



Livable

# Centers Initiative City Center

Central Atlanta Progress  
Georgia State University  
Historic District Development Corporation  
The Housing Authority of the City of Atlanta, Georgia

Atlanta, Georgia  
December 2001

EDAW

# Livable Centers Initiative

# City Center

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### **Acknowledgements**

The City Center Livability Partners thank all the citizen planners who participated in this project.

### **City Center Livability Partners**

Central Atlanta Progress, Inc.

Georgia State University

Historic District Development Corporation

The Housing Authority of the City of Atlanta, Georgia

### **Additional Steering Committee Members**

Atlanta Regional Commission

City of Atlanta Department of Planning, Development and Neighborhood

Conservation, Bureau of Planning

Fairlie-Poplar Implementation Task Force

Georgia Building Authority

Grady Heath Systems

National Park Service, Martin Luther King, Jr. National Historical Site

### **Consultants**

EDAW, Inc.

Day Wilburn and Associates, Inc.

Trinity Plus One Consultants, Inc.



Historic Downtown Atlanta



Downtown Atlanta Today

## Foreward

As late as the 1960s, Downtown Atlanta was a bustling place, center of the Southeast and *the* place to work and shop. Little by little, as the city lost population and resources, and competition in the suburbs increased, Downtown began to lose its vibrancy. Businesses and government agencies began to move out and surrounding neighborhoods slipped into decay.

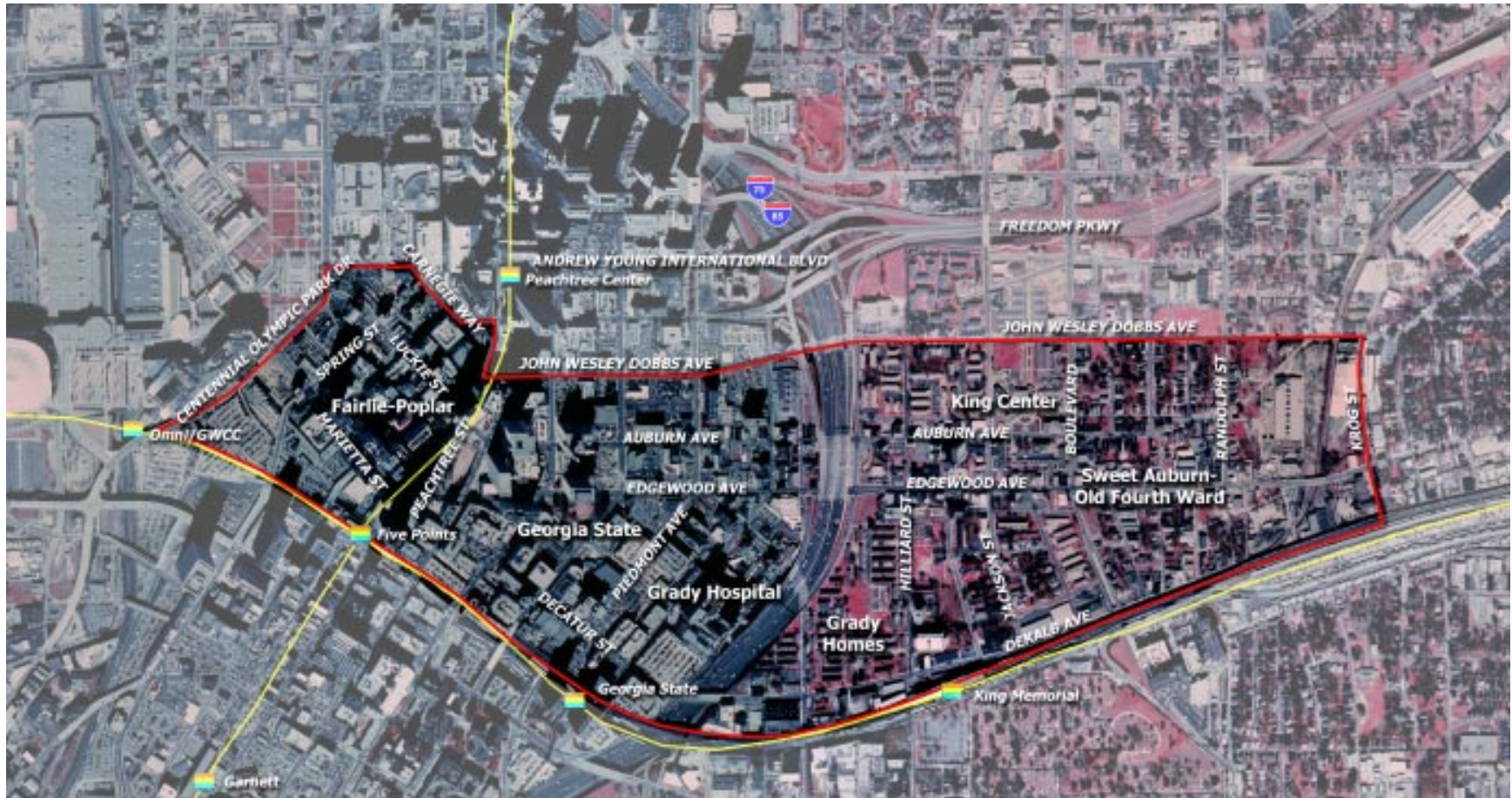
The trend lines turned positive in the 1990s. Today, in 2001, the City has seen its first increase in population in over thirty years and reinvestment in Downtown has surged. As we begin a new century with new leadership, new investment, and new residents, expectations are high.

This plan, based upon big ideas generated from hundreds of hours of public input, will help guide the return of Downtown to the civic, cultural and business hub of the region. With a Livable Centers Initiative grant from The Atlanta Regional Commission, we formed the City Center Partners to plan for that bright future. City Center Atlanta will once again be a place where a region comes together to work, shop, dine out, live, see a concert or a sporting event, play in a park, and go to school. Walkable neighborhoods connect to transit, making a day in the City a fun experience not requiring a car.

This plan is only the beginning, the first step toward fulfilling the high expectations. It sets out a map for future investment, recognizing the challenge of implementation as the most important part of the vision. On behalf of all who participated in this planning process, we are pleased to present the combined vision of a revitalized City Center.

City Center Partners,

Central Atlanta Progress, Inc.  
Georgia State University  
The Historic District Development Corporation  
The Housing Authority of the City of Atlanta, Georgia



Planning area - aerial view

# Framework for Livable Centers

## Introduction

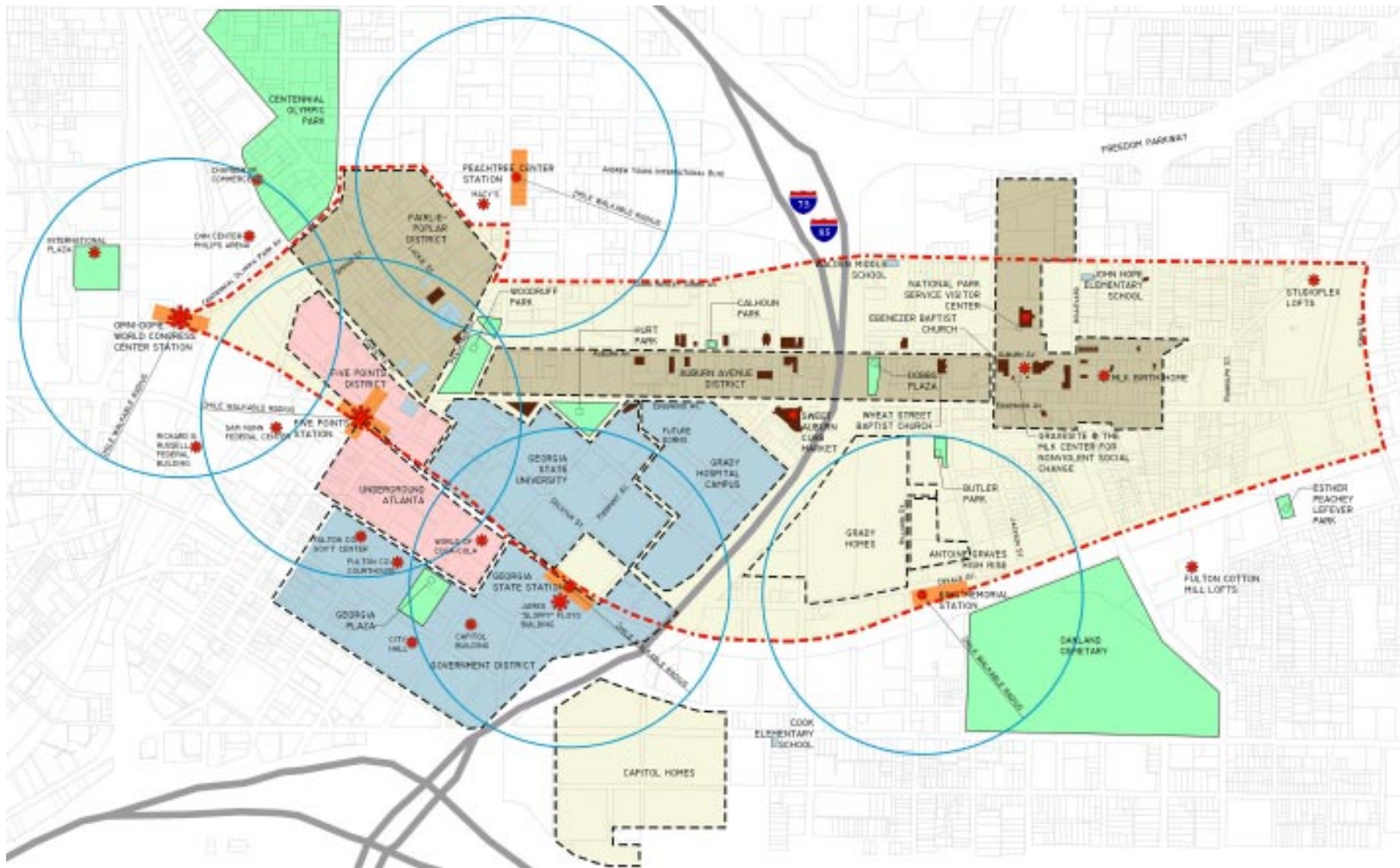
Downtown Atlanta is the center of one of America's most vibrant and growing communities. The Atlanta region has seen sustained growth for more than a decade, with 700,000 new jobs created and 880,000 new residents arriving since 1990. Intown Atlanta—Downtown, Buckhead, Midtown, and other intown locations—has seen a tremendous return of interest, investment, and new residents. For the first time since the 1960s the City of Atlanta's population grew. Between the 1990 and 2000 Censuses, City population grew by 22,457 or 5.7%. While this growth may slow down, the return to Atlanta's City Center will continue. Many metro Atlanta residents are interested in living and working in proximity to Downtown and the appeal of an urban lifestyle continues to grow.

This plan was developed under a Livable Centers Initiative (LCI) grant from the Atlanta Regional Commission (ARC) and the four sponsoring Project Partners: Central Atlanta Progress, Inc. (CAP), Georgia State University (GSU), Historic District Development Corporation (HDDC), and The Housing Authority of the City of Atlanta, Georgia (AHA).

The goal of the Atlanta Regional Commission LCI process is to connect activity centers to each other, to an improved transportation infrastructure, and to other amenities to create a vibrant and highly functional urban fabric, while reducing the dependence on single-occupancy vehicles.

Volume II, which accompanies this document, includes technical memoranda on the following topics:

- Five-year implementation plan
- Demographic trends
- Land use and zoning
- Housing
- Transportation
- City of Atlanta development incentives programs
- Public input
- Stakeholder interview summary
- LCI steering committee notes



Planning area - good urban fabric, transportation access and historic resources



Marietta Street



Georgia State University Student Center



Grady Health Systems

**Planning Area Land Use**

<i>Commercial</i>	<i>239 acres</i>	<i>47.3%</i>
<i>Institutional</i>	<i>88 acres</i>	<i>17.4%</i>
<i>Residential Multi-Family</i>	<i>85 acres</i>	<i>16.7%</i>
<i>Residential Medium Density</i>	<i>32 acres</i>	<i>6.3%</i>
<i>Limited Access Highway</i>	<i>26 acres</i>	<i>5.1%</i>
<i>Mixed Use Residential</i>	<i>13 acres</i>	<i>2.6%</i>
<i>Industrial</i>	<i>12 acres</i>	<i>2.3%</i>
<i>Park</i>	<i>6 acres</i>	<i>1.2%</i>
<i>Transportation/Communication</i>	<i>5 acres</i>	<i>1.1%</i>
<b>Total</b>	<b>506 acres</b>	<b>100%</b>

Source: ARC, City of Atlanta and EDAA

**The Planning Area**

The planning area runs from Centennial Olympic Park Drive on the west to Krog Street on the east. The northern boundary is Irwin Street/John Wesley Dobbs Avenue and the southern boundary is the MARTA corridor including the Omni/Dome/GWCC, Five Points, Georgia State, and King Memorial stations. The Peachtree Center Station is just north of the planning area.

The planning area contains over 500 acres in Downtown Atlanta. Its physical design and pattern of development ranges from high-rise office towers to single-family housing.

The Fairlie-Poplar District and Five Points/Marietta Street area (on the western edge) represent the older commercial urban development patterns created in the late 19<sup>th</sup> and early 20<sup>th</sup> centuries. The street pattern is a tight grid, with relatively narrow streets and high building density by Atlanta standards.

Moving east, the development pattern begins to open up as you cross over Peachtree Street and Woodruff Park, where you see the prominent development pattern of the mid to late 20<sup>th</sup> century—wider streets, larger setbacks and bigger institutional uses.

Heading further east, you reach the Downtown Connector (I-75/85) interstate corridor, which effectively divides the planning area in two. Building heights and density drop off precipitously east of the connector. Housing becomes more dominant, and multifamily residential uses transition into the single-family homes of the Martin Luther King, Jr. Historic District. Finally, the eastern edge of the planning area is a revitalizing industrial area, which is now home to two mixed-use loft developments.

Demographically, the planning area has seen significant change between 1990 and 2000. The population grew by 25.3%, from 3,667 to 4,596 people. The number of households also grew from 1,770 to 2,258 (27.6%). Rental housing still dominates the area, but it decreased from 93.4% to 91.4% of the total housing stock, and owner-occupied housing increased 66%.

Planning area residents are predominately African-American but their share of the population decreased from 93.9% to 81.6% between 1990 and 2000. The African-American population increased 8.9%, from 3,445 to 3,751. The white population increased by 197.4%, from 191 to 568, while other races increased 1168.4%, from 19 to 241. For a complete analysis of demographic trends, please see the Technical Memoranda.

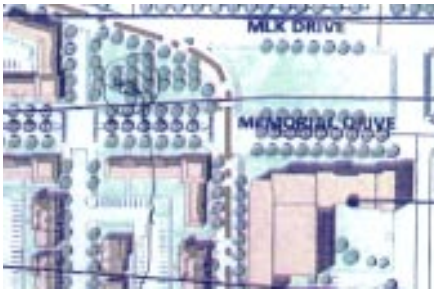




Calhoun Park at Auburn Avenue



Martin Luther King, Jr. Center



Capitol Homes revitalization



New housing in Fairlie-Poplar

## Successes

The plan takes into account important successes that Downtown has witnessed in recent years:

- 3,400 new housing units since 1990
- \$213 million 21,000-seat Philips Arena
- revitalization of over a million square feet of commercial, hotel and office space
- \$11 million Martin Luther King, Jr. National Historic Site visitors' center
- \$2.5 million restoration of housing on the Martin Luther King, Jr. birth home block
- \$46 million Georgia State University Helen M. Aderhold Learning Center
- renovation of the Rialto Center for the Performing Arts
- renovation of the historic C&S building for the Georgia State University J. Mack Robinson College of Business
- over \$30 million of residential and commercial investment by the HDDC
- creation of the Downtown Transportation Management Association (TMA)
- creation of the Downtown Atlanta Community Improvement District and the Ambassador Force® (DACID)

These successes have begun changing the face of Downtown and are spurring further investment.

A partial list of pending projects affecting the planning area includes:

- construction of a \$180 million multimodal passenger terminal, providing connections to MARTA and bus and commuter rail to Georgia and the world
- \$70 million Georgia State University science building
- Georgia State University Andrew Young School of Public Policy Studies will move to the Five Points area
- phases 2, 3 and 4 of the multimillion dollar Fairlie-Poplar streetscape revitalization project
- \$2.5 million facade improvements along Auburn Avenue
- \$3.5 million renovation of the Atlanta-Fulton Public Library
- \$179 million revitalization of the AHA's Capitol Homes and MLK Village Communities
- Memorial Drive-Martin Luther King, Jr. Drive Area Revitalization Study
- MARTA's mixed-use transit-oriented development at King Memorial Station
- \$31.5 million renovation at Grady Health Systems for the Cancer Coalition Initiative
- new Emory School of Medicine building on the Grady Health System campus
- \$1.8 million restoration of Ebenezer Baptist Church
- commercial projects and single- and multifamily housing by HDDC
- \$100 million expansion of the Omni Hotel
- new 600,000 SF office tower for CNN on Centennial Olympic Park
- renovation of Federal Reserve building for the State Bar of Georgia



Atlanta Life Insurance building awaiting revitalization,  
Auburn Avenue

## Challenges

To maximize opportunity and achieve the vision outlined in the plan, several development challenges must be addressed.

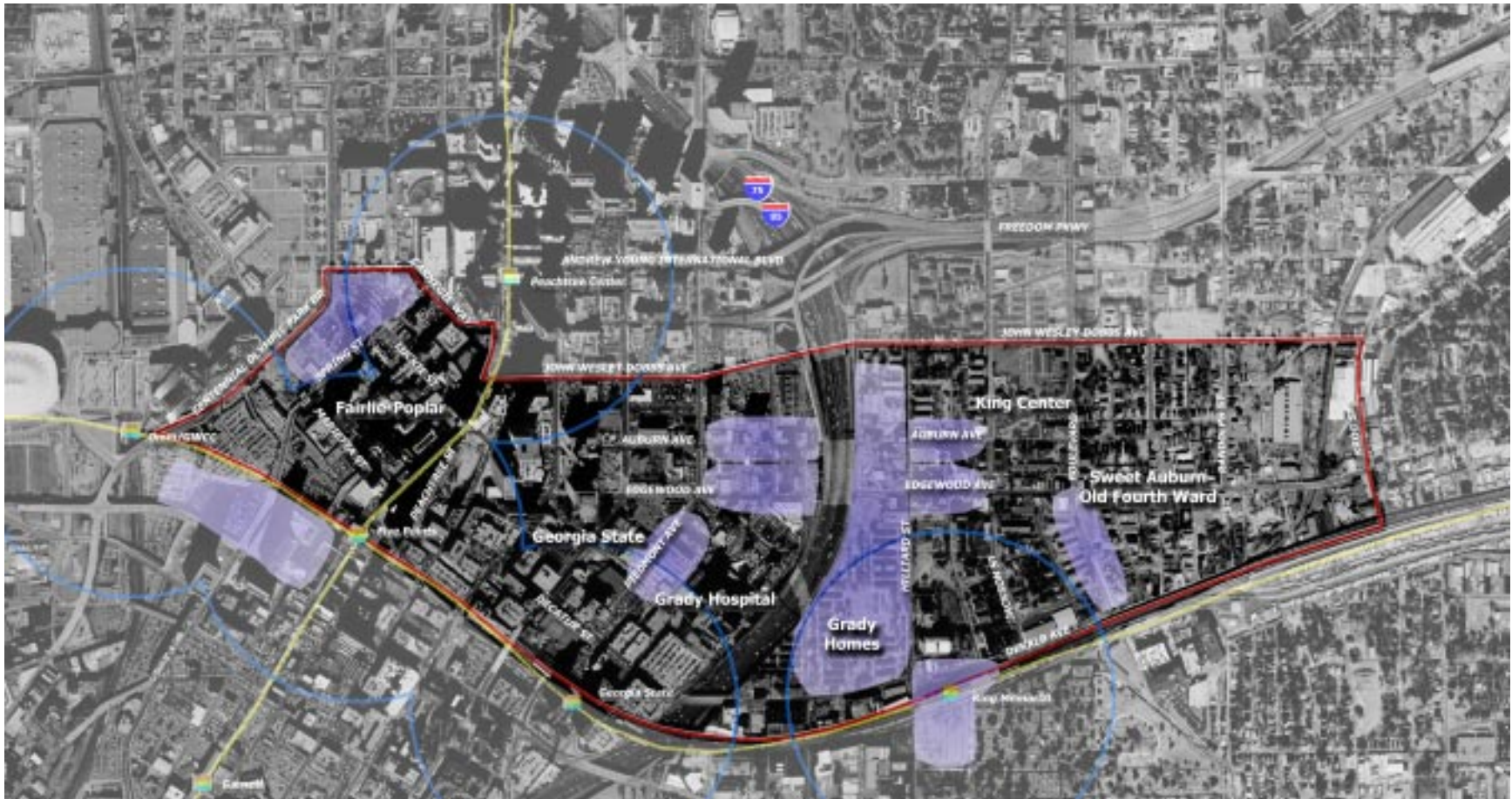
Household income in the planning area remains low despite recent new housing; 54.3% of the households in 2000 were in the under-\$15,000-per-year category. While this number is high compared to the surrounding county (for Fulton County the under-\$15,000 category was 26.5% in 1990 and 16.10% in 2000) it is a decrease from 74.6% in 1990.

The planning area (and its adjacent districts) is home to many of metro Atlanta's social service agencies. Therefore the area has a concentration of populations with drug and mental health problems—in addition to the concentration of poverty—and a noticeably high incidence of panhandlers and homeless people.

It should be noted that these two separate issues—the problem of homelessness and the problem of aggressive panhandling—came up in every stakeholder interview and at every public meeting as roadblocks to Downtown development. This plan, which is primarily transit and development based, cannot hope to solve these issues. The City of Atlanta and each of the Project Partners have addressed these two issues through a variety of studies and recommendations. Only a metropolitan-wide solution will reduce the impact of these problems. We concur with public input concerning these issues.

While there is a high concentration of alternative transit opportunities in the planning area (five MARTA stations and many bus routes), the pedestrian environment can be hostile. Maintenance of existing improvements is a big concern. Streetscape improvements created for the 1996 Olympic Games have deteriorated due to lack of maintenance. Safety is often perceived to be a problem. Signals and sidewalks need to be upgraded. Connections on the southeast side of the planning area to surrounding neighborhoods across DeKalb Avenue, MARTA and other lines are insufficient. Wayfinding signs are not adequate.

Finally, many developers find the City building permit and rezoning process complex and lengthy, adding additional costs to projects. This, combined with high land costs, makes it difficult for all but the most innovative and dedicated investors to work in the planning area.



Pockets of redevelopment opportunity

## Development Opportunities

Several areas within the planning area are available for redevelopment. The map opposite shows in blue the general areas. In addition to these larger areas, there are many opportunities for infill throughout Downtown.



Transit-oriented development (TOD) concept south of the King Memorial MARTA station



Mixed-use mixed-income redevelopment concept in the HOPE VI model west of Hilliard Street connecting King Memorial MARTA station to Walden Middle School



## The Planning Process

The City Center LCI planning process consisted of multiple steps with opportunities for feedback and give-and-take between the Partners, Steering Committee members, the City, ARC, the public and consultants.

The study considered the successes and challenges Downtown faces and reviewed over 17 individual plans affecting the study area. The following planning process continued the ongoing dialog among the Partners and between the Partners and the City:

- Monthly meetings with the Partners and the Steering Committee. The Steering Committee includes representatives of all the Partners as well as other interested parties in Downtown: Grady Health Systems, Georgia Building Authority, National Park Service, the City of Atlanta, Atlanta Regional Commission, Fairlie-Poplar Implementation Task Force, and the Wheat Street Charitable Foundation.
- Collection, review, and summary of existing planning documents for the planning area. See the appendix for a complete list of documents reviewed.
- Site visits and photographic documentation of the planning area.
- One-on-one interviews with 25 stakeholders.
- Analysis of existing conditions.
- Three public meetings to garner input, validate conclusions and accept feedback. Each public meeting had between 80 and 150 people in attendance.
- Documentation of the planning process, planning analyses, and recommendations.
- Development of recommendations.



Public workshops

## The “Big Ideas”

The City Center Livable Centers Initiative Plan is intended to guide Downtown’s evolution through four “big ideas.” These ideas sprung from public meetings, Steering Committee planning sessions, stakeholder interviews, and other forms of input. In the most basic sense, proponents of Downtown see the area as having radically changed over the past decade. Most of the public involved in Downtown development said, “We’ve come a long way but we still have a way to go.”

Therefore, this document will focus its strategies and actions for implementation on the four big ideas developed to guide the continued Downtown renaissance and to coordinate the many activities and developments planned. The big ideas are:

1. **Strengthen Neighborhoods**
2. **Park Once or not at all... Ride MARTA**
3. **Fill in the Gaps**
4. **Support the Downtown Experience**

# Big Ideas Big

# Big Ideas Big

**1.** Strengthen Neighborhoods

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**2.** Park Once *or not at all* ... Ride MARTA!

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**3.** Fill in the Gaps

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**4.** Support the Downtown Experience

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Big Big Ideas Big  
Big Big Ideas

# Big Ideas Big

Downtown Atlanta has come a long way in the last ten years, but we need to continue to build on our success and bring more residents, workers, shoppers and students into the City Center. Downtown should be an attractive and competitive alternative to living anywhere else. Downtown housing needs to be plentiful and come in a range of prices; schools need to be close by and academically outstanding; walking and shopping need to be pleasant and easy; neighborhoods should have distinct identities; and neighbors and visitors should feel safe.

To achieve a more inviting Downtown, we need to reduce the dominance of automobiles. The park-once goal can be achieved by providing appropriate parking, internal transit options, and a better pedestrian environment. Strategies in this section support arriving Downtown by MARTA or by car, parking, and then completing daily activities on foot or on transit. If you live Downtown it should be possible to live without a car.

It is not possible to completely redevelop the entire planning area at once. Over time concentrate development in key areas while creating interesting connections in the public realm. The outcome is that gaps in private development will be filled in as more people live in and visit Downtown.

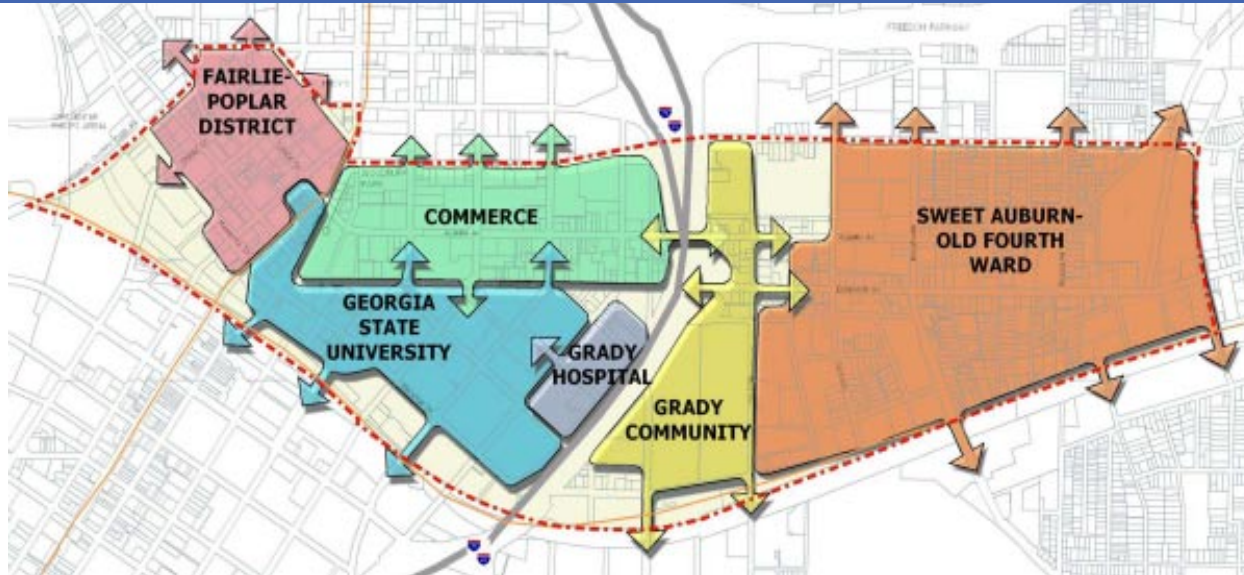
People need a reason to come Downtown. The overwhelming success of the “On the Bricks” concert series brought thousands of new visitors to Downtown every Friday night. Create compelling reasons for non-residents and visitors to come Downtown and stay. Once there, make their visits pleasant and entertaining so they will return.

# Big Ideas Big Idea



# Strengthen Neighborhoods

*Downtown Atlanta has come a long way in the last ten years, but we need to continue to build on our success and bring more residents, workers, shoppers and students into the City Center. Downtown should be an attractive and competitive alternative to living anywhere else. Downtown housing needs to be plentiful and come in a range of prices; schools need to be close by and academically outstanding; walking and shopping need to be pleasant and easy; neighborhoods should have distinct identities; and neighbors and visitors should feel safe.*



1. Create a mix of housing

2. Strengthen neighborhood identities

3. Attract more residents

4. Connect Downtown neighborhoods

5. Promote desired land use change

6. Coordinate Downtown interest groups

## Strategy 1. Create a mix of housing

**actions:** **Provide tax incentives** such as Tax Allocation District financing and enterprise or empowerment zones to specifically encourage the development of mixed-income housing.

**Encourage existing residents to transition out of publicly subsidized housing** by providing job-training programs that prepare them for sustainable jobs with realistic living wages.

**Continue to develop new market-rate housing using a mixed-use model** that can accommodate people of all ages and income levels.

**Redevelop existing publicly subsidized housing communities as mixed-income housing** with a fixed percentage of units perpetually reserved for low-income residents.

**Create public/private partnerships** with landowners, developers, agencies, and private foundations to redevelop low-income housing into mixed-use, mixed-income housing. Support the AHA model of providing opportunities for public housing residents to move to market-rate mixed-income housing.



Dobbs Plaza, Auburn Avenue

## Strategy 2. Strengthen neighborhood identities

**actions:** **Implement new design guidelines** that ensure new development reflects the scale and character of existing development. Design guidelines exist for many areas of Downtown including the MLK Historic District, Auburn Avenue, Fairlie-Poplar, and the Centennial Olympic Park Area. New or revised Special Public Interest (SPI) zoning districts should include design guidelines adopted by the Atlanta City Council.

**Program open spaces and parks.** The City of Atlanta has invested a great deal of money to create open spaces and parks. However, these public spaces become uninviting when overburdened by crime, aggressive panhandling, or the homeless. Downtown neighborhoods should adopt existing parks such as Dobbs Plaza and Butler Park to advocate for their maintenance and program activities to ensure parks are safe for everyone to enjoy. A park conservancy is one approach to maintaining parks for future generations. Atlanta has an effective Adopt-a-Park program through Park Pride.

**Support neighborhood planning processes.** Many plans have been completed for Downtown neighborhoods and institutions. Support coordination and implementation of existing initiatives and plans.



Old Fourth Ward housing

### Strategy 3. Attract more residents

**actions:** **Add more shopping.** If more people come Downtown with a variety of incomes, retail opportunities and higher quality services will develop. Public/private partnerships should be established to bring developers and landowners together to identify locations for neighborhood commercial centers and restaurant locations. New zoning districts proposed by the City are appropriate for this area and should emphasize ground-level retail. Incentives exist to spur retail investment; see Technical Memoranda.

**Increase the perception and reality of safety.** Downtown Atlanta needs to increase its level of activity to create a 24-hour livable city. The presence of people going about their daily lives puts residents and visitors at ease. Safety can also be increased through organizational means—expanding and coordinating community policing, neighborhood watches, and the Ambassador Force; and physical means—increased maintenance and lighting.

**Program city bond funds.** City bond funds (Quality of Life Bonds) exist for construction phases of some neighborhood improvements. Coordinate with the City to program bond funds for design, maintenance, and construction improvements.

**Support school excellence.** Work with the Atlanta Public Schools on school reform to develop schools and programs for existing families and to attract new students and their families. Increase Georgia State University outreach programs for mentoring and tutoring within the planning area.

**Coordinate development incentives.** A variety of development incentives exists: enterprise zones, federal empowerment zones, tax allocation districts (TADs), tax credits and other funding mechanisms. These mechanisms can be used for recruiting businesses and residents. See the Technical Memoranda for complete list of City Incentive Programs.



City shopping attracts people

### Strategy 4. Connect Downtown neighborhoods

**actions:** **Improve pedestrian links.** Bridges and tunnels crossing the east-west MARTA line and the Interstate highway viaduct create barriers between Downtown neighborhoods. The Krog Street and Boulevard tunnels need wider sidewalks and lighting to reconnect neighborhoods. The Interstate underpasses need to be cleaned and maintained. Sidewalks should be installed along the south side of DeKalb Avenue from Krog Street to the King Memorial Station to encourage walking and transit use.

**Implement neighborhood signs.** Downtown neighborhoods should be identified with entrance gateways and directional signs to guide residents and visitors to their destinations. Signs should be standard and can be maintained by neighborhoods.



Mattress Factory Lofts, Grant Street

**Strategy 5. Promote desired land use change**

**actions:** Advise on new or revised SPI zoning districts. The creation of new and revised SPI zoning districts can be a lengthy process. Advise on districts and follow through until adopted by the Atlanta City Council.

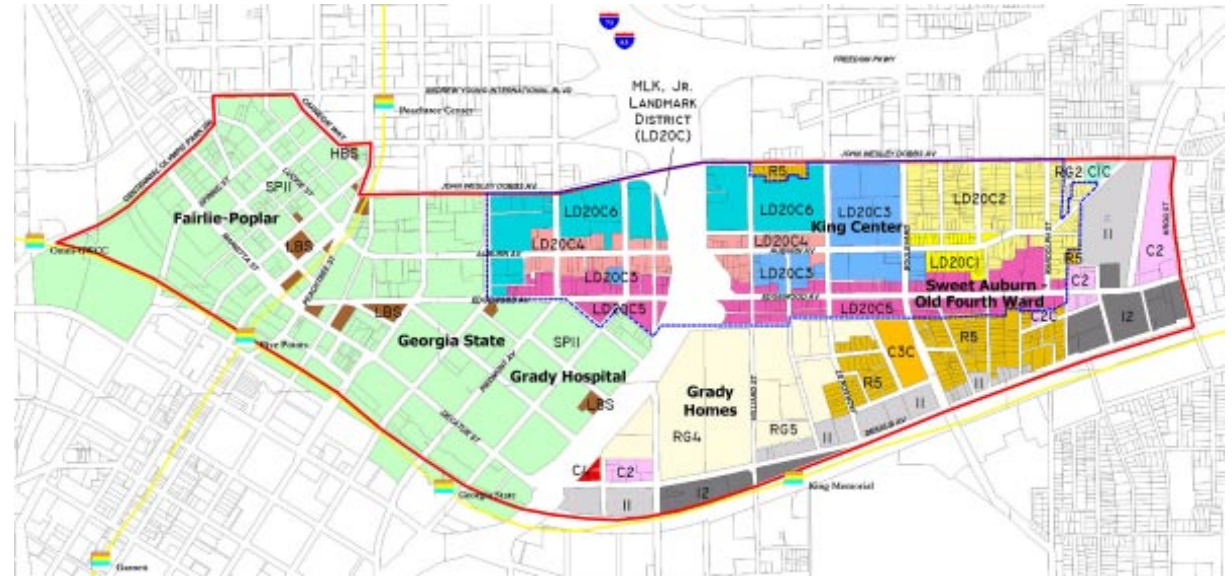
**Create eastside Tax Allocation District (TAD).** A westside TAD already exists in Downtown. Create an eastside TAD to fund infrastructure improvements. Support legislation to simplify the process and make it more usable.

**Study development incentives.** Many properties in Downtown are underused or unused. Empty, boarded-up buildings or derelict surface parking lots do not contribute to the vitality of Downtown neighborhoods. Development incentives, alternative property taxation, and partnerships with landowners should be considered as options to promote redevelopment. See Technical Memoranda for a list of Development Incentive Programs.

**Strategy 6. Coordinate Downtown interest groups**

**actions:** Support an ongoing coordination process. An ongoing process is needed to keep the City Center Partners, the City of Atlanta, and other interested parties working together to implement the “Big Ideas” identified in this plan. Activities of Downtown agencies, property owners and interest groups should be coordinated through regular meetings.

**Organize “Delivery Team.”** As priority projects arise, develop a “Delivery Team” to guide and streamline the development process. The members of the delivery team will vary with the size and scope of the project, however, its is important that the City be an active member.

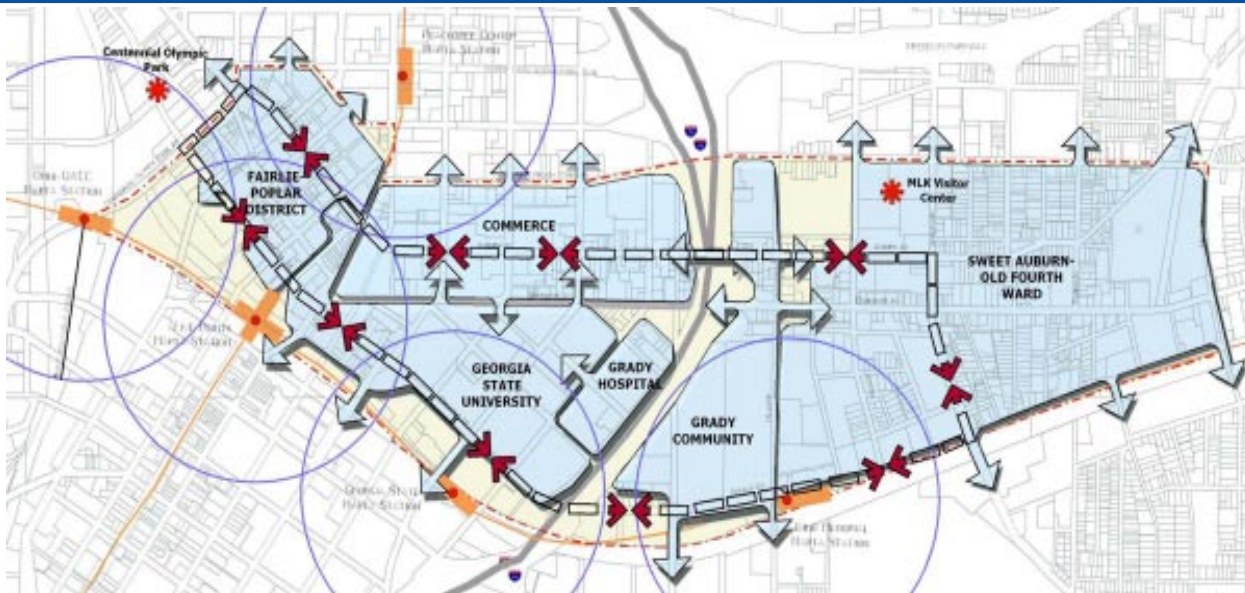


City of Atlanta zoning

# Big Ideas Big

## Park Once *or not at all* ... Ride MARTA!

To achieve a more inviting Downtown, we need to reduce the dominance of automobiles. The park-once goal can be achieved by providing appropriate parking, internal transit options, and a better pedestrian environment. Strategies in this section support arriving Downtown by MARTA or by car, parking, and then completing daily activities on foot or on transit. If you live Downtown it should be possible to live without a car.



1. Create a comprehensive sign program

2. Create a Downtown circulator service

3. Coordinate Transportation Demand Management

4. Create appropriate on-street parking strategy

5. Coordinate with design of multimodal passenger terminal

# Big Ideas, Big

## Strategy 1.

### Create a comprehensive sign program

**actions:** **Post information kiosks and maps** outside all MARTA rail stations to direct transit riders to offices, parks, and attractions; build on Olympic “i” information signs.

**Create a clear wayfinding sign system.** The system should direct travelers from the Interstate, on primary pedestrian corridors (especially Auburn/Luckie, Marietta/Decatur, Hilliard, Peachtree, and Piedmont), and at street corners within the core Downtown area. The signs should direct residents and visitors to attractions, parking or transit.

**Repair and maintain existing signs.** Tie in existing signs and entrance features at MARTA rail stations to the new wayfinding sign system. Maintain and keep signs up to date.



Riding MARTA

## Strategy 2.

### Create a Downtown circulator service

**actions:** **Fund a circulator study.** State funds are available for circulator studies to connect activity centers, park-once facilities, and other destinations.

**Create a low-charge shuttle service to key Downtown destinations including** the Martin Luther King, Jr. National Historic Site, Georgia State University, Grady Hospital, Underground Atlanta, multimodal passenger terminal, CNN Center, Georgia World Congress Center, Peachtree Center, and MARTA stations.

**Create clear signs at shuttle stops.** Provide distinct identification of shuttle routes, destinations and schedule. Link to the comprehensive Downtown wayfinding system.



Park banners



Riding MARTA



Street parking, Auburn Avenue



Intelligent transportation systems

### Strategy 3.

#### actions:

## Coordinate Transportation Demand Management (TDM) through existing Downtown Transportation Management Association (TMA)

### Incorporate parking standards into SPI zone requirements:

- Uniform signs for major lots and parking garages
- Parking development standards for space size, maneuvering room, and access points
- Parking standards for special events operation
- Parking standards for operation of valet parking
- Incentives to encourage services/activities within and around parking facilities for people presence

**Create and publicize carpool and vanpool incentives** to reduce single occupancy vehicles.

**Coordinate and publicize staggered working hours** for area businesses to decrease congestion at peak travel hours.

**Expand and publicize employer MARTA and other transit pass incentives** to increase MARTA and other transit system use.

### Strategy 4.

#### actions:

## Create appropriate on-street parking strategy

**Enforce on-street parking time limits** to provide for short-term use. If time limits are not enforced, this valuable resource is used for all-day parking. An appropriate on-street parking strategy is priced correctly and turns over quickly during the busiest hours. New smart card meter technology can make this option flexible.

**Provide additional on-street parking.** It should be available in areas for shopping and short visits. Short-term on-street parking is especially important adjacent to businesses and retail services in redevelopment areas.

**Increase taxi stand zones** near restaurants and event venues.



Multimodal transportation center

### Strategy 5.

### Coordinate with design of multimodal passenger terminal

**actions:**

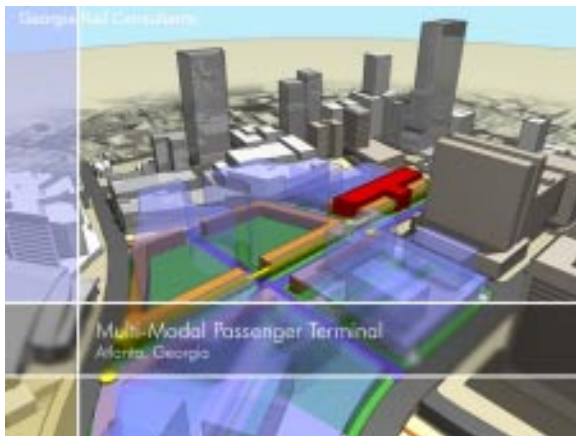
**Coordinate connections between the multimodal passenger terminal and the Downtown circulator.** The development of a multimodal passenger terminal in the “gulch” between the Five Points MARTA station and the CNN Center/Philips/Omni MARTA Station is a terrific opportunity to redevelop and reconnect that area to the larger Downtown.

**Provide clear information and direction signs** inside the multimodal passenger terminal. While the design is beyond the scope of this study, the terminal should be connected through clear signs, obvious street level connections, and tied into the larger Downtown wayfinding sign system.

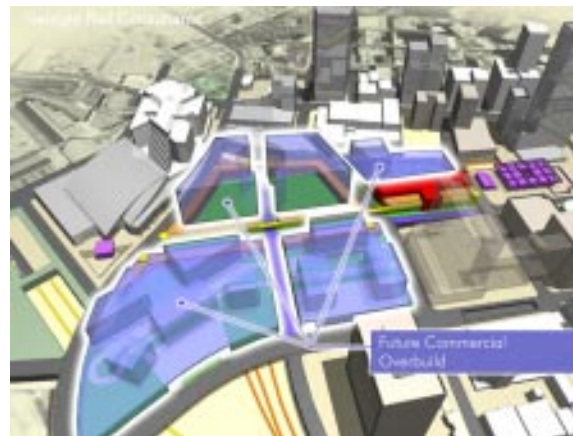
**Ensure the multimodal passenger terminal has good connections** to Five Points, CNN Center, Philips Arena, and Underground Atlanta.

**Support a higher density of development around the new terminal.**

Increasing office and residential density in this area will support transit use and promote a lively environment.



Atlanta multimodal concepts





# Big Ideas Big

## Fill in the Gaps

*It is not possible to completely redevelop the entire planning area at once. Over time this big idea is to concentrate development in key areas while creating interesting connections in the public realm. The outcome is that gaps in private development will be filled in as more people live in and visit Downtown.*



**1. Make streets pedestrian-friendly**

**2. Prioritize improvements on key corridors**

**3. Improve Downtown MARTA stations**

**4. Define bicycle paths**

**5. Partner with City to improve the development permitting process**

# Big Ideas Big

## Strategy 1.

### Make streets pedestrian-friendly

**actions:** **Increase shade.** Partner with non-profit organizations like Trees Atlanta as well as developers to plant and maintain trees. New streetscape design should include additional shade structures such as arbors, pergolas, awnings, and bus stops. If outdoor restaurants are adjacent to sidewalks, consider umbrellas and spray misters.

**Install sidewalks.** Sidewalks should be installed where missing or repaired if in poor condition. Many sidewalks are inadequate and non-ADA (Americans with Disabilities Act) compliant, particularly in the Old Fourth Ward/Sweet Auburn area.

**Create high-visibility crosswalks.** Crosswalks should be clearly marked with paving material or paint to draw drivers' attention and increase pedestrian safety.

**Create permanent curb extensions.** Replace temporary flexible bollards with permanent curb extensions at the unsignalized crossing of John Wesley Dobbs at the Martin Luther King, Jr. National Historic Site to slow traffic down.

**Study all-red pedestrian walk phases** near Georgia State University along Decatur Street and the Martin Luther King, Jr. Center to create safer pedestrian crossings. All-red phases for automobiles allow pedestrians to cross in any direction; this will reduce turning vehicle and pedestrian conflicts.

**Install pedestrian crossing signals** at unsignalized crosswalks along Peachtree Street north and south of Marietta Street. Crossing signals should address needs of visually impaired.



Pedestrian-friendly streets



ADA design guidelines  
[www.access-board.gov](http://www.access-board.gov)



Hilliard Street



Hilliard Street after improvements

Hilliard Street should be improved to connect the King Memorial MARTA Station and Auburn Avenue. It will also help signal the revitalization of the Grady Community.



Decatur Street



Decatur Street after improvements

Decatur Street is a primary corridor and should have wider sidewalks, site furniture, street trees, and landscaping. The intersection of Central Avenue will be redesigned so that pedestrians will be able to cross safely. The design should support Georgia State University's Main Street Master Plan.



Boulevard at Auburn Avenue



Boulevard at Auburn Avenue after improvements

Boulevard is a secondary corridor and should receive less extensive streetscape improvements but should still have wide sidewalks and street lighting.

## Strategy 2.

### Prioritize improvements on key corridors

**actions:** **Focus major streetscape design on primary corridors.** Major pedestrian corridors have been identified to connect the activity centers in the planning area: Auburn/Luckie, Marietta/Decatur/DeKalb, Peachtree Street to the Five Points station, Peachtree Center Avenue and Piedmont Avenue (from GSU to Auburn Avenue). These primary corridors should have extensive streetscape improvements including wider sidewalks, a variety of materials for sidewalks and crosswalks, site furniture, lampposts, specialty lighting, street trees, and landscaping.

**Focus minor streetscape design on secondary corridors.** Four secondary pedestrian corridors have been identified: Edgewood Avenue, Irwin Street/John Wesley Dobbs Avenue, and Boulevard. These secondary corridors should receive less extensive streetscape improvements but still include wide sidewalks, street lighting, some site furniture, and street trees.

**Update local streets to improve mobility.** All streets in the planning area should be ADA compliant. Sidewalks may be narrower than primary or secondary streets, lighting primarily at street intersections, with some street trees and landscaping.

**Hilliard Street should be the primary connection between** the King Memorial Station and Auburn Avenue. As Grady Homes and other multifamily housing is redeveloped, Hilliard should be redesigned to reflect its importance and provide a safe, attractive connection from the transit station to the historic site.

### Strategy 3. Improve Downtown MARTA stations

**actions:** **Partner with MARTA on King Memorial transit-oriented development.** MARTA owns approximately four acres behind the transit station that is an unused parking area and is available for transit oriented development. An SPI district should be created around the station or zoning should be changed to one of the new proposed city zoning districts to accommodate an appropriately dense development of offices, ground-floor retail, and mixed-income housing.

**Redevelop the Five Points Station** to tie in with the new multimodal passenger terminal. MARTA's Five Points station will serve as one of the gateways into Downtown with the new passenger terminal. The station does not currently make a good impression. Partner with MARTA and private developers to redevelop the station into a mixed-use, high-density development appropriate as the major gateway to Downtown Atlanta.

**Make transit facilities user-friendly.** Partner with MARTA and the State of Georgia (for the multimodal passenger terminal connection) to increase the friendliness and accessibility of transit stations. This includes visual appeal, informational signs and kiosks, and connections to the surrounding streets. Crossing signals should address the needs of the visually impaired.



King Memorial Station

### Strategy 4. Define bicycle paths

**actions:** **Coordinate bicycle planning with the Path Foundation.** Create bicycle paths along sections of Jackson, Gartrell, and Hilliard Streets. Create a multi-use path through Butler Park.

**Reinstate City bicycle coordinator.** Designate a city planner to coordinate bicycle programs. For example, previous bicycle coordinators distributed bike racks throughout the City. Currently those racks are in storage. Plan to install the bike racks and increase their number.



Five Points Station



Freedom Parkway connection



Freedom Parkway

**Strategy 5.**

**actions:**

**Partner with the City to improve the development permitting process.**

**Support streamlining of the development permitting process.** The City development and permit process needs to be reworked to encourage development. Partner with the City and developers to change the process. The “Delivery Team” approach to downtown development can help.

**Coordinate City infrastructure with development needs.** Work to ensure adequate City infrastructure—water, sewer, stormwater, streets—to respond to Downtown development plans.



InterPark Garage at Peachtree Center



Development concepts near Centennial Olympic Park



Helen M. Aderhold Learning Center, Fairlie-Poplar

# 4 Big Ideas Big

## Support the Downtown Experience

*People need a reason to come Downtown. The overwhelming success of the “On the Bricks” concert series brought thousands Downtown every Friday night. Create compelling reasons for non-residents and visitors to come Downtown and stay. Once there, make their visits pleasant and entertaining so they will return.*



**1. Focus entertainment and retail along Auburn Avenue, in Fairlie-Poplar, and at Underground Atlanta**

**2. Coordinate Downtown events and program public spaces**

**3. Increase safety, perception of safety, and comfort Downtown**

**4. Coordinate special events traffic strategies through Transportation Management Association**

## Strategy 1.

### Focus entertainment and retail along Auburn Avenue, in Fairlie-Poplar, and at Underground Atlanta

actions:

**Market Auburn Avenue, Fairlie-Poplar and Underground Atlanta.** Locate restaurants and entertainment to develop a critical mass of entertainment destinations.

**Renew Auburn Avenue Main Street program.** The Main Street Program's objective is to preserve the historic fabric while providing economic redevelopment through organization, design, promotion, and economic restructuring. While much has been done with this program, new public/private partnerships should be formed to take advantage of renewed interest in Auburn Avenue redevelopment.

**Coordinate information on Downtown development incentives.** Enterprise zones, empowerment zones, TADs, and other funding mechanisms are in place for existing and potential businesses and residents. See Technical Memoranda for a complete list of City Development Incentives.

**Use TAD funding for infrastructure improvements.** When the eastside TAD is created, infrastructure improvements within the Auburn Avenue corridor should be a priority to help spur reinvestment.

## Strategy 2.

### Coordinate Downtown events and program public spaces

actions:

**Use the ongoing coordination process among Downtown organizations to support Downtown events.** Communication among agencies and event programmers should funnel through ongoing cooperative ventures to coordinate events, traffic management, maintenance, enforcement, etc.

**Coordinate with visitor's guide and publicity efforts** of the Atlanta Convention and Visitors Bureau and Metro Atlanta Chamber of Commerce. Promote events in Downtown through as many outlets as possible.

**Support the "DowntownLive" public relations effort** to brand Downtown Atlanta activities and events.



Olympic crowds



Auburn Avenue entertainment concepts





### Strategy 3.

## Increase safety, perception of safety, and comfort Downtown.

### actions:

**Provide public amenities for Downtown events.** Amenities such as water fountains and restrooms make visitors more comfortable and encourage them to return.

**Enforce existing ordinances.** Park closings, quality-of-life ordinances, and other civility ordinances should be enforced to create a greater feeling of safety for residents and visitors.

**Hire more peace officers.** Cities much larger than Atlanta have a greater sense of security because of the active presence of police officers, especially in Downtown. There should be more police and other peace officers, in addition to the Ambassador Force, patrolling Downtown.

**Maintain existing investments in streetscape improvements.** Much of the significant investment installed before the 1996 Olympic Games has fallen into disrepair. A funded maintenance program should be created.

### Downtown Events

#### January

Martin Luther King, Jr. Celebration  
Super Run 5K

#### February

Hearts and Soles 5K  
Run for Children

#### March

Hunger Walk

#### April

Downtown Dash for Diabetes  
Celebration in the Park  
Black College Spring Break Job Fair  
Mayor's Walk  
WalkAmerica

#### May

Older Atlantans Month Parade  
National Foster Care Candle Light Vigil  
Senior Citizens Ball  
Downtown Tour of Lofts and Lifestyles  
Edgewood Homecoming

#### June

Peachtree Jr. 3K  
Sweet Auburn Heritage Festival

#### July

Essence Weekend Festival  
National Black Arts Festival  
WSB-TV Channel 2 Salute 2 America Parade  
Centennial Park Fourth of July Celebration

#### August

Super Summer Back-To-School Roundup  
Mechanicsville Annual Neighborhood Reunion  
Grand Finale 5K

#### September

Sweet Auburn Reunion  
Washington Street Block Party  
Mini Grand Prix

#### October

Hands on Atlanta Day  
Artscape

#### November

Atlanta Marathon and Half Marathon  
Holiday Highlights in the Heart of the City  
Christmas Tree Lighting  
Heart Trek Heart Walk

#### December

Children's Christmas Parade  
Festival of Trees  
Peach Drop  
SEC Football Championship Game  
Chick-fil-a Peach Bowl



Ambassador Force



Street lighting

## Strategy 4.

actions:

**Coordinate special events traffic strategies through the Transportation Management Association (TMA)**

**Create special event traffic signal timing plans** to help move traffic before, during and after an event.

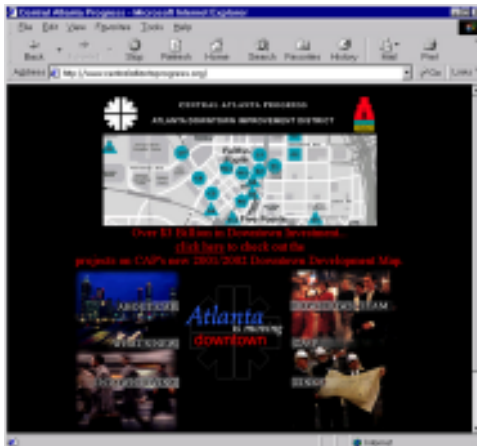
**Implement a special event notification system** with changeable message signs, e-mail and web site notification to let businesses and residents know what to expect on special event days.

**Coordinate special events' plans with transit needs.** Coordinate routes and timing of MARTA and other transit to ensure pedestrian, automobile and transit movement continues to flow.

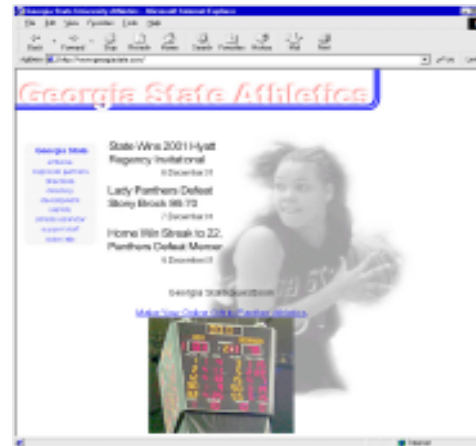
**Modify circulator routes for special events.** Circulator system routes should be adjusted for special events: increased runs, coordination of parking and other transit modes (CCT, etc.).



[www.centennialpark.com](http://www.centennialpark.com)



[www.centralatlantaprogress.org](http://www.centralatlantaprogress.org)



[www.georgiastate.com](http://www.georgiastate.com)



[www.nps.gov/malu/index.htm](http://www.nps.gov/malu/index.htm)

## City Center Partners

- Central Atlanta Progress □ Richard Reinhard □ Paul Kelman □ Lee H. Cronan
- Sarah Ciccone □ Megan Will □ Stephanie Macari ■ Historic District Development Corporation □ Mtamanika Youngblood □ Mike Syphoe ■ Housing Authority of the City of Atlanta □ Renee Lewis Glover □ Maureen Mercer □ Trish O'Connell □ Tony Pickett
- Georgia State University □ Carl Patton □ Ramesh Vakamudi □ Greg Wright

## Government Partners

- Atlanta Regional Commission □ Cain Williamson □ Rob LeBeau □ Jennifer Fine □
- City of Atlanta □ Enrique Bascunana □ Michael Dobbins □ Aaron Fortner □ Beverly Dockeray-Ojo □ Flor Velarde

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# Livable City

# Centers Initiative Center

## Volume II Technical Memoranda

Central Atlanta Progress  
Georgia State University  
Historic District Development Corporation  
The Housing Authority of the City of Atlanta, Georgia

Atlanta, Georgia  
December 2001

**EDAW**



# Livable Centers Initiative City Center

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- 6 City of Atlanta Development Incentives Programs
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- 9 LCI Steering Committee Notes



# Livable Centers Initiative City Center

1 Five-Year Plan

**FIVE YEAR IMPLEMENTATION PLAN 2002-2006**

**Transportation Projects**

Description	Type of Improvement	Engineering Year	Engineering Costs	Construction Year	Construction Costs	Total Project Costs*	Responsible Party	Funding Source	Local Source &	Match Amount
Provide Downtown and Midtown Atlanta Wayfinding Signage System - Key elements will include: uniform, attractive and geographically-oriented maps, signs and kiosks, which will build upon the Olympic signage program; signage at each key street corner within the core of Downtown and Midtown and along primary pedestrian corridors of Marietta Street, Peachtree Street, West Peachtree Street, Decatur Street, Auburn Avenue, Hilliard Street, Piedmont Avenue, 10th Street and 14th Street; signage and entrance features at MARTA transit stations and freeway signage.	Pedestrian	2003	\$150,000	2004	\$1,500,000	\$1,650,000	City of Atlanta	TIP	Atlanta Downtown Improvement District	\$370,000
Provide comprehensive study and implementation plan for circulator, connecting activity centers, park once facilities, and other destinations.	Transit	2002	\$150,000	N/A	N/A	\$150,000	City of Atlanta	TIP	Atlanta Downtown Improvement District	\$30,000
Implement all-red pedestrian walk phases along Decatur Street near GSU campus at the Central Avenue, Collins Street, and Piedmont Avenue intersections.	Pedestrian	2002	\$4,200	2002	\$16,800	\$21,000	City of Atlanta	TIP	Georgia State University	\$4,200
Provide streetscape and bicycle improvements from the King Memorial MARTA Station to the MLK Center, including: - Replacement of existing sidewalk and installation of streetscape elements along Hilliard Street from Decatur Street to Auburn Avenue with design elements such as street trees and landscaping, benches near street corners, pedestrian scale lighting fixtures, and aesthetic sidewalk surface treatments. - Installation of bike lanes/routes along the following: - Jackson Street – Bike lanes with route signage from Auburn Avenue to Gartrell Street. - Gartrell Street – Bike lanes with route signage from Jackson Street to Butler Park. - Butler Park - Multiuse path section through park from Gartrell Street to Hilliard Street. - Hilliard Street – Bike lanes with route signage from Butler Park to Decatur Street.	Pedestrian / Bicycle	2004	\$96,000	2005	\$859,000	\$955,000	City of Atlanta	TIP	City of Atlanta	\$191,000

**FIVE YEAR IMPLEMENTATION PLAN 2002-2006**

**Transportation Projects**

Description	Type of Improvement	Engineering Year	Engineering Costs	Construction Year	Construction Costs	Total Project Costs*	Responsible Party	Funding Source	Local Source &	Match Amount
Implement all-red pedestrian walk phases along Auburn Avenue near the Martin Luther King, Jr. Center at the Boulevard and Jackson Street intersections.	Pedestrian	2002	\$3,500	2002	\$10,500	\$14,000	City of Atlanta	TIP	City of Atlanta	\$2,800
Install traffic signals with pedestrian crossings at unsignalized crosswalks along Peachtree north and south of Marietta Street at Walton Street, Poplar Street, and Wall Street	Pedestrian	2002	\$18,000	2002	\$162,000	\$180,000	City of Atlanta	TIP	City of Atlanta	\$36,000
Replace damaged sidewalk and sections and replace/enhance lighting for Krog Street and Boulevard tunnels.	Pedestrian	2004	\$27,000	2005	\$246,000	\$273,000	City of Atlanta	TIP	City of Atlanta	\$54,600
Install sidewalk and decorative fencing along south side of Decatur Street from Krog Street to King Memorial Station.	Pedestrian	2004	\$34,000	2005	\$302,000	\$336,000	City of Atlanta	TIP	City of Atlanta	\$67,200
Provide low charge transit circulator service ( <i>Capital Cost</i> ) to include key downtown destinations (MLK Historic Site, Georgia State, Grady Hospital, Underground Atlanta, multi-modal passenger terminal, CNN Center, World Congress Center, Peachtree Center (cost includes preliminary estimate of startup capital based on MLK Center Shuttle study)	Transit Capital Cost	2003	\$300,000	2004	\$2,700,000	\$3,000,000	GRTA / Downtown Improvement District	TIP	GRTA / Downtown Improvement District	\$600,000
Provide low charge transit circulator service ( <i>Operations Costs for five years</i> ) to include key downtown destinations (MLK Historic Site, Georgia State, Grady Hospital, Underground Atlanta, multi-modal passenger terminal, CNN Center, World Congress Center, Peachtree Center (cost includes five years operations based on MLK Center Shuttle study)	Transit Operations Cost	N/A	N/A	2004-2008	\$5,265,000	\$5,265,000	GRTA / Downtown Improvement District	Local	GRTA / Downtown Improvement District	\$5,265,000
Create signage at stops to provide distinct identification of transit circulator and list of destinations (60 signs for 20 primary stops)	Transit	2004	\$6,000	2005	\$27,000	\$33,000	GRTA / Downtown Improvement District	Local	GRTA / Downtown Improvement District	\$30,000
Coordinate SPI zone requirements and TDM measures between City of Atlanta, Central Atlanta Progress, and the Downtown Improvement District via identified coordinator. (cost shown for first five years)	Transportation Demand Management	2002-2006	\$750,000	N/A	N/A	\$750,000	Downtown Improvement District	Local	Downtown Improvement District	\$750,000



**FIVE YEAR IMPLEMENTATION PLAN 2002-2006**

**Transportation Projects**

Description	Type of Improvement	Engineering Year	Engineering Costs	Construction Year	Construction Costs	Total Project Costs*	Responsible Party	Funding Source	Local Source &	Match Amount
Develop and implement on-street parking strategies including: on-street metered parking adjacent to businesses in redeveloping areas, enforcement of on-street parking time limits with meters, consideration of smart card parking meters, and increased use of taxi stand zones near restaurants and event venues.	Parking	2002-2006	N/A - costs for implementation to be included as a part of City operations / maintenance and enforcement	2002-2006	N/A - costs for implementation to be included as a part of City operations / maintenance and enforcement	N/A - costs for implementation to be included as a part of City operations / maintenance and enforcement	City of Atlanta	Local	City of Atlanta	N/A - costs for implementation to be included as a part of City operations / maintenance and enforcement
Relocate loading zone along Peachtree Street southbound between Marietta Street and Martin Luther King Alabama Street to Alabama Street or Wall Street	Parking	2002	N/A - costs for implementation to be included as a part of City operations / maintenance and enforcement	2002	N/A - costs for implementation to be included as a part of City operations / maintenance and enforcement	N/A - costs for implementation to be included as a part of City operations / maintenance and enforcement	City of Atlanta	Local	City of Atlanta	N/A - costs for implementation to be included as a part of City operations / maintenance and enforcement
Provide streetscape improvements on Peachtree Center Avenue from Peachtree Street to Decatur Street (Includes Streetscape improvements to include: new sidewalks where they are in poor condition, new street lights, granite curb improvements, new street trees, new trash cans, colorful street banners, creating on-street parking with parking meters where appropriate, burial of remaining overhead utilities, and enhancing the existing streetscape. Planned safety improvements include: providing ADA-compliant ramps on deficient sidewalks and high-visibility crosswalk markings at all crosswalks.) - (4550')	Pedestrian	2004	\$550,000	2005	\$4,000,000	\$4,550,000	City of Atlanta	TIP	City of Atlanta	\$910,000
Walton Way from Centennial Olympic Park Drive to Forsyth Street - Bike route including route signage for eastbound bike movements	Bicycle	2003	\$250	2004	\$1,750	\$2,000	City of Atlanta	Local	City of Atlanta	\$2,000
Forsyth Street from Walton Way to Luckie Street - Bike route including route signage for northbound bike movements	Bicycle	2003	\$250	2004	\$1,750	\$2,000	City of Atlanta	Local	City of Atlanta	\$2,000
Centennial Olympic Park Drive – Multiuse path along the east side of street from Luckie Street to Walton Way to provide access to park via Walton Way traffic signal (300')	Bicycle	2003	\$5,000	2004	\$21,000	\$26,000	City of Atlanta	TIP	City of Atlanta	\$5,200

**FIVE YEAR IMPLEMENTATION PLAN 2002-2006**

**Transportation Projects**

Description	Type of Improvement	Engineering Year	Engineering Costs	Construction Year	Construction Costs	Total Project Costs*	Responsible Party	Funding Source	Local Source &	Match Amount
<p>Provide streetscape and bicycle improvements on Auburn Avenue from Boulevard to Peachtree Street; Luckie Street from Peachtree Street to Centennial Olympic Park Drive; Marietta Street from Centennial Olympic Park Drive to Peachtree Street; Jackson Street from Edgewood Avenue to Freedom Parkway; Peachtree Street from Peachtree Center to Underground Atlanta; Piedmont Avenue from Georgia State MARTA Station to J. W. Dobbs Avenue, including:</p> <ul style="list-style-type: none"> <li>- Streetscape improvements including (depending upon the location): replacing existing sidewalks; installing landscaping, pedestrian lighting and street furniture; creating on-street parking with parking meters, and enhancing the existing streetscape. Planned safety improvements (depending upon the location) include, providing ADA-compliant sidewalks and ramps on deficient streets, providing high visibility crosswalk markings at all crosswalks, and providing new sidewalks where none exist or are in poor condition.</li> <li>- Bike lanes with route signage on both sides of Luckie Street from Peachtree Street to Forsyth Street (westbound with traffic and eastbound contra flow) with no parking on south side of street.</li> <li>- Bike route including route signage on Luckie Street from Forsyth Street to Centennial Olympic Park Drive for westbound bike movements.</li> <li>- Bike route including route signage – Convert curb lane into parking lane with marked spaces and parking meters to allow a single wide travel lane in each direction.</li> </ul>	<p>Pedestrian / Bicycle</p>	<p>2004</p>	<p>\$500,000</p>	<p>2005</p>	<p>\$4,850,000</p>	<p>\$5,350,000</p>	<p>City of Atlanta</p>	<p>RTP Only - Will apply for later TIP</p>	<p>City of Atlanta</p>	<p>\$1,070,000</p>

**FIVE YEAR IMPLEMENTATION PLAN 2002-2006**

**Transportation Projects**

Description	Type of Improvement	Engineering Year	Engineering Costs	Construction Year	Construction Costs	Total Project Costs*	Responsible Party	Funding Source	Local Source &	Match Amount
Provide streetscape improvements along Decatur Street from Peachtree Street to Hilliard Street, including: replacement of existing sidewalk and installation of streetscape elements such as street trees and landscaping, benches near street corners, pedestrian scale lighting fixtures, and aesthetic sidewalk surface treatments.	Pedestrian	2004	\$211,000	2005	\$1,901,000	\$2,112,000	City of Atlanta	RTP Only - Will apply for later TIP	City of Atlanta	\$422,400
Provide ADA compliant sidewalks on remaining local streets through installation of handicapped ramps where needed (assumes installation of 35 handicapped ramps)	Pedestrian	2003	\$3,000	2004	\$28,000	\$31,000	City of Atlanta	Local	City of Atlanta	\$31,000
Provide new sidewalk where missing or in poor condition (primarily in Old Fourth Ward)	Pedestrian	2004	\$46,000	2005	\$415,000	\$461,000	City of Atlanta	Local	City of Atlanta	\$461,000
Provide high visibility crosswalk markings at all crosswalk locations (90 crossings assumed)	Pedestrian	2002	\$8,000	2003	\$72,000	\$80,000	City of Atlanta	Local	City of Atlanta	\$80,000
Provide permanent curb extensions at unsignalized crossing of John Wesley Dobbs at MLK Center	Pedestrian	2002	\$4,000	2002	\$36,000	\$40,000	City of Atlanta	Local	City of Atlanta	\$40,000
Renew bicycle coordinator program to provide bicycle racks and storage facilities (cost for installation of 100 existing racks)	Bicycle	2004	\$3,000	2004	\$30,000	\$33,000	City of Atlanta	Local	City of Atlanta	\$33,000
Program special signal timing plans to begin prior to events	Roadway	2005	\$100,000	N/A	N/A	\$100,000	City of Atlanta	Local	City of Atlanta	\$100,000
Implement changeable message signs and/or website notification to let businesses and residents know to expect special event delays. (assumes 10 CMS and website notification service)	Roadway	2004	\$55,000	2005	\$495,000	\$550,000	City of Atlanta	TIP	City of Atlanta	\$110,000

\* costs do not include right-of-way

<b>Totals</b>			<b>\$3,024,200</b>			<b>\$22,939,800</b>				<b>\$25,964,000</b>
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**FIVE YEAR IMPLEMENTATION PLAN 2002-2006**

***Housing and Other Projects/Initiatives***

<b>Housing Initiatives</b>				
<b>Description/Action</b>	<b>Cost</b>	<b>Year</b>	<b>Responsible Party</b>	<b>Funding Source</b>
Support the Redevelopment of Grady Homes and Wheat Street Gardens	\$10M	Begin 2002	AHA, Wheat Street Fdn.	HUD, Foundations, Private Equity
Create eastside Tax Allocation District to encourage development of mixed-income housing	see Other Local Initiatives	2002	City/ADA/CAP	TBD

<b>Other Local Initiatives</b>				
<b>Description/Action</b>	<b>Cost</b>	<b>Year</b>	<b>Responsible Party</b>	<b>Funding Source</b>
Review Downtown SPI-I zoning district and design guidelines	\$50,000	2002	City/CAP	Staff time
Create Fairlie-Poplar SPI zoning district	\$35,000	2002	City/CAP/Fairlie-Poplar	Staff time
Review COPA SPI-13 zoning district and design guidelines	\$20,000	2002	City/COPA/CAP	Staff time
Create SPI zoning district with design guidelines around King Memorial Station	\$20,000	2003	City/CAP/MARTA	Staff time
Create eastside Tax Allocation District	\$75,000	2002	City/ADA/CAP	Staff time
Update redevelopment plan for Auburn Avenue, identify locations for neighborhood commercial and restaurants	\$50,000	2003	HDDC/City	Staff time
Adopt-A-Park program for Dobbs Plaza and Butler Park	TBD	2002	Partners/Neighborhoods	TBD
Coordinate community policing, neighborhood watches, and the Ambassador Force	TBD	2002	City/Partners	TBD
Program city bond funds for design, maintenance and construction improvements	TBD	2002	City	Staff time
Organize a "Delivery Team"	TBD	2003	City/Partners	TBD
Advise on development permitting process	TBD	2003	City/Partners	Staff time

ADA= Atlanta Development Authority  
 AHA = The Housing Authority of the City of Atlanta, Georgia  
 CAP = Central Atlanta Progress  
 City = City of Atlanta  
 COPA = Centennial Olympic Park Development Area Design Review Committee  
 Fairlie-Poplar = Fairlie-Poplar Implementation Task Force  
 GSU = Georgia State University



# Livable Centers Initiative City Center

2 Demographics

EDAW INC  
 THE BILTMORE  
 817 WEST PEACHTREE STREET, NW  
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 30308

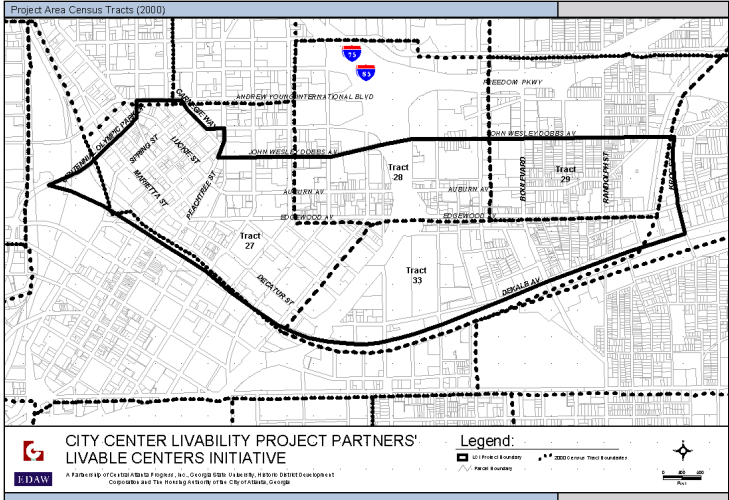
TO City Center Partners  
 FROM Sian Llewellyn, Amy Lang, Pat Peters  
 DATE October 31, 2001  
 CC  
 SUBJECT Technical Memo – Demographics

TEL 404 870 5339  
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 www.edaw.com

**Methodology and Background**

The following is a demographic profile of the City Center Livable Centers Initiative (CC LCI) study area. The study area, which encompasses approximately 506 acres, is located in Fulton County in downtown Atlanta, Georgia. The study area is divided by Interstate 75/85. To the west of the Interstate is the Fairlie-Poplar district, Grady Hospital, and Georgia State University. To the east is Grady Homes public housing, Sweet Auburn and Old Fourth Ward, as well as neighborhoods which include the Martin Luther King, Jr. Historic Site.

Census data was gathered at the tract level for comparison. The four Census tracts that comprise the study area, Tracts 27, 28, 29 and 33, extend beyond the study area boundary. The total area of the four tracts is 739 acres.



*\*Areas at the westernmost and easternmost point of the study area fall into Census tracts not studied. These portions were not included because of their small area and non-residential land uses which do not significantly affect the analysis.*

To more accurately reflect the demographics of the area, a proportioning methodology was used to calculate most of the following data. This methodology is based on the proportion of the tracts falling within the study area boundaries. This ratio is then applied to the Census data to estimate the study area demographics. When the report

refers to a tract, it means only the proportion of the tract in the study area. For more details about proportioning methodology, please see notes at the end of this report.

Data used for this analysis includes 1990 Census, the 2000 Census and CACI Marketing data. When Census data was available, it was used. However, since the income data (from STF3A) for the 2000 Census is not available until 2002, CACI Marketing data is being used for these variables (2000 income). CACI data was found to under-report the income variable. Tract boundaries did not change between 1990 and 2000.

### Population

Growth in the study area since 1990 is comparable to the growth in Fulton County. In 1990, the study area had a population of 3,667. The study area population increased 25.3 percent from 1990 to 2000, to 4,596. Fulton County's population increased 25.7 percent from 1990 to 2000.

In 1990, Tract 27 held the smallest population with 3.7 percent of the study area population. This tract includes Georgia State University, Grady Hospital and the Fairlie-Poplar district. Over 57 percent of the study area population was held in Tract 33, which has high-density residential development and public housing. Tracts 28 and 29, which consist mostly of the historic district and single-family housing, held 22.9 and 16.2 percent of the population respectively. In 2000, while the populations for individual tracts changed, the proportions did not (See Tables 1a and 1b).

**Table 1a**  
**Population, Household Size, Tenure, and Age**

	Tract 27			Tract 28			Tract 29		
	1990 % of Total	2000 % of Total	% Change 1990 to 2000	1990 % of Total	2000 % of Total	% Change 1990 to 2000	1990 % of Total	2000 % of Total	% Change 1990 to 2000
<b>Population</b>	3.7%	10.6%	262.3%	22.9%	27.3%	49.7%	16.2%	13.6%	5.5%
<b>Average Household Size</b>	1.27	1.28	0.8%	1.76	2.0	13.6%	1.99	1.93	-3.0%
<b>% Owner-occupied</b>	0.0%	15.5%	-	8.5%	8.8%	23.1%	15.9%	20.6%	29.9%
<b>% Renter-occupied</b>	100.0%	84.5%	3290.9%	91.5%	91.2%	18.4%	84.1%	79.4%	-6.1%
<b>Median Age</b>	23.6	32	35.6%	36.8	31.6	-14.1%	45.4	35.7	-21.4%

Source: U.S. Census 1990 & 2000, CACI Marketing

\*Percentage change from 1990 to 2000 is based on raw population numbers. While a variable may have increased in total number between 1990 and 2000, it may have decreased as a percentage of the total population.

**Table 1b  
Population, Household Size, Tenure, and Age**

	Tract 33			Fulton County		
	1990 % of Total	2000 % of Total	% Change 1990 to 2000	1990 % of Total	2000 % of Total	% Change 1990 to 2000
<b>Population</b>	57.2%	48.4%	6.0%	648,951	816,006	25.7%
<b>Average Household Size</b>	1.93	2.05	6.2%	2.44	2.44	0.0%
<b>% Owner-occupied</b>	3.5%	3.2%	-5.0%	48.5%	52.0%	31.3%
<b>% Renter-occupied</b>	96.5%	96.8%	4.5%	50.5%	48.0%	18.7%
<b>Median Age</b>	35.8	33.5	-6.4%	32.0	34.6	8.1%

Source: U.S. Census 1990 & 2000, CACI Marketing

\*Percentage change from 1990 to 2000 is based on raw population numbers.

Average household sizes in the study area are significantly smaller than in Fulton County for 1990 and 2000. Tract 27 had the smallest household size at 1.27 in 1990 and only increased to 1.28 in 2000. Fulton County maintained a household size of 2.44 from 1990 to 2000. However, average household sizes for Tracts 27, 28 and 33 did increase slightly from 1990 to 2000.

Housing in the study area is clearly dominated by renters. This differs significantly from the county as a whole. Fulton County shifted from 49.5 percent to 52 percent owner-occupied households from 1990 to 2000. Conversely, Tract 29 held the largest proportion of owner-occupied households in the study area in both time periods with 15.9 percent in 1990 and 20.6 percent in 2000. With the exception of Tract 33, however, owner-occupied households did increase in 2000 for each tract.

Median age contrasted sharply among tracts and compared to the county. The county's median age changed from 32 to 34.6 from 1990 to 2000. On the contrary, the median age for Tract 27 in 1990 was 23.6 and increased to 32 in 2000. Tract 29 was 45.4 in 1990 and dropped to 35.7 in 2000.

**Tables 2a** and **2b** provide more detail on age structure for the study area and the county in 1990 and 2000. The variables are shown as the share of total population and the percentage change from 1990 to 2000. The share shows what proportion of the population each variable holds while percentage change shows how an individual variable changes over time in a given area.

Tracts within the study area are diverse in terms of the age structure. With the exception of Tract 29, each tract's dominant age group changed from 1990 to 2000. Tract 29 was consistent with the county where the 25 to 29 age group dominated in both 1990 and 2000. Overall, the study area experienced the greatest percentage change in the 15 to 17 age group. The population over 55—with the exception of the 60 and 61 age group, which did not change—experienced decreases.



**Table 2a**  
**Age Groups as a Percentage of Total Population in 1990 and 2000**

	Tract 27			Tract 28			Tract 29		
	1990 % of Total	2000 % of Total	% Change 1990 to 2000	1990 % of Total	2000 % of Total	% Change 1990 to 2000	1990 % of Total	2000 % of Total	% Change 1990 to 2000
<b>Under 5 years</b>	0.0%	0.8%	-	6.8%	7.5%	66.7%	5.9%	3.5%	-37.1%
<b>5 to 9 years</b>	0.0%	0.0%	0.0%	4.5%	4.8%	57.9%	5.7%	3.0%	-44.1%
<b>10 to 14 years</b>	0.0%	0.8%	-	4.5%	4.0%	31.6%	2.7%	2.6%	0.0%
<b>15 to 17 years</b>	0.0%	0.4%	-	2.6%	10.0%	472.7%	1.8%	2.4%	36.4%
<b>18 and 19 years</b>	19.3%	1.4%	-73.1%	2.9%	2.5%	33.3%	1.5%	2.9%	100.0%
<b>20 years</b>	12.6%	2.5%	-29.4%	0.8%	1.7%	214.3%	1.2%	1.9%	71.4%
<b>21 years</b>	12.6%	2.2%	-35.3%	0.8%	1.7%	214.3%	1.0%	2.1%	116.7%
<b>22 to 24 years</b>	17.8%	10.4%	112.5%	4.6%	5.4%	74.4%	3.4%	6.2%	95.0%
<b>25 to 29 years</b>	12.6%	22.7%	552.9%	9.7%	9.5%	48.1%	8.4%	13.3%	66.0%
<b>30 to 34 years</b>	8.9%	19.2%	683.3%	9.7%	8.4%	30.9%	6.4%	10.5%	73.7%
<b>35 to 39 years</b>	5.9%	11.5%	600.0%	8.5%	8.2%	45.1%	5.9%	10.2%	82.9%
<b>40 to 44 years</b>	3.0%	8.6%	950.0%	7.0%	5.6%	18.6%	5.7%	8.3%	52.9%
<b>45 to 49 years</b>	1.5%	7.6%	1750.0%	4.4%	6.3%	113.5%	5.2%	7.0%	41.9%
<b>50 to 54 years</b>	2.2%	5.3%	766.7%	4.9%	4.2%	29.3%	5.7%	5.0%	-8.8%
<b>55 to 59 years</b>	0.7%	3.1%	1400.0%	4.2%	2.7%	-2.9%	5.0%	4.5%	-6.7%
<b>60 and 61 years</b>	0.7%	1.4%	600.0%	1.8%	1.2%	0.0%	2.9%	1.6%	-41.2%
<b>62 to 64 years</b>	0.0%	0.4%	-	3.1%	1.9%	-7.7%	3.7%	1.3%	-63.6%
<b>65 to 69 years</b>	0.7%	0.2%	0.0%	6.0%	3.7%	-8.0%	5.7%	3.8%	-29.4%
<b>70 to 74 years</b>	0.7%	1.0%	400.0%	4.1%	3.7%	38.2%	5.9%	1.6%	-71.4%
<b>75 to 79 years</b>	0.7%	0.0%	-	4.2%	3.3%	20.0%	5.9%	2.4%	-57.1%
<b>80 to 84 years</b>	0.0%	0.2%	-	3.1%	1.8%	-11.5%	4.5%	2.2%	-48.1%
<b>85+</b>	0.0%	0.2%	-	1.9%	1.7%	37.5%	5.9%	3.7%	-34.3%

Source: 1990 and 2000 U.S. Census

\*Percentage change from 1990 to 2000 is based on raw population numbers.

**Table 2b**  
**Age Groups as a Percentage of Total Population in 1990 and 2000**

	Tract 33			Study Area			Fulton County		
	1990 % of Total	2000 % of Total	% Change 1990 to 2000	1990 % of Total	2000 % of Total	% Change 1990 to 2000	1990 % of Total	2000 % of Total	% Change 1990 to 2000
<b>Under 5 years</b>	7.2%	9.1%	34.4%	6.6%	7.0%	33.3%	7.4%	7.0%	17.8%
<b>5 to 9 years</b>	7.2%	10.4%	54.0%	6.1%	6.7%	39.6%	6.7%	7.1%	33.0%
<b>10 to 14 years</b>	7.4%	7.6%	7.7%	5.7%	5.2%	13.3%	6.3%	6.6%	33.2%
<b>15 to 17 years</b>	3.5%	3.3%	0.0%	2.9%	4.7%	103.8%	3.8%	3.7%	22.8%
<b>18 and 19 years</b>	2.2%	2.1%	0.0%	2.2%	2.2%	-1.9%	3.4%	3.1%	14.5%
<b>20 years</b>	1.0%	1.0%	4.5%	1.4%	1.5%	30.2%	1.8%	1.5%	8.4%
<b>21 years</b>	1.0%	1.6%	71.4%	1.4%	1.8%	60.8%	1.6%	1.5%	12.8%
<b>22 to 24 years</b>	3.7%	4.1%	19.5%	4.4%	5.4%	56.3%	5.3%	4.9%	17.6%
<b>25 to 29 years</b>	8.0%	6.9%	-7.8%	8.6%	10.2%	48.6%	10.0%	9.6%	21.4%
<b>30 to 34 years</b>	7.9%	5.3%	-28.5%	8.1%	8.4%	29.7%	9.6%	9.0%	16.7%
<b>35 to 39 years</b>	5.6%	6.2%	17.9%	6.3%	7.9%	56.3%	8.8%	8.8%	25.9%
<b>40 to 44 years</b>	4.5%	7.6%	77.9%	5.2%	7.2%	73.4%	8.0%	8.1%	27.2%
<b>45 to 49 years</b>	3.4%	5.2%	63.4%	3.8%	6.0%	95.7%	5.9%	7.1%	51.1%
<b>50 to 54 years</b>	4.4%	6.2%	47.3%	4.7%	5.4%	44.4%	4.4%	6.2%	78.2%
<b>55 to 59 years</b>	5.4%	4.3%	-15.8%	4.9%	3.8%	-3.9%	3.6%	4.3%	48.1%
<b>60 and 61 years</b>	2.2%	2.2%	2.1%	2.2%	1.7%	0.0%	1.4%	1.3%	23.5%
<b>62 to 64 years</b>	3.9%	2.7%	-25.9%	3.5%	2.0%	-27.1%	2.0%	1.7%	4.2%
<b>65 to 69 years</b>	5.3%	4.0%	-18.9%	5.3%	3.5%	-17.9%	3.1%	2.3%	-5.6%
<b>70 to 74 years</b>	6.0%	3.5%	-38.4%	5.3%	3.0%	-28.7%	2.5%	2.0%	4.5%
<b>75 to 79 years</b>	4.6%	3.3%	-23.7%	4.6%	2.8%	-22.0%	2.0%	1.7%	7.3%
<b>80 to 84 years</b>	2.9%	1.7%	-39.3%	3.1%	1.6%	-34.2%	1.4%	1.2%	9.2%
<b>85+</b>	2.7%	1.7%	-32.1%	2.9%	1.8%	-21.5%	1.0%	1.2%	42.0%

Source: 1990 and 2000 U.S. Census

\*Percentage change from 1990 to 2000 is based on raw population numbers.

In 1990, Census Tract 27's 18 and 19 age group held the largest share of the population. In 2000, the greatest share shifted to the 25 to 29 age group. The greatest age group increase was with 45 to 49 year olds. The population between 25 and 61 years experienced a percentage change of over 500 percent. By 2000, Tract 27 gained population in all groups under the age of eighteen, which it previously had none (1990).

In 1990, Tract 28's largest population was evenly distributed between the 25 to 29 and the 30 to 34 age groups, which equally held 9.7 percent of the population. In 2000, the 15 to 17 age group held the largest share. Sharp increases were experienced within a few age groups; the 15 to 17 age group, 20 and 21 year olds, and 45 to 49 year olds. The age groups 55 to 59, 62 to 69 and 80 to 84 experienced small decreases.

In Tract 29, in 1990 and 2000, the 25 to 29 age group held the greatest percentage of the population. Twenty-one year olds had the greatest percentage change for Census Tract 29 at over 100 percent. The 22 to 24 age group and the 20 age group followed closely with 95 percent and 71 percent respectively. The age groups 25 to 29, 30 to 34, 35 to 39 and 40 to 44 also each increased over 50 percent. There were significant decreases in the population 9 years and under. Also, all age groups over 50 experienced a decrease in population.

In 1990, the greatest share of the population for Tract 33 was held by the 25 to 29 age group. In 2000, the share shifted to the 5 to 9 age group. The 40 to 44 age groups' 77.9 percentage change was the greatest age group increase. The 21 age group also experienced a significant increase at 71.4 percent. Many decreases occurred in this tract as well. The 25 to 29 age group and the 30 to 34 age group decreased 7.8 percent and 28.5 percent respectively. All groups 62 and over experienced a decline. The 55 to 59 age group experienced a 15.8 percent decline.

**Tables 3a** and **3b** provide information on income at the household level for the study area for 1990 and 2000.

The study area is poor in comparison to the county. With the exception of Tract 27, each tract, for each time period, had over 49 percent of its households earning under \$15,000. The study area as a whole decreased 19.5 percent from 1990 to 2000, reducing the population in this income category from 74.6 percent to 57.3 percent. There were also decreases in this income category in 2000 throughout the study area. Fulton County's share of the under \$15,000 group dropped from 26.5 percent of the population in 1990 to 16.1 percent in 2000.

**Table 3a**  
**Income Levels as a Percentage of Total Population in 1990 and 2000**

	Tract 27			Tract 28			Tract 29		
	1990 % of Total	2000 % of Total	% Change 1990 to 2000	1990 % of Total	2000 % of Total	% Change 1990 to 2000	1990 % of Total	2000 % of Total	% Change 1990 to 2000
<b>&lt;\$15,000</b>	33.3%	0.0%	-100.0%	68.7%	50.9%	-19.0%	66.2%	49.7%	-12.5%
<b>\$15,000 - \$24,999</b>	33.3%	32.0%	166.0%	11.7%	20.0%	86.2%	17.6%	15.4%	2.0%
<b>\$25,000 - \$34,999</b>	0.0%	36.0%	-	8.3%	9.5%	25.0%	10.8%	17.9%	94.6%
<b>\$35,000 - \$49,999</b>	0.0%	0.0%	0.0%	5.1%	8.2%	77.3%	5.0%	9.3%	117.4%
<b>\$50,000 - \$74,999</b>	0.0%	0.0%	0.0%	3.0%	5.5%	100.0%	0.4%	4.6%	992.9%
<b>\$75,000 - \$99,999</b>	0.0%	0.0%	0.0%	0.7%	2.5%	300.0%	0.0%	0.3%	-
<b>\$100,000 - \$149,999</b>	33.3%	4.0%	-66.6%	0.9%	0.6%	-25.0%	0.0%	0.0%	0.0%
<b>\$150,000+</b>	0.0%	28.0%	-	1.6%	2.7%	85.7%	0.0%	2.8%	-

Source: 1990 U.S. Census and CACI Marketing

\*Percentage change from 1990 to 2000 is based on raw population numbers.

**Table 3b**  
**Income Levels as a Percentage of Total Population in 1990 and 2000**

	Tract 33			Study Area			Fulton County		
	1990 % of Total	2000 % of Total	% Change 1990 to 2000	1990 % of Total	2000 % of Total	% Change 1990 to 2000	1990 % of Total	2000 % of Total	% Change 1990 to 2000
<\$15,000	79.40%	63.90%	-20.90%	74.6%	57.3%	-19.5%	26.5%	16.1%	-26.7%
\$15,000 - \$24,999	14.10%	17.30%	21.10%	14.2%	17.9%	32.2%	16.1%	12.1%	-9.4%
\$25,000 - \$34,999	2.70%	10.60%	284.80%	5.3%	11.9%	136.8%	14.1%	12.3%	4.9%
\$35,000 - \$49,999	3.10%	2.90%	-7.90%	3.9%	5.3%	42.9%	14.7%	14.7%	19.9%
\$50,000 - \$74,999	0.40%	3.20%	850.00%	1.0%	4.0%	316.7%	13.9%	17.0%	46.8%
\$75,000 - \$99,999	0.30%	0.20%	-33.30%	0.3%	0.8%	150.0%	6.1%	9.7%	92.2%
\$100,000 - \$149,999	0.00%	0.20%	-	0.4%	0.3%	-14.3%	4.5%	9.6%	154.4%
\$150,000+	0.00%	1.70%	-	0.4%	2.5%	571.4%	4.1%	8.5%	145.0%

Source: 1990 U.S. Census and CACI Marketing

\*Percentage change from 1990 to 2000 is based on raw population numbers.

In 1990, Tract 27 household incomes were equally distributed among the under \$15,000, \$25,000 to \$34,999 and the \$100,000 to \$149,999 brackets. By 2000, the greatest share of households was earning between \$25,000 and \$34,999. The \$15,000 to \$24,000 bracket held the second largest and the \$150,000 and over bracket held the third largest share of households.

Tract 28 experienced a 19 percent decrease in households earning \$15,000 or under. This share dropped its share from 68.7 percent in 1990 to 50.9 percent in 2000. There was also a minor decrease in households earning \$100,000 to \$149,999. Significant increases occurred in the \$15,000 to \$24,000 bracket at 86.3, the \$35,000 to \$49,999 bracket at 77.3 percent, and the \$50,000 to \$74,999 at 100 percent.

Tract 29 saw its first households in the highest income bracket in 2000. This tract saw a drop of 12.5 percent in households in the lowest income bracket. There were significant increases in the groups earning between \$25,000 and \$74,999. Although there was a dip in share for the \$15,000 to 24,999 bracket, there was a 94.6 and a 117.4 percent increase in the \$25,000 to \$34,999 and the \$35,000 to \$49,999 brackets respectively.

Tract 33 also saw a decrease in the number of households earning under \$15,000 annually. In 1990, this bracket held 79.4 percent of the share. In 2000, it decreased to only 63.9 percent of households. Tract 33 had significant increases in households earning between \$25,000 and \$34,999 and \$50,000 and \$74,000. The \$25,000 to \$34,000 bracket had the greatest increase in share changing from 2.7 percent of households in 1990, to 10.6 percent in 2000. Also, in 2000, this tract gained 18 households earning \$150,000 or more.

**Tables 4a** and **4b** depict predominant race variables for five areas including the four Census Tracts and Fulton County. Since the 2000 Census race variables differ from 1990, the 1990 categories were used. For 2000, this involved re-combining variables that were disaggregated for the 2000 Census. The “Asian and Pacific Islander” category is an aggregation of the “Asian Alone” and “Native Hawaiian and Other Pacific Islander alone” variables in the 2000 Census. The “Other race” variable is an aggregation of the 2000 variables “Some other race alone” and “Two or more races”. Also, the 1990 “American Indian”, “Alaskan” and “Aleutian” categories were

combined for this comparison. A complete description of the changes in Census race variables is included at the end of this report.

**Table 4a**  
**Race as a Percentage of Total Population in 1990 to 2000**

	Tract 27			Tract 28			Tract 29		
	1990 % of Total	2000 % of Total	% change 1990 to 2000	1990 % of Total	2000 % of Total	% change 1990 to 2000	1990 % of Total	2000 % of Total	% change 1990 to 2000
<b>White</b>	50.4%	43.1%	208.8%	5.2%	12.8%	265.9%	4.2%	20.5%	412.0%
<b>Black</b>	45.2%	51.1%	308.2%	94.3%	73.6%	17.0%	93.3%	74.1%	-16.6%
<b>American Indian, Alaskan, Aleutian</b>	0.7%	0.2%	0.0%	0.0%	0.2%	-	0.0%	1.3%	-
<b>Asian and Pacific Islander</b>	3.7%	1.8%	80.0%	0.2%	0.4%	150.0%	0.0%	0.6%	-
<b>Other Race</b>	0.0%	3.7%	-	0.2%	12.9%	8050.0%	2.5%	3.5%	46.7%

Source: 1990 and 2000 U.S. Census

\*Percentage change from 1990 to 2000 is based on raw population numbers.

**Table 4b**  
**Race as a Percentage of Total Population in 1990 to 2000**

	Tract 33			Study Area			Fulton County		
	1990 % of Total	2000 % of Total	% change 1990 to 2000	1990 % of Total	2000 % of Total	% change 1990 to 2000	1990 % of Total	2000 % of Total	% change 1990 to 2000
<b>White</b>	2.6%	3.1%	27.8%	5.2%	12.4%	197.4%	47.8%	48.1%	26.7%
<b>Black</b>	97.1%	95.0%	3.7%	93.9%	81.6%	8.9%	49.9%	44.6%	12.2%
<b>American Indian, Alaskan, Aleutian</b>	0.05%	0.04%	0.0%	0.1%	0.3%	550.0%	0.2%	0.2%	54.3%
<b>Asian and Pacific Islander</b>	0.2%	0.2%	0.0%	0.3%	0.5%	100.0%	1.3%	3.1%	200.3%
<b>Other Race</b>	0.1%	1.7%	1800.0%	0.5%	5.2%	1168.4%	0.9%	4.1%	482.1%

Source: 1990 and 2000 U.S. Census

\*Percentage change from 1990 to 2000 is based on raw population numbers.

Race variables differ from the county to the study area. Overall, blacks are the dominant race in the study area for each time period, with the exception of Tract 27 which had a larger white population in 1990. Blacks in Fulton County had the greatest share of the population in 1990, with 49.9 percent. That share decreased to 44.6 percent in 2000 when the white population gained majority share with 48.1 percent. In fact, the black race experienced the smallest percentage change from 1990 to 2000 of all races in the county. The greatest change came in the “Other race” category where the population grew from 5,681 to 33,069.

Tract 27 had similar proportions of blacks and whites in each time period. Less than 6 percent of its population was made up of any other race for each time period. The white population grew over 200 percent from 1990 to 2000, whereas the black population grew over 300 percent.

The black population in Tract 28 lost a significant share in 2000. In 1990, it had 94.3 percent of the population. In 2000, it reduced its share to 73.6 percent with the share spreading to whites and those categorized as “Other race”. The “Other race” category also had the greatest percentage change for this tract.

Tract 29 experienced a 412 percent increase in its white population in 2000. The share for this population increased from 4.2 percent in 1990 to 20.5 percent in 2000.

Conversely, the black population, which was the predominant race each Census year, reduced its share from 93.3 percent to 74.1 percent as it experienced a 16.6 percent loss in population.

Tract 33, the largest tract in the study area, held the largest proportions of blacks for both 1990 and 2000. Although it lost some of its share to the white population and other race, the black variable did experience a 3.7 percent increase in population. The white and other race categories also experienced significant increases in population.

### **Proportioning Methodology**

Because a few of the Census tracts in the LCI study area boundary appeared to have a large proportion of their area falling outside of the study area, a ratio was calculated for each Census tract variable value to more accurately reflect the study area. This methodology assumes that the population is evenly distributed throughout each Census tract.

Geographic Information System (GIS) software was used to determine the proportion of the Census tract that fell within the study area and the tract ratios. The following steps were used to create the ratios:

1. The CC LCI boundary was overlaid on each Census tract to clip each tract.
2. Acreage was calculated for each Census tract in the study area, as well as each clipped portion.
3. The proportion/ratio was calculated by dividing the clipped acreage (for each individual tract) by its respective Census tract, giving us the proportion of the Census tract that falls within the study area boundary.
4. Values for most variables analyzed have been multiplied by their respective ratio.

The following is a table showing the acreage of the individual Census tracts and the ratio applied to the raw Census and CACI data. Clipped acreage is the acreage of the tract falling within the study area. Acres have been rounded to the nearest whole number. Ratio values have been rounded to the nearest hundredth.

**Table 5**

<b>Tracts</b>	<b>Clipped Acreage</b>	<b>Total Tract Acreage</b>	<b>Proportion/Ratio</b>
Tract 27	166	200	0.83
Tract 28	85	194	0.44
Tract 29	81	173	0.47
Tract 33	153	171	0.89

Certain variables could not be proportioned because they were not raw numbers, such as median age. The following table shows the variables analyzed, their source, and whether or not they were proportioned.

**Table 6**

<b>Variable</b>	<b>Source</b>	<b>Proportioned (Y/N)</b>
Total Population 1990 & 2000	1990 & 2000 Census	Y
Race 1990 & 2000	1990 & 2000 Census	Y
Household Income 1990	1990 Census	Y
Household Income 2000	CACI Marketing	Y
Age 1990 & 2000	1990 & 2000 Census	Y
Families 1990 & 2000	1990 & 2000 Census	Y
Households 1990 & 2000	1990 & 2000 Census	Y
Average Household Size 1990 & 2000	1990 & 2000 Census	N
Per Capita Income 1990	Census	N
Per Capita Income 2000	CACI Marketing	N
Tenure 1990 & 2000	1990 & 2000 Census	Y
Median Age 1990 & 2000	1990 & 2000 Census	N

### **Race Comparability for the 1990 and 2000 Censuses**

The data on race in Census 2000 are not directly comparable to those collected in previous censuses. The October 1997 revised standards issued by the OMB led to changes in the question on race for Census 2000. The Census 2000 Dress Rehearsal data were the first to reflect these changes. First, respondents were allowed to select more than one category for race. Second, the sequence of the questions on race and Hispanic origin changed. In 1990, the question on race (Item 4) preceded the question on Hispanic origin (Item 7) with two intervening questions. For Census 2000, the question on race immediately follows the question on Hispanic origin. Third, there were terminology changes to the response categories, such as spelling out “American” instead of “Amer.” for the American Indian or Alaska Native category; and adding “Native” to the Hawaiian response category. The 1990 category “Other race” was renamed “Some other race.”

Other differences that may affect comparability involve the individual categories on the Census 2000 questionnaire. The 1990 category, “Asian and Pacific Islander” was separated into two categories, “Asian” and “Native Hawaiian and Other Pacific Islander.” Accordingly, on the Census 2000 questionnaire, there were seven Asian categories and four Native Hawaiian and Other Pacific Islander categories. The two residual categories, “Other Asian” and “Other Pacific Islander,” replaced the 1990 single category “Other API.” The 1990 categories “American Indian,” “Eskimo,” and “Aleut” were combined into “American Indian and Alaska Native.” American Indians and Alaska Natives can report one or more tribes.

As in 1990, people who reported a Hispanic or Latino ethnicity in the question on race and did not mark a specific race category were classified in the “Some other race” category (“Other race” in 1990). They commonly provided a write-in entry such as Mexican, Puerto Rican, or Latino. In the 1970 census, most of these responses were included in the “White” category. In addition, some ethnic entries that in 1990 may have been coded as White or Black are now shown in the “Some other race” group.

For Puerto Rico, separate questions on race and Hispanic origin were included on their Census 2000 questionnaire; identical to the questions used in the United States. The 1950 census was the last census to include these questions on the Puerto Rico questionnaire.

Census 2000 included an automated review, computer edit, and coding operation on a 100-percent basis for the write-in responses to the race question, similar to that used in the 1990 census. Write-in responses such as Laotian or Thai, and Guamanian or Tongan were reviewed, coded, and tabulated as “Other Asian” and “Other Pacific Islander,” respectively, in the census. All tribal entries were coded as either American Indian or as Alaska Native.



# Livable Centers Initiative City Center

3 Land Use and Zoning





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TO City Center Partners  
FROM Sian Llewellyn, Pat Peters, Liz Drake, Amy Lang  
DATE November 7, 2001  
CC  
SUBJECT Technical Memo – Land Use

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## Inventory of Current Conditions

### Existing Land Use Pattern

The City Center Livable Centers Initiative (CC LCI) planning area covers about 506 acres of developed land in downtown Atlanta, Georgia. The planning area has an east/west orientation and straddles Interstate 75/85, north of Interstate 20. The table below summarizes existing land use patterns in the planning area. (See map of existing land uses.)

CC LCI Existing Land Use Pattern

Land Use	Acres	Percent
Commercial	239.5	47.3%
Institutional	88.1	17.4%
Residential – Multi-Family	84.7	16.7%
Residential – Medium Density	32.0	6.3%
Limited Access Highway	26.1	5.1%
Mixed Use Residential	13.3	2.6%
Industrial	11.7	2.3%
Park	6.0	1.2%
Transportation/Communication	5.4	1.1%
<b>Total</b>	<b>506.7</b>	<b>100%</b>

Source: Atlanta Regional Commission, EDAW

Commercial activity constitutes nearly half of all land in the planning area. Commercial development is clustered primarily in the Fairlie-Poplar and Five Points Districts and runs along the main east-west corridors of Edgewood and Auburn Avenues.

Residential uses, including multi-family, medium density, and mixed-use residential housing units, equal about one-quarter of planning area land. The most common housing type is multi-family. Nearly half of all land in residential use is subsidized housing. Some medium density housing lies north of Edgewood Avenue between Boulevard and Auburn Avenues. The Fairlie-Poplar and Five Points Districts and areas east of Auburn Avenue have some dwelling units within mixed-use projects.

About 17 percent of land has institutional activity. The Grady Health Systems Campus and Georgia State University are the largest of these uses. Other institutional buildings line Peachtree Street or fall within the Martin Luther King, Jr. Historic District.

Parks represent 1.2 percent of the planning area. The largest park is Woodruff Park on Peachtree Street. Smaller pocket parks, including Hurt Park, Dobbs Plaza, Calhoun Park and Butler Park, are spread throughout the planning area.

The area has a small percentage (2.3 percent) of industrial land use, flanking DeKalb Avenue and extending south from Interstate 75/85 east to Hilliard Street.

**Future Land Use Pattern**

The table below summarizes the planning area’s future land use pattern, which is based on the City of Atlanta Neighborhood Planning Unit M’s suggested future land use. (See Future Land Use Map). The future land use mix includes a commercial and institutional component comparable to current land use conditions. The Future Land Use Map, however, designates less land to multi-family uses and more land to single family housing units than shown in the existing land use pattern.

Most of the high density commercial land uses are within the Fairlie-Popular District. The Future Land Use Map designates the central area for office-institutional activity. Low density commercial runs along the Auburn and Edgewood Avenue corridors. Industrial classifications mark the southern boundary along the MARTA rail line with the exception of properties adjacent to the King Memorial Station. Future land use conditions reflect a commercial use for these properties.

**CC LCI Future Land Use Pattern**

<b>Future Land Use</b>	<b>Acres</b>	<b>Percent</b>
High Density Commercial	140.9	28.5%
Low Density Commercial	90.3	18.3%
Office – Industrial	88.7	17.9%
High Density Residential	60.9	12.3%
Low Density Residential	49	9.9%
Industrial	38.8	8.0%
Medium Density Residential	20.4	4.1%
Open Space	5	1.0%
<b>Total</b>	<b>494</b>	<b>100%</b>

Source: City of Atlanta, NPU-M

**Zoning**

The planning area has a wide range of zoning districts. (See zoning map). Over 30 percent of land in the Fairlie-Poplar District and central area falls under a Special Public Interest category. The Martin Luther King, Jr. Landmark District and Residential General District combine for another 30 percent of the planning area’s zoning regulations. The MLK District covers much of the northern and eastern portions of the planning area.

Residential zoning categories mix below the MLK District. A band of industrially zoned property runs along the southern boundary formed by the MARTA rail line.

### CC LCI Zoning Categories

Zoning	Acres	Percent
Special Public Interest Central Core	159.2	31.5%
MLK, Jr. Landmark District	106.8	21.1%
Residential General District	43.1	8.5%
Light Industrial District	22.1	4.4%
Two-Family Residential District	19.9	3.9%
Heavy Industrial District	14.7	2.9%
Commercial Service District	10.4	2.1%
Landmark Building or Site	4.3	0.9%
Commercial Residential District	3.5	0.7%
Community Business District	0.9	0.2%
Central Area Commercial Residential Dist	0.5	0.1%
Historic Building or Site	0.2	0.0%
Right-of-Way	120.0	23.7%
<b>Total</b>	<b>505.6</b>	<b>100%</b>

\*\*\* Note that the remaining acreage (about 120 acres) are right of way

The table below summarizes development standards for the three main zoning districts governing development in the area. The floor area ratio (FAR) is the primary zoning provision for controlling both building size and the level of activity on a lot. FAR expresses the relationship between the amount of useable floor area permitted in a building (or buildings) and the area of the lot on which the building stands. For example, an FAR of 2.0 means that the gross floor area of a building can be twice the size of the total area of its lot.

In general, the Residential General (RG) District allows for a diverse range of single, duplex, and multi-family residential styles of a predominantly urban character. The FAR can range up to 6.40. The City of Atlanta's Special Public Interest (SPI) District modifies or replaces the existing zoning regulations of a specially designated area of the city. The purpose of the SPI is to protect the character, principal views, or visual environment of the district. There are a total of 14 SPI Districts in the City of Atlanta, ranging from historic neighborhoods to areas surrounding MARTA transit stations. The SPI for the City Core promotes the intense, pedestrian-oriented development appropriate for an urban core. In the SPI-1 maximum permitted FAR for non-residential uses can be as high as 25.0. The SPI for the Centennial Olympic Park area encourages a compatible mix of commercial, entertainment, and residential uses in a pedestrian-friendly environment. The MLK Landmark District regulates development according to general compatibility with the late 19<sup>th</sup> and early 20<sup>th</sup> Century architectural styles characteristic of this historic area. Building FARs are set at 1.6 or lower in the various subdistricts.

## Primary Zoning Regulations in CC LCI Planning Area

District	Purpose	Development Controls
<b>R-G Residential General District</b>	<ul style="list-style-type: none"> <li>▪ provide for a range of residential densities</li> <li>▪ encourage maintenance and preservation of existing large dwellings by allowing conversion to two-family or multifamily use</li> </ul>	<p><i>Single-family and two-family dwellings:</i> minimum lot width of 50 feet; minimum net lot area of 5,000 square feet</p> <p><i>All other uses:</i> Minimum lot width of 50 feet; minimum net lot area of 20,000 square feet.</p> <p><i>Minimum front yard:</i> 40 feet.</p> <p><i>Minimum side and rear yards:</i> varies from 7 to 20 feet by sector</p> <p><i>Two-family dwellings, multi-family dwellings:</i> land use intensity ratios set by sector; maximum FAR varies from .100 to 6.40</p>
<b>SPI-1 Central Core District</b>	<ul style="list-style-type: none"> <li>▪ protect the hub of the Atlanta Metropolitan Area for specific functions appropriate to the central core</li> <li>▪ encourage the development of major office uses</li> <li>▪ encourage area as major retail center</li> <li>▪ encourage the development of high-intensity housing within multi-use complexes</li> <li>▪ maximize the advantages of mass transit</li> <li>▪ facilitate safe and convenient pedestrian circulation</li> </ul>	<p><i>Maximum Building Coverage:</i> 90 percent of the net lot area</p> <p><i>Nonresidential uses:</i> FAR of 25</p> <p><i>Residential uses:</i> FAR of 6.4</p> <p><i>Mixed use:</i> floor area not to exceed sum of nonresidential and residential</p> <p>public open space and usable open space set asides</p> <p>pedestrian circulation required</p>

<b>SPI-13 Centennial Olympic Park</b>	<ul style="list-style-type: none"> <li>▪ enhance and protect Centennial Olympic Park as an Olympic legacy, a regional resource and as a civic gathering place.</li> <li>▪ create a 24-hour urban environment where people can live, work, meet and play</li> </ul>	<p><i>Maximum Building Coverage:</i> 90 percent of the net lot area</p> <p><i>Nonresidential uses:</i> FAR of 25 to 10</p> <p><i>Residential uses:</i> FAR of 10</p> <p>public open space and usable open space set asides</p>
<b>Martin Luther King, Jr. Landmark District</b>	<ul style="list-style-type: none"> <li>▪ preserve the character of the area, including residential, commercial and institutional structures built from the late 19th Century</li> <li>▪ ensure that redevelopment of the district contributes to particular significance of area</li> </ul>	<p>required certificate of appropriateness from the Atlanta Urban Design Commission</p>
Auburn Avenue Residential District Subarea 1	<ul style="list-style-type: none"> <li>▪ preserve the historic residential character of this subarea and encourage reuse of existing structures</li> </ul>	<p><i>Minimum lot area:</i> varies from 5,300 square feet to 10,000 square feet</p> <p><i>Minimum yard requirements:</i> compatibility rule with 7 feet minimum</p>
Residential District Subarea 2	<ul style="list-style-type: none"> <li>▪ preserve the character and scale of the residential environment</li> </ul>	<p><i>Minimum yard requirements:</i> compatibility rule; all new construction to maintain a minimum of 7 feet for side yard setback and 10 feet for rear yard setbacks</p>

Institutional District Subarea 3	<ul style="list-style-type: none"> <li>▪ preserve the character and physical appearance of the historic public and private institutional structures</li> </ul>	<p><i>Nonresidential use:</i> maximum FAR of 1.60</p> <p><i>Multifamily use:</i> maximum FAR varies from .373 to .606</p> <p><i>Minimum yard requirements:</i>  <i>Front:</i> compatibility rule  <i>Side:</i> 15 feet  <i>Rear:</i> 25 feet</p>
Auburn Commercial District Subarea 4	<ul style="list-style-type: none"> <li>▪ preserve those commercial structures along Auburn Avenue that are architecturally compatible with the historic character</li> <li>▪ future development compatible with character of modest-scale commercial district</li> </ul>	<p><i>Nonresidential use:</i> (new construction) maximum FAR of 2.0</p> <p><i>Multifamily use:</i> maximum FAR varies from .373 to .606</p> <p><i>Minimum lot width, area, all uses:</i> No fixed minimum lot widths or areas</p> <p><i>Minimum yard requirements:</i> compatibility rule</p> <p>required pedestrian circulation</p>
Edgewood Commercial District Subarea 5	<ul style="list-style-type: none"> <li>▪ preserve commercial structures along Edgewood Avenue</li> <li>▪ future development compatible with character of modest-scale commercial district</li> </ul>	<p><i>Nonresidential use:</i> (new construction) maximum FAR of 2.0</p> <p><i>Multifamily use:</i> maximum FAR varies from .373 to .606</p> <p><i>Minimum lot width, area, all uses:</i> No fixed minimum lot widths or areas</p> <p><i>Minimum yard requirements:</i> compatibility rule</p> <p>required pedestrian circulation</p>
Transitional Zone Subarea 6	<ul style="list-style-type: none"> <li>▪ intended to control the potential for adverse impact resulting from redevelopment in the periphery of the Landmark District</li> </ul>	<p>existing district regulations</p> <p>Atlanta Urban Design Commission review of applications for building permits, zoning amendments, special use permits, special exceptions and variances</p> <p>general advertising signs not permitted</p>

Source: City of Atlanta Zoning Ordinance

## **Land Use Mix**

Land uses organize our community life and give form and function to cities. The Downtown has always been the heart of our cities—the most vibrant mix of people, businesses, and cultural activities. A healthy overall land use pattern reinforces this role of the downtown as the center of place in a metropolitan area. Downtown should act as an integrated community, offering easy access to housing, shops, work places, schools, parks, and civic buildings.

Several basic principles guide effective land use in an urban area:

1. Increase the land use mix for better balance
2. Increase development intensity in appropriate areas
3. Fill in the land use gaps to encourage connectivity and circulation

Areas with these qualities become not just thriving activity centers, but true neighborhood centers.

### **Increase the Mix**

Too often, conventional zoning assigns single uses, such as housing or shopping, to large separated areas. This physical disconnection of uses limits access and produces a generic sameness to the built landscape.

A more effective pattern intersperses land uses within a fine-grained pattern. Housing mixes with ground-floor retail. Churches and schools are on the corners of neighborhoods. Jobs are near transit centers.

Varied land use patterns make cities both more functional and attractive. Activities that are near one another reduce dependency on the private automobile, making circulation with an activity center easier. Mixed uses also produce synergy. Housing units and office space create demand for restaurants and personal services, while available amenities increase the appeal of downtown residential opportunities. A broad array of residential, employment, entertainment and retail land uses allows residents, workers, and visitors to meet their every day needs. Lastly, a vital mix creates visual interest and greater personal safety, making street level activity comfortable and enjoyable.

### **Increase Development Intensity**

Having a minimum density in a downtown is essential to supporting desired amenities. Downtowns typically have a density of employees because of their historic role as employment locations. Historically high land prices in the downtown have limited residential opportunities in favor of concentrated commercial and office activity. Central

city disinvestment throughout much of the second half of the 20<sup>th</sup> century also reduced the number of people living in an urban environment.

Several emerging forces, however, support the renewal of the downtown residential sector. Faced with difficult commutes and suburban sprawl, a small but steady number of Americans choose to live in urban centers. Demographic forces will continue to strengthen this trend as the number of non-traditional households, such as empty-nesters, grows.

Buoyed by these forces, activity centers should seek a minimum density of 10 to 12 residential units per acre. Everyday residents can transform a downtown from a 10-hour city into a vibrant 18-hour activity center. A supply of attractive housing produces the purchasing power that draws retail and entertainment activities, as well as necessities such as grocery stores. A concentration of residents also increases the efficiency of alternative transportation options, such as walking or transit.

### **Fill in the Gaps**

Large gaps in the built environment--excessive surface parking, vacant lots, underused buildings--disrupt the urban fabric. These gaps make the environment feel less safe and comfortable for pedestrians. Land uses should contribute to a cohesive street front “wall” of visible activity. Such activity can effectively connect smaller nodes within a larger center and produce an overall atmosphere that is inviting.

### **Current Land Use Mix**

Overall, the planning area has a relatively balanced mix of complementary activity. Housing, as stated above, is approximately one-quarter of all land use. Much of this housing, however, consists of public or low-income units. Single family and market rate multi-family units are an underrepresented piece in the planning area land use mix. At 4.46 households per acre, the LCI planning area is below the minimum density threshold necessary to support a varied base of amenities and commercial services.

Recommendations for a healthier land use pattern should focus on designating appropriate areas for increased residential density. Given land prices, considerable expansion of single-family units is unlikely. In this built-out urban context, increased density should stem from additional townhome, loft, and apartment developments. These developments should be concentrated near existing housing and retail areas to create a critical mass of purchasing power. Therefore, we recommend this type of housing filling in at an appropriate scale along Auburn Avenue and Edgewood Avenue. As these areas fill in with new housing, the secondary streets of the neighborhoods east of Interstate 75 should be redeveloped.



Mixed-use development current equals less than 3 percent of all activity within the CC LCI planning area. Increasing on-site combinations of housing, commercial, and office space would also support a more complementary and efficient land use pattern in the planning area.

## **Regulatory Tools**

Recommendations to land use are somewhat limited by the built-out land use patterns of the downtown and its historic zoning designations. Any transformation of land use must be sensitive to the unique context of the planning area. Zoning provides the greatest opportunity to influence land use. The City Core SPI-1 could be amended to provide additional development regulations. The SPI-1 District may have maximum FARs that are too high for the more human-scaled fabric of subareas such as Fairlie-Poplar. The City, however, intended the SPI concept to support MARTA functions, rather than to provide a full palette of urban design options.

As an alternative to the revision of existing zoning, the City of Atlanta has three proposed zoning districts to implement design standards. Each district focuses on creating a pedestrian-oriented, compact, mixed use land pattern appropriate for an urban center. Unlike existing zoning provisions, these districts set standards with minimum requirements for sidewalks and street trees. Shop fronts would also be closer to sidewalks, and parking must be in the rear or side of buildings. The districts permit a larger residential component in mixed use developments and set a maximum FAR that allows for denser, but still human-scale development patterns. The table below summarizes the major development standards set by the proposed districts.

Earlier analyses identified a series of half-mile walking radii around MARTA transit stations. These areas provide excellent nodes at which to intensify and diversify the land use mix.

The industrially-zoned area around the King Memorial Station could convert to mixed use activity under a Live Work designation. Conversion to mixed use could then form a critical link to Studioplex in the eastern portion of the planning area and create land uses more supportive of transit. This area in the southern portion of the planning area also provides opportunities for multi-family development under new zoning districts. Major streets in the eastern portion of the corridor would be appropriate for the more intense development of the Residential-Commercial Mixed District, particularly near existing transit stations.

## Proposed City of Atlanta Zoning District Regulations

District	Purpose	Development Controls
Multi-Family District	<ul style="list-style-type: none"> <li>▪ provide for pedestrian friendly, accessible multi-family developments that complement commercial corridors</li> <li>▪ protect existing multi-family districts by establishing appropriately designed and scaled housing types with ground-level, neighborhood retail</li> </ul>	<ul style="list-style-type: none"> <li>▪ FAR of up to 6.4</li> <li>▪ allowance of ground level, neighborhood-serving retail uses equal to 5% of development</li> <li>▪ maximum building heights from 35 to 225 feet</li> <li>▪ minimum side and rear yards</li> <li>▪ maximum block face lengths of 600 feet</li> <li>▪ required sidewalks and street trees</li> <li>▪ required set aside of open space</li> <li>▪ required street front orientation</li> </ul>
Live-Work District	<ul style="list-style-type: none"> <li>▪ provide pedestrian friendly design regulations for currently zoned industrial properties converting to a mixed use designation</li> </ul>	<ul style="list-style-type: none"> <li>▪ FAR of up to 1.196 for mixed uses</li> <li>▪ current industrial densities</li> <li>▪ sidewalks</li> <li>▪ street trees</li> <li>▪ compatible mix of uses</li> <li>▪ maximum building heights</li> <li>▪ minimum side and rear yards</li> <li>▪ maximum block face lengths</li> <li>▪ no parking between building and street</li> <li>▪ allowance for studios, galleries and artist spaces</li> </ul>
Residential-Commercial Mixed District	<ul style="list-style-type: none"> <li>▪ add design standards to current commercial zoning categories</li> <li>▪ promote appropriately designed and scaled commercial uses mixed with significant residential uses in a pedestrian-friendly setting</li> </ul>	<ul style="list-style-type: none"> <li>▪ FAR of up to 8.2</li> <li>▪ required sidewalks and street trees</li> <li>▪ shop fronts adjacent to sidewalks</li> <li>▪ parking at rear or side of buildings</li> <li>▪ compatible mix of retail and housing</li> <li>▪ maximum block face lengths</li> <li>▪ shared parking</li> <li>▪ more residential development than current commercial zoning categories</li> <li>▪ height limits adjacent to residential development</li> </ul>

Source: City of Atlanta

As another tool to increase the mix and critical mass of households in the planning area, the City may adopt an inclusionary zoning provision. The purpose of inclusionary zoning is to promote affordable housing units as an integral part of other residential development occurring within a community. A typical inclusionary zoning ordinance requires developers of market rate dwellings to include some set percentage of affordable, lower-cost units within the project.

Inclusionary zoning seeks to maintain a stable stock of affordable housing within the private market for a period of 10 to 20 years through "affordability controls." When effectively implemented, this mechanism can play a key role in deconcentrating poverty, stemming the sprawl caused by cheaper suburban housing choices, and promoting racial and income diversity within a community.

Common elements of inclusionary zoning ordinances include:

1. A threshold number of market-rate units that triggers the set aside of affordable units;
2. A requirement that the affordable units are comparable in quality and aesthetics to the market-rate units and blend into the overall community;
3. Incentives to assist the private sector in constructing affordable units, such as density bonuses, financial subsidy for construction, down payment assistance to the affordable-home buyer; local tax abatements; waiver of permit fees or land dedication; fewer required developer-provided amenities and acquisitions of property; "fast track" permitting; or infrastructure subsidies.
4. A provision for payment in-lieu when the product (for example, a development of exclusively half-million dollar homes) makes affordable units infeasible; and
5. A housing trust fund as the depository for the payments in-lieu, and a mechanism for using those dollars to provide affordable housing within the community.

The best known inclusionary housing model--Montgomery County, Maryland--has been in effect for over twenty years, producing over 11,00 units. The ordinance requires the construction of between 12.5—15 percent of affordable units in developments of 50 or more units. Developers receive a density bonus of up to 22 percent. The ordinance also permits the Housing Authority to purchase up to one-third of the affordable housing units (15 percent of the total). At its most effective, inclusionary zoning provisions, such as the Montgomery County model, are mandatory and administered on a regional basis.

The use of density bonuses as a developer incentive within the CC LCI planning area may be limited by the historic zoning designations and the already generous bulk allowances of the City Core SPI. Other incentives, such as streamlining permitting processes or the waiver of permit fees would provide

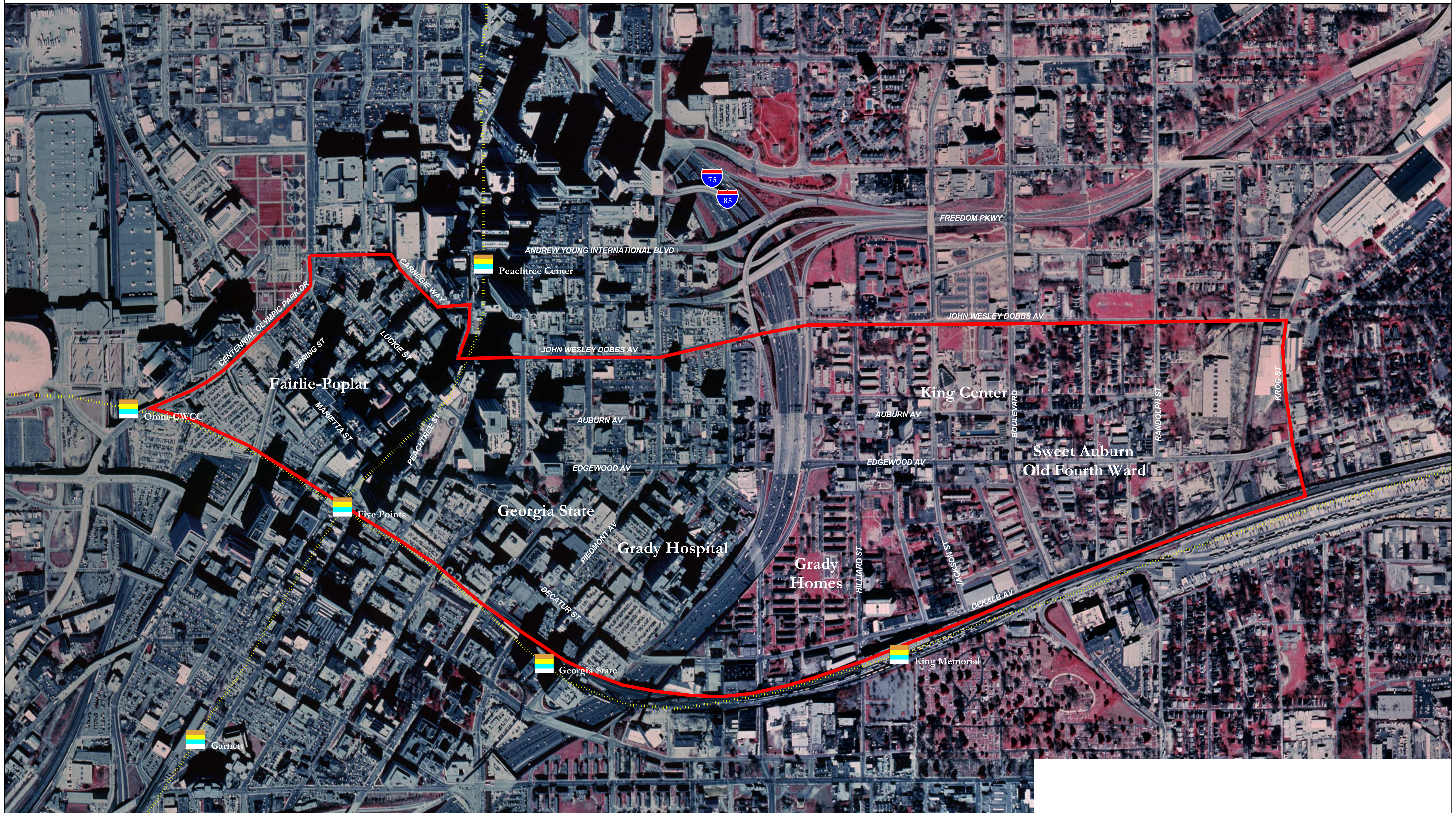
promising incentives for affordable housing construction in the planning area. We recommended efforts to promote affordable housing particularly in those areas near transit facilities, on the Grady Homes/Wheat Street Gardens redevelopment site, and within the Fairlie-Poplar District.

## **Recommendations**

Analysis of land use patterns in the planning area support the following recommendations:

- review City Core SPI-1 zoning language to determine the compatibility of district design standards with the desired development patterns of the CC LCI planning area
- review Centennial Olympic Park SPI-13 zoning language to determine the compatibility of district design standards with the desired development patterns of the CC LCI planning area
- consider creating an SPI zoning designation specifically for the Fairlie-Poplar District
- consider creating an SPI zoning designation specifically for the area around the King Memorial Station to support transit functions and provide additional multi-family residential opportunities
- consider developing an inclusionary zoning provision, where appropriate, to ensure a stable supply of attractive, affordable housing within the planning area

# PROJECT BOUNDARY



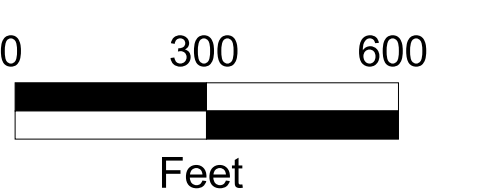
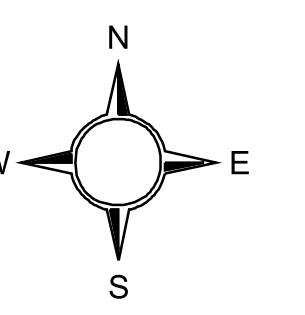
## CITY CENTER LIVABILITY PROJECT PARTNERS' LIVABLE CENTERS INITIATIVE

EDAW

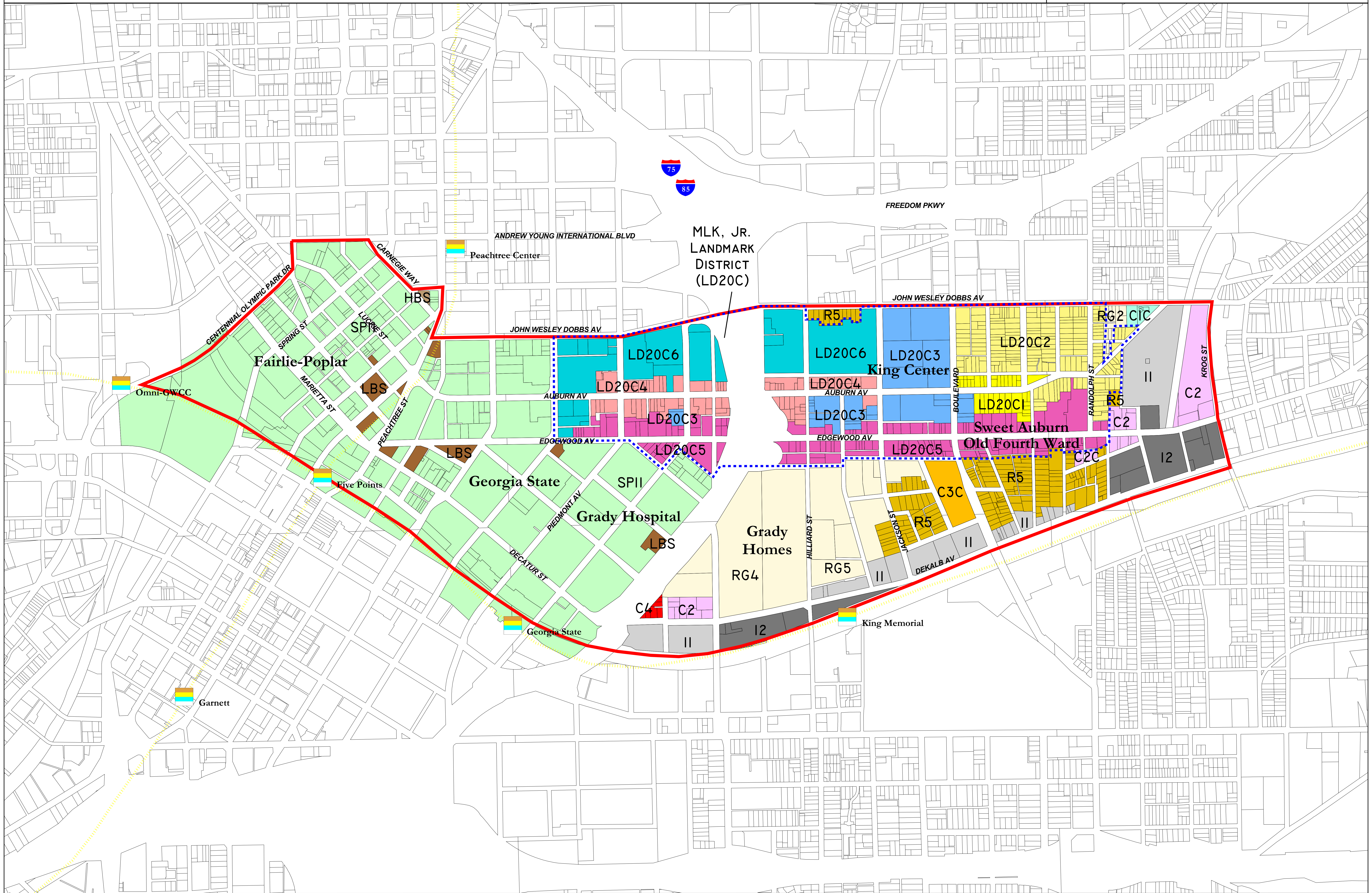
A PARTNERSHIP OF CENTRAL ATLANTA PROGRESS, INC., GEORGIA STATE UNIVERSITY, HISTORIC DISTRICT DEVELOPMENT CORPORATION AND THE HOUSING AUTHORITY OF THE CITY OF ATLANTA, GEORGIA

### LEGEND:

-  MARTA STATION
-  LCI PROJECT BOUNDARY
-  MARTA RAIL LINE



# CITY OF ATLANTA ZONING CLASSIFICATION\*

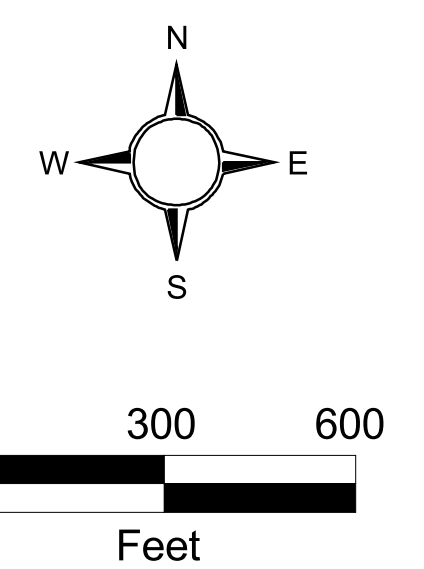


## CITY CENTER LIVABILITY PROJECT PARTNERS' LIVABLE CENTERS INITIATIVE

A PARTNERSHIP OF CENTRAL ATLANTA PROGRESS, INC., GEORGIA STATE UNIVERSITY, HISTORIC DISTRICT DEVELOPMENT CORPORATION AND THE HOUSING AUTHORITY OF THE CITY OF ATLANTA, GEORGIA

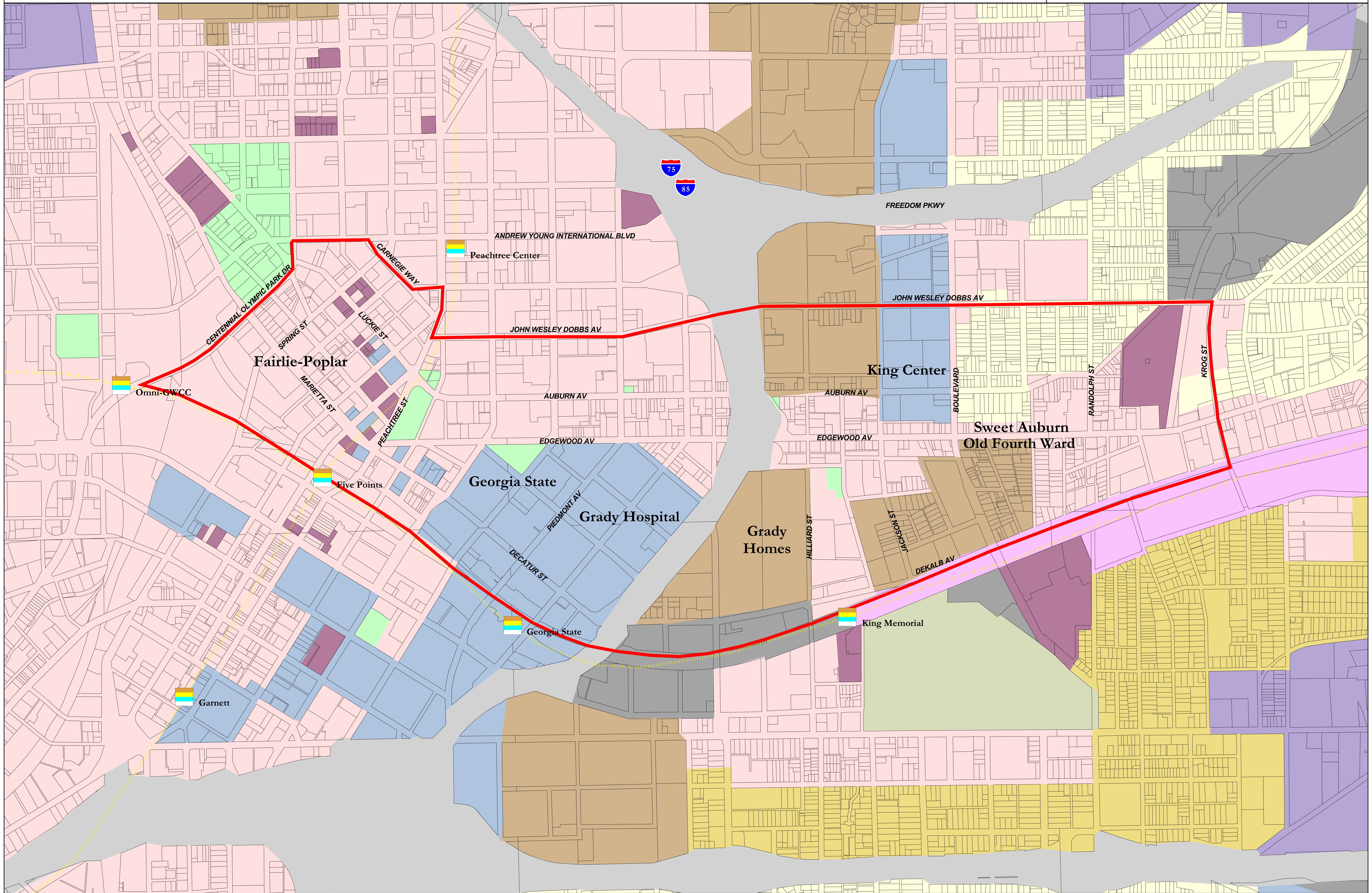
### LEGEND:

- MARTA STATION
- LCI PROJECT BOUNDARY
- MARTA RAIL LINE
- PARCEL BOUNDARY
- \*ZONING (EDAW, 2001)
- AUBURN RESIDENTIAL (LD20C1)
- RESIDENTIAL (LD20C2)
- INSTITUTIONAL (LD20C3)
- AUBURN COMMERCIAL (LD20C4)
- EDGEWOOD COMMERCIAL (LD20C5)
- TRANSITIONAL ZONE (LD20C6)
- CENTRAL AREA COMM-RES (C4)
- COMMERCIAL RESIDENTIAL (C3C)
- COMMERCIAL SERVICE (C2C)
- COMMUNITY BUSINESS (CIC)
- HEAVY INDUSTRIAL (I2)
- LIGHT INDUSTRIAL (I1)
- RESIDENTIAL GENERAL (RG)
- SPI CENTRAL CORE (SPII)
- TWO-FAMILY RESIDENTIAL (R5)
- HISTORIC BUILDING/SITE (HBS)
- LANDMARK BUILDING/SITE (LBS)



EDAW

# GENERAL LAND USE



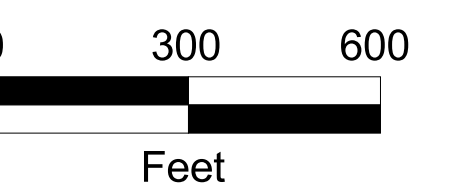
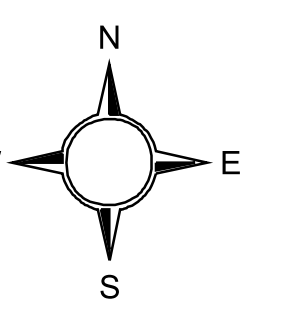
## CITY CENTER LIVABILITY PROJECT PARTNERS' LIVABLE CENTERS INITIATIVE



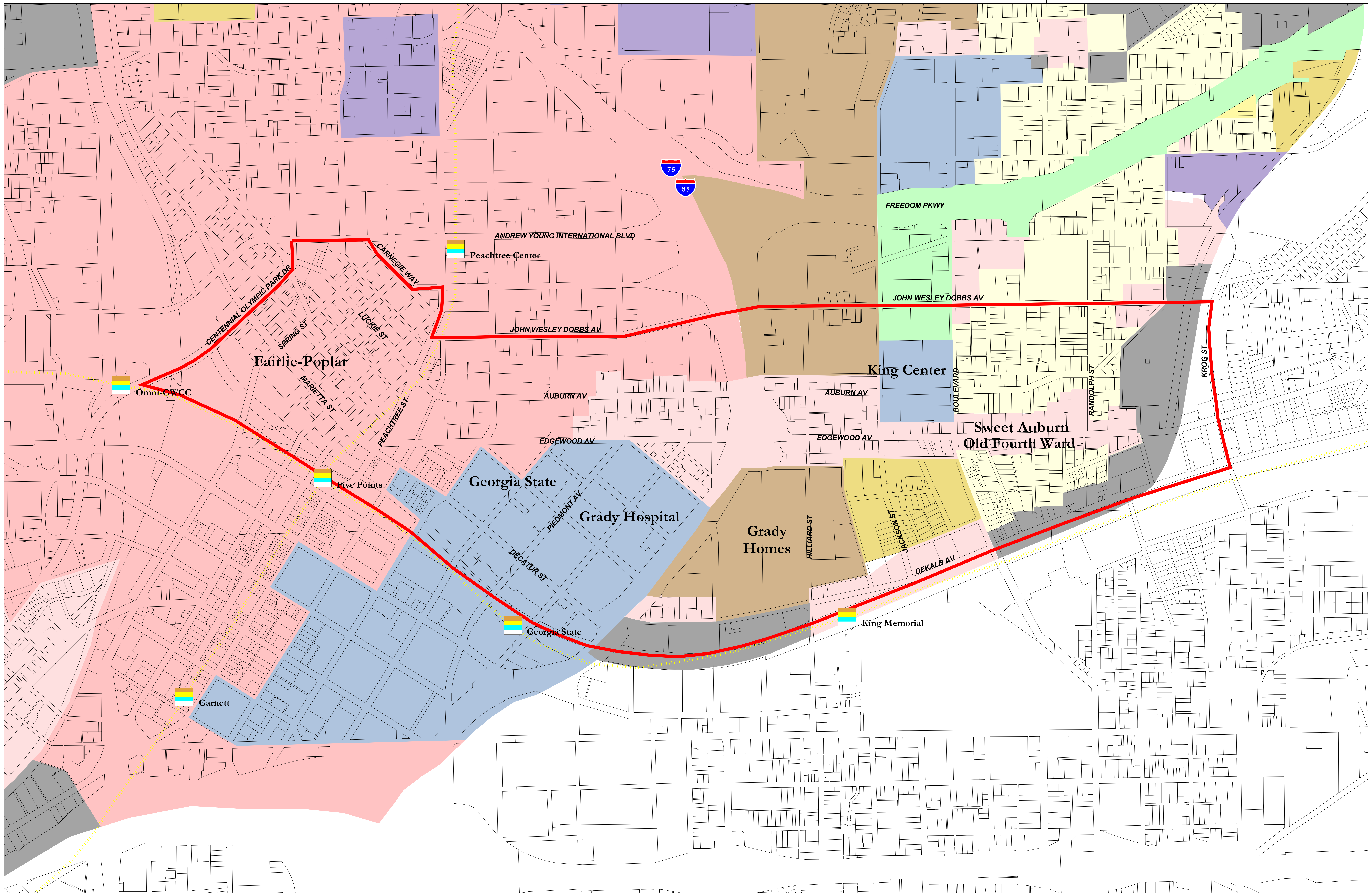
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### LEGEND:

- |                      |                          |                          |
|----------------------|--------------------------|--------------------------|
| MARTA STATION        | COMMERCIAL               | MULTI-FAMILY RESIDENTIAL |
| LCI PROJECT BOUNDARY | INDUSTRIAL               | MIXED-USE/RESIDENTIAL    |
| MARTA RAIL LINE      | TRANS/COMM/UTILITIES     | INSTITUTIONAL            |
| PARCEL BOUNDARY      | INDUS/COMM COMPLEX       | HIGHWAY ROW              |
|                      | MED-DENSITY RESIDENTIAL  | CEMETERY                 |
|                      | HIGH-DENSITY RESIDENTIAL | PARK/OPEN SPACE          |



# NPU-M 15-YEAR FUTURE LAND USE PLAN



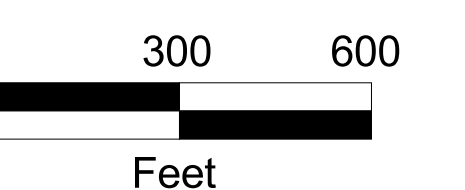
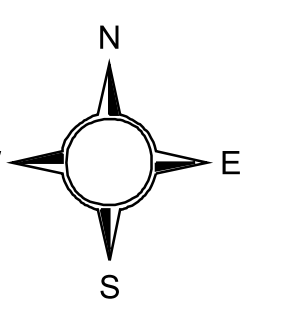
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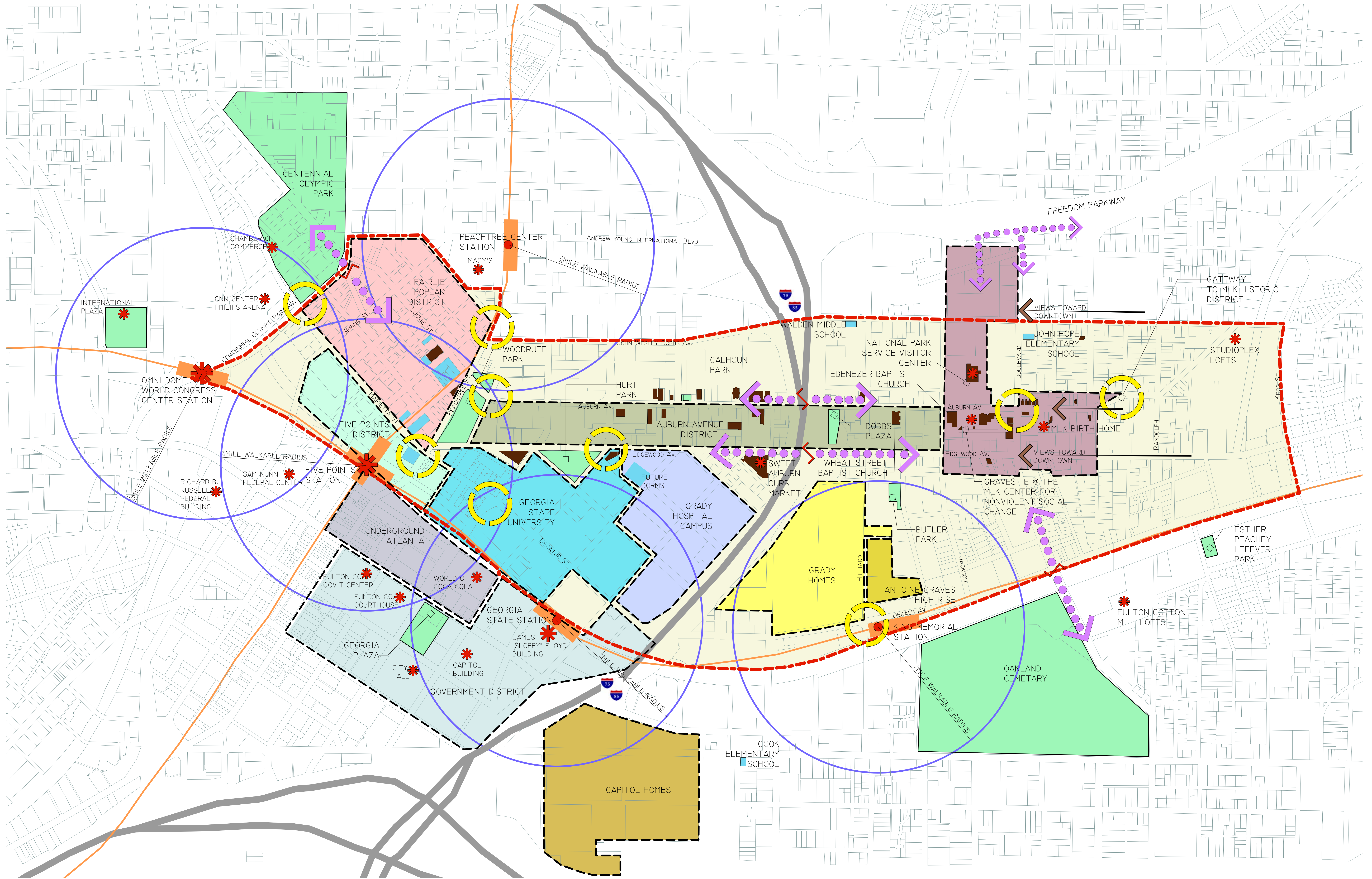
### LEGEND:

- |                      |                         |                               |
|----------------------|-------------------------|-------------------------------|
| MARTA STATION        | LOW-DENSITY COMMERCIAL  | HIGH-DENSITY RESIDENTIAL      |
| LCI PROJECT BOUNDARY | HIGH-DENSITY COMMERCIAL | VERY HIGH-DENSITY RESIDENTIAL |
| MARTA RAIL LINE      | INDUSTRIAL              | SINGLE-FAMILY RESIDENTIAL     |
| PARCEL BOUNDARY      | MIXED USE               | OFFICE-INSTITUTIONAL          |
|                      | LOW-DENSITY RESIDENTIAL | OPEN SPACE                    |
|                      | MED-DENSITY RESIDENTIAL |                               |





# SITE ANALYSIS

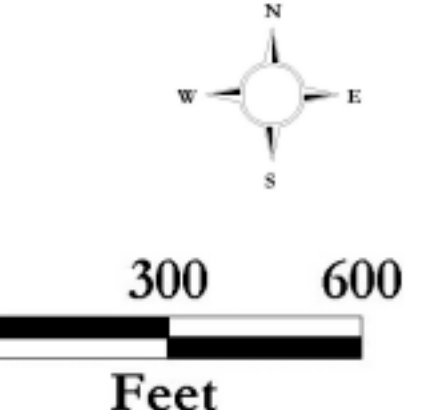
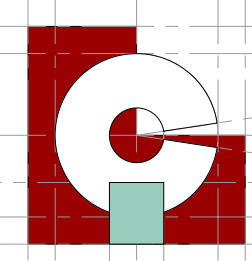


## CITY CENTER LIVABILITY PROJECT PARTNERS' LIVABLE CENTERS INITIATIVE

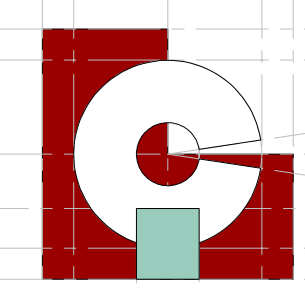
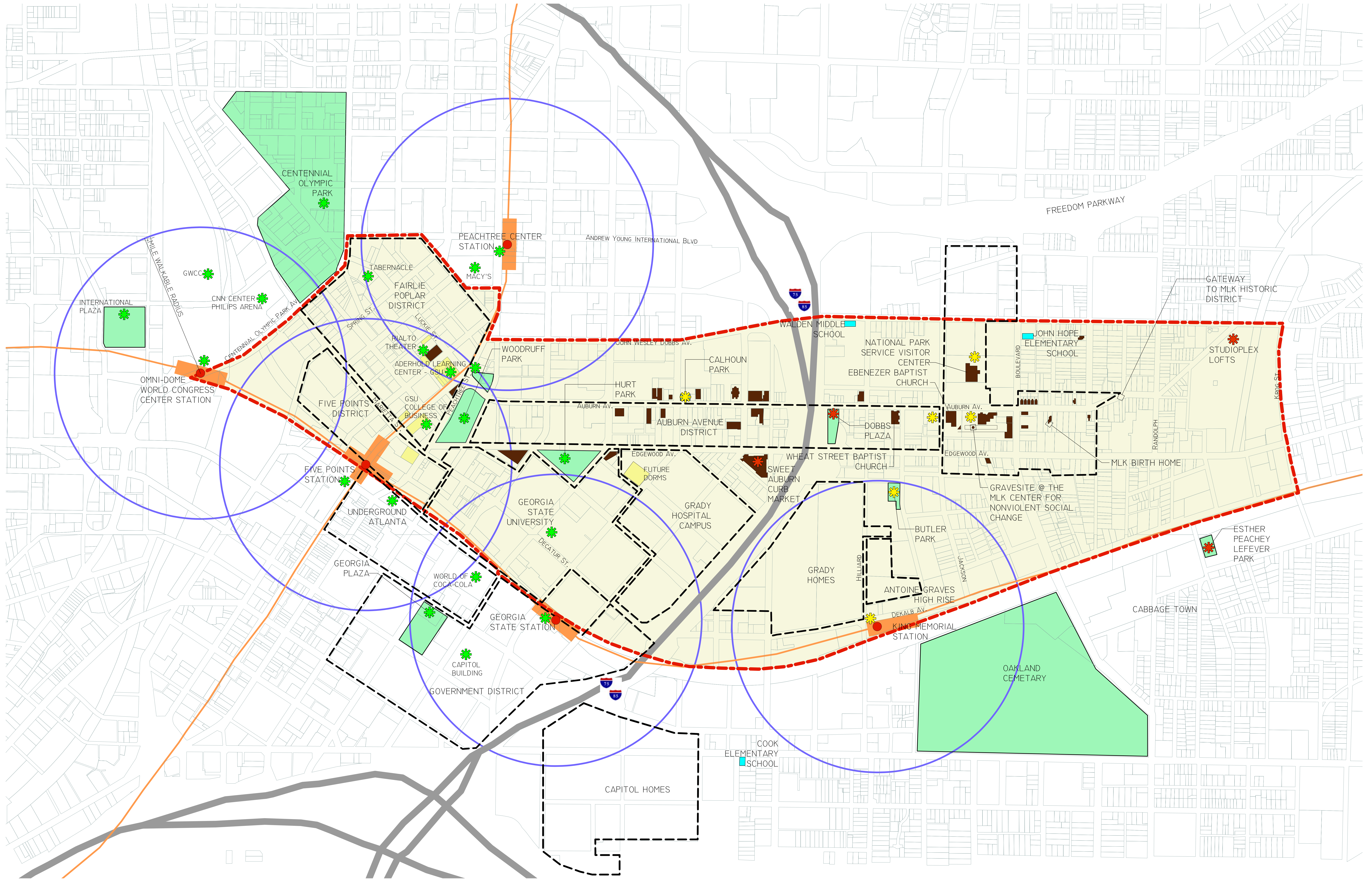
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### LEGEND:

- KEY INTERSECTION
- POINT OF INTEREST
- MARTA STATION
- 1/2 MILE WALKABLE RADIUS
- AUBURN HISTORIC DISTRICT
- FAIRLIE POPLAR DISTRICT
- FIVE POINTS
- GRADY HOMES
- GRADY HOSPITAL CAMPUS
- CAPITOL HOMES
- GEORGIA STATE UNIVERSITY
- MARTIN LUTHER KING, JR. NATIONAL HISTORIC SITE
- GOVERNMENT DISTRICT
- ANTOINE GRAVES HIGHRISE
- HISTORIC BUILDING(S)
- IMPORTANT CONNECTION
- KEY VIEWS
- BARRIER/BREAK IN CONNECTIVITY
- DISTRICT BORDER
- STUDY AREA BOUNDARY



# ACTIVITY CENTERS



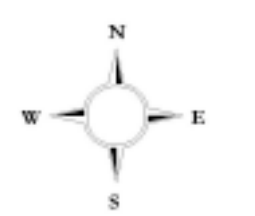
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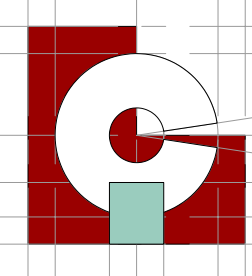
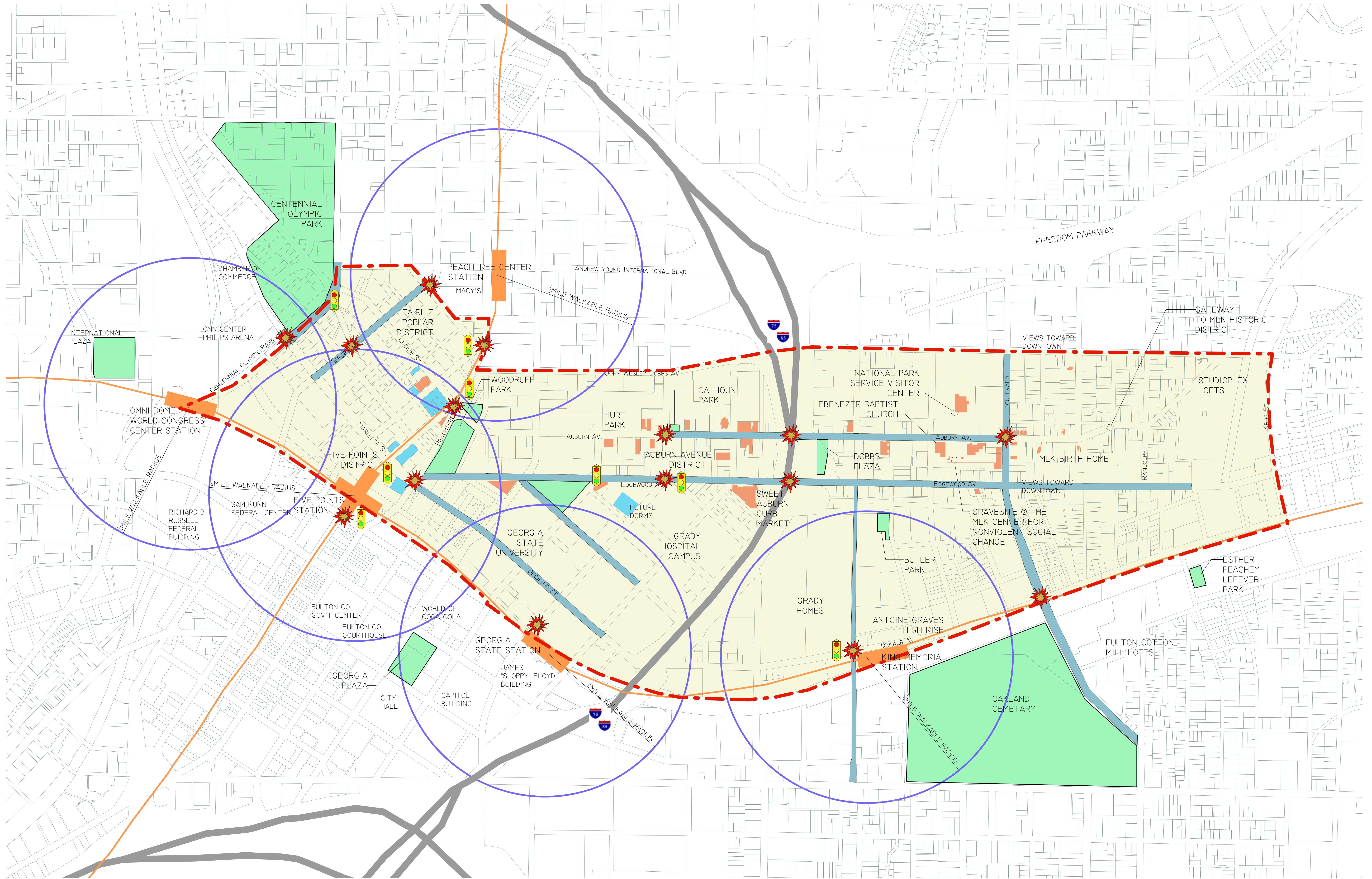
### LEGEND:

- ACTIVITY CENTER - POOR CONNECTIVITY
- ACTIVITY CENTER - FAIR CONNECTIVITY
- ACTIVITY CENTER - GOOD CONNECTIVITY
- 1/2 MILE WALKING RADIUS
- DISTRICT BORDER
- STUDY AREA BOUNDARY
- PARKS AND OPEN SPACE
- MARTA STATION
- HISTORIC BUILDING(S)



0 300 600  
Feet

# PEDESTRIAN IMPEDIMENTS

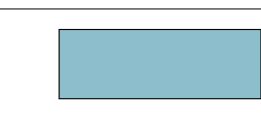

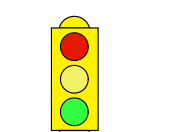





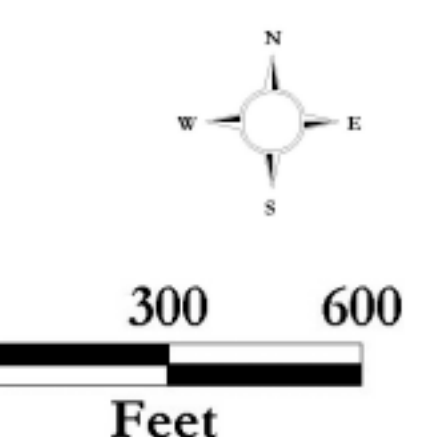
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### LEGEND:

-  CRITICAL PEDESTRIAN CORRIDORS
-  INTERSECTIONS WITH PEDESTRIAN CONFLICTS
-  MISSING OR POORLY TIMED LIGHTS
-  MARTA STATION
-  1/4 MILE WALKING RADIUS
-  STUDY AREA BOUNDARY





# Livable Centers Initiative City Center

4 Housing

# TRINITY PLUS ONE CONSULTANTS, INC.

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## TECHNICAL MEMORANDUM

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**DATE:** 10 DECEMBER 2001  
**TO:** CITY CENTER PARTNERS  
**CC:** SIAN LLEWELLYN, EDAW  
**FROM:** DWAN E. PACKNETT  
**RE:** HOUSING TECHNICAL MEMORANDUM

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### A. OVERVIEW

The most important element of strengthening Downtown Atlanta is to have people living there. More people will live in Downtown Atlanta once there is a mix of housing options in which they can live. Market forces over the last ten years have brought new market-rate housing into Downtown Atlanta. Fairlie-Poplar has seen the redevelopment of office buildings into condominiums and apartments and the construction of upscale lofts. Georgia State University is currently partnering with private developers to develop married student housing with a projected target of developing an additional 2000 student housing beds by 2008. Single family and small multi-family residential infill is occurring within the Martin Luther King, Jr. Historic District.

For the most part, however, housing in Downtown Atlanta is limited to housing for wealthy urban pioneers or poor families living in publicly subsidized rental housing. There is a dearth of affordable housing options for middle and working class families. Consistent with this lack of housing is a scarcity of basic amenities, such as quality schools, stores and other conveniences to serve downtown area residents; creating a perception of abandonment and disinterest in the area. Without focused residential development, the downtown area will continue its steady decline, unable to provide a sustainable quality of life for its existing residents, much less the considerable improvements needed to attract new ones.

This plan seeks to create viable mixed-use residential neighborhoods in Downtown Atlanta that are dense, walkable and can accommodate people of all ages and income levels in architectural compatibility with the surrounding neighborhoods. However, development of mixed-use residential neighborhoods in the downtown area is subject to the City of Atlanta policy that new residential development should not occur at the expense of existing residents, regardless of income. The majority of the residents in our planning area are poor. As a result, any redevelopment strategy must encompass more than the simplistic solution of creating new housing for new residents; it must also address the housing and economic

needs of the existing residents. The current investment in housing in Downtown Atlanta is good and should be encouraged. But the same market force that is sustaining this good investment in Downtown Atlanta is also raising land and housing costs for the existing residents. Thus, this plan would like to see housing development that results in a mix of housing prices, ranging from upscale to affordable in Downtown Atlanta.

## B. METHODOLOGY

During the planning process, two primary sources for gathering information were used. First, opinions were solicited during the three community meetings held on August 3, October 10 and November 15, 2001. Second, each of the partner/stakeholders was interviewed in response to a questionnaire circulated on or about October 24, 2001. Following is a discussion of the results of these information sources. The notes from the community meetings can be found in their respective technical memoranda *Public Input Summary* and *Stakeholder Interview Summary*.

### AUGUST 3, 2001 COMMUNITY MEETING

After a community visioning session held the night before, the August 3<sup>rd</sup> community meeting was divided into two sessions. During Session 1, the participants first discussed the elements of a good residential neighborhood. The response included items such as “mixed-use, dense, walkable, accommodates people of all ages through the life cycle, and architectural compatibility with the surrounding neighborhood.” In addition, the Session 1 participants determined that affordable housing should extend beyond low-income residents extending into the middle-income population, which lead to a discussion of “what is affordable housing in this planning area?”

A neighborhood developer stated “affordable is dictated by the family living in the house,” and not the demographic indicators used by the Department of Housing and Urban Development (HUD). Using the standard of affordable that is dictated by the family living in the house, an average new house in the neighborhood sells for \$160,000 (the price may be as low as \$110,000). This cost is calculated using subsidy layering from the enterprise zone or the Urban Residential Financing Authority (URFA).

Session 1 participants found the following impediments to sustaining a good neighborhood:

- A lack of retail support;
- High land costs with the caveat “to the extent you cannot control land costs, only market-rate housing will be built,”
- There is no financing mechanism for affordable housing; and
- A lack of a coordinated public policy approach to redevelopment in the area.

Cities considered good examples of downtown redevelopment included Chicago, Illinois and Santa Monica, California. These cities were cited as good examples because of their mixture of retail and residential uses and the quality and uniqueness of services provided in the downtown area. Finally, the Session 1 participants found that the biggest challenge for redevelopment was to resist “gentrification” by finding ways to keep housing

affordable for the long term. Many of the participants were concerned about low-income and fixed-income residents being “pushed out” of the neighborhood. Ideas for combating “gentrification” included:

- Develop restrictions on deeds where subsidy was used as a mechanism for the initial purchase of affordable housing, forcing the seller to return the subsidy as part of a revolving pool in the event of the sale of the house;
- City retains ownership of land in a land trust;
- Implement a public policy requirement that all developments have a percentage of housing reserved for an affordable housing component; and
- Implement a public policy requirement that all developments have a percentage of housing reserved for elderly housing and assisted living component.

The participants in Session 2 of the August 3<sup>rd</sup> community meeting found Philadelphia, Pennsylvania; Denver, Colorado; and Brooklyn, New York to be good examples of downtown redevelopment because of a mix of residential and commercial development, different economic groups, the character of the neighborhood was maintained in the zoning regulations and public policy, limited vehicular access on narrow streets and a variation of housing types. Session 2 participants cited the following problems with the existing conditions in Downtown Atlanta:

- No connectivity;
- Zoning ordinances do not allow for density that makes a difference resulting in a “suburban housing” product as opposed to an urban housing product;
- Zoning doesn’t allow enough density/mass to support retail; and
- No public policy support for mixed-use development.

Session 2 participants made the following recommendations for improving Downtown Atlanta:

- The housing plan should be adapted to opportunities presented in this project area as opposed to trying to become like other cities or neighborhoods;
- Concentrate on improving schools to attract more families;
- “Get rid of some of the parking lots;” and
- Ask area employers to provide housing incentives for employees willing to live in the area.

## **OCTOBER 10, 2001 COMMUNITY MEETING**

The second community meeting was conducted on October 10, 2001. As in the August 3<sup>rd</sup> community meeting, the October 10<sup>th</sup> meeting was separated into two groups of participants. Unlike the August 3<sup>rd</sup> meeting, the comments from each group in the October 10<sup>th</sup> meeting were strikingly similar. Accordingly, the results and comments from the two sessions have been combined.

The breakout groups were asked to respond to a series of questions beginning with identifying “your favorite downtown or urban neighborhood (Atlanta or elsewhere) and why.” Significantly, none of the participants chose Atlanta as an example of a favorite

downtown neighborhood. The “favorite” cities identified included Chicago, Illinois; Alexandria, Virginia; New Orleans, Louisiana; and Beijing, China for the following reasons:

- Redevelopment expands beyond the more affluent areas of the city;
- Street grids provide for easy access;
- There are “places that you can walk to;”
- Short trips on transit (like Chicago’s subway system and elevated trains)
- The Mayors support the revitalization of downtown and (in the case of Chicago) actually live downtown;
- Jobs exist (beyond service) that allow residents to afford housing in the area;
- Good housing types; and
- Free, open markets on Friday and Saturday nights (Beijing) bring people into the downtown area.

The participants (in both sessions) then entered into a lively discussion about the Atlanta downtown area in comparison to the cities listed above. After a brief discussion of the elements of a neighborhood, (i.e., pedestrian friendly, feeling safe from traffic and community policing) the participants agreed that previous development efforts in Downtown Atlanta appeared to be “trying to create a single-family neighborhood as opposed to other housing types.”

In this community meeting, there was a general perception from a few of the participants that the reason for a lack of redevelopment in the downtown area resulted from a lack of “equitable access and distribution” of the City of Atlanta’s resources. Simply, what resources actually exist are channeled to north Atlanta - to areas like Buckhead. For example, one participant cited the fact that store and restaurants in the downtown area were not open past 5 p.m. in stark contrast to Buckhead. Several other participants noted, however, that there are many challenges to redevelopment in downtown and that the comparison with Buckhead may be unfair. A higher percentage of the Buckhead population has disposable income; while in contrast over 49% of the residents in our targeted planning area have an annual income of less than \$15,000.

The participants then focused on how to attract more people to live in the downtown area without displacing any of the existing residents. These recommendations follow.

- Need more neighborhood retail and services.
- Improve existing streetscapes and create new ones.
- Create an environment that is conducive to both families and young people just out of college.
- Create strong mix of housing types.
- Build upon the advantages of multi-family housing as most single-family housing is outside of the affordable housing price range.
- Reduce the concentration of low-income housing residents by increasing the number of middle income and upper income residents in the overall planning area.



- Successful neighborhoods in Atlanta (like Virginia-Highlands) are successful because of residents, “cool” restaurants, a variety of businesses and strong neighborhood associations. However, the revitalization process in these neighborhoods took many years.

Finally, the participants suggested the following actions to improve conditions in the planning area.

- Reverse property tax to encourage development of abandoned and derelict property, i.e., a “beauty-scape” improvement tax for non-occupied buildings;
- Encourage mayoral support of the revitalization of downtown;
- Create a sense of security that does not include “police”;
- Improve the schools in the downtown area;
- Take a proactive approach to encourage long-term residency, i.e., rent controls or “discounts” to maintain some consistency in the neighborhood base of residents.

### **NOVEMBER 15, 2001 COMMUNITY MEETING**

The November 15<sup>th</sup> community meeting was an informal open house where the consultants sought community feedback to the draft document. Participants were asked to circulate throughout the room and make comments on various sections of the document set up at four stations. Participants were asked to place a blue dot next to actions and strategies that were a high priority and red dots next to actions and strategies that were a lower priority. A summary of the results of this dot exercise is provided in the technical memorandum *Public Input Summary*.

Comments not raised in previous community meetings included:

- “Make walkable, bikeable, connections.”
- Discourage inappropriate uses such as drive through fast food establishments and parking lots on the street.
- Create neighborhood watch and NPU programs for downtown neighborhoods.
- Existing residents should be working on the implementation team.

### **OCTOBER 24, 2001 PARTNER/STAKEHOLDER INTERVIEWS**

In addition to the community meetings, representatives from the Housing Authority of the City of Atlanta, Georgia; Central Atlanta Progress; Georgia State University; and the Historic District Development Corporation were interviewed on or about October 24, 2001. Representatives from Wheat Street Foundation, a provider of subsidized housing, (including a neighborhood activist) were interviewed on November 29, 2001.

A copy of the questionnaire is found at the end of this document.

- **How does housing fit in the overall revitalization plan?**

Each of the representatives stated that housing was the most important element of the revitalization plan generally, and of primary concern to each respondent, specifically. “The most important element of the revitalization plan is to have people living downtown.” “Mixed-income housing is our [organization’s] primary focus – more particularly, a balanced

housing production schedule which includes affordable housing, senior housing, student housing and middle-upper income housing; [I]ncreasing the density and variety of housing choices within the planning area is essential to the creation of a healthy and vibrant Downtown Atlanta live/work/play environment.”

- **Describe a successful or ideal housing plan for the planning area.**

Although the following elements would, in the respondents’ opinion, result in a successful housing plan; one respondent focused on continuing the development work that has already started, such as transit oriented development and the development of mixed-use housing. In addition, a successful housing plan would include:

- Economic opportunities for existing residents
- Mixed-use, a mix of commercial, retail and residential
- Safety and security
- Good aesthetic appearance
- More mixed-income housing
- Housing program that addresses the needs of Georgia State University and the downtown business district
- Housing oriented to Georgia State University students, faculty
- Housing that serves the needs of Grady Hospital System
- A mix of affordable and market-rate housing with both rental and homeownership opportunities for all income levels

- **What does your ideal housing plan look like with respect to housing type, economic demographics and population/density?**

An ideal housing plan would have the following characteristics:

- 5-8 stories, dense, internal parking, retail on lower level (can be developed using AHA’s mixed-income model)
- Include market-rate housing that reflects traditional downtown market, housing for singles, couples and empty nesters
- Apartments, lofts, single family homes (1200-1600 sq. ft. for 60-80% of Area Median Income)
- A broad range of housing types, including apartments, for sale condominiums, lofts with retail in mixed-use developments, for sale detached single family homes and “for sale” live/work townhouses
- Ideally, the density of housing developed in the planning area should be compatible with the surrounding neighborhood and appropriate to the level of transportation infrastructure provided to serve such housing

- **What problems do you foresee to implementing a housing plan in the planning area?**

The stakeholder respondents (as well as a majority of the community meeting participants) see the biggest problem that will hamper the development of housing in the planning area is the high (and escalating) cost of land. The land costs will severely impact the development of affordable, non-subsidized housing for working class and middle income families. Other problems that may impact the implementation of a housing plan, include:

- “Political process in establishing Tax Allocation District (TAD) is frustrating”
  - Gentrification, this is a difficult political environment for market-rate development
  - “A lack of stakeholder consensus on defined development initiatives with clearly prioritized projects and financing strategies”
  - A lack of civic leadership
  - The stigma of subsidized housing and the negative impact on the neighborhood
  - A lack of aggressive code enforcement
  - A lack of good schools
  - A lack of political will to create necessary public/private partnerships
  - A lack of collaborative implementation effort
- **What opportunities (that have been overlooked in the past) could be used toward implementing a housing plan?**
    - Creative zoning and public/private financing incentives coupled with a proactive private sector development marketing strategy for mixed-use developments
    - Grady Health Systems and Georgia State University students, faculty and employees as potential residents in the area
    - Taking advantage of under utilized property such as surface parking lots, and property in public ownership and derelict industrial property as potential housing sites
    - Georgia State University as an asset, more than 25,000 students are brought into the downtown area
- **If housing in the planning area were unchanged in this process, what effect would this have on your organization’s goals?**
    - It will be detrimental for the neighborhood and more difficult to sustain existing retail businesses, especially restaurants
    - “Without the inclusion of a major housing redevelopment initiative in the City Center LCI plan, the potential application for \$35 million of HOPE VI revitalization funds for Grady Homes is negatively impacted.”
    - Institutional plans will continue, only seeking to fulfill the needs of the organization without consideration of neighborhood goals.
- **Where would you start? How long would it take?**

In this section, the respondents either focused on setting an implementation process or just starting with easy aesthetic improvements, such as cleaning the streets.

Recommendations for a starting point included:

    - Increase the perception of safety and clean the streets
    - Continue conversions of commercial industrial space into residential uses
    - Continue creating residential opportunities on surface parking lots and in place of under-utilized buildings

- Define residential redevelopment roles for each of the stakeholders, i.e., Atlanta Housing Authority – mixed-income housing; Historic District Development Corporation – in-fill housing; Central Atlanta Progress – mixed-use, middle, upper income) and Georgia State University – student housing (including married and graduate students)
- The revitalization of Grady Homes – AHA is currently targeting Grady Homes as the site for a 2002 HOPE VI application with HUD.

### C. RECOMMENDATIONS

The goal of the housing plan is to provide a mix of housing options that will strengthen the existing fabric of the neighborhood and attract new residents to the neighborhood. To reach this goal any housing plan proposed for the planning area must include the following components:

- A methodology for coordinating existing and proposed housing plans,
- Encourage potential public-private partnerships with financial or tax incentives, and
- Identify the entity responsible for providing the various types of housing proposed.

The following five recommendations address each of these components.

**1. Provide tax incentives such as Tax Allocation District financing and enterprise or empowerment zones to encourage the development of mixed income housing in the planning area.**

See Technical Memoranda Chapter 6 for a complete list of Development incentives.

**2. Encourage existing residents to transition out of publicly subsidized housing by providing job-training programs that result in sustainable jobs with living wages.**

The revitalization of Downtown Atlanta area should result in an economically diverse and sustainable community. This revitalization, however, should not occur at the expense of the existing residents, the majority of whom are poor and live in sub-standard or subsidized rental housing.<sup>1</sup> Therefore, the revitalization strategy must extend beyond bricks and mortar improvements to include a revitalization of the spirit of the existing residents. The most effective method for revitalizing the spirit of poor residents is to provide jobs and job training programs that will result in sustainable jobs with living wages that will end the cycle of poverty and subsidy dependence.

Since 1994, the Atlanta Housing Authority, through its Olympic Legacy Program, has met this challenge, most notably at its Centennial Place, the Villages at East Lake, The Village at Castleberry Hill and Magnolia Park communities. Based on the premise that all

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<sup>1</sup> Four census tracts are located in the planning area, 27, 28, 29 and 33. Fifty-seven per cent of the population of census tract 33 lives in high-density residential development and public housing. Each census tract, with the exception of census tract 27, had over 49% of its households earning less than \$15,000 annually.

families should live in excellent communities that will allow them to excel and achieve, the AHA revitalization programs extend beyond the revitalization of the physical condition of the community. Under the AHA model, low-income families are encouraged to become a part of mainstream society thereby ending the social, psychological and physical isolation endemic to traditional public housing communities. To this end, work is valued through resident programs that are oriented to support jobs, job training, and education. This philosophy is needed to improve the conditions of the publicly subsidized families living in Wheat Street Gardens as well as Grady Homes.

Currently, Wheat Street Gardens has 280 publicly subsidized apartments. Grady Homes has 495 public housing apartments. Both communities are 100% publicly subsidized housing, fully occupied with waiting lists. The physical condition of the structures is poor, and for the most part the buildings are functionally obsolete resulting in physical isolation creating a spirit of despair. Thus, the job training programs that are currently provided have limited impact and success. However, as demonstrated in the successful programs at the new AHA revitalized communities, tying job training to housing eligibility in a revitalized mixed-income community will likely increase the effectiveness of the programs and the determination of the residents to succeed.

The implementation of effective job training programs will require a coordination or consolidation of some the AHA and Wheat Street Gardens programs. To this end, any revitalization of either community should be linked together in order to minimize the duplication of programs and to maximize funding resources, especially applications to federal and state agencies.

Recently, the City of Atlanta has required that at least 20% of the total housing units within any publicly funded downtown development project should be reserved as affordable housing units for families who have annual income of 50% of the area median income. Like the public housing developments, these developments may also require job-training programs to ensure that there is a population available for the 20% of the reserved units.

**3. Continue to develop market-rate housing using a mixed-use model that can accommodate people of all ages and income levels.**

Because the City of Atlanta policy requires that revitalization of the neighborhood cannot occur at the expense of the existing residents, any effective implementation plan will require close coordination of existing and proposed revitalization projects to ensure that the planning area's existing low-income residents are considered in the initial steps of the implementation plan. In this case, we propose that the housing plan begin with the revitalization of Grady Homes because under the mixed income model used by the Atlanta Housing Authority, the new community will include a mix of publicly subsidized and market-rate housing. A brief description of AHA's mixed income revitalization is provided below.

The Atlanta Housing Authority will be applying to HUD for HOPE VI program funding for the revitalization of Grady Homes in the next funding round, spring 2002. The cornerstone of the HOPE VI program is a public-private partnership. Although successful HOPE VI applicants can receive up to \$35 million for the revitalization of severely distressed or obsolete public housing, the \$35 million represents the “public” source of funding for the revitalization. Private funds or private “in-kind” contributions are a required component of any HOPE VI revitalization financial structure. Consequently, HUD’s decision to award HOPE VI funds is, in large part, based upon AHA’s ability to leverage public funds to attract private funding and developer equity.

The Grady Homes revitalization should follow the same nationally recognized mixed income model used by AHA at its very successful Centennial Place, the Villages at East Lake, The Village at Castleberry Hill and Magnolia Park communities. The mixed income model envisions the creation of a public-private partnership that is formed as the result of a competitive procurement process. Under the typical mixed-income model, 40% of the new units are reserved for public housing eligible families, 40% of the new units are reserved for market-rate residents and 20% of the units are income restricted depending on the financial mechanism used (i.e., low income housing tax credits).

The public housing assisted families continue to pay 30% of their adjusted income for their contribution to rent. The public housing units remain affordable for 55 years, so long as AHA provides subsidy to cover the operating costs of the units. The City of Atlanta is expected to demonstrate local support in the form of public improvement infrastructure funding for the HOPE VI award. To this end, preliminary estimates indicate that approximately \$6.2 million in funding will be needed from the City of Atlanta for public improvements for the revitalization of Grady Homes.

The revitalization model set forth above should involve a collaboration of several of the stakeholder/partners, such as Georgia State University and Wheat Street Foundation. For example, some of the market-rate residents in the new Grady Homes facility could include Georgia State University married students. The families in Wheat Street Gardens may be eligible for a portion of the public housing units provided at the new community, or any affordable homeownership opportunities that may flow from the revitalization.

**4. Redevelop existing publicly subsidized housing as market-rate housing with a fixed percentage of the “floating housing units” perpetually reserved for low-income residents.**

The Atlanta Housing Authority, through its nationally recognized Olympic Legacy Program, has repositioned a large portion of its housing stock by demolishing severely distressed and functionally obsolete public housing and rebuilding those communities in partnership with a private sector developer, into mixed-income, mixed-finance and mixed-use communities. The mixed income model is based upon a strategy that lessens the concentration of poverty in the publicly subsidized housing by mixing public housing families with a broad range of residents from outside the public housing program. All of the

residents in the new housing community live in market quality housing. In the typical AHA revitalization program, between 50% and 70% of the units are affordable (through the use of low income housing tax credits, public housing assistance or a combination of the two), thereby providing a guarantee that desirable units will be available to low-income families for the long term.

Any future revitalization of Grady Homes and Wheat Street Gardens should be completed using the mixed income model or other similar model, which can guaranty a percentage of housing in Downtown Atlanta is reserved for low-income families for the long-term.

#### **5. Develop strategies to convert under-utilized, derelict buildings and abandoned land into mixed-income housing.**

Land costs in the downtown area are skyrocketing. Ten years ago a single parcel of residential land cost approximately \$3,500. Today, that same parcel of land would sell for ten times as much or nearly \$35,000. To add to the high cost of land, a good deal of the housing stock is in poor condition, boarded up or abandoned. Yet, because the property taxes are paid, the property remains an aesthetic blight on the community, discouraging investment in the adjacent and surrounding property. These circumstances make the development of all types of housing extremely difficult.

The coordination of all existing and proposed redevelopment plans is needed in order to effectively address the issue of under-utilized and derelict buildings. First, a revitalization plan identifying proposed land use, should be recommended to the City council for designation as the master plan for the planning area. Once designated, close coordination is required to ensure that the buildings and proposed projects within the designated land use areas are in compliance with the master plan. To the extent that buildings are not in compliance, the redevelopment statute allows the landowner a specified amount of time to bring the property into compliance. In the event that the landowner is unable to bring the property into compliance within the specified time period, such property becomes eligible for condemnation with the landowner entitled to just and adequate compensation, or the fair market value of the property.







# Livable Centers Initiative City Center

5 Transportation

TO **City Center Partners**

FROM **Rod Wilburn and Richard Fangmann, Day Wilburn Associates, Inc.**

DATE **December 6, 2001**

CC **Sian Llewellyn, EDAW**

SUBJECT **Technical Memo – Transportation Assessment**

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The City Center Partners' Livable Centers Initiative (LCI) involves examination of transportation, land use, and social factors to prepare strategies for making the Downtown Atlanta area more transit and pedestrian oriented. This focus will reduce dependence on the automobile and help address urban sprawl through development of livable urban centers. The use and availability of various transportation resources has a large impact on the orientation of a community towards pedestrian/transit activity versus single occupant vehicle use.

This technical memo summarizes the transportation conditions in the City Center LCI planning area, examines needs and opportunities related to transportation, and describes a phased transportation improvement program to help achieve the LCI project objectives. The impact of community involvement and ongoing community action in shaping the transportation recommendations is discussed, along with specific improvement strategies grouped under various "Big Ideas" for overall development of the livable community.

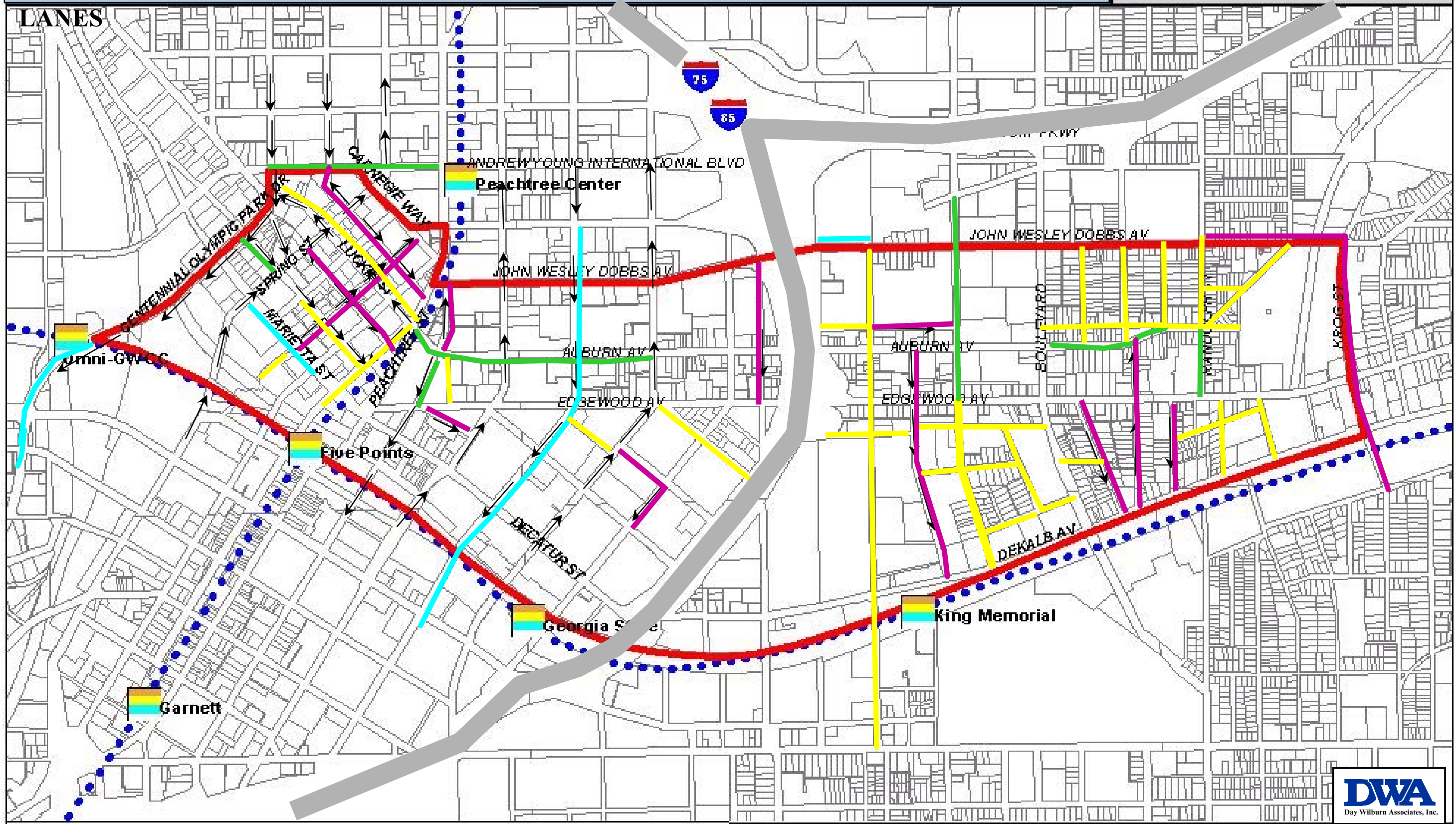
### **Existing Conditions**

Investigation of the City Center LCI area included peak period traffic and pedestrian observations, examination of transportation facilities versus adjacent land use, and a detailed inventory of transportation facilities, such as streets, traffic signals, pedestrian and bicycle facilities, and transit routes. The following paragraphs describe the existing conditions observed in the City Center LCI planning area.

#### Roadway and Traffic Conditions

The existing street network in the City Center LCI area is shown in Figure T1. The character of the street network differs in various sections of the planning area. In the Fairlie-Poplar area (located north of Marietta Street, west of Peachtree Street and east of Centennial Olympic Park Drive) the block lengths are relatively short (500 to 600 feet). Several one-way streets are present with prevalent on-street parking and some narrow streets. These streets mainly service local traffic with most of the through traffic occurring on the perimeter of the area.

**FIGURE T1 - STREET NETWORK - NUMBER OF TRAVEL LANES**



**CITY CENTER LIVABILITY PROJECT PARTNERS' LIVABLE CENTERS INITIATIVE**

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**LEGEND:**

- ⋯ MARTA RAIL LINE
- STUDY AREA BOUNDARY
- FREEWAY SECTION
- ONE-LANE SECTION
- TWO-LANE SECTION
- THREE-LANE SECTION
- FOUR-LANE SECTION
- FIVE-LANE SECTION



The Downtown core area, bounded by Peachtree Street to the west, I-75/85 to the east, the MARTA rail line to the south and John Wesley Dobbs Avenue to the north, contains important roadways through the center of the area. Piedmont Avenue and Courtland Street form an important north/south one-way pair while the Decatur Avenue, Auburn Avenue and Edgewood Avenue corridors provide vital east/west links. The block spacing in this area is larger, with generally wider streets and less on-street parking.

The Sweet Auburn area, bounded by I-75/85 to the west, Krog Street to the east, Irwin Street to the north and the MARTA rail line to the south, transitions from urban to suburban in character with single family residential neighborhoods occur on the east end. This area has a strong historic character with the Martin Luther King, Jr. National Historic Site and birth home. Decatur Avenue and Boulevard are the primary through-routes in this section of the City Center LCI area.

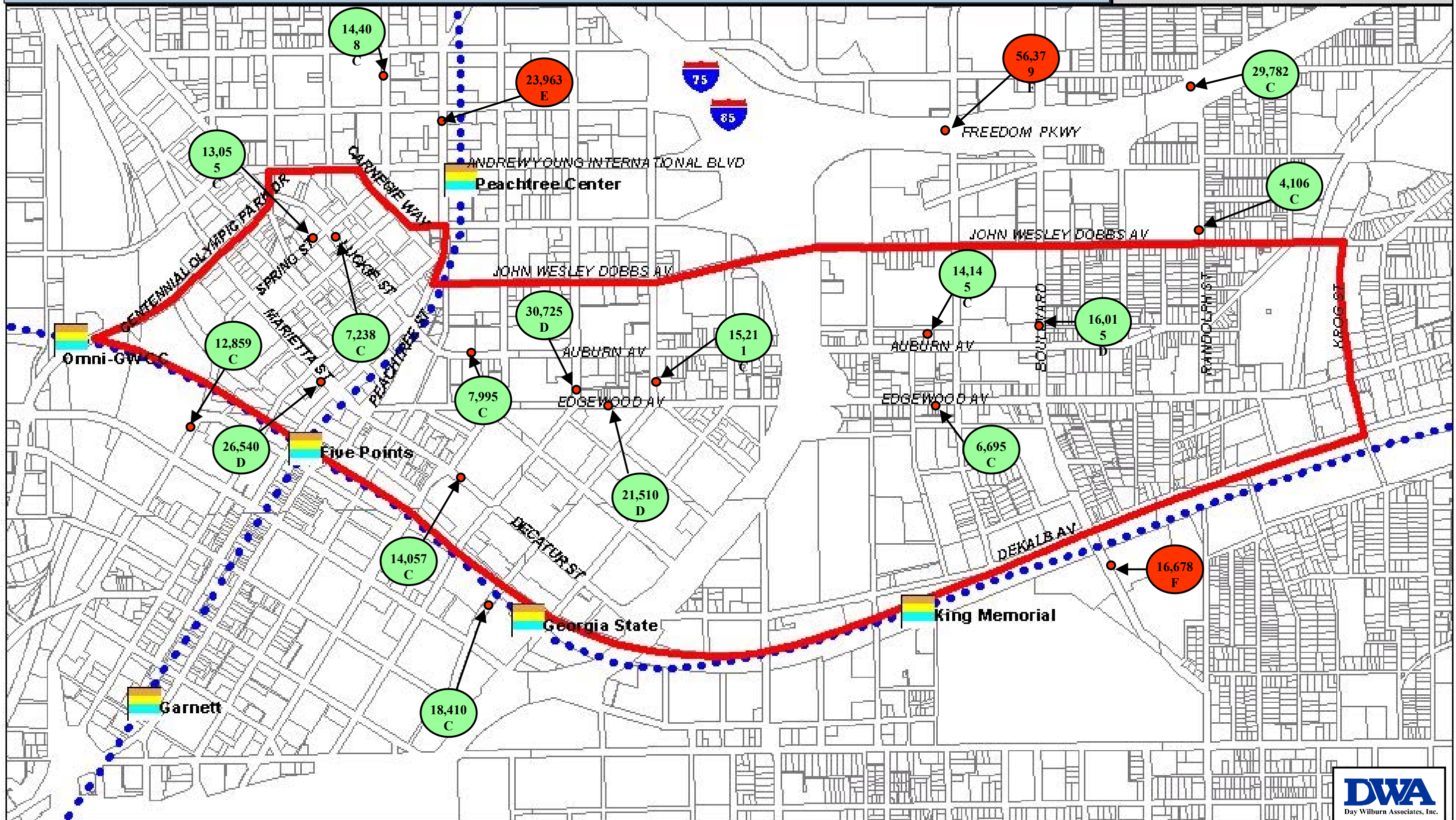
Traffic volumes for various roadway segments in the City Center LCI area were obtained from Georgia Department of Transportation (GDOT) count stations. Figure T2 shows the daily traffic volumes and associated level of service (LOS). LOS was determined based on comparison to generalized capacity thresholds for urban streets developed from solution sets to the Highway Capacity Manual arterial analysis module.

The traffic volumes and associated LOS indicate that most of the roadways operate at overall acceptable levels of service. Observations of traffic during the AM, noon, and PM peak hours confirm that many of the streets experience acceptable operations throughout the day. However, some peak hour congestion was observed at critical intersections and points with heavy pedestrian/vehicle conflicts, such as along Peachtree Street near underground Atlanta and along Decatur Street near Georgia State University (GSU). In addition, Andrew Young International Boulevard, just north of the planning area, experiences significant AM peak hour congestion, affecting the intersection with Spring Street. The areas of observed peak hour congestion are shown in Figure T3. Events at the Philips Arena/Georgia Dome/Georgia World Congress Center complexes regularly create congested conditions throughout the adjacent area west of Peachtree Street (refer to Figure T4).

#### Pedestrian and Bicycle Facilities

Providing adequate locations for pedestrians to cross the street is vital to creating a walkable urban environment. Figure T5 shows the existing traffic signals and crosswalks in the City Center LCI area. Most streets in the Fairlie-Poplar and Downtown core areas have sidewalks and handicapped ramps. However, the Sweet Auburn area has several streets along which sidewalk is missing or in poor condition. In addition, handicapped ramps are not present at some of the street corners in this area. The existing sidewalk deficiencies are shown in Figure T6.

**FIGURE T2 - 1999 TRAFFIC VOLUMES AND ROADWAY LEVEL OF SERVICE**



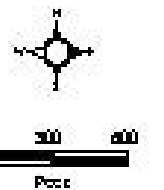
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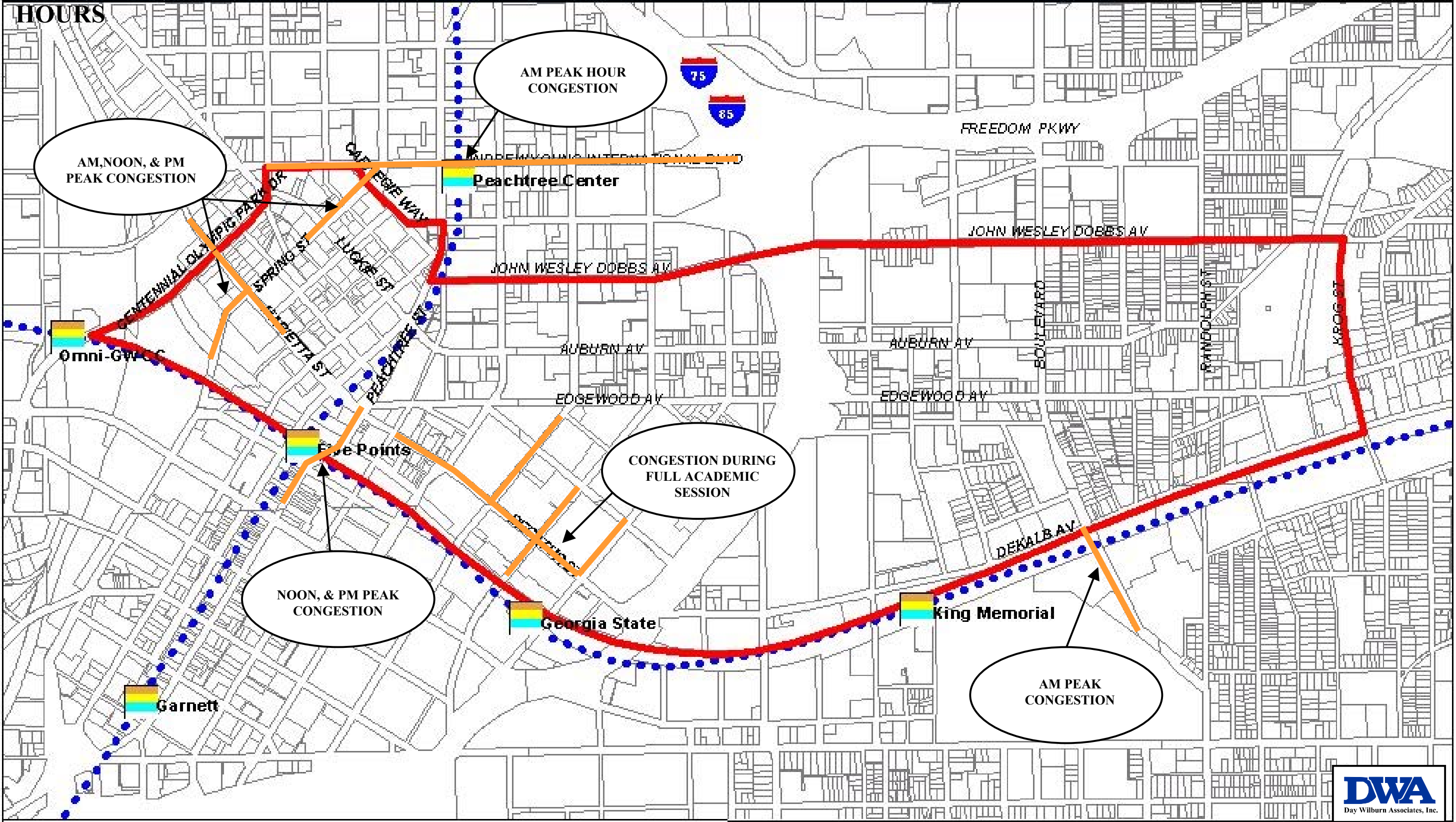
**LEGEND:**

- MARTA RAIL LINE
- STUDY AREA BOUNDARY

1999 DAILY TRAFFIC VOLUME FROM GDOT COUNT STATION  
ROADWAY LEVEL OF SERVICE

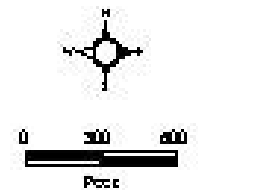


**FIGURE T3 - OBSERVED TRAFFIC CONGESTION – AM, NOON, AND PM PEAK**

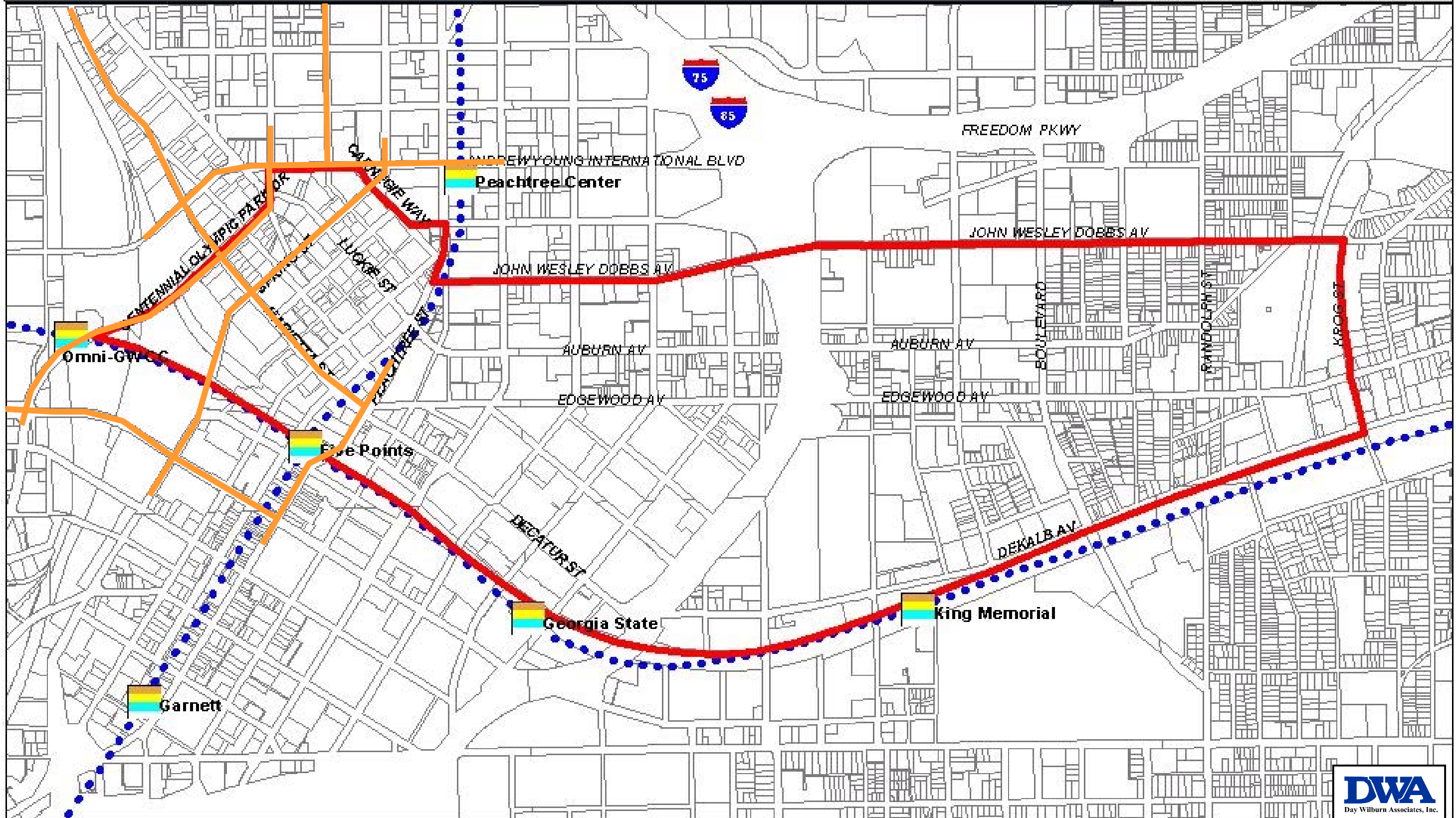


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**LEGEND:**  
 ■■■■ MARTA RAIL LINE  
 ——— STUDY AREA BOUNDARY  
 ——— AREA OF CONGESTION



**FIGURE T4 - OBSERVED TRAFFIC CONGESTION – GEORGIA DOME/PHILLIPS ARENA EVENT**



**CITY CENTER LIVABILITY PROJECT PARTNERS' LIVABLE CENTERS INITIATIVE**

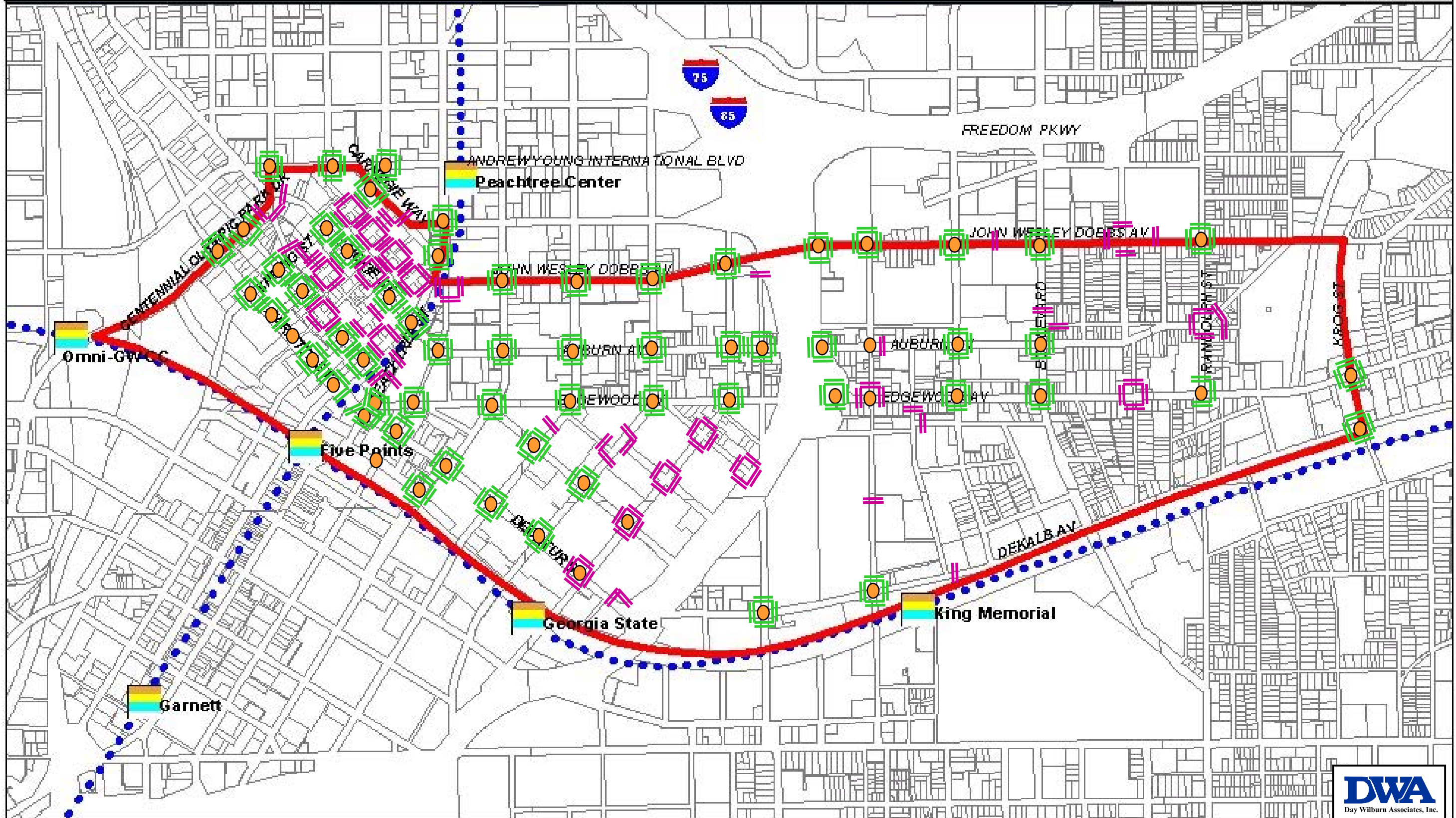
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**LEGEND:**

- ⋯ MARTA RAIL LINE
- STUDY AREA BOUNDARY
- AREA OF CONGESTION



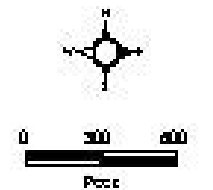
**FIGURE T5 - TRAFFIC SIGNALS AND CROSSWALKS**



**CITY CENTER LIVABILITY PROJECT PARTNERS' LIVABLE CENTERS INITIATIVE**

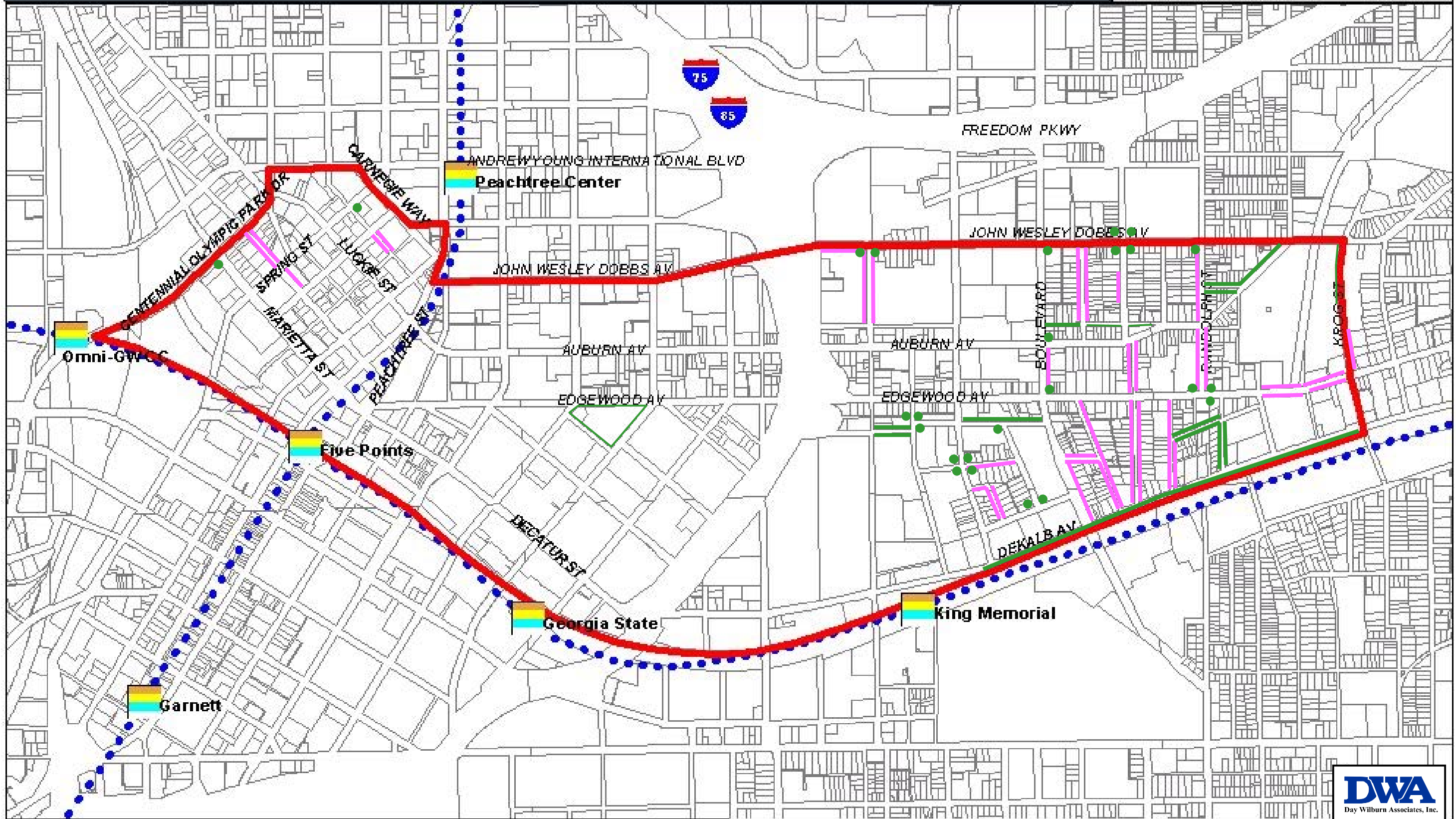
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- LEGEND:**
- ⋯ MARTA RAIL LINE
  - STUDY AREA BOUNDARY
  - TRAFFIC SIGNAL
  - ▭ CROSSWALK WITH PED INDICATIONS
  - ▭ CROSSWALK WITHOUT PED INDICATIONS





**FIGURE T6 - EXISTING SIDEWALK CONDITIONS**



**CITY CENTER LIVABILITY PROJECT PARTNERS' LIVABLE CENTERS INITIATIVE**

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**LEGEND:**

- No Sidewalk
- Poor Sidewalk
- No Ramp



Pedestrian activity was observed throughout the City Center area. However, there were several areas where pedestrian travel was concentrated, including:

- Peachtree Street from Underground Atlanta through Peachtree Center;
- Marietta Street from Peachtree Street to Centennial Olympic Park Drive;
- Auburn Avenue and Edgewood Avenue in the vicinity of the MLK Center;
- Decatur Street from Peachtree Street to Piedmont Avenue (GSU campus area); and
- Edgewood Avenue through Woodruff Park and across Peachtree Street to Poplar Street (GSU student travel path).

In addition, the GSU Master Plan includes the location of more GSU facilities in Fairlie-Poplar, outside the main campus area. The opening of the planned classroom building in Fairlie-Poplar is expected to add 400 to 1,000 pedestrians per hour traveling back and forth to the GSU main campus during peak classroom hours. Figure T7 identifies pedestrian activity areas and constraints.

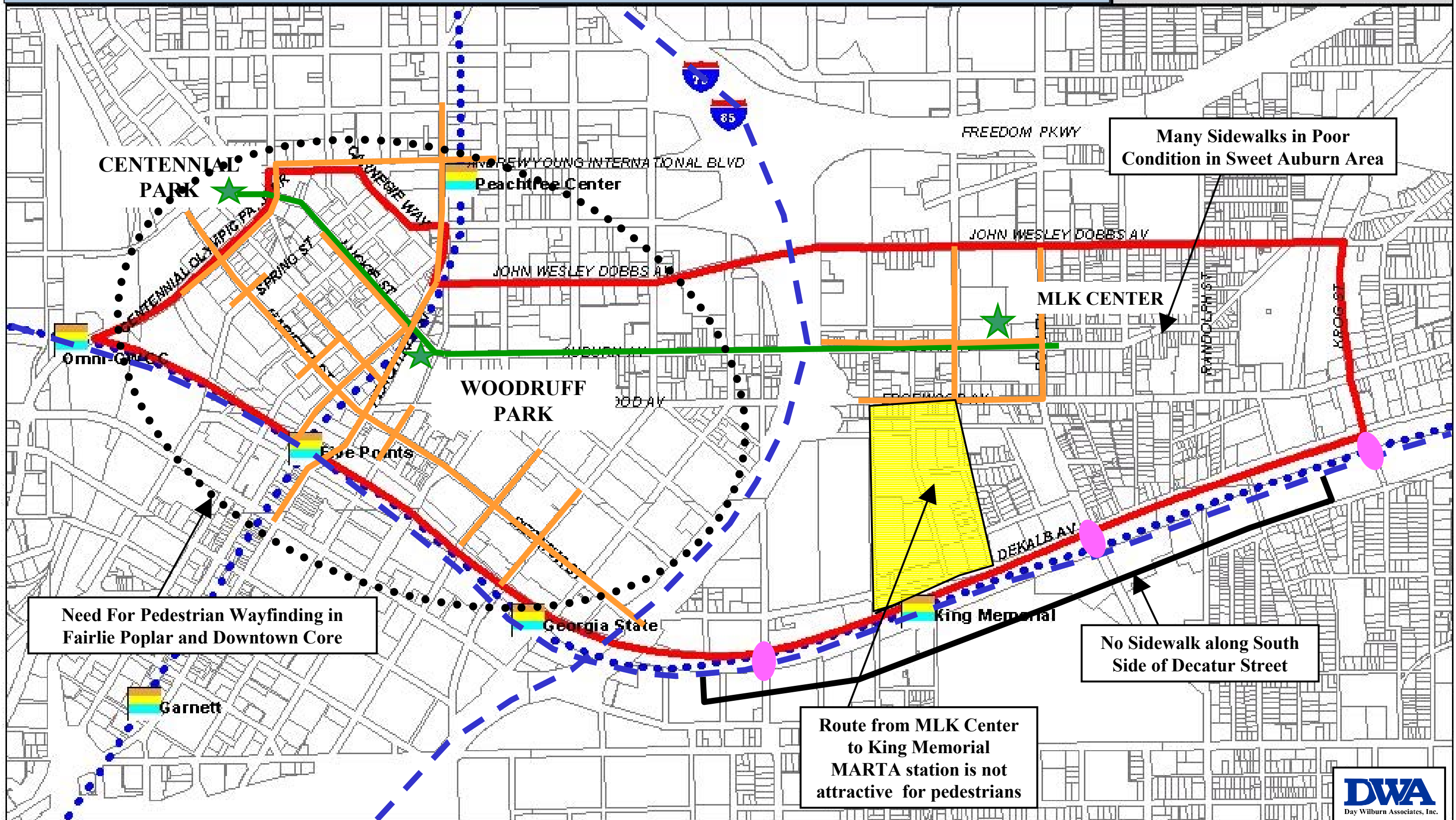
Bicycle travel is another viable travel mode for application in the City Center area, with relatively gentle grades and connections to MARTA rail stations within bikeable distances. The PATH foundation, a group active in developing bicycle lanes, routes and multiuse paths in Georgia, has identified designated bike routes in the City Center area. In addition, a bike connection from the Carter Center to the MLK Center exists via the Freedom Parkway trail and Jackson Street bike lanes (refer to Figure T8). While an improvement to add a multi-use trail from Freedom Parkway to Centennial Olympic Park has been identified in the Regional Transportation Plan (RTP), a specific alignment has not been planned at this time.

### Transit Service

Transit service is provided throughout the City Center area via MARTA rail and bus service. Figure T9 shows the streets receiving bus service and identifies the MARTA rail stations. As this figure shows, MARTA bus service covers a large portion of the planning area with twelve routes. An examination of these routes reveals that they extend far from the planning area with a small portion of the route located within the planning area. The route structure and service headways are primarily oriented to moving people to and from the Downtown area and rail stations, rather than providing circulation in the City Center area. One issue that was mentioned in community meetings was a perceived difficulty navigating the MARTA system. Since bus stops do not indicate bus routes or schedules, it is difficult for visitors and potential first-time users to know which bus will travel on a given street and when it will arrive.

The Martin Luther King, Jr. Historic Site is visited by over 600,000 people per year, making it a major attraction for tourists and Metro Atlanta residents. The primary MARTA route to the King Center via rail involves traveling to the Five Points MARTA station and taking the Number Three bus to the MLK Center. In an effort to service the visitors and facilitate further visitation, the National Park Service examined the feasibility of

**FIGURE T7 - PEDESTRIAN ACTIVITY AREAS AND CONSTRAINTS**

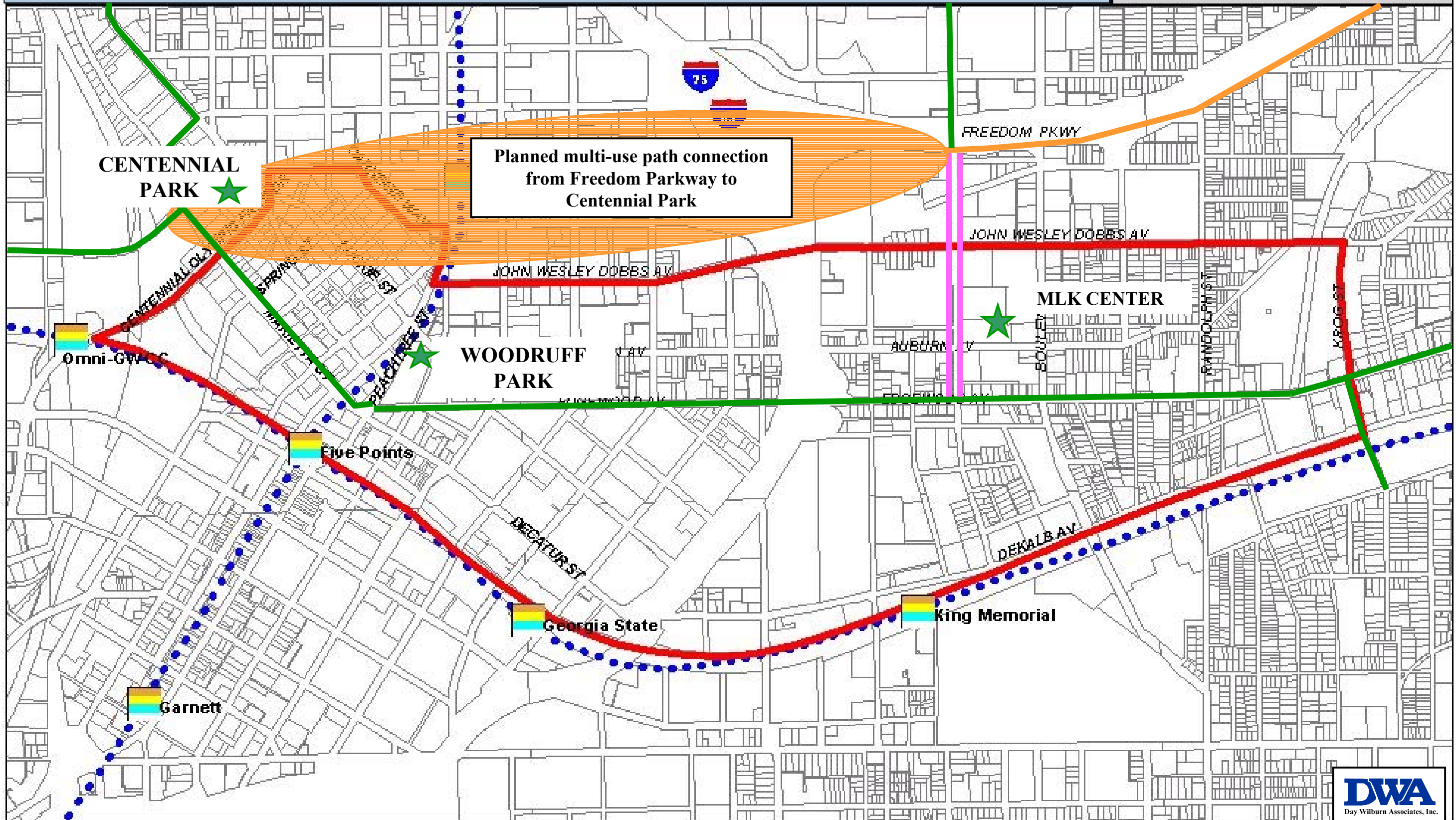


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**FIGURE T8 - BIKE ROUTES & LANES**



Planned multi-use path connection from Freedom Parkway to Centennial Park

CENTENNIAL PARK

WOODRUFF PARK

MLK CENTER

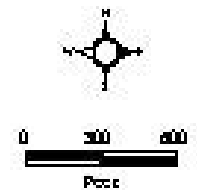
**LEGEND:**

- ⋯ MARTA RAIL LINE
- STUDY AREA BOUNDARY
- BIKE ROUTE
- BIKE LANES
- MULTI-USE PATH

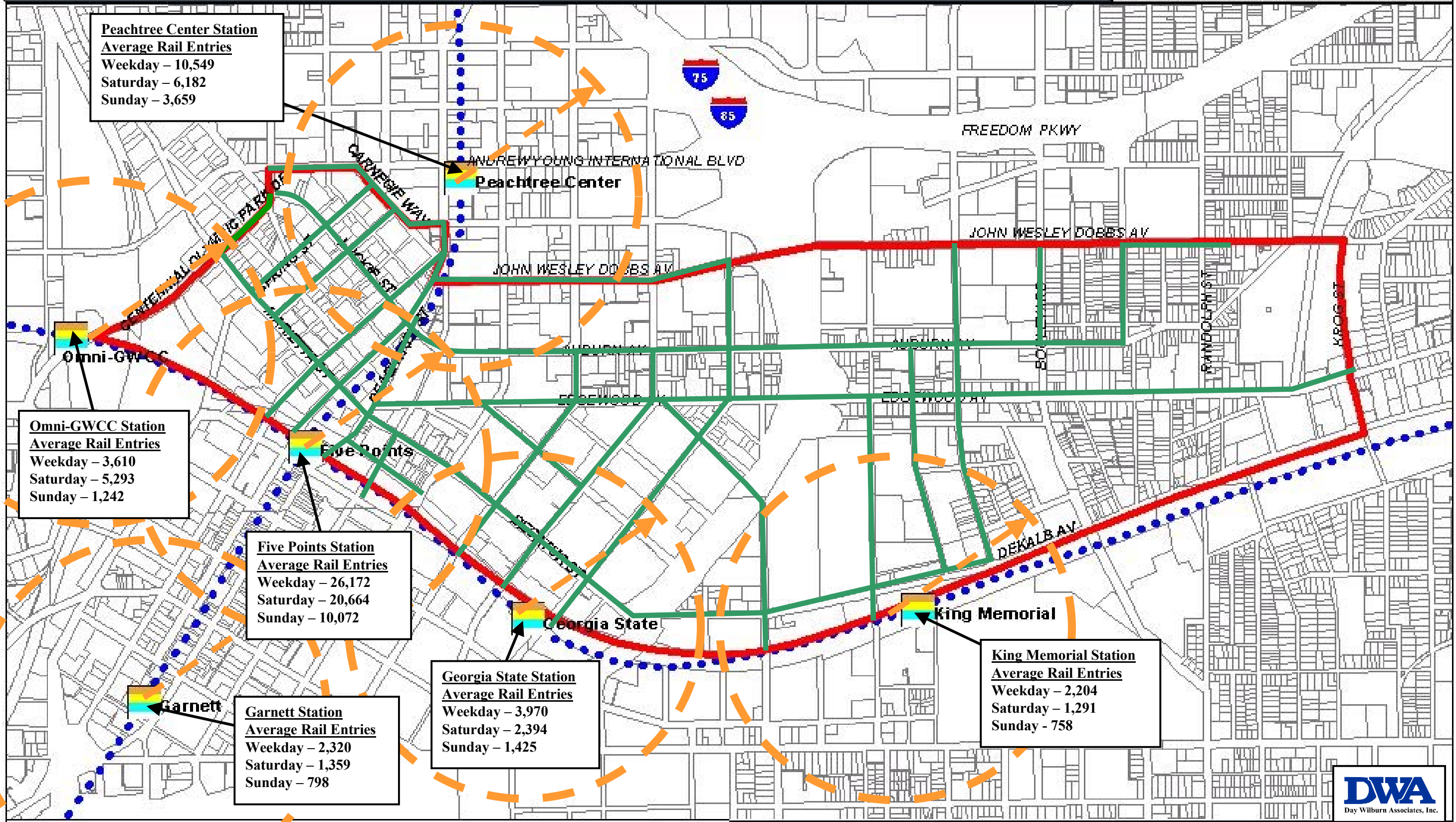


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**FIGURE T9 - MARTA LOCAL BUS ROUTES AND RAIL STATION STATISTICS**

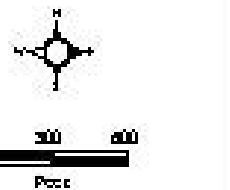


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**LEGEND:**

- MARTA RAIL LINE
- STUDY AREA BOUNDARY
- MARTA LOCAL BUS ROUTES
- ¼ MILE WALKABLE DISTANCE



providing a transit shuttle/circulator to service the site and other visitor-oriented venues in Downtown. This study concluded that transit shuttle/circulator service is feasible and would fulfill a need for visitors to the King Center and Downtown. Figure T10 shows the potential shuttle routes identified in the shuttle/circulator feasibility study.

The City Center area has a relatively high concentration of MARTA rail stations, with five stations located in or immediately adjacent to the planning area. The frequency of these stations allows much of the City Center area to be reachable by rail within a one-quarter mile walk (considered to be a walkable distance by most people). However, portions of the Downtown core and Sweet Auburn areas are located outside this one-quarter mile walking distance.

In addition to transit service provided by MARTA, other entities provide shuttle services within the planning area, including:

- Georgia State University, which provides regular shuttle service to remote parking facilities at Turner Field and GSU residence halls along North Avenue near the Georgia Tech campus;
- Georgia Power and other employers, which provide shuttle service between facilities and MARTA; and
- Hotels, which provide shuttle services to various venues and the airport.

With GSU opening more facilities in Fairlie-Poplar, they are considering expanding their service into that area.

### Parking Facilities

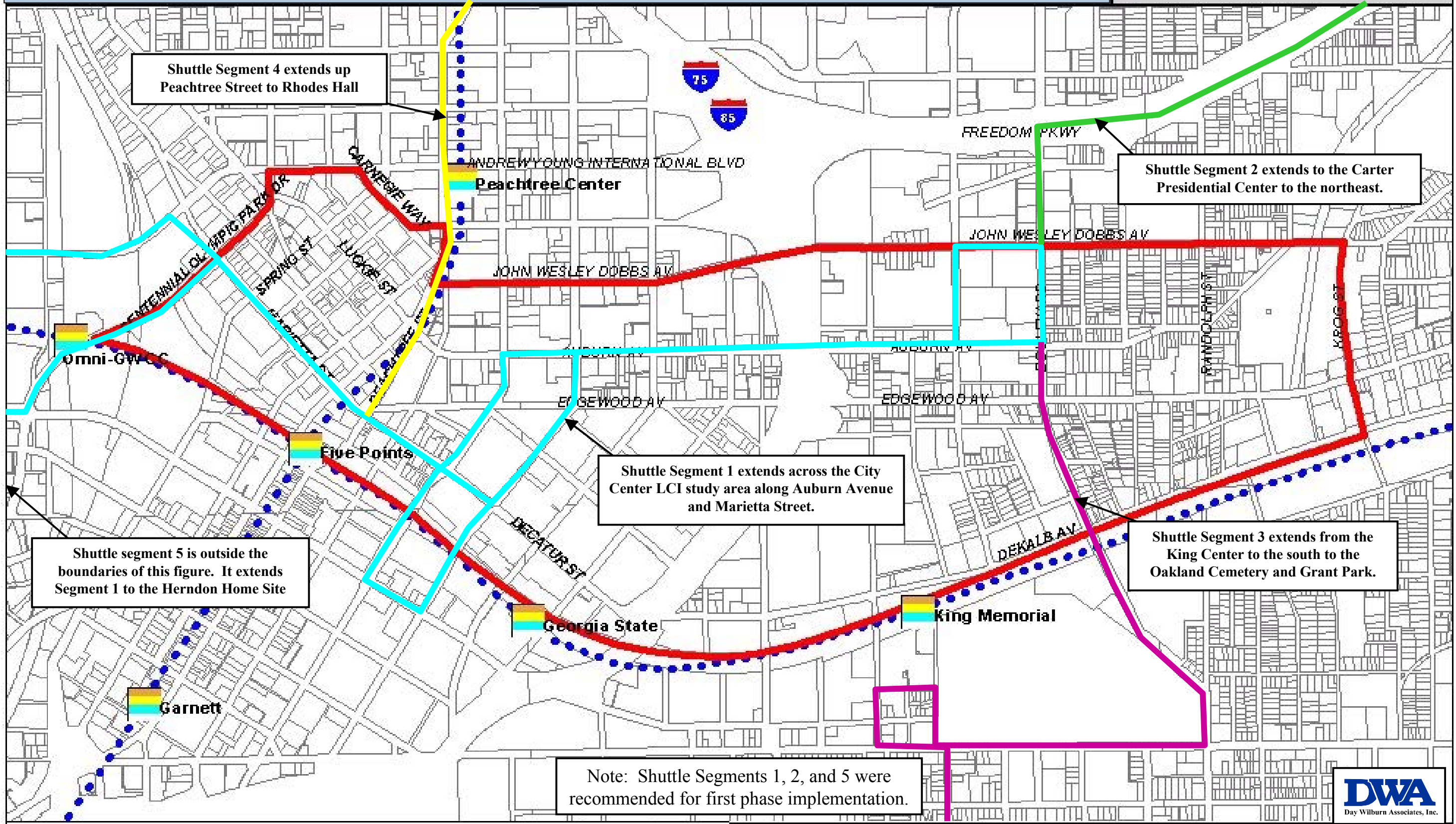
On-street parking is provided along select streets in the planning area. Though locations where on-street parking is permitted are distributed throughout the City Center area, it represents fewer than half of the overall curb faces. Figure T11 shows the on-street parking restrictions in the planning area, including:

- Parking time limits controlled via signage;
- Metered parking; and
- No-parking or restricted use parking areas.

Areas which are not designated do not have parking restrictions. As Figure T11 shows, there is little active metered parking in the planning area. In addition, some of the areas signed for parking time limits have meters in the process of being removed.

Enforcement of non-metered parking was not observed during the field inventory. The absence of meters makes enforcement of parking time limits more difficult, as the enforcement officer must mark the tires of the cars and return later to determine if a violation has occurred.

**FIGURE T10 - MARTIN LUTHER KING CENTER POTENTIAL SHUTTLE ROUTES**



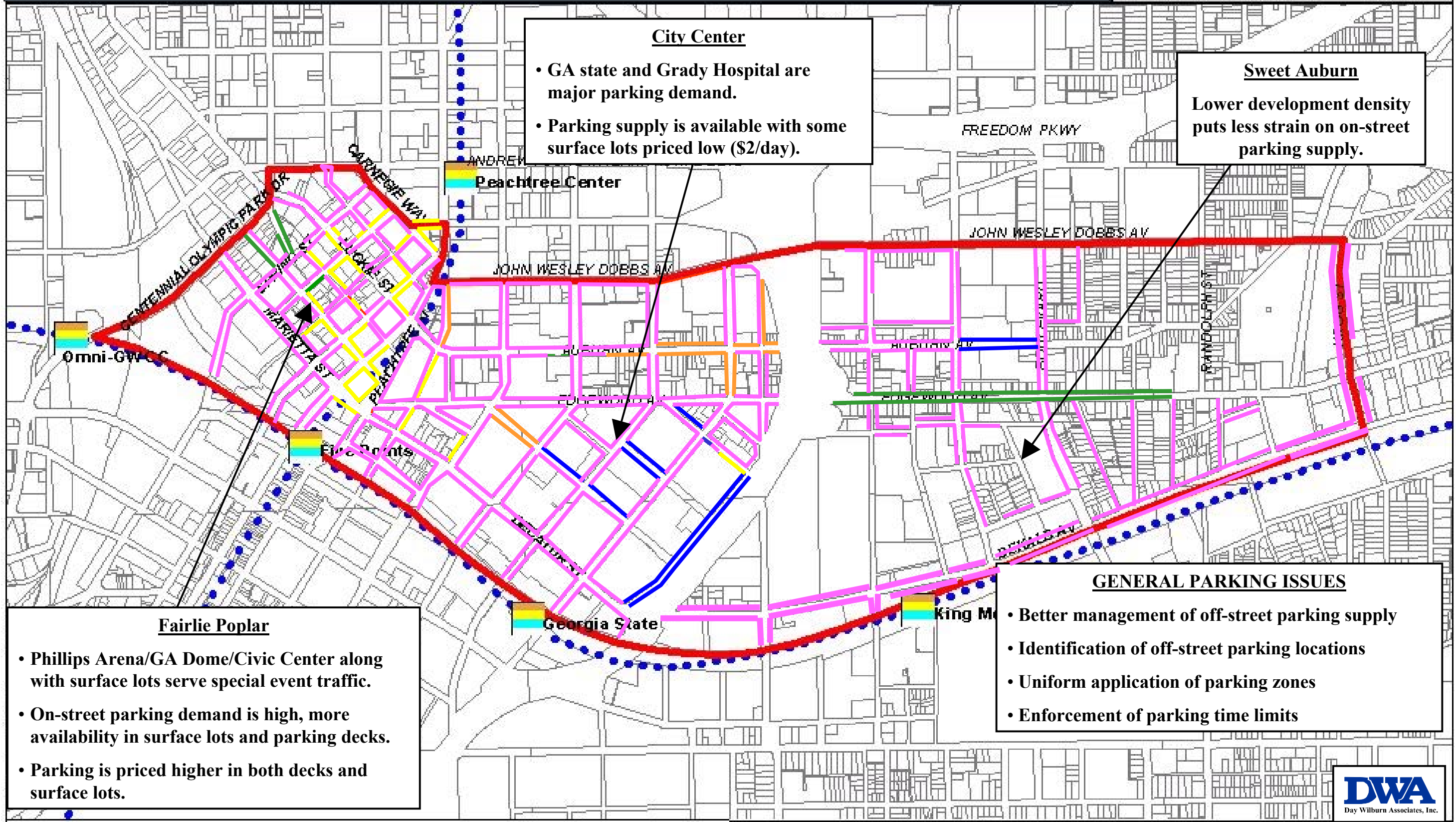
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**LEGEND:**

- ■ ■ ■ MARTA RAIL LINE
- STUDY AREA BOUNDARY
- SHUTTLE SEGMENT 1
- SHUTTLE SEGMENT 2
- SHUTTLE SEGMENT 3
- SHUTTLE SEGMENT 4

**FIGURE T11 - EXISTING ON-STREET PARKING CONDITIONS AND ISSUES**





## Needs and Opportunities

The City Center LCI project requires a blending of improvement efforts related to land use and transportation that provides a consistent approach for enhancing the livability of the planning area. Through an evaluation of planning area conditions, discussions with the project steering committee, and input from the community, a plan was developed which combines transportation and land use modifications to enhance the livable qualities of Downtown and reduce dependence on automobile travel. This plan was derived from needs for improvements and opportunities to enhance the area in a cost effective manner.

## Community Involvement

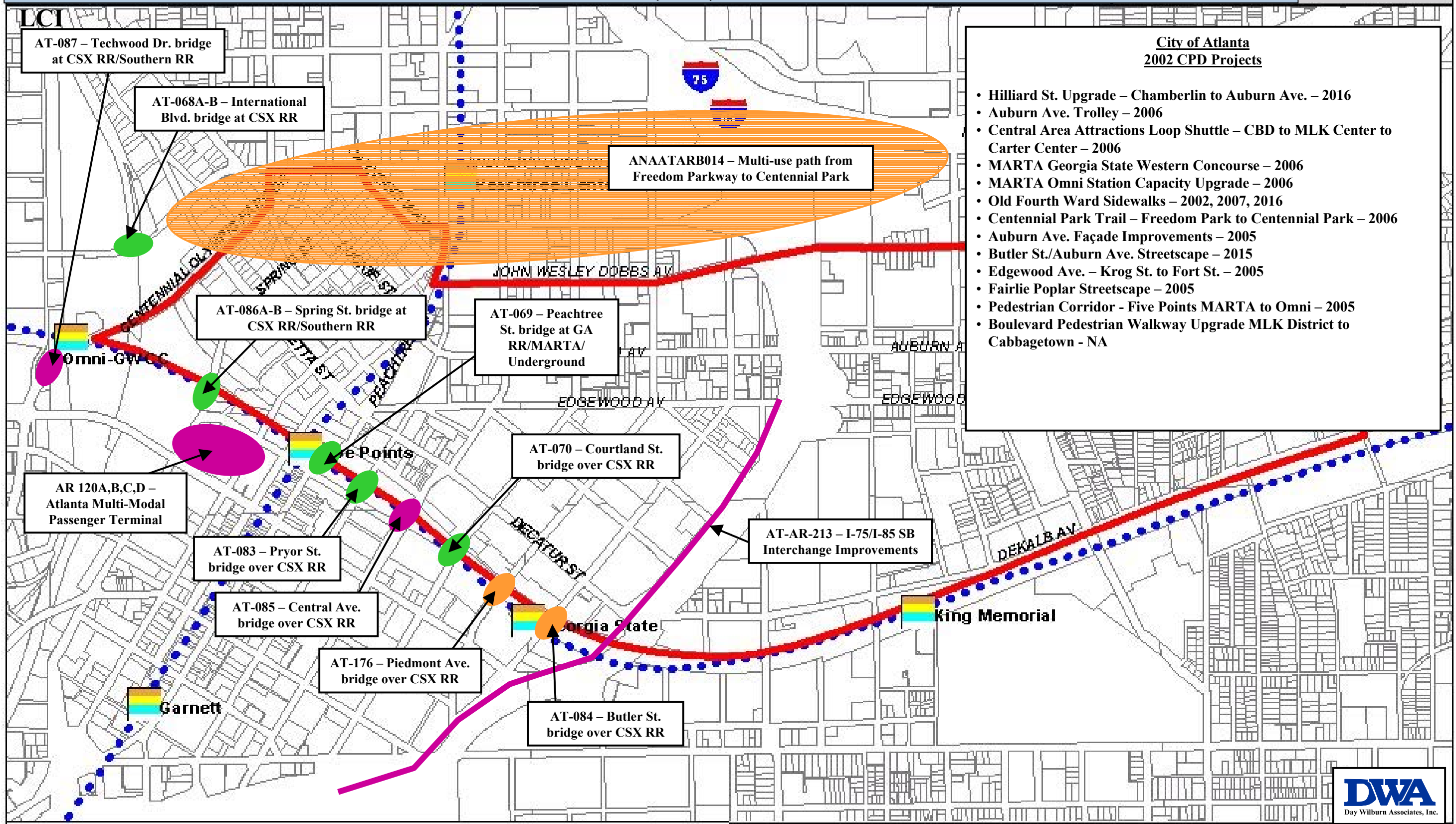
The cornerstone to success in the City Center LCI planning area is the involvement of the community at a variety of levels. First, the community was represented in the choice of Central Atlanta Progress, a private association representing the interests of business and Downtown organizations, to lead the study process using a grant from the Atlanta Regional Commission (ARC). A partnership was then created with CAP, the Historic District Development Corporation, Georgia State University, and the Housing Authority of the City of Atlanta, Georgia. Second, the project steering committee was chosen to provide the necessary decision-makers and key community representatives to provide meaningful input and direction over the course of the project. Third, the public and stakeholder participation provided valuable input into the planning process, ensuring that community needs were identified.

Coordination with ongoing community projects is important to ensure that the LCI recommendations are consistent with the direction the community is taking. The following are some of the community efforts considered in formulation of transportation recommendations:

- Planned transportation improvements through the RTP, TIP and City of Atlanta Work Program (refer to Figure T-12);
- Multimodal Passenger Terminal;
- GSU Master Plan;
- Fairlie-Poplar streetscape;
- Martin Luther King, Jr. National Historic Site circulator;
- Grady Homes revitalization; and
- Historic District redevelopment.

Many of these community improvement efforts reflect needs already identified and being addressed by the community and/or government agencies. Other efforts represent plans for improvement which are as yet unrealized, such as the Martin Luther King, Jr. National Historic Site circulator. In addition, many of these ongoing efforts provide opportunities for further complementary improvements within the City Center LCI. An example of this is the Grady Homes revitalization, which provides a catalyst for improvement of the pedestrian corridor between the King Memorial MARTA station and the MLK Historic Site.

**FIGURE T12 - REGIONAL TRANSPORTATION PLAN (RTP) PROJECTS IN VICINITY OF CITY CENTER**



- City of Atlanta  
2002 CPD Projects**
- Hilliard St. Upgrade – Chamberlin to Auburn Ave. – 2016
  - Auburn Ave. Trolley – 2006
  - Central Area Attractions Loop Shuttle – CBD to MLK Center to Carter Center – 2006
  - MARTA Georgia State Western Concourse – 2006
  - MARTA Omni Station Capacity Upgrade – 2006
  - Old Fourth Ward Sidewalks – 2002, 2007, 2016
  - Centennial Park Trail – Freedom Park to Centennial Park – 2006
  - Auburn Ave. Façade Improvements – 2005
  - Butler St./Auburn Ave. Streetscape – 2015
  - Edgewood Ave. – Krog St. to Fort St. – 2005
  - Fairlie Poplar Streetscape – 2005
  - Pedestrian Corridor - Five Points MARTA to Omni – 2005
  - Boulevard Pedestrian Walkway Upgrade MLK District to Cabbagetown - NA

AR 120A,B,C,D – Atlanta Multi-Modal Passenger Terminal

AT-083 – Pryor St. bridge over CSX RR

AT-085 – Central Ave. bridge over CSX RR

AT-176 – Piedmont Ave. bridge over CSX RR

AT-084 – Butler St. bridge over CSX RR

AT-070 – Courtland St. bridge over CSX RR

AT-069 – Peachtree St. bridge at GA RR/MARTA/Underground

AT-086A-B – Spring St. bridge at CSX RR/Southern RR

AT-068A-B – International Blvd. bridge at CSX RR

AT-087 – Techwood Dr. bridge at CSX RR/Southern RR

ANAATARB014 – Multi-use path from Freedom Parkway to Centennial Park

AT-AR-213 – I-75/I-85 SB Interchange Improvements

Garnett

Georgia State

King Memorial

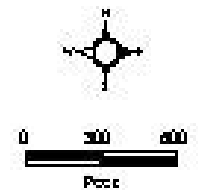


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- LEGEND:**
- MARTA RAIL LINE
  - STUDY AREA BOUNDARY
  - RTP IMPROVEMENT 2003
  - RTP IMPROVEMENT 2005
  - RTP IMPROVEMENT 2010



### Formulation of “Big Ideas”

Through examination of transportation conditions such as parking and roadway, pedestrian, and transit travel modes, key improvement issues were identified. Discussions with the public and community representatives helped refine previously identified issues as well as identify new ones. A vision for the future of the City Center LCI was developed and led to the creation of four “Big Ideas” for creating a livable center in Downtown:

- Strengthen Downtown Neighborhoods
- Park Once or Not at All... Ride MARTA
- Fill in the Gaps
- Support the Downtown Experience

Associated with each of these “Big Ideas” is a set of needs and opportunities related to transportation, land use, and quality of life issues. The following is a summary of the transportation needs and opportunities for each “Big Idea”.

#### *Strengthen Downtown Neighborhoods*

Strong neighborhoods typically have interrelated activities which occur within the same geographic area and thus foster a sense of community. In developing a livable center, the need for neighborhood based transportation facilities is important. Pedestrian facilities are the primary means for travel within neighborhoods. Ensuring that pedestrian facilities are safe and attractive can encourage pedestrian activity and neighborhood interaction. Another way to strengthen neighborhoods is to strengthen their connections to surrounding areas by breaking down barriers to pedestrian movement between neighborhoods and providing neighborhood connections to transit facilities. In the City Center LCI area, a major barrier is formed by the MARTA and CSX rail lines. Providing attractive connections across the railroad tracks will help strengthen the surrounding neighborhoods.

#### *Park Once or Not at All... Ride MARTA*

In creating a livable center in the City Center area, it is desirable to maximize use of the pedestrian and transit travel modes. The most effective way to achieve this reliance on alternative travel modes is to eliminate the automobile from the Downtown travel equation through the use of MARTA and other new regional transit agencies that include Cobb Community Transit (CCT), Clayton County Transit (C-TRAN), and Gwinnett County Transit. However, due to convenience and/or necessity, vehicular travel to Downtown is likely to continue as a significant mode choice. Thus, to maintain the livable center focus on the pedestrian, it is imperative to encourage those who drive to park their car once and circulate around the City Center area using transit or pedestrian modes. This “Big Idea” is focused on meeting the needs for pedestrian and transit circulation in Downtown. To do so, these strategies build on various past successes, such

as streetscape programs implemented during the Olympics. They also seek new opportunities, such as coordination of Transportation Demand Management (TDM) strategies and management of parking supply.

### *Fill in the Gaps*

As infrastructure ages and areas mature, gaps appear which must be regularly filled to ensure the viability of the area to continually attract residents and businesses. In the transportation system, the primary gaps to developing a livable center are associated with the pedestrian, bicycle, and transit modes. The primary way to fill these gaps is to address the need for improvement of deficient facilities and taking advantage of opportunities to provide new facilities or increase usability and understanding of existing facilities.

### *Support the Downtown Experience*

Downtown is an attraction in itself, offering the opportunity for people to be a part of an active and vibrant area. Supporting the Downtown experience includes strategies for building on the many past successes of Downtown to bring people together. From a transportation standpoint, supporting the Downtown experience requires that the needs and opportunities for many of the other “Big Ideas” be addressed to allow the City Center area to function well as a destination. In addition, supporting the Downtown experience focuses on managing special event transportation needs well.

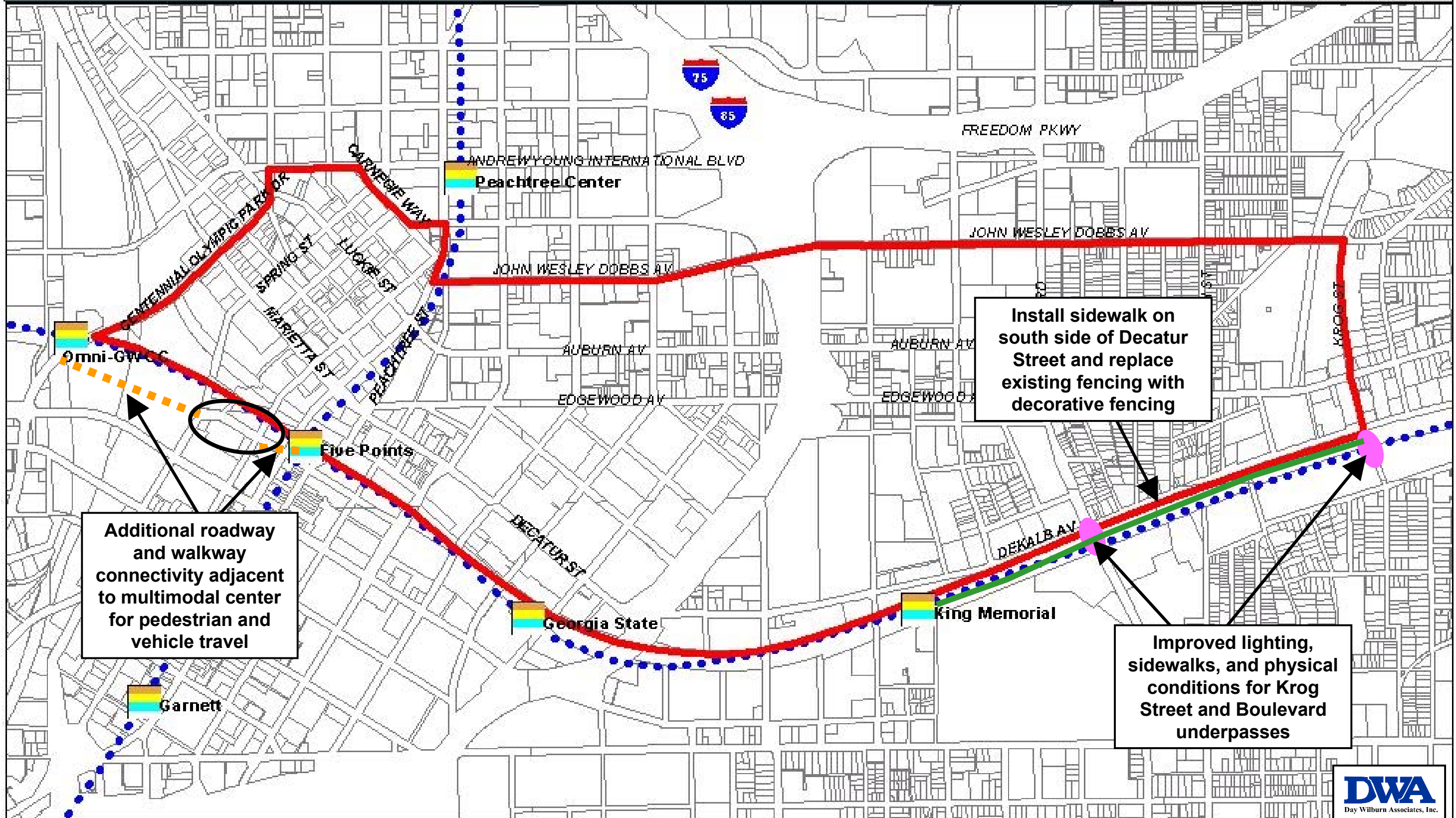
## **Transportation Recommendations**

For each of the “Big Ideas” identified in the project, supportive transportation strategies were developed to address the transportation needs and enhance the usability and safety of pedestrian and transit travel modes. The recommended transportation improvements are grouped into three general categories: immediate, short-term, and mid to long-term projects. Immediate projects are recommended for implementation as soon as funding is available and include the projects of primary focus. Short-term projects are recommended to occur within the next five years and typically include the primary improvements. The mid to long-term projects are recommended to occur in more than five years. The following paragraphs summarize the transportation recommendations by “Big Idea” and provide cost estimates for both the immediate and short-term (five-years) implementation items.

### Strengthen Downtown Neighborhoods

The following are transportation related strategies for strengthening Downtown neighborhoods (refer to Figure T13):

**FIGURE T13 - STRENGTHEN DOWNTOWN NEIGHBORHOODS**

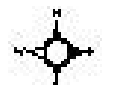


**CITY CENTER LIVABILITY PROJECT PARTNERS' LIVABLE CENTERS INITIATIVE**

A PARTNERSHIP OF CENTRAL ATLANTA PROGRESS, INC., GEORGIA STATE UNIVERSITY, HISTORIC DISTRICT DEVELOPMENT CORPORATION AND THE HOUSING AUTHORITY OF THE CITY OF ATLANTA, GEORGIA

**LEGEND:**

- ⋯ MARTA RAIL LINE
- STUDY AREA BOUNDARY
- PROPOSED SIDEWALK
- UNDESIRABLE PEDESTRIAN CROSSING TUNNELS



*Connect Downtown Neighborhoods*

- Improve physical infrastructure (lighting and sidewalks) for Krog Street and Boulevard tunnels. **(Short-Term)**
- Install sidewalk along south side of Decatur Street from Krog Street to King Memorial Station. **(Short-Term)**
- Provide additional roadway connectivity adjacent to multimodal passenger terminal for pedestrian and vehicle travel (through coordination with multimodal passenger terminal construction). **(Mid to Long-Term)**
- Implement neighborhood directional signs and gateways. **(Mid to Long-Term)**

Park Once or Not at All...Ride MARTA

The following are transportation related strategies for encouraging people to park once or not at all in Downtown:

*Provide Comprehensive Signage Program*

- Perform comprehensive signage study to include Downtown map/kiosks to build on Olympic “i” information sign program, wayfinding signage, and MARTA entrance signage. **(Immediate)**
- Implement Downtown map kiosks/information centers outside all MARTA rail station exits. **(Short-Term)**
- Implement signage on each street corner within the Downtown core and along primary pedestrian corridors (Marietta Street, Peachtree Street, Decatur Street, Auburn Avenue, Jackson Street, Hilliard Street). **(Short-Term)**
- Implement signage and entrance features to identify MARTA rail station access. **(Short-Term)**
- Develop freeway signage program for Downtown destinations and parking. **(Short-Term)**
- Refine and supplement signage program as needed in the future (program replacement of signs). **(Mid to Long-Term)**

*Provide Downtown Transit Circulator Service*

- Provide comprehensive study and implementation plan for circulator, activity center connections, park once facilities, and other destinations. Consider potential partial funding of circulator through a portion of parking revenues. **(Immediate)**
- Provide low charge service to include key Downtown destinations (MLK Historic Site, Georgia State, Grady Hospital, Underground Atlanta, multimodal passenger terminal, CNN Center, World Congress Center, Peachtree Center. **(Short-Term)**
- Create signage at stops to provide distinct identification of transit circulator and list of destinations. **(Short-Term)**
- Expand circulator service to include expanded service within Downtown area and/or connections to other areas. **(Mid to Long-Term)**

*Coordinate Parking Delivery and Transportation Demand Management (TDM) through Downtown Traffic Management Association (TMA )*

- Coordinate incorporation of parking standards into SPI zone requirements. **(Short-Term)**
  - Uniform signage elements for major lots and parking garages.
  - Parking development standards for space size, maneuvering room, and access points.
  - Parking standards for special events operation.
  - Parking standards for operation of valet parking.
  - Incentives to encourage services/activities within and around parking facilities for people presence.
- Support enforcement of SPI zone requirements through City. **(Short-Term)**
- Create and publicize carpool and vanpool incentives. **(Short-Term)**
- Coordinate and publicize staggered work hours for area businesses. **(Short-Term)**
- Expand and publicize employer MARTA pass incentives. **(Short-Term)**
- Continue Parking Delivery and TDM coordination efforts. **(Mid to Long-Term)**

*Create Appropriate On-Street Parking Strategy*

- Enforce on-street parking time limits with meters and consider installing smart card parking meters. **(Short-Term)**
- Provide on-street metered parking adjacent to businesses in redevelopment areas. **(Short-Term)**
- Increase use of taxi stand zones near restaurants and event venues. **(Short-Term)**
- Relocate loading zone along Peachtree Street southbound between Marietta Street and Alabama Street to Alabama Street or Wall Street. **(Short-Term)**

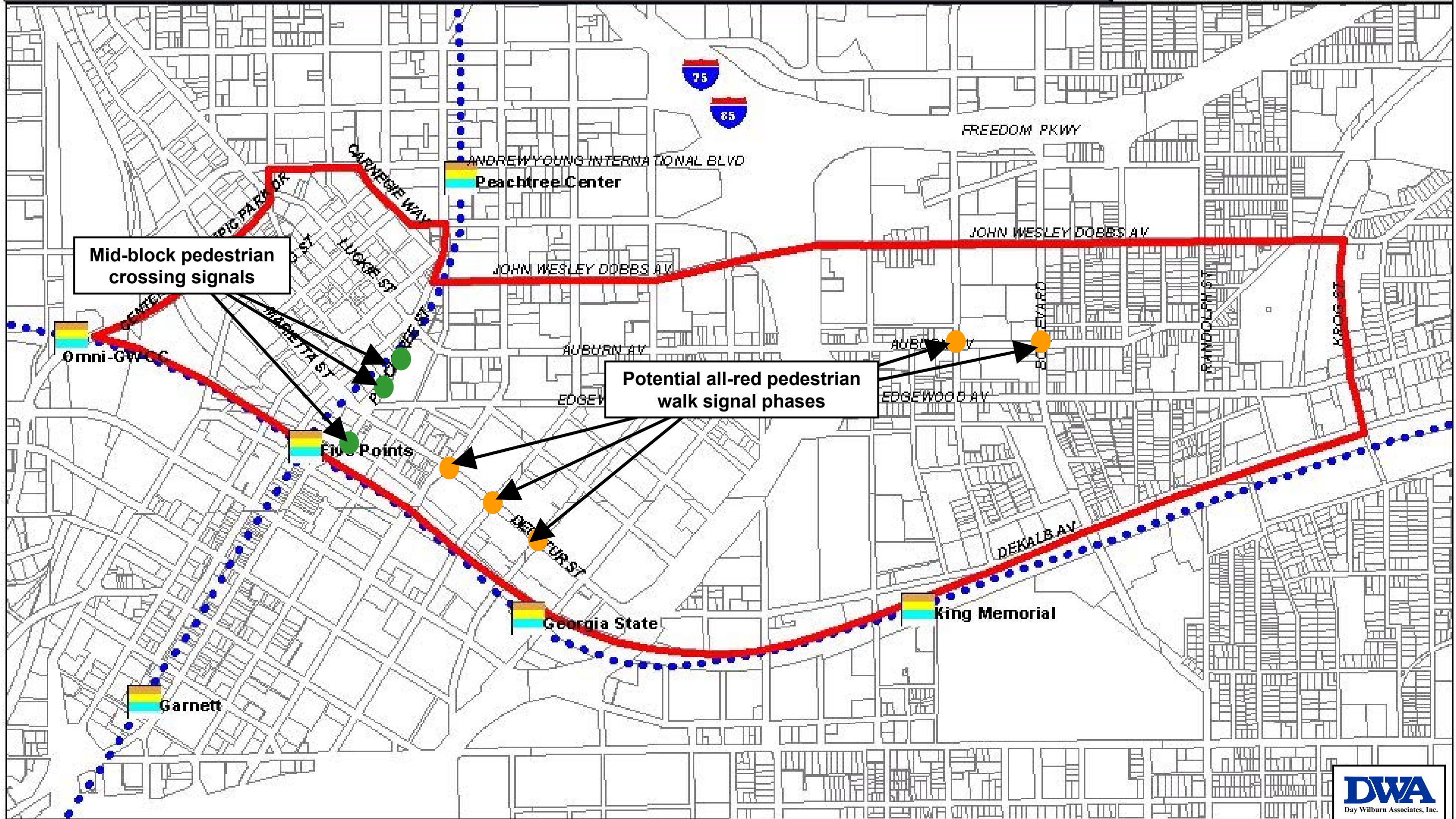
*Coordinate with Design of Multi-modal Passenger Terminal*

- Coordinate connections of multimodal passenger terminal to Downtown circulator. **(Mid to Long-Term)**
- Create signage providing directions to transit circulator inside multimodal center. **(Mid to Long-Term)**
- Provide clear information, directional signs and information kiosks inside multimodal passenger terminal. **(Mid to Long-Term)**
- Ensure multimodal passenger terminal has good connections to Five Points, CNN Center, Phillips Arena, and Underground Atlanta. **(Mid to Long-Term)**

Fill in the Gaps

The following are transportation related strategies for filling in the gaps in the existing network (refer to Figures T14 and T15):

**FIGURE T14 - FILL IN THE GAPS**



**CITY CENTER LIVABILITY PROJECT PARTNERS' LIVABLE CENTERS INITIATIVE**

A PARTNERSHIP OF CENTRAL ATLANTA PROGRESS, INC., GEORGIA STATE UNIVERSITY, HISTORIC DISTRICT DEVELOPMENT CORPORATION AND THE HOUSING AUTHORITY OF THE CITY OF ATLANTA, GEORGIA

**LEGEND:**

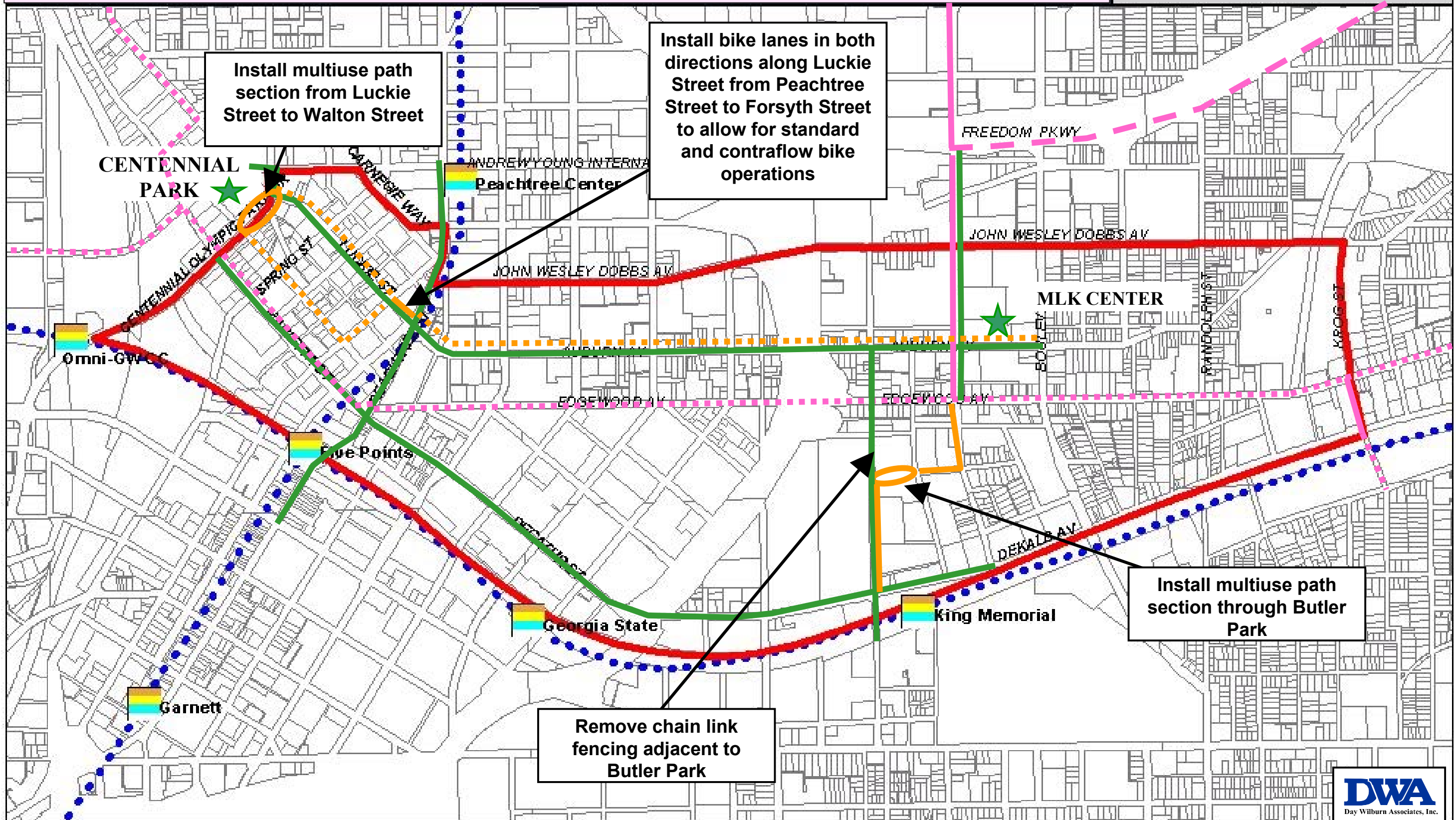
- ..... MARTA RAIL LINE
- STUDY AREA BOUNDARY

- MID-BLOCK PED CROSSING TRAFFIC SIGNAL
- TRAFFIC SIGNAL WITH ALL-RED PED CROSSING PHASE





**FIGURE T15 - FILL IN THE GAPS**

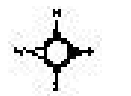


**CITY CENTER LIVABILITY PROJECT PARTNERS' LIVABLE CENTERS INITIATIVE**

A PARTNERSHIP OF CENTRAL ATLANTA PROGRESS, INC., GEORGIA STATE UNIVERSITY, HISTORIC DISTRICT DEVELOPMENT CORPORATION AND THE HOUSING AUTHORITY OF THE CITY OF ATLANTA, GEORGIA

**LEGEND:**

- MARTA RAIL LINE
- STUDY AREA BOUNDARY
- PROPOSED PED CORRIDOR
- EXISTING BIKE ROUTE
- PROPOSED BIKE ROUTE
- EXISTING BIKE LANE
- PROPOSED BIKE LANE
- EXISTING MULTIUSE PATH
- PROPOSED MULTIUSE PATH SECTION



*Provide Improvements on Key East/West and North/South Pedestrian Corridors*

- Provide streetscape improvements along Decatur Street from Peachtree Street to Hilliard Street.
  - Replacement of existing sidewalk and installation of streetscape elements such as street trees and landscaping, benches near street corners, pedestrian scale lighting fixtures, and aesthetic sidewalk surface treatments. ***(Immediate)***
  - Implementation of all-red pedestrian walk phases near GSU campus at the Central Avenue, Collins Street, and Piedmont Avenue intersections. ***(Immediate)***
- Provide streetscape and bicycle improvements from King Memorial MARTA Station to the MLK Center.
  - Replacement of existing sidewalk and installation of streetscape elements along Hilliard Street from Decatur Street to Auburn Avenue, including design elements such as street trees and landscaping, benches near street corners, pedestrian scale lighting fixtures, and aesthetic sidewalk surface treatments. ***(Immediate)***
  - Implementation of all-red pedestrian walk phases near GSU campus at the Auburn Avenue at Jackson Street and Auburn Avenue at Boulevard intersections. ***(Immediate)***
- Provide bike lanes/routes along key segments.
  - Jackson Street – Bike lanes with route signage from Auburn Avenue to Gartrell Street. ***(Immediate)***
  - Gartrell Street – Bike lanes with route signage from Jackson Street to Butler Park. ***(Immediate)***
  - Butler Park – Multi-use path section through park from Gartrell Street to Hilliard Street. ***(Immediate)***
  - Hilliard Street – Bike lanes with route signage from Butler Park to Decatur Street. ***(Immediate)***
- Provide streetscape improvements on primary pedestrian corridors:
  - Auburn Avenue from Boulevard to Peachtree Street – Includes enhancements to existing streetscape, implementation of measures to control pigeon roosting on I-75/85 overpass, restriping street to create parking lane and wide travel lane, bike route, and parking meters. ***(Short-Term)***
  - Luckie Street from Peachtree Street to Centennial Olympic Park Drive – Includes enhancements to existing streetscape planned in Fairlie-Poplar streetscape plan, bike lanes from Peachtree Street to Forsyth Street, modifications to Peachtree Street traffic signals to provide signal indications for eastbound bikes, and signed bike route from Forsyth Street to Centennial Olympic Park Drive. ***(Short-Term)***
  - Marietta Street from Centennial Olympic Park Drive to Peachtree Street - includes enhancements to existing streetscape ***(Short-Term)***
  - Jackson Street from Edgewood Avenue to Freedom Parkway - Includes replacement of existing sidewalk and installation of streetscape elements

- such as street trees and landscaping, benches near street corners, pedestrian scale lighting fixtures, and aesthetic sidewalk surface treatments. **(Short-Term)**
- Peachtree Street from Peachtree Center to Underground Atlanta – Includes enhancements to existing streetscape. **(Short-Term)**
- Piedmont Avenue from Georgia State University MARTA station to John Wesley Dobbs - Includes replacement of existing sidewalk and installation of streetscape elements such as street trees and landscaping, benches near street corners, pedestrian scale lighting fixtures, and aesthetic sidewalk surface treatments. **(Short-Term)**
- Peachtree Center Avenue from Peachtree Street to Decatur Street - Includes replacement of existing sidewalk and installation of streetscape elements such as street trees and landscaping, benches near street corners, pedestrian scale lighting fixtures, and aesthetic sidewalk surface treatments. **(Short-Term)**
- Focus secondary streetscape design efforts on select pedestrian corridors - Includes replacement of existing sidewalk and installation of streetscape elements such as street trees and landscaping, benches near street corners, pedestrian scale lighting fixtures, and aesthetic sidewalk surface treatments.
  - Edgewood Avenue from Boulevard to Peachtree Street. **(Mid to Long-Term)**
  - John Wesley Dobbs/Irwin Street from Peachtree Street to Boulevard. **(Mid to Long-Term)**
  - Boulevard from Decatur Street to Freedom Parkway. **(Mid to Long-Term)**
- Provide ADA compliant sidewalks on remaining local streets through installation of handicapped ramps where needed. **(Short-Term)**

#### *Make Streets Pedestrian Friendly*

- Install traffic signals with pedestrian crossings at unsignalized crosswalks along Peachtree Street north and south of Marietta Street at Walton Street, Poplar Street, and Wall Street. **(Immediate)**
- Provide new sidewalk where missing or in poor condition (primarily in Old Fourth Ward) (refer to Figure T-6). **(Short-Term)**
- Provide high visibility crosswalk markings at all crosswalk locations. **(Short-Term)**
- Provide permanent curb extensions at unsignalized crossing of John Wesley Dobbs at MLK National Historic Site. **(Short-Term)**
- Review further needs for pedestrian safety and usability improvements. **(Mid to Long-Term)**

#### *Define Bicycle Paths*

- Provide bike routes and lanes at specified locations.
  - Auburn Avenue from Jackson Street to Peachtree Street – Bike route including route signage – Convert curb lane into parking lane with marked spaces and parking meters to allow a single wide travel lane in each direction. **(Short-Term)**

- Luckie Street from Peachtree Street to Forsyth Street – Bike lanes with route signage on both sides of street (westbound with traffic and eastbound contra flow) with no parking on south side of street. **(Short-Term)**
- Luckie Street from Forsyth Street to Centennial Olympic Park Drive – Bike route including route signage for westbound bike movements. **(Short-Term)**
- Walton Way from Centennial Olympic Park Drive to Forsyth Street - Bike route including route signage for eastbound bike movements. **(Short-Term)**
- Forsyth Street from Walton Way to Luckie Street - Bike route including route signage for northbound bike movements. **(Short-Term)**
- Centennial Olympic Park Drive – Multi-use path along the east side of street from Luckie Street to Walton Way to provide access to park via Walton Way traffic signal. **(Short-Term)**
- Coordinate with City to renew bicycle coordinator program to provide bicycle racks and storage facilities. **(Short-Term)**
- Continue coordination of bicycle facility needs. **(Mid to Long-Term)**

#### Support the Downtown Experience

##### *Refine Special Events Traffic Strategies Coordinated through Downtown Transportation Management Agency (TMA)*

- Program special signal timing plans to begin prior to events. **(Short-Term)**
- Implement changeable message signs and/or website notification to let businesses and residents know to expect special event delays. **(Short-Term)**
- Refine transit circulator routes for special events. **(Short-Term)**
- Coordinate special events' plans with needs/travel paths of multimodal passenger terminal to ensure multimodal traffic continues to flow. **(Mid to Long-Term)**

#### Implementation Costs and Potential Funding

The costs for implementation of the immediate and short-term improvements were calculated based upon typical unit costs for design and construction. The estimated costs are shown in Tables T1 and T2 for the immediate and short-term improvements, respectively. As these tables show, the cost for the immediate implementation items is approximately \$3.5 million and the cost for the short-term improvements is approximately \$20.5 million, for a total cost of \$24.0 million for the entire 5-year implementation plan. Table T3 summarizes the costs for the entire 5-year implementation plan by transportation-related strategy.

Projects identified in the City Center LCI are eligible for funding from a variety of sources, including federal, state, and local funding options. For federal and state funded projects, a local match of 20% is typically required. The City of Atlanta and Downtown

Improvement District (DID) are potential sources for these matching funds as well as potential sources for local funding of project implementation.

Projects receiving federal and state funding must be included in the Regional Transportation Plan (RTP) and three year Regional Transportation Improvement Program (RTIP) developed by the Atlanta Regional Commission (ARC). If the transportation projects add travel capacity to a regionally significant roadway, the projects must be included in the Atlanta region's travel demand and emissions modeling, which is subject to federal review. Federal regulations require that the future year RTP demonstrate conformity with emissions budgets set forth in the State Implementation Plan (SIP). Thus, all projects receiving federal and state funding must be included in the RTP and RTIP and capacity adding projects must also be included in the regional travel demand and emissions modeling. An update of the RTP is planned for spring of 2002 which would consider the addition of projects, such as those forwarded through the City Center LCI.

The recommended transit circulator is supportive of several other strategies developed to achieve the "Big Ideas" identified in the City Center LCI area. The transit circulator is central to the "Park Once" concept, as it extends the geographic area amenable to pedestrian travel. To enhance attractiveness of this mode and maximize its use, providing low fare or no fare circulator service is recommended. Operating costs for the transit circulator would therefore require funding from sources other than fairbox receipts. The transit circulator implementation study should include a detailed examination of potential funding sources, including the DID and options for potential partial funding through a portion of parking revenue.

Table T1  
Immediate Implementation Program

Project Description	Estimated Cost
<b>PROVIDE COMPREHENSIVE SIGNAGE PROGRAM (PARK ONCE)</b>	
Perform comprehensive signage study to include Downtown map/kiosks to build on Olympic "i" information sign program, wayfinding signage, and MARTA entrance signage.	\$100,000
<b>PROVIDE DOWNTOWN TRANSIT CIRCULATOR SERVICE (PARK ONCE)</b>	
Provide comprehensive study and implementation plan for circulator, connecting activity centers, park once facilities, and other destinations. Consider potential partial funding of circulator through a portion of parking revenues.	\$150,000
<b>PROVIDE IMPROVEMENTS ON KEY EAST-WEST AND NORTH-SOUTH PEDESTRIAN CORRIDORS (FILL IN THE GAPS)</b>	
Provide streetscape improvements along Decatur Street from Peachtree Street to Hilliard Street, including:	
Replacement of existing sidewalk and installation of streetscape elements such as street trees and landscaping, benches near street corners, pedestrian scale lighting fixtures, and aesthetic sidewalk surface treatments. (4800') <sup>1</sup>	\$2,112,000
Implementation of all-red pedestrian walk phases near GSU campus at the Central Avenue, Collins Street, and Piedmont Avenue intersections.	\$21,000
Provide streetscape and bicycle improvements from the King Memorial MARTA Station to the MLK Center, including:	
Replacement of existing sidewalk and installation of streetscape elements along Hilliard Street from Decatur Street to Auburn Avenue. Include design elements such as street trees and landscaping, benches near street corners, pedestrian scale lighting fixtures, and aesthetic sidewalk surface treatments. (2000') <sup>1</sup>	\$890,000
Implement all-red pedestrian walk phases near GSU campus at Auburn Avenue and Jackson Street and Auburn Avenue and Boulevard intersections	\$14,000
Provide bike lanes/routes along the following segments:	\$65,000
Jackson Street – Bike lanes with route signage from Auburn Avenue to Gartrell Street (600') <sup>2</sup>	
Gartrell Street – Bike lanes with route signage from Jackson Street to Butler Park (500') <sup>2</sup>	
Butler Park - Multiuse path section through park from Gartrell Street to Hilliard Street (350') <sup>3</sup>	
Hilliard Street – Bike lanes with route signage from Butler Park to Decatur Street (1200', included with streetscape) <sup>4</sup>	
<b>MAKE STREETS PEDESTRIAN FRIENDLY (FILL IN THE GAPS)</b>	
Install traffic signals with pedestrian crossings at unsignalized crosswalks along Peachtree north and south of Marietta Street at Walton Street, Poplar Street, and Wall Street	\$180,000

**Total for Immediate Implementation Program** **\$3,532,000**

Note: Cost estimates do not include costs for right-of-way or easements, utility work, or major drainage reconstruction. Streetscape improvement base cost of \$400 per foot is based on experience by EDAW for improvement of similar areas and includes costs for landscaping, street lighting along entire street, specialty lighting, street furniture, specialty paving (brick or stone) on sidewalks or in crosswalks, and road resurfacing.

<sup>1</sup> Based on a streetscape cost of \$400 per foot for elements such as street trees and landscaping, benches near street corners, pedestrian scale lighting fixtures, and aesthetic sidewalk surface treatments.

<sup>2</sup> Includes overlay of pavement and restriping within existing curbs to provide bike lanes.

<sup>3</sup> Includes installation of multiuse path section at \$80 per foot.

<sup>4</sup> Includes installation of bike lanes in conjunction with streetscape work, described above.

**Table T2  
Short-Term (5-Year) Implementation Program**

<b>Project Description</b>	<b>Estimated Cost</b>
<b>CONNECT DOWNTOWN NEIGHBORHOODS (STRENGTHEN DOWNTOWN NEIGHBORHOODS)</b>	
Replace damaged sidewalk and sections and replace/enhance lighting for Krog Street and Boulevard tunnels <sup>1</sup>	\$273,000
Install sidewalk and decorative fencing along south side of Decatur Street from Krog Street to MLK Center Station <sup>2</sup>	\$336,000
<b>PROVIDE COMPREHENSIVE SIGNAGE PROGRAM (PARK ONCE)</b>	
Implement signage on each street corner within core Downtown and along primary pedestrian corridors (Marietta Street, Peachtree Street, Decatur Street, Auburn Avenue, Jackson Street, Hilliard Street) (Assumes 500 signs)	\$70,000
Implement Downtown map kiosks/information centers outside all MARTA rail station exits (16 rail station entrances)	\$275,000
Implement signage and entrance features to identify MARTA rail station access (16 rail station entrances)	\$70,000
Develop freeway wayfinding program for Downtown destinations and parking <sup>3</sup>	\$353,000
<b>PROVIDE DOWNTOWN TRANSIT CIRCULATOR SERVICE (PARK ONCE)</b>	
Provide low charge service to include key Downtown destinations (MLK Historic Site, Georgia State, Grady Hospital, Underground Atlanta, multi-modal passenger terminal, CNN Center, World Congress Center, Peachtree Center (cost includes preliminary estimate of startup capital and five years operations based on MLK Center Shuttle Study) <sup>4</sup>	\$8,265,000
Create signage at stops to provide distinct identification of transit circulator and list of destinations (60 signs for 20 primary stops)	\$33,000
<b>COORDINATE PARKING DELIVERY AND TRANSPORTATION DEMAND MANAGEMENT (TDM) THROUGH TMA (PARK ONCE)</b>	
Coordinate SPI zone requirements and TDM measures between City of Atlanta, Central Atlanta Progress, and the Downtown Improvement District via identified coordinator. (cost shown for first five years)	\$750,000
Support enforcement of SPI zone requirements through City	see above
Uniform signage elements for major lots and parking garages	see above
Parking development standards for space size, maneuvering room, and access points	see above
Parking standards for special events operation	see above
Parking standards for operation of valet parking	see above
Incentives to encourage services/activities within and around parking facilities for people presence.	see above
Create and publicize carpool and vanpool incentives	see above
Coordinate and publicize staggered work hours for area businesses	see above
Expand and publicize employer MARTA pass incentives	see above

Note: Cost estimates do not include costs for right-of-way or easements, utility work, or major drainage reconstruction.

<sup>1</sup> Assumes replacement of 4000' of sidewalk and installation of 150 lighting fixtures on bridges and 20 lighting fixtures on Boulevard stairs to Decatur Street.

<sup>2</sup> Assumes installation of 22 pole mounted lights and 4300' of sidewalk and decorative fencing.

<sup>3</sup> Assumes installation of 20 freeway signs, 30 post mounted exit signs, and modification to 5 freeway sign structures.

<sup>4</sup> Based on preliminary transit startup costs for transit circulator based on Martin Luther King, Jr. National Historic Site Shuttle Feasibility Study (10 vehicles required at \$300,000 each plus 5 years operations at \$1.05 million per year).

**Table T2 (Continued)  
Short-Term (5-Year) Implementation Program**

<b>Project Description</b>	<b>Estimated Cost</b>
<b>CREATE APPROPRIATE ON-STREET PARKING STRATEGY (PARK ONCE)</b>	
Enforce on-street parking time limits with meters, consider smart card parking meters	N/A <sup>1</sup>
Provide on-street metered parking adjacent to businesses in redevelopment areas	N/A <sup>1</sup>
Increase use of taxi stand zones near restaurants and event venues	N/A <sup>1</sup>
Relocate loading zone along Peachtree Street southbound between Marietta Street and Martin Luther King Alabama Street to Alabama Street or Wall Street	N/A <sup>1</sup>
<b>PROVIDE IMPROVEMENTS ON KEY EAST-WEST AND NORTH-SOUTH PEDESTRIAN CORRIDORS (FILL IN THE GAPS)</b>	
Provide streetscape improvements on the following primary pedestrian corridors:	
Auburn Avenue from Boulevard to Peachtree Street (includes enhancements to existing streetscape, pigeon control measures on I-75/85 overpass, restriping street to create parking lane and wide travel lane, bike route, and parking meters) - (5200) <sup>2</sup>	\$1,138,000
Luckie Street from Peachtree Street to Centennial Olympic Park Drive (includes enhancements to existing streetscape planned in Fairlie-Poplar Streetscape plan, bike lanes from Peachtree Street to Forsyth Street, modifications to Peachtree Street traffic signals to accommodate eastbound bikes, and signed bike route from Forsyth Street to Centennial Olympic Park Drive) - (1000) <sup>3</sup>	\$259,000
Marietta Street from Centennial Olympic Park Drive to Peachtree Street (includes enhancements to existing streetscape) - (1700) <sup>4</sup>	\$383,000
Jackson Street from Edgewood Avenue to Freedom Parkway (Includes replacement of existing sidewalk and installation of streetscape elements such as street trees and landscaping, benches near street corners, pedestrian scale lighting fixtures, and aesthetic sidewalk surface treatments) - (1700) <sup>5</sup>	\$743,000
Peachtree Street from Peachtree Center to Underground Atlanta (includes enhancements to existing streetscape) - (2200) <sup>4</sup>	\$476,000
Piedmont Avenue from Georgia State University MARTA station to John Wesley Dobbs (Includes replacement of existing sidewalk and installation of streetscape elements such as street trees and landscaping, benches near street corners, pedestrian scale lighting fixtures, and aesthetic sidewalk surface treatments) - (2800) <sup>5</sup>	\$1,231,000
Peachtree Center Avenue from Peachtree Street to Decatur Street (Includes new sidewalks where they are in poor condition, new street lights, granite curb improvements, new street trees, new trash cans, colorful street banners, creating on-street parking with parking meters where appropriate, burial of remaining overhead utilities, and enhancing the existing streetscape. Planned safety improvements include: providing ADA-compliant ramps on deficient sidewalks and high-visibility crosswalk markings at all crosswalks.) - (4550) <sup>6</sup>	\$4,550,000
Provide ADA compliant sidewalks on remaining local streets through installation of handicapped ramps where needed (assumes installation of 35 handicapped ramps)	\$31,000
<b>MAKE STREETS PEDESTRIAN FRIENDLY (FILL IN THE GAPS)</b>	
Provide new sidewalk where missing or in poor condition (primarily on Old Fourth Ward) <sup>7</sup>	\$461,000
Provide high visibility crosswalk markings at all crosswalk locations (90 crossings assumed)	\$80,000
Provide permanent curb extensions at unsignalized crossing of John Wesley Dobbs at MLK Center <sup>8</sup>	\$40,000

Note: Cost estimates do not include costs for right-of-way or easements, utility work, or major drainage reconstruction. Streetscape improvement base cost of \$400 per month is based on experience by EDAW for improvement of similar areas and includes costs for landscaping, street lighting along entire street, specialty lighting, street furniture, specialty paving (brick or stone) on sidewalks or in crosswalks, and road resurfacing.

<sup>1</sup> Costs for implementation of parking strategies to be included as a part of City operations/maintenance and enforcement.

<sup>2</sup> Based on minor streetscape enhancements to build on recent Auburn Avenue streetscape improvements and restriping of roadway to provide one travel lane in each direction with striped and metered parking (\$200 per foot).

<sup>3</sup> Based on minor streetscape enhancements to build on planned Fairlie-Poplar streetscape improvements and restriping of roadway to provide one travel lane in each direction with striped and metered parking (\$200 per foot with bike route, \$250 per foot with bike lanes, plus \$20,000 for signal improvements at Peachtree Street/Luckie Street intersection to allow an eastbound bike movement).

<sup>4</sup> Based on minor streetscape enhancements to build on Olympic streetscape improvements (\$200 per foot).

<sup>5</sup> Based on a streetscape cost of \$400 per foot for elements such as street trees and landscaping, benches near street corners, pedestrian scale lighting fixtures, and aesthetic sidewalk surface treatments.

<sup>6</sup> Based on a streetscape cost of \$1000 per foot for major streetscape improvements and burial of overhead utilities. Streetscape elements include street trees and landscaping, benches near street corners, pedestrian scale lighting fixtures, street banners, aesthetic sidewalk surface treatments, burial of utilities)

<sup>7</sup> Assumes replacement of 14,400' of damaged sidewalk, installation of 4,300' of new sidewalk, and installation of 40 new ADA ramps

<sup>8</sup> Assumes removal of existing curbing and placement of curb bulbouts with landscaping and sidewalks.



**Table T2 (Continued)  
Short-Term (5-Year) Implementation Program**

<b>Project Description</b>	<b>Estimated Cost</b>
<b>DEFINE BICYCLE PATHS (FILL IN THE GAPS)</b>	
Provide bike routes and lanes at the following locations:	
Auburn Avenue from Jackson Street to Peachtree Street – Bike route including route signage – Convert curb lane into parking lane with marked spaces and parking meters to allow a single wide travel lane in each direction.	N/A - With Streetscape <sup>1</sup>
Luckie Street from Peachtree Street to Forsyth Street – Bike lanes with route signage on both sides of street (westbound with traffic and eastbound contra flow) with no parking on south side of street	N/A - With Streetscape <sup>1</sup>
Luckie Street from Forsyth Street to Centennial Olympic Park Drive – Bike route including route signage for westbound bike movements	N/A - With Streetscape <sup>1</sup>
Walton Way from Centennial Olympic Park Drive to Forsyth Street – Bike route including route signage for eastbound bike movements	\$2,000
Forsyth Street from Walton Way to Luckie Street – Bike route including route signage for northbound bike movements	\$2,000
Centennial Olympic Park Drive – Multiuse path along the east side of street from Luckie Street to Walton Way to provide access to park via Walton Way traffic signal (300') <sup>2</sup>	\$26,000
Coordinate with city to renew bicycle coordinator program to provide bicycle racks and storage facilities (cost for installation of 100 existing racks)	\$33,000
<b>REFINE SPECIAL EVENTS TRAFFIC STRATEGIES COORDINATED THROUGH TMA (SUPPORT THE DOWNTOWN EXPERIENCE)</b>	
Program special signal timing plans to begin prior to events <sup>3</sup>	\$100,000
Implementation of changeable message signs and/or website notification to let businesses and residents know to expect special event delays. (assumes 10 changeable message signs and website notification service) <sup>3</sup>	\$550,000
Refine transit circulator routes for special events	N/A <sup>4</sup>
<b>Total for Short-Term Implementation Program</b>	<b>\$20,530,000</b>

Note: Cost estimates do not include costs for right-of-way or easements, utility work, or major drainage reconstruction.

<sup>1</sup> Cost for bike lanes/routes is included with streetscape improvements cost, provided above.

<sup>2</sup> Includes installation of multiuse path section at \$80 per foot.

<sup>3</sup> Development and implementation to be coordinated with the City of Atlanta Traffic and Transportation Department through the City's Transportation Management Center (TMC).

<sup>4</sup> Special event needs to be considered in implementation study for downtown transit circulator. Future route modifications to be coordinated with implementation of service to multimodal passenger terminal in mid to long-term.

**Table T3**  
**Summary of Costs by Transportation Strategy**

Transportation Strategy	Estimated Cost
Connect Downtown Neighborhoods (Strengthen Downtown Neighborhoods)	\$609,000
Provide Comprehensive Signage Program (Park Once)	\$868,000
Provide Downtown Transit Circulator Service (Park Once)	\$8,448,000
Coordinate Parking Delivery and Transportation Demand Management (TDM) through TMA (Park Once)	\$750,000
Create Appropriate On-Street Parking Strategy (Park Once)	N/A <sup>1</sup>
Provide Improvements on Key East-West and North-South Pedestrian Corridors (Fill in the Gaps)	\$11,913,000
Make Streets Pedestrian Friendly (Fill in the Gaps)	\$761,000
Define Bicycle Paths (Fill in the Gaps)	\$63,000
Refine Special Events Traffic Strategies Coordinated Through TMA (Support the Downtown Experience)	\$650,000
<b>Total for Immediate and Short-Term Implementation Program</b>	<b>\$24,062,000</b>

<sup>1</sup> Costs for implementation of parking strategies to be included as a part of City operations/maintenance and enforcement.



# Livable Centers Initiative City Center

6 City of Atlanta Development  
Incentives Programs

**DEVELOPMENT INCENTIVE PROGRAMS IN PLACE  
CITY OF ATLANTA**

Source: City of Atlanta, Planning, Development, and Neighborhood Conservation

DRAFT 10/01

PROGRAM	PURPOSE	DESCRIPTION	LOCATION ELIGIBILITY	AFFORDABILITY CRITERIA	RESPONSIBLE AGENCY	LINKAGES/ LEVERAGE	NEXT STEPS
Urban Enterprise Zone (UEZ)	<ul style="list-style-type: none"> <li>Induce investment in disinvested areas</li> <li>Provide jobs and/or affordable mixed income housing</li> </ul>	A.V. Tax Exempt 1-5 Yrs 100%; 6-10 Yrs graduated reduction of exemption to full taxation	Qualifying census tracts, based on income, disinvestments, environment crime rate	≥20% of units available to ≤60% AMI	PDNC-BOP/DOF Council approval	URFA HUD PROGS LIHTC CDCs AHA Private Non-profits	Review criteria; review location eligibility; update W/2000 census; study extending to City-wide for meeting affordable criteria
Tax Allocation District (TAD) – Westside	<ul style="list-style-type: none"> <li>Induce investment in disinvested areas</li> <li>Defray cost of public infrastructure necessary to support new development</li> </ul>	Tax increment financing (public purpose infrastructure bond secured by anticipated A.V. tax increase – 20% of increment east of Northside to be spent west of Northside; 10% to be spent on APS)	Part of Downtown generally west of Peachtree; Vine City and English Avenue neighborhoods	Policy in implementation is to seek some commitment to provision of affordable units or other larger public purpose goals	ADA/PDNC/DOF/DOL Council approval	URFA HUD Programs LIHTC CDCs  Non-profits Private	Implement first phase
Atlantic Station TAD	<ul style="list-style-type: none"> <li>Induce investment in disinvested areas</li> <li>Defray cost of public infrastructure required to support new development</li> </ul>	Tax Increment Financing (see above)	Atlantic Station site	Goal is to achieve ≥ 20% of units available to ≤ 80% AMI	ADA/DOF/DOL/ PDNC Council approval	Potentially HUD URFA LIHTC Private	Implement first phase
AEZC (fund source SSBG through US Dept. of HHS)	<ul style="list-style-type: none"> <li>Address comprehensive needs of lowest income neighborhoods</li> </ul>	Provides federal tax credits and grant/loan support for new and rehab housing (map, scoop, oorp, land bank) and mixed-use development (e.g. Northyards Business Park, Fulton Cotton Bag Mill, Pryor Road Corridor, Historic Westside Village)	Designated census tracts – HUD mandated	≥75% of funds to benefit zone residents	AEZC, supported by PDNC and ADA	HUD programs URFA AHA CDC LIHTC Private UEZ Non-profits	Review balance of community-driven goals with production goals available through linkages

<b>PROGRAM</b>	<b>PURPOSE</b>	<b>DESCRIPTION</b>	<b>LOCATION ELIGIBILITY</b>	<b>AFFORDABILITY CRITERIA</b>	<b>RESPONSIBLE AGENCY</b>	<b>LINKAGES/ LEVERAGE</b>	<b>NEXT STEPS</b>
Low income housing tax credits (LIHTC)	<ul style="list-style-type: none"> <li>Provide equity capital for affordable housing</li> </ul>	Low/Mod income housing developers compete for Federal tax credit financing	City-wide, but criteria favor CDIA	00% of units are affordable; affordability scaled based on % of tax credit and points granted	DCA	UEZ URFA AHA CDCs HUD Programs Private	Seek improved state criteria, eg consider Atlanta as separate jurisdiction instead of part of DeKalb and Fulton Cos..
HUD Programs: CDBG HOME, HOPWA ESG,EDI Section 108 Section 202 Section 8	<ul style="list-style-type: none"> <li>Provide housing, social services, economic development and environmental improvement for low and moderate income and other persons with special needs</li> </ul>	Grant and/or loan programs, subsidizing citizens, non-profits and developers to attain or provide development and/or services to target population	Community development impact area (CDIA) – criteria by census tract; HUD mandated	Serve people of low to moderate income, defined as 80% AMI or $\pm$ \$36,750/Yr. for individual; $\pm$ 52,500/Yr. for family of four; city policies favor 50% AMI goal	PDNC-BHFED; AHA Sub-recipient non-profits City Council	AEZC URFA LIHTC CDCs Non-profits Private Each other	Improve synthesis of programs; develop criteria to better balance resources to meet continuum of need
Urban Residential Finance Authority (URFA)	<ul style="list-style-type: none"> <li>Provide below market interest rate financing for providing affordable housing units</li> </ul>	Competitive on application to URFA; municipal bond rate financing	City-wide	$\geq$ 20% of units at $\leq$ 80% AMI (or better)	ADA/URFA	URFA HUD Programs LIHTC CDCs AHA Private	Improve synthesis of this program with others
HOPE VI	<ul style="list-style-type: none"> <li>Subsidy to rebuild public housing communities</li> </ul>	Federal (HUD) direct subsidy to PHA; AHA has been exceptional in securing and implementing program	Public Housing Communities	Mixed income, typically with at least 40% low income; 20% tax credit eligible (60% AMI) and 40% market rate	AHA	URFA HUD Programs LIHTC CDCs	Review applicability of AHA's capacity to non-AHA properties
Land Bank Authority (LBA)	<ul style="list-style-type: none"> <li>Extinguish tax liens on properties to support their redevelopment as tax paying properties</li> </ul>	LBA has authority to extinguish tax liens and resell tax foreclosed properties	City-wide	Not presently applicable	LBA PDNC DAS	AEZC, CDCs Non-profits ADA Private sector	Improve synthesis of this program with others

<b>PROGRAM</b>	<b>PURPOSE</b>	<b>DESCRIPTION</b>	<b>LOCATION ELIGIBILITY</b>	<b>AFFORDABILITY CRITERIA</b>	<b>RESPONSIBLE AGENCY</b>	<b>LINKAGES/ LEVERAGE</b>	<b>NEXT STEPS</b>
Zoning initiatives (Special Public Interest Districts; quality of Life Zoning)	<ul style="list-style-type: none"> <li>▪ Support pedestrian friendly urban space</li> <li>▪ Induce mixed-use development</li> <li>▪ Induce affordable housing</li> </ul>	Text and district changes tailored to respond to new markets and community vision	City-wide	Density bonuses for provision of affordable units	PDNC-BOP City Council	Other development entities Private Sector	Continue to adopt and map; consider inclusionary zoning provisions
Downtown Development Authority financing	<ul style="list-style-type: none"> <li>▪ Offer below market bond financing for broad public purpose projects</li> </ul>	Bond financing and limited taxing authority	Designated areas in and around downtown	Not presently applicable	ADA-DDA City Council	Other development entities Private Sector	Improve Synthesis with other programs
Livable Center Initiative (LCI)	<ul style="list-style-type: none"> <li>▪ Produce mixed-use, mixed-density development centers that reduce auto dependency</li> </ul>	Consensus visioning process that when adopted provides competitive access to federal transportation dollars	Designated by ARC (in Atlanta, West End, Greenbriar, Midtown, Memorial Drive Corridor, Downtown and Buckhead)	Housing affordability encouraged	ARC/ PDNC City Council	Other development entities GDOT MARTA GRTA Private Sector	Implement those adopted; adopt those underway; apply for new areas
State and federal transportation programs (varies)	<ul style="list-style-type: none"> <li>▪ Provide for transportation infrastructure to achieve revitalization goals</li> </ul>	Federal matching funds to support transportation initiatives	City-wide	Not presently applicable	ARC, GRTA, GDOT MARTA PDNC, DPW	Other development entities Private Sector Each other	Advocate policy balance between new infrastructure and enhancing and keeping up existing

**DEVELOPMENT INCENTIVE PROGRAMS IN PLACE  
CITY OF ATLANTA**

**DRAFT 10/01**

<b>PROGRAM</b>	<b>PURPOSE</b>	<b>DESCRIPTION</b>	<b>LOCATION ELIGIBILITY</b>	<b>AFFORDABILITY CRITERIA</b>	<b>RESPONSIBLE AGENCY</b>	<b>LINKAGES/ LEVERAGE</b>	<b>NEXT STEPS</b>
Housing/Land Trust Fund	<ul style="list-style-type: none"> <li>▪ Establish dedicated resources to subsidize mixed-income housing</li> </ul>	Financial and organizational entity to receive and disburse funds	City-wide (with emphasis on areas of greatest need)	To be established	To be determined	All applicable development programs and entities	Craft, complete and adopt program
Affordable Housing Enterprise Zone	<ul style="list-style-type: none"> <li>▪ Provide A.V. tax incentives to produce affordable housing</li> </ul>	Exempt A.V. tax for provision of affordable housing units (like UEZ)	City-wide	To be established	PDNC	All applicable development programs and entities Private Sector	Craft legislation, seek adoption by legislature
Brownfield Enterprise Zone	<ul style="list-style-type: none"> <li>▪ Provide A.V. Tax incentives to redevelop brownfield properties</li> </ul>	Exempt A.V. tax for redevelopment of brownfield properties (like UEZ)	City-wide brownfield sites	To be determined	PDNC	All applicable development programs and entities Private Sector	Craft legislation, seek adoption by legislature
Land value taxation reform	<ul style="list-style-type: none"> <li>▪ Induce redevelopment of underdeveloped or fallow properties</li> </ul>	Tax properties on the basis of their developable	Areas to be designated based on public purpose served	To be determined	PDNC/DOF	All applicable development programs and entities Private Sector	Continue exploration with ULI and others

ADA	Atlanta Development Authority	GDOT	Georgia Department of Transportation
AEZC	Atlanta Empowerment Zone Corporation	GRTA	Georgia Regional Transportation Authority
AHA	Atlanta Housing Authority	HHS	Health and Human Services
ARC	Atlanta Regional Commission	HOPWA	Housing Opportunities for People with AIDS
AMI	Area Median Income	HUD	Housing and Urban Development
APS	Atlanta Public Schools	LIHTC	Low Income Housing Tax Credits
BHFED	Bureau of Housing and Finance and Economic Development	LCI	Livable Centers Initiative
BOB	Bureau of Buildings	MAP	Mortgage Assistance Program
BOP	Bureau of Planning	MARTA	Metro Atlanta Rapid Transit Authority
CDCs	Community Development Corporations	OORP	Owner Occupied Rehab Program
CDIA	Community Development Impact Areas	PDNC	Planning, Development and Neighborhood Conservation
DAS	Department of Administrative Services	PHA	Public Housing Authorities
DOF	Department of Finance	SCOORP	Sr. Citizen Owner Occupied Rehab Program
DOL	Department of Law	SSBG	Social Services Block Grant
DPW	Department of Public Works	TAD	Tax Allocation District
DCA	Department of Community Affairs	UEZ	Urban Enterprise Zone
EDI	Economic Development Initiative Grant	ULI	Urban Land Institute
ESG	Emergency Shelter Grant	URFA	Urban Residential Finance Authority
EZ	Empowerment Zone		





# Livable Centers Initiative City Center

7 Public Input

EDAW INC  
 THE BILTMORE  
 817 WEST PEACHTREE  
 STREET, NW  
 SUITE 770  
 ATLANTA GEORGIA  
 30308

**TO** City Center Partners  
**FROM** Sian Llewellyn, Pat Peters  
**DATE** October 17, 2001  
**CC**  
**SUBJECT** Technical Memo – Public Input Summary

TEL 404 870 5339  
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 www.edaw.com

The following memo contains a summary of the issues heard at the first two public meetings held to gather public input on the City Center Livable Centers Initiative. The first public meeting centered around the issues: housing, transportation, pedestrian connectivity, economic development/marketing, development/open space/land use, and human services. The second public meeting focused on the “Big Ideas” developed from input from the first public meeting: Strengthen Downtown Neighborhoods, Park Once (or not at all)... Ride MARTA, Fill in the Gaps, and Support the Downtown Experience.

Public Meeting 1: August 2-3, 2001

**HOUSING ISSUES**

**Discussion Questions**

*What is your favorite example of Downtown housing or urban housing (Atlanta or elsewhere) and why?*

*What are the biggest issues in housing in the study area?*

*Let’s assume that all our work is successful. What would the headline be in the newspaper announcing our success?*

**Examples from other cities**

- Brooklyn, Philadelphia
  - Avenues- mixed residential and commercial
  - Different economic groups
  - Maintained by zoning/policy
  - Exit onto the street (differs from Atlanta-street wall solid-no access)
  - Limit vehicles/access on narrow streets
  - Variation of housing type
  - Downtown attractive
  - Mixed income
- Denver
  - Trolley system

- Atlanta
  - No connectivity
  - In some cities, (Denver), streets (like Peachtree) are closed to become an entertainment district
  - Good Atlanta Example - Telephone factory

#### Issues

- Variety of housing/opportunities choices
- Mixed residential
- Residential nodes should be:
  - Walkable
  - Variety of residential uses
- Affordable housing that extends beyond low income to middle income
  - Difficult because of the cost of land
  - Trade-off of amenities to accommodate affordability
- Good residential neighborhoods should be:
  - Mixed use
  - Dense
  - Walkable
  - Accommodate people of all ages (through life cycle)
  - Architectural compatibility
- Need Retail Support
  - Impediments to investment in retail and residential development
  - Where do people shop?
  - Local prices are outrageous/high land costs
  - Affordable services (i.e., mini-mall) with competitive prices
    - What is affordable?
    - [For HDDC] affordable is dictated by family living in house
    - Layering subsidy (URFA, Enterprise Zone) HDDC \$110,000-\$120,000 sales; eligible homeowner must earn about \$25,000/yr (no property taxes) Average house \$160,000
- Need for land banking to control land costs
  - To the extent you cannot control land costs, market rate housing will be built
- Need concerted public policy approach
- Need Affordable Rental
  - High land costs result in more low-income residential rental
- Good Examples in other cities: Chicago, IL and Santa Monica, CA
  - Why do people come to these inner cities? Uniqueness of services

- Zoning ordinances do not allow for density that makes a difference-now-suburban  
Doesn't allow enough density/mass to support retail-should have more density when close to the urban core  
Develop public policy that allows for mixed-use development
- Is housing a major objective for this project area?  
Think toward mixed-use to achieve volume, traffic  
High quality-high density housing
- Plan should be adapted to this project area  
Families require different services like good schools  
Get rid of some of the parking lots  
Housing incentives (employers)  
Poor transportation and low parking rates makes driving reasonable

#### Study Area-Specific Issues

- Gaps of vacant buildings
- Development concentrated in the north
- Must be prepared to “break the mold” toward the east and southeast side (of study area)
- No financing mechanism for affordable housing
- Keeping housing affordable for the long term  
Restrictions on deed-subsidy is returned-paid back (variety of housing alternatives)  
Land trust-city retained ownership  
Public policy-percentage of all developments have affordable component  
People are being pushed out-especially low/fixed income residents Component for seniors/assisted living

#### **Headlines for Success**

Cradle to Grave

## TRANSPORTATION ISSUES

### Discussion Questions

*What is your favorite city to get around in and why?*

*What are the biggest issues in transportation in the study area? Why do we always hear that it's so hard to get around in Downtown?*

*Let's assume that all our work is successful. What would the headline be in the newspaper announcing our success?*

### Downtown Areas with Good Transportation Systems

As an opening question, the discussion groups were asked to identify downtown areas where transportation works well and why. The following Cities were identified:

- New York
- Chicago
- Washington, D.C.
- San Francisco
- Gastown, (Vancouver) Canada

The following were some of the comments as to why these cities have effective transportation systems:

- Trains go to several destinations and cars are not needed
- Parking is expensive, making people leave their cars
- The transit system is well coordinated with the pedestrian system
- The trolley system is fun making the trips enjoyable.

### Issues

The transportation breakout groups provided extensive input and insight into transportation issues in the City Center LCI area. The following comments identified the transportation issues in the study area:

### MARTA

- Due to MARTA rail connection to the airport, the Five Points station and Peachtree Center station are seen as gateways to the City.
- Most visitors use Peachtree Center station because it is near hotels
- The MARTA Five Points station is uninviting (perceived safety is a problem in the station and the design and decoration are not inviting).
- The Five Points MARTA stations should be grand because of its importance as a gateway to downtown.
- The street vending at the MARTA stations is a problem. The retail should focus on businesses that service commuters and visitors.

- The transit stations should be built to have a human scale.
- MARTA is a “secret society system” – There are no maps, schedules, or information posted, so you must be “in the know” to be able to navigate.
- Improved signage around MARTA stations is needed. Signage should be multilingual.
- Dedicated bus lanes should be considered to provide a time benefit from transit.
- The MLK MARTA station is seldom used because it provided poor connectivity to the MLK Center and has a poor perception of safety, especially along Grant and Hilliard Streets.
- A bus “fare free” zone should be considered in the downtown area.

#### Transit Shuttle Activity

- Many of the hotels currently run shuttle services in the downtown areas. These should be combined into a service that is open to the public.
- A study of shuttle services from Peachtree Center to underground failed to show significant ridership for success.
- A study of shuttle routes from the King Center to downtown and other significant cultural areas was recently performed which identifies routes to meet potential demand.
- Currently buses are heavily used to bring school children and church groups to the MLK Center.
- Implementation of a trolley type shuttle from downtown to the MLK Center via Auburn Avenue was suggested.

#### Parking

- Intelligent Transportation Systems should be considered to let the motorists know where parking is available
- Parking rates in Atlanta are too low to discourage people from driving. Removal of surface parking would reduce parking supply and allow land to be used more effectively.
- All employers should provide parking cash-out. This involves paying employees directly for companies’ portion of subsidized parking so employees who take transit would receive a cash benefit to put towards commuting costs.

#### Deliveries

- Loading zones are used inappropriately throughout the City
- Truck loading/unloading along Peachtree Street near underground creates congestion.
- Trucks loading/unloading at the Inforum cause congestion along Spring Street and International Boulevard

#### Taxicabs

- Taxicabs should have a free-fare zone in downtown.
- The existing taxicabs are dirty and in poor condition.

- For many visitors, the taxi provides their first view of the City.

### Pedestrian Traffic Flow

- The pedestrian environment should be improved throughout the study area.
- Creation of a pedestrian walkway from CNN to underground has been considered in the past.
- Some of the primary pedestrian barriers are the crossings of the CSX railroad near the MLK MARTA station.
- The pedestrian travel mode must be integrated with transit service to increase the productivity of each.
- Auburn Avenue should be the focus of a new pedestrian oriented corridor connecting the Old 4<sup>th</sup> Ward to downtown Atlanta.

### Bicycle usage

- Pedestrian and bicycle connection from the Carter Center to MLK Center is already in place.
- John Wesley Dobbs is currently under capacity and could be used as a bike corridor if one lane were removed to install bike lanes.
- Bicycles should be considered throughout the study area.
- Consider implementation of a program similar to Decatur's free "yellow bike" program, but use smart cards to check out bikes.

### Coordination of Study Efforts

- This study should be coordinated with the results of the TMA study for this area.
- This study should identify improvements that match with ARC's plans for the future in the Regional Transportation Plan and GDOT's improvement plans.
- The study should be coordinated with the potential implementation of a Multi-modal Transportation Center.

### **Headlines for Success**

Why Drive?

People make the difference

Atlanta, a Great Experience Without Cars

Atlanta becomes a multi-modal City

Most Accessible City in Southeast

## **PEDESTRIAN CONNECTIVITY ISSUES**

### **Discussion Questions**

*Describe your favorite pedestrian environment. What can we transfer to the study area?*

*What are the biggest impediments to pedestrians in the study area?*

*Let's assume that all our work is successful. What would the headline be in the newspaper announcing our success?*

### **Describe you favorite pedestrian environment**

- Storefront friendly
- Natural features
  - Bodies of water
- Themes:
  - Government (Washington DC)
  - Arts (New Orleans)
- Local interaction with residents
  - Numbers of people on the street
  - Residents going about normal daily routines
  - Feeling of connections to residents
  - Perception of safety
- Comfort
- Attractions, stuff to do
  - Retail
  - Street-level experience
  - Public art
  - Open space
  - Historic sites
  - Entertainment
- Density (concentration of people)
- Residential mass (quality neighborhoods)
- Drivers respect traffic laws & pedestrians
- Trees, shady areas
- Separation of pedestrians from lanes of traffic
  - Off-street parking
  - Trees
  - Lighting
  - Street furniture

### **Issues - Impediments to Pedestrians**

- Sidewalk condition/width
  - Lack of maintenance
  - Sidewalks too narrow in places



- Sidewalk surfaces
  - Concrete easier to maintain than pavers, bricks, etc.
  - Lack of continuity
- Crosswalks not conveniently located
  - Long blocks
  - Wide intersections (lack of islands)
- Pedestrian zones not clearly defined/safe
- Gaps between destinations (desolate places)
- Lack of quality destinations
- Safety (perception vs. reality)
  - Lack of police presence
  - Homeless issues
  - Streets deserted after hours
- Crossing lights timed for cars instead of pedestrians
- Need for on-street parking and other traffic calming measures
- Pan-handlers
- Sidewalks cluttered
  - Newspaper boxes
  - Construction debris
  - Trash/dirt
- Lack of enforcement
  - Sidewalks disturbed by contractors should be repaired to original condition or better
  - City allows mish-mash of development
    - Encroachments on pedestrian ways
    - Poor design
    - Poor aesthetic quality of streetscapes, buildings
    - Derelict buildings, undeveloped lots
    - Building facades not maintained
  - Design standards
    - Curbing
    - Sidewalk width
    - Plantings
- Wayfinding difficult
  - Continuity of signage can help orient yourself
  - Out of date signage not effective
  - Lack of wayfinding
  - Poor aesthetics
- Sanitation
  - Air (smells)
  - Waste
- Traffic
- Street vendors
  - Lack of uniformity
  - Create congestion in some areas
  - Inappropriate wares
  - Vendor lobby is very strong
- Connector is a huge obstacle

- Drivers (and pedestrians) that disobey traffic & pedestrian laws  
Need public education for both drivers & pedestrians  
One-way streets encourage speeding (wide boulevards)

### **Key locations that need attention**

- Boulevard at Auburn avenue
- Edgewood
- Gilmore
- Decatur Street (along GA State corridor) – pedestrian accidents
- Spring Street (north of Marietta) is a speedway
- Centennial Olympic Ave at Marietta Street
- Grady Homes connection to King Memorial Station
- Piedmont at Auburn (pavers installed prior to Olympics have disappeared)
- Piedmont at Edgewood
- Connection to Underground Atlanta
- Five Points Marta Station needs cleaning/redesign/better connection

### **Suggestions for Study**

- Perhaps some funds should be used to develop guidelines and enforcing them
- Gather/mobilize resources  
Public/private partnerships  
Commitment by city government!
- Add more trees
- City needs to act on recommendations & guidelines  
Five Points  
Homelessness
- Fill in gaps
- Put history on the streets  
Connect King Center to Downtown  
Paint footprints on the street to lead to sites (civil rights movement was all about marching)
- Improve wayfinding
- Make core areas of districts strong & allow them to grow together – connections will grow naturally
- Focus efforts & money on connecting activity centers – let the gaps fill in
- Don't bite off too much at once – get something done!
- Need designated bike paths
- Clean up Woodruff Park  
Important connection to city lost to the homeless
- Build adequate pedestrian environment and maintain it

### **Headlines for Success**

Downtown Connected  
Atlanta, Livable at Last  
Wide, Clean & Green: Sidewalks in Atlanta

Find it on Foot: Atlanta Gets Pedestrian  
Mayor Gets Behind Foot Traffic  
Atlanta Goes from Worst to First Among Nation's Most Walkable Cities

## **ECONOMIC DEVELOPMENT/MARKETING ISSUES**

### **Discussion Questions**

*Are there good examples of downtown marketing and economic programs you have seen elsewhere? What about these programs could be transferred to the study area?*

*What are the biggest issues in marketing Downtown to employers and residents for the study area?*

*Let's assume that all our work is successful. What would the headline be in the newspaper announcing our success?*

### **Examples of other cities**

- Chicago – streetscapes (banners, cafes, flowers)
- Austin – streetscapes and amenities
- Toronto – plazas, fountains, parks
- Charleston, SC – festivals, plazas, on-going events
- Seattle – Pikes Market, shopping
- Paris – cafes, shopping, water features, cleanliness
- Fort Worth, TX – historic character and charm

### **Issues**

- Vacant lots and boarded-up buildings
- Insufficient lighting
- Gaps between development
- Homeless problem
- Code enforcement lacking
- Lack of shopping
- Limited number of restaurants and hours of operation
- Lack of parking decks
- Police attitude is unfriendly
- Woodruff Park homeless problem
- Lack of connectivity between areas
- Fear of personal safety in Five Points
- No comfort zone

### **Marketing**

- Who's really marketing downtown?
- Where is the leadership?
- Is the Chamber of Commerce really involved with the promotion of downtown
- What role is the City of Atlanta playing? Fulton County? State of Georgia?
- Should CAP be the sole voice of downtown?
- What role should major employers play?

## Basic Needs

- Good shopping
- Redesign Fulton County Library main branch
- Create stronger partnerships with City, County, and State
- Increase signs for wayfinding
- Take advantage of Atlanta's history (civil rights, sports, transportation)
- Additional housing development incentives
- Good attitude of police
- User-friendly permitting process
- Major branding program with consumer incentives

## Headlines for Success

Focus on Downtown

Power to the People

We Demand a Good Downtown

We Want More Housing

## DEVELOPMENT/OPEN SPACE/LAND USE ISSUES

### Discussion Questions

*What are the biggest impediments to physical development in Downtown?*

*How can all the land uses found in the study area work together?*

*Let's assume that all our work is successful. What would the headline be in the newspaper announcing our success?*

### Issues

- Safety – lighting issues at night
- The underpass
- Gang activity/Drugs/Prostitution
- Real crime not just the perception of crime
- Not enough people in the area – need more residents out walking around.
- Land prices (and rents) are high – retail rents in F-P are five times East Atlanta rents but trying to pull the same shops in study area is a problem
- Public housing development, we can't wait - it will take a while
- There is housing – now there needs to be businesses
- Boulevard and Auburn Avenue – there's a lot of hanging out
- Liquor Store across the street from Dobbs Park – One beer, one cigarette
- Need more restaurants
- Residential needs to be mixed income
- Maintenance of public space, look at the money spent on Auburn before the Games, now the sidewalks need to be repaired
- DRUGS and lack of police enforcement
- Public housing feels like an island, isolated, and not connected to the rest of the community
- We need things to generate activity
- Development at King Memorial Station – connecting to Memorial Drive Study, just get people there!
- Is Graffiti intimidating? People don't graffiti what they respect. What about providing space for graffiti? Should include more public art in open spaces.
- The City is very slow. But its not just this area – dealing with city bureaucracy is a cost of doing business in the city.
- Dealing with the city – customer service issues for developers. There is not a clear procedure for development process
- Codes are not enforced. The physical condition of buildings is a detriment to development.
- Quality of life
- Streetscape (maintenance, maintenance, maintenance)
- Wayfinding is unclear, where do you go when you get off MARTA, MARTA bus times are not posted
- Patchwork of land owners – perhaps an emotional and historic attachment to Auburn Avenue.

- Lack of neighborhood useable greenspace, where do you go to walk the dog, kick a football, or throw a Frisbee?
- Stormwater system is overloaded and overflowing

### **Suggestions for Study**

- Two-way Streets and street parking
- Pedestrian Corridor from King Memorial to MLK Center
- DID should be expanded to include Sweet Auburn or Sweet Auburn should form its own DID
- New Linear Park from King Memorial Station (hooking into Memorial Drive work) through the NPS site to Presidential Parkway Freedom Park to Memorial Drive
- Need alternative East West transit – a trolley between NPS and Centennial Park?
- Grady Homes redeveloped as mixed income like East Lake and Centennial Homes
- Destination retail with along Auburn Avenue capture visitors to NPS
- Second Floor residential in retail buildings along Edgewood and Auburn
- Federal transportation money how can we use it?
- Too many surface parking lots – look into innovative taxing to stop parking lots from being a profitable holding pattern for land
- Look at municipal parking
- Need infill projects
- Concentrate development at either end (Fairlie-Poplar and MLK District) and hope that the edges fill-in

### **Headlines for Success**

Vision Achieved

World Class City (Really!)

Mayor and Business Community on Same Page

Mayor and Business Community Achieve Vision

## HUMAN SERVICES ISSUES

*The AJC has re-energized the debate about the homeless in Downtown (especially Woodruff Park and Fairlie-Poplar) – what will it take to make an impact on this issue?*

*Does a community need a school/daycare/senior center to be complete?*

*Let's assume that all our work is successful. What would the headline be in the newspaper announcing our success?*

### Issues

#### Social/Institutional

- There is a new node for homeless services – the Resource Opportunity Center (the Rock) on Decatur Street, as well as Mercy Mobile Healthcare Services, which is operating a homeless outreach program focused on Downtown. Their people are in the field talking to the homeless and also providing transportation for the homeless to services.
- Create less assertive homeless centers (day centers and services), since some homeless people are not ready for help, just looking for refuge from the weather and for a place that provides water for personal hygiene.
- Need better coordination between social service providers to help with daytime homeless issues. The homeless use the Atlanta-Fulton County main library as a daytime hangout, which leads to safety issues for librarians, Downtown residents, and children.
- Involve Literacy Action, since approximately 50% of homeless are illiterate.
- Need more coordination and involvement of church and hospital social service providers.
- Need more education on the issue of homelessness, to separate those who are homeless because of economic reasons from other problems like drug/alcohol abuse and mental illness. We should deal with who the homeless are not what we want them to be.
- Put more social services case managers in the field.
- Need better enforcement of city ordinances regulating behavior in public places. GSU helps manage Woodruff Park, but has been limited by the City in enforcing city ordinances.
- Keep service providers/stakeholders involved in an accessible and communicative planning process.
- Encourage city/county institutional change. The Atlanta-Fulton County Library branches are starting to provide other services like a bookstore/coffee shop atmosphere. Some city community centers are opening up for general-purpose rental after 6PM for public use/multiple uses.
- May need additional legislation to deal with homelessness. For example, a New York City law requires the city to provide a bed to every homeless person. Many homeless initiatives are coordinated through the City of Atlanta, but the provision of social services is a primary responsibility of Fulton County and the State of Georgia.



- Create a Woodruff Park Conservancy to manage and program the park.
- Reduce the parking subsidy (parking costs \$18/month) to Grady Hospital employees to encourage fewer auto trips and more MARTA trips.

### Physical

- Need better connectivity between Fairlie-Poplar/Woodruff Park to homeless services.
- Need better connectivity between services and MARTA (for example, from the Georgia State MARTA station to Grady Hospital); possible connector shuttle from MARTA to services?
- Consider 24-hour connectivity of services – from nighttime housing (5PM-8AM) to day centers and outpatient services for counseling, treatment, and education such as the Rock and Mercy Mobile (8AM-5PM).
- Computer resources of Atlanta-Fulton County Library are used heavily for employment searches.
- Need more outdoor water fountains and public restrooms – there is only one public water fountain in Downtown. Should relieve the pressure on single facilities by adding more and spreading them out throughout the larger Downtown.
- Balance the location of homeless services by removing the concentration around Grady Homes and the King Memorial MARTA station.
- Create 75-unit “Hope House” transitional housing developments in each city council district for a “fair share” distribution.
- Create non-threatening “precincts” (small, monitored areas) for homeless day services.
- Restart public activities (music, festivals, art shows) in Woodruff Park, Park has been given up to the homeless
- Need other connected services for Downtown residents and family/children, such as grocery stores, drugstores and other retail outlets.
- New senior center to be built near Freedom Parkway.
- Future conversion of public housing in Capitol Homes (1,763 residents) and Grady Homes (1,119 residents) into mixed-income developments with HOPE VI grants.
- Improve connectivity between public housing and schools in the area – Cook Elementary on Memorial Drive, Walden Middle School and Grady High School.
- Grady Hospital expansion at Butler and Armstrong streets to include office space for doctors (mixed-use space).

### Suggestions for Study

- Need to create a network of day service centers for the homeless population.
- Balance the location of services. Do not concentrate them in the planning area or Downtown.
- Need to improve connectivity of residences and MARTA to service centers for the homeless population.

## **STRENGTHEN DOWNTOWN NEIGHBORHOODS**

### **Discussion Questions**

*What is your favorite Downtown or urban neighborhood (Atlanta or elsewhere) and why?*

*Assume that you are partnering with the city or a developer to create a new or revitalized residential development. What would your project be and where would it be located?*

*What are the two things you would like to see if/when you look at the downtown in twenty years?*

### **Examples from other cities**

- Chicago
  - Redevelopment expanded from north side of city
  - Street grid for easy access
  - Places that you can walk to
  - Short trips on transit (the EL)
  - Business hours that extend beyond 9-5
  - Mayor support/lives downtown
  - Jobs beyond service arena that allow residents to afford the housing
- Alexandria, VA
  - Good housing types, high-rises/lofts in Atlanta do not lend to neighborhood feel, results from high land prices
- New Orleans, LA
- Beijing, China
  - Free, open markets on Friday and Saturday nights

### **Issues**

- Neighborhood
  - Must be pedestrian-friendly and feel safe from traffic, community policing
  - What is the definition of a neighborhood?
    - A place that people identify with (yards, trees)
    - Trying to create a single-family neighborhood as opposed to other housing types
- Services
  - Equitable access and distribution, restaurants/stores not open past 5pm (compare to Buckhead)
- Challenges
  - Making the “numbers” work
  - Getting folks to come downtown
  - Getting folks to live downtown (raise taxes in Buckhead)

Housing within price range for a variety of people (\$145-250K)  
Provide a variety of housing types  
Encourage businesses to come downtown  
Effective police presence  
Alcohol establishments in proximity to churches and schools

- Lack of neighborhood retail and services
- Lack of and poorly maintained streetscapes
- Environment that is conducive to families and young people just out of college
- Strong mix of housing types
- Advantages of affordability for multi-family housing, single-family housing out of most peoples' price range
- Reducing the amount of low-income housing, if the number of residents in area is increased, it is possible that the number of low-income residents will remain the same
- Successful neighborhoods (VA-HI) because of residents, “cool” restaurants, variety of businesses and neighborhood associations

### **Suggestions for Study**

- Reverse property tax to encourage development
  - Maintenance of vacant properties that are underutilized, make it unprofitable
  - Tax falls more heavily on land and not on improvements
- Mayor that embraces downtown
- Sense of security that does not have to include “police”
- Schools in the downtown
- Establish a “beauty-scape” improvement tax for non-occupied buildings
- Proactive approach – rent controls for long-term residency or “discounts” to keep some consistency to the neighborhood base of residents

## **PARK ONCE (OR NOT AT ALL)... RIDE MARTA**

### **Discussion Questions**

*What cities have good programs/multi-modal transit opportunities?*

*Assume that you are partnering with the city or a developer to create a “Park Once” facility. What services would be included near your project and where would it be located?*

*Where would you park once?*

### **Examples from other cities**

- Portland, Oregon
- Berlin
- Washington, DC
- LA parking garages

### **Issues**

- Supply
  - Need available parking – Auburn Avenue
  - Look at on-street parking available after hours on more streets
  - Reduce surface parking – blend with the community
  - Church parking (church members park on street instead of designated lots and block bike lanes)
- Urban design
  - Parking that blends with the community – Auburn Avenue
  - Maintain pedestrian orientation
- Security/Safety
  - Maintain parking facilities/enforce parking
  - Extend Ambassador Force down Auburn Avenue
  - Pedestrian security
  - Need people

### **Suggestions for Study**

- ITS solution for parking – automated signage directing drivers to available parking garages
- Developments contribute to bus system
- Making the bus system work
  - Tokens sold in parking facilities
  - Fare-free zone – Auburn Avenue
  - May not need fare-free zone
  - Maybe combination of MARTA route options and shuttle

- Need to tax land to force parking to redevelop
- Land use is key
- Shuttle to service churches on Sunday AM
- Support for a circulator shuttle

## FILL IN THE GAPS

### Discussion Questions

*Describe your favorite pedestrian environment. What can we transfer to the study area?*

*Assume that you are partnering with the city or a developer to create a signature project in the study area. What type of development would spur interest and promote development in downtown and where would it be located?*

### Examples from other cities

- Vancouver

### Issues

- Connectivity
  - MLK MARTA – Fulton Lofts – MLK Historic Site
  - Open up Hilliard between MLK MARTA/Auburn - Visual connection
  - Centennial Park/Underground/Hotel district connection
  - Underground hard to find
  - Streetscapes that lead to destinations – separate identities for different areas
  - Street #'s don't match addresses – lack of uniform numbering
- Urban design
  - Visual appeal of MLK station
  - Sidewalk on south-side of DeKalb Avenue
  - ADA accessibility (street design/sidewalks)
  - Sidewalks not pedestrian friendly
    - Environment
    - Street crossings
    - Maintenance of sidewalks
    - Obstacles on sidewalks
  - Lack of street signs/bad location
- Traffic calming
  - Trees
  - Medians
  - Pedestrian islands
- Security/Safety
  - Underpass at Auburn and Edgewood
    - Liquor store
    - Hanging out
  - Decatur/Boulevard/Krog
    - Lighting
    - Already ADA accessible
  - Pedestrian safety
    - Law enforcement/ticketing drivers

Driver education  
Pedestrian rights education  
Traffic calming

**Suggestions for Study**

- Wayfinder for pedestrians between MLK/Auburn
- Need Wayfinding
  - Exits to/from freeway
  - Venue signs
  - Electronic signage
- Elevated walkway/pedestrian connection over DeKalb Avenue
- Signage
  - Street signs
  - MARTA routes/schedules
- MARTA needs to be pushed
- Cover 75/85 from Capitol to Auburn
  - Restore connection to neighborhoods (examples: 495/1 – Alexandria, VA and GA Tech model)
- Observation tower/gateway
- Form CID in new SPI area
- Need shuttle system between venues
- Capitalize on history/entertainment and housing component
- Developments like Kroger/restaurant/retail/housing at City Plaza

## **SUPPORT THE DOWNTOWN EXPERIENCE**

### **Discussion Questions**

*What is your favorite Downtown event (Atlanta or elsewhere) and why?*

*Assume that you are partnering with the city or developer on new downtown events or attractions. What would your project be and where would it be located?*

### **Favorite Downtown Event**

- Sports-related
- Artscape – National Black Arts Festival
- Concerts – On-The-Bricks
- Lunch on Broad
- Festivals – Auburn Avenue, Caribbean
- New Years Eve Peach Drop

### **Issues**

- Non-use of Fulton County Main Library due to disorganization and “shady” characters hanging about
- Must resolve hassling by homeless/panhandlers (not just aesthetics, aggressive)
- Need more people on the streets
- Public relations problems – is it really safe?
- Quality of life ordinances to enforce/deal with homeless and panhandling
- Bad intersections during special events (COP Drive and Marietta Street)

### **Suggestions for Study**

- New Events
  - Taste of Atlanta – spread it through the streets
  - Mardi Gras at Underground
  - Monthly flea market, green market
  - International festivals
  - Neighborhood festivals for study area (Castleberry, Edgewood, StudioPlex)
  - Midtown Music fest
- More greenspace – a place to jog
  - Chicago lakefront park
  - Greenspace from the gulch
- Streets that have a more pedestrian flavor
  - 16<sup>th</sup>. Street in Denver
  - Lincoln Road in Miami Beach
  - 3<sup>rd</sup>. Street Promenade in Santa Monica
  - Pedestrianize Auburn Avenue
  - Streetscape design competitions
- Lighting for Auburn/Edgewood viaducts
- Good bars/restaurants (parking discount after 6pm)



- Partnership of NPS and CAP Ambassador Force to cover King Center to viaduct

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# City Center Livability Project

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A basic "win-win" scenario would be to integrate the existing Center City plans eg. Blueprint et al into a physical model that identifies the strengths, weaknesses... etc. in a tangible fashion to the public; private and not for profit interests.

## Comment Sheet

Comments can also be emailed to [mwill@centralatlantaprogress.org](mailto:mwill@centralatlantaprogress.org)

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- Sign*
- LESS money & time spent on planning & MORE money & time on implementation. Please check & see if a plan has already been done in this area in the past.
  - THE PRESENT local gov't has little backbone to make a STAND on homeless issues especially panhandling & URBAN CAMPING @ Woodruff Park.
  - Underground needs to come up with an attraction eg. Aquarium etc to draw the white suburbs to downtown. They will NOT come down more.

## Comment Sheet

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Then once ever to see the MKK MEMORIAL



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# Livable Centers Initiative City Center

8 Stakeholder Interview  
Summary, Matrix, and Form



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TO City Center Partners  
FROM Sian Llewellyn, Pat Peters, Amy Lang  
DATE November 14, 2001  
CC  
SUBJECT Technical Memo – Stakeholder Interview Summary

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The following memo contains the summary of stakeholder interviews as well as the questionnaire used to gather input from the stakeholders.

### **Stakeholder Interview Summary**

#### **City Center Livability Project Partners’ Livable Centers Initiative**

##### **Public Participation: Stakeholder Surveys**

This section summarizes findings from 22 stakeholder interviews. Stakeholders were identified from a list of active community representatives. The consultant team conducted interviews in person or by phone. The survey contained questions pertaining to 7 broad planning categories.

The planning categories included:

- General Questions
- Human Services
- Development/Land Use/Open Space
- Housing
- Transportation/Pedestrian/Connectivity
- Economic Development/Marketing
- Overall Vision

Most questions were open-ended, allowing the respondents to raise any issue of personal importance. Several questions were structured with scaled responses to permit direct comparison among participants. Below is a brief synopsis of each section.

##### **General Questions**

Respondents identified many issues facing the City of Atlanta. A few responded that it needs to be vital day and night, a city that offers services and entertainment 24/7. Comments also centered on the pedestrian and vehicular aspects of the city; certain areas are not pedestrian friendly and road improvements are needed. Public safety improvements are needed, too; there is at least a perception of crime in the city. Gentrification in the residential areas is a concern of stakeholders. Many of the

respondents also felt that the Downtown area needs to be cleaned up and better maintained.

Many respondents identified transportation as a major strength of the Downtown, citing the interstates and five MARTA stations. Employment centers such as the government center and the presence of major corporations are strengths of the Downtown. The presence of Georgia State University is viewed as a major strength. Lastly, respondents discussed a variety of destinations – including sports related venues and the historic areas.

The perception of the LCI/Downtown area is viewed as the biggest weakness. The planning area lacks a sense of place and has the perception of being unsafe, possibly due to the fact that there does not appear to be enough pedestrians or presence of public safety. There is a homeless problem in the area and at least the perception of drugs. The connectivity of the area is also a weakness, both among destinations and to public transit.

Most respondents feel that the biggest obstacle to plan implementation is funding. Consensus and coordination is also an obstacle for plan implementation. Coordination between public and private in terms of development, and consensus among stakeholders as to what the priority is.

For this plan to be a success respondents feel that ownership and support of the plan is most important. Support needs to come at many levels, from the National Parks Service's involvement with the King Center, to stakeholders such as Georgia State University and the Grady Health System, to support from major businesses, organizations and neighborhood organizations. Another factor in the plan's success is connectivity. The plan needs to incorporate ways to get people around the planning area without a car. The inclusion of more services is also suggested. Services should be geared to the residential land users and consequently be available day and night.

### **Human Services**

Respondents overwhelmingly feel that a community needs a school/day care/senior center to be complete. Very few responded no to this question, some responded that it depends on the make-up of the community.

### **Development/Land Use/Open Space**

There are a variety of aspects of the planning area that are considered positive development. Many respondents like the mixed uses throughout the planning area. The redevelopment of public housing is also a positive. Land uses in Sweet Auburn and in the Fairlie-Poplar district, as well as Georgia State University, are considered advantageous. Respondents are pleased with revitalization and the presence of historic areas.

Opinions vary with respect to dislikes about current development. The pedestrian environment and appearance in some areas is considered negative. Storefronts and buildings are not attractive to pedestrians and, in particular, Barbara Asher Plaza and the Five Points MARTA station need improvements. Other comments include that the

area is too car-oriented, there is a serious homeless issue, and the gentrification in residential areas such as Centennial Hill.

Overall, respondents feel that the planning area lacks basic commercial and health services. Grocery stores are the most needed commercial service in the area. Other suggestions include doctors, dentists, cafes, theaters, and retail in general.

Respondents are divided on the issue of more parks, open space and trails. Some feel that trails could increase the connectivity of the area and encourage pedestrian activity. Smaller parks in neighborhoods would also be positive. Concerns about adding parks include the existing vagrancy problem and lack of maintenance of existing parks– why add to it.

Auburn Avenue and the Peachtree Street corridor are considered by some to have land uses that work well. But the new zoning categories offer an improvement. Other areas include the Fairlie-Poplar District and Centennial Olympic Park.

The majority of respondents do not feel that current policies for zoning and development are working well. Some commented that there is difficulty in the permitting process – it is inefficient and the process should be made easier.

Respondents rated the following services/land uses on a scale of 1 to 5, with 5 representing the strongest interest in seeing more of the service provided in the planning area. Table 1 shows the average score and ranking of land use/service types.

**Table 1**

<b>Service/Land Use</b>	<b>Ranking</b>	<b>Average Score</b>
Residential	1	4.33
Entertainment (restaurants, bars, theaters)	2	4.24
General, larger scale commercial (grocery, drug)	2	4.24
Personal services (hair salon, dry cleaning)	3	3.95
Business/professional offices (accountants, banks, lawyers)	4	3.73
Specialized retail (novelty, antique shops)	5	3.50

Interviewees showed the strongest interest in having more residential services in the planning area. Entertainment and large-scale commercial services were equally valued high. They were not as interested in seeing more business/professional uses or specialized retail.

Respondents rated the following development alternatives on a scale of 1 to 5, with 5 representing the strongest interest in seeing more of the development provided in the planning area. Table 2 shows the average score and ranking of development alternatives.

**Table 2**

<b>Development Alternative</b>	<b>Ranking</b>	<b>Average Score</b>
Mixed-use (combine retail and housing)	1	4.00
Conversion of existing building (offices into residential)	2	3.89
Traditional Neighborhood Design (neighborhoods like Summerhill)	3	3.67
New office/professional buildings	4	3.47

Respondents rated mixed-use the highest as a type of development they would like to see in the planning area. Also highly valued, is the conversion of existing buildings from offices into residences. New offices/professionals were valued the least.

### **Housing Questions**

Several suggestions were made to make housing and neighborhoods in the area more attractive. Many suggested cleaning up and better maintenance in the area. The walkability of the planning area and a positive pedestrian environment, as well as safety is also important. Providing mixed-income and affordable housing is considered attractive to many as well.

Regarding the supply of rental housing versus owner housing – most felt that there was not a balance. Reasons for the imbalance varied from too many rentals to not enough supply of either.

A majority of respondents were not aware of neighborhoods in the LCI that have problems such as noise or light caused by nearby commercial or industrial activity. Some commented that that is part of the downtown experience. Traffic was mentioned a few times as a problem, however.

Accessibility to services is the most attractive quality for urban housing as an alternative to the suburbs according to respondents. Residents would also have the benefits of living close to work thereby reducing the daily work commute. Entertainment and transit options may also be greater in a downtown. Home upkeep, such as lawn maintenance is potentially less.

Respondents rated the following housing development alternatives on a scale of 1 to 5, with 5 representing the strongest interest in seeing more of the housing provided in the planning area. Table 3 shows the average score and ranking of housing alternatives.

**Table 3**

<b>Housing Development</b>	<b>Ranking</b>	<b>Average Score</b>
Condominiums	1	4.11
Multi-family rental complexes	2	4.00
Townhomes	3	3.67
Single-family detached homes (cluster homes)	4	3.11
Duplexes	5	2.89

Condominiums are the most desired form of housing development for the planning area. Close behind that is the multi-family rental complex. The least desired form of housing is the duplex.

### **Transportation/Pedestrian Connectivity**

Respondents had several comments about obstacles to movement through the LCI. There is a lack of sidewalks or they are not wide enough. There is bad signal timing and traffic lights are out, traffic signs are down. Lastly, there is a lack of adequate parking.

Many respondents felt that pedestrian improvements were the key to improving the movement of people through the LCI and adjacent areas. These improvements would encourage people to walk and bike. Another suggestion is to improve signage – wayfinding will enhance connectivity.

The majority of respondents do not think that there is enough parking in the planning area. Monthly prices for parking range from \$28 to \$200. Some suggested that more parking is needed in the residential areas. Parking could be less obtrusive to pedestrians.

Most respondents do take MARTA, although only about 2 or 3 times a month. Some would ride a shuttle around the planning area. Possible destinations include Georgia State University, Peachtree Center, Arts Center, City Hall, and the Historic District.

Respondents rated the following types of transportation modes on a scale of 1 to 5, with 5 representing the strongest interest in seeing more of the mode provided in the planning area. Table 4 shows the average score and ranking of transportation mode alternatives.

**Table 4**

<b>Transportation Mode</b>	<b>Ranking</b>	<b>Average Score</b>
Walking	1	4.80
Shuttle	2	4.13
Biking	3	3.78
Trolley/Streetcar	3	3.78

Walking is the most desired mode of transportation for respondents. The shuttle is also ranked high among respondents. Bicycling and the trolley/street car were the least favored of the four.

Most respondents feel that the lack of a critical mass is a threat to the viability of existing businesses in the LCI. There is not enough foot traffic for business, and what there is disappears after 5 p.m. Crime is at least a perception in the area, as well as panhandling and drug use. Other threats include a bad street environment – not enjoyable to walk and access to businesses is not good.

Many respondents feel that having more people living Downtown will attract more investment and shopper interest in the LCI. Basically, correcting the threats to business

viability will attract more investment. Other suggestions include focused loans, tax abatements and a better mix of businesses.

Most respondents listed places that they visit when asked what events they go to Downtown. These places include the MLK Historic District, Centennial Olympic Park, Phillips Arena, Auburn Avenue, Georgia World Congress Center, Civic Center, Underground Atlanta and the High Museum of Art. Some of the events mentioned include the fourth of July at Centennial Olympic Park, sporting events, tree lighting at Underground, New Years Underground, ArtScape and On the Bricks (Centennial Olympic Park).

The majority of respondents feel that more restaurants are needed Downtown. Also important is the inclusion of more retail and a variety of types of retail, as well as theaters. Entertainment is another service/use that would work well Downtown.

Cleaning up and improving the perception of the planning area should be the City's top priority in making improvements to the LCI, according to most respondents. Handling traffic issues and streetscaping should also be considered. Safety is also mentioned as a top priority.

Respondents chose several buildings/property that should be redeveloped first. Capitol Homes and Grady Homes were mentioned repeatedly. Auburn Avenue and the Five Points MARTA station. The area south of Five Points, where there are dilapidated buildings, was also mentioned a few times. Other sites include Woodruff Park, Fairlie-Poplar businesses, and Barbara Asher Plaza.

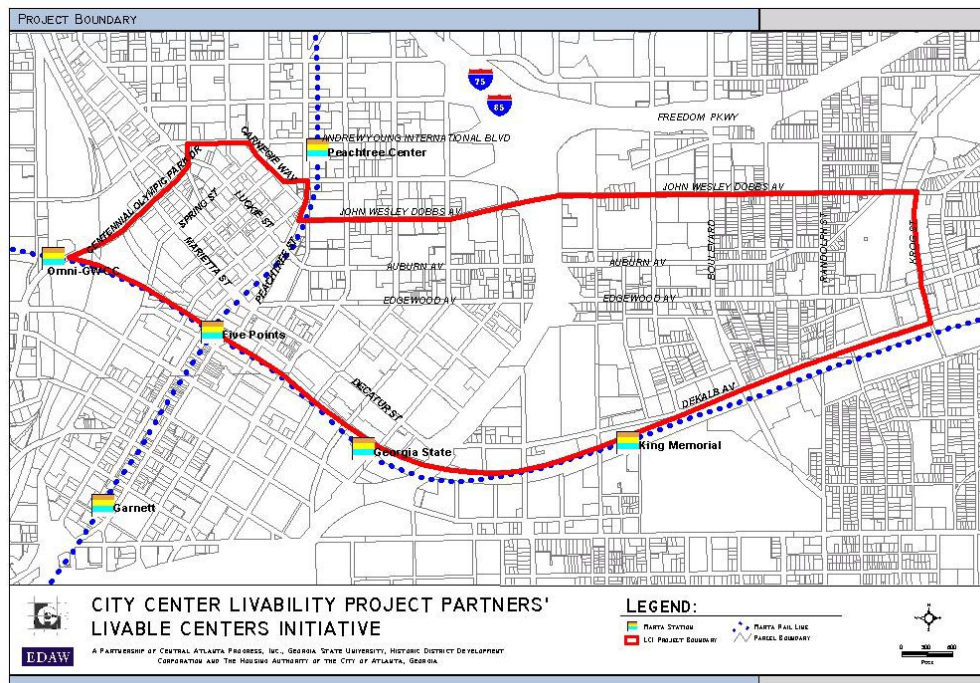
The overall vision for the planning area includes increased mixed uses and mixed income housing, increased density in the Downtown, better infrastructure, reduced crime, and a 24-hour city where people live and work. The majority of respondents chose Chicago as the city they would like Atlanta to be more like. Other cities chosen include Baltimore, Boston, Seattle, Boston, and Toronto.



## Stakeholder Interview Form

Hello, my name is \_\_\_\_\_. I am with EDAW, a planning firm working for the City Center Partners' Livable Centers Initiative. The partners include Central Atlanta Progress, Georgia State University, Historic District Development Corporation, and the Housing Authority of the City of Atlanta, Georgia.

The City Center LCI boundary runs east-west and is bordered on the south by the East-West Marta line including the King Memorial, Georgia State, Five Points, and Omni-GWCC stations, on the north by John Wesley Dobbs Avenue, on the east by Krog Street and on the west by Centennial Olympic Park Drive (refer to map below).



I am speaking with you because the City Center Partners asked us to talk with community stakeholders. We want to get insight and ideas from people who are active in the community. Your responses are very important to our research and to the LCI report that will be completed at the end of this year.

As we conduct the interview, I will take some general notes. Your answers to the interview questions will eventually be summarized as part of the final LCI report. We will use this information to set goals, identify important issues, and develop recommendations. Strict confidentiality will be maintained. We will not identify names or report specific responses.

Name: \_\_\_\_\_

Date/Time: \_\_\_\_\_

Location: \_\_\_\_\_

### General Questions

1. In your opinion, what is the main issue facing the city?
2. What do you think are the major strengths of the LCI/Downtown area?
3. What do you think are the major weaknesses of the LCI/Downtown area?
4. In your opinion, what is the biggest obstacle to LCI plan implementation?
5. In your opinion, what would make the LCI plan successful?

### Human Services Questions

6. Does a community need a school/daycare/senior center to be complete?

### Development/Land Use/Open Space Question

7. What do you like about current development in the LCI?
8. What do you dislike about current development in the LCI?
9. Do you like the current mix of services available in the LCI?
10. Would you like to see more parks, open spaces or trails available in the LCI? If so, where?
11. Are there certain areas of the LCI—particular streets, neighborhoods, intersections—that you think work especially well?
12. Do you feel that current city policies for zoning and development are working well? What changes would you recommend?

13. I'm going to read several types of services. Please tell me whether you would like to see more of the service offered in the LCI. I'm using a scale of 1 to 5, with 5 being the highest level of support/interest in the service and 1 being the least.

	Low				High
Residential	1	2	3	4	5
General, larger scale commercial (grocery store, drug store)	1	2	3	4	5
Specialized retail (novelty, antique shops)	1	2	3	4	5
Personal services (hair salon, dry cleaning)	1	2	3	4	5
Entertainment (restaurants, bars, theaters)	1	2	3	4	5
Business/professional offices (accountants, banks, lawyers)	1	2	3	4	5
Other _____	1	2	3	4	5

14. I'm going to read several types of development alternatives. Please tell me whether you would like to see the type of development offered in the LCI. Again, I'm using a scale from 1 to 5, with 5 being the highest level of support/interest and 1 being the least.

	Low				High
Traditional Neighborhood Design (neighborhoods like Summerhill)	1	2	3	4	5
Mixed-use developments (combine retail and housing)	1	2	3	4	5
Conversion of existing buildings (offices into residential)	1	2	3	4	5
New office/professional buildings	1	2	3	4	5

### Housing Questions

15. What needs to be done, if anything, to make housing/neighborhoods in the LCI more attractive?

16. Do you think that there is a good balance between the supply of rental housing and owner housing in the LCI?
17. Are you aware of residential neighborhoods in the LCI that have problems, such as traffic, noise, or light, caused by nearby commercial or industrial activity?
18. What qualities, either physical or social, make urban housing an attractive alternative to the suburbs?
19. I'm going to read several types of housing development alternatives. Please tell me whether you would like to see more of the type of housing made available in the LCI. The scale is from 1 to 5, with 5 being the highest level of support/interest and 1 being the least.

	Low				High
Condominiums	1	2	3	4	5
Multi-family rental complexes	1	2	3	4	5
Duplexes	1	2	3	4	5
Townhomes	1	2	3	4	5
Single-family detached homes (cluster homes)	1	2	3	4	5

Transportation/Pedestrian Connectivity Questions

22. In your opinion, what are the obstacles, if any, to moving cars and people through the LCI?
23. What do you think needs to be done, if anything, to improve the movement of people through the LCI and adjacent areas? (where should this occur?)
24. Is there adequate parking in the LCI? How much do you pay for parking in the LCI (monthly)?
25. How many times a week/month do you ride MARTA? Would you ride a shuttle bus around the LCI area? What would be the desired destinations?
26. I'm going to read several types of alternative transportation modes. Please tell me which of the following kinds of alternative transportation would you like to see in the LCI. The scale is from 1 to 5, with 5 being the highest level of support/interest and 1 being the least.

	Low				High
Walking	1	2	3	4	5
Bicycling	1	2	3	4	5
Shuttle buses	1	2	3	4	5
Trolley/street car	1	2	3	4	5

### Economic Development/Marketing Questions

27. What are some of the biggest threats to the viability of existing businesses in the LCI?
28. What would help attract more investment and shopper interest in LCI businesses?
29. Name 3 events that you have gone downtown for.
30. What additional types of entertainment, commercial uses, or business activities are needed or would work in Downtown?

### Overall Vision Questions

31. What should be the city's top priority in making improvements to the LCI?
32. What building or piece of property should be redeveloped first?
33. What overall future vision do you have for Downtown Atlanta, especially the LCI?  
Are there other cities you would like Atlanta to be more like?

Thanks for answering our questions. The LCI planning process will be completed by December. There will be other opportunities to participate; we encourage you to stay involved throughout the process.

Respondents 1-7

Question	Response (1)	Response (2)	Response (3)	Response (4)	Response (5)	Response (6)	Response (7)
<b>1. Main Issue</b>	Vital city day and night	Pedestrian/auto conflict. Traffic speeds, Decatur/Hilliard/Bell; road width and traffic	Getting infrastructure in place for increased population. City services (schools, police, fire, parks)	Aggressive public safety, homeless, peddlers, 5 points MARTA	Gentrification of existing housing	Balanced, sustainable growth	Volume of flow doesn't fit streets. Not enough parking. Homeless population
<b>2. Strengths</b>	Major organizations/businesses/communities together	Families - keeping together	Commitment by business community to invest in area. Residential and new interest	Corporate structure, presence of downtown	Opportunities to live, work, play, there are sidewalks	Location, entertainment venues	Parks, GSU, MARTA, mix of uses
<b>3. Weaknesses</b>	How people view area;lack of presence of ambassador force	Drugs and crimes surrounding community, Butler St. Park - vagrancy	Lack of businesses, quality schools, and infrastructure (traffic)	Homeless, lack of safety, non-residential	Perception of safety; not enough people seen on street (residents, non-residents)	Innaccurate perception	Homeless
<b>4.Obstacle for implementation</b>	Different opinions, lack of collaboration	Crime; more positive development to attract	Coordinating entities, stakeholders schools, City, NPUs, businesses, regional as well - comprehensive	Perception of downtown, lack of security	Gentrification	Money	Getting people back to the center of town, hitting target market
<b>5. Plan success</b>	Support from major organizations, businesses and neighborhood Orgs	Broader range of activities and services	See above	Change the above negative - will take time	Make sure residents are from different economic brackets	More money - corp/public buy-in	Right mix of retail. Daytime and evening services for residents
<b>6. School/daycare/senior center</b>	If more people living downtown is a goal	Yes	Yes, focusing on comp. Services, hospitals staying, rec. ctrs., YMCS after-school services	Add to/not required/part of	Yes	Yes	Yes. Residential areas need a mix, family/community focus
<b>7. Like current development</b>	GA State, Grady partnership on housing dev. With retail (for Grad students)	HDDC affordable housing	Quality housing and programs - mixed income	Housing authority redevelopment	Sidewalks, lighting	Mixed use/income aspect	Historic preservation, new buildings attractive, and keep green space
<b>8. Dislike current development</b>	Those with lack of planning/maintenance - homeless problem	Lofts	No, promising	Hard to do,slow; perception of area	Do not represent economic diversity of residents	NA	Car-oriented
<b>9. Like mix of services</b>	Lack of quality commercial services agencies are working to provide temp housing for those in need	Variety OK at curb market; Krogers bus; honest business people	Help from business community. Need more parks that are family-friendly - currently taken over by homeless	Yes	Lacking grocery stores	More retail - open later	Good start, need more
<b>10. Parks, open space, trails</b>	Other priorities; homeless may invade - this must be addressed	No	Reduce fragments. Freedom parkway, enhancements to King Ctr., woodruff, and Piedmont/Grant park connectivity.	Yes, not sure where, with housing development (Philly, Savannah)	No	Yes, smaller ones in neighborhoods	More walking/bike trails, get people out on streets like Auburn and Courtland, pocket park
<b>11. Positive sense of place</b>	Butler St.; work with MARTA & City	No	Turner field - Summerhill. Peachtree St. corridor, AY International corridor	Peachtree St. GWCC and Capitol Homes redevelopment	No	Little 5, VA Highlands, Historic District	Fort St., Auburn and Edgewood. Traffic flow is good and there is streetscaping and parking
<b>12. Zoning policies</b>	Not sure	NA	Review for center-city friendly uses mixed use services/development. Example: Pchtree/14th/Colony Square - live/businesses	Can work well, but not (Put cop on every corner)	Not sure	No	Yes, question about infrastructure to support new development.
<b>13. Types of Services</b>							
<b>Residential</b>	4	3	3	4	5	5	4
<b>General, large scale commercial</b>	4	4	5	3.5	5	3	5
<b>Specialized retail</b>	2	2	3	3	3	4	2
<b>Personal services</b>	3	5	4	4	4	3	5
<b>Entertainment</b>	3	3	3	3.5	5	5	4
<b>Business/professional offices</b>	3	4	4	4.5	2	4	3
<b>Other</b>	4 - Transportation for seniors	Library (no rank)	NA	NA	NA	NA	5
<b>14. Development alternatives</b>							
<b>Traditional Neighborhood Design</b>	4	5	4	3	NA	5	4
<b>Mixed-use</b>	4	4	5	4	4	5	4
<b>Conversion</b>	3	3	5	3.5	3	5	5
<b>New office</b>	3	3	5	4	2	3	1
<b>15. Improve housing/attractive</b>	Employment close to housing	Crime/renter problems; clean; resreational activities; affordable housing	Better schools, infrastructure, city services, lower taxes, business services for residents	Enforce city ordinances	Economic diversity	Affordable apartments	Mixed income, non-exclusionary work; play; live area to include those services

Respondents 1-7

Question	Response (1)	Response (2)	Response (3)	Response (4)	Response (5)	Response (6)	Response (7)
<b>16. Rental balance</b>	Not enough of either one	Not enough residential; more of both coming from Capitol Homes	Beginning to, less absentee landlords. Using city services - schools (moving back in)	Not sure	No, too much rental	No	Not sure. Not much rental housing. GSU needs rental housing
<b>17. Existing housing problems (noise, etc.)</b>	No	No. Headache/respiratory factory smell - merchants - BBQ/mayo/ketchup	Yes, part of city life; traffic worsening	Not aware	No	No	Along Dekalb Ave. - CSX line
<b>18. Attractive qualities</b>	Closeness of employment & housing; less traffic; vibrancy good for singles/young professionals/retirement/empty nesters	Maintenance	Closeness to work, availability of transit, reduced upkeep (yard work), close to services (reduces pollution)	Traffic, have all services available, schools, shopping, attractive housing, taxes too high	Options for entertainment, close to work, range of housing prices	Mixed and multi-generational	Walking distance to shopping and services. Good for pedestrians and cyclists. See your neighborhood common areas in neighborhood
<b>19. Development alternatives</b>							
<b>Condos</b>	5	3	3	4	4	5	3
<b>Multi-family</b>	4	3	2	4	5	5	4
<b>Duplex</b>	3	1	3	4	5	2	4
<b>Townhome</b>	3	5	3	4	5	4	2
<b>Single-family detached</b>	3	4	3	4	5	1	3
<b>22. Transportation obstacles</b>	Lack of street & deck parking, causing queues	No, traffic safety	Width of streets to accommodate traffic and non-pedestrian friendly sidewalks	Stop digging up roads for utility. Illegal parking, re-look at traffic plan	Not sure	NA	Construction and utility work. The 75/85 division - roads don't take much traffic
<b>23. Movement</b>	Better parking demand management; transit	Traffic/ped improvements	Traffic flow study - one-way streets. Ped friendly areas to encourage walking and biking		Not sure	NA	One collector street. Main thoroughfare wide. Higher speed side roads
<b>24. Adequate parking</b>	No, inadequate around GSU, Grady & 5 pts. Events only - \$10	NA	No, cost too high	Yes. Don't pay much, residential needs parking	Yes. No	NA	Yes, unless we add more people. \$70-80/month.
<b>25. MARTA</b>	Yes, GSU, 1 Peachtree, Equitable, Hurt, U Way, Sweet Auburn	None. Yes, Grady hosp., multi-modal center, Kroger/market	1 or 2 times/month. Yes. Meetings, schools, inst. services, entertainment centers, medical centers, parks, GWCCC	5-8/month. Yes. Downtown loop, Capitol, GA State	None. Yes, studioplex, Rialto	NA	Yes, at lunchtime and for errands. Auburn Ave and Fairlie-Poplar
<b>26. Transportation modes</b>							
<b>Walking</b>	5	5	4	4	5	NA	5
<b>Bicycle</b>	5	3	3	4	1	NA	5
<b>Shuttle bus</b>	4	5	3	4	4	NA	4
<b>Trolley/street car</b>	3	5	3	2	3	NA	4
<b>27. Threats to business viability</b>	Customer base evaporates after 5 p.m.	Property crimes	Prices higher, lack of resident support in community, poor quality services and goods	Security, pan handlers, street construction, transp.	Not enough foot traffic	Lack of residents, homeless	Infrastructure is lacking and outdated. Movement away from downtown; commitment to stay
<b>28. Attract investment</b>	A few successes/ attractors to point to	Trustworthy/friendly businesses	NA	Security, cleanliness	More clothing, mall type shopping, women's clothing	Better management of panhandlers	Community feel - support to succeed
<b>29. 3 events</b>	Showing visitors, King ctr., Auburn Ave., COP, Philips Arena, GWCC, Underground	Mayor's Ball, event bazaar, HUD events	Convocation - Civic Center, Hawks/Braves, work, Underground	Legislative session, sports, COP, GWCC, High Museum	Sporting events, meetings, work	Tree lighting at Underground, COP 4th of July, New Years Underground	Fairlie-poplar lunch, gallery showing, MLK Site
<b>30. Additional activities/land uses</b>	Cultural events, college-related, music, sporting events	See above	More grocery stores, professional offices, optometrist, family doctor, indoor recreation for winter months	Mechandise Mart, restaurants - Underground	Women's clothing and shoes	Beef up Underground with more and better restaurants	Retail- grocery; personal services, clothing-boutique; restaurants going out of business - Edgewood & Fairlie-Poplar
<b>31. Top plan priority</b>	Multi-use/mixed use development - infrastructure	Traffic issues/safety - light synchronized	Businesses. Quality schools to serve families - magnet schools. Safety and quality of services for neighborhood pride. Clean, viable and welcoming city.	General clean up, Physical, persons	Attending to gentrification - policy	Housing	Traffic/transportation; safety issues; keeping green space
<b>32. Redeveloped first</b>	Auburn Ave.	Laundry; corners near Hilliard and Decatur; nicer stores	Spread development from Cabbagetown into study area, Capitol Homes redevelopment, southern end redevelopment	Woodruff Park clean up/use. Capitol Homes	Not sure	Area around park, Coke's property	Along Woodruff Park - office/residential
<b>33. Future vision</b>	Strive to have own identity; NY, Cleveland, Baltimore	Crime reduction; Keep neighborhoods together	non-segregated, mixed income businesses, parks. Like Salt Lake City, Anaheim, Chicago lakefront	Clean up, living, coming shopping. Like Chicago and Philly	Going in right direction. 34th Street shopping in Manhattan, Georgetown shopping, wandering for shops	Downtown Chicago, Boston, Georgetown	Live/work option in LCI. Like San Antonio, Seattle, Chicago

Respondents 8-14

Question	Response (8)	Response (9)	Response (10)	Response (11)	Response (12)	Response (13)	Response (14)
<b>1. Main Issue</b>	Land uses; lack of density and mixed use; lack of perceived safety; dense around station; 1/4 mile drop-off	Lack of leadership in City government	Lack of 24 hr. downtown; restaurants, bars, nightclubs, people and residents	Police monitoring; city services/clean up; disproportionate taxing	East/west connectivity; alternatives to downtown connector; Brookwood to Lakewood Fwy (75/85)	Improved delivery of service policy to servers. Concentrate on delivery do it better	Infrastructure needs; gentrification citywide; Mixed income communities; ARC - include mixed income
<b>2. Strengths</b>	Public transit, 5 stations, employment centers	Access of metro community; government center; sports facilities; major attractions	Transportation; MARTA, Interstates	Its potential	Government concentrated employment; GSU; historic attraction for tourist	5 MARTA stations; destinations; employment; residential; tourists; lots of great groups working on the area	Close to downtown; to transportation; walkable
<b>3. Weaknesses</b>	Lack of access to transit on east side; not good enough land use mix; more commercial in Sweet Auburn; more residential in Fairlie Poplar	Perception of crime; ambassadors not enough for feeling of safety; lack of attention by City; homeless; lack of retail	Getting people downtown; safety perception; basic services	Inability of stakeholders to see it as a whole	General condition; old but not quaint	Even though it is a great area - there are gaps in between; perceived destination; Don't want to ride a bike on Freedom Pkwy or Dekalb Ave	Doesn't have the amenities; coffee shops; grocery stores - the things that make a neighborhood livable - sustainable
<b>4. Obstacle for implementation</b>	Money, funding and zoning changes	Cooperation of City of Atlanta; competition from other areas (people don't have to come in town)	Funding resources to carry out; good to do when broke economy bad	Disposition of stakeholders looking at higher good of everyone	Funding; good ideas	If people could readily get all over districts without a car in an efficient-enjoyable manner. Sidewalks in good repair	Money; careful utilization of entitlements - fed money and local matches; too often have depended on fed money too much - city/county money too often not used; Transportation money is a carrot but unless local money is used, the LCI will just remain a plan
<b>5. Plan success</b>	Money, involving stakeholders; buy into vision; fight against density; Old fourth ward buy-in	Cooperation by strong Mayor. State of Georgia is a stakeholder - needs to be more involved. Incentives from Chamber of Commerce	People, good chances of success; success builds success	Total involvement; ability to make everyone feel they are contributing; sense of ownership	Funding; government centers; recognition of issues; propensity to help	NA	Major stakeholders: Grady Health, NPS, GSU
<b>6. School/daycare/senior center</b>	No, not to be complete. More so, access to schools. Hard to define - depends on make-up of community	Yes, if population requires it. Not the case now, but wherever there is employment - new Centennial school	Yes	Most definitely	Yes	Sr. Center being built; John Hope school and MLK Community Center in process	Yes
<b>7. Like current development</b>	Grady Homes/Capitol Homes redevelopment, GP densification, add residential to new development	GSU Rialto, classrooms, Mgt. Of Woodruff/Hurt parks; housing in Fairlie-Poplar	Historic redevelopment; COPA, Inc.; SPI zoning district; wider sidewalks; Baker St. environment	Concerted effort for restoration; clean; the planning of it	Peachtree as landmark; historic area, Sweet Auburn curb market, MLK; some entertainment	Most of it incorporates mixed use and mixed income; have worked with the community	Yes, beginning to see revitalizing communities
<b>8. Dislike current development</b>	Parking lots; hard to get to transit; width of streets	Lack of City engagement; progress on homeless issue	Street environment bad - empty tree grates; dirty and uninviting storefronts; non-pedestrian environment	Go around certain areas to make it happen; ignore existing populations	East/west spread; vacancies; conditions of buildings	Most are good; People in the area are amenable to higher density	Historic district development just housing; not enough buying power when you see black majority; plans are too disjointed
<b>9. Like mix of services</b>	No; less residential, need more; driving distance to services - too car-oriented	No. Short supply of retail	No. Grady Hospital; GSU; not enough schools or grocery stores; theaters; cafes	Most definitely; improvements include bringing people and work, dentists, gyms, nursery, cleaners, drug store	Lacking grocery store; needs other service businesses	Need more basic services; better integrated	Under-served by retail and small businesses; not a major supermarket in the area; walk-to jobs for youngsters
<b>10. Parks, open space, trails</b>	Abandoned rail ROW near studioplex; bike trail to connect to Freedom Pkwy; rehab other parks because of homeless problem	Yes.	Yes. Not probable another COP	No. Plenty to go to - not a priority - more vagrants	Yes. Connected network of bike/ped ways that are separate from auto	Yes, lots of it; more in old 4th ward and King historic districts; more greenspace incorporated in A.A. corridor; need to maintain what we already have	Yes. In Brooklyn there are lots of playgrounds - swingsets, and monkey bars, etc.; handball; volleyball; here there isn't a place for young people to go play; we've gotten away from the neighborhood model; no neighbors to watch the kids
<b>11. Positive sense of place</b>	Hurt Park, Hurt bldg.	Peachtree and Auburn - symbolic; Five points - still access point but doesn't work well	COP Drive; Marietta Street	Like better - Underground, GSU	Courtland and Piedmont move traffic well, but not ped-friendly. More connected through streets for flow	Broad St. area; business on bottom; consider no car there	Main thoroughfares that should have the amenities: Auburn, Boulevard, Irwin, Edgewood
<b>12. Zoning policies</b>	No. On right track doing overlays; no density around stations; buildings should be closer to streets, reduce parking requirements (Fulton Co. ord.), make more walkable and within 1500 ft of station; King Center - only possible development opportunities; GSU not property to develop around *see sheet	Not informed on issue	No. Time; lack of efficiency in process; review sidewalk & streetscape development	Not sure. Buddy system	Developers say permit approval process takes too long, especially non-traditional projects. change zoning or make process friendly	They're working okay; as we evolve, get citizen input; 3 new ordinances are being introduced - they will be a big improvement	Policies aren't working well because coordinated funding sources do not exist; Training for our legislators - required by the City; they should understand that policy issues and changes cause many other changes; holding elected officials accountable



Respondents 8-14

Question	Response (8)	Response (9)	Response (10)	Response (11)	Response (12)	Response (13)	Response (14)
<b>13. Types of Services</b>							
<b>Residential</b>	5	5	NA	NA	NA		4
<b>General, large scale commercial</b>	5	5	5	5	5	5	3
<b>Specialized retail</b>	4	3	4.5	5	4	3	3
<b>Personal services</b>	5	5	4	3	3	3	4
<b>Entertainment</b>	5	5	5	5	4	4	4
<b>Business/professional offices</b>	5	5	3	5	2	3	2.5
<b>Other</b>	Transit/light No rank	24 hr. nature. No rank	NA	NA	Public transit enhanced 5	NA	open space 5
<b>14. Development alternatives</b>							
<b>Traditional Neighborhood Design</b>	1	4	3.5	5	5	2	2.5
<b>Mixed-use</b>	5	5	5	5	5	4	5
<b>Conversion</b>	5	NA	4.5	5	4	3	3
<b>New office</b>	5	5	3	5	3	2	2
<b>15. Improve housing</b>	Safety - police protection outside home. Not just rental; more retail - clubs/commercial that stay open at night. Walkable; street lighting; pocket parks for kids; recreation - baseball diamonds; soccer, football, organized uses	Street life; retail; safe streets; clean; access to parking	External, pedestrian environment	Remove substandard housing; converted living; clean-up of area; safety is key; police walk up and down street (Auburn Ave.)	Provision of neighborhood services; property tax high; good police, fire and school	Parking; green space; roof decks; increase law enforcement	Mixed income housing
<b>16. Rental balance</b>	No. Need more residential - good for transient people	Yes	No, too much rental maybe	Not enough supply	Not sure, mostly rental	Yes	No. Development movement is concentrated on ownership - needs to include rental - not in large tracts work in smaller complexes
<b>17. Existing housing problems (noise, etc.)</b>	No	Yes, part of the downtown experience	All of them. Grady Homes, not sure	Not caused	Traffic noise form I75/85	Downtown - dumpster emptying; noise from clubs; lots of noise during the day; individuals with bullhorns cruising	Not aware
<b>18. Attractive qualities</b>	Easy access to retail; non car-oriented; commute time to work	Access to employment; transit; recreation/sports/entertainment	Convenience to work; amenities; general lifestyle is positive to some, negative to others	Not having to drive; live in self-contained community; work, play, eat	Close by services, entertainment and shopping; commercial districts; neighborhood school	Proximity to an urban environment; recreation and services; more diverse community; no commute	Amenities available; encouraging to people to get around by foot
<b>19. Development alternatives</b>							
<b>Condos</b>	5	5	5	4	3	4	3
<b>Multi-family</b>	5	4	5	3	4	3	4
<b>Duplex</b>	1	4	5	1	3	2	4
<b>Townhome</b>	2	4	5	5	3	3	4
<b>Single-family detached</b>	2	3	5	5	5	2	4
<b>22. Transportation obstacles</b>	Not enough people; maintenance and safety concerns; no good sidewalks(width) - although there are grid streets	Insufficient use of transit; traffic; parking; surface street alternatives to connector	Poorly planned streets; bad signal timing; location and availability of parking	Don't know any. unsafe	Street connectivity and name changes; lack of sidewalks; crossing signals; offsets; one way streets block E/W and N/S travel	Congestion; narrow streets - but that's a good thing; I don't want to move more cars through the study area	No
<b>23. Movement</b>	Wayfinding to sites; King Memorial to MLK Historic site, etc.; Decatur St. crossing is dangerous	Restriction on truck traffic; light synchronization; more traffic police; more one-way streets	Improve sidewalk conditions; width of streets; make main arteries efficient; keep off residential streets; COP, Underground, CBD	There is a lack of appeal, people move through and don't like it	No specific issues; Piedmont - Courtland continuously synched traffic flow	Improve sidewalks and bike paths; I must have a car here	Bus is okay; Sidewalks should be improved; better lighting; want people outside - going to restaurants and grocery store
<b>24. Adequate parking</b>	Oversupply. \$75. Parking is part of lease/rental agreement - no incentive to use MARTA	No. \$100-200	No, not enough; charge more for parking; chase people away	No. \$30-35/month	Not enough res. Parking; enough business parking; \$28/month	No. If you have to have a car, you need more parking	Not downtown. \$60-75/month
<b>25. MARTA</b>	No. MLK site and Studioplex	Yes. Chamber of Commerce, Peachtree Center, Arts Center	2/month	Yes, City Hall, GSU, Grady Hospital	2-3/month; Yes; City Council offices; State; GRTA	Shamefully low	Yes, I would. I walk a lot in this area Won't walk to Historic District because of time constraints. Shuttle for Historic District - Auburn Ave. (Edgewood if it becomes nice-second choice)
<b>26. Transportation modes</b>							
<b>Walking</b>	5	5	5	4	5	5	4
<b>Bicycle</b>	5	2	4	5	5	5	2.5

Respondents 8-14

Question	Response (8)	Response (9)	Response (10)	Response (11)	Response (12)	Response (13)	Response (14)
<b>Shuttle bus</b>	5	5	4.5	5	5	3	5
<b>Trolley/street car</b>	5	5	4.5	5	3	5	4
<b>27. Threats to business viability</b>	Economy, Peachtree Ctr. Hotel district - customer density	Lack of customers and competition; shoplifting problem	Lack of business (residents-customers)	Public safety; cleanliness; not of interest to visitors	Ability of workers to access work site; better transport	Parking; access; people can't get there conveniently	Crime; Myth that black folks don't like to eat out; too much fast food options; no place to sit; small restaurant that has jazz
<b>28. Attract investment</b>	Base of customer - interest in; viability of area; residential base - affordable stuff	More offices; residential; secure environment	More people on the streets	See above	Better permit/zoning request handling; focused loans; tax abatement; schools; safety	If customers could get there; law enforcement around shops; better public works, street cleaning	Small business lending; too hard to get money; Harry's in a hurry - pick up flowers, dinner and vegetables; neighborhood services - get kids to help out - get some milk and butter
<b>29. 3 events</b>	Braves, Thrashers, High Museum	Commerce Club events, COP events, GA Dome, Capital City Club	Football, park festivals, professional meetings	Hospitals, church, GSU, Chamber of Commerce, restaurants	Braves, Tech, MLK	Festivals, cultural events, needs to be a movie theater, restaurants	Fox, Hotel parties
<b>30. Additional activities/land uses</b>	Restaurants make area strong; Fairlie-Poplar café types of restaurants; walk-to, comfort	Restaurants/clubs; retail; services; jewelers; shoes; laundrers; automobile services	All of them; restaurants, theater districts	Fine restaurants	Restaurants open on weekend (like little 5 points); commercial services sparse; proximity of services to transit; buses not working 15 passenger better; larger variety of routes	NA	More restaurants and jazz clubs; sorry to see cyber café struggle and go down; no movie theaters; need bars, cafes, and coffee shops
<b>31. Top plan priority</b>	SPI zoning; spend impact fee in area it is collected	Cleaning; security; homeless issue; incentives for business; commercial and residential development	Livability	Consistent city service provision	Make it an exciting place to be (Ponce/ N. Highland)	Law enforcement; constituents - energetic, flexible, tolerant people; They're sick of no follow-through on law enforcement; clean up streets; pan-handling; car break-ins; problem infusing residential into commercial areas; commercial 2 hour parking, residential 24 hour parking - needs are opposite; Dumpsters emptied at night - problem for residents	Put in place some policies to put in place inclusionary practice; policies to guide this revitalization; zoning
<b>32. Redeveloped first</b>	MARTA; Grady Homes; Capitol Homes - Garden style apartments - densify	Corner of Ellis/Peachtree; Mr. Cousins commercial offices	Fairlie-Poplar; potential for commercial, retail district	Auburn; Piedmont to Jackson; single family housing and retail	Multi-modal station; hub to development on west side; retail at street level for travelers and residents	John Hope Elementary & MLK Community Center	Around 5 pts. - that is the barrier to development - dilapidated buildings south of 5 pts.; need to give a sense of security - more housing
<b>33. Future vision</b>	Densit; walkable; perceived safety. Like New York, Boston and Chicago - narrow streets - flat	NYC, Vancouver, Seattle. Underground revival. Blend of commercial, retail, restaurant, housing and government	24 hour city; live, work, play. Baltimore, Boston, Chicao & San Francisco	Solve some of infrastructure problems; CSO problems; maintenance - planning should be concerted efforts to use money wisely and efficiently	Toronto; every kind of transportation you can imagine - can get anywhere once you know the system	More of a central hub of activity; Boston and Baltimore; Array of activities that you can get to easily	Seattle and Portland; Put a lot of energy into reworking the downtown; stores brought to the curb and people out at lunchtime; walk out of a hotel and have choices

Respondents 15-22

Question	Response (15)	Response (16)	Response (17)	Response (18)	Response (19)	Response (20)	Response (21)	Response (22)
1. Main Issue	NA	Permitting and approvals; frustration with development rezoning process is getting stickier	City - how it develops and deals with short and long term goals; lots of long-term ideals, but no tools to accomplish	Uneven growth - boom and bust	NA	Coldness to it. Feels unattended, neglected, unsafe, streets and sidewalks not clean and well maintained. Not a lot of crime - but you don't see a lot of police	Character of the streets - looks ugly, neglected, torn up and not fixed, Edgewood and Auburn. Grady Homes - last thing we want to do is put students in Grady homes. Make this a place	Public school - education
2. Strengths	Heart of potential activity for downtown; NH site and related community is an activity center; what it includes and where it is	Fairlie-Poplar area; Auburn ave.; GSU	Proximity to transportation - interstates, MARTA; central part of city great location to anywhere	Proximity to rail; educational institutions in the area. Great neighborhood and really good jobs	Existing infrastructure - not starting from scratch - good economics	MARTA is a huge strength; a blessing and a curse. Real easy for suburbs to come down	It's the center of the City. Historic neighborhood where Peachtree meets Auburn. Multi-racial - lots of good people	people coming back - wonderful revitalization underway. Sports arenas attract - but need to keep
3. Weaknesses	Excluding partners study area is disconnect; not resident or visitor attractive; untapped resource - especially Auburn Ave. area - devoid of pedestrian-friendly buildings; most potential - Auburn/Edgewood best shape - Fairlie-Poplar and Marietta st. corridor	Lack of connectivity; more effort to make connections; Auburn to Luckie in a more meaningful way; kind of isolated - library, Atlanta life, United Way, ARC	Unwillingness of major and historic landholders to properly steward and redevelopment	Lack of smart development around the MARTA stations. Crime affiliated with public housing. Deal with gash in urban fabric downtown connector	Aesthetically; almost all senses. You don't say "Hey, I want to live there"	No connection. Downtown workers don't stay downtown	Area abandoned in the past - now headed back. Void in leadership is a problem - no Rudy Giuliani	Still a perception of a lack of safety exacerbated by homeless and panhandling. Look at connectivity of public transit
4. Obstacle for implementation	You can walk it but why would you want to. HDDC proposal to GDOT funded - and went to the City. MLK corridor design funds needed sidewalk funding	Money is the key	See above	Lack of commitment by public and private to smart growth - transit related development. Five points and King memorial don't have more development above/around them. Grady Homes area should be next on the list of AHA revitalization projects. Affect housing projects in surrounding property big bruise around the project	Money. A consensus in regard to what kind and how much housing. Diversity of cost - variation in choice SF/Condo/townhouse. Consider difference in lifestyle choices	Have some school	NA	Well articulated vision - with some clearly articulated goals and objectives. Support from City Hall
5. Plan success	Come up with a way to overcome weaknesses and build on strength to make it viable and attractive to both residences and visitors	Play off strength; foster those linkages	To be able to walk from Auburn to Piedmont and Edgewood/Boulevard to eastern residential section tied to Peachtree/Centennial Park	Development plans around 5 points and King Memorial stations with commitments. Confirmed development of Auburn ave. and King NPS - commitment from stakeholders. Major commitment from federal government to make major investment in King Center - similar to Independence Hall in Philadelphia	Pedestrian access - considered from every vantage point, connectivity. MARTA - access program looking at freeing travelers to move around an area	Yes. Really surprising, good to see. Market that's not apparent re: midtown/Buckhead. Hard to find people to develop. Subsidy is required to do the work. Less risk and less work	NA	Clearly invested in Grady and Capitol Homes. What are the projects that need to happen to spur development. Blight elimination
6. School/daycare/senior center	NA	New Century school has been an asset; helpful but not critical	Yes. Going in right direction but need support. People in neighborhoods are having kids and want to stay, but schools are an issue	More are better	NA	?	Don't need any one of them	NA
7. Like current development	NA	Parts with history - Fairlie Poplar and Auburn ave.; Mixed uses - condos, retail, offices, university	Forward thinking real desire for mixed use. Houses on small lots - density. Community participation of all types of people	Pedestrian scale of Auburn and Edgewood and Fairlie-Poplar. Trend of Georgia State Main st. to move away from campus to street level - especially move Andrew Young School to Wachovia	NA	NA	Scale development - Fairlie-Poplar a good scale. You can walk everywhere if not hassled. Study area is too large - will walk to NPS site but not an attractive walk	NA
8. Dislike current development	NA	Still areas that are not as optimal as they could be	Occasional hostility that comes from developers who treat the neighborhood like they know nothing; city leaders focus too much on naysayers; Prior tire site; Bradenton	MARTA Spts and Barbara Asher Plaza are a disaster. Public housing designed in 60/70s - doesn't work. Don't like deadening telecom presence. Don't like the way the downtown connects	NA	NA	Gentrification in Centennial Hill	NA
9. Like mix of services	NA	Its fine	Grateful that GSU is part of our neighborhood, or we wouldn't be seeing the development we're seeing	Yeah - office, hotel, residential, curb market	NA	Lacks services. Needs doctors, dentists, CVS. Aren't enough restaurants better now than it used to be	Not enough quality residence. Density problem - not enough. Lack of customer services in the area to be	NA
10. Parks, open space, trails	NA	Plenty of park	NA	Not so much parks and open space - want walking trails. Auburn ave. - Peachtree to King site - almost a trail already. King Memorial Station to King Site	NA	Anyone would like more - but its doing okay. Centennial Park - jewel of downtown	No. Enough parks that we can't maintain. Kids can play near their houses	NA
11. Positive sense of place	NA	Broad street at lunch time	NA	Fairlie-Poplar; Auburn ave. in the way to working well Georgia State MARTA works reasonably well - density of development. Areas that don't work well: MARTA Spts & Asher plaza, Underground-CNN Center linkage, and King Memorial Station doesn't work	NA	CNN Center, COP, Young, Spring and Techwood	We ought to focus on decatur/marietta main street, MLK, Auburn/Lucky Edgewood. Create strong linkages - as opposed to fill in the blank. Visitors - can't figure out how or where to go	NA
12. Zoning policies	NA	Some ordinances are ordinances in terms of mixture of uses	NA	I don't know existing regs enough - some changes help along Fairlie-Poplar. More on-street parking	NA	At one time they didn't, but now they do - COPA work	No. Permitting is a problem	NA
13. Types of Services								
Residential	NA	NA	NA	NA	NA	NA	NA	NA
General, large scale commercial	NA	NA	NA	NA	NA	NA	NA	NA
Specialized retail	NA	NA	NA	NA	NA	NA	NA	NA
Personal services	NA	NA	NA	NA	NA	NA	NA	NA
Entertainment	NA	NA	NA	NA	NA	NA	NA	NA
Business/professional offices	NA	NA	NA	NA	NA	NA	NA	NA
Other	NA	NA	NA	NA	NA	NA	NA	NA
14. Development alternatives								
Traditional Neighborhood Design	NA	NA	NA	NA	NA	NA	NA	NA
Mixed-use	NA	NA	NA	NA	NA	NA	NA	NA
Conversion	NA	NA	NA	NA	NA	NA	NA	NA
New office	NA	NA	NA	NA	NA	NA	NA	NA
15. Improve housing	NA	Create some economic incentives; easy assembly land - still difficult to make economics work	Walkability; greater code enforcement; real and effective condemnation system - Savoy Hotel example	Hope 6 - Grady Housing	NA	More maintenance, clean the place up	Stop the panhandling	NA
16. Rental balance	NA	?	Desperately in need of more owner-occupied units; ability of high rental units; mortgage assistance program for enterprise zone	Yes	NA	Probably is a good balance	Rental owner an economics decision	NA
17. Existing housing problems (noise, etc.)	NA	People in FP complain about Woodruff Park and cruising on Peachtree; Support housing revitalization cleanliness, safety, convenient parks	NA	No	NA	Entertainment - always tension between City and those doing business. In residential areas - trains, sirens.	People need to understand they live downtown - peaceful co-existence	NA

Respondents 15-22

Question	Response (15)	Response (16)	Response (17)	Response (18)	Response (19)	Response (20)	Response (21)	Response (22)
18. Attractive qualities	NA	NA	NA	Diversity; people and things to do	NA	Accessibility to other groups of urban housing, services, entertainment, sports. Buildings around the park - COP - very good deal	Live-work linkage - no lawn maintenance, safer	NA
19. Development alternatives								
Candos	NA		5 NA		3 NA		4	5 NA
Multi-family	NA		5 NA		3 NA		4	5 NA
Duplex	NA		2 NA		2 NA		1	5 NA
Townhome	NA		3 NA		3 NA		3	5 NA
Single-family detached	NA		3 NA		2 NA		1	1 NA
22. Transportation obstacles	NA	Confusing to drive on one way streets	NA	Lack of initiative from MARTA, City, private developer. CAP to have joint development at 5 pts and Memorial stations. Great street pattern through here	NA	Zero problem getting around. However, streets are rough; traffic lights are out; street signs are down	NA	NA
23. Movement	Viaduct idea; brightly lit, make it less scary	Create attractive walking paths; fill in the gaps	NA	NA	Integration of information technology. Signage is not expensive - signalization. Have lost ground in this since the Olympics - capital project during Olympics but now it's a maintenance budget. Regionwide - You're going to get money if you're looking at transit options. dilutes the resources	Maintenance	Not signed very well. Really an image problem	NA
24. Adequate parking	NA	Not convenient where spaces are needed	Rather not have metered parking. I would prefer that there be time limits - at least 3 hours	NA	More comprehensive approach than we have. Need a better integrated plan. Where are the needs and wants comparable. Parking driven by the market - but what are preferred locations - less obtrusive parking to improve the pedestrian experience	As far as I can tell there is. A lot has disappeared - GA State, Sun Trust	Locational problem - enough total, not local. Pricing issue - probably not priced high enough	NA
25. MARTA	NA	One a month; shuttle-doubtful	Less than once a; yes, shuttle bus	2 days a week. Like MARTA with workplace. Hotels with tourism attraction. 12 shuttles currently exist in Atlanta for their stakeholders	7 or 8 times a week. Yes, would ride a shuttle. To 5 pts, GA State, Grady, Omni, Ptree Center, NPS on east side	3 or 4 times a month. Always to the airport	Mostly walk. GSU used to run a shuttle, now walking is quicker. Until there's destinations, shuttles probably aren't going to get enough use.	NA
26. Transportation modes								
Walking	NA		5	5	5	5	5	5
Bicycle	NA		4	5	3	3	4	4
Shuttle bus	NA		3	4	4	5	2	4 NA
Trolley/street car	NA		3	5	1	3	3	4
27. Threats to business viability	NA	Deterioration of quality of street environment. Police streets and parks	Land ownership - control - sitting vacant since 1999; perception of crime; lack of confidence of local schools; continued use of neighborhood to distribute/use drugs: Howell, Houge, Randolph @ JV Dobbs	Lack of critical mass; more of them to create a destination. First floor retail should not be deadened by telecom. Dispersal of State government offices	NA	No longer difficult to get people to work downtown. Could increase costs of wages - subsidize parking. Those that don't need to be downtown could leave	Not enough people	NA
28. Attract investment	Main street program on Auburn and Edgewood	Critical mass; class room building; movement - bring bodies to Fairlie-Poplar; retailers look to each other for going ahead in an area; Auburn ave. - fully explored	Land control; eradicate the crime and perception of crime; real community policing - get them out of their ears	Same	NA	More people living downtown	More people will cause more people to shop. Conference question - where do people go?	NA
29. 3 events	NA	Artscape, Arts festival, Olympics	NA	Lucln on Broad, Artscape, On the Bricks	NA	Baseball, football, basketball, concerts	Rialto, COP July 4, GS basketball	NA
30. Additional activities/land uses	NA	Thursday - Friday - Saturday entertainment in the downtown	NA	Strong African-American businesses on Auburn ave. Restaurants/retail - more things like theatrical outfit. Rejuvenation of downtown library	NA	Restaurants, movie theaters, closes is Midtown 8	Shops/restaurants - middle end stuff	NA
31. Top plan priority	NA	Completing streetscape improvements; need more money - even F.P; maintaining and securing Woodruff Park - operate it same as COP; City could be a factor in consolidating property and helping make the economics work	Getting current landowners to maintain, sell and redevelop; ANDP, Wheat st., absentee slumlords; Make sure we are linked within our neighborhood and other surrounding neighborhoods; road names change too much	Redevelopment around MARTA. Genuine commitment to Sweet Auburn	NA	If I were mayor, I would say " I'm going to the downtown, the safest, cleanest, friendliest place in America". Need leadership - work with businesses - if you own a building keep it clean. Encourage restaurants and retailers downtown	Fix streets and sidewalks - maintenance. Clean the streets - pay attention, fix the walk lights	Capitol and Grady because of scale and impact. Implementing the vision as captured in the revitalization plan
32. Redeveloped first	NA	Grady and Capitol Homes; Auburn Ave; Fairlie-Poplar development opportunities	NA	MARTA 5pts and Barbara Asher Plaza	NA	NA	Redevelop 5 pts station	NA
33. Future vision	NA	Midtown is a precursor to what could happen downtown; There are people who would live in downtown, but midtown is an easier sell. In the next cycle, downtown can start realizing some of the same processes. Focus on a couple of specific things; set sights realistically	NA	24/7; continued diversity. Washington D.C. NPS partnering with HDDC or some other agencies - trust	NA	Seattle, Chicago, places that have really come to life. San Antonio - a case where leadership made a real big difference (Cisneros) - convention city. Issue: convention tourism - now what do I do now that my meeting is over. Leadership is lacking; nobody on the political side cares about downtown	Chicago - Michigan ave. - clean, fun, mass transit. Chicago always has people coming downtown. New York - but scale too big	Live, work, play - 24 hr. city



# Livable Centers Initiative City Center

9 LCI Steering Committee Notes



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TO City Center Partners

FROM Sian Llewellyn

DATE August 13, 2001

CC

SUBJECT Steering Committee Meeting – July 26

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**Attendees:**

Paul Kelman	Rod Wilburn
Dwan Packnett	Greg Wright
Frank Catroppa	Cain Williamson
Tony Pickett	Mike Syphoe
Sian Llewellyn	Scott Moore
Pat Peters	Sarah Ciccone
Chad Atterbury	Megan Will
Flor Velarde	

Edaw presents 7 maps

8:04 – Paul Kelman opens, introduction to schedule of meetings

Sian Llewellyn – **Discusses agenda**

- visioning
- Barbara’s panel @ public meeting
- “should panel include partners”
- Might get 2-3 more panelists
- The Friday morning session: working groups - transportation, quality of life, circulation, development, etc.

Paul – We will consistently have a hard time attracting all the interested parties at one time.

There are opportunities to come to other meetings.

Sian – There needs to be comment cards/questionnaires at the meetings

Would everyone rotate through every topic?

- no they may get to go to 2-3 between the two sessions

We need to condense the issues into discussion topics.

Sian – The meetings will hopefully draw out more topics

Planning for 100-150 attendees

Will be held @ Georgia Power

**Clarify and define topics:**

- parking/cars/transit access should be in one topic(transportation). Pedestrian issues should be in connectivity
- Marketing and PR could be a topic – branding
- Economic development could be a separate topic other than physical development employment
- Student life should be a sub-category of quality of life
- Open space a concern for students as well as others
- Human services – homeless – could fit in several categories
- Gentrification – is this a component of the housing topic
- Entertainment – restaurants, sports, plays, music, etc. - several categories,
- Retail – Development/Economic Development

**Consensus on Topics:**

1. Human services – Homeless, etc.
2. Parking/Transit - Transportation
3. Pedestrian connectivity
4. Housing – gentrification, public, availability, diversity
5. Economic Development
6. Physical Development

Sian – development in terms of hindrances, impediments

Need to look at mixtures of uses

**Facilitators:**

- Tony – Housing
- Mike – Economic Development
- Scott, Rod – Trans.
- Greg – Pedestrian Conn.
- Edaw – Development
- Paul – Human Services

Approx. 600 invitations sent out – Megan

Article in Horizon

Invite media

More announcements to come

- Opportunity to display/distribute for partners

Need tables and easels

Sian L. – Discusses maps

Should cemetery be shown as green space?

More building footprints

Rod – getting from point A to B is one aspect, the surrounding conditions/environment is another – defining connectivity

Bus service should be mapped

Flor – establish hierarchy of circulation, where are the connections, breaks, high traffic areas

Rod – walked the site, will bring more maps next time

Paul - Funding for whatever ideas come out of these topics; i.e. – bond referendum

Flor – are there any gateways to identify

Paul – there are opportunities around Grady hospital

Identify locations of current and future utility work/sewer system improvements





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TO LCI Steering Committee  
FROM Siân Llewellyn, Pat Peters  
DATE August 24, 2001  
CC  
SUBJECT

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**Attendees:**

- |                |                             |
|----------------|-----------------------------|
| Paul Kelman    | Rod Wilburn                 |
| Frank Catroppa | Richard Fangmann            |
| Tony Pickett   | Greg Wright                 |
| Siân Llewellyn | Cain Williamson             |
| Pat Peters     | Jennifer Fine               |
| Barbara Faga   | Mike Syphoe                 |
| Megan Will     | Flor Velarde                |
| Sarah Ciccone  | Ed Renfroe – Grady Hospital |

**DWA presents transportation findings in study area:**

- Richard and Rod walk us through the maps and early analysis
- Parking pricing – higher prices in decks, street meters too low
- Enforcement is the big idea – create parking turnover
- Is Parking Authority or TMA the way to go? A TMA responsible for parking management/policy/enforcement rather than a public parking authority entity, TMA covers study area
- Sidewalks in poor condition
- Bad pedestrian attributes of MLK Station-MARTA is considering TOD in parking south of station like Lindbergh
- 

**Transportation issues of partners:**

*NPS* shuttle study v. important, tie site into others of downtown.  
Tony – are we duplicating MARTA Service with shuttle idea? Rod – no, they have different goals and missions

*GSU* also has a shuttle from the Ted to campus and from GT dorms and campus

*Grady Homes*: transportation services are mostly on as requested basis for elderly and the disabled for access to health care, provide discounted MARTA passes

*Grady Hospital* - Grady interwoven into the area  
Number of employees – 5,400 FTE, 6,000 total  
Number of customers – 28,000 inpatient, 720,000 outpatient (about 400,000 at main hospital, others at clinics) Does not include visitors to the hospitals

Pedestrian mall at Butler Street with bus lane created in front of Grady used by pedestrians and visitors, respected by homeless  
Grady will be adding a cancer research unit in one to two years (2003-2004), could lead to more mixed use for offices, housing  
Staff would be interested in housing in the neighborhood

### **Big Ideas:**

Generally, the committee like the five ideas suggested, committee will make comments and email to Sian.

1. Create a Downtown Neighborhood
2. Park Once
3. Increase Safety
4. Fill in the Gaps
5. Create the Downtown Experience

### **Points to remember from discussion**

- Look at bond projects for West side TAD, create an East side TAD
- Set aside % URFA & ADA & FCDA
- Use existing urban enterprise zone program
- Clarify Land Bank Authority land ownership
- Demand for housing of all types is slowing down, many market rate units vacant
- What are available incentives to provide development during downturns in the economy
- Lots in Old Fourth Ward (50' X 100') used to sell for \$3,000, now \$45,000, housing affordability will be an issue.
- Look at Cities CIP and Quality of Life Bonds, how do these affect study area
- Governor including \$30-40 million for circulators in Buckhead, Midtown/Downtown, and Cumberland

### **To Do:**

Greg – get GSU transportation contact to DWA to discuss GSU transportation issues

DWA – Send copy of transportation .PPT to EDAW

City Center Partners to review Big Ideas and send comments to Siân by Tuesday August 28, so that they can be included in Mayoral letter

Sian – draft a letter to present to mayoral candidates about big ideas, invite candidates to respond, draft to Steering Committee by Wednesday

Send out Mayoral letter with edited Big Ideas to candidates on Friday by August 31

Frank Catroppa to check on availability of NPS Auditorium for next public meeting, October 10. He called on Friday to say it was available – MARK YOUR CALENDARS!

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**TO** LCI Steering Committee  
**FROM** Siân Llewellyn, Pat Peters  
**DATE** September 26, 2001  
**CC**  
**SUBJECT** Planning Committee Meeting Notes

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**Attendees:**

Sian Llewellyn, EDAW	Dwan Packnett, Trinity
Pat Peters, EDAW	Edward Renford, Grady Hospital
Mike Syphoe, HDDC	Cain Williamson, ARC
Flor Velarde, City of Atlanta	Paul Kelman, CAP
Richard Fangmann, DWA	Megan Will, CAP
Mike Dobbins, City of Atlanta	Ramesh Vakamudi, GSU
Susan Bennyman, GBA	Greg Wright, GSU
Beverley Dockeray-Ojo, City of Atlanta	Sarah Ciccone, Fairlie-Poplar Task Force

**Review of second public meeting agenda:**

Wednesday, October 10, 2001

- Introduction, NPS
- Overview of Process to date, EDAW
- City of Atlanta programs in support of LCI process, City of Atlanta
- Transportation overview of study area, DWA
- Break-out groups organized by "BIG IDEAS"

CAP mailed out 450 invites and 350 email invites

**Mayoral Candidate Robb Pitts**

Make Atlanta a world-class city with ingredients of 1) People/Residents, 2) Amenities (retail and entertainment, 3) Security/feeling of safety, 4) Quality of life ordinance and enforcement, and 5) Public restrooms.

**Mayoral Candidate Gloria Bromell-Tinubu**

Create a Downtown that accommodates the full life cycle of people by addressing those people needs and services, open space deficit, public restrooms for residents/tourists, pedestrian friendliness, environment (electric car usage), housing affordability, safety, and how the city does business.

**Review of Document Outline and Draft Transportation Strategies:**

- Create a Downtown neighborhood

Other issues to consider include: Memorial Drive corridor study/connection; Wheat Street Gardens Foundation partnership with Atlanta Housing Authority on redevelopment ideas that include housing as well as services (retail, restaurants, public restrooms)

- Park once (or not at all)
- Fill in the Gaps

Address bicycle routes/bicycling (from Freedom Parkway to COP), what is appropriate activity corridor (JW Dobbs, Auburn/Lucky, Edgewood)

Address re-instituting bicycle coordinator program and placement of bicycle racks (now in storage) in LCI area as well as bicycle lockers/associated facilities (bicycle-friendly like MARTA)

- Create the Downtown experience

Address tourism under marketing and special events – horse and buggy operator expansion (or something similar) into LCI area

- Increase safety, a former “BIG IDEA” was subsumed under the other ideas

**To Do:**

City Center Partners – Review document outline, summary matrix example, and draft transportation strategies and email comments to Sian

Obtain copy of Memorial Drive Streetscape Plan to coordinate ideas, connections to LCI area

Gear up for next public meeting – Wednesday, October 10, 2001

Reminder – Next steering committee meeting is Thursday, October 25, 2001 (8AM)



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TO LCI Steering Committee  
FROM Siân Llewellyn, Pat Peters  
DATE October 25, 2001  
CC  
SUBJECT Planning Committee Meeting Notes

TEL 404 870 5339  
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www.edaw.com

**Attendees:**

- |                               |  |
|-------------------------------|--|
| Barbara Faga, EDAW            | Dwan Packnett, Trinity                   |
| Pat Peters, EDAW              | Rhonda Brown, WSCF                       |
| Mike Syphoe, HDDC             | Paul Kelman, CAP                         |
| Chuck Shultz, City of Atlanta | Megan Will, CAP                          |
| Richard Fangmann, DWA         | Ramesh Vakamudi, GSU                     |
| Tony Pickett, AHA             | Greg Wright, GSU                         |
| Frank Catroppa, NPS-MLK       | Sarah Ciccone, Fairlie-Poplar Task Force |

**Review of Third Public meeting location/time:**

- Third Public meeting – November 15, 2001
- GSU providing meeting location – Commerce Club; Time - TBD
- Open House format is okay
- Pages from draft document will be enlarged and displayed for public comment
- Planning Committee members will write public input on draft document
- Suggestion of red dot/green dot exercise for public interaction

**Wheat Street Charitable Foundation – Rhonda Brown**

WSCF joins Planning Committee. Rhonda Brown gives background and introduction to the Wheat Street Charitable Foundation which has 280+ housing units in the planning area including the multi-family Wheat Street Gardens and a senior high rise. WSCF also has some strip commercial properties. WSCF is interested in future redevelopment opportunities for their properties.

**Review of TIP Projects/Submitters for ARC’s November 16<sup>th</sup>. deadline**

**TIP application submitted by the City (contact: Beverly Dockeray-Ojo)**

**Must have matching funds identified and “resolution” of support for project**

- A) CAP – Wayfinding signage - \$7K for the study raised through other means, submitting for implementation costs of \$1-1.5M; HDDC – Civil Rights (stars) path from Peachtree to King Center along Auburn Avenue (historic interpretation/informational)
- B) CAP – Circulator study for visitors, residents, employees – GRTA funds plus private funds
- C) HDDC – Design funds for MLK Corridor, CDBG money for King Memorial to MLK Center along Hilliard Street
- D) GSU/CAP – Signalization changes and pedestrian improvements along GSU’s “Main Street” – Decatur Street – needs some work
- E) AHA – Infrastructure improvements for Grady Homes revitalization

**ADDITIONS:**

- A) ADA Compliance in Old Fourth Ward

- B) NPS – Street Smarts Study – pedestrian and traffic changes on Boulevard between the King Center and MLK, Jr. Birth Home – 600K visitors crossing a year, plus future opening of John Hope Elementary school within a year
- C) CAP – Fairlie-Poplar Phase III and IV streetscape

**Housing Subgroup Review:**

Dwan Packnett finishing up interviews with housing providers in planning area, add Rhonda Brown to list

HDCC is reviewing document outline strategies and actions with board on October 26, 2001

**Review of Document Outline Strategies and Actions:**

Brief review of “Big Idea” strategies and actions

**To Do:**

City Center Partners – Review document outline strategies and actions, provide comments back by October 29, 2001 COB

Expect revised strategies and actions draft by week of November 5<sup>th</sup>. for final review

Finalize time for next public meeting – Thursday, November 15, 2001

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TO City Center Partners  
FROM Sian Llewellyn  
DATE November 20, 2001  
CC  
SUBJECT Steering Committee Meeting

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www.edaw.com

**In Attendance:**

Sian Llewellyn, EDAW  
Amy Lang, EDAW  
Rod Wilburn, Day Wilburn  
Frank Catroppa, MLK  
Jennifer Fine, ARC

Flor Velande, City of Atlanta  
Sarah Ciccone, CAP  
Megan Will, CAP  
Richard Fangman, Day Wilburn  
Paul Kelman, CAP

**1. Discuss results of Open House**

- The summary document of the Open House held on Thursday, November 15, 2001 was presented by Sian Llewellyn. The large plots of the four big ideas were hung for meeting members to observe the results along with the summary. Participant comments were also read out loud and discussed.
- Sian mentioned that in her discussions at the “Neighborhoods” table, the issue of the need for mixed income housing was raised.
- Also mentioned was the fact that not many changes are needed for this section – it had a lot of positive support.
- The most blue dots were placed on strategy 4 (for Big Idea 1), “connect Downtown neighborhoods.”
- There was a discussion about the 3 red dots on strategy 2 of Big Idea 2.
- Paul stated that (in regard to the Downtown circulator service) the issue is trying to serve the needs of those who are visitors and tourists along with those who are employees Downtown.
- Rod Wilburn mentioned that this alternative should not be sold as a transportation solution. You have to find a funder who will fund to satisfy other objectives.
- There was a discussion about why there were so many red dots on strategy 4 of Big Idea 2. It was suggested that participants may have misunderstood this strategy.
- There was discussion that the participants may not have understood strategy 4 of Big Idea 4. Sian suggested that people may have been confused by the word traffic – making them think only of auto traffic not pedestrian.????????SIAN??
- Frank Catroppa mentioned that most people go to the same MARTA station when leaving Philips Arena. It would be helpful – and keep traffic flowing – if there were wayfinding to different MARTA stations based on where riders’ destinations are (ex. east/west or north/south).
- In regard to strategy four, Sian mentioned that safety is an issue a lot.

## **2. Set final document assignments**

- Tasks and timelines were set.
- Edits for draft plan to Sian by next Wednesday, November 28.
- Edits for transportation technical memo to Sian by next Wednesday, November 28.
- Housing technical memo draft should be available early next week.
- EDAW will create a map of development opportunities.
- Jennifer is checking out dates for us to meet with ARC to review the documents the first week in December.

## **3. Development Opportunities Map**

- Sian mentioned that EDAW will put together a map with ellipses around areas in the LCI that have re-development potential. She mentioned that she didn't want to "single out" parcels.
- Rod mentioned that it would be good to discuss ideas for redevelopment. It would be helpful to know things such as parcel size and the types of uses.
- Flora mentioned that there are parcels that aren't vacant – but are under-used and could be redeveloped.
- It was also mentioned that there are a lot of surface parking lots from Fairlie St. to the Centennial Olympic Park.

## **4. Discuss ARC LCI Developer Day, Thursday, November 29**

- Jennifer discussed the format and location for the developer day event.
- There are currently 100 people signed up for the event – mostly private sector. This will be an opportunity for LCIs to present themselves to developers. Each will do a short powerpoint presentation (4 or 5 slides) and give a one page handout.
- The event will be held at the Loudermilk Center in the downstairs lobby and a ballroom.
- There are potentially 25 LCIs participating in the event.