
- Indoor fitness and exercise facilities
- Outdoor swimming pools/water parks
- Community gardens
- Indoor running/walking track

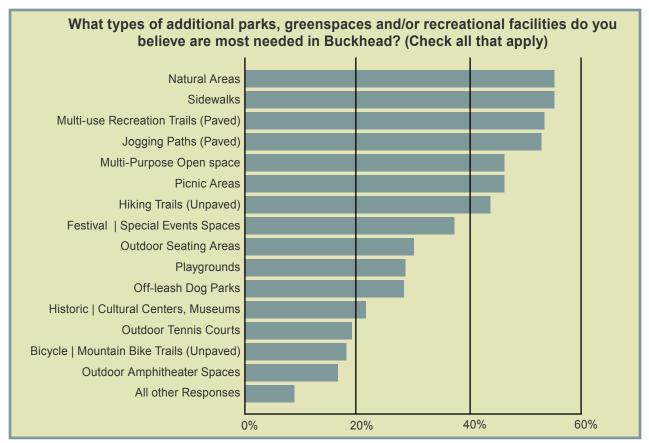


Figure 1.30 - Community Survey Response Regarding Most Needed Greenspaces in Buckhead

	Unmet Needs ¹		Importance ²				Priority ³		
Facility	Households	%	Households	%	Total Households	Overall Rank	High	Medium	Low
Walking and biking trails	96,507	55%	85,324	49%	181,831	1	•		
Large community parks	48,841	28%	57,463	33%	106,304	4	•		
Small neighborhood parks (2-10 acres)	62,911	36%	60,946	35%	123,857	3	•		
Nature center/trails	93,549	54%	38,309	22%	131,858	2	•		
Park shelters and picnic areas	70,936	41%	24,378	14%	95,314	6	•		
Small pocket parks (<2 acres)	49,839	29%	27,861	16%	77,700	13	-	•	
Outdoor amphitheaters	64,640	37%	19,154	11%	83,794	10		•	
Indoor fitness and exercise facilities	69,995	40%	26,120	15%	96,115	5	•		
Outdoor swimming pools/water parks	62,311	36%	22.637	13%	84,948	9	•		
Communuity gardens	70,800	41%	20.896	12%	91,696	7	•		
Playgrounds	44,579	26%	27,861	16%	72,440	14		•	
Indoor running/walking track	65,516	38%	22.637	13%	88,153	8	٠		
Indoor swimming pools/leisure pool	61,690	35%	20,896	12%	82,586	11	-	•	
Informal fields for pick-up games	43.384	25%	8.707	5%	52.091	15		•	
Outdoor basketball courts	40,481	23%	5,224	3%	45,705	16		•	
Off-leash dog parks	46,816	27%	31,343	18%	78,159	12		•	
Youth/teen baseball and softball fields	34,643	20%	8,707	5%	43,350	20			•
Team sports complex	38,003	22%	6,965	4%	44,968	18		•	
Youth/teen soccer fields	36,931	21%	8,707	5%	45.638	17		•	
Indoor basketball/volleyball courts	40,516	23%	3,483	2%	43,999	19			•
Youth/teen football fields	29,744	17%	3,483	2%	33,227	24			
Adult softball fields	33,566	19%	5,224	3%	38,790	23			•
Adult soccer fields	28,392	16%	3,483	2%	31,875	25			
Climbing walls	35,565	20%	3,483	2%	39,048	21			
Outdoor tennis courts	21,544	12%	17,413	10%	38,957	22			

1 Estimated number of Atlanta households and % of total that identified the facility's need as met at

2 Estimated number of

3 1-9 = High Priority 10-18 = Medium Priority 19-25 = Low Priority

only 50% or less (based on 174,130 total households).

Atlanta households and % of total that selected the facility as one of their top four choices (based on 174,130 total households).

Figure 1.31 - City of Atlanta Project Greenspace Needs Assessment Priorities

Summary of Findings

Based on the findings from each of the various community engagement techniques, it appears that the primary social and recreational needs within Buckhead's Council District 7 are the following:

- Bicycle/pedestrian connectivity/walkability/trails •
- Public gathering spaces •
- Multi-purpose open spaces •

Additionally, there was an evident social need that emerged from the community engagement process that transcended the need for physical greenspace. Stakeholders frequently mentioned their desire for spaces that fostered socialization, gatherings, and community togetherness. The primary social and recreational needs identified through the community engagement process further emphasize this desire to connect, gather, and come together.

Summary of Needs and Priorities

When the findings of all seven needs assessment techniques are examined collectively, the top priority park and greenspace facilities emerge. The figure below summarizes the priority needs by facility type and analysis technique.

	Needs Assessment Techniques							
	Steering Committee	Stakeholder Interviews	Public Workshop	Community Survey	Atlanta's Project Greenspace	Facility LOS	Access LOS	Totals
Paved Multi-Purpose Trails	•	•	•	•	•	•	•	7
Walkability Connectivity Sidewalks	•		•	•				7
Multi-Purpose Open Space		•	•	•	•	•	•	6
Public Gathering Special Event Spaces	•			•				5
Outdoor Tennis Courts								4
Off-leash Dog Parks								4
Sports Fields						•		3
Playgrounds								3
Hiking Trails								3
Natural Areas						n/a		3
Outdoor Basketball Courts						•		2
Passive Parks						n/a	n/a	2
Outdoor Swimming Pools					•	•	n/a	2
Active Parks						n/a	n/a	2
Historical Cultural Areas		•				n/a	n/a	1
Splash Play Areas							n/a	1

Figure 1.32 - Summary of Priority Needs

There was a great deal of agreement amongst residents and other participants that the top priority needs in Buckhead's Council District 7 are improved walkability and connectivity including multi-purpose trails and sidewalks. Other top priorities include multi-purpose open spaces and public gathering/special event spaces.

Though not as prevalent, other priority parks and recreation needs discovered in multiple techniques include outdoor tennis courts, off-leash dog parks, sports fields, and playgrounds. Findings from the this needs assessment will inform the implementation strategy of the Buckhead Greenspace Action Plan.

A GREENSPACE VISION FOR COUNCIL DISTRICT 7 + THE BUCKHEAD CID

Opportunities + Considerations

The Community Engagement Process led to the identification of various opportunities and considerations that would serve to enrich the experience of the greenspace system, leverage a variety of funding sources, foster economic development, and ensure the success of Council District's 7 Greenspace System. These opportunities include:

- Cultural and Historical Resources
- Art
- Water Resource Management
- Economic Benefits

Cultural and Historical Resources

Buckhead's Council District 7 has over 50 historically and culturally significant sites (Figure 1.36), including historic districts, historic architecture, cultural centers, historic cemeteries, historic Civil War sites, and historic pre-settlement sites. Integrating these unique Buckhead assets into the greenspace system would not only enrich the experience of the greenspace system but would further the community's awareness of Buckhead's history and culture.

Additionally, integrating these elements into the greenspace system could help bolster the local economy. According to the State of Georgia's Department of Natural Resources, tourism is the State of Georgia's second largest industry, and Heritage Tourism is its fastest growing segment. By integrating culturally and historically significant sites into the greenspace system, Buckhead's Council District 7 would be in a position to take advantage of this growing industry.



Figure 1.33 - Atlanta History Center



Figure 1.34 - Buckhead Theater



Figure 1.35 - Buckhead Historic District

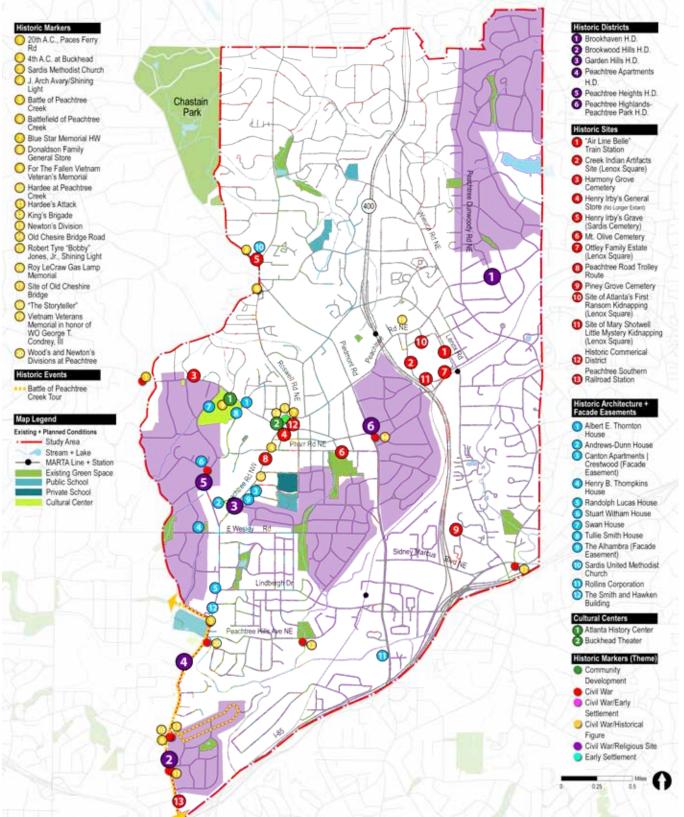


Figure 1.36 - Cultural and Historical Resources in Buckhead

Art

Buckhead's Council District 7 currently has over 50 galleries and over 30 pieces of public art on display (Figure 1.39). These art pieces are located in various public and privates spaces around Council District 7 including building porticos, plazas, courtyards, parks, sidewalks, etc. Many of these art galleries and public art pieces are clustered in geographical areas within Council District 7 (e.g. Atlanta Decorative Arts Center, Miami Circle, Bennett Street Galleries, etc.).

Integrating art into the greenspace system and coordinating future greenspace locations with the Buckhead arts community would not only help to enrich the greenspace experience but may also help further awareness of the arts community. Public art could help activate underutilized spaces, foster a sense of place, define the District's gateways, provide emerging artist with spaces to display their work, and tell culturally and historically significant stories. Overtime, the public art collection could be expanded with the goal of becoming regionally and nationally significant and help bolster the local economy.



Figure 1.37- 'Foxes' by Michael Stipe



Figure 1.38 - 'Landing Gear' by Martin Dawe

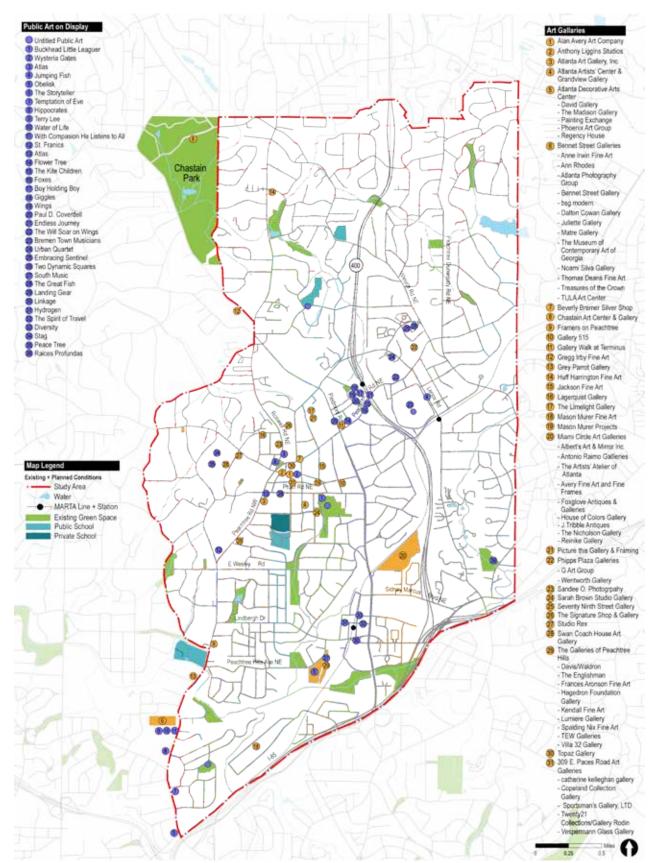


Figure 1.39 - Public Art + Art Galleries in Buckhead

Water Resource Management

During the last 50 years, increased urban development in Buckhead has decreased the amount of available pervious surface for sustainable stormwater management. Residential areas within the Nancy Creek and Peachtree Creek watersheds have experienced severe flooding in recent years which has led to millions of dollars in property damages (Figure 1.42). Additionally, the Chattahoochee River and the two creeks within Buckhead's Council District 7 that feed it, Little Nancy Creek and Peachtree Creek, are considered to be impaired waters by the Environmental Protection Agency (EPA) due to poor water quality conditions.

Integral to the long-term environmental sustainability of Buckhead is the stewardship of the area's prevalent dendritic hydrological system and watersheds. Greenspace in Buckhead can help address many of these water resource management issues while also providing opportunities for socialization and recreation. Developing local and regional water detention facilities, reclaiming floodplains, and protecting environmentally sensitive lands can help alleviate flooding issues and improve water quality while also providing the community with much needed greenspace. Figures 1.40 and 1.41 provide examples of urban parks within the Atlanta area that integrate stormwater management with usable greenspace. Both these greenspaces are designed to provide residents with social and recreational opportunities as well as retain and absorb stormwater during heavy rain events. Figure 1.42 provides an example of reclaimed floodplain transformed into a greenspace amenity.



Figure 1.41 - Historic Old Fourth Ward Park + Regional Detention



Figure 1.40 - Glenwood Park + Local Detention



Figure 1.42 - Reclaimed floodplain as greenspace

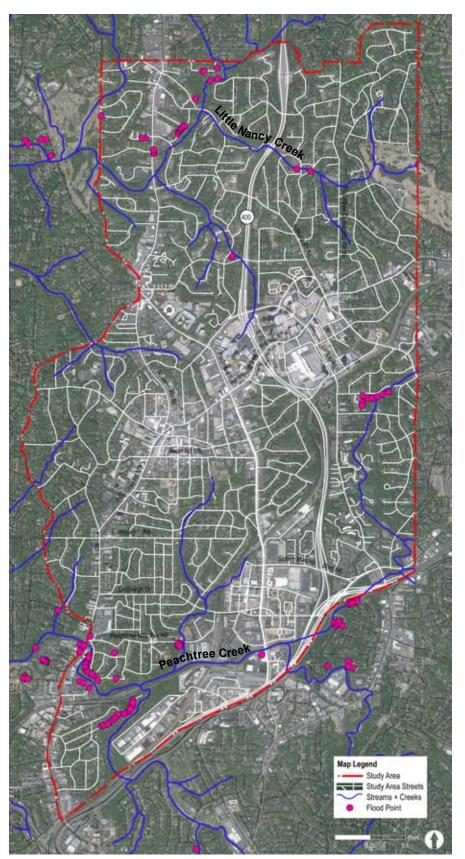


Figure 1.43 - Flood Incidences in Buckhead Council District 7

Economic Benefits

Much research has been completed on the economic benefits of greenspace. These benefits can be categorized into two subject areas:

- The impact of greenspace on adjacent property values
- The impact of greenspace on the local business economy

A multitude of studies have shown that greenspace has the potential to increase the value of properties located within their immediate surrounding area. Figure 1.44 illustrates the potential impact of greenspace on adjacent property values. Research has shown that properties within 100 feet of a greenspace tend to benefit from a 22% increase in value with the impact decreasing the further the property is located from the greenspace. After 1,300 feet, the economic impact is insignificant.¹

Greenspace also plays a major role in stimulating the local business economy by attracting tourism and commerce as well as incentivizing development and redevelopment. The City of Chicago, for example, developed the 25 acre Millennium Park, the "crowning achievement of Chicago", which is credited with attracting tourists; increasing hotel and restaurant revenues; raising adjacent real estate values by \$100/ square foot; and generating a \$1.4 billion dollars increase in residential development.

The development of Discovery Green in downtown Houston, Texas has created a new civic center and catalyzed significant private investment in the surrounding district. Since its announcement, Discovery Green has led to the development of nearly \$1 billion worth of commercial and residential investment including the first new residential high-rise in downtown Houston in decades. (Figures 1.45-1.46)

Bryant Park in New York City is an example of how investment in greenspace incentivized redevelopment and gradually transformed the character and desirability of the surrounding area. Prior to the 1978 greenspace improvements, Bryant Park and its surrounding area were considered to be undesirable and dangerous. After improvements were made to Bryant Park, the area has enjoyed a renaissance with substantial private

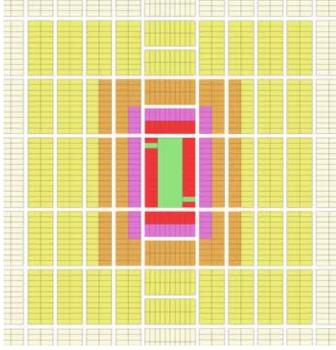


Figure 1.44 - Impact of Greenspace on Adjacent Property Values



reinvestment including a \$408 million reinvestment to upgrade Class B office space fronting the greenspace to Class A office space and a \$1.2 billion investment for the development of the second tallest building in New York. ULI has attributed the success of the neighborhood to the success of the greenspace. (Figures 1.47-1.48)

By strategically developing greenspaces within the study area, Buckhead's Council District 7 can not only provide residents and visitors with access to needed and desired social and recreation opportunities but also increase area property values and bolster the local economy by attracting tourism and commerce and incentivizing development and redevelopment.

¹ Crompton, John L., 2004. The Proximate Principle: The Impact of Parks, Open Space and Water Features on Residential Property Values and the Property Tax Base. Ashburn, Virginia. National Recreation and Parks Association

Discovery Green + Surrounding District Investment



Source: Hargraves and Associates

Figure 1.45 - Development in Downtown Houston Incentivized by Discovery Green





Figure 1.47 - Bryant Park in 1978



Source: Hargraves and Associates

Figure 1.46 - Downtown Houston Investment

① Embassy Suites:	\$50 million
② One Park Place:	\$145 million
③ Discovery Tower:	\$350 million
New Convention Center Hotel:	\$300-400 million



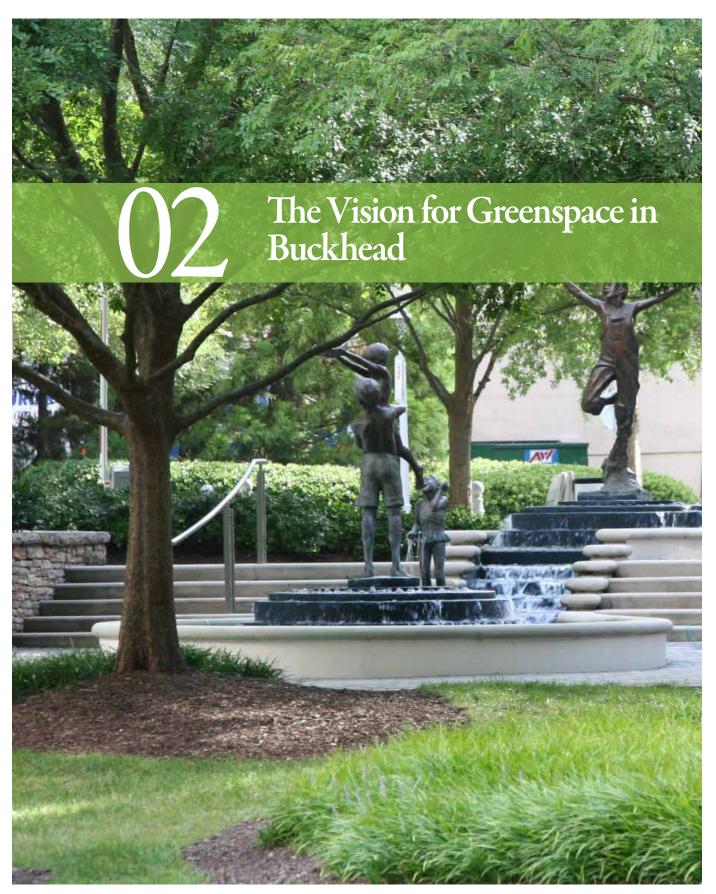
Figure 1.48 - Bryant Park Today

① 1095 Avenue of the Americas

- From Class B to Class A Office: \$408.9 million
- 2 One Bryant Park
 - 2nd Tallest Building in NY: \$1.2 billion

The Buckhead Collection

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The Buckhead Collection

The Buckhead Collection is an interconnected network of parks, trails and greenspaces serving the social, economic, mobility, and environmental needs of Buckhead residents, workers and visitors.

The following Guiding Principles were developed in conjunction with the Buckhead Greenspace Action Plan Steering Committee. These principles were informed by the desires and needs of the Buckhead Community as well as parks and open space system planning and design best practices.

Each element of the Buckhead Collection will be planned and designed to meet the following objectives:

- Continue to make Buckhead one of the most desirable places in the world to live, work, and play
- Provide opportunities for alternative modes of transportation through a network of trails, bikeways, and sidewalks
- Provide residents and workers with access to meaningful greenspace within a convenient distance from their home and business as well as for visitors in hotels
- Provide adequate athletic fields and recreation facilities to meet the needs of Buckhead
- Maximize real estate values through proximity to greenspace

- Provide opportunities for the community to gather for festivals, performances, special events, and other cultural activities
- Provide opportunities for public art, historic preservation and interpretation, stormwater treatment, and environmental protection throughout the system

The vision is comprised of a series of sub-systems and spaces established to meet the varied existing and future social, recreational, and economic needs and desires of Buckhead residents, workers, and visitors. These sub-systems are based on Atlanta's Project Greenspace park system typology and informed by findings from the needs assessment. While the needs assessment findings informed the development of these sub-systems, they will be particularly useful in the implementation and prioritization of the action strategy. The following greenspace sub-systems illustrate a greenspace vision that can meet the needs of both existing and future residents. The following pages provide an overview of each of the sub-systems and spaces proposed in the Buckhead Collection.

Buckhead Collection Sub-systems + Spaces:

Civic Spaces

- Plaza
- Central Gathering Space

Neighborhood Parks

- Urban Neighborhood Park
- Suburban Neighborhood Park

Community Parks

Community Park Facility Components

Sports Facilities

- Community Green
- Shared Facility

Dog Parks

- Urban Dog Run
- Destination Dog Park

Conservation Parks

Greenways + Trails

- Multi-Purpose Trail
- Creek Nature Trail

Streets

- Boulevards
- Avenues
- Shared Street

Cultural + Historical Resources

- Historic District Tours
- Buckhead Heritage Trail

Public Art

- Outdoor Gallery Areas
- Art Walk
- Art in the Park Route

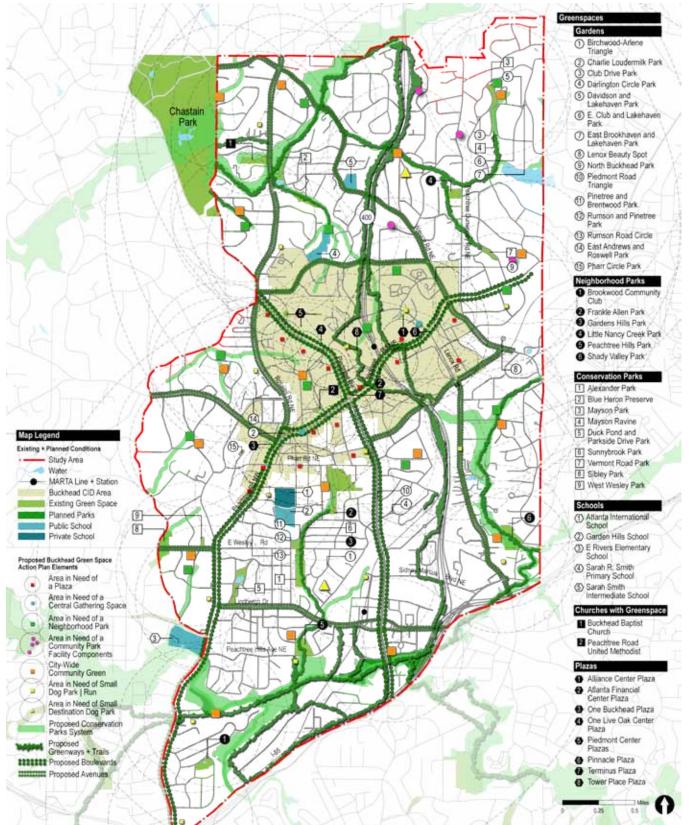


Figure 2.1 - The Buckhead Collection

Civic Spaces Vision

Plaza



Guiding Principles

- Employees and visitors of commercial and retail establishments within the Buckhead CID should have access to a Plaza within 800 feet of their work place or retail destination.
- Plazas should be located for southern exposure and be located on the exterior edges of properties adjacent to the right-of-way.
- Plazas should be a minimum of 900 2,500 sq.ft. and include:
 - Shade trees (deciduous)
 - Sitting areas (movable)
 - Fountains
 - Public art

Central Gathering Space



- Residents, employees, and visitors in Buckhead should have access to two Central Gathering Spaces located within the Urban Core of Buckhead that function as the focus of community activity and civic identity:
 - One in the Buckhead Village to be a minimum size of one acre
 - One in the Lenox Area to be three to five acres in size
- The Central Gathering spaces should be strategically located and designed to facilitate programmed festivals and events:
 - Proximity to a population of sufficient density and diversity to use the park throughout the day and into the evening; office workers, children, laborers, students, retirees. etc.
 - Access to the park within 800 feet of adjoining multi-story/multi-family residences or businesses, or from mass transit or public parking .
 - Pedestrian access and visibility into the park must be provided from at least two public streets adjoining the park, and ideally from adjoining active uses facing the parks such as shops, restaurants, or civic uses.

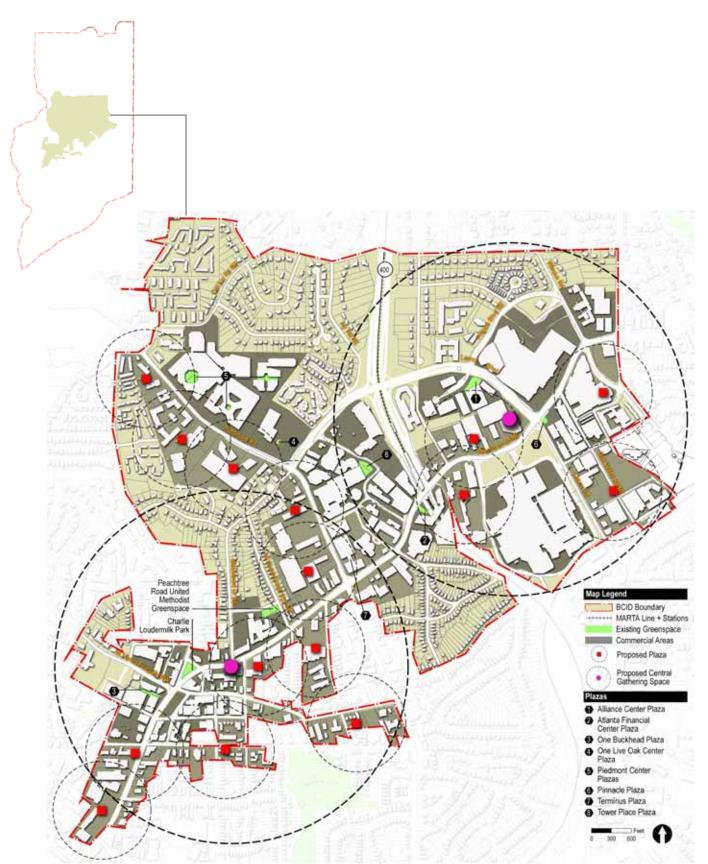


Figure 2.2 - Buckhead CID Civic Space Vision

Neighborhood Parks Vision

Suburban Neighborhood Park



Urban Neighborhood Park



- Every resident in Buckhead should have access within ½ mile of their home to a:
 - Minimum two acre neighborhood park in suburban areas
 - Minimum one acre neighborhood park in urban areas
- Neighborhood parks should include, at a minimum:
 - Playground
 - Multi-purpose grass lawn
 - Picnic pavilion
 - Moveable site furnishings
 - On-street parking

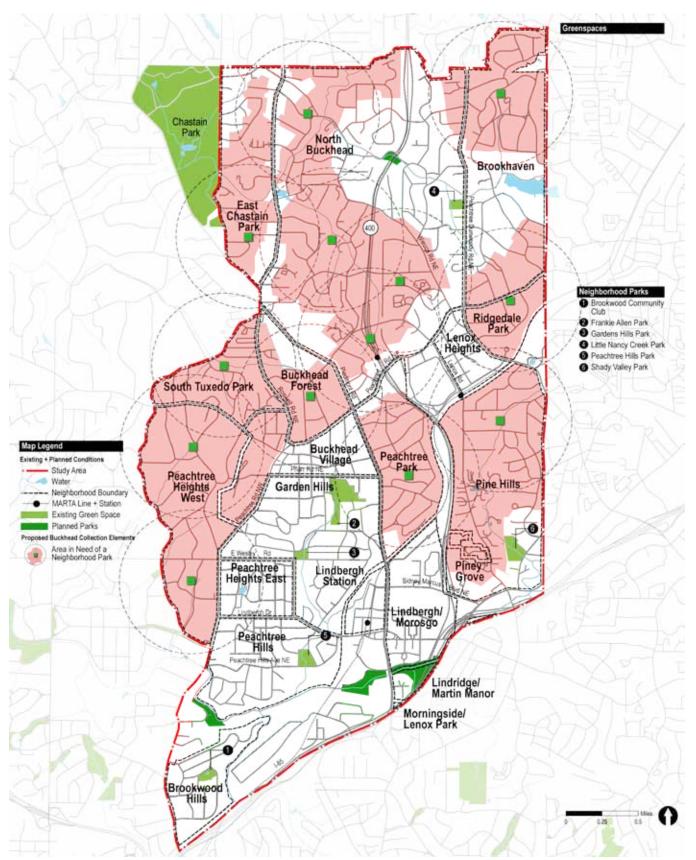


Figure 2.3 - Proposed Neighborhood Parks Vision

Community Parks Vision

Community Park Facility Components



- Every resident should have access to a Community Park or to Community Park Facility Components within 2 miles of their home.
- Depending on the needs and desires of the community, Community Park Facility Components may include:
 - Community center
 - Splash play area
 - Pool
 - Skate park
 - Basketball courts
 - Soccer fields
 - Multi-purpose open space

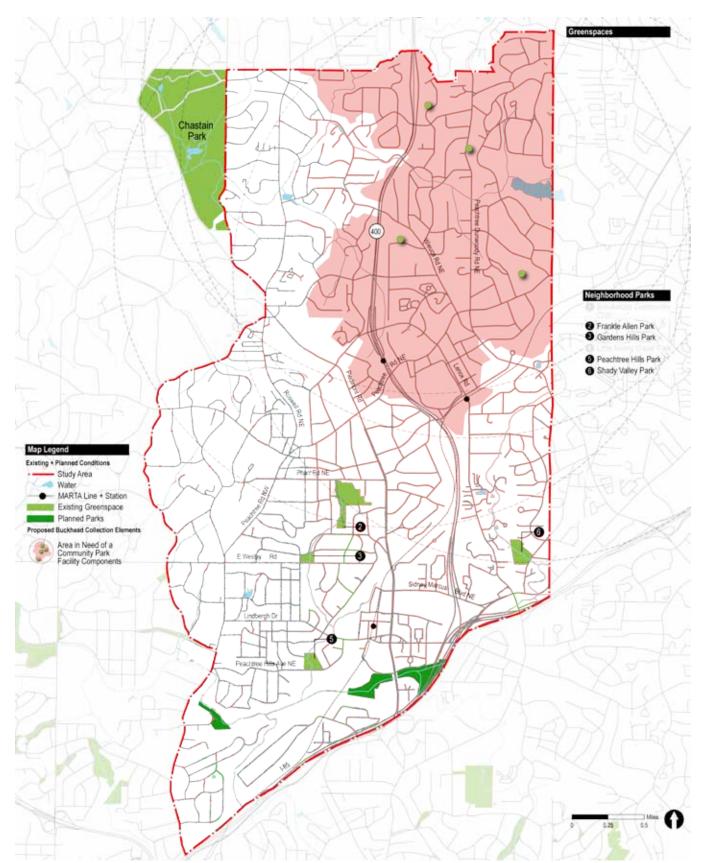


Figure 2.4 - Proposed Community Park Facility Components Parks Vision

Sports Facilities Vision

Community Green



Shared Facility



- Provide residents with access to 17 Community Greens throughout the community that:
 - Meet the non-tournament recreational and sports related demands of the community
 - Provide multi-purpose community gathering space
- Community Greens should be a minimum size of one acre and include:
 - Multi-purpose greenspace
 - Pavilion

- Maximize access to existing sports facilities to meet the tournament and non-tournament recreational demands of residents:
 - Strengthen existing relationships with schools and churches within the study area to allow public access to their recreation and sports facilities.
 - Establish partnerships with the Atlanta Public Schools, private schools, and churches to install artificial turf in existing fields to increase capacity.
 - Consider integrating sports facilities into the planned Atlanta BeltLine Parks located within Buckhead's Council District 7.

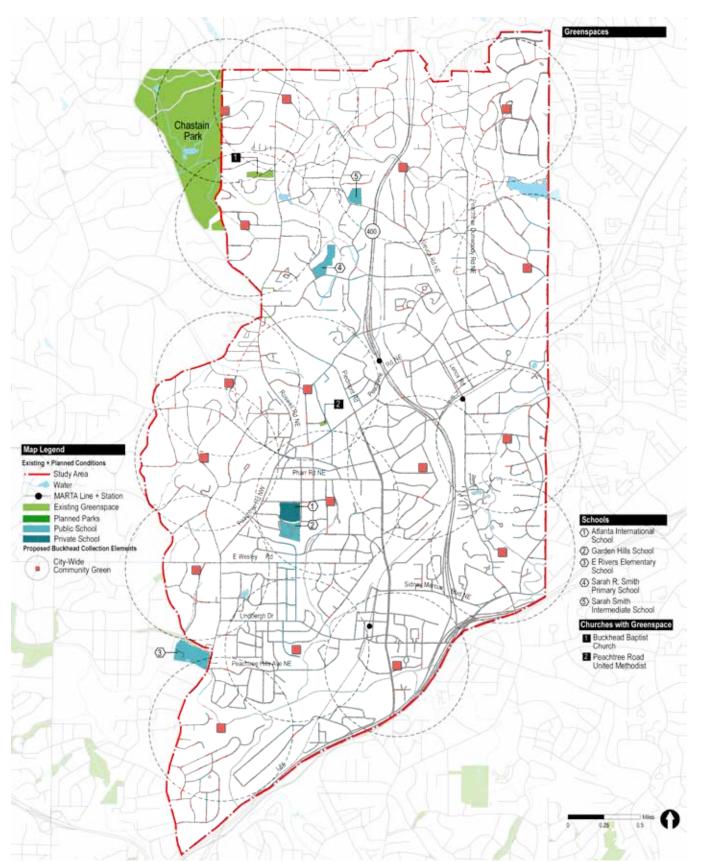


Figure 2.5 - Proposed Sports Facilities + Community Greens Vision

Dog Parks Vision

Urban Dog Run



Guiding Principles

- Dog waste disposal/clean-up facilities should be located in all parks and public spaces.
- Urban Dog Runs should be located within 1/2 mile of every urban resident, either within neighborhood and community parks and civic spaces or at other locations (e.g. building setbacks, street medians, condominium rooftops, etc.).
- Urban Dog Runs should fulfill basic canine needs including:
 - Canine to canine interaction and socialization
 - Canine exercise/fitness
 - Waste elimination/disposal
- Urban Dog Runs should be a minimum size of 10,000 sq.ft. with a carrying capacity of 450 sq.ft. per dog and have the following basic amenities:
 - Water fountains
 - Waste stations
 - Seating areas
 - Fencing
 - Shade structures
 - Durable surface (typically not organic turf)

Destination Dog Park



- Destination Dog Parks should be provided within 2 miles of every suburban resident, either within larger community parks or at other locations.
- Destination Dog Parks should be a minimum of 2 acres and at minimum have the following basic amenities:
 - Water fountains
 - Waste stations
 - Seating areas
 - Segregated recreation areas
 - Shade structures
 - Dog washing stations
 - Waste recycling
 - Dedicated parking
- Additional amenities may include:
 - Access to a water body
 - Agility courses/structures
 - Trails/paths
 - Large exercise areas
 - Restroom facilities

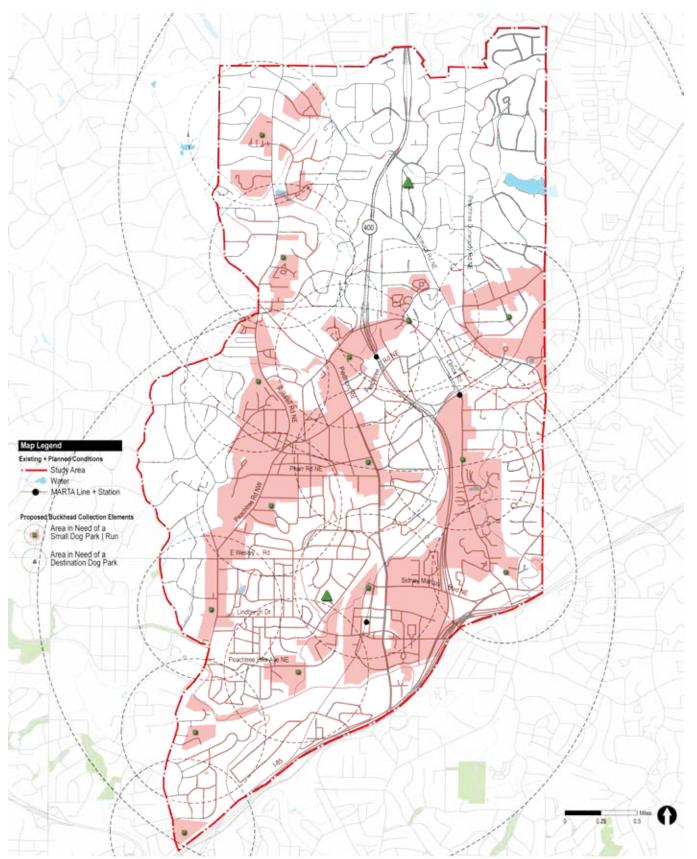


Figure 2.6 - Proposed Dog Parks Vision

Conservation Parks Vision



- Conservation Parks in Buckhead should be planned, designed, and managed to generate multiple objectives including:
 - Protect natural resources
 - Improve water quality
 - Encourage passive recreation
 - Promote environmental education
 - Sustain or enhance wildlife habitat (in patches or in corridors)
 - Protect and restore floodplain
 - Link natural lands in a greenway system
- Environmentally sensitive areas such as floodplains, wetlands, steam buffers, and areas with steep slopes that provide multiple environmental and social benefits should be acquired or protected through conservation easements or other mechanisms to create an interconnected system of Conservation Parks.
- Wherever possible and appropriate, natural areas should provide opportunities for passive recreation and education including:
 - Multi-purpose trails, nature trails, boardwalks
 - Picnic areas
 - Environmental education and interpretation

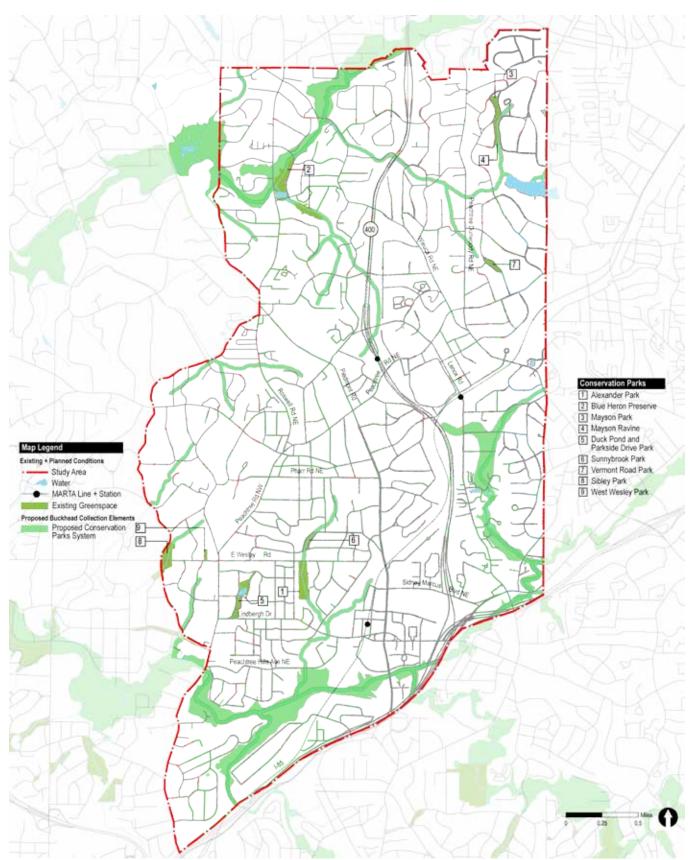


Figure 2.7 - Proposed Conservation Parks Vision

Greenways + Trails Vision

Multi-Purpose Trail



Creek Nature Trail



- Creek corridors should be planned and enhanced as multiple-purpose greenways, providing for flood protection, stormwater treatment, wildlife habitat protection and pedestrian/ bicycle circulation wherever possible
- Roadway corridors with wide rights-of-ways (such as GA 400) should also be planned and enhanced as multiple-purpose greenways, providing for stormwater treatment, wildlife habitat protection and pedestrian/ bicycle circulation wherever possible

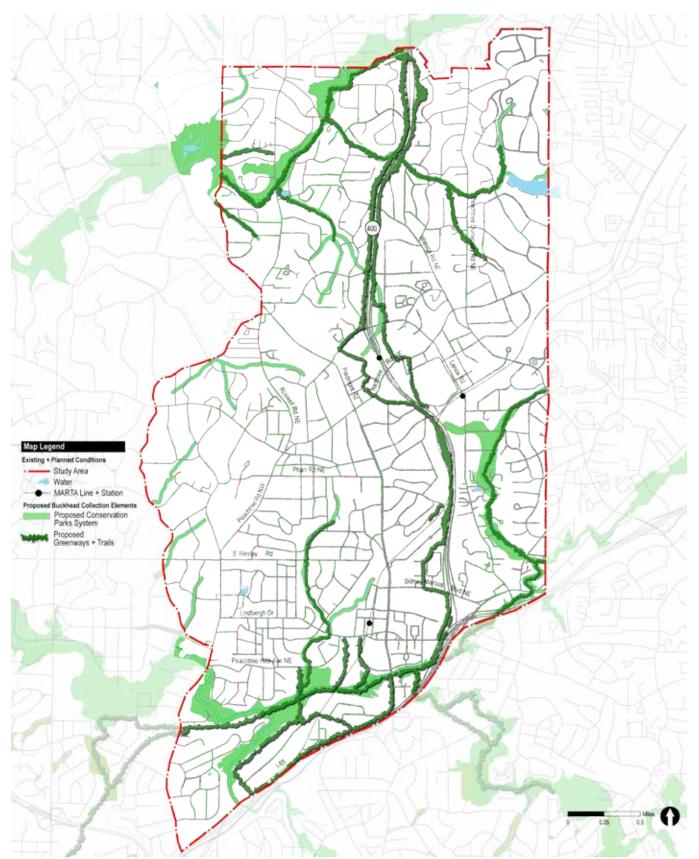


Figure 2.8 - Proposed Greenways + Trails Vision

Streets Vision

Boulevards and Avenues



Guiding Principles

- Every street in Buckhead should safely accommodate pedestrians and bicyclists through wide sidewalks, bike boulevards, or on-street bike lanes wherever appropriate and possible.
- Arterial and collector streets should be redeveloped over time as Boulevards and Avenues respectively and should become "complete streets" including bike lanes, sidewalks, street trees, and lighting.
- Complete Streets should include a pedestrian realm that responds to the adjacent land use and is of a sufficient width to balance efficient pedestrian mobility with socially and environmentally functional spaces (e.g. outdoor cafe establishments, informal seating and resting areas, and green areas that function as tree lawns, bio-swales, rain gardens, urban agriculture plots, or places to walk and curb dogs).

Shared Street





• Where ever possible, neighborhood streets within the study area should function as shared streets where special consideration is given to pedestrians and bicyclist. Shared streets may be formally designated through the use of signage and sharrows or informally through the strategic placement and use of landscaping, hardscapes, and where appropriate, furnishings such as mailboxes, bollards, street lights, bike racks, seating areas, etc.

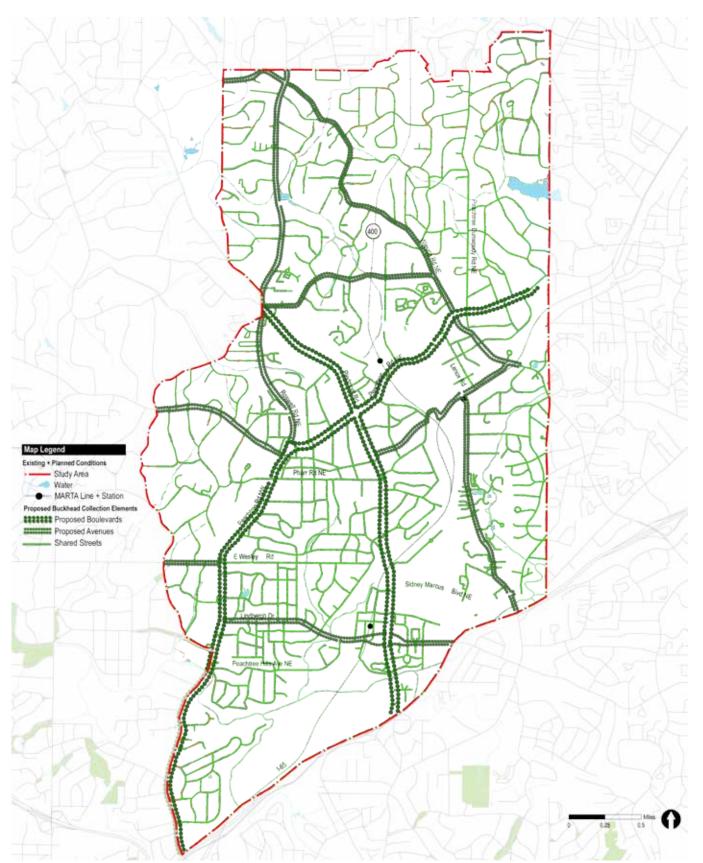
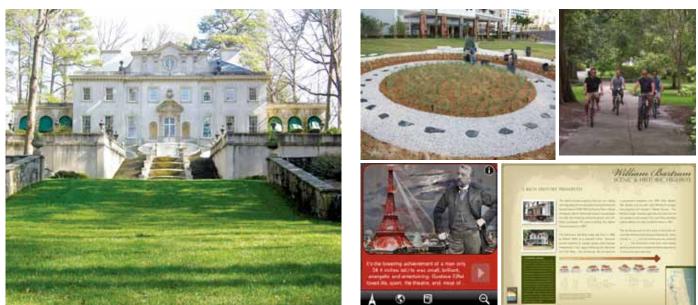


Figure 2.9- Proposed Streets Vision

Cultural + Historical Resources Vision

Cultural and Historical Site

Interpretation Strategies



- Cultural and historic sites should be physically connected and integrated into the Greenspace system wherever possible through land acquisition, public access easements, bikeways, and trails.
- Cultural and historic resources and events should be interpreted and communicated throughout the Greenspace System to "tell significant Buckhead stories" such as civil war battles, rural agriculture, natural systems and/or other stories through physical/interpretive design, interpretive signage, exhibits, public art, and digital media.

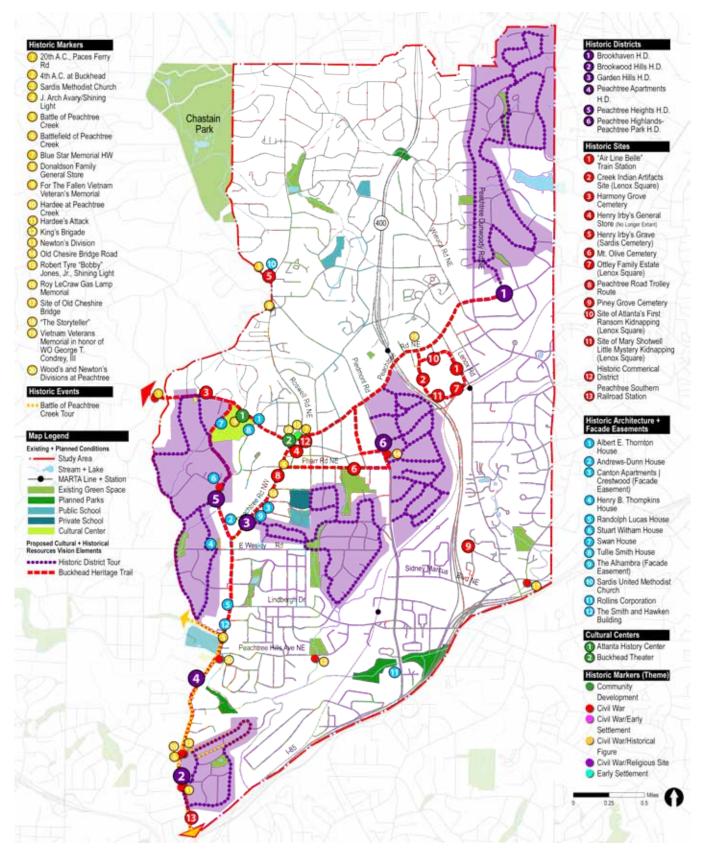


Figure 2.10 - Proposed Cultural + Historical Resources Vision

Public Art Vision

Public Art on Display



Art Walks



- Public art should be integrated throughout the greenspace system to attract visitors; enhance the parks experience; and/or help interpret cultural and historic sites.
- Public Art District or "Outdoor Galleries" each with their own unique style, focus, and concentration should be created throughout Buckhead. Informed by existing art galleries and public art on display, Outdoor Galleries would in turn inform the new types of public art pieces that could be installed within the greenspace system.
- Public art should be curated as an interrelated Collection to maximize benefits to the community.
- Public art should be physically connected through signage/wayfinding, art routes/trails, transit, and regularly scheduled social events such as Art Walks or Art Crawls.
- The public art system should be tied together and anchored by the commercial core.

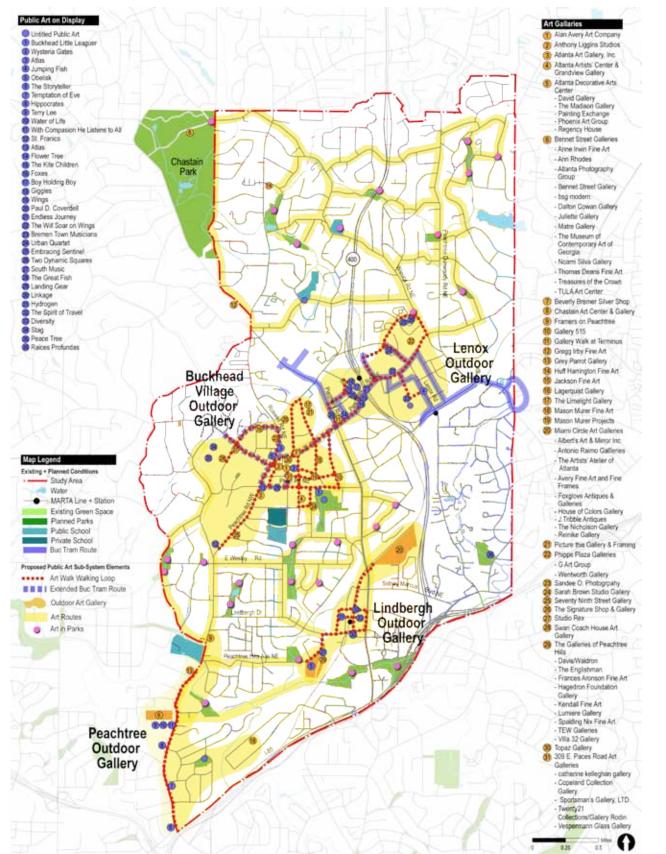


Figure 2.11 - Proposed Public Art Vision

New Greenspace

The Buckhead Collection will add approximately 106 acres of new greenspace to Buckhead's Council District 7. This does not include the over 9,300 acres of environmentally sensitive areas such as floodplains, wetlands, stream buffers, and areas with steep slopes that could be acquired or made accessible to the public through public conservation easements or similar mechanisms. These natural lands represent the largest opportunity for greenspace within the District. Obtaining even 10% of these would make a substantial impact on the Buckhead Collection.

Buckhead Collection Greenspace						
16	Plazas	+ 0.3 Acres				
2	Central Gathering Spaces	+ 4.0 Acres				
13	Neighborhood Parks	+ 19.5 Acres				
3	BeltLine Parks	+ 24.0 Acres				
4	Community Park Facility Components	+ 3.5 Acres				
17	Community Greens	+ 17.0 Acres				
15	Dog Runs	+ 0.3 Acres				
2	Destination Dog Parks	+ 2.0 Acres				
-	Conservation Parks	+ 9,300 Acres				
-	Greenways + Trails	+ 36.0 Acres				
-	Streets	+ 20 Miles				
	Total	106.6 Acres				

Total with 10% of Natural Areas Protected	1,036.6 Acres

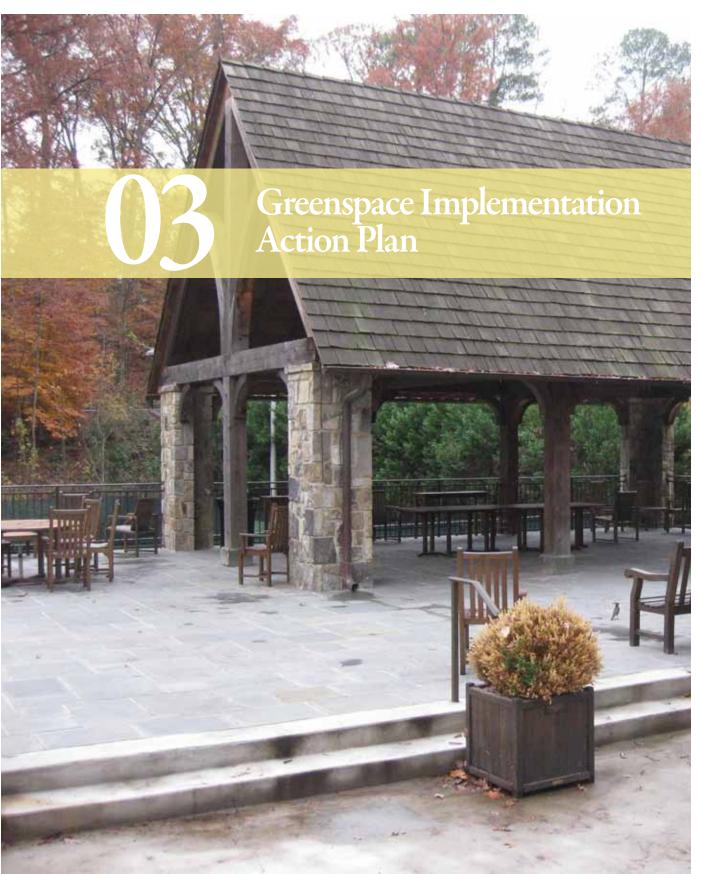
Order of Magnitude Costs

The following table provides an Order of Magnitude Opinion of Probable Cost for the implementation of the Buckhead Collection Greenspace Vision. It is important to note that cost are planning level opinions of probable cost based on comparable planning studies and 2010 Buckhead land costs established in order of magnitudes for budgetary considerations.

	Cost Category	Quantities	Unit	Unit Cost	Subtotal	TOTAL	
Plazas	Site Acquisition	0.3	Acres	\$1,000,000	\$300,000	¢c 700 000	
	Site Development	16	Each	\$400,000	\$6,400,000	\$6,700,000	
Central Gathering Spaces	Site Acquisition	4	Acres	\$4,000,000	\$16,000,000	\$20,000,000	
	Site Development	4	Acres	\$1,000,000	\$4,000,000	\$20,000,000	
Neighborhood Parks	Site Acquisition	43.5	Acres	\$1,000,000	\$43,500,000	\$51,500,000	
	Site Development	16	Acres	\$500,000	\$8,000,000	\$51,500,000	
Community Facilities	Site Acquisition	3.5	Acres	\$1,000,000	\$3,500,000	\$7,500,000	
	Site Development	4	Acres	\$1,000,000	\$4,000,000	\$7,500,000	
Community Greens	Site Acquisition	17	Acres	\$1,000,000	\$17,000,000	¢05 500 000	
	Site Development	17	Acres	\$500,000	\$8,500,000	\$25,500,000	
Dog Runs	Site Acquisition	0.8	Acres	\$1,000,000	\$800,000	\$6,350,000	
	Site Development	37	Acres	\$150,000	\$5,550,000		
Dog Parks	Site Acquisition	2	Acres	\$1,000,000	\$2,000,000	\$3,000,000	
	Site Development	2	Acres	\$500,000	\$1,000,000		
Conservation Parks	Site Acquisition	10	Acres	\$300,000	\$3,000,000	¢4,000,000	
	Site Development	10	Acres	\$100,000	\$1,000,000	\$4,000,000	
Trails and Greenways	Site Acquisition	10	Miles	\$1,000,000	\$10,000,000	¢20,000,000	
	Site Development	10	Miles	\$1,000,000	\$10,000,000	\$20,000,000	
Streets and Sidewalks	Site Development	20	Miles	\$1,000,000	\$20,000,000	\$20,000,000	
Cultural and Historic Sites	Site Acquisition		Sites		\$0	* 5 000 000	
	Site Development		Lump Sum		\$5,000,000	\$5,000,000	
Public Art	Site Acquisition	Lump Sum			\$0	\$5,000,000	
	Site Development				\$6,000,000		
					GRAND TOTAL	\$174,550,000	

The Buckhead Collection

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The Buckhead Collection Implementation Action Plan

Introduction

The Buckhead Collection is a long-range, incrementally implementable greenspace vision. While some of the proposed sub-systems will be implemented "one bite at a time" as certain locations within the study area gradually mature and transition into more urban environments, many contain elements that can be implemented immediately. The following implementation action plan establishes a framework for the implementation of both short term and long term elements. The Buckhead Collection Greenspace Implementation Action Plan is divided into two primary sections:

- Potential greenspace opportunities available in Buckhead
- Organizational framework and action plan for the implementation of these opportunities

Greenspace Opportunities

A multitude of greenspace opportunities emerged during stakeholder interviews and the visioning process. Opportunities ranged from acquiring homes and lots for sale to using the top deck of parking garages as greenspace. Figure 3.1 illustrates the range of greenspace opportunities available. Its important to note that at the time of the publication of this report, these opportunities were current; however, these might change over time. Specifically, these opportunities include the following:

- Floodplain + Stream Buffers + Wetlands
- Lands in Public Ownership
- Institutions with Greenspace
- Underutilized Greenspace
- Setback Greenspaces
- Parking Decks
- Vacant Lands
- Atlanta BeltLine Parks
- Areas of Potential Transition

Following is a description of each of these opportunities.

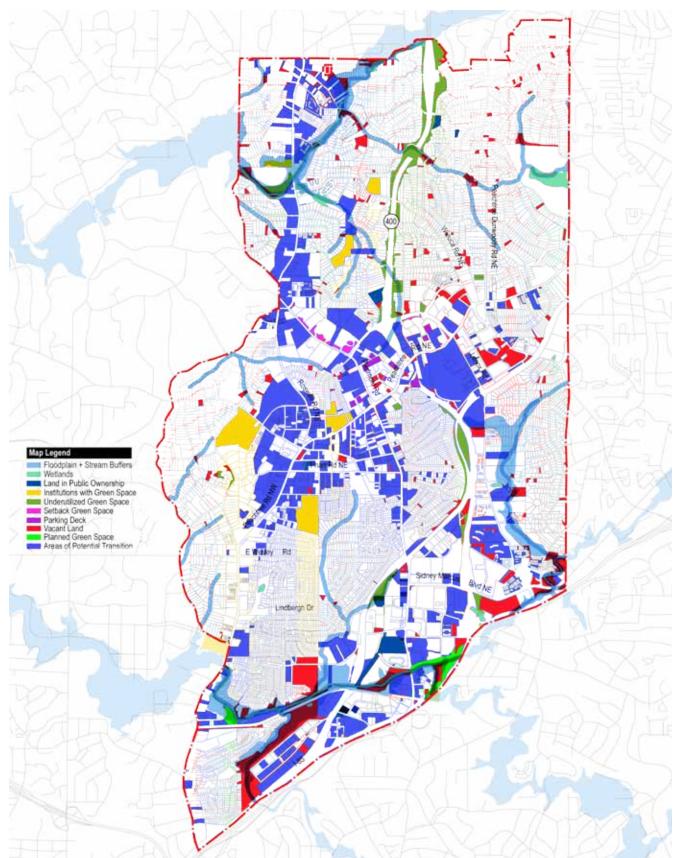
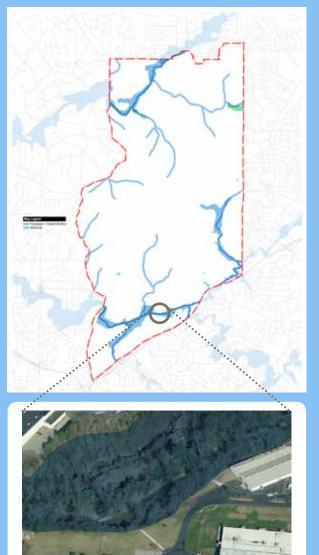


Figure 3.1 - Greenspace Opportunities

FLOODPLAIN + STREAM BUFFERS + WETLANDS



Example of Floodplain + *Stream Buffers* + *Wetlands*

Encompassing over 9,300 acres of the study area, floodplain, stream buffers, and wetlands are critical for flood management strategies, improving water quality; sustaining, enhancing, and restoring wildlife habitat; protecting and restoring riparian biomes; and linking natural lands in a greenway system. Additionally, these areas can provide resource based passiverecreation opportunities. Much of these lands remain in private ownership and/or are built upon. Working with the City of Atlanta Department of Watershed Management and the Department of Parks, Recreation, and Cultural Affairs, key parcels within the study area that provide multiple benefits should be identified and targeted for acquisition or for the establishment of public access and conservation easements.

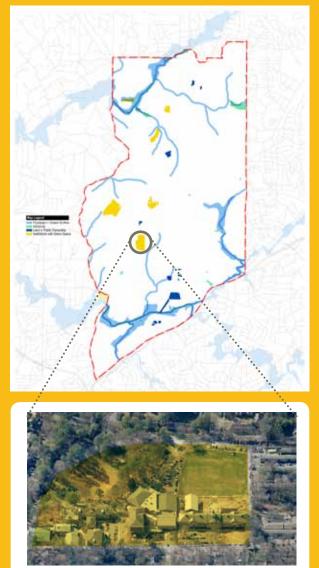
LANDS IN PUBLIC OWNERSHIP



Example of Land in Public Ownership

Multiple parcels within the study area are owned by various public entities including Fulton County, the City of Atlanta, Atlanta Public Schools, and MARTA. While some of these sites are already developed, others remain vacant. Already in public ownership, these vacant properties are logical greenspace opportunities. The development or redevelopment of any of these properties should consider the Buckhead Collection Greenspace Vision and should include proposed sub-systems spaces wherever possible and appropriate.

INSTITUTIONS WITH GREENSPACE

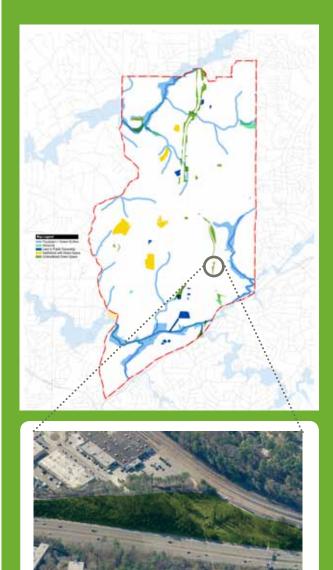


Example of Institution with Greenspace

Various public, quasi-public, and private institutions with greenspace exist within the study area. These include private and public schools, churches, and cultural centers. While some of these are open to the public for a nominal fee, others are not and some are only available through permits.

Efforts should be made to allow the public to access these spaces as part of the Buckhead Collection. This can be achieved through Inter-local Agreements, MOUs, or through payment subsidies provided by the appropriate entity.

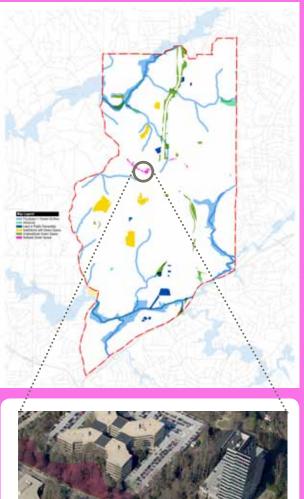
UNDERUTILIZED GREENSPACE



Example of Underutilized Greenspace

Underutilized Greenspace refers to interstitial greenspaces that are excess right-of-way lands, retention and detention ponds, or spaces under transit and highway overpasses that have historically been underutilized and inaccessible. Most of these spaces are already in public ownership and controlled by such entities as GDOT, MARTA, and the State Road and Tollway Authority (SRTA). Efforts should be made to include these as part of the Buckhead Collection as greenspaces or trails.

SETBACK GREENSPACES

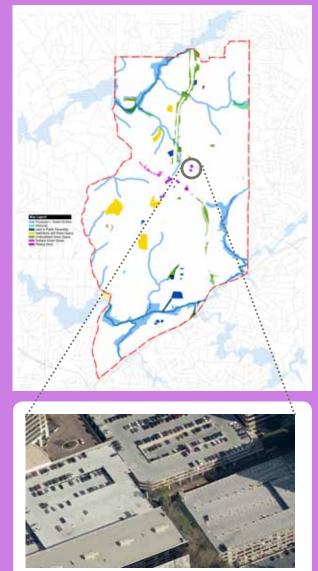




Example of Setback Greenspaces

Many of the commercial developments along Buckhead's major roads including Peachtree Road, Piedmont Road, and Lenox Road have front yard setbacks of 10' to 20.' These spaces provide great opportunities for plazas or linear parks. Efforts should be made to, through redevelopment, redesign the spaces consistent with the Buckhead Collection Greenspace Vision sub-systems, including the Plaza Vision or generous pedestrian zones as part of the Streets Vision.

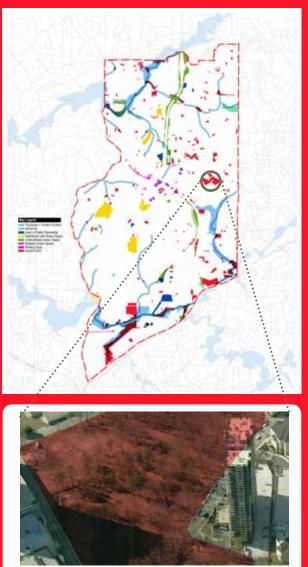
PARKING DECKS



Example of Parking Decks

Many of the top decks of the parking garages in Buckhead provide opportunities for greenspaces that can generate multiple benefits such as increased property value of apartments that look onto the parking garage, reduced glare on adjacent buildings, energy conservation through reduced building cooling costs, reduced Urban Heat Island effects, reduced dust and smog levels through the filtration of dust and smog particles, creation of natural habitats for urban wildlife such as birds, butterflies, and insects, and reduce stormwater runoff volumes and peak flow rates. Efforts should be made with parking garage and building owners to redesign these spaces as parks consistent with the Buckhead Collection.

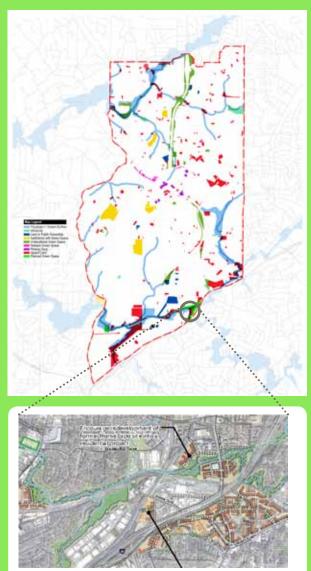
VACANT LANDS



Example of Vacant Land

Buckhead's Council District 7 has a multitude of vacant parcels many of which are located within the neighborhoods, the commercial core, and along floodplains. Some of these vacant parcels are adjacent to greenspaces or other greenspace opportunities such as floodplains, stream buffers, wetlands, lands in public ownership, institutions with greenspace, and underutilized lands. These spaces should be considered for acquisition based on the Buckhead Collection Greenspace Vision Sub-systems.

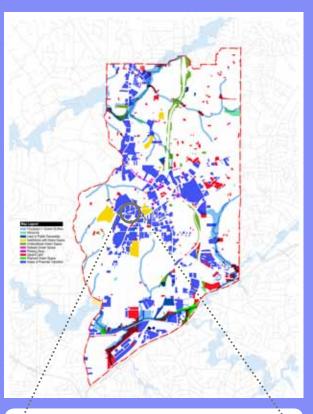
ATLANTA BELTLINE PARKS



Example of Proposed Atlanta BeltLine Park

As part of the Atlanta BeltLine Master Plan for Sub-Area 7, a system of Atlanta BeltLine Parks is proposed along the Peachtree Creek Corridor. These parks will add approximately 24 acres of parkland to Buckhead's Council District 7. As noted in Atlanta's Project Greenspace, these parks provide opportunities for the development and programing of athletic complex facilities for youth baseball and softball; adult softball; and combined facilities for football, soccer, and track. 81

AREAS OF POTENTIAL TRANSITION





Example of Area of Potential Transition

Areas of Potential Transition refer to those areas within Buckhead's Council District 7 that might redevelop in the future. These areas are typically located along major corridors and are characterized by aging industrial, commercial, or multi-family land uses with relatively low improved appraised values versus total appraised values. If and when these areas redevelop, opportunities should be sought to include greenspace based on the Buckhead Collection Greenspace Vision.

Organization Framework

Implementation of the Buckhead Collection Greenspace Vision will involve a collaborative effort between numerous public and private agencies, potentially including:

- Livable Buckhead, Inc. (LBI)
- Buckhead Community Improvement District (BCID)
- The Buckhead Coalition
- Buckhead Area Transportation Management Association (BATMA)
- City of Atlanta Department of Parks, Recreation, and Cultural Affairs
- City of Atlanta Department of Planning and Community Development
- City of Atlanta Department of Public Works
- City of Atlanta Department of Watershed Management
- Atlanta Public Schools
- Park Pride, Inc
- Buckhead Business Association (BBA) Foundation
- Atlanta Development Authority
- Atlanta BeltLine, Inc. (ABI)
- Buckhead Heritage Society
- Trust for Public Land (TPL)
- Conservation Fund
- Fulton County
- Lindbergh LaVista Corridor Association
- Atlanta Regional Commission (ARC)
- Clifton Community Partnership
- Chastain Park Conservancy
- North Buckhead Civic Association
- Metro Atlanta Regional Transit Association (MARTA)
- Georgia Department of Transportation (GDOT)
- Individual Neighborhood Associations
- Others

It is anticipated that LBI will lead the implementation efforts, providing leadership and part-time staff to facilitate and coordinate partnerships for greenspace acquisition and/ or development. LBI will serve as the catalyst and visionkeeper for implementation of the Greenspace Vision, working with partner organizations on capital campaigns and other greenspace initiatives. LBI's immediate tasks include:

- Establish a permanent funding source
- Assemble a Board of Directors
- Obtain seed funding and grants
- Create an advisory group such as a "Buckhead Parks Council," perhaps evolving from the current project Steering Committee

2011 | 2012: POLICIES AND RELATIONSHIPS

Implementation efforts in FY 2011/2012 will focus on:

- 1. Policies and regulations to encourage and incentivize greenspace in Buckhead
- 2. Establishing and/or strengthening relationships with partners. Anticipated initiatives may include:
 - Initiate a capital campaign
 - Secure approval for SPI-12 zoning
 - Establish a Transfer of Development Rights (TDR) program
 - Create development incentives to provide public open space
 - Create regulatory requirements for plazas, dog parks, streets, and sidewalks
 - Negotiate with developers to build civic gathering spaces
 - Establish roles and relationships with the City, GDOT, neighborhoods, and other potential partners related to, amongst other initiatives:
 - Enhancing access to parks by improving pedestrian crossability along barrier streets and increasing pedestrian access points into parks
 - Improving visibility into parks by selective clearing of overgrown understory and tree trimming and pruning

2012 | 2013: ESTABLISH PRIORITIES AND SECURE FUNDING

During the second year of implementation, it is anticipated that the focus will shift from "organizational framework and policies" to "project acquisition and development." Anticipated initiatives may include:

• Secure dedicated greenspace funding from the Buckhead CID and/or other partners

- Apply for grants, City of Atlanta Capital Improvements Plan (CIP) funds and Transportation Improvement Program (TIP) funds
- Work with developers to acquire land for a civic gathering space in the Village
- Develop agreements with GDOT, MARTA, ARC and/ or others for GA 400 trail development, ownership, maintenance and liability
- Identify partner(s) to fund project design
- Identify and interview potential construction managers for major capital projects

2013 | 2014: PROJECT DELIVERY + STRATEGIC PLAN

While LBI will continue to develop relationships and pursue funding in its third year of operation, it is anticipated that its major focus will be on project delivery. Top priority projects may include:

- Development of "Complete Streets" and sidewalks through SPI-9, SPI-12, and SPI-15 regulations
- Development of the GA 400 Trail
- Creation of a Historical/ Cultural Master Plan, including an inventory of historic sites and development of a master interpretive plan
- Creation of an Arts Master Plan
- Securing funding and hiring a Buckhead Collection Curator
- Creation of design guidelines for neighborhood and community parks
- Create Friends of Parks organizations for proposed parks wherever possible to support park development, operations, and maintenance

ANNUAL VISION | IMPLEMENTATION UPDATE

LBI, its board and the advisory committee will re-visit and revise the Buckhead Collection and Implementation Strategy annually to determine:

- Accomplishments in the previous year
- Changes in the vision
- Changes in estimated costs
- Changes in priorities
- Changes in funding/ partnerships
- Changes in the implementation strategy for the following 1 – 3 years

The Buckhead Collection

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