



**Urban Land  
Institute**



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**THE ATLANTA MEMORIAL PARK CONSERVANCY**  
(FORMALLY, THE BOBBY JONES GOLF COURSE & PARK CONSERVANCY)

**Urban Land Institute Mini-Technical Assistance Panel (mTAP)**



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## **BACKGROUND & PROJECT SCOPE**

The Urban Land Institute (ULI) is partnering with The Atlanta Memorial Park Conservancy (formally, dba Bobby Jones Golf Course & Park Conservancy), hereby “The Conservancy,” to participate in a mini-Technical Assistance Panel (mTAP) studying the conditions, needs, desires and appetite for redevelopment of Memorial Park, the Bobby Jones Golf Course and the Bitsy Grant Tennis Center, all owned by the City of Atlanta.

The Conservancy was created to lead the redevelopment efforts in and around Memorial Park, the Bobby Jones Golf Course and the Bitsy Grant Tennis Center (The “Park”). The City owned land has fallen into great disrepair due to lack of upkeep and funding over the years. The City must address the aging facilities, inferior landscaping and general park safety, accessibility and usability issues, as well as the deteriorating and inefficient infrastructure that causes major erosion and flooding conditions along Peachtree and Tanyard Creeks. Due to the poor conditions of the overall grounds, the Park is one of the few public recreational spaces inside the City of Atlanta that is greatly underused by the adjacent neighborhoods. Still in its infancy, Atlanta Memorial Park Conservancy has a terrific opportunity to learn from other Conservancies and create a well-designed, focused, goal-oriented and organized Conservancy.

The redevelopment of Memorial Park, the Bobby Jones Golf Course and the Bitsy Grant Tennis Center is estimated to cost over \$22 million dollars. In order to garner full public and private support for this investment, The Conservancy must convey the value proposition of redeveloping and investing in the public land. To aid the efforts of The Conservancy, the Urban Land Institute’s Center for Leadership Team (the “CFL Team”) project scope for the mTAP includes conducting research of other large-scale municipal projects with private/public partnership as well as garnering a better understanding of the City of Atlanta’s vision for the third largest public park in the heart of Buckhead. Additionally, stakeholders and associated parties have been interviewed in order to gather greater information and recommendations for the future steps of the redevelopment project.

The CFL Team has reviewed the Coxe Curry & Associates document, dated February 22, 2013 with the goal of complimenting the findings of that report with more in-depth knowledge from case studies and stakeholders involved in the project. The CFL Team has conducted an analysis to identify the past, current and potential future positions and opinions of public and private parties who will provide support, resistance or be otherwise affected by the campaign of The Conservancy and any redevelopment projects at the Park.

Comprehending the attitudes of the stakeholders regarding various modifications to the Park is something that is vital to project buy-in, design and fundraising efforts. The stakeholder analysis attempts to help clarify the impacts, positive effects and consequences of planned changes to the area, the land and the usage of the recreational areas.

The following report highlights the mTAP findings and poses recommendations for continuing the redevelopment process.

## **ATLANTA MEMORIAL PARK FACILITIES**

Atlanta Memorial Park is a combination of three uses: the Bobby Jones Golf Course, the Bitsy Grant Tennis Center and the passive Atlanta Memorial Park. Each component of the Park has various stakeholders and users that value the Park for different reasons and uses. These stakeholders will be analysed further in the report. The Conservancy was formed to help united, improve and redevelop the relationship of each use to make a successful, useful and enduring Regional Park for generations to come.

### **BOBBY JONES GOLF COURSE**

#### **Current Uses & Concerns**

As additional background information, the following analysis has been created in an attempt to understand the various strengths, weakness, opportunities and threats of renovating the Golf Course as an 18-hole course or a redeveloping it into a 9-hole course with a driving range and other practice facilities. We understand the Conservancy has a charette planned for June 15. We hope this analysis will help the Conservancy understand various positions of stakeholders as well as the directions in which the golf course component might be redeveloped.

The Bobby Jones Golf Course is the largest component of the Atlanta Memorial Park. The amount of land that available for golf course renovation or expansion is severely constrained by adjacent including the Bitsy Grant Tennis Center, parking, green space, single-family homes and roadways. Additionally, more land within the golf course and park might be needed to resolve the watershed issues. Thus, an already small acre course could be further reduced due to the overall redevelopment needs of Atlanta Memorial Park.

The City has made its desire to maintain at least the current revenue production from the course very clear. Any negative impact on annual revenue including loss of use for construction and operational changes would require a strong and convincing case to be made by the advocate of change. American Golf as tenant is incented to maximize top-line revenue (ie: number of rounds x price per round) because they are paid 16% of gross revenue and reinvest 2% based on gross revenue.

Overall conditions at the course are considered less than optimal by current and potential users. Injury is a concern due to the current course design and intersecting of holes as well as other safety issues from auto and pedestrian traffic along Woodward Way. Additionally, because of the watershed issues, the overall health and state of the course is a problem. When it rains too hard, or, floods, the course is often unusable for days until the water drains. Essentially the course is falling into the creeks from lack of proper infrastructure and shoring compounded by the extremely large drainage areas that lead to this low lying area of Atlanta.

**Options – Strengths Weaknesses Opportunities and Threats**

The following analysis considers re-design possibilities for the Bobby Jones Golf Course and the impacts from Stakeholders.

**Status Quo:** Continue with course operations as-is.

Strengths	Weakness
Known quantity of revenue, usage and satisfaction based on historic financials & records	Does not provide an ideal golfing experience or introduce golf to more citizens, course continues to be a course of convenience (driven by location + price); does not address safety and design issues
Opportunities	Threats
Least resistance	Taking of land (especially for watershed) puts additional pressure on the course and may make certain holes unusable or less desirable – <b>No solution</b>

**Improve Current Layout:** Make improvement to the course and clubhouse without substantially changing the layout or location.

Strengths	Weakness
Improves the quality of play with commensurate marginal increase of play or rate producing more revenue that could address safety and design issues; improvements could be made without closing course or with minimal disruption	Does not address all concerns; no funding currently in place to provide for improvements; the cost to maintain the course could increase depending of the improvements chosen
Opportunities	Threats
Potential to integrate watershed improvements into improved course; per Golf Convergence, improvements would allow an increase in rate, utilization or both	Given the current design is being maintained, there may be compromises necessary which make certain holes worse for play, potentially reducing upside to revenue; if not maintained properly, investment may go to waste

**New 18-Hole Layout:** Complete redesign of the course.

Strengths	Weakness
<p>Allows the integration and consideration of the changes going on around and at the park including new paths, road improvements and watershed improvements; the new layout creates a more desirable (and safe) golf experience which could bolster either or both rounds played or price per round; this option potentially allows for the relocation of the club house improving ingress and egress, makes usable rental space and could share resources with Bitsy Grant Tennis Center</p>	<p>Highest cost option and does not address need for a practice facility; option requires a significant amount of effort and cooperation; high cost to maintain and staff facility; new course requires operations to shut down for a significant time period</p>
Opportunities	Threats
<p>Flexibility and creation of an attraction that is a showcase for Atlanta and the Bobby Jones name; better use of the land allocated to the golf course</p>	<p>Higher cost of maintenance and operation could create risk if the costs are not offset by increased revenue</p>

**New 9-Hole Design Plus Practice Facility:** Thoughtfully design a (potentially flexible) 9-hole layout and a practice facility with driving range and short-game areas.

Strengths	Weakness
<p>The addition of a practice facility meets strong demand and limited supply of similar public facilities in Atlanta; this option allows teaching and the introduction of golf to a wider base of Atlantans; the 9-Hole option allows the integration and consideration of the changes going on around and at the park including new paths, road improvements and watershed improvements; this option potentially allows for the relocation of the club house improving ingress and egress, makes usable rental space and could share resources with Bitsy Grant Tennis Center</p>	<p>High cost compared to status quo options; this option does not offer the 18-Hole golf experience; the practice area may require netting which could be considered visually obtrusive; play and revenue interruption for this option is high.</p>
Opportunities	Threats
<p>Bobby Jones would offer an alternative experience to North Fulton – creating a matched pair; play patterns may emerge embracing a shorter round, i.e., neighbor play, after or before work play; maintenance costs are reduced due to fewer holes to maintain and fewer carts; an opportunity may exist to design the course with flexible tees and greens to create an alternative experience for repeat daily or alternate day play</p>	<p>Decreased per round revenue and course capacity would need to be offset by revenue (or intangible value) of the practice facility</p>

### Break-even Analysis

Understanding one of the major concerns and goals for the City of Atlanta is to keep a revenue-neutral design, the following exercise seeks to determine the amount of usage and prices necessary to create no annual stabilized revenue impact to the city.

*NOTE: this analysis is subject to more study and includes rough estimates and extrapolation.*

	Status Quo	Improved Current Layout (same usage)	Improved Current Layout (same price)	New 18	New 9 + practice
Number of rounds per year	44,615	44,615	48,522	44,615	33,461
Number of golfers per golfable day	165	165	180	165	124
Number of range users per golfable day	0	0	0	0	110
Average price per round	\$28.00	\$30.45	\$28.00	\$34.13	\$22.00
Expense rate	100%	110%	110%	125%	75%
Notes		Upside is realized quickly with an increase in either rate or utilization if maint. costs are kept under control	Upside is realized quickly with an increase in either rate or utilization if maint. costs are kept under control	\$6.13 average rate increase needed to offset 25% increase in costs (or 37, 22%, increase in rounds per day if price was the same)	25% reduction in rounds and 25% less maint expense
		\$2.45 addition to price per round to offset increase in maint. costs of 10%	14 more rounds per playable day to offset increase in maint. costs of 10%		

## **CONSIDERATIONS & RECOMMENDATIONS**

There are many lessons to be gained from other parks throughout the region and the nation. Below is a summary for the Conservancy to consider.

### **Mission & Vision**

First, the Conservancy must develop a more holistic view of the Park with long-term plans and goals, exceeding the redevelopment time frame. This should include a well-defined mission and vision statement that encompasses all the elements of the Park area and works with the structure of all the various passive and active elements of the Park. Currently, Atlantans think of this Regional Park based on its components. In order to compete and become a truly Regional Park, Atlanta Memorial Park must become a destination place instead of use.

### **Strategy & Management**

Already currently in progress, the Conservancy must staff for appropriate management needs and functions, starting with the design and structure of the Conservancy. How will the Conservancy run the Park facilities? Events and functions that may be held or facilities utilized must be understood in order to plan and manage appropriately. For example, if a new clubhouse is built, will that space be utilized for community functions, weddings, corporate events or even educational programs such as a school golf tournament? How is this going to be managed? Realizing the staffing needs and facility costs is vital to the development of the Conservancy and long-term funding needs. Fees and bonds should recover the costs of most events programs. Some Conservancies have included professional events staff in order to utilize facilities as often as possible at a high level of service and for greater sources of income.

While functions and the fees associated with the public facilities should cover the vast majority of upkeep costs associated with the Park, the Conservancy should strategize alternative funding sources. Central Park Conservancy was fortunate enough to have a \$100M endowment; Piedmont Park has not been. Therefore, it should be assumed that funds will need to be generated mostly from the uses of the Park. Piedmont Park is 90% self-funded through events and 10% city funded. Ultimately, to continue to sustain a Conservancy, a renewable source of funding must be found.

### **Partnerships**

There are a multitude of Conservancies scattered throughout the City of Atlanta, many not funded by the City. Each Conservancy has its own mottos, goals and agendas. Each Conservancy struggles and competes against one another targeting most of the same private trusts, endowments and funds to gain monetary support for their projects. Most conservancies are members of Park Pride, a non-profit that helps struggling organizations until they are sustainable on their own. Once established, the coalition goes away, even if the association does not.

During discussions with Piedmont Park Conservancy, the idea of exploring a collaborative conservancy that would help to streamline funding (at least from the larger private sources such as the Woodruff Foundation and Coca-Cola Foundation) was contemplated. Through a Partnership, Conservancies might raise a larger pool of money that is then allocated to each conservancy based on project needs, capital improvements, or other funding sources instead of individually sought. The Pittsboro Park Alliance is one of the few examples of a Conservancy that has been able to achieve this goal.

In addition to a reorganizing and assisting in the fundraising process, management of the conservancies might also become more streamlined for better efficiency, upkeep and services.

## **Design**

The Atlanta Memorial Park Conservancy's first goal in the redevelopment process must be to establish a sense of place. Piedmont Park is thought of as a compilation of a sports ring, tennis courts, pool facilities, dog park, multiple lawns, ponds, clubhouses, restaurants and a Botanical Garden. Right now, Atlanta Memorial Park is the Bitsy Grant Tennis Center, the Bobby Jones Golf Course and the Atlanta Memorial Park. The Conservancy must connect the three uses in order to help establish a sense of place and community.

One means of connecting the three uses is to create more centralized facilities for Park users. Combining the clubhouses of Bitsy Grant Tennis Center and Bobby Jones Golf Course would help create one point of entrance that could be a "statement" of place. This would allow for better controlled access and security as well as a centralized parking plan, which, is one of the concerns of the neighborhoods. Having a parking facility would also reduce the impervious surface areas for the Park, creating more useable green space.

Clear pathways and entrances to the various parts of the Park must also be improved. Walkability is an important element to any community park and region. The Conservancy is currently working with Atlanta Beltline and PATH to accommodate a connection point to the current Beltline as well as configure an overall walking path around the golf course and trail improvements through Memorial Park. It is important to maintain the variety of paths to appeal to a wider user base. Leaving as much current trail ways in place as possible will allow the Conservancy to maintain and help reinforce one of their other main goals – resource protection and management.

## **Maintenance**

The maintenance program is a critical end-need that must be addressed and understood throughout the entire design conception. Using best practices will help Memorial Park Conservancy achieve the best standards in order to strategically plan for long-term growth and beautification of the area that aligns with the Conservancy's mission and vision. High-use activities should be linked while passive elements controlled. Understanding the needs of each section of the Park and designing plantings, grass, turf, benches, trash cans and other items is important to think through for the continuous process of management in the future. Everything from staffing considerations to quality expectations of the areas must be thought through during the design stages.

## **Phasing**

The majority of successful municipal redevelopment projects have been achieved by narrowing a large-scale project into multiple levels and layers through phasing plans. By dividing the large project into pieces, support can be better obtained. Instead of Stakeholders visualizing an entire project that might appear too expensive, unmanageable, or impossible to achieve, the community is better able to support and conceptualize small tasks within the larger scope that is perceived as feasible. By separating the project's pieces, the community and municipality are also able to:

- Comprehend progress sooner
- Finance the redevelopment in stages, creating smaller and more achievable fundraising goals
- Allow Stakeholders to support and fund the pieces of the redevelopment of which they are most interested
- Gain greater community involvement over time as tasks within the project are completed and viewed as successful
- Allow for easier reaction time, if any piece of the redevelopment needs refining

Projects only begin to provide value once they start to support or produce for the business in which they are designed. Thus, by dividing the value instead of treating the project as one single, monolithic development effort, the results and therefore value can be achieved faster. Additionally, if redevelopment efforts stumble or are halted for any reason, the entire project does not have to become derailed since the total value is not impacted. In fact, through phasing, the project value can be provided to the business much earlier in the overall project life cycle.

In every large-scale project, once design is finalized, it is possible to list and prioritize the various business benefits that will be forthcoming upon completion of the project. By reviewing and prioritizing the business benefits, a phasing schedule can be developed. Treating every phase as its own traditional project should yield a working deliverable that adds value to the overall scaled project.

For the estimated \$22M redevelopment of Atlanta Memorial Park and the Bobby Jones Golf Course, phasing the project into smaller projects with individual financing, community involvement and achievement of goals will be difficult due to the hurdle of constructing a watershed project within the redevelopment of the Bobby Jones Golf Course. However, a few selected smaller projects that may be done quickly and effectively should be as well as breaking down any projects within the redevelopment of the Bobby Jones Golf Course. The Conservancy has already targeted many projects that can be achieved:

- Atlanta Memorial Park redevelopment (passive park)
- Connection to Atlanta's Beltline with PATH networks

Other projects that may be concluded without impacting the largest project, the watershed and Bobby Jones Golf Course, might also include relocating and sharing a Clubhouse with Bitsy Grant Tennis Center and developing a new parking structure to accommodate all Atlanta Memorial Park users. Developing a new Clubhouse would allow a greater number of users to enjoy the amenities of the park, golf course, tennis center and future Beltline path while not impacting the watershed project.

Working work with the Beltline and PATH teams to develop a connection around the current Bobby Jones Golf Course boundaries is a project that could be phased earlier into the entirety of The Atlanta Memorial Park Conservancy redevelopment. One methodology of connection that is currently being studied is reducing the road width on Woodward Way. This would take back right-of-way in order to give to a walking trail around the golf course community amenity.

Each and every smaller phased project would allow for intermittent fundraising, showing the community progress and bringing more energy into the Atlanta Memorial Park by increasing users. With more activity, the larger projects will have greater community backing and support for the continued redevelopment efforts. Accomplishing the smallest of projects and goals one at a time will prove the Conservancy's abilities and successes in order to attain total project achievement.

### **Best Practices**

The following list is a compilation from other municipal projects (information on these projects can be found in the appendix):

- 1) Gain community involvement and input to garner support for the project (s)
- 2) Any redevelopment that provides for an educational opportunity is generally better supported throughout the community
- 3) Communicate the project and goals to Stakeholders throughout the process and allow for public involvement and input. Local community leadership is crucial.

- 4) Always strive to achieve a goal – small or large. Not doing anything will eventually lose even the strongest supporters. Be deliberate and thoughtful on what can be achieved.
- 5) Set priorities and celebrate successes

### **Financing**

Coming up with a community and municipally support project is only the first step. Financing of the project is another hurdle.

Many investors need to routinely be able to make conditional investments that will grow through phases and successes if the project attracts enough investment. Investors are betting on how good they believe the idea, the business plan and the management team are, instead of betting on other people also wanting to become involved. Thus, the first step to attracting investors is to create formal milestones (phases). A project that is backed by the community and City, and, is small enough in scope to be achieved both on-budget and within an estimated time frame will go a long way to proving the ability of the Conservancy.

One of the largest scopes of work for the Bobby Jones Golf Course & Park Conservancy is the shoring and redesign of the watershed creek beds and Stormwater drainage systems. This is a project that needs not just community support, but, City of Atlanta and public funding as it encompasses hundreds of miles of streets, neighborhoods, and counties. It is unfeasible to attempt to redevelop the golf course without reworking the watershed issues and vice versa. If one is done without addressing the other, more environmental damage could be created. These two projects are inextricably linked as the golf course lies in the watershed floodplain. There are federal funds to help support this effort, but, the project will need to be supplemented with other private or public means. The watershed creek redevelopment at Piedmont Park was funded approximately 38% by the City of Atlanta (\$3.071M) with the remaining dollars raised through private partnerships (total projects costs of just over \$8M).

On January 5, 2004, the city council passed a series of water and sewer rate increases that would be used to renovate, rebuild and improve the City of Atlanta's water and sewer projects that were in violation of local, state and federal conditions. In 2008, Atlanta voters renewed a one-cent-on-the-dollar increase in sales tax to continue funding the water and sewer projects without further increasing water and sewer rates (the 2004 bill). While these improvements are slated through 2014 it is only for water and sewer systems specifically. However, the City is aware of concerns that include maintenance and/or replacement of watershed management infrastructure systems that are eroding. The watershed system is a major concern within the Park and surrounding neighborhoods. The drainage area to the low-lying Peachtree Creek and Tanyard Creeks have handicapped the system, creating flooding, erosion control and other environmental concerns throughout the Park. In the past, the Deputy Commissioner Barnes has stated that it will be vital to establish a means for addressing the Stormwater issues within the City. A Stormwater utility fee has been proposed to assist in the improvements and maintenance, but, not recently discussed.

Garnering support from the City and State to help fund the replacement or renovation and maintenance improvements (estimated around \$6M) for the stormwater system around the Park is both a vital need and key component for the entire redevelopment project in gaining support from the City of Atlanta and key stakeholders. Without the City's help, both on a funding and redevelopment design effort, the redevelopment of the Atlanta Memorial Park will be difficult.

Another possible area to obtain funding is to discuss Impact Fee allocation with the City of Atlanta. As it currently stands Impact fees for the City of Atlanta are allocated to the following four areas; Parks, Transportation, Fire/EMS, and Police. Additionally the four departments are split into a North and a South side service area within the City of Atlanta. In general funds from new developments and projects go into a general fund and then are distributed accordingly as each department sees fit. There have been many situations where the City has allocated impact fees from projects to specific areas. To have fees directed to a specific use or entity requires an ordinance be introduced and approved by City Council. As an illustration the new multi family development by Pollack on Peachtree on Colonial could have had its impact fees directed solely to the Bobby Jones golf course area.

It is our recommendation that the Conservancy approach a City Council representative about introducing an ordinance that directs the impact fees collected from future projects along the waterways of the watershed Bobby Jones is a part of towards projects that can benefit the golf course and Memorial Park areas.

### **Watershed**

The Watershed is a problem for everyone – primary stakeholders and secondary stakeholders as far away as the North Fulton County line where the drainage basin starts. It is viewed as a public infrastructure issue and will be difficult to find private source funding, at least initially without in-place public funds.

Approval from City of Atlanta Watershed Management must be the Conservancy's main goal in order to enhance the accessibility of all other City departments and achieve a public funding source. After multiple interviews with private and public sources, it is our understanding that having City of Atlanta Watershed supporting the project is vital to the ultimate success. Without Watershed support, Public Works and other City departments will be reluctant to help or approve the redevelopment project.

Getting the Department of Watershed Management's attention for this project is going to be challenging. The priorities of the Department of Watershed Management are:

1. Drinking Water
2. Sewage
3. Alleviating flooding
4. Water quality

Within each of those categories items are analysed based on

1. What must be done – items that must be completed to meet regulatory requirements, i.e. 303(d) list or the Federal Sanitary Sewer Consent Decree
2. What needs to be done – items that could affect public safety
3. What they want done – Enhancement of natural surroundings, etc.

As a result drinking water and sewage issues are the top priorities and focus. Thus, while the Department of Watershed Management realizes this area is a flood zone with many concerns, it is still not on the top of their list to help fund or support in the redevelopment effort. In fact, the following areas are their current priorities due to the fact that they are the most occupied areas:

1. People Town
2. Georgia Tech
3. Tanyard Creek

Luckily the Atlanta Memorial Park Conservancy lies within some of the Tanyard Creek area. However, it is still third on their list and while the Department of Watershed Management has some operational budget to address flooding, it is limited.

Federal funds are available and should be utilized to the maximum extent possible (please see Section 319(h) Grant information in the Appendix). Currently, Atlanta does not comply with watershed best practices and have been fined for not complying with the regulations. In lieu of paying the state fines for noncompliance, the City of Atlanta has been allowed to sequester the money and use to improve watersheds (in addition to their general operating budget). This resulted in a \$4B watershed management redevelopment project. However, as previously stated, there is a vast need that far surpasses the fund available. Thus, while some of the project may get an allocation from these federal funds, it is certain that the federal dollars will not pay for the entire watershed project. Similar to Piedmont Park's watershed redevelopment, the Conservancy will need to find supplemental sources to help solve the infrastructure issues in conjunction with redeveloping the overall Golf Course that will maintain waterway measures to help buffer and lessen the flow from the creeks in a variety of Stormwater management systems.

#### Recommendations:

The following are based off of discussions with the new Commissioner of Watershed Management for the City of Atlanta, JoAnn Macrina. The basis of the conversation is how to "elevate" a project in the selection hierarchy of which Department of watershed projects get approved to proceed.

- Echoing an earlier theme the watershed issue needs to be addressed as a Region and not just locally at the park location. Commissioner Macrina stated that the City would only approve or support watershed repairs of the park if upstream issues were also addressed otherwise the fix would be temporary in nature.
- Approach the city based on their evaluation criteria. Each watershed improvement project is evaluated based on the following:
  - o Flooding prevention
  - o Erosion/sedimentation control
  - o Enhancement of natural environment
  - o Water Quality
- The City is concerned about the long term wellbeing of improved watershed areas. Engaging the Conservancy or surrounding neighbourhood associations into a maintenance agreement of the creek areas would increase the chances of the City selecting the area for improvement.
- Any watershed project requires EPD, EPA, and Army Corp of Engineer approval so the creek area in direct contact with the course/park must be submitted and analysed as an entire watershed area. Failure to do so will likely lead to a rejected application.

#### **Mayor Reed's Greenspace Goals**

Mayor Kasim Reed of Atlanta has three primary goals he is trying to achieve for the city:

- 1) increasing green space
- 2) creating more sustainable communities, and
- 3) increasing resident's access to public spaces.

The Atlanta Memorial Park Conservancy encompassing the public Bobby Jones Golf Course, Bitsy Grant Tennis Center and Atlanta Memorial Park are in desperate need of revitalization and redevelopment in order to help create more usable, accessible and sustainable public green space amenities. Redeveloping one of the City’s best located, most accessible and underutilized green spaces by creating a more inviting, functional and ecologically sound park is in line with the Mayor’s goals.

**STAKEHOLDERS**

Not only do the City of Atlanta’s goals need to be met but also that of other stakeholders including surrounding neighbourhoods, regional golf users, and secondary stakeholders such as Atlanta Beltline and Georgia Department of Transportation. Below is a summary of secondary stakeholder perspectives based on interviews and research:

OTHER STAKEHOLDERS		
Stakeholder	Priorities and Interests	Perspectives and Opportunities
Georgia Department of Transportation	Developing a trail along Northside Drive	Potential to connect that trail to Atlanta Memorial Park
PATH Foundation	Developing trail connecting Atlanta Beltline and Northside Drive trail	Collaborate with AMPC in public participation and planning with adjoining property owners
Atlanta Beltline	Development of the Atlanta Beltline and surrounding properties	Impact of the Implementation Plan on the AMPC area
NPU System	Due to Regional Park status, involvement of NPUs A, B, C, D, E, F, G, J, K, L, M (5 mile radius) may be necessary	Impact area represents eleven (11) of the twenty five (25) NPUs in the City of Atlanta. All of which may be required to vote due to Regional Park designation
Atlanta Public Schools / North Atlanta High School Golf Team	Currently utilizing course for practice. Needs updating and expansion of services (driving range, putting/chipping green, improved maintenance) in order to remain viable	Interested in building relationship with AMPC and advocating for needed improvements

**COMMUNITY ENGAGEMENT PROCESS**

Atlanta Memorial Park Conservancy needs feedback and guidance from all stakeholders in order to design a sustainable, usable, enjoyable Regional Park. While understanding the process and forming the Conservancy is the first successful steps, the next are the most vital to project support.

The Conservancy has planned a charrette and must continue to understand what the users want in order to garner support, which, will ultimately lead to funding. Without the community, the City will not back a redevelopment effort. While the revenue perspective is important in terms of what the City is seeking, the community must first buy into the redevelopment concepts as they are who will be sustaining the Park through usage.

The International Association for Public Participation (IAP2) principles are a great guidance for the community engagement process to help identify long term goals, perspectives and priorities of Stakeholders. Communication at every level of the process is vital to garnering consensus and support. The following is a general summary of the engagement process:

Engagement Process	Designing and Planning	Implementing Engagement
- Conservation with the community	- Designing and planning the	- Implementing the Process
- Engagement process	engagement process	- Engagement methods
- Core values and principles	- Knowing your community	- Community feedback
- Engaging diverse communities	- Tools and resources	- Evaluating engagement
	- Identifying community aspirations/priorities	

**FINAL CONCLUSIONS**

The Atlanta Memorial Park Conservancy is on the right track to success. Forming a conservancy was the first step to ensure Atlanta Memorial Park will be a healthy, sustainable, usable Regional Park for decades to come. In order to continue the current momentum, the ULI mTAP sees the following general recommendations as critical and should be considered throughout the planning and development stages:

1. Expand constituent area for the community engagement process to encompass and reflect a true Regional Park; create more diversified communication and outreach that supports a broader picture of Atlanta Memorial Park outside of the immediate neighborhoods NPUs.
2. Utilize IAP2 principles in order to develop a strategic park plan and understand the design and vision for the area.
3. Reflect a Regional Park Status through the Conservancy by diversifying the board composition.
4. Develop a clear vision and holistic sense of place. Once 1 and 2 have been accomplished, 4 will be more relevant. The upcoming charrette should be considered the opportunity to accomplish this recommendation.

The Conservancy’s overarching goal is to create a clear image and inclusive sense of place for all functions within Atlanta Memorial Park. Once the Conservancy has defined “who” they are going to be, the City support and funding as well as the Conservancy development and management practices should naturally follow. Using the Best Practices from other highly successful Regional Park Conservancies will allow Atlanta Memorial Park Conservancy to develop and create a well-organized, defined and efficient structure from the start.

**APPENDIX CONTENTS:**

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Conservancy Best Practices & Case Studies

Watershed Case Studies

IAP2

Section 319(h): Georgia's Nonpoint Source Implementation Grant Information

Interview Notes