

**DEVELOPMENT AUTHORITY OF FULTON COUNTY  
STRATEGIC INITIATIVE COMMITTEE MEETING HELD ON  
FRIDAY, OCTOBER 15, 2021 AT 9:00 A.M.  
HELD VIA VIDEOCONFERENCE**

**MINUTES**

Present were the following Members of the Committee:

Mr. Kyle Lamont – Secretary/Committee Chair  
Mr. Michel M. Turpeau – Chairman  
Mr. Brandon Beach – Vice Chairman  
Mayor Mike Bodker – Board Member  
Mr. Tom Tidwell – Board Member

Board Members Present: Dr. Mike Looney and Jo Anna Potts

Also present were Ms. Sarah-Elizabeth Langford, Interim Executive Director of the Authority, Ms. Marva Bryan and Ms. Sabrina Kirkland, staff of the Authority, and Ms. Sandra Z. Zayac and Ms. Lauren W. Daniels, attorneys for the Authority.

RECOGNITION OF VISITORS: Also present were Mr. Samir Abdullahi of Select Fulton, Mr. Tad Leithead of Leithead Consulting, LLC, Ms. Amanda Rhein of Atlanta Land Trust, and Mr. Shannon James of Aerotropolis Atlanta Alliance.

Mr. Lamont called the meeting to order.

**ITEMS FOR DISCUSSION:**

Presentation by the Atlanta Land Trust. Ms. Amanda Rhein of the Atlanta Land Trust led discussion by sharing information on the Atlanta Land Trust, including its mission as a nonprofit organization to deliver and steward permanently affordable housing to support inclusive, equitable communities near the Atlanta BeltLine and other targeted areas in the City of Atlanta. An overview of the Atlanta Land Trust is attached hereto as Exhibit A. Ms. Rhein addressed how a Community Land Trust (“CLT”) would work and the benefits of CLT homeownership. Ms. Rhein then presented a specific opportunity being facilitated by the Atlanta Land Trust and the Oakland City Community Organization for the development of an affordable townhome community located at 1091 Tucker Avenue in the Oakland City neighborhood. Ms. Rhein outlined the project timeline, financing sources, and challenges associated with the project, including complying with Oakland City Historic District requirements, infrastructure costs, and the urgent need for affordable housing. The Committee discussed the opportunity for the Authority to invest in the program in order to reduce the funding gap and agreed that the opportunity should be considered once the Authority has defined its mission and vision and determined how to strategically move forward as an organization. The Committee commended Mr. Lamont and Ms. Rhein for presenting the opportunity and the importance of reinvesting in communities.

Presentation by Aerotropolis Atlanta Alliance (“Aerotropolis Atlanta”). Mr. Shannon James of Aerotropolis Atlanta led discussion by sharing information on Aerotropolis Atlanta, including an overview of the Aerotropolis concept and its focus on economic development, community development, and workforce development. Mr. James explained that an Aerotropolis brings airport planning, urban and regional planning, and site planning among multiple jurisdictions to create a new urban form that is competitive, attractive, and sustainable. Mr. James further explained that much of its work is implemented from a blueprint that illustrates opportunities to improve, including catalytic sites for development, and presented the investment request for Blueprint 2.0. More specific details are included in the presentation, a copy of which is attached hereto as Exhibit B. The Committee commended Aerotropolis Atlanta’s framework and the importance of creating harmony and cohesion around zoning and land uses among several jurisdictions.

MINUTES: The minutes from the Committee meeting held on August 11, 2021 were presented to the Committee for approval. The Committee unanimously approved the minutes as presented.

A motion to adjourn the meeting was made by Mr. Lamont, seconded by Mayor Bodker, and approved by all Members present.

There being no further business to discuss, the meeting was adjourned at approximately 11:02 a.m.

Kyle Lamont  
\_\_\_\_\_  
Kyle Lamont, Committee Chair

Exhibit A

(Attached)

# ATLANTA LAND TRUST

Creating permanently affordable housing for everyone  
who wants to live in our city

In 2009 30 public, private, nonprofit, and community organizations came together to establish the Atlanta Land Trust (ALT). They aimed to introduce a new housing solution that would ensure permanent affordability, while allowing low-income residents to stay in the city, to build generational wealth, and to participate in the progress and prosperity they saw unfolding across Atlanta, particularly along the Atlanta BeltLine. The mission of ALT is to deliver and steward permanently affordable housing to support

inclusive, equitable communities near the Atlanta BeltLine and other targeted areas in the city of Atlanta. ALT accomplishes its mission through an innovative community land trust (CLT) approach wherein ALT sells affordable homes while retaining ownership of the underlying land. By keeping housing permanently affordable, a CLT helps reduce

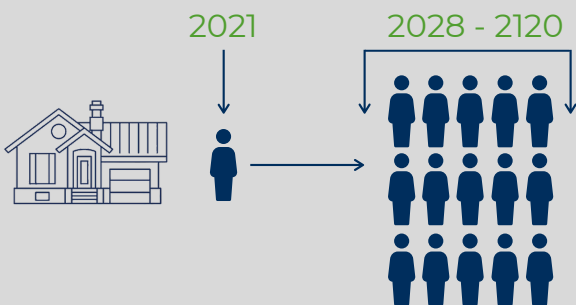
the displacement that can accompany gentrification when property values are climbing, and provides a community framework that supports residents. More than a decade after it started, ALT is leading the way in innovative housing solutions. Over the next five years, ALT will collaborate with communities to create 300 permanently affordable, energy-efficient homes.



“ I don't have to worry about my children not having a place to play, because I have a backyard, a fenced backyard they can enjoy, where they can feel safe. We don't have to ask for anyone's permission here. We just have that freedom. We love this little space and feel rooted now in our community. ”  
Makeisha Robey, ALT Homeowner



## CLTs: A More Effective Approach



Atlanta loses approximately 1,500 affordable housing units every year as a result of expiring restrictions, disrepair and redevelopment. Through the CLT model, ALT is preserving the affordability of homes for generations of families. On average, CLT families stay in their homes for 6 years.\* A one-time investment in a CLT home will benefit roughly 16 families over the initial term of the 99-year ground lease. CLTs are a more sustainable way to invest in affordable housing.



# Benefits of Community Land Trust Homeownership

*CLT homeownership mitigates the risks of traditional homeownership, strengthens residential stability, and promotes equitable wealth building.*

- **Community Control:** CLTs take land out of the speculative real estate market and put it into community control through a unique board structure.
- **Housing Stability:** The average annual move rate for shared equity households (CLT) is 2.6 percent compared to 14 percent of all households nationwide.\* CLT homeowners also benefit from predictable and consistent monthly housing costs.
- **Wealth Creation:** The median shared equity household accumulates approximately \$14,000 through a median equity investment at purchase of \$1,875.\*
- **Pathway to Traditional Homeownership:** When shared equity households sold their homes and moved, the majority (63%) chose to purchase again.

*\*Source: Tracking Growth and Evaluating Performance of Shared Equity Homeownership Programs During Housing Market Fluctuations*

## LEARN MORE

Visit our website to register to attend a monthly Community Information Session.



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



[@atllandtrust](https://twitter.com/atllandtrust)



[atllandtrust](https://www.facebook.com/atllandtrust)

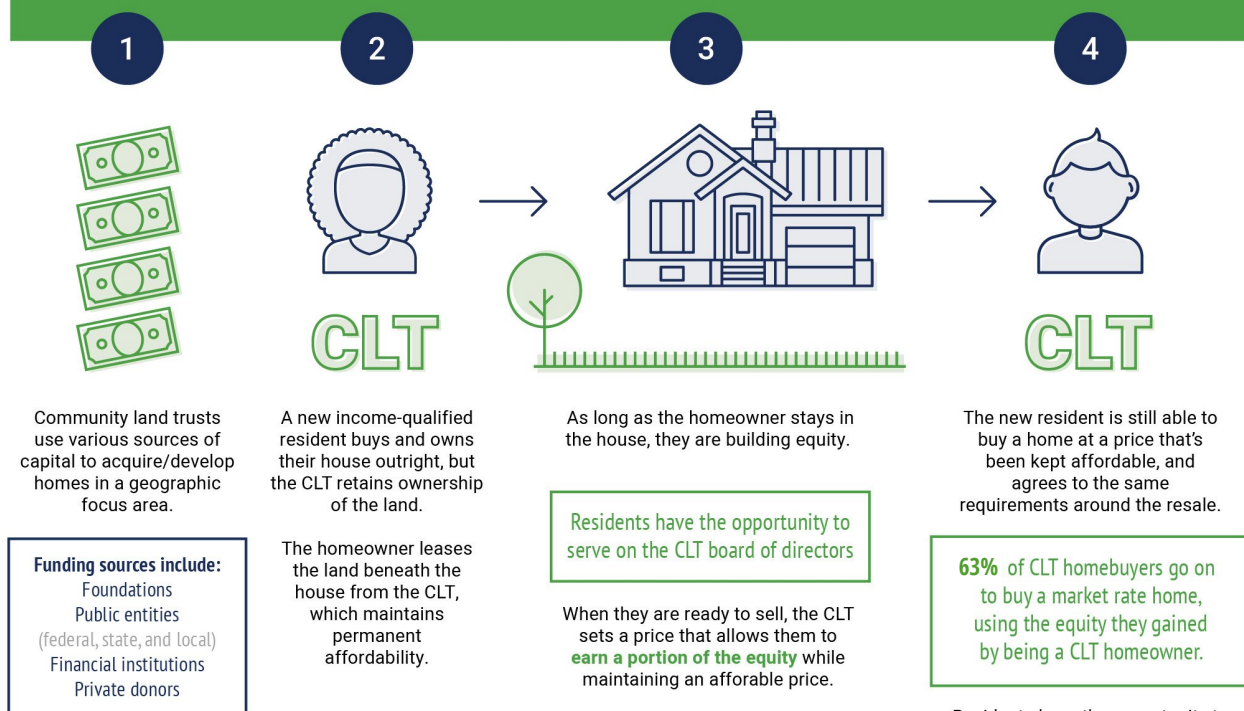


[@Atlanta.Land.Trust](https://www.instagram.com/Atlanta.Land.Trust)

Donate to support our work:



## How does a Community Land Trust work?



Residents have the opportunity to serve on the board.

©2019 Atlanta Land Trust

Exhibit B

(Attached)

Presented by  
Shannon James Sr., President & CEO



# AEROTROPOLIS<sup>®</sup> ATLANTA

LAND HERE. TAKE OFF.



**Shannon James**  
President & CEO

# Agenda



## Aerotropolis Concept Overview

Airport cities around the world



## Introduction to Aerotropolis Atlanta

Who we are and how we got here



## Our Work

Economic development, Community Development and Workforce development



## Funding Request for Blueprint 2.0

Additional project scopes completed by MXD and POND and Co



## Q & A





# AEROTROPOLIS AS A CONCEPT



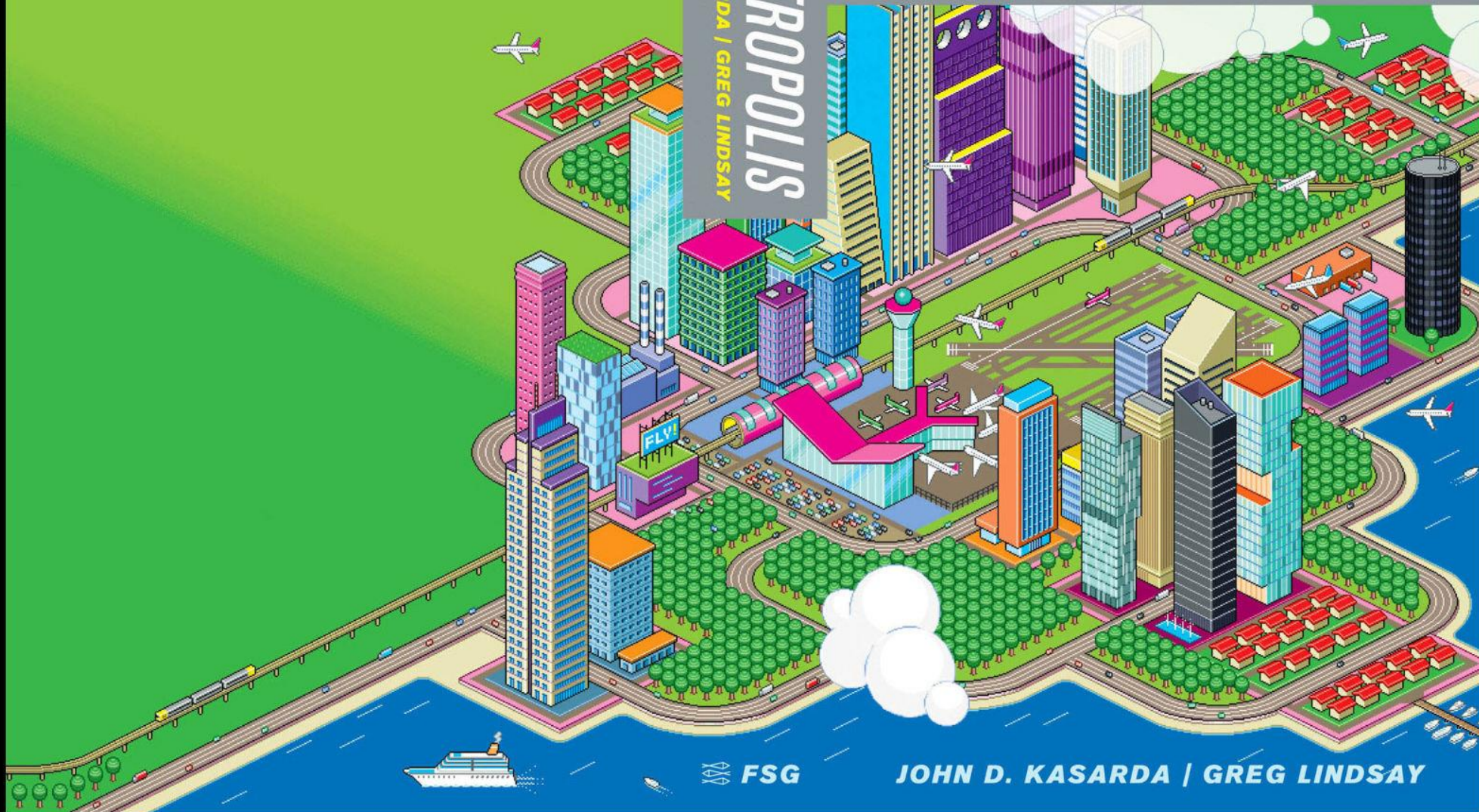


# AEROTROPOLIS

THE WAY WE'LL LIVE NEXT


AEROTROPOLIS

JOHN D. KASARDA | GREG LINDSAY



FSG

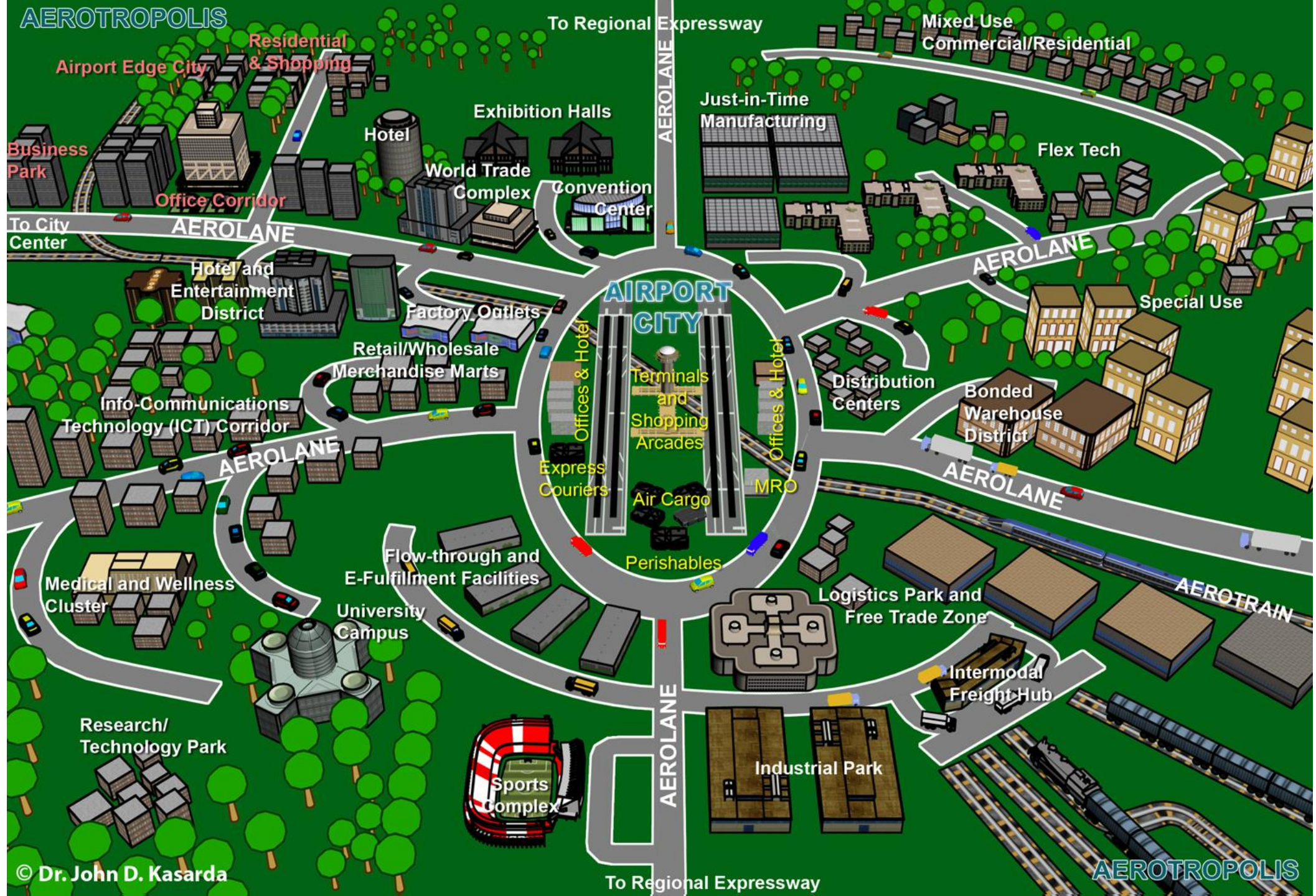
JOHN D. KASARDA | GREG LINDSAY



**“The true challenge is planning to get the Aerotropolis right. If there is not appropriate planning, airport area development will be spontaneous, haphazard, economically inefficient, and ultimately unsustainable. The aerotropolis model brings together airport planning, urban and regional planning, and business-site planning, to create a new urban form that is highly competitive, attractive, and sustainable.” – John D. Kasarda**









# AEROTROPOLIS ATLANTA ALLIANCE





# What is the Aerotropolis Atlanta Alliance?

- Incorporated in 2014
- A Public/Private Partnership focused on regional economic competitiveness and coordinated growth to improve quality of life in the area surrounding Hartsfield-Jackson Atlanta International Airport (ATL)
- Governed by a 42-member board of top business executives, local highly elected officials and non-profit leaders









# AEROTROPOLIS ATLANTA

## **THE AEROTROPOLIS ATLANTA BLUEPRINT**

*A VISION AND STRATEGY FOR THE ATLANTA REGION*

2016

# Central Business District



## METRO ATLANTA'S PREMIER CENTRAL BUSINESS DISTRICT

Promoting regional economic competitiveness  
around the world's busiest airport

- 13 MM SF of Office Space
- 90,000+ Acres of Undeveloped Land
- 144+ MM SF of Industrial Space

404-349-2211 | [info@aeroatl.org](mailto:info@aeroatl.org) | [www.aeroatl.org](http://www.aeroatl.org)

**AEROTROPOLIS ATLANTA**  
LAND HERE. TAKE OFF.

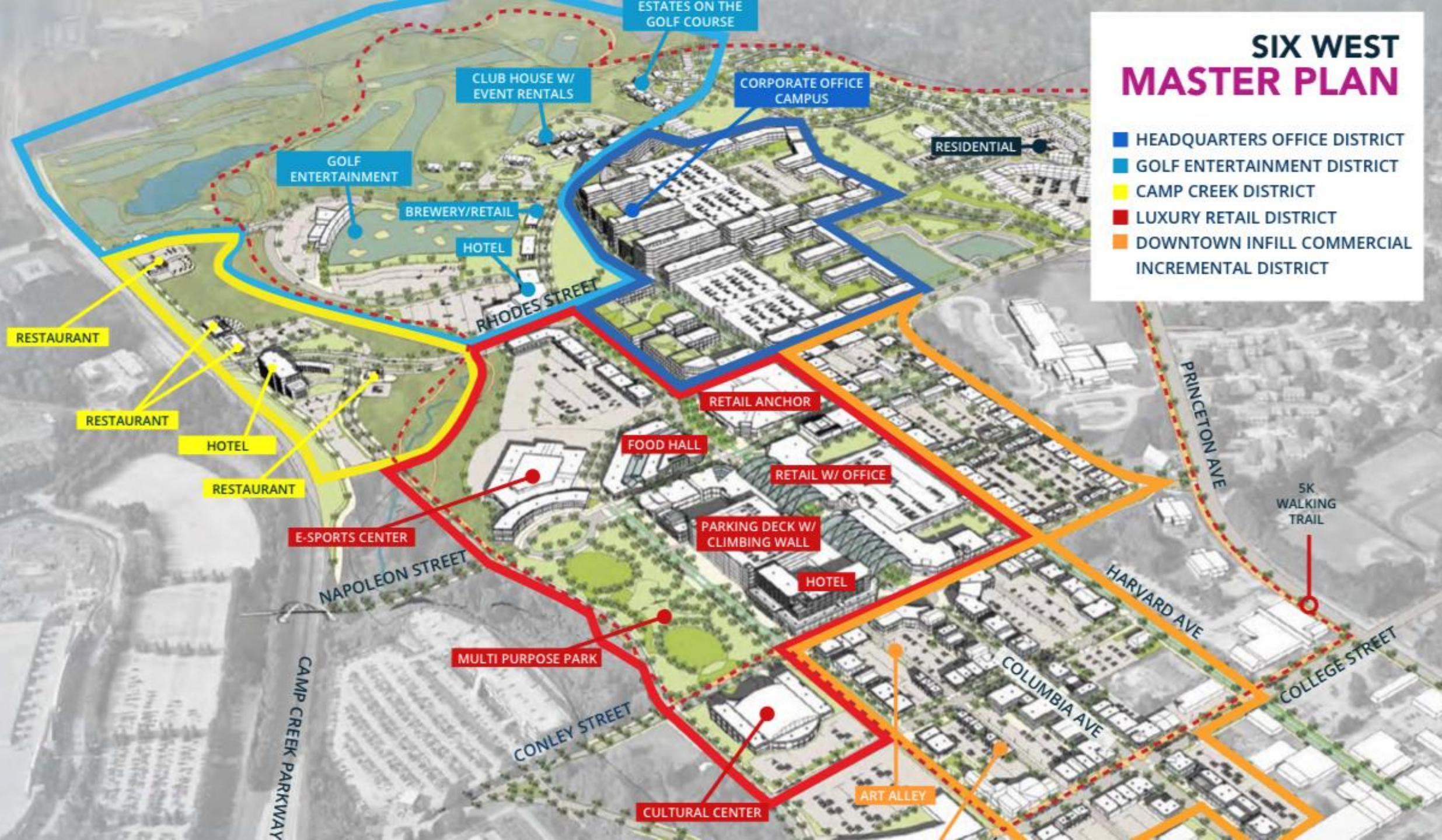






# SIX WEST MASTER PLAN

- HEADQUARTERS OFFICE DISTRICT
- GOLF ENTERTAINMENT DISTRICT
- CAMP CREEK DISTRICT
- LUXURY RETAIL DISTRICT
- DOWNTOWN INFILL COMMERCIAL INCREMENTAL DISTRICT





# AERO ATL

TARGET INDUSTRIES

A background image for the Multi-media production industry, featuring a close-up of a film reel and a film strip on a wooden surface.

**MULTI-MEDIA  
PRODUCTION**

A background image for the Aerospace industry, showing the wing of an airplane flying over a mountain range under a blue sky with scattered clouds.

**AEROSPACE**

A background image for the Bio-life sciences industry, depicting a laboratory setting with a blue pipette and a test tube containing a red liquid.

**BIO-LIFE  
SCIENCES**

A background image for the Food & agriculture industry, showing a close-up of green leafy plants in a field with a tractor in the background.

**FOOD &  
AGRICULTURE**

A background image for the Logistics industry, featuring a large blue shipping container on a truck, with a blurred background suggesting motion.

**LOGISTICS**





## AEROATL COLLECTIVES

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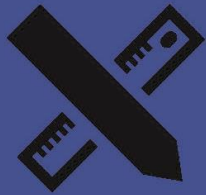
This includes the AeroATL Economic Development Collective, Education Collective, and Workforce Development Collective.



## STRATEGIC PARTNERSHIPS

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This includes partnerships with local governments, public and private organizations, as well as our international peers



## PROJECTS

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This includes the AeroATL Greenway Plan, the Strategic Planning effort, CDAP, and many more.



## EVENTS AND MARKETING

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This includes our annual State of the Aerotropolis, but also bus tours, meet and greets, Bisnow Aerotropolis, and other presentations and special events.

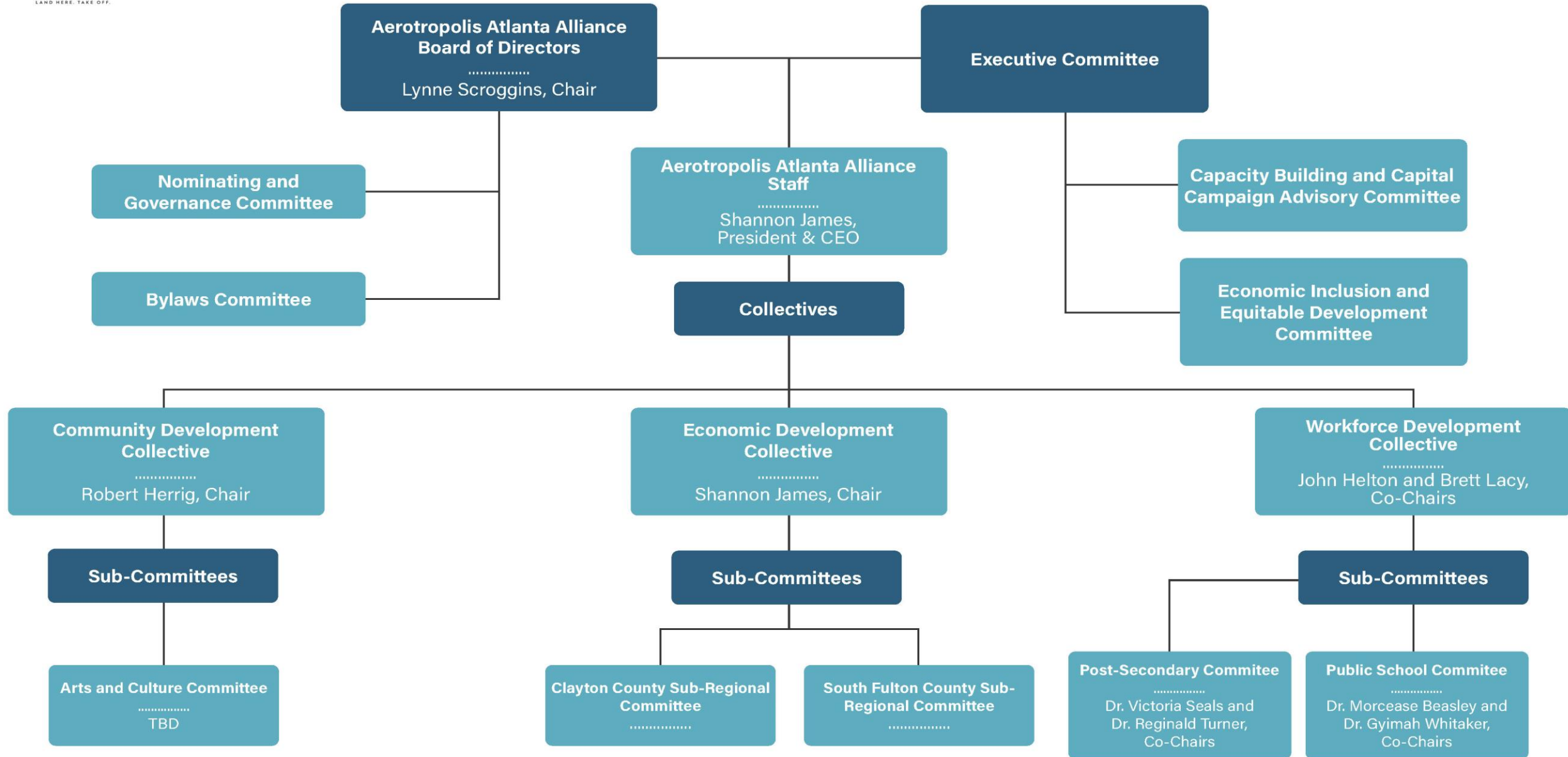


## OPERATIONS

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This includes managing the board, membership, and the newly formed Foundation.

# Aerotropolis Atlanta Alliance Org Chart





# Our Team



**Shannon James**  
President & CEO



**Robert Herrig**  
Senior Project Manager







# OUR WORK



# Core Initiatives

\*Community  
Development

Economic  
Development

Workforce  
Development







**Coordination**



**Planning**



**Promotion**



**Convening**

# ECONOMIC DEVELOPMENT COLLECTIVE

# DEVELOPING INTERNATIONAL RELATIONSHIPS

Peer Aerotropolis Regions  
Around the World!



HUBSTART  
PARIS

BEIJING NEW  
AEROTROPOLIS



SHANGHAI  
HONGQIAO  
CENTRAL BUSINESS  
DISTRICT





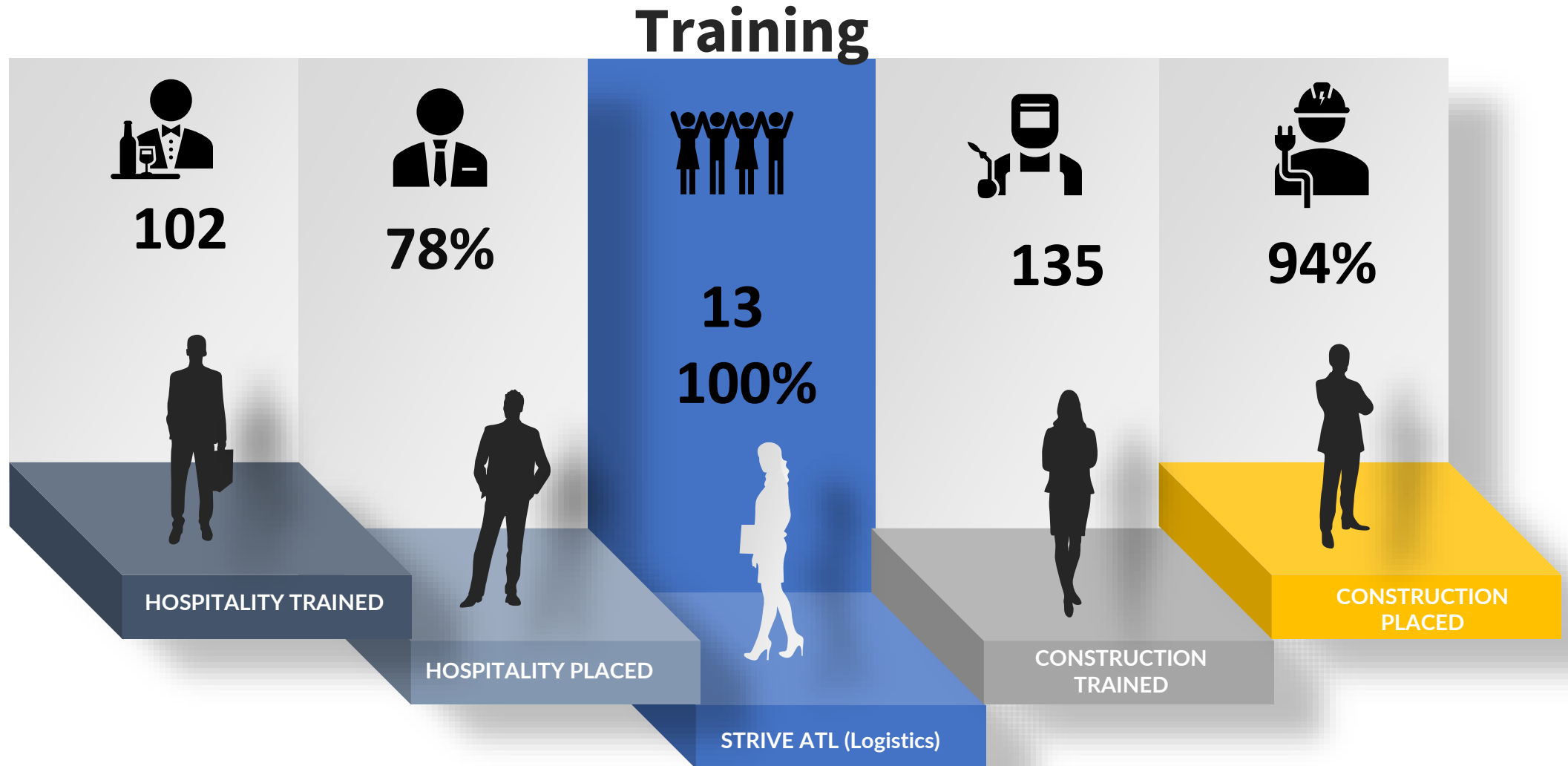




**WORKFORCE  
DEVELOPMENT**  
*Career Pathways and Talent  
Pipelines*



# WORKFORCE DEVELOPMENT









# Workforce Development



K-12 Partnership



Post-Secondary Partnership



# Community Development





# AERO ATL GREENWAY PLAN

**A visionary framework for trail connectivity across the Aerotropolis region. Includes ATL, the cities of EAST POINT, HAPEVILLE, FOREST PARK, COLLEGE PARK, SOUTH FULTON and portions of FULTON and CLAYTON COUNTIES.**







# AEROTROPOLIS ATLANTA SUMMIT November 18, 2020



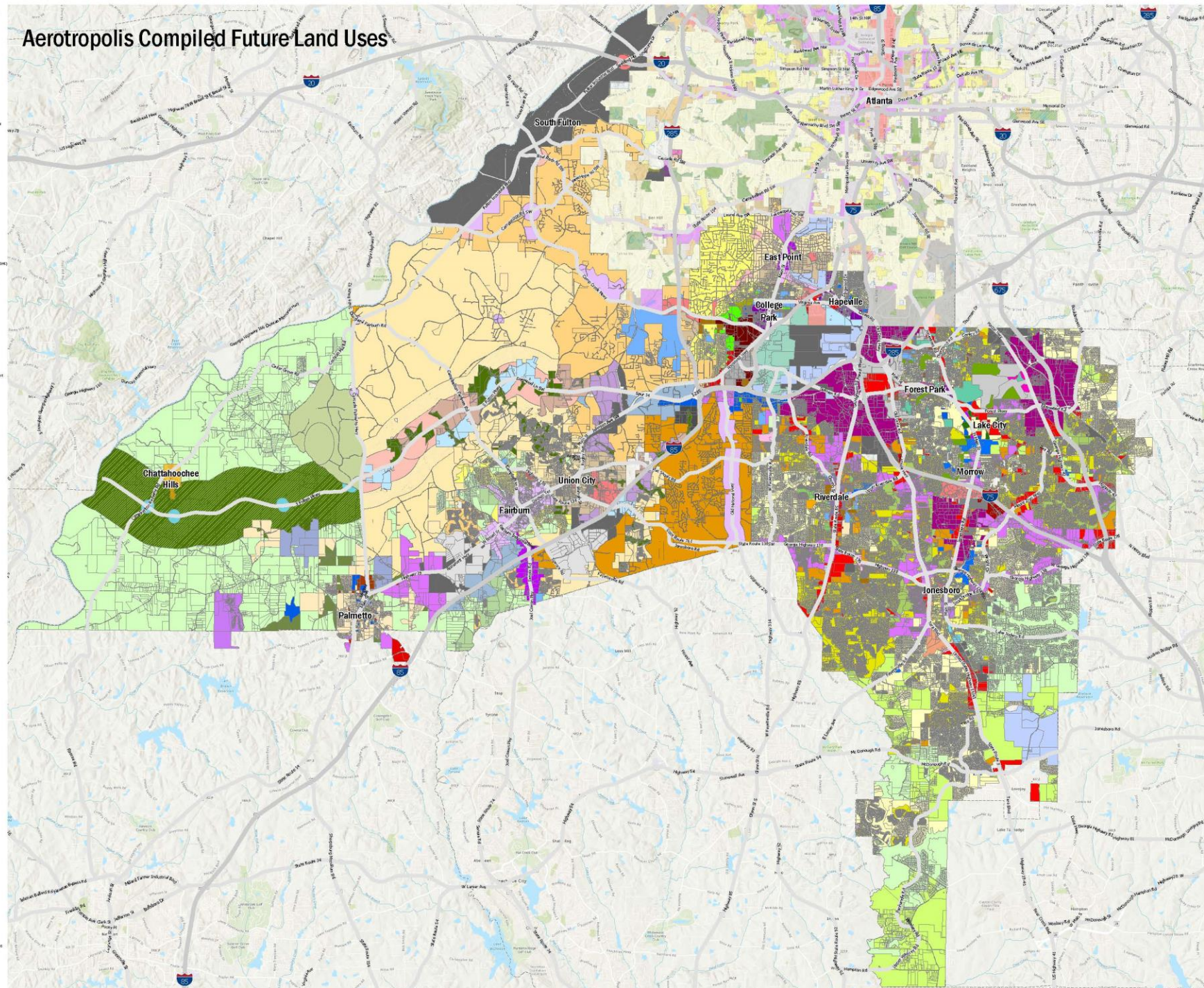
AEROTROPOLIS  
ATLANTA

Community Development Assistance  
Program





# REGIONAL LAND USE





HEADWATERS WALK

Urban Discovery

# Willingham Drive Corridor Study (2021)











# Funding Request for Blueprint 2.0

Additional project scopes completed by MXD and POND and Co



## Optional Scope Tasks

Our Team recommends the following additional optional tasks below. The costs for each optional task is identified is included in Exhibit B-2.

### 1. ZONING LANGUAGE

- Draft zoning language for Communities to adopt as development regulations for the catalytic sites.
- The development regulations will implement both the design guidelines and zoning recommendations for each community.

### 2. GATEWAY AND WAYFINDING PLAN FOR THE AEROTROPOLIS AREA

The wayfinding design fee is recommended to be broken into a two-part process, which will help control costs and provide a better product.

- Develop an initial wayfinding program that will help identify understand the needs of the Aerotropolis communities and organizations.
- Create a wayfinding and design package that is tailored to the established program. The package could be used to implement wayfinding strategies in a phased approach over a period of years and accessible to multiple communities and organizations.
- Collaborate with key stakeholders identified by Aerotropolis Alliance and ARC throughout both phases of the project.

### 3. TARGET INDUSTRIES EMPLOYMENT AND BUSINESS GROWTH

- Analyze the changes in targeted industries' employment and business growth both in terms of changes at the Aerotropolis area scale, and spatially. Determine what, if any, factors led to that change.
- Prepare prototype profiles for the shifting labor requirements of the Target Sectors and Catalyst Projects.
- Consider the implications of automation, artificial intelligence, machine learning, autonomous vehicles, and robotic technology for advanced manufacturing, logistics, e-commerce fulfillment and retail for labor needs.
- Identify needs for workforce development skills training and education initiatives to respond the changing nature of target sectors to facilitate investor, developer and end-user business recruitment of the Catalyst Projects on the Catalyst Spark Sites.
- Identify funding sources and candidate organizations for Workforce Development Skills Training and labor re-positioning.

### 4. ATLANTA AEROTROPOLIS AREA WORKFORCE PROFILE

- Document the skills of the existing workforce.
- Understand the degree attainment, demographic

composition, employment dynamics, and occupational skill categories of the region's working-age adults.

- Develop a detailed profile of the working-age residents of the Aerotropolis Communities.
- When applied to the confirmed Blueprint 2.0 Target Industries, the workforce profile would enable education and training practitioners and their partners to understand the challenges and potential opportunities for linking local residents to existing and future Aerotropolis area employment.

### 5. AEROTROPOLIS ATLANTA COMMERCIAL REAL ESTATE PROSPECTUS

- Prepare a highly-visual Implementation and Real Estate Action Plan with focus towards the first five (5) years of enabling actions that will spur development, using renderings, concept diagrams, info-graphics and a Summary Action Plan Matrix.
- Prepare strategic urban design and architectural renderings for the five catalytic priority sites as well as high-level rendering of the overall study area.
- Prepare inputs on branding that would be used by ARC and the Alliance.
- Prepare Aerotropolis Atlanta Catalyst Spark Site Development Opportunity Summary document.

### 6. AREA-WIDE LOGISTIC FACILITY DEVELOPMENT GUIDELINES

We will draft a set of Aerotropolis Atlanta area-wide logistic facility development guidelines to be adopted by each jurisdiction's Design Guidelines that most effectively achieves the desired outcomes and shapes development that advances the communities goals and aspirations.

- A set of design and character guidelines for future development/redevelopment.
- Set the parameters for defining the potential changes to development regulations and the Development Guidelines.
- These guidelines will convey parameters for architectural character, public realm improvements, building orientation, form and scale, setbacks, parking standards, landscaping standards, pedestrian and vehicular accessibility, land uses and sustainable design.
- These guidelines will be expressed with precedent images, diagrams, and text.
- The Team will share these guidelines with ARC, the Alliance, City staff, key stakeholders, and the general public for feedback and refinement.

### 7. DASHBOARDING IMPLEMENTATION MONITORING TOOL

To help facilitate implementation of Aerotropolis Blueprint 2.0, our Team recommends development of an implementation dashboard with a mapping feature that would help track different initiatives and facilitate



collaboration among Aerotropolis partners. Potential dashboard metrics include planned transportation projects, wayfinding/landscaping projects, development projects, and economic development investments that will impact future business attraction and workforce development initiatives. The dashboard alternatively could provide Aerotropolis program tracking, monitoring level of effort, schedule, and initiatives. The dashboarding tool would involve two phases to complete: 1) scoping and strategy, and 2) development of the dashboard.

### 8. FINANCIAL ANALYSIS FOR STRUCTURING DEAL OFFERINGS

Prepare a Financial Analysis Model and run order-of-magnitude Development Costs and Revenues to establish parameters for potential Development Deal Offerings, and to understand any potential funding gaps that would require incentives/inducements or subsidies, as a platform for the ask in Catalyst Site Development RFPs and to establish a basis for negotiations.

### 9. PREPARE ECONOMIC IMPACT ANALYSIS AND FISCAL IMPACT ANALYSIS TO FRAME INCENTIVE/ INDUCEMENT STIMULUS PACKAGES

Prepare detailed Economic Impact and Fiscal Impact Analysis to frame Incentive/Inducement Stimulus Packages to attract investors, developers and end-user businesses.

## Project Schedule



*The Pond-MXD team is available to lead this project, begin work immediately, and complete the work on time. We will ensure a balanced workload for the staff shown in this proposal. As our references can attest, we have a proven track record of delivering projects within prescribed schedules.*





Atlanta Regional Comm

**EXHIBIT B-2**  
**Optional Scope Elements**

Task	Amount
Zoning Language for Communities	\$25,000 - \$30,000
Gateway and Wayfinding Plan for the Aerotropolis area	\$120,000 - \$150,000
Analyze the changes in targeted industries' employment and business growth	\$20,000 - \$25,000
Aerotropolis Atlanta Commercial Real Estate Prospectus	\$22,000 - \$25,000
Document the skills of the existing workforce and residents	\$20,000 - \$25,000
Logistic Facility Development Design Guidelines	\$20,000 - \$22,000

In addition to the tasks noted in the RFP, additional tasks to be considered are listed below. See pages 12 - 13 for detailed descriptions.

Task	Amount
Dashboarding implementation Monitoring Tool	\$10,000 - \$15,000
Financial Analysis for Structuring Deal Offerings	\$25,000 - \$30,000
Prepare Economic Impact Analysis & Fiscal Analysis to Frame Incentive/ Inducement Stimulus Packages	\$20,000 - \$25,000
Prepare Development Agreements for Catalyst Sites	\$20,000 - \$25,000
Prepare Developer RFPs for Catalyst Sites	\$15,000 - \$20,000
Prepare Marketing Collateral Materials (Website Content, Videos, Print, etc)	\$35,000 - \$75,000



Q&A  
THANK YOU  
Shannon James  
[S.James@aeroatl.org](mailto:S.James@aeroatl.org)

