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DoravilleSM
DIVERSITY | VITALITY | COMMUNITY
LIVABLE CENTERS INITIATIVE
2010 DOWNTOWN MASTER PLAN

March 17, 2011

As adopted by the City of Doraville on March 21, 2011

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Part 1: Introduction

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1.1 Overview

The Livable Centers Initiative (LCI) program is intended to promote greater livability, mobility and development alternatives in existing corridors, employment centers, and town centers. The rationale behind the program is that directing development towards areas with existing infrastructure will benefit the region and minimize sprawling land use patterns. Minimizing sprawl, in turn, will potentially reduce the amount of vehicle miles traveled and the air pollution associated with those miles. Thus, the LCI program is a vehicle whereby the Atlanta Regional Commission (ARC) can attempt to direct mixed-use and mixed-income development towards existing infrastructure by providing study and implementation dollars.

In this context, and in light of the recent closure of the General Motors (GM) Doraville Assembly, the City of Doraville embarked on this planning effort to establish a long-term vision for its greater downtown area. Central to this was establishing a plan that would improve connectivity between various parts of the study area, encourage market-viable and pedestrian-friendly mixed-use development, promote increased density to support transit and a vibrant community center, maintain local diversity, ensure multiple transportation options, and support economic growth and a high quality of life. Its goal was to assist the community in defining their vision of how the study area (and the former GM site in particular) should redevelop, and then create a plan that uses transportation improvements, land use policies, and sound urban design to ensure that such development benefits Doraville and nearby communities. Previous failures of large-scale redevelopments in metropolitan Atlanta to achieve similar goals have highlighted the need to establish a proactive long-term vision for the area. By recognizing existing challenges and building upon opportunities, the plan is intended to be a guide for positive change that both benefits the immediate area, the residents of Doraville, and the greater community.

The goals of the 2010 Downtown Master Plan LCI Study, as established by the requirements of the LCI program, were to:

- Encourage a diversity of medium to high-density, mixed-income neighborhoods, employment, shopping and recreation choices at the activity and town center level.
- Provide access to a range of travel modes, including transit, roadways, walking and biking to enable access to all uses within the study area.
- Through transportation investments, increase the desirability of redevelopment of land served by existing infrastructure at activity and town centers.
- Preserve the historic characteristics of activity and town centers and create a community identity.



One of the goals of the LCI program is to promote more livable communities



Providing transportation options is also central to the LCI program



Well designed development can encourage alternatives to driving

- Develop a community-based transportation investment program at activity and town center levels that will identify capital projects, which can be funded in the annual Transportation Improvement Program (TIP).
- Provide transportation infrastructure incentives for jurisdictions to take local actions to implement the resulting activity or town center study goals.
- Provide for the implementation of the Regional Development Plan (RDP) policies, quality growth initiatives and Best Development Practices in the study area, both through local governments and at the regional level.
- Develop a local planning outreach process that promotes the involvement of all stakeholders particularly low income, minority and traditionally under-served populations.
- Provide planning funds for development of activity and town centers that showcase the integration of land use policy and regulation and transportation investments with urban design tools.

Regional Context

The study area is located just west of the intersection of I-285 and I-85 in northeast DeKalb County, approximately 14 miles northeast of downtown Atlanta. DeKalb County grew during the first major wave of post World War II suburban development in the Atlanta region, engulfing once-isolated towns and cities with shopping centers, housing, and employment facilities in the process. Doraville was no exception, with the GM plant and planned subdivisions, including the Northwoods neighborhood, developed during this time. As such, the area today faces redevelopment challenges common to many first-ring suburbs both in the region and across the nation.

Study Area Boundaries

The study area is roughly bounded by Peachtree Boulevard to the north, I-285 to the east, Buford Highway to the south, and Shallowford Road/North Peachtree Road to the west. It includes the traditional downtown of Doraville, commercial areas along Peachtree Boulevard and Buford Highway, the former GM plant, and an industrial area along North Peachtree Road.

Approximately 689 acres of land are included in the study area, three-fourths of which lies in the City of Doraville. The remainder of land was recently annexed into the Chamblee city limits.

Please see Figure 1.1 for more details on specific study area boundaries.



Successful LCI plans are based on community involvement



Map showing the study area's location in the Atlanta region



The study area includes one of the largest redevelopment opportunities in the country

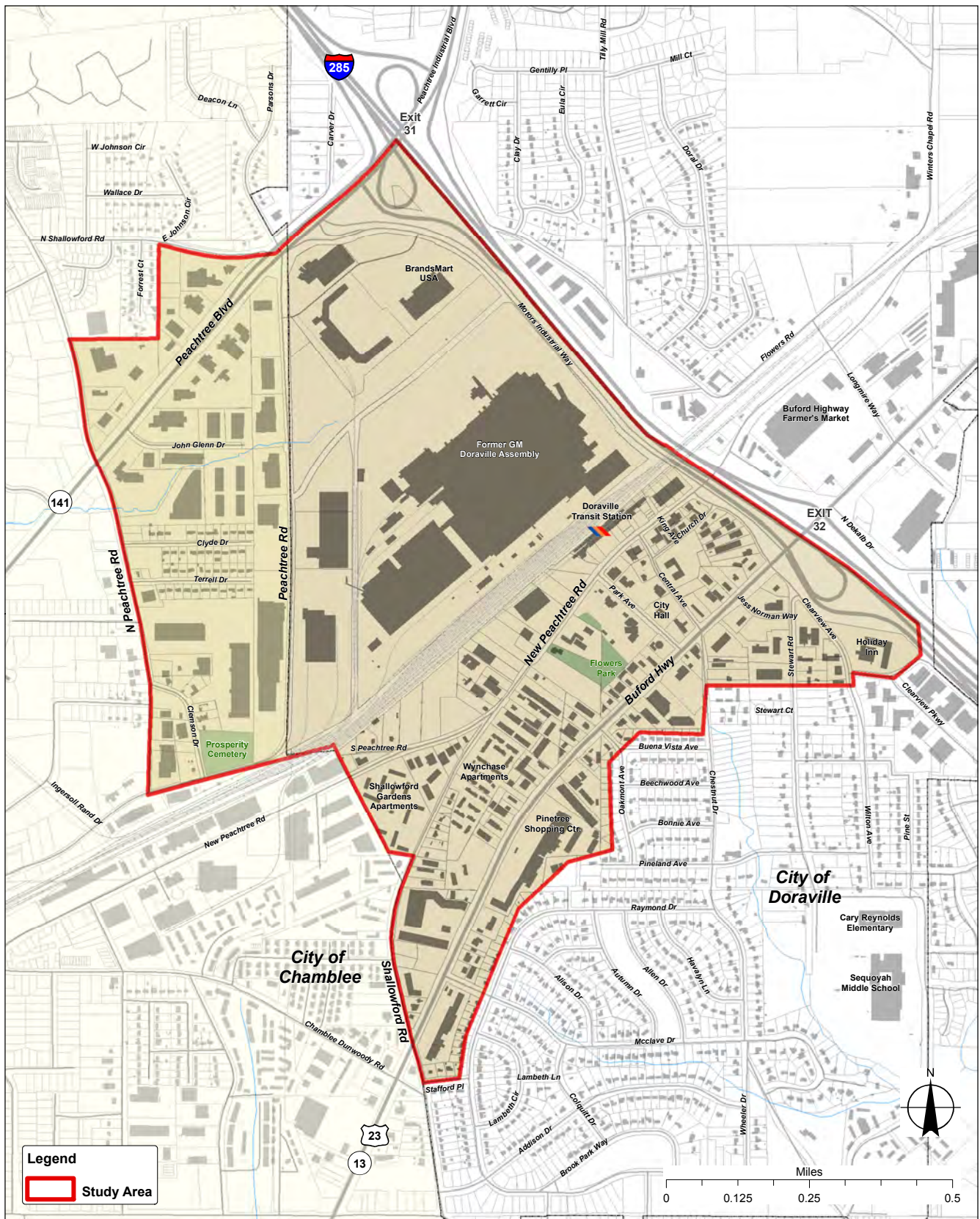


Figure 1.1: Study Area Map

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2010 DOWNTOWN MASTER PLAN

Part 2: Inventory and Analysis

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2.1 Overview of Inventory & Analysis

No planning process on the scale of the 2010 Downtown Master Plan LCI Study can be successful without first establishing a clear understanding of existing conditions in the study area. All communities, whether urban, suburban, or rural, have existing opportunities and challenges that must be considered in the planning process. To do otherwise is to risk preparing a plan that fails to adequately reflect what makes a place unique.

Organization of Findings

During the planning process, an extensive inventory and analysis of existing conditions were performed via field work, data review, and interviews. These findings are provided in this part of the document by functional topic:

- **Land Use:** Reviews existing land uses, land use policies, zoning, and environmental factors,
- **Transportation:** Includes vehicular, pedestrian, bicycle, and transit facilities,
- **Markets & Economics:** Summarizes demographic and employment trends, market conditions, and projected future demand,
- **Urban Design & Historic Resources:** Includes the area's design character, aesthetics, and historic resources, and
- **Public Facilities & Spaces:** Reviews community facilities like schools, public safety, and open spaces.

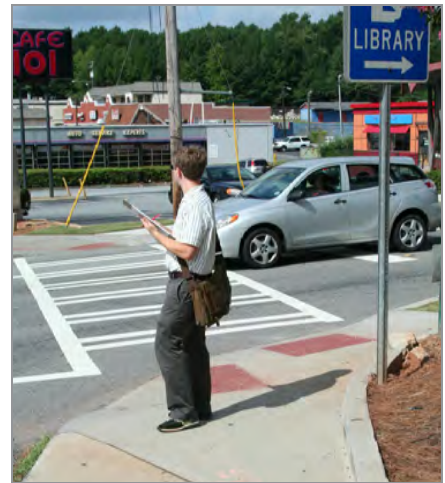
For each section, existing conditions are summarized in text, charts, maps, and photos. Complex topics also review current best practices and trends. All topics include a review of Strengths, Weaknesses, Opportunities, and Threats, often called a "SWOT analysis."

Key Findings

The findings of the inventory and analysis demonstrate that the study area offers an opportunity for greater Doraville to proactively plan for a better future. An alignment of local and regional forces, including available land, demographics, market trends, environmental awareness, interest in walkable communities, public policies, and a desire for a "sense of place" all suggest that the area could be a model for suburban redevelopment in the twenty-first century.

Among the key findings are that:

- The large amount of under-utilized land is an opportunity to plan for thoughtful redevelopment.
- Transportation facilities are unbalanced and largely auto-oriented; traffic congestion is a liability.
- The closing of GM removed many good jobs from the community; redevelopment should replace them.



Before preparing a plan, existing conditions must be studied in detail



Findings are summarized with text, charts, maps, and photographs



Redevelopable land and access are two of the area's key strengths (Courtesy www.doravilletod.com)

- Redevelopment of the GM site is a long-term prospect that, even in the best market conditions, could take decades to complete.
- Proximity to I-285, MARTA, DeKalb Peachtree Airport, and a location on the region's north side could be capitalized on to support a major redevelopment opportunity, possible incorporating transit-oriented development (TOD) principles.
- The area is one of the most diverse in the region, and has become a center for Asian and Hispanic businesses.
- Despite a large number of ethnic businesses, the area lacks the population density necessary to attract the "mainstream" businesses that many residents also desire.
- Redevelopment will have to draw users from outside of the immediate area to justify retail and housing growth.
- The northeast Atlanta region lacks a major walkable, mixed-use center. Nationally, such centers are more resilient to market fluctuation and increasingly support economic development.
- Vertical mixed-use development will be difficult to finance in the short-term, but horizontal mixed-use is viable today.
- While short-term prospects for housing, retail, and office space may be weak, the Atlanta region will continue to grow over the next 30 years, and much of this growth will be in the form of redevelopment near existing transit stations.
- Doraville lacks a focal point. While its traditional core once served this role, it has been obliterated over several decades.
- The area lacks a positive "sense of place."
- An aging population increasingly demands places that are compact, connected, and walkable, and that offer close-at-hand retail and services, healthy living, and opportunities for socializing.
- Doraville has successfully provided single-family housing, but lacks quality alternatives, such as townhouses, condominiums, and above-shop lofts. These and other options are needed to serve the aging population.
- The study area offers an opportunity for growth that does not encroach into existing residential areas.

Most important, however, is the finding that change in the study area is inevitable. Many of its buildings are nearing the end of their useful lives, leaving the community with three possible choices: abandonment; redevelopment into more of the same; or redevelopment into something new. While existing zoning entitlements allow most of the study area to develop according to the single-use, auto-oriented, and disconnected land use model that has marked growth in the Atlanta region for the past 50 years, it doesn't have to be this way. The choice for its future is not between "change" and "no change." Rather, the type of change that is most appropriate for the long-term vitality of the study area, its vicinity, and the region must be determined.



TOD concentrates uses in a walkable, compact setting near transit



Walkable communities are becoming important as the population ages



Doraville provides few housing options besides single-family homes

2.2 Land Use

Land Use

Land uses and the relationship between them impact the quality of life in a community. Different land uses have varying impacts on transportation and utility systems. The arrangement of land uses and their proximity also support or discourage different modes of travel, including bicycling, walking and transit use; this can directly impact the vehicular system by reducing or increasing traffic.

Towns and cities were traditionally built as mixed-use environments with housing, shops, offices, religious institutions, schools, parks, and factories all within a short walk of one another. As the benefits of mixed-use areas are rediscovered, it is increasingly important to understand the uses that can operate within an acceptable walking distance of five to ten minutes. Many uses are compatible, including retail, office, open space, civic, and residential uses. Others, such as industrial and transportation services, are more difficult to reconcile in a mixed-use setting.

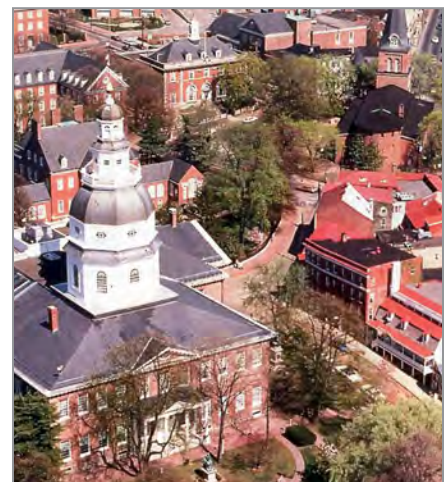
Existing Conditions

The study area is marked by a variety of land uses as shown in Table 2.1: Existing Land Uses. Generally speaking, the two predominant uses, commercial and industrial, are clustered in large, single-use areas defined by access to road or freight rail facilities. As a result, commercial uses dominate both sides of Buford Highway and Peachtree Boulevard, while industrial uses are found between the two, where access to freight rail lines is greatest.

The third most prevalent land use, public/institutional, also tends to



The five-minute or quarter-mile walk is central to walkable communities



Traditional towns include a mix of uses in a walkable layout

Table 2.1: Existing Land Uses

Land Use	Parcels	Acres	Percent of Study Area
Commercial	138	192.9	28.0%
Office	10	8.1	1.2%
Single Family	100	21.4	3.1%
Residential 1-4 Stories	3	18.5	2.7%
Public/Institutional	11	24.8	3.6%
Industrial*	36	249.4	36.2%
Open Space	2	7.1	1.0%
Transportation/Utilities	31	16.1	2.3%
Vacant	18	16.1	2.3%
Rights-of-Way	n/a	134.9	19.6%
Total	331	689.3	100.0%

**Includes auto salvage yards.*

be clustered around the historic core of Doraville. Here governmental buildings and churches line the streets that once compromised the traditional downtown area.

Residential uses in the study area are limited to two apartment complexes (Shallowford Gardens and Wynchase Apartments) and a single-family area along Clyde and Terrell Drives. The latter is completely surrounded by industrial and warehouses uses, and its long-term viability for housing is unlikely.

Other than a few exceptions in Doraville's historic core, the orientation and design of land uses in the study area focus completely on vehicular transportation. Uses are designed for access by car, and the distances between different uses (for example, offices and restaurants) are too great to walk, even if quality sidewalks were provided. The result is that the study area's land uses fail to maximize the use of existing transit, or even provide residents with facilities that they can easily walk to, if so desired.

Strengths

- The area has excellent proximity to I-285, I-85, Perimeter Center, Buckhead, and the northeast Atlanta region.
- Nearby neighborhoods provide a good single-family base.
- Institutional uses, including schools, churches and public facilities, anchor the study area.

Weaknesses

- The lack of quality housing options in the study area could be a challenge as residents age and their housing needs change.
- There is a lack of mixed-use or pedestrian-friendly land uses.
- Although the study area houses some resident-serving commercial uses, it does not serve the full range of daily needs.
- Existing land uses fail to support walking or transit ridership.
- May buildings are nearing structural obsolescence.

Opportunities

- The former GM site is one of the largest transit-served redevelopment sites in the nation and is an unprecedented opportunity.
- Creating a business center could capitalize on access and create jobs. For decades the emergence of an office center near I-285 and I-85 has been predicted, but has never materialized.
- New land use patterns could support walking and transit use.
- Additional housing options for all ages could be provided.

Threats

- Ill-planned development could preclude a new growth model.
- The costs of redevelopment and unproven market for mixed-use development could limit growth until the market matures.



Auto-oriented commercial land uses line Buford Highway today



The MARTA station is surrounded by parking today, but could one day offer transit-oriented development



Walkable land use patterns could allow residents to remain in the area as they age

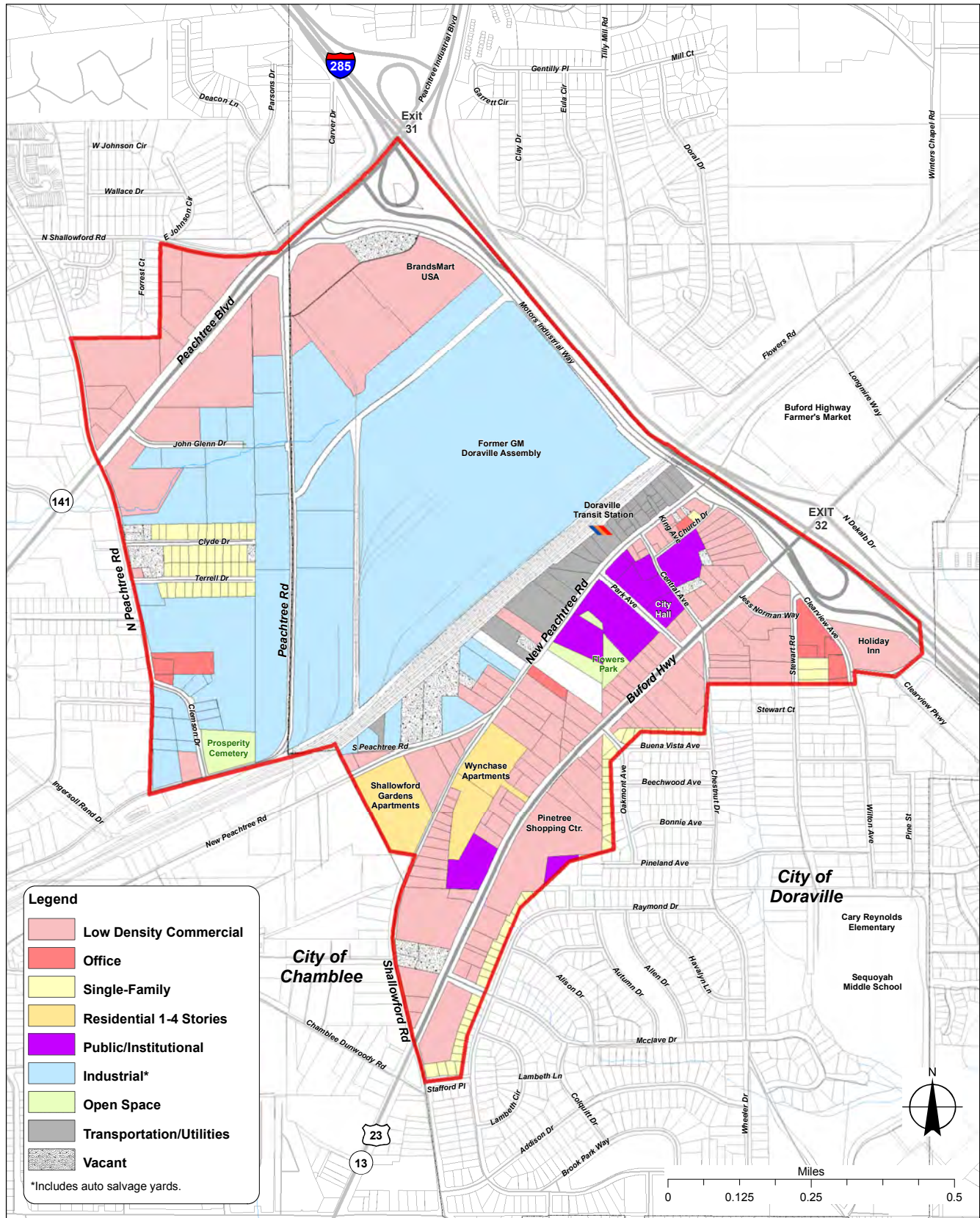


Figure 2.1: Existing Land Uses

Future Land Use Plan

Aside from existing land uses, land use considerations are also affected by the future land use designations of the local comprehensive plan. Such designations need not reflect on-the-ground uses today, but rather express the long-term land use vision for growth. They establish local policies that, under state law, must support proposed rezoning requests.

Existing Conditions

The future land use designations shown in Figure 2.2 are taken from the comprehensive plans of the City of Doraville and DeKalb County (which controlled the area west of Peachtree Road at the time of writing). Generally speaking, the land use classifications in the City of Doraville’s plan reflect a proactive vision for future growth, while DeKalb County’s reflect current on-the-ground uses.

In addition, the City of Doraville Comprehensive Plan 2006-2026 incorporates a variety of policies striving to support walkable, transit-supportive, and mixed-use development in much of the study area. Many of these emerged from the previous 2005 LCI effort and, therefore, are likely to support the vision that will emerge from this current effort.

Strengths

- Doraville’s Comprehensive Plan 2006-2026 contains many policies consistent with the principles of the LCI program, including concentrating mixed-use development near the MARTA station.
- Current land uses classifications allow the area to accommodate growth without commercial or multifamily encroachment into single-family areas.
- Current “Mixed Use Redevelopment Opportunity” classifications in much of the study area support a broad range of possibilities and allow the study area to respond to changing markets.

Opportunities

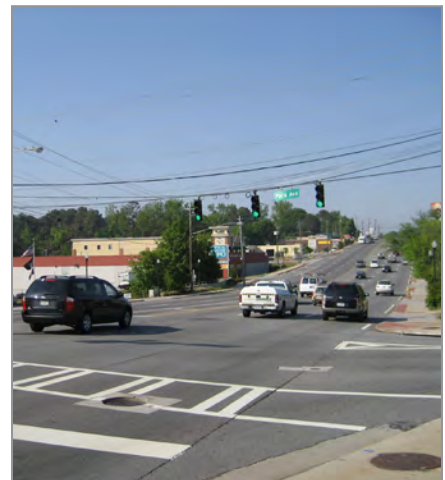
- A “Multimodal Transit Gateway” classification for the MARTA station could support transit-oriented development.

Threats

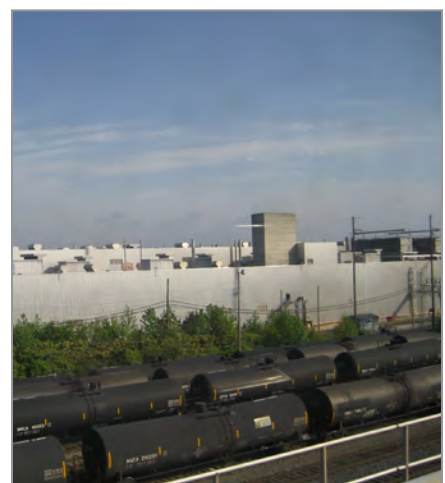
- Commercial classifications along all of Buford Highway and parts of Peachtree Boulevard could perpetuate their roles as barriers between the core of Doraville and nearby neighborhoods unless provisions are made for walkability in these areas.
- The “Industrial” classification just west of the former GM site may not be consistent with potential redevelopment next door.



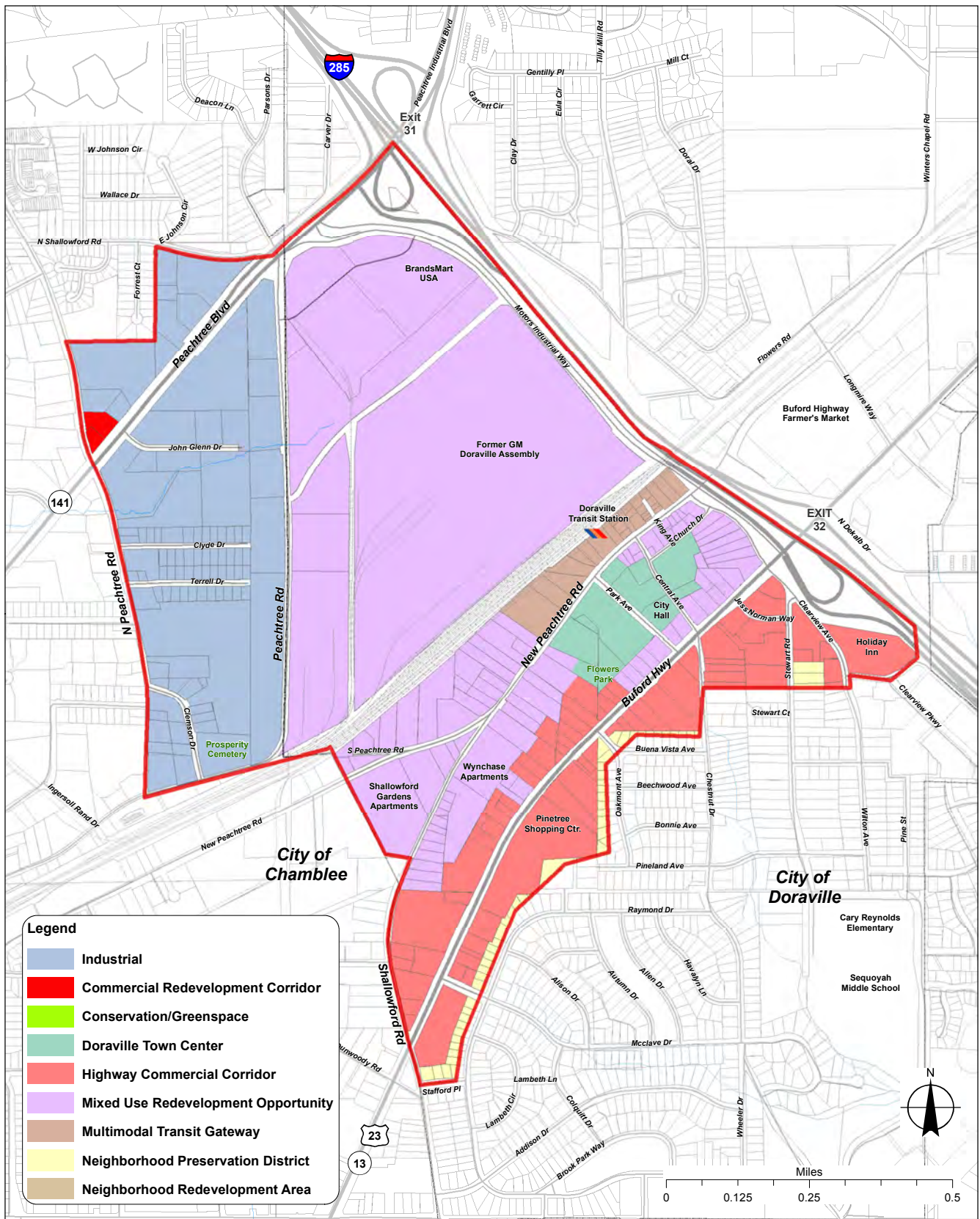
Current land use policies encourage mixed-use development in the area



Policies also support redevelopment along Buford Highway



Doraville’s future land use plan calls for redevelopment of the GM site



Zoning

The third major land use consideration is zoning. Zoning is the legal framework that codifies the land use vision of a comprehensive plan to regulate development. It directly shapes the form, placement, and design of new projects, and therefore affects the future of how a community feels and functions more than any other single element.

Existing Conditions

The study area contains a variety of zoning districts that allow a mix of uses across it, but little mixture within individual developments. Although designated a “Mixed-Use Redevelopment Opportunity” in the City of Doraville’s comprehensive plan, most of its zoning is conventional, single-use, and auto-oriented.

As shown in Figure 2.3: Existing Zoning shows, most of the study area within the City of Doraville is zoned C-1 Neighborhood Commercial or C-2 General Business. Both allow large exclusively commercial uses. Other districts found in the City of Doraville portion of the study area include R-3 Multiple-Family Residence District (Apartments), M-1 Light Industrial District, and OI Office/Institutional. The portion within Chamblee is zoned M Industrial from when it was in DeKalb County. Each of these allows the uses that their names suggest.

These entitlements amount to a great deal of by-right, unbuilt non-residential redevelopment potential in the study area, but very little residential. In fact, an estimated 75.5 million square feet of commercial and industrial space would be allowed under current zoning, but only 222 housing units, as shown in Table 2.2. Most lies within the City of Doraville.



Some places, such as Woodstock, Georgia, use design-based zoning to support quality development



Zoning directly shapes the character of new development

Table 2.2: Buildout Analysis Under Existing Zoning Regulations

District	Acres	Floor Area Ratio ¹	Dwelling Units/Acre	Total Zoned Commercial	Total Zoned Residential
C1	16.2	1.50	-	1,060,194 sf	-
C1C	159.6	1.50	-	10,430,997 sf	-
C2	158.8	5.00	-	34,583,296 sf	-
C2C	2.3	5.00	-	507,682 sf	-
C1 (formely DeKalb)	1.7	1.60	-	115,648 sf	-
M (formely DeKalb)	140.5	4.00	-	24,476,639 sf	-
M1C	11.8	1.25	-	645,144 sf	-
M2	9.8	1.25	-	534,515 sf	-
OI	29.2	2.50	-	3,178,794 sf	-
R3	18.5	-	12.0	-	222 units
Total	548.5	—	—	75,532,909 sf	222 units

1. An approximation of non-residential building density allowed by the code.

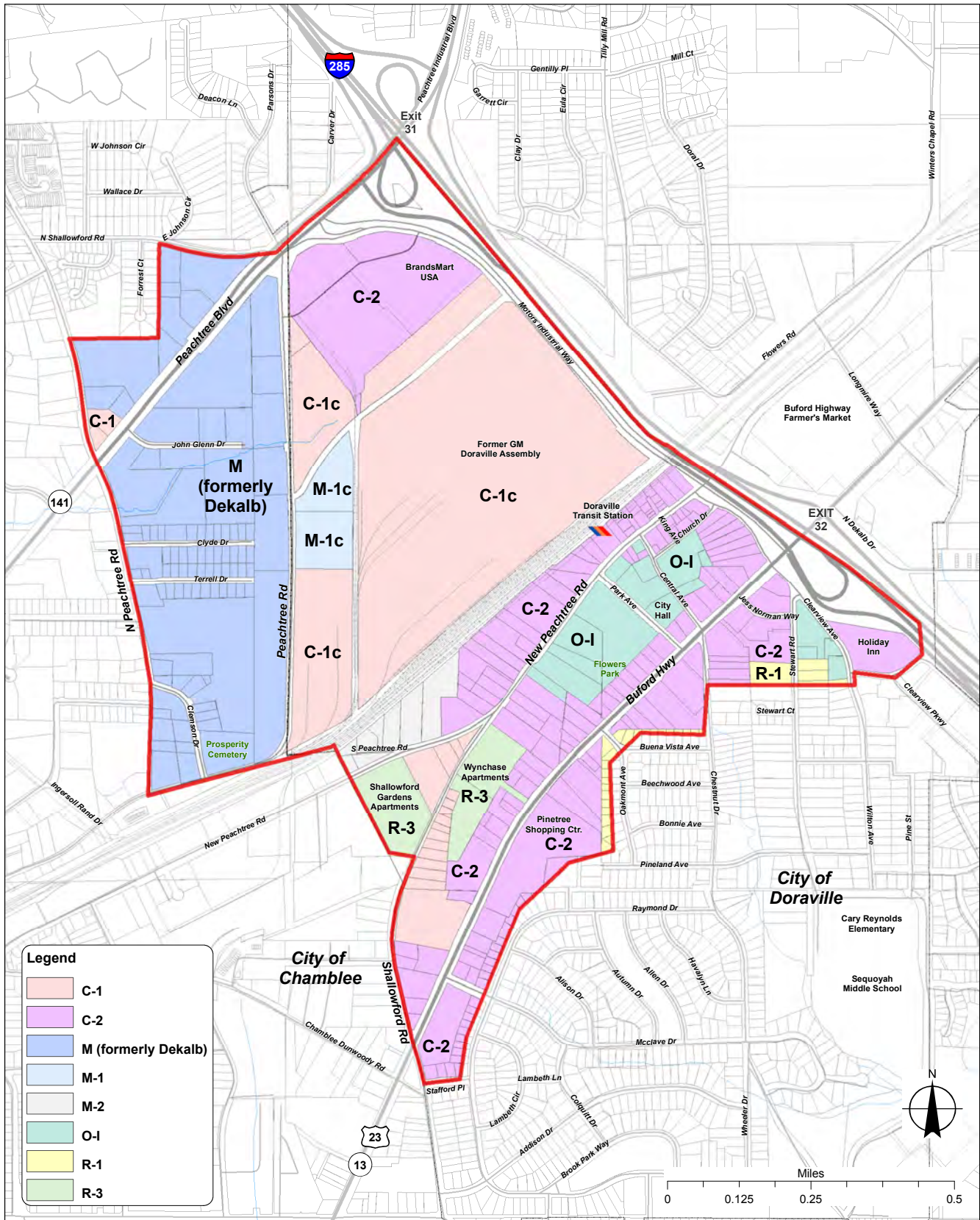


Figure 2.3: Existing Zoning

No design requirements exist in the current study area zoning within Doraville or Chamblee, although efforts are underway, to develop such requirements along Buford Highway within Doraville.

To mitigate the lack of mandated standards, the cities often approve rezoning requests on the condition of increased design standards. This has improved the design quality of some projects, but does not apply to those with by-right zoning.

As a future plan for the study area is developed, it may be necessary to revise zoning regulations to reflect the new community vision. This may include a new code or design standards.

Strengths

- Existing C-1 and C-2 districts have a maximum front setback, which supports walkability by bringing buildings to the street and encouraging side and rear parking.
- Industrial zoning in Chamblee is well-placed given noise from DeKalb Peachtree (PDK) Airport and freight rail access.

Please see Environmental Factors for details on airport noise.

Weaknesses

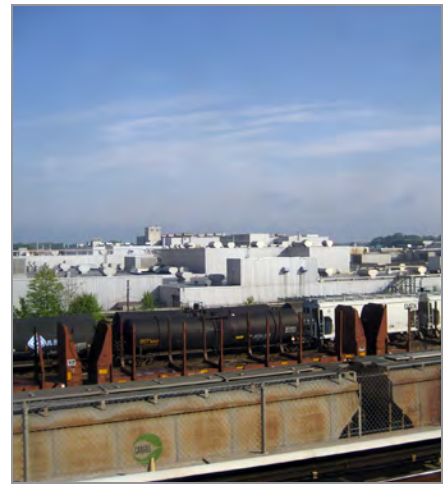
- The area is over-zoned for commercial, with 75.5 million square feet permitted, the equivalent of 42 Lenox Square Malls.
- Current zoning does not support quality residential uses within the study area or its potential redevelopment sites.
- Zoning does not support mixed-use development.
- No design standards exist today for new construction.
- The former GM site is zoned C-1C, which limits buildings to three floors and will have to change if the site is redeveloped.

Opportunities

- A new design-based overlay currently being prepared for Buford Highway could raise the bar for redevelopment in Doraville.
- Zoning changes could support the vision emerging from this plan.
- Easier permitting could encourage desired growth.
- Flexible, mixed-use zoning could allow projects to respond to changing market conditions and position the study area to capitalize on growth trends.

Threats

- Recent text amendments to prohibit wholesale and pawn businesses in C-1 and C-2 districts have created a distrust of zoning changes among some business owners.
- Opposition to zoning changes could hinder the ability to achieve the land use vision emerging from this plan.
- Zoning changes that do not match the City of Doraville's ability to administer them could threaten their effectiveness.



Rezoning of the former GM site will be necessary if it is to redevelopment as a mixed-use project



Current zoning supports designs that are pedestrian-unfriendly



Developers dislike uncertainty; clear design standards could garner their support

Environmental Factors

The ways that communities are built are closely connected to the natural environment in which they are located. Development patterns affect and are affected by the natural environment in direct and indirect ways that must be considered in any planning process.

The direct environmental effects of development are those with a physical, on-site impact. These include things like topography, streams, forest lands, building performance, and noise. They must be considered during site design if negative environmental impacts are to be minimized.

Recent thinking has embraced a broader understanding of environmental impacts that also considers indirect factors. This perspective looks beyond the immediate impacts of activity on an individual site to also consider off-site impacts, especially energy consumed by transport. Given that in 2007 nearly 29 percent of the nation's energy use was for transportation,¹ and that in 2010 nearly 61 percent of transportation energy was used by cars,² land use patterns that reduce the need to drive can have a significant and positive environmental impact. In some cases, their macro level environmental benefits can outweigh on-site disadvantages.

Existing Conditions

There are many direct environmental factors in the study area, both natural and man-made, that have a significant impact on its future.

The most notable natural feature is its hydrologic or water system. Because the area includes a ridge approximating New Peachtree Road, it occupies three watersheds. Water in the southeastern portion flows south to North Fork Peachtree Creek, water between Shallowford and New Peachtree Roads flows to Arrow Creek, and water north of New Peachtree Road flows to Nancy Creek. Additionally, the latter area includes the spring for Bubbling Creek, which emerges west of the former GM plant. As it flows west, its banks offer a strip of green



New developments nationwide are incorporating "green" techniques

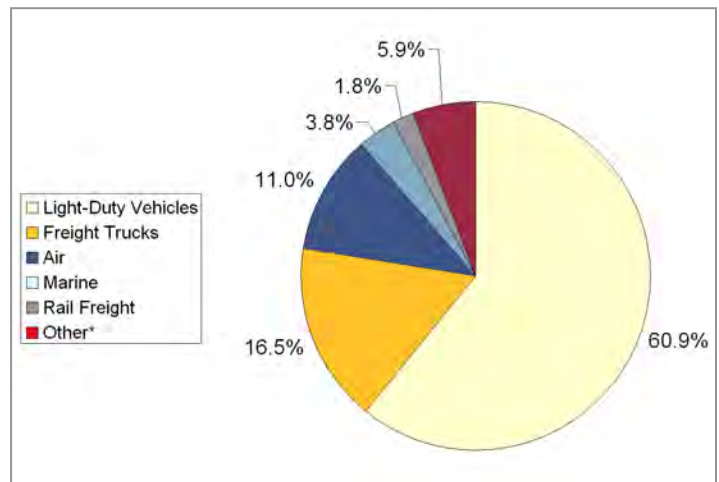


Figure 2.4: 2010 Transportation Energy Use (Source: US Department of Energy)

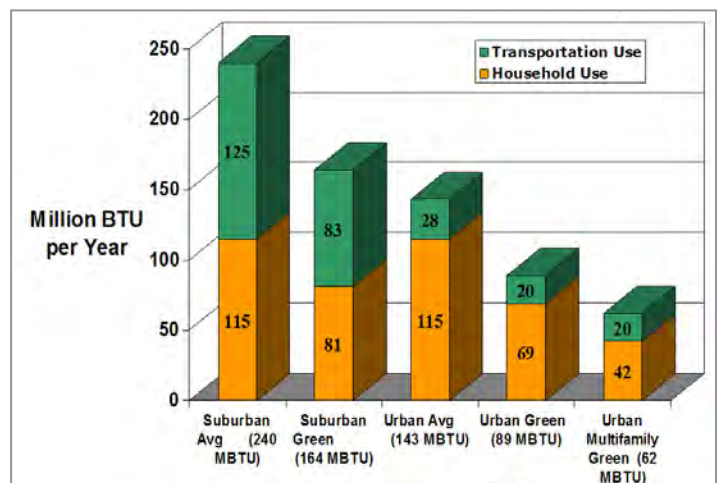


Figure 2.5: Aggregate energy consumption by housing type (Source: Jonathan Rose Companies)

1 United States Department of Energy. *Annual Energy Outlook 2009 with Projections to 2030*. Report #:DOE/EIA-0383(2009). Washington: GPO, 2009

2 United States Department of Transportation. Research and Innovation Technology Administration. *Transportation Vision 2030*. January 2008. Washington. http://www.rita.dot.gov/publications/transportation_vision_2030/html/figure_02.html. Accessed 9/11/09

passing through an otherwise developed area. The presence of the spring also suggests an aquifer below all or some of the area.

Man-made factors are also present, including noise and air pollution, and ground contaminants. Noise from PDK Airport is high in the southwest part of the study area, making it challenging for residential. Noise levels from I-285 are also high, as is localized air pollution around it (research shows that airborne particulate matter is greatest within 300 meters downwind of highways³). Finally, the presence of industrial and commercial uses suggests that ground contaminants may exist on some sites, although such can only be determined through an Environmental Site Assessment.

Indirect environmental factors in the study area are more difficult to quantify, but still significant. Most notable of these are the driving patterns of area residents that result from the community's built form, the lack of employment, and the lack of commercial amenities in the area. If jobs, services, housing, and other amenities were provided in a walkable setting, it is certain that many more people would walk and take transit than currently do, benefiting public health, the environment, and their wallets in the process.

Strengths

- Streams, including Bubbling Creek, exist in the study area.
- Flood zones ensure that many areas will remain open space.

Weaknesses

- Noise from PDK Airport limits future housing in places.
- Noise and pollution from I-285 is a challenge.
- Parking lots contribute to radiant heating and water runoff.
- There is a lack of landscaping on streets or in parking lots.
- The area's built form encourages driving.

Opportunities

- "Green" building and planning techniques could allow growth with a lesser impact on the local environment.
- Creek corridors and flood zones could be future greenways.
- Compact, mixed-use development could reduce driving.
- Certain housing options could reduce energy consumption.
- Water retention ponds could be environmental amenities.
- Innovative stormwater management techniques, such as bioswales or pervious paving, could reduce runoff.

Threats

- Historic industrial or commercial uses could be contaminated.
- Ill-placed housing, schools, etc. could harm public health.
- Expansion of the PDK Airport could increase noise pollution.

³ Zhu, Yifang and William C. Hinds. "Concentration and Size Distribution of Ultrafine Particles near a Major Highway." *Journal of the Air & Waste Management Association*. 52, September 2002. Page 1032.



A small strip of green exists along Bubbling Creek (Courtesy Google Earth)



There are few trees on study area streets



Roadside swales and infiltration can be visually pleasing and reduce water erosion

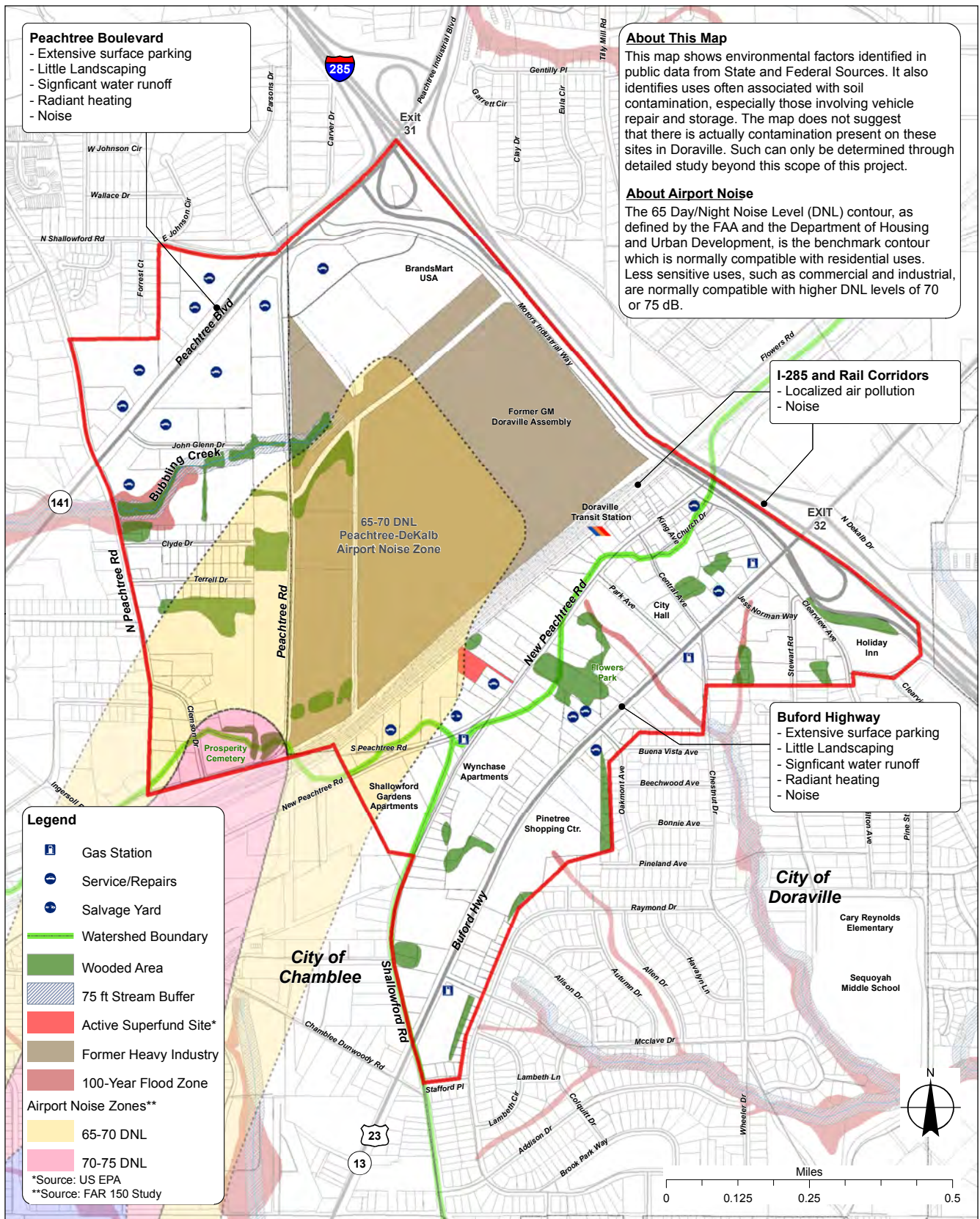


Figure 2.6: Existing Environmental Conditions

2.3 Transportation

A community's transportation system is comprised of several interconnected components that work together to move people and goods within a given area. These include vehicular, transit, pedestrian, and bicycle facilities. Together, these different components interact with one another to affect travel mode, land use and system flexibility.

More than anything else, traffic is affected by the organization of the streets and blocks within which they occur. In fact, these are the most defining characteristics of a community and its transportation system. While buildings and land uses change, the street pattern of a community often remains unchanged over centuries.

Blocks and streets can be thought of as the bones of a community. Just as bones determine a person's height, stature, and looks, block and street patterns directly affect a community's form and the importance of key sites within it. There are two major types of street patterns:

Dendritic or branch-like street systems are made up of many small and disconnected local streets that feed into fewer collector streets that, in turn, feed into even fewer arterials. Because this pattern contains many dead-end local streets, it forces all traffic onto collectors and arterials, resulting in large block sizes and increased trip distances.

Dendritic street patterns tend to discourage walking, encourage traffic congestion on collectors and arterials, and create a transportation system that is prone to shutdown when accidents or other incidents disrupt traffic on collectors or arterials. Its creation of longer trips also supports conventional suburban-style land uses marked by automobile orientation, separation of use, and disregard for the quality of the streetscape. These great distances also have a direct impact on the ability of emergency vehicles to respond to situations in an efficient manner.

Interconnected street systems are made up of a series of small and medium sized streets arranged in a grid or modified grid pattern. In this pattern, virtually all streets connect to other streets. This provides small blocks, ensuring many possible routes and eliminating the need for wide, high-traffic arterials and collectors.

An interconnected street pattern encourages walking, bicycling, and other forms of non-motorized transportation because it increases the likelihood of being able to make a trip without being forced onto a high-speed, high-volume road. It also tends to support pedestrian-oriented land uses by allowing land uses to be closer together, thus increasing the opportunities for shared parking and pedestrian-oriented streetscapes.

Please Note

Buford Highway was extensively studied as part of the 2005 Doraville LCI and the recent Buford Highway Multimodal Corridor Study. For this reason the focus of this current effort is areas not already studied by these previous efforts.



In a dendritic system, the distance from A to B is one mile and achievable along one route



In an interconnected system the distance from A to B is one half mile, with multiple route options

“Smart growth” principles generally support an interconnected system over a dendritic system, because it better balances pedestrian and vehicular needs. Both cars and pedestrians operate more efficiently when many routes of travel, shorter distances, and more direct trips are available.

Generally, the largest a block should be is 800 feet in length or 3,200 feet in perimeter, although between 200 and 600 feet in length or 800 to 2,400 feet in perimeter is more desirable. In developed areas with an existing dendritic system, achieving this can be a challenge because interconnected systems work best over a large area. In most places, the reality is that arterials and collectors serve transportation needs that extend beyond the immediate area. Even so, a localized interconnected system can reduce congestion on these streets by dispersing local trips.

Traffic Systems

Traffic system operations are affected by a variety of factors, including intersection operations, signal timings, turning movements, volume, capacity, and speeds. The interface of these different components affects each other and defines the ability of the whole system to operate efficiently and as part of a well-balanced system.

Existing Street Network

The existing street network in the study area includes an urban interstate principal arterial, urban principal arterials, urban minor arterials, urban collector streets and urban local streets serving regional and local needs. The roadways in the study area are primarily four-lane and two-lane roadways with curbs. Four State Routes (SR) pass through the study area:

- SR 13 (Buford Highway) provides northeast/southwest regional access through the southern part of the study area.
- SR 13CO (Motor Industrial Way) provides east/west regional access between SR 13 and SR 141 in the study area.
- SR 141 (Peachtree Boulevard) provides northeast/southwest regional access through the north part of the study area.
- SR 407 (I-285) provides east/west regional access through the northern portion of the study area.

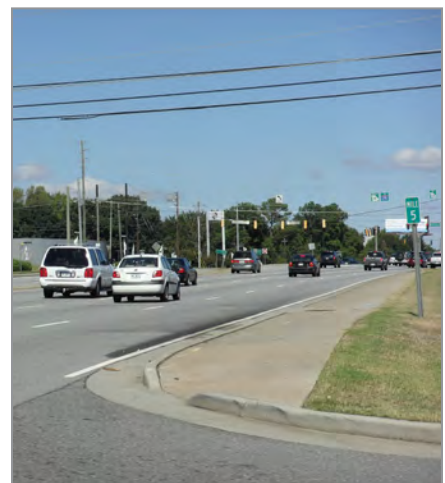
As expected, SR 407 (I-285) is classified as an urban interstate principal arterial throughout the study area, and both SR 13 and SR 141 are classified as urban principal arterials for their entirety. New Peachtree Road, Shallowford Road, and Motors Industrial Way are urban minor arterial streets within the study area. A portion of Peachtree Road and all of North Peachtree Road are urban collector streets within the study area. Remaining streets are local streets.



An interconnected network in Boston allows most streets to be two lanes wide and pedestrian friendly



The existing street network consists of extremely large blocks



Peachtree Boulevard crosses the north part of the study area

Existing Freight Rail

A Norfolk Southern rail line is located in the study area. The line is parallel to and between Buford Highway and Peachtree Boulevard, and runs in an northeast to southwest direction. It has been observed that approximately eight freight trains pass through the area each weekday, at an average speed of 15 miles per hour (mph). In addition, rail yards often provide staging areas for additional trains.

Existing Traffic Signals

There are 17 total traffic signals in the study area, including:

- Eight along Buford Highway that include pedestrian signals and crosswalks,
- Four along Peachtree Boulevard that include pedestrian signals and crosswalks, and
- Five along New Peachtree Road that include pedestrian signals and crosswalks.

Existing Traffic Calming Devices

No traffic calming devices exist within the limits of the study area.

Existing Parking

No on street parking exists along any of the urban arterial or collector streets. On street parking is unstriped on three local streets: Clyde Drive, Terrell Drive, and Church Street.

Existing Truck Routes

The current truck routes through Doraville are the four state routes, SR 407, SR 13, SR 13CO, SR 141, urban minor arterial streets New Peachtree Road and Shallowford Road, urban collector streets Peachtree Road and North Peachtree Road, and local streets Peachtree Road and Clearview Avenue.

Existing Speed Limits

Speed limits within the study area vary vastly depending upon the functional class of the roadway. The speed limit on the urban interstate principal arterial is 55 mph. The speed limit on the urban principal arterial, urban minor arterial and urban collector streets generally varies between 45 and 35 mph. The majority of the local streets are 35 mph, and 25 mph in some areas.

Existing Travel Patterns

Two urban principal arterials run through the study area that link the surrounding suburbs to downtown Atlanta. Therefore on a typical business day these roads, Buford Highway and Peachtree Boulevard, experience congestion during “rush hours.” Rush hour can be defined as the time between 7:00 and 9:00 a.m. when motorists are travelling to work or school, and 4:00 and 7 p.m. when motorists are returning to their homes. Significant points of congestion on these roads are their intersections with the urban interstate principal arterial, I-285. Traffic congests at the traffic signals where the two urban principal arterials intersect with I-285. Due to the high volume of motorist passing through this area, a certain level of congestion is to be expected.

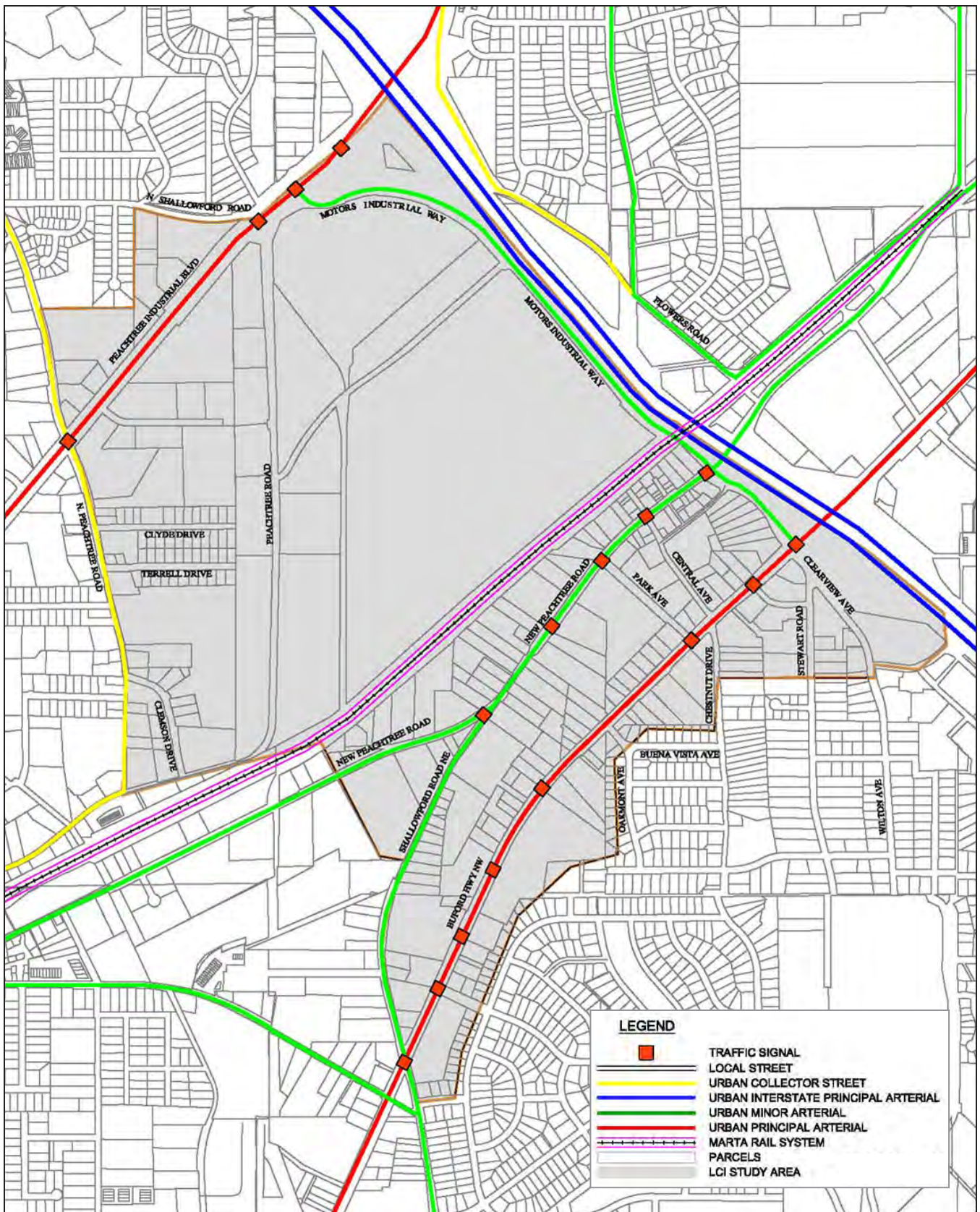


Figure 2.7: Existing Roadway Classification

Existing Traffic Volume

The following volumes are consistent with the functional roadway classifications for each street. State Routes having the higher volumes are principal arterials, the minor arterials have the 2,000 and 5,000 AADT volumes and the collector roadways are less, coming in at 2,000 AADT and lower.

Planned Future Projects

Several planned projects and proposed plans have been developed for the study area due to its proximity to I-85 and I-285. Georgia Department of Transportation (GDOT) and the Transit Planning Board (TPB) both have regional concept plans for multi-transit improvements in or adjacent to the study area.



The Buford Highway and I-285 interchange is a key facility

Table 2.3: Traffic Volumes

LOCATION	2009 TRAFFIC VOLUMES (AADT)
Buford Highway (SR 13), between Motor Industrial Way (SR 13CO) and Central Avenue	24,260
Buford Highway (SR 13), between Park Avenue and Shallowford Road	24,000
Peachtree Boulevard (SR 141), between Peachtree Road and Interstate 285 (SR 407)	28,450
Central Avenue, south of Church Street	1,210
Shallowford Road, at Chamblee-Dunwoody Road	11,700
Shallowford Road, between New Peachtree Road and Buford Highway (SR13)	10,100
Peachtree Road, between North Peachtree Road and Peachtree Boulevard (SR 141)	3,990
New Peachtree Road, between Central Avenue and Stewart Road	12,150
New Peachtree Road, between Shallowford Road and West Hospital Avenue	7,640
Motor Industrial Way, between Peachtree Boulevard (SR 141) and Buford Highway (SR 13)	11,280
Interstate 285 (SR 407), between Peachtree Boulevard (SR 141) and Buford Highway (SR 13)	249,460
Ramp onto I-285 (SR 407) from Peachtree Boulevard (SR 141) North and South, and Motor Industrial Way	28,330
On ramp to Peachtree Boulevard (SR 141) North from I-285 (SR 407) West	21,250
On ramp to Buford Highway (SR 13) from I-285 (SR 407) West	7,560

Revive 285 top end is an innovative approach by GDOT in conjunction with the Georgia Regional Transportation Authority (GRTA) to develop a comprehensive solution for the northern part of I-285 that started in 2006 to explore traffic management options.

- Originally eight build alternates were created in 2008. The list was then trimmed to three build alternatives and one no-build alternative:
 - Alternative 1: No Build, which is required by the National Environmental Policy Act (NEPA);
 - Alternative 4: Express bus and operational Improvements;
 - Alternative 6A: Express bus, managed lanes, operational Improvements, and future transit right-of-way; and
 - Alternative 6B: Express bus, managed lanes, operational improvements, future transit right-of-way, and general purpose lane re-designation.
- Environmental impacts are being studied for each alternative.
- GDOT anticipates holding a public hearing towards the end of 2011 to present the alternatives.
- GDOT anticipates a final recommendation by the end of 2012.

Concept 3 is a regional planning document produced by the TPB for the metro-Atlanta area. This concept plan evaluates the conditions of the existing road, rail, and bus infrastructures and proposes future improvements and additions to these systems.

Proposed improvements impacting the Doraville Area include:

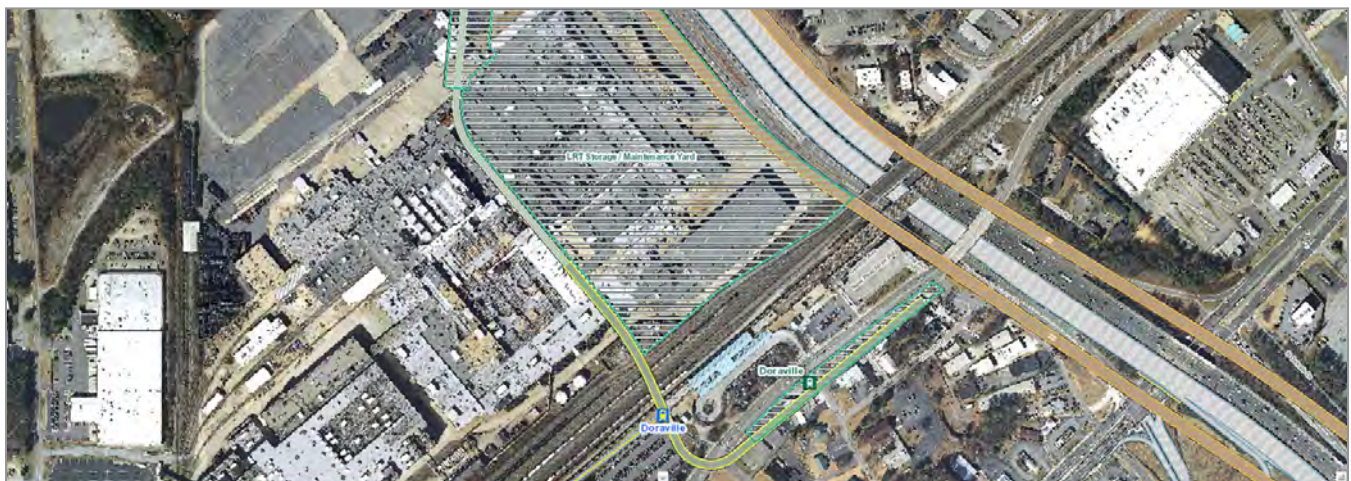
- Express Regional Rail service on the existing railroad to Gainesville.
- Express buses running in managed lanes on I-285.
- Bus Rapid Transit – Enhanced bus service on Buford Highway.



If transit is selected for I-285 it could be bus rapid transit (Courtesy Michael Strauch)



A second transit option for I-285 could be light rail



Two of the alternatives being explored as part of Revive 285 top end include transit that would significantly impact the study area and may include utilizing a portion of the former GM Assembly as a yard for light rail vehicles, subject to right-of-way acquisition. (Courtesy www.revive285.com)

GDOT planned projects include:

- A Sidewalk Enhancement Project on Peachtree Boulevard ends at Peachtree Road. This project is just outside of the study area. The GDOT PI # is 0002410.
- A Sidewalk Enhancement Project on Buford Highway ends at Shallowford Terrace. This project is just outside of the study area. The GDOT PI # is 731770.

Project Development Process

There are a number of steps to be taken in the project development process. Some of these include:

- Developing consensus among stakeholders and community leaders on issues that need to be addressed, so that there is motivation to proceed with project implementation steps;
- Identifying a small number of projects or alternate solutions that appear to cost effectively solve the problem;
- Perform preliminary design, environmental, project cost and right-of-way analyses;
- Begin considering sources of funding from traditional and, if possible, non-traditional sources;
- Conduct public hearings to share findings and solicit comments;
- Reflect comments;
- Build consensus on action plan among elected officials;
- Identify projects, finalize designs, and finalize right-of-way needs;
- Secure funding agreements and get projects programmed into the ARC's and GDOT's formal programming documents: Regional Transportation Plan (ARC); Transportation Improvement Program (ARC); and, Statewide Improvement Program (GDOT).

If the City develops a set of projects that has community support and addresses mobility, access and safety concerns, then the projects will have a very good chance to receive funding from traditional sources even though the implementation timeline may not be clear. This also means the City will need to supply local matching funds toward the total project cost. Local matching funds often take the form of preliminary engineering studies, site preparation work such as utility relocation and right-of-way acquisition.

Strengths

- There is easy access to several State Routes including SR 407, SR 13, SR 13CO and SR 141.
- There is easy access to I-85 and I-285.
- There is adequate off-street commercial parking.
- Traffic signals seem to be synchronized to adequately move traffic on major streets.
- These presence of turn lanes and flush medians on major roads reduces traffic congestion.

Weaknesses

- There is congestion during peak hours.
- The existing traffic system is not interconnected to provide multiple route options.
- There are poor connections to the GM site across both the rail line and I-285.
- There is only one grade-separated railroad crossing at Motor Industrial Way.
- The intersection configuration at New Peachtree Road and Shallowford Road is not ideal.
- There is a large amount of traffic "passing thru" on Central Avenue and Park Avenue.

- The five-legged intersection of Peachtree Boulevard, Peachtree Road, North Shallowford Road, and Parson Drive creates delay along Peachtree Boulevard.
- High concentrations of curb-cuts along Buford Highway create negative traffic flow and pose pedestrian hazards.
- Block sizes are extremely large, which forces traffic onto a few major corridors.

Opportunities

- The Shallowford Road and New Peachtree Road intersection could be redesigned to improve flow.
- A flush median may be possible on New Peachtree Road.
- Installation of solar power signs alerting drivers of current status and drive times of I-285 could reduce congestion on urban principal arterials.
- A new street crossing the MARTA and Norfolk Southern rail lines could improve accessibility.
- Connecting said new street to Peachtree Boulevard and Buford Highway/Shallowford Road could make it regionally significant and expand potential funding options.
- New development could expand the street network.

Threats

- Additional traffic signals could further congest State Routes and increase travel time.
- Connectivity of street system could increase traffic volume on local streets.
- The high cost of crossing the railroad with a road could prohibit its implementation.
- A potential bridge rail crossing could decrease development opportunities for adjacent properties.



Buford Highway is designated as an alternate to I-85 in times of emergency



At Atlantic Station in Atlanta, the new 17th Street was designated a temporary State Route for funding

Pedestrian Facilities

Because every trip begins on foot, the walking experience is critical to understanding the current transportation system. Pedestrian trips are also important because they can take the stress off of vehicular systems and create a safer study area.

Existing Conditions

Existing pedestrian circulation south of the MARTA rail line is predominantly focused toward the MARTA station and New Peachtree Road. North of the line, pedestrian activity is focused around businesses along Peachtree Boulevard. Due to its location and proximity to major travel corridors, the study area sees a high volume of traffic “passing thru” during peak hours. This means that many pedestrians in the area are traveling through it on their way to or from somewhere else, especially MARTA.

The sidewalks within the study area can be quantified as primary and secondary in terms of their average daily foot traffic. The greatest number of pedestrians can be found on Buford Highway, Peachtree Boulevard, and New Peachtree Road. These main pedestrian corridors serve as a passage to commercial areas and gateways to other forms of public transit. Secondary sidewalks can be classified as the routes that connect between the three primary sidewalks. These serve as a means of access from the residential sectors to the main pedestrian corridors.

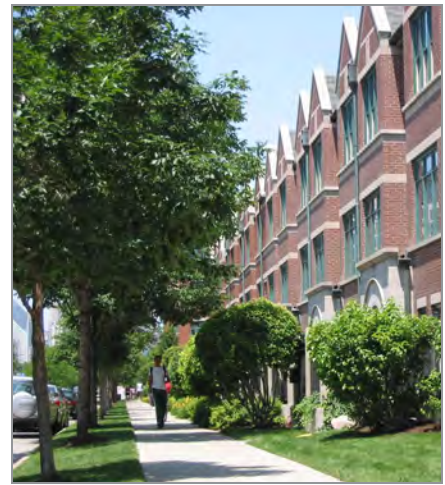
Most existing sidewalks are in good structural condition. However there are several instances of gaps, which discourage continuous safe pedestrian passage. Future improvements are planned along New Peachtree Road between Stewart Road and Shallowford Road and Park Avenue in its entirety. These future streetscape projects will provide improved sidewalks and crosswalks, Americans with Disabilities Act (ADA) accessibility, and improved lighting; thus improving flow and accessibility to the MARTA station.

Strengths

- Recent improvements create a starting point for raising the quality of walking in the study area.
- Sidewalks exist on most streets in the study area, including several with sidewalks on both sides.
- Many recent immigrants come from cultures where walking was a part of everyday life, and still do so in the study area.

Weaknesses

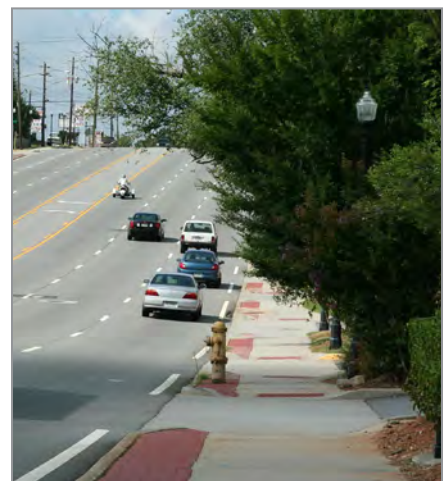
- The combination of development patterns, existing facilities, and distances create a study area that is not truly walkable.
- There is poor pedestrian access across the rail tracks.
- Most buildings have frontal parking and sit back from the street.



Sidewalks alone do not create a walkable community, land uses and building form also play a part



Quality sidewalks not only provide transportation, but can also support commerce



In the past five years, sidewalks were repaired on Buford Highway

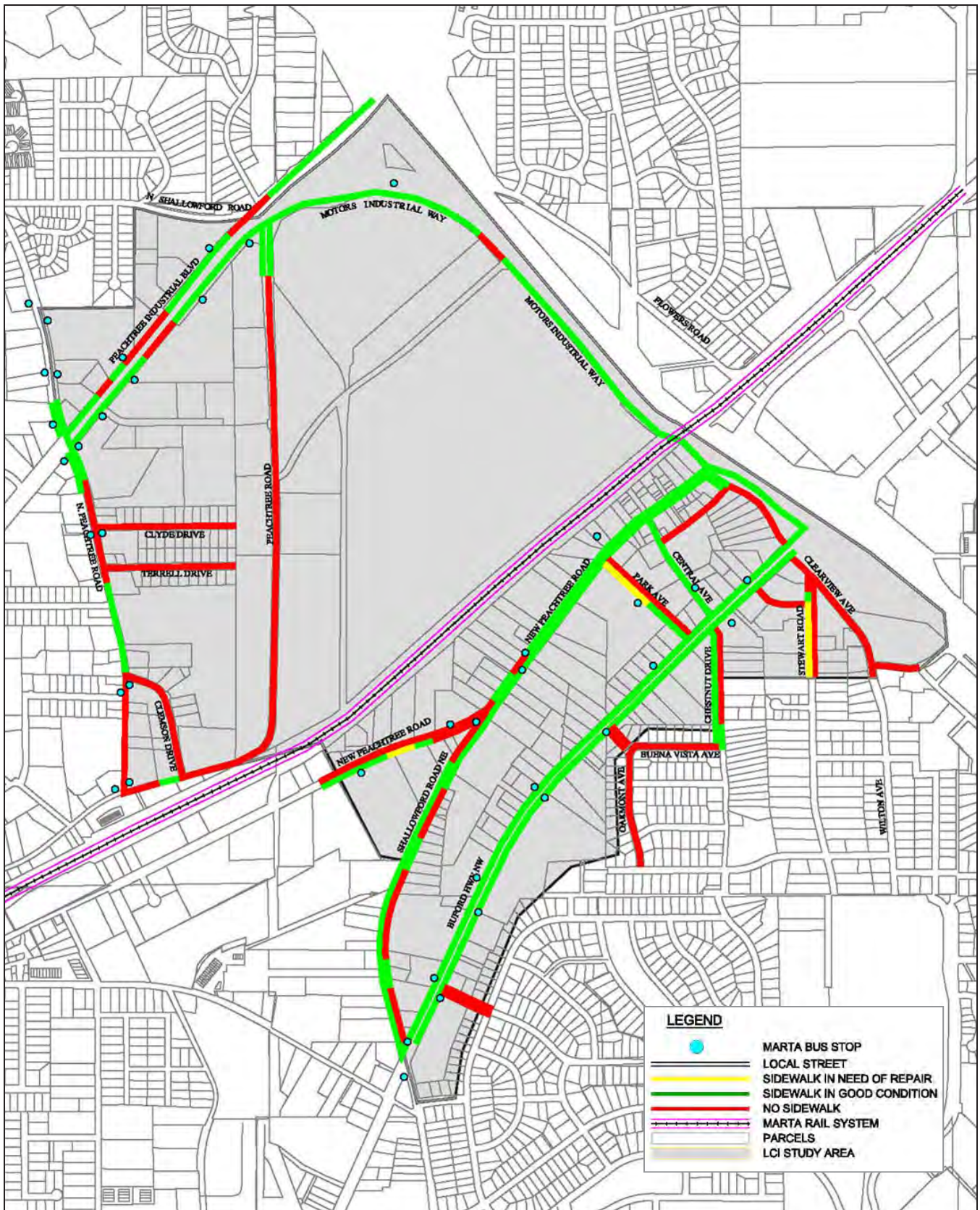


Figure 2.8: Existing Sidewalk Conditions

- Missing or poorly-marked crosswalks makes walking unsafe.
- There are few walkways from buildings to the sidewalk in existing auto-oriented sites.
- The parking configuration along North Peachtree Road at Peachtree Boulevard, in front of auto body shop, allows vehicles to park on the sidewalk and in the road shoulder, reducing pedestrian accessibility.
- There is little sidewalk connectivity on key streets.
- ADA-compliant pedestrian facilities are lacking at many intersections.
- A collapsed catch basin and sidewalk settling on New Peachtree Road prevent wheelchairs from safely crossing I-285.
- High concentrations of curb-cuts on some major corridors create many potential vehicle-pedestrian conflict points.
- Widely-spaced and sometimes unmarked crossings along Buford Highway and Peachtree Boulevard encourage pedestrians to cross at unmarked locations.
- There are few street trees to provide shade in summer months.
- Large blocks make walking distances very great.

Opportunities

- Planned sidewalks upgrades on New Peachtree Road, Central Avenue, and Park Avenue will make walking safer.
- The proximity of shops and transit makes walking a viable form of transportation if improved, continuous facilities are provided.
- Crosswalks could be re-striped or better marked on many streets.
- Potential pedestrian improvements on major streets could improve safety.
- New sidewalk could provide connectivity on major streets
- Street furnishings could establish and maintain a community image.
- Additional sidewalks constructed on new proposed streets to provide supplementary travel routes for pedestrians.
- New signalized intersections along major corridors, if warranted, could also provide improved pedestrian crossings.
- A western entrance and pedestrian bridge at the MARTA station could improve access to potential redevelopment.
- Mid-block paths could improve access on large blocks.

Threats

- Continued development of commercial buildings set back from pedestrian facilities could decrease pedestrian activity.
- Redevelopment could increase pedestrian crossings on State Routes and create conflicts if facilities are not improved.



Walking paths testify to the need for sidewalks in certain areas



Many people walk from nearby apartments and businesses to the MARTA station



While sidewalks exists on Peachtree Boulevard, it is clearly not a walkable area

Bicycle Facilities

Bicycles are an increasingly important means of transportation in today's society. A balanced transportation system including a mix of transit and bicycle facilities can help diversify the how people travel. Bicycle facilities can take four major forms.

Off-street bicycle facilities are generally ten to twelve feet wide off-road paved areas that permit travel in two directions; lanes may or may not be striped. Usually, these facilities are built in conjunction with greenways, and their off-road nature makes them ideal for inexperienced bicyclists.

Bicycle lanes are striped one-way on-street facilities. They are usually located next to the curb so bicyclists move in the same direction as traffic, and are sometimes found next to parking spaces. In Georgia, designated bicycle lanes are required to have a minimum width of five feet. However, undesignated bike lanes can be striped narrower widths. Lanes are strongly suggested on streets with vehicular speeds greater than 25 miles per hour.

Cycle tracks combine the experience of an off-street bicycle facility with the on-street infrastructure of a bicycle lane. They provide a protected, dedicated bicycling area physically separated from motor traffic and distinct from the sidewalk.

Sharrow markings are installed in a street's travel lane to alert drivers that bicyclists also use the roadway. They also assist bicyclists with lateral positioning, encourage safe passing of bicyclists by motorists, and reduce the incidence of wrong-way bicycling. Sharrows are often used where streets are too narrow for dedicated bicycle lanes.

Existing Conditions

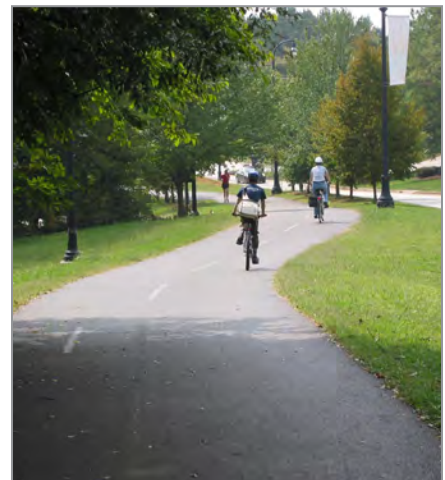
Currently there are moderate levels of bicycling in the study area, but no bicycle facilities, although existing plans do recommend them. For example, in the DeKalb County Comprehensive Transportation Plan bicycle lanes are recommended along Shallowford Road/New Peachtree Road, North Peachtree Road, and portions of Peachtree Road. Along Central Avenue, the North Fork Peachtree Trail facility is also recommended to connect the MARTA station to a planned greenway along North Fork Peachtree Creek to the south. Whether said facility is an off-street path, bicycle lanes, or just a shared roadway is not identified in the plan.

Strengths

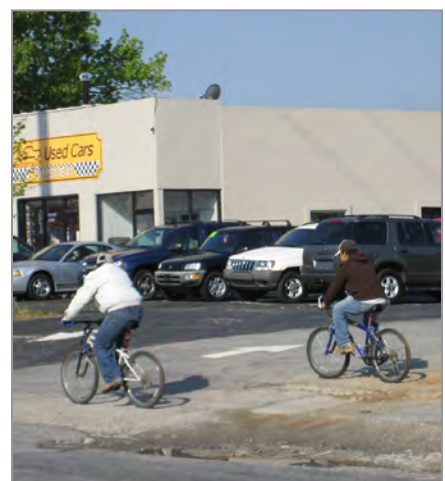
- Many people do bicycle in the study area, in spite of poor bicycling conditions.
- Relatively low vehicular volumes and speeds make on-street bicycling feasible along secondary streets in the study area.



Bicycle and pedestrian facilities are part of a balanced transportation system



Multi-use paths are off-street facilities used by pedestrians and bicyclists



Today, people do bike in the study area, but they lack quality facilities

Weaknesses

- The State Routes in the study area are automobile-oriented, creating a hostile environment for bicyclists, even to cross them.
- High truck traffic creates a hostile environment for bicyclists.
- Narrow streets create safety concerns for bicyclists where vehicular speeds are high.
- The lack of bicycle racks forces bicyclists to park their bikes against utility poles, signs, and on other elements.
- Extreme north-south topography in the study area is a challenging for bicyclists.

Opportunities

- Due to the high demand of public transit and large number of pedestrians in the area there is the potential to significantly increase bicycle use.
- Existing plans identify potential bicycle links between the study area and nearby communities.
- Creation of off-street paths could tie residential areas to parks and open space, downtown, and surrounding communities.
- Bike routes or sharrow markings could be established on streets that are too narrow for bike lanes, cycle tracks, or paths.
- The installation of bicycle racks at existing businesses or within new developments could promote bicycle use.

Threats

- Development of bicycle facilities at the expense of existing vehicular lanes could negatively impact vehicular flow on urban principal arterials.
- Implementing bicycle lanes or other facilities along existing State Routes could create a false sense of security and actually expose more bicyclists to unsafe conditions.



This map from the DeKalb County Comprehensive Transportation Plan shows potential greenway trails linking Doraville to nearby communities



Installing bicycle racks at businesses could encourage bicycle use

Public Transportation

While public transit accounts for only 2.5 percent of trips made in the Atlanta metropolitan region,⁴ interest in transit is growing as traffic congestion increases and demographics changes, especially the aging population, create demand for alternatives to driving.

Existing Conditions

One of the greatest resources of the study area is the abundance of public transportation it can offer residents and visitors. Multiple bus carriers, MARTA rail, and the nearby PDK Airport all offer advanced methods of travel.

Three public bus services currently service the study area. The largest is MARTA, which currently has 40 bus stops and operates five routes within it. These routes carry passengers down every major road and some local streets, with multiple stops along both sides of Buford Highway, Peachtree Boulevard, New Peachtree Road, and North Peachtree Road. Some bus stops are shared with other bus providers such as GRTA and other private providers. As a whole the bus system operates efficiently and productively within the study area. In addition to MARTA, GRTA Xpress bus service connects the Doraville transit station to the City of Johns Creek, while one Gwinnett Community Transit (GCT) route provides a link to nearby Gwinnett County.

The study area also contains a MARTA Rail Station which is the end station for the Northeast MARTA “Gold” line. The station is located at 6000 New Peachtree Road, and is only accessible from New Peachtree Road. The station has free daily parking, long term parking for \$8/day, bike racks, and is a stop point for five out of the seven bus routes that travel through the study area. Many passengers travel from the Northeast suburbs of Atlanta to the Doraville station for free parking and inexpensive travel downtown. It has been observed that between 4:45 a.m. and 1:45 a.m., approximately 170 passenger trains pass through the study area each weekday.

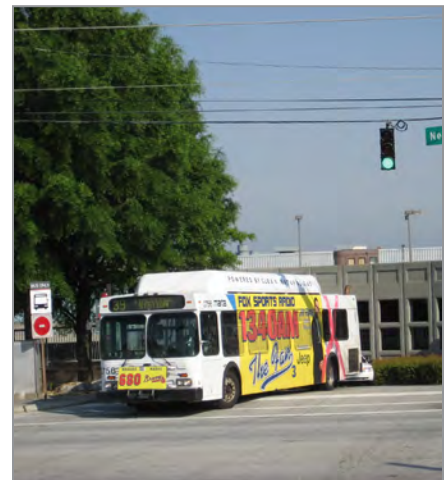
Located just south of the study area is DeKalb Peachtree Airport, which is Georgia’s second busiest airport with over 220,000 flights per year. It is a 700+ acre facility that 500+ aircraft are based. The annual air shows can attract large amounts visitors.

Strengths

- The existing MARTA station is a significant transit investment that is unlikely to be replicated in the region anytime soon.
- MARTA rail and bus systems operate sufficiently well.
- There are multiple options for transit, including public bus and rail service, along with several private services

Table 2.4: Daily Bus Ridership

Route	Ridership
MARTA #25	737
MARTA #39	6,312
MARTA #104	995
MARTA #124	2,360
GCT #10	3,000
Xpress #408	206

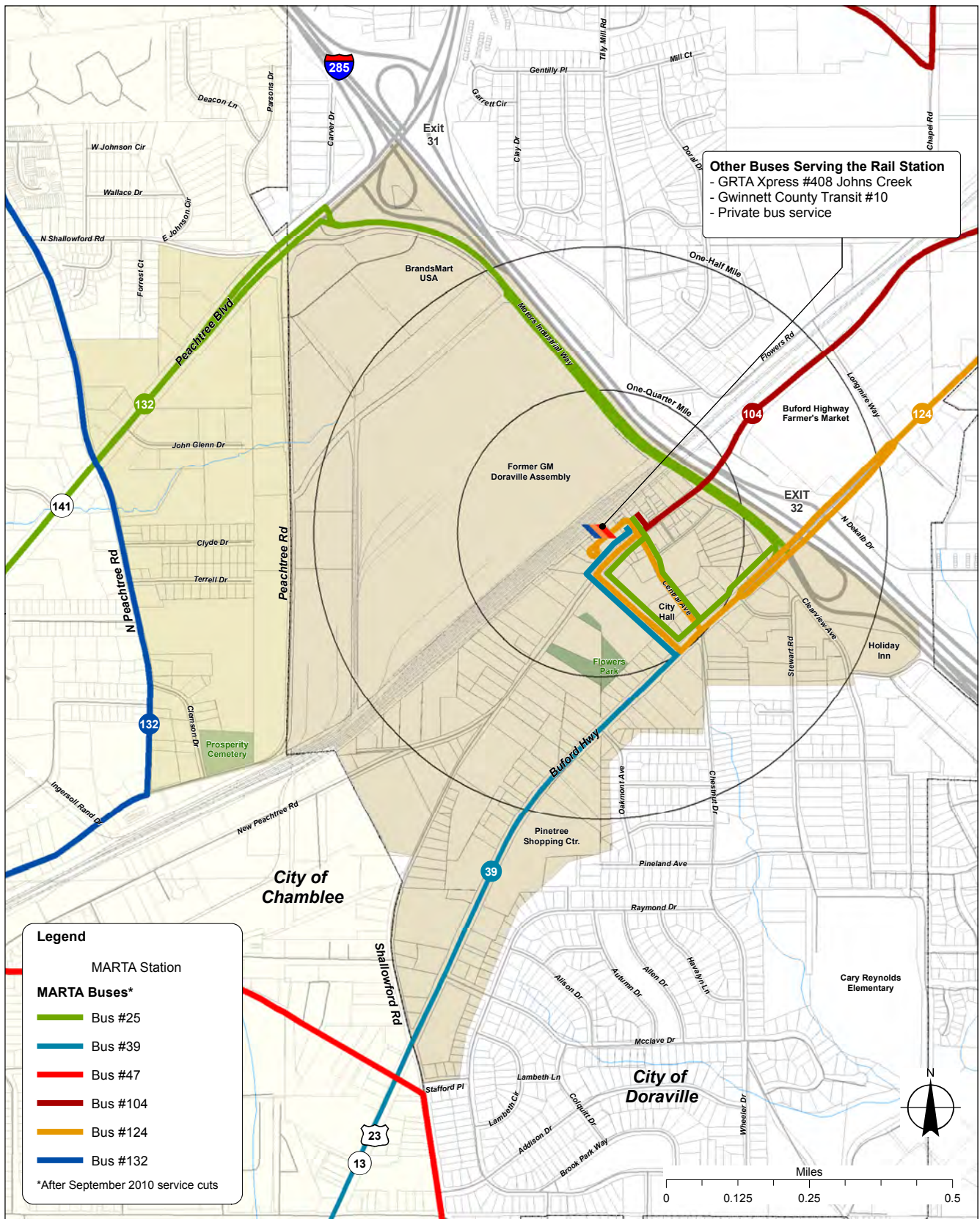


The Doraville rail station is a major bus transfer



MARTA is a significant asset to the study area

⁴ Atlanta Regional Commission, Household Travel Survey, (2002)



- The current intermodal facility at the Doraville MARTA station provides an efficient transition between modes.
- Being the northeastern-most MARTA station attracts commuters from the suburbs.

Weaknesses

- The MARTA station (and the system, in general) is currently under-utilized.
- The Doraville MARTA station is only accessible from one side.
- No dedicated bus lanes for faster service exist, especially along Buford Highway.
- The lack of transit-supportive uses around the transit station limits its ability to attract riders.
- Many bus stops lack benches, shelter, or posted schedules.
- The lack of quality pedestrian facilities also negatively impacts transit ridership, as every transit strip starts on-foot.
- Closely spaced bus stops on Buford Highway contribute to frequent stopping, and thereby reduce bus reliability and speed.
- There is limited transit service between Doraville’s neighborhoods and the city’s center.

Opportunities

- Covered bus stops and seating could enhance rider comfort.
- Incorporating signal preemption, or dedicated bus lanes could streamline bus service.
- Transit-supportive land uses could make using transit a desirable option for a larger population.
- Making the area more transit-friendly could reduce the expense of car ownership and allow people to spend more on housing.

Threats

- A northeastern expansion of the existing MARTA “Gold” line could decrease ridership at the Doraville Station, but could also free up parking for redevelopment.
- Redevelopment adjacent to the MARTA transit station could fail to foster ridership if safe, convenient connections are not provided between it and the station.



The MARTA station contains a great deal of commuter parking



Development at MARTA’s Lindbergh Center station supports transit ridership and has encouraged nearby redevelopment (Courtesy www.bing.com)

2.4 Markets & Economics

With an understanding of Doraville’s current market geography, its demographic makeup, as well as the retail and housing demand within the region, sound recommendations for the development of Doraville and its LCI study area can be made.

This market research addresses not only the demand within the LCI study area, but also that within the larger region as identified as the relevant market for Doraville. The study looks at demographic, retail, residential, and employment trends. The data outlines opportunities that can be supported within the Doraville LCI study area. Ultimately, it will be important to develop economic development strategies and incentives to direct these market opportunities to the study area and realize the community’s vision as expressed in this master plan.

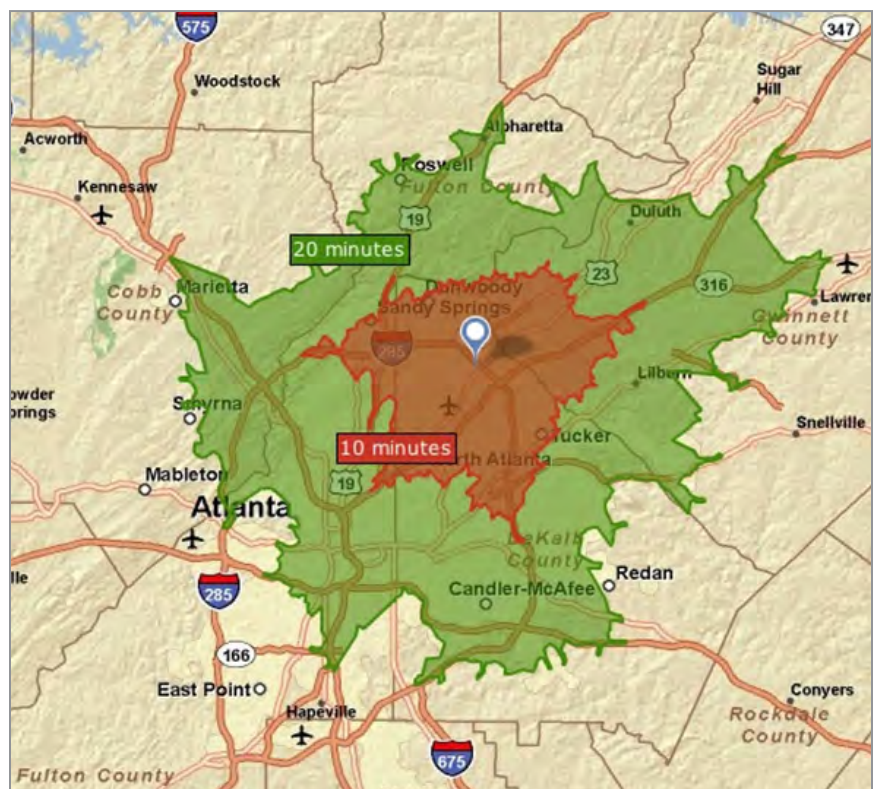


In today’s weak economy it is critical to understand how market factors could impact the plan’s realization

Market Areas

Unlike most LCI studies, which focus on relatively small geographic areas, the redevelopment of the Doraville study area, particularly the former GM Assembly, represent a significant opportunity that extends well beyond the local area. Given its size and location it is likely that the development of the plant will affect the entire Atlanta region with the potential to bring in jobs, residents, and new investment. While much of this will depend on the type and scale of the specific development occurring some time in the future, current opportunity for retail, residential, and job growth will come from the immediate region.

For the purposes of this market study, the study area was compared to additional geographies including the corporate limits of Doraville, 10-minute drive time, 20-minute drive time, and the Atlanta Metropolitan Statistical Area (MSA). The 10 and 20-minute drive times reflect the primary and secondary trade areas for Doraville, those regions where most customers may come from. These trade areas are consistent with those identified in the 2005 LCI study for Doraville. The data provided in this study should provide a good comparison with the previous analysis, given the changes in the market as the result of the current economic downturn. For the residential and employment market, Doraville and the current study area were compared to the Atlanta MSA as well as the counties of DeKalb, Fulton, and Gwinnett.



10 and 20-minute drive times representing primary and secondary trade areas

Demographics

Lying in the northern part of DeKalb County, Doraville is in a region that experienced a high level of population and household growth from 1990 to 2010. While the area has seen fast growth, the trend has lessened over the past decade. For example, while DeKalb County grew by 22 percent between 1990 and 2000, the growth lessened to 12.9 percent to the current

Figure 2.9: Projected Population Growth 2010-2015

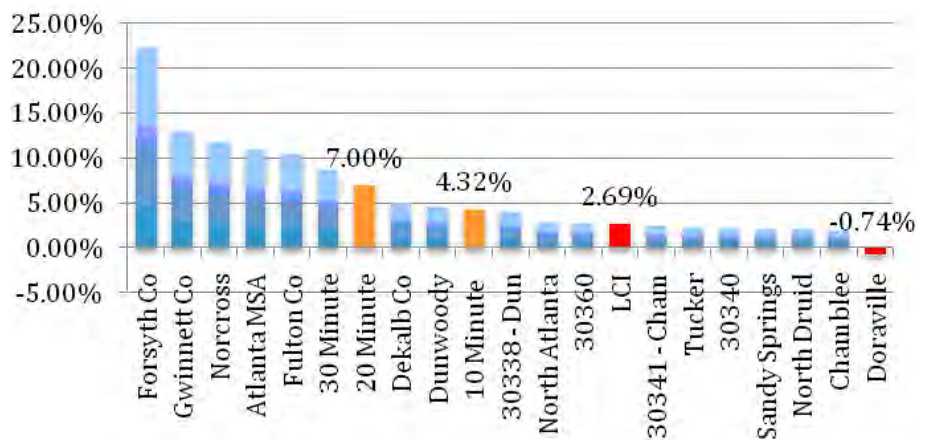


Table 2.5: Population Growth

	Population				
	Total Population			Percent Growth	
	2000	2010 Est.	2015 Proj.	2000-2010	2010-2015
LCI Study Area	1,739	1,819	1,868	4.60%	2.69%
City of Doraville	9,862	9,741	9,669	-1.23%	-0.74%
10 Minute	247,311	265,706	277,194	7.44%	4.32%
20 Minute	1,276,713	1,464,493	1,567,034	14.71%	7.00%
Atlanta MSA	4,247,981	5,569,195	6,182,135	31.10%	11.01%
DeKalb	665,865	751,419	788,726	12.85%	4.96%
Fulton	816,006	1,051,207	1,162,204	28.82%	10.56%
Gwinnett	588,448	822,061	929,341	39.70%	13.05%

Table 2.6: Household Growth

	Households				
	Total Households			Percent Growth	
	2000	2010 Est.	2015 Proj.	2000-2010	2010-2015
LCI Study Area	678	691	702	1.92%	1.59%
City of Doraville	2,998	3,351	3,298	11.77%	-1.58%
10 Minute	97,862	103,985	108,116	6.26%	3.97%
20 Minute	513,794	581,388	618,769	13.16%	6.43%
Atlanta MSA	1,554,154	2,005,649	2,215,420	29.05%	10.46%
DeKalb	249,339	277,474	289,900	11.28%	4.48%
Fulton	321,242	402,805	440,974	25.39%	9.48%
Gwinnett	202,317	274,691	307,754	35.77%	12.04%

Source for chart and both tables: Arnett Muldrow & Associates. Claritas, Inc.

year. This trend is consistent with that of the trade areas, which saw the 10-minute area grow in population by 7.4 percent since 2000 and the 20-minute trade area growing 14.7 percent in the same time frame.

On the other hand, Doraville and the study area showed significantly less growth since 2000, with the Doraville actually losing population by current year estimates. With the 10-minute and 20-minute trade areas showing similar population increases to that of DeKalb County, it is likely that this population slowdown in Doraville is due in part to the decrease in jobs resulting from the GM plant closing. In the next five years, the 10-minute trade area is projected to grow by 4.3 percent, the 20-minute by 7 percent, and the study area by just 2.7 percent. Doraville is expected to lose nearly 1 percent of its population over the next five years.

A comparison of regional median household income figures shows that the City of Doraville, the

Figure 2.10: 2010 Median Household Income

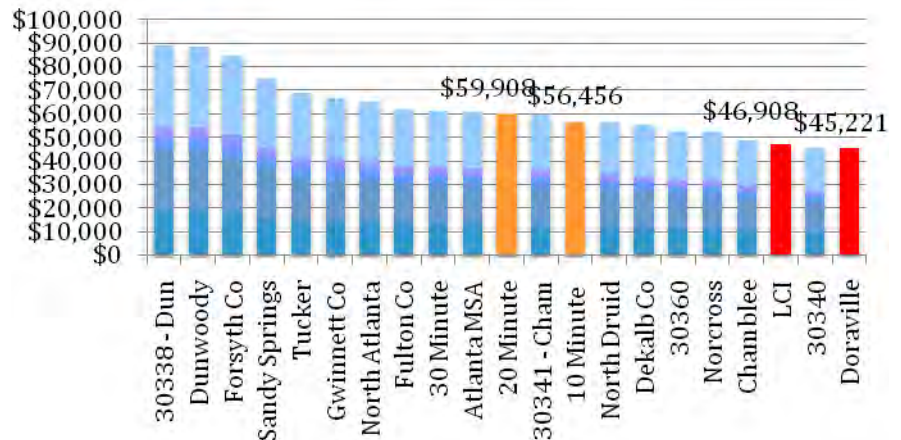


Figure 2.11: 2010 Household Income Distribution

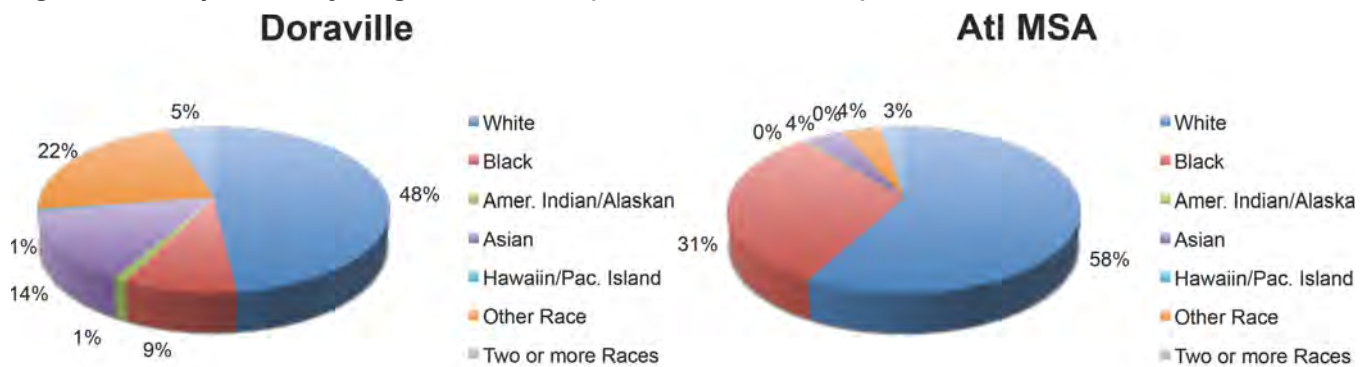


Table 2.7: 2010 Income and Miscellaneous Demographics

	Income			Demographics			
	2010 Income			2010 Miscellaneous			
	MHI	Per Cap	Unit Value	Med Age	HH Size	Travel Time	Year Built
LCI Study Area	\$46,908	\$22,714	\$173,925	35.19	2.57	28.43	1977
City of Doraville	\$45,221	\$19,544	\$155,913	35.93	2.88	27.96	1971
10 Minute	\$56,456	\$30,320	\$239,227	36.33	2.51	27.61	1980
20 Minute	\$59,908	\$34,487	\$220,858	36.24	2.44	28.39	1983
Atlanta MSA	\$60,647	\$28,777	\$167,611	35.31	2.73	32.26	1989
DeKalb	\$55,462	\$27,097	\$170,216	36.90	2.65	32.24	1979
Fulton	\$61,746	\$36,625	\$234,251	36.37	2.52	28.42	1983
Gwinnett	\$66,542	\$27,065	\$174,003	34.42	2.96	34.40	1993

Source for all data shown on this page: Claritas, Inc.

Figure 2.12: Population by Single Race Class (Source: Claritas, Inc.)



Source: Claritas, Inc.

Doraville zip code 30340, and the study area are all at the lower end of the scale. The 10-minute and 20-minute trade areas are in the mid-range, similar to that of the Atlanta MSA. The Dunwoody zip code (30338) has the highest regional income, which is nearly twice that of the City of Doraville. Per Capita income figures show a similar trend with Doraville and the LCI study area ranking at the lower end.

Other demographic indicators show:

- In terms of income distribution. Doraville tends to shift towards the lower end as compared to the region. Fifty seven percent of households in Doraville have incomes less than \$50,000, and there are fewer households in the upper ranges above \$125,000.
- Doraville shows a higher poverty rate with 13.8 percent of families below poverty level. For families with children, the rate is 25.1 percent.
- Doraville is an ethnically diverse community. Approximately 14.2 percent of the population is of Asian ancestry with 22 percent being some other race. This is compared to the Atlanta MSA which sees 89 percent of its population as either white or black alone. Nearly 50 percent of Doraville’s population is of Hispanic origin.
- Doraville is also multilingual with just 46 percent of its population speaking English alone at home, 38 percent speaking Spanish, 3 percent speaking an Indo-European language, 10 percent speaking an Asian language, and 3 speaking an other language.
- According to ARC, the year over year population increase in the 10-county Atlanta region (just 24,700 people) is the slowest year of growth since 1950.

As a comparison, the ARC’s recently published 2040 Forecast which showed:

- Population in the Atlanta region is projected to grow another 3 million people by 2040 to 8.3 million
- The population is aging, particularly with whites and blacks, while the Latino population is getting younger. This aging population will ultimately shrink the labor force participation rate. The largest percent increase by 2040 will be ages 65 & older (318 percent).
- Like Doraville, the region will continue to become more ethnically diverse. By 2015, the white population will no longer be a true majority as black and ethnic populations grow. By 2040, the Atlanta metro is projected to be 35 percent white, 35 percent black, 20 percent Latino, with other ethnicities rounding out the mix.

Retail Market

Doraville’s existing retail market is located primarily along Buford Highway, Peachtree Boulevard, and New Peachtree Road. The LCI study area covers portions of each of these areas.

- **Buford Highway** – This corridor is the primary commercial artery in Doraville leading from Chamblee, through Doraville, to Norcross. In Doraville, Buford Highway has a mixture of uses that are predominantly retail. Strip shopping centers such as Northwoods Plaza, Pinetree Shopping Center, and Asian Square are located along this road, along with standalone convenience, restaurant, and office uses. Outside the study area to the north centers include the Buford Highway Farmer’s Market shopping center, Doraville Plaza, Big K plaza, and others.
- **New Peachtree Road** – New Peachtree parallels Buford Highway through Doraville, extending from its intersection with Buford Highway north of I-285, down to Chamblee-Dunwoody Road in Chamblee to the south. Through Doraville and the study area, it includes a mixture of office and service uses with limited retail. It is also the location of the Doraville MARTA station, as well as the entrance to Doraville’s government and civic uses along Park and Central Avenues.
- **Peachtree Boulevard** – Through the LCI study area, Peachtree Boulevard is the location of a cluster of regional auto dealerships serving the northern Atlanta metro. It is also the location of the Peachtree Pavilion Center including BrandsMart, H-mart, and various office and commercial uses.

Doraville exists in an urban retail market with a significant amount of competition. Chamblee, Dunwoody, Tucker, Sandy Springs, and Norcross surround Doraville, and all are retail centers that draw from the Doraville market. Doraville’s retail is primarily in older shopping centers including a fair amount of vacant or under-utilized space.

In major shopping centers alone, there is nearly 13 million square feet of existing or planned retail space within a 15-minute drive of the study area. These centers are various ages and sizes, ranging from Perimeter Mall (1971, 1.5 million sf) to The Prado in Sandy Springs (2009, 345,000 sf). All have Class-A retail space and tenants, and many have space available to absorb regional demand. Also, three of the major centers above are under development with planned mixed-uses and high-end retail. Each of these (Town Brookhaven, Streets of Buckhead, and Town Briarcliff) has seen their development timetable extended due to the current economic climate.

There is an additional 7 million square feet of retail space in neighborhood and community shopping



Buford Highway is a regional center for Asian and Hispanic retailers



Peachtree Boulevard houses many automobile dealerships

Table 2.8: Regional Shopping Centers

Type	Centers	Stores	GLA (sf)
Neighborhood	47	392	2,016,835
Community	27	382	4,915,699
TOTAL	74	774	6,932,534

Source: Claritas, Inc.

Figure 2.9: Regional Major Shopping Centers

Major Center	Location	Anchors	Distance	Year Open	Stores	GLA (sf)
Northeast Plaza	Briarcliff	Mercado Del Pueblo, Goodwill, Atlanta Ballroom	4.89	1952	63	441,829
Town Briarcliff	Briarcliff	None (in development)	5.83	2012	0	300,000
Town Brookhaven	Brookhaven	None (in development - Costco, Publix)	3.84	2010	0	550,000
Lenox Marketplace	Buckhead	Target, Dick's, Filene's Basement	5.62	1999	14	429,545
Lenox Square	Buckhead	Macy's, Bloomingdale's, Neiman Marcus	6.06	1959	200	1,545,627
Phipps Plaza	Buckhead	Belk, Nordstrom, Saks Fifth Avenue	5.77	1968	113	826,985
The Streets of Buckhead	Buckhead	Equinox Fitness Club&Spa	7.13	2011	85	500,000
Embry Village	Chamblee	Kroger, Goodyear	2.24	2008	50	354,214
Plaza Fiesta	Chamblee	Burlington Coat, Marshalls	3.09	1970	43	380,000
North DeKalb Mall	Decatur	Macy's, Burlington Coat Factory, AMC 16	6.48	1965	87	635,000
Pinetree Plaza	Doraville	None (Independent ethnic shopping, dining)	0.55	1959	80	206,411
Perimeter Expo	Dunwoody	Marshalls, Best Buy, Vacant	4.00	1993	11	175,835
Perimeter Mall	Dunwoody	Macy's, Dillard's, Nordstrom, Bloomingdale's	3.76	1971	195	1,560,000
Perimeter Place	Dunwoody	SuperTarget, Drexel Heritage, Ross, Loehmann's	4.05	2005	53	452,000
Perimeter Pointe	Dunwoody	Sports Authority, Babies R Us, Regal Theatres	4.48	1995	28	353,455
Perimeter Village	Dunwoody	Wal-Mart, Borders, Hobby Lobby	3.09	1996	22	387,755
Buckhead Crossing	Lindbergh	Ross Dress For Less, Marshalls, HomeGoods	7.33	1988	37	221,874
Lindbergh City Center	Lindbergh	None (mixed-use, Marta HQ, AT&T)	7.49	2003	20	208,000
Lindbergh Plaza	Lindbergh	Target, Home Depot, Best Buy, Vacant	7.11	1958	25	400,000
The Forum	Norcross	Belk, Barnes & Noble	6.53	2003	65	480,000
The Prado	Sandy Springs	Target, Home Depot, Publix, Staples	5.67	2009	30	345,000
Brookwood Marketplace	Suwanee	SuperTarget, Home Depot, Bed Bath & Beyond	7.27	2005	34	409,000
Cofer Crossing	Tucker	Wal-Mart, Kroger, Vacant	5.31	1999	26	272,404
Northlake Mall	Tucker	Sears, Macy's, JCPenney, Kohl's	3.90	1971	114	969,958
Northlake Tower Festival	Tucker	Toys 'R' Us, AMC Theatres, Haverty's	3.90	1984	53	304,000

Source: *Directory of Major Malls, ESRI*

centers within a 10-minute drive of the study area. This includes products such as Pinetree Plaza and Doraville Plaza. Like the major centers, there is a certain amount of vacant and under-utilized space in these centers. All told, the Doraville and Atlanta markets have about 13 percent retail vacancy rate.

Retail Demand

This market analysis seeks to identify opportunities for new or expanded retail and business offerings within the study area. The primary, demand-side tool to determine this opportunity is called retail leakage.

“Retail Leakage” refers to the difference between the retail expenditures of residents living in a particular area and the retail sales produced by the stores located in the same area. If desired products are not available within that area, consumers will travel to other places or use different methods to obtain those products. Consequently, the dollars spent outside of the area are said to be “leaking.” Doraville’s market shows a net gain of retail dollars, meaning that store sales outpace the residents’ capacity to buy, suggesting that Doraville is a retail magnet that draws consumers in. This is true for the study area, City of Doraville, 10-minute, and 20-minute trade areas.

- LCI Study Area - \$136,143,268 gain in all retail categories
- City of Doraville - \$242,678,602 in gain
- 10-Minute Drive - \$2,060,466,754 gain
- 20-Minute Drive - \$7,378,781,332 gain

Because of this, and based on the fact that there is such a tremendous amount of developed and available space in the immediate region, the current market shows limited opportunity for any significant new retail,

Table 2.10: Retail Leakage in Doraville, its Trade Areas, and Surrounding Region

Opportunity Gap - Retail Stores	LCI Leakage (Inflow)	Doraville Leakage (Inflow)	10-min PTA Leakage (Inflow)	20-min STA Leakage (Inflow)	Dekalb Leakage (Inflow)	ATL MSA Leakage (Inflow)
Total Retail Sales	(136,143,268)	(242,678,602)	(2,060,466,754)	(7,378,781,332)	2,840,021,269	280,198,208
Motor Vehicle and Parts Dealers	(109,700,840)	(109,055,997)	(467,860,946)	(2,455,251,102)	568,263,725	(444,942,380)
Furniture and Home Furnishings	(842,789)	(10,014,352)	(128,597,430)	(447,721,937)	99,132,694	(192,968,267)
Electronics and Appliance	(1,786,074)	(24,676,551)	(186,940,442)	(322,362,964)	(61,888,736)	69,464,219
Building Material, Garden Equip	(2,982,654)	(26,067,066)	(538,691,546)	(507,736,066)	363,563,792	(1,074,956,185)
Food and Beverage	(4,956,058)	(38,532,812)	(252,709,425)	(741,126,694)	(257,667,414)	(279,959,249)
Health and Personal Care	(1,236,490)	735,427	52,694,772	96,722,165	139,031,009	628,757,570
Gasoline Stations	285,860	(19,041,742)	(89,453,481)	171,655,803	227,351,053	322,848,193
Clothing and Clothing Accessories	105,903	123,029	(24,820,901)	(784,357,804)	220,969,124	(330,152,359)
Sporting Goods, Hobby, Book, Music	(267,690)	(1,931,830)	(30,678,356)	(190,246,980)	89,272,665	(49,797,114)
General Merchandise	2,094,618	6,955,583	(156,184,882)	10,083,208	530,700,667	932,983,460
Miscellaneous Store Retailers	(1,353,575)	(3,877,467)	(50,772,599)	(132,148,521)	61,902,908	(255,270,668)
Non-Store Retailers	(14,383,396)	(12,652,498)	(42,141,054)	(408,163,428)	518,958,696	1,562,302,957
Foodservice and Drinking Places	(1,120,083)	(4,642,326)	(144,310,464)	(1,668,127,011)	340,431,086	(608,111,969)

Source: Arnett Muldrow & Associates, Claritas Inc., and ULI's Dollars and Cents of Shopping Centers

particularly in the short-term. Ultimately, the ability to attract any significant retail development will require a development that is a destination, drawing consumers from a broader market including the Atlanta MSA and perhaps beyond.

Within the local markets (10-minute and 20-minute drive), there are a handful of categories that do show leakage. Of course, Doraville cannot reasonably expect to capture all retail sales leaving its trade area, but with strategic recruitment, economic development, and marketing, it could capture between 10 and 20 percent of dollars leaking the 10-minute primary trade area, and between 5 and 10 percent of that leaking the 20-minute secondary trade area.

Based on the leakage study and capture scenario, Doraville's Trade Areas currently could support between 58,899 and 117,798 square feet of additional retail space, primarily in the categories of household appliances, hardware, and health & personal care. This amount of demand is marginal at best, and suggests that new retail development would have to draw from a larger market. Additional categories with leakage are shown in table 2.10.

Retail Observations

- Doraville and its trade areas are a regional retail center. There is inflow in most categories, with the majority being auto sales.
- There is limited local demand in Doraville for pharmacy, general merchandising, and clothing, yet the majority of demand is absorbed in the larger trade area regions.
- Within the immediate local trade areas, there is marginal demand for additional retail space of about 118,000 square feet. This is due primarily to the regional retail offerings in Doraville and surrounding areas.
- Any new significant retail would need to be a destination, drawing from the larger metro region.
- The Atlanta metro retail market is at 13 percent vacancy and still showing signs of contraction. The soft market coupled with the considerable amount retail space (including planned space) within Doraville's market, there is likely limited opportunity for new retail in the short term.



The Forum is a nearby lifestyle retail center



There is a large concentration of retail southwest of the study area in the Buckhead sub-market

Housing Market

The housing market analysis projects demand for new housing units, price points, and types over the next ten years in the greater Doraville area. Currently, Doraville has a median occupied housing unit value of \$155,913, compared to \$220,858 for the 20-minute trade area and \$239,227 for the 10-minute trade area. Doraville and the study area rank in the lower third of regional housing unit value, while Dunwoody and Sandy Springs are at the top, with values more than double that of Doraville.

Doraville lies in northern DeKalb County, but in the heart of the three county area formed by DeKalb, Fulton and Gwinnett. The current Georgia MLS indicates that there are 4,229 for-sale listings in DeKalb County with average price point of \$234,185. In Gwinnett County, there are 5,850 units at an average price of \$233,405. In Fulton, there are 6,221 units at an average price of \$438,036. In the past year, average sales prices mirror the values above, with Fulton at \$218,413, Gwinnett at \$167,518, and DeKalb at \$152,018.

There are currently 154 new units for sale in DeKalb, and 424 in Fulton. In both counties, the majority of housing units for sale are between \$100,000 and \$300,000.

Demand projections for housing are based on past trends, and show a growing need for housing units. The numbers in table 2.14 represent demand for the entire 20-minute trade area. A portion of this demand could potentially be directed into the study area.

Currently within the 20-minute trade area, 47.1 percent of housing is owner-occupied, 46.7 percent is rental, and 6.2 percent is vacant. Ten-year projections show an annual demand in the trade area of 8,113 occupied units (3173 owner and 4940 renter).

Of the 3,173 owner-occupied units, 57 percent of the annual demand (1,798 units) will be for prices between \$200,000 and \$300,000, while an additional 18 percent (565 units) will be between \$300,000 and \$400,000. There is limited demand projected for homes less than \$150,000.

Within the 20-minute trade area projections for single-family detached units amount to 47 percent (3,830 units) of annual demand over the next ten years. Projections are lower for condominiums and townhouses, at just 479 units per year. About

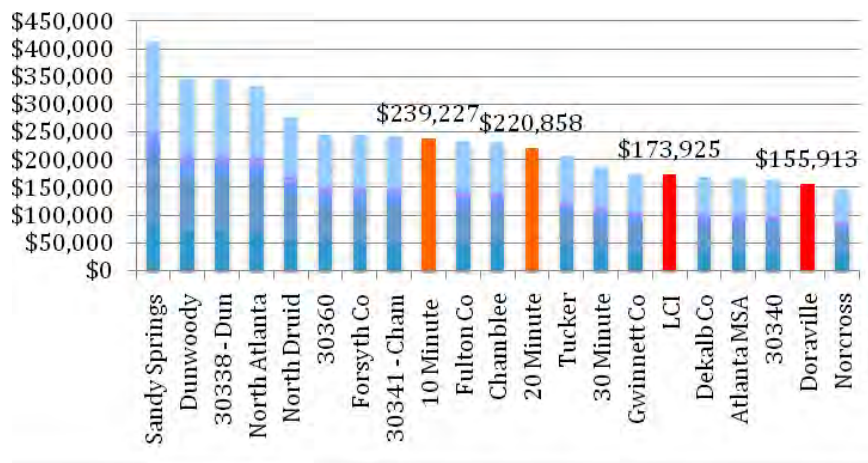


Many ranch-style single-family houses surround the study area



The study area includes the Wynchase apartment community

Figure 2.12: 2010 Median Housing Unit Value



Source: Arnett Muldrow & Associates, Claritas Inc.

Table 2.12: Current DeKalb County MLS Listings

Pricepoint	New Construction	Total Units	Percent
Homes			
<100	11	1234	29%
100-200	52	1174	28%
200-300	35	715	17%
300-400	0	486	12%
400-500	17	251	6%
500-750	19	242	6%
750 +	20	120	3%
Total	154	4222	100%
Condo/Townhome			
<100	60	455	37%
100-200	58	454	37%
200-300	27	193	16%
>300	33	137	11%
Total	178	1239	100%
Residential Rental			
<1k	0	292	46%
1k-2k	0	274	43%
>2k	0	64	10%
Total	0	630	100%

Source for both tables: Georgia MLS

Table 2.13: Current Fulton County MLS Listings

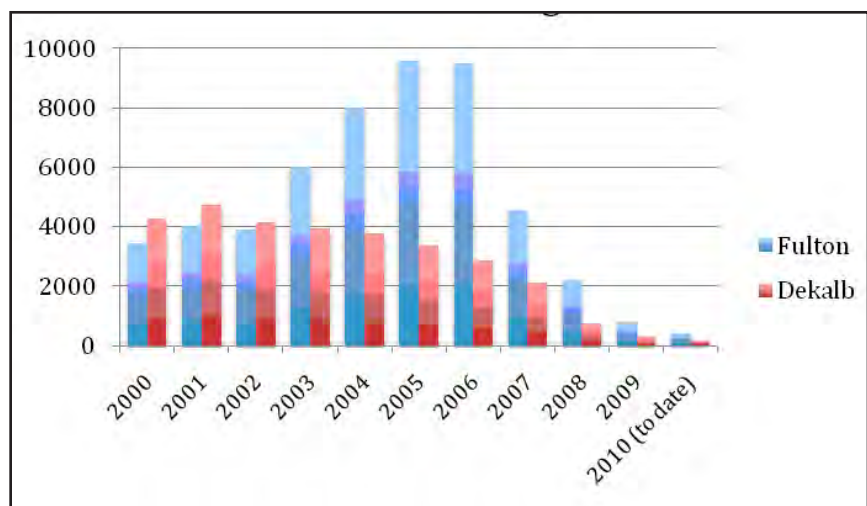
Pricepoint	New Construction	Total Units	Percent
Homes			
<100	27	1491	24%
100-200	187	1125	18%
200-300	79	895	14%
300-400	27	661	11%
400-500	16	485	8%
500-750	33	727	12%
750 +	55	861	14%
Total	424	6245	100%
Condo/Townhome			
<100	63	778	25%
100-200	121	1308	42%
200-300	52	525	17%
>300	89	507	16%
Total	325	3118	100%
Residential Rental			
<1k	0	257	30%
1k-2k	0	374	44%
>2k	0	220	26%
Total	0	851	100%

46 percent of annual demand is for multifamily units, with nearly 25 percent of this for apartment of 5 to 19 units. The current median monthly rent is \$706.

Estimates and projections for the study area suggest that it could support about 471 housing units over the next ten years. This equates to about 47 units per year. This estimate is based on the current year percentage of housing units in Doraville, as compared to that of the 20-minute trade area.

Much of the ability to attract housing to the study area will depend on development that meets the regional demand in terms of unit type, price, and character. Similar to the retail demand mentioned previously, a signature development could potentially draw from a larger region, or capture a higher percentage of the regional residential growth.

Figure 2.13: Single-Family Residential Building Permits



Source: US Census Bureau

Table 2.14: Housing Projections for 20-minute Trade Area

Housing Units	2020 Projection	2020 percent	Change 2010-2020	Total Annual
Occupied	692,005	85.8%	81,132	8,113
Owner	321,192	39.8%	31,734	3,173
Renter	370,813	46.0%	49,398	4,940
Vacant	114,718	14.2%	34,474	3,447
Total	806,723	100%	115,606	11,561

Source: Arnett Muldrow & Associates, US Census, ESRI

Of course, these projections are based on trends from the past 15 years. As such, they likely do not fully account for the nation's current housing slump, especially in the Atlanta area. A look at ten years of building permits in Fulton and DeKalb show a dramatic decrease in housing

Table 2.15: 20-minute Trade Area Housing Demand by Unit Type

Occupied Units In Structure		2010	2015	2020	Total Annual Estimated Demand
Single Family	Detached	288,393	307,544	326,695	3,830
	Attached	36,043	38,437	40,831	479
	Mobile Home	3,389	3,614	3,839	45
Duplex	2	14,419	15,377	16,334	192
Multifamily	3 to 4	40,825	43,536	46,247	542
	5 to 9	71,638	76,395	81,153	951
	10 to 19	71,967	76,746	81,525	956
	20 to 49	29,261	31,205	33,148	389
	50 or More	54,938	58,586	62,234	730
		610,873	651,439	692,005	8,113

Source: Arnett Muldrow & Associates, US Census, ESRI

construction. Fulton showed significant growth through 2005, with a sharp drop from 2007 and beyond. According to Census figures, there were just 775 single-family building permits in Fulton County in 2009, compared to 9,581 in 2005. Fulton had an additional 754 multifamily units in 2009. DeKalb shows a similar trend, yet with a decline beginning in 2002. Last year, the Census showed just 295 single-family and 28 multifamily building permits in DeKalb. These figures are far less than census trends show, suggesting that the area's true growth potential may not be in the short-term.

Housing Observations:

- The current year housing market in Doraville's 20-minute trade area shows that 41.8 percent of units are owner-occupied, 46.5 percent are renter occupied, and 11.6 percent are vacant. The percentage of vacant units has doubled in the past 10 years. In the City of Doraville, 56 percent are rental.
- While the area is continuing to grow slowly, housing development has dropped significantly in the Atlanta region. Single-family construction has been declining since 2006 and multifamily since 2007.
- According to ARC's 1st Quarter 2010 report:
 - Atlanta building permits were down 66 percent from 2008 to 2009. Of all major metropolitan areas nationwide, this is second only to New York.
 - Metro housing permits increased slightly each month in the first quarter of 2010, but 780 permits this past March is far short of 7,200 in May of 2006, the metro's peak.
 - Home starts are virtually nonexistent, particularly as foreclosures continue to be in the market.
 - Home prices in 2010 are 23 percent lower than the high in July 2007, having continued to fall in each of the first three months of the first quarter. Standard & Poors reported on August 31st, that prices are up 2 percent from this time last year.
- Sales and rental prices have also been declining within the market.
- Still, while the total number of new units has seen declines, the area is projected to continue to see growth in housing units, albeit at a much slower rate.
- Projections suggest an increase in units, split evenly between single-family detached and multifamily units. Price points within the trade area show the majority in the range of \$200,000 to \$300,000 with declining demand for units under \$150,000.

Employment Trends

The Atlanta area has been hit particularly hard by ongoing economic conditions, with increased vacancies, lower rental rates, and decreasing absorption in office and industrial space. While manufacturing has been declining longer, much of Atlanta's job losses have been sustained in the past four years. Doraville is a testament to this, as GM closed in 2008. The closing of the plant is the primary reason why Doraville's job losses have outpaced the region. Still, while banking and real estate has continued to have issues in Atlanta, there are signs that point to recovery in the long term.

Current Market

The study area shows a major decrease in manufacturing jobs (as high as 3,200 in 2004) with just 585 jobs in 2009. By far, the highest percentage of jobs is in the retail (37.4%) and service (25%) Sectors. Within a 15-minute drive of Doraville, the figures show a slightly different pattern. The Service Sector (42.1%) has the highest number of jobs, followed by Retail (19.9%) and Finance (10.7%). Manufacturing jobs represent just 6 percent of this larger market.

According to the Bureau of Labor Statistics, unemployment in the Atlanta MSA is 10.2 percent as of July 2010. This ranks 33rd out of 49 in terms of highest levels of unemployment in the larger metro areas in the United States. The 10.2 percent rate is the same as July of 2009. Georgia's 2010 unemployment rate is currently 9.9 percent.

The ARC shows in their April 2010 Regional Snapshot a total job loss in the 20-county metro area from 2000 to 2009 to be approximately 1.7 percent, with the losses really being sustained in the 10-county core area. Also, while certain counties showed declining trends throughout the past decade, the total metro losses really occurred during the three previous years during the height of the recession. Between 2006 and 2009, the metro Atlanta region lost 127,758 jobs, or 5.5 percent.

ARC data goes on to present employment changes during this time period by individual county, noting:

- Fulton County lost 6 percent of its jobs since 2000 while DeKalb lost 15.3 percent. Gwinnett showed marginal a gain at 1.2 percent.
- Like the metro area, the majority of losses in these counties occurred in past four years, with Fulton losing 29,000 jobs, Gwinnett 27,000, and DeKalb 10,000.
- The Georgia 400 corridor showed some positive trends. This includes the ARC superdistrict in North DeKalb (Doraville)
 - North Fulton and South Forsyth had higher concentration of jobs in 2009.
 - Georgia 400 from Atlanta to Forsyth shows higher percentage of higher paying jobs sectors. (Finance, Information, Professional/Technical/Scientific, Wholesale Trade, Management)

While these estimates are shown through 2009, the ARC cites Bureau of Labor Statistic report of continued net job losses in Atlanta metro from 2008 to the current year.

Projections

The data are not all bad, a number of indicators, including ARC's 2040 forecast show positive trends.

- Along with continued population growth, the ARC projects 1.6 million new jobs in the region by 2040. The highest growth sectors include:
 - Health Care & Social Assistance – 276,000 jobs by 2040
 - Professional & Technical – 257,000
 - Real Estate – 150,000

Table 2.16: 2009 Employment by Sector in the LCI Study Area

	Total Establishments	Percent	Total Employees	Percent	Sales (in Millions)	Establishments 20+ Employees
Agriculture	8	1.5%	47	1.1%	2	1
Mining	0	0.0%	0	0.0%	0	0
Construction	19	3.6%	207	4.8%	31	3
Manufacturing	29	5.5%	585	13.6%	47	5
Transportation	42	7.9%	270	6.3%	26	5
Wholesale Trade	24	4.5%	108	2.5%	18	0
Retail	159	29.9%	1,612	37.4%	344	22
Finance	46	8.7%	237	5.5%	53	3
Service	180	33.9%	1,079	25.0%	123	8
Public Administration	8	1.5%	99	2.3%	0	1
Non classifiable	16	3.0%	64	1.5%	0	1
	531	100.0%	4,308	100.0%	645	49

Source: Claritas, Inc.

Table 2.17: 2009 Employment by Sector in the 15-Minute Drive Time Area (Source: Claritas, Inc.)

	Total Establishments	Percent	Total Employees	Percent	Sales (in Millions)	Establishments 20+ Employees
Agriculture	611	1.2%	6,031	0.8%	258	69
Mining	27	0.1%	307	0.0%	38	5
Construction	2,633	5.0%	22,842	3.0%	4,357	231
Manufacturing	2,191	4.2%	45,889	6.0%	3,867	475
Transportation	1,957	3.7%	40,546	5.3%	3,577	249
Wholesale Trade	2,149	4.1%	36,001	4.7%	6,296	309
Retail	9,769	18.6%	152,113	19.9%	18,999	1,538
Finance	6,218	11.8%	81,597	10.7%	16,573	593
Service	22,765	43.2%	321,315	42.1%	35,547	2,465
Public Administration	598	1.1%	40,019	5.2%	0	204
Non classifiable	3,732	7.1%	15,931	2.1%	0	64
	52,650	100.0%	762,591	100.0%	89,510	6,202

Source: Claritas, Inc.

Table 2.18: Total Employment and Change from 1980 to 2009

	Employment					Change		
	Employment	1990	2000	2006	2009	90-2000	2000-2006	2000-2009
DeKalb	218,142	318,300	346,900	303,829	293,714	9.0%	-12.4%	-15.3%
Fulton	445,341	560,600	730,900	716,137	687,123	30.4%	-2.0%	-6.0%
Gwinnett	48,514	152,000	291,900	322,628	295,327	92.0%	10.5%	1.2%

Source: Atlanta Regional Commission

Table 2.19: Job Growth by Occupation 2005-2040

Occupations	Jobs 05-40	% Change	Share 05	Share 40
Education, Training, Library	97,368	163.4%	2.2%	3.9%
Healthcare	162,684	102.5%	5.9%	7.9%
Community, Social Service	43,205	92.2%	1.8%	2.2%
Building, Landscape, personal care	162,569	79.1%	7.7%	9.0%
Computer, math engineer	108,388	77.4%	5.2%	6.1%
Life, physical, social science	19,666	69.0%	1.1%	1.2%
Management, Finance	163,902	57.9%	10.6%	11.0%

Source: ARC Regional Snapshot. June 2009

Highest job growth by occupation include:

- Education – up 163 percent by 2040 with increased overall share
- Healthcare – up 103 percent by 2040
- Community & Social Service – up 92 percent by 2040

Declining jobs include agriculture, production/transportation, arts/entertainment, and sales/ office.

- In the first quarter report for 2010 published by ARC, a number of key economic indicators show positive momentum. While still losing jobs, the employment numbers for Construction and Manufacturing sectors are trending up. There was also a year over year increase in retail jobs.
- From its 2nd Quarter trends report, Grubb & Ellis notes:
 - There was positive office absorption (200,000 sf) in the second quarter of 2010. This is the 2nd quarter in a row with positive absorption, perhaps suggesting the office market has hit bottom.
 - On the other hand, rental rates still declining in both Class A and B office space and are currently at \$23.28 & \$17.85 respectively.
 - Construction activity is limited to medical office space and leasing activity to bio and life sciences, due to state incentives.
 - Positive industrial absorption (2.5 million sf) due to several specific move-ins.
 - Still, rental rates continued to decline to the current rates of \$2.61 for general industrial, \$6.91 for research and development flex, and \$3.45 for warehouse & distribution.
 - While there was a net overall positive absorption in the metro, the Chamblee/Doraville/Norcross submarket showed continued negative absorption and 13.6 percent vacancy.
- The Atlanta Business Chronicle notes in its September 3-9 issue, that economists project that Atlanta will continue to be a desirable location for headquarter relocations in 2011 and 2012. In 2010, there were 12,700 jobs added due to headquarters, healthcare, data centers, back office, and digital media. The area is positioned to continue this trend, with healthcare and government adding the most jobs.
- Finally, Plan 2040 published by the ARC calls for growth to be concentrated around transit. Station Communities such as Doraville could support increased housing and job density.

Land Values

Land values also significantly impact redevelopment prospects in a community. To identify these impacts in Doraville a study was conducted that factored land costs into multifamily rental, for-sale housing, and mixed use redevelopment. Full details can be found in the Appendix.

By establishing a set of assumptions and extrapolating a range of variables, an acceptable range of land values under which a particular development type may be feasible was determined for the study area. Key findings include that:

- **Multifamily housing without structured parking** (30 units/acre or less) could be feasible where land values at or below \$900,000 per acre (less demolition costs). This suggests that large portions of the study area could support such multifamily development based on land values alone.
- **Multifamily housing with structured parking** (generally 30 units/acre or more) may only be appropriate with land values at \$600,000 acre or less due to the added parking and construction costs.
- **Conventional single-family housing** at five to seven units per acre could be built within areas of land value up to \$400,000 per acre.
- **Small lot single-family housing** at could only be build on areas with land prices of no more than \$300,000 per acre, due to a lower sale price per unit.
- **Townhouses** at 15 units per acre could occur on land as high as \$900,000 per acre.
- **Commercial uses**, such as found along Buford Highway, can occur on land up to \$700,000 per acre, depending on the specific franchise.
- **Mixed-Use development** could only pay \$250,000 per acre.

Regarding the relatively low land values that mixed-use development could pay, conventional wisdom would have it that the uses combined in a mixed use development add value to both (or each) use through synergy and efficiency. While this may happen where pedestrian-oriented demand is robust and exceeds supply of available opportunities or where densities are exceedingly high - as in a high rise environment - in the earlier stages of redevelopment, the additional costs to design and build mixed-use projects tend to work against their economics, leaving a lower, rather than higher residual land value. Furthermore, the financial community tends to penalize mixed-use underwriting through higher capitalization rates and lower loan to value ratios-precisely because of the added costs and risks. As such, mixed-use development, especially on smaller sites, is less likely to lead redevelopment in an area with high land costs, but little ambiance.



Pedestrian-friendly multifamily units such as these are feasible in the study area today



Townhouses are also feasible given land costs in most places



Vertical mixed-use development cannot occur yet due to high land costs in most of the study area

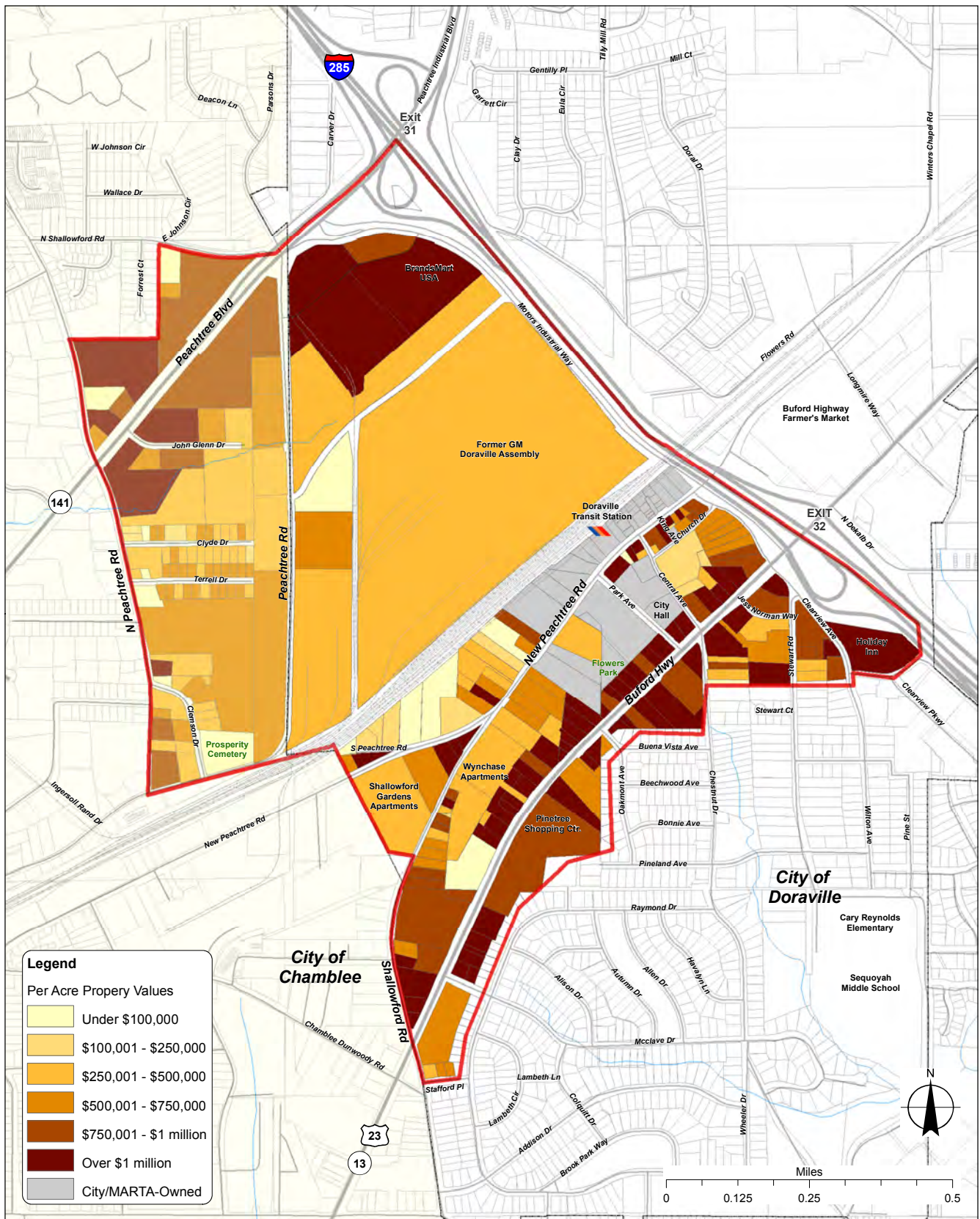


Figure 2.14: County-Appraised Land Values

2.5 Urban Design & Historic Resources

Urban Design

Urban design is a comprehensive review of the collective patterns that define a community and the design opportunities that they represent. It looks at the physical impacts of the variety of factors that shape our communities, and evaluates their ability to create a whole that is greater than the sum of its parts. A key component of urban design is the experience that a place provides. This experience is defined by a complex interaction of building, street, trees, sidewalks, topography, and many other physical features which work together to define “place” and establish physical character.

A key component of place is the public realm and its spatial form. Spatial form refers to the way in which the placement and massing of buildings work together to form a space greater than the individual buildings. Different spatial forms have different impacts on psychology and the ability of places to support activities. For example, most people like to feel protected while walking. This is best achieved by making them feel enclosed.

From a psychological point of view, a street with a height to width ratio of between 1:1 and 1:3 provides the necessary enclosure, irrespective of how tall the buildings are. Therefore, if there is a desire to create an environment where walking is encouraged, said street should respect these ratios. The existence or lack of enclosure also has a direct impact on driver behavior; all else being equal, buildings close to the street psychologically narrow it and result in slight decreases in vehicular speeds. It also contributes to a sense-of-place.

Existing Conditions

While the heart of Doraville at one time had a strong sense-of-place, the march of time has destroyed little of what could be considered positive urban design elements. Today virtually all of the study area is marked by the same post World War II development patterns found across the region. Elements of this include buildings with a low level of architectural detail set far from the street, frontal parking, visual clutter, little landscaping, and a lack of spatial enclosure. The result is that, other than the fact that many of the signs are in Korean, Spanish, or other languages, Doraville’s core resembles “Anywhere, USA.”

Fortunately, because much of the study area is ripe for redevelopment it offers an opportunity to improve the quality of the built environment. In addition, there are several nearby examples of how redevelopment can enrich local identity, rather than destroy it, including recent projects in Chamblee and Decatur. These places can be models for how proactive communities can incrementally



Good urban design can be found in downtown Decatur



Buildings on the most walkable streets line up and touch one another



Bull Street in Savannah has a 1:1 height to width ratio

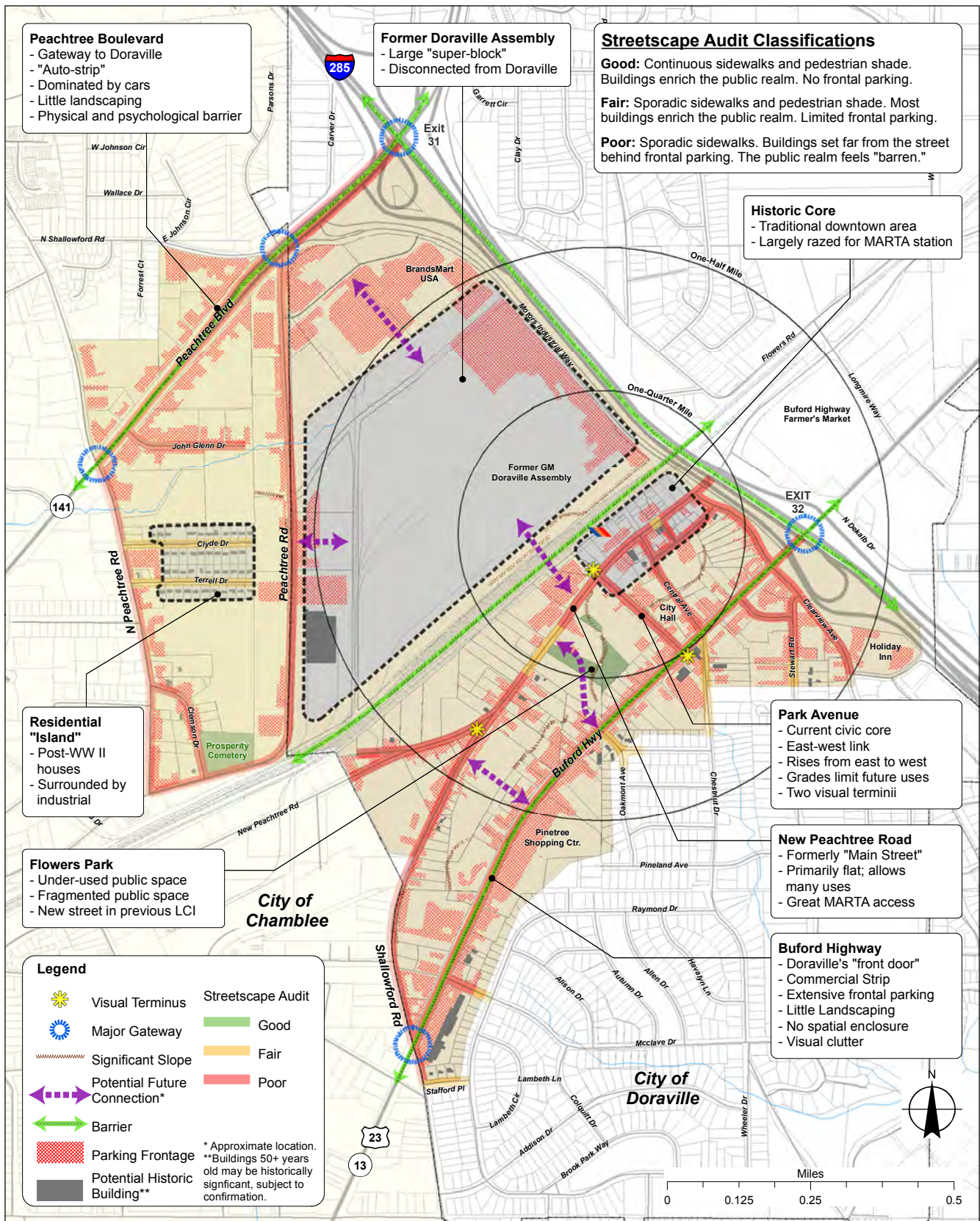


Figure 2.15: Urban Design Analysis

use growth to enrich the local identity. More hopeful yet is that, compared to these places, the opportunity presented by the former GM plant is virtually limitless.

Strengths

- Nearby Decatur and Chamblee are models for how development can enrich local identity.
- A few pre World War II buildings present the street appropriately with storefronts or porches, and shallow setbacks.

Weaknesses

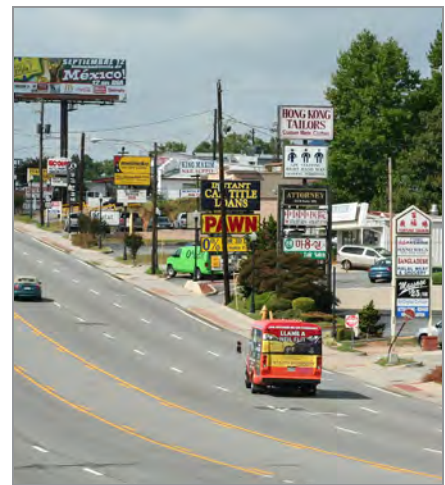
- There is a lack of street-oriented buildings.
- Auto-oriented buildings create the impression of “Anywhere, USA.”
- Visual clutter is found on many roads.
- There is a lack of public art in the study area.
- Major barriers separate different parts of the study area.

Opportunities

- The study area offers several highly visible visual termini that offer unique design opportunities.
- Large redevelopment sites could become master planned projects with a strong sense of place and good design.
- Zoning changes could improve the design quality of development.
- Landscaping could improve aesthetics.
- The study area’s large size could allow several different character areas to be developed.
- Building height could vary by location to reduce the visual impacts of taller buildings.
- Public art could be incorporated into new developments or public spaces.
- Several major gateways could welcome people to the area.
- Planned streetscape projects could improve aesthetics.
- Doraville’s high Hispanic population, which is culturally disposed to walkable, pedestrian-oriented urbanism and public spaces, could energize future public spaces with activity.

Threats

- Development could continue in a disjointed manner.



Buildings along Buford Highway are oriented towards drivers, not pedestrians



Building heights could vary with new development, with taller buildings near I-285



Many of Doraville’s recent immigrants come from cultures with a rich public life



Figure 2.16: Existing Figure Ground Study

Historic Resources

Preserving a community's heritage is becoming increasingly important in today's world of homogenous cities and towns. While only a few historic structures from before World War II exist within the study area, it does include several examples of early postwar commercial buildings and nearby neighborhoods. In addition, the study area includes other features such as mature trees, graves, and even industrial "relics" that should be investigated as candidates for preservation. Incorporating such features into developments can provide the sense of "authenticity" that many long for.

Strengths

- Several historic houses and businesses recall earlier times.
- Many historic or "legacy" trees exist throughout the study area.
- The Prosperity Cemetery preserves local family history.
- Many Post World War II buildings exist in the study area

Weaknesses

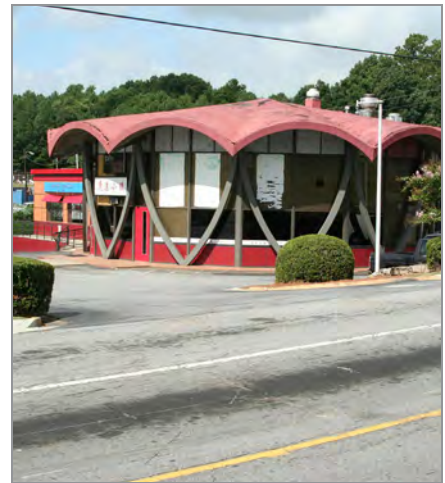
- Many potentially historic buildings have been modified or are in a state of disrepair.
- Little remains of Doraville's historic core.

Opportunities

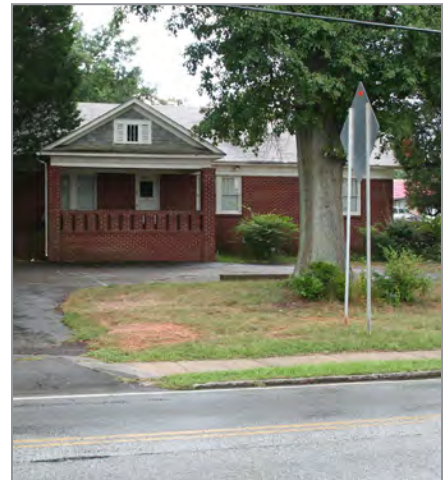
- Architecture could build upon local or regional precedents, rather than simple corporate prototypes.
- Historic features, including industrial "relics" could be incorporated into new developments.

Threats

- The loss of the study area's few historic buildings could further degrade its history.



This Post World War II building is now over 50 years old and may be considered "historic"



This house on New Peachtree Road is one of the last in the study area



At one time Doraville had a traditional downtown, but it was destroyed to make way for the MARTA Station (Source: Barré, Laura and Ken. The History of Doraville. Roswell, GA: Wolf Publishing, 1995)

2.6 Public Facilities & Spaces

Today many services are provided by local, state, and federal governments, or private companies. These include basic facilities public health, safety, and welfare, as well as additional services that make a community an inviting place to live or do businesses. Examples of the latter include open spaces, which are becoming an important development strategy in some places.

Public Facilities

Within the study area a variety of public facilities exist, including

- Doraville Library, a branch of the DeKalb County Public Library system offering community events and classes
- The Doraville Civic Center, a space for special events held by residents and community groups
- A pool, located in Flowers Park and run by the City
- The Doraville Police Department
- Three fire stations (#15, #18 and #19) run by the County, but serving Doraville and the study area

In addition, there are several nearby schools:

- Hightower Elementary School (DeKalb County)
- Cary Reynolds Elementary School (DeKalb County)
- Sequoyah Middle School (DeKalb County)
- Yeshiva Atlanta (a private high school serving Jewish students)

The area also contains several private facilities that serve the public, including churches, and the Center for Pan Community Services. The closest hospitals are little over three miles to the west and include Northside Hospital, Children's Healthcare of Atlanta at Scottish Right, and Saint Joseph Hospital.

Strengths

- Many public facilities exist in the study area.
- Doraville's small population means that its residents can influence City facilities more than residents of larger communities.
- Code enforcement is strong, but could still be improved.

Weaknesses

- There are reports of safety concerns along Buford Highway.
- Schools are a challenge to attracting families with children.

Opportunities

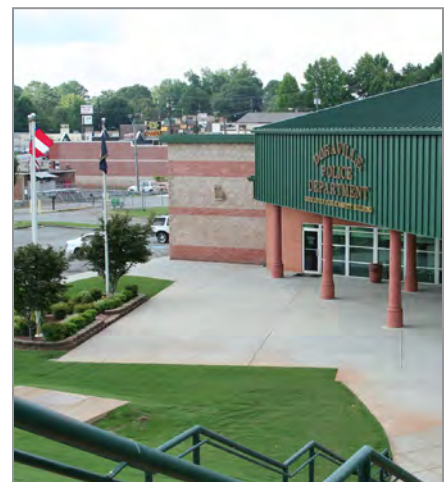
- Master-planned redevelopments could include new facilities.

Threats

- Growth without facility expansion and improvements could strain existing resources and reduce quality.



The study area houses several public buildings, including Doraville City Hall



The Doraville Police Department sits in a depression west of Park Avenue



The study area includes several churches, as well

Public Spaces

Reliance on technology and fast-paced lifestyles leads people to increasingly value places that allow them to connect with others. In fact, one of today's hottest real estate trends is the community where people can partake in a wide variety of public spaces on a daily basis. Many people no longer want to drive to walk down a pleasant, tree-lined sidewalk, play in a park with their children, or relax on a warm summer evening. They want their communities to provide all of these opportunities and more.

There are five major categories of public spaces, each with their own distinct definition and applicability:

Streets and sidewalks are the most used public spaces in towns and cities. In addition to serving as a transportation conduit, streets and sidewalks can be designed to encourage social interaction and community building. Streets can be parade routes or the location of special festivals, while in-town sidewalks can provide room for cafe dining, street furniture, and street trees.

Plazas are hardscaped gathering places in a town or city center and surrounded by commercial, mixed-use, or civic buildings. They often include fountains, benches, or similar elements. Their entire surface is accessible to the public and consists of stone, concrete, or pavement interspersed with trees and limited plant materials.

Parks are landscaped recreation and gathering places that can be located in any area of a town or city. They may be surrounded by residential or commercial buildings, and are often the focal points of neighborhoods. Parks often include picnic facilities, drinking fountains, benches, and playgrounds. Larger parks may include ponds, sports fields, and courts. Well designed parks are defined at the edges by streets, lawns, shrubs, and other plant materials.

Greenways are parks that can serve as corridors for transportation, wildlife migration, or protection of key habitats that occur in a linear manner, such as the zones along creeks and rivers. Greenways can also connect plazas, parks and conservation lands. Because of this, they can be located in virtually any setting and with any size.

Conservation Lands protect and enhance areas of environmental and historic significance. They are usually located at the edge of a town or city. Because their primary purpose is the protection of open space, they can include camping sites and trails.

Existing Conditions

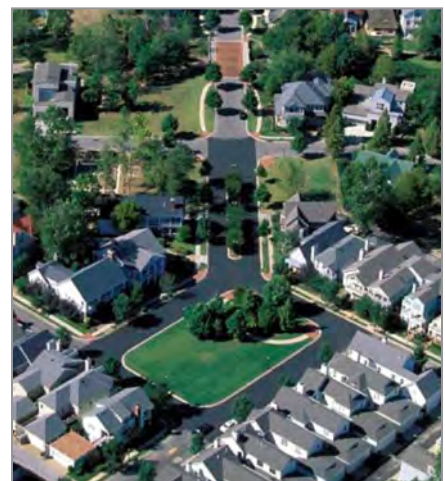
Public space conditions in the study area today are poor. There are no true parks, plazas, greenways, or conservation areas. The only park that does exist, Flowers Park, is little more than a bench and a



A mother and her son experience a well designed public street at Atlanta's Atlantic Station



The Mall of Georgia in Buford incorporates a plaza with a fountain



A park is the center of Harbor Town, near Memphis (Courtesy of Alex S. MacLean)

few swings amongst a treed embankment behind the police station. At one time the park was larger, but subsequent development of public facilities reduced it to its current size. In addition, the area's major streets and sidewalks are impoverished public spaces that only serve drivers. Minor streets are only slightly better, in large part because they retain vestiges of the area's past, including mature trees that provide shade and greenery.

With redevelopment, an opportunity exists to enrich the study area's public realm. New developments could incorporate pedestrian friendly streets and plazas, while existing stream corridors, such as Bubbling Creek, could become greenways. Buildings could be placed in a way that enriches these spaces, rather than turning their backs on them. Without such facilities, however, redevelopment will only continue to degrade the study area's public realm.

Strengths

- Some secondary streets, such as Shallowford Road, are lined with trees on adjacent properties

Weaknesses

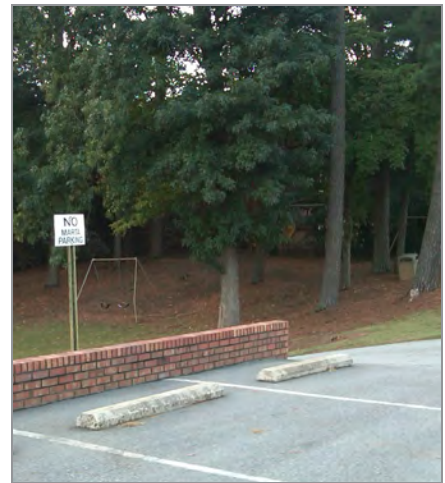
- There is no study area park, plaza, or other gathering space.
- Streets and sidewalks fail to serve as meaningful public spaces.
- Litter and weeds in streets and sidewalks make much of the public realm appear neglected.

Opportunities

- New developments could provide public spaces, including plazas that could be a focal point or "town center."
- Stream corridors and flood zones could become greenways.
- Street trees could enhance the public realm.
- A Vietnam War memorial could be incorporated into the area.

Threats

- Development could occur without appropriate or well-placed public spaces.
- Poorly designed public spaces might lack appeal and fail to capitalize on the need for a community focal point.
- Liability and limited funds, which could limit the ability to provide publicly-owned open spaces.
- Poorly located open spaces could result when open spaces are relegated to the areas with least development potential.
- Maintenance of public spaces could be a long-term challenge.



Flowers Park today offers little usable green space



Small pocket parks could be scattered throughout developments and fronted with buildings



This development, Glenwood Park, in Atlanta incorporates a central park

2.7 Lifelong Communities

Lifelong communities are places where people of all abilities can live throughout their lifetime. Components that make a community a place where individuals can age in place successfully include a range of housing and transportation options (including a connected and walkable environment), opportunities that encourage healthy lifestyles, and access to supportive services and information.

Existing Conditions

Greater Doraville is a place where people of all ages and abilities live, but it lacks many amenities and characteristics that are important for an aging population or those with physical disabilities. Table 2.20 shows the study area's performance in a variety of Lifelong Communities measures established by the ARC. These are grouped for consideration during the planning process.

Many principles of Lifelong Communities involve the ability of the transportation system to support mobility and accessibility, especially for non-drivers. As identified in Section 2.3 Transportation, the area today is difficult and inconvenient to walk in, both due to a lack of safe facilities, but also development patterns favoring drivers.

A second set of principles involves providing a range of accessible dwellings. Unfortunately, the study area performs poorly in this category, as well, in that it fails to provide housing for those of a variety of ages, incomes, and lifestyles. This limits its appeal and means that there are few options for residents of nearby single-family neighborhoods to down-size to other housing types as they age, unless they choose to move out of the area.

Social interaction between people of all ages and abilities is also key to Lifelong Communities. In Doraville this occurs primarily in semi-public settings such as restaurants or religious facilities. A few encounters also occur in parking lots or at public buildings.

The study area does provide some support for healthy living, including a pool and many places selling healthy foods. Unfortunately the community is largely laid out in a way that discourages informal physical activity that is part of daily life.

The final element of Lifelong Communities is access to services. In this category parts of the study area come close to achieving Lifelong Communities principles. Those living near Buford Highway have access to a range of daily goods and services, especially those targeting Asians and Hispanics. During field work conducted as part of this study, several people were seen walking from nearby apartments to said businesses.



Lifelong Communities serve people of different ages in a walkable setting (Courtesy NHTSA)



The area provides a range of healthy food options, but not in a walkable setting



Some wayfinding signs exists along Buford Highway

Table 2.20: Lifelong Communities Assessment of the Study Area

Lifelong Communities Principle		Status
Mobility and Accessibility	Streets that are welcoming and unthreatening	<input type="checkbox"/>
	Traffic calming strategies that make the environment feel safe	<input type="checkbox"/>
	Plantings and fencing positioned to reduce traffic noise	<input type="checkbox"/>
	Engaging frontages that include diverse urban and building form	<input type="checkbox"/>
	Walkable/fall-safe sidewalks	<input checked="" type="checkbox"/>
	Manage sidewalks during any construction and repair to avoid access barriers	<input checked="" type="checkbox"/>
	Manage sidewalks to avoid cluttering of pedestrian environment	<input checked="" type="checkbox"/>
	Grade level changes that are clearly marked and well-lit	<input type="checkbox"/>
	Handrails installed where appropriate	<input type="checkbox"/>
	Curb cuts at all intersections	<input type="checkbox"/>
	Pedestrian friendly sidewalk paving	<input checked="" type="checkbox"/>
	Trees for shade	<input checked="" type="checkbox"/>
	Sensory cues at decision points, such as junctions or grade changes	<input type="checkbox"/>
	Adequate pedestrian lighting	<input checked="" type="checkbox"/>
	Crossable streets	<input checked="" type="checkbox"/>
	Accommodation for specialized vehicles (power chairs, golf carts, etc.)	<input type="checkbox"/>
	Sitting arrangements to provide respite and facilitate conversation	<input type="checkbox"/>
	Sturdy seating with arm and back rests, made of appropriate materials	<input type="checkbox"/>
	Covered bus stops with seating	<input type="checkbox"/>
	Areas of sun and shade considered in the design of the street	<input type="checkbox"/>
	Gates/doors requiring less than 5 lbs of pressure to open & having lever handles	<input type="checkbox"/>
	Consideration given to required vegetative buffers and pedestrian access	<input type="checkbox"/>
	Consideration given to parking requirements and pedestrian access	<input type="checkbox"/>
	Centralized transit waiting areas	<input checked="" type="checkbox"/>
Transit stops that provide protection from rain, wind and sun	<input checked="" type="checkbox"/>	
Smart transit technology that alerts riders to bus/shuttle's arrival time	<input type="checkbox"/>	
Smart transit technology alerts bus drivers to riders waiting out of sight	<input type="checkbox"/>	
Stops for shuttles, jitneys, buses and light rail	<input checked="" type="checkbox"/>	
Dwelling	Diversity of housing (varying sizes, products)	<input type="checkbox"/>
	Accessibility of housing products	<input checked="" type="checkbox"/>
	Workforce housing	<input checked="" type="checkbox"/>
	Range of supportive housing types	<input type="checkbox"/>
	Range of specialized housing types (cohousing, models that address disabilities)	<input type="checkbox"/>
	Accessible spaces as appropriate based on community accessibility standards	<input checked="" type="checkbox"/>
Social Interaction	Front yard gardens, porches and stoops	<input checked="" type="checkbox"/>
	Reinforcement of found gathering places	<input type="checkbox"/>
	Community rooms (large enough for exercise classes, meetings, movies)	<input checked="" type="checkbox"/>
	Opportunities for meaningful volunteer activities (e.g. after-school tutoring)	<input checked="" type="checkbox"/>
	Active and passive open space such as dog parks, playgrounds, etc.	<input checked="" type="checkbox"/>
	Third-places such as parks, shops, community centers, etc.	<input checked="" type="checkbox"/>
Healthy Living	Daily needs within safe and inviting walking distance	<input type="checkbox"/>
	Fall-safe environment	<input type="checkbox"/>
	Shorter block sizes	<input type="checkbox"/>
	Walkable destinations	<input checked="" type="checkbox"/>
	Designated walking loop	<input type="checkbox"/>
	Exercise and recreation venues (e.g. bocce, dancing, tennis, yoga, tai chi)	<input type="checkbox"/>
	Swimming pool	<input checked="" type="checkbox"/>
	Community equipped with access to health services and education	<input checked="" type="checkbox"/>
	Community concierge (and case management)	<input type="checkbox"/>
	Neighborhood access to healthy foods	<input checked="" type="checkbox"/>
Access to Services	Community bulletin boards	<input checked="" type="checkbox"/>
	Wayfinding signage	<input checked="" type="checkbox"/>
	Local access to ordinary daily needs that are location appropriate	<input checked="" type="checkbox"/>

Yes, this principle is met
 No, this principle is not met
 This principle is partially met

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LIVABLE CENTERS INITIATIVE

2 0 1 0 D O W N T O W N M A S T E R P L A N

Part 3: Public Process

March 17, 2011

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3.1 Public Process

The 2010 Downtown Master Plan LCI utilized a number of public outreach tools and techniques to solicit community involvement from nearly 300 people between August 2010 and March 2011. These included interviews, core team meetings, public notices, an image preference survey, a community charrette, three public presentations, and a website.

Interviews and Surveys

At the beginning of the study the consultant team used anonymous one-on-one interviews and on-line surveys so that stakeholders could share their thoughts on the area as it is today, as well as its future potential. Participants included residents, developers, community leaders, local officials, and representatives of organizations in and around the study area. In total, 124 people participants offered their thoughts. Their efforts provided key input into both the inventory and analysis phase of the plan, and the creation of its recommendations.

The Core Team

To guide the planning process and to facilitate outreach, a Core Team of stakeholders was also established early in the study process. The Core Team consisted of property owners and developers, elected officials, Doraville staff, Chamblee staff, DeKalb County staff, MARTA, GDOT, GRTA, business owners, neighborhood leaders, and other leaders within the community. Nearly 60 people either expressed interest in the Core Team or were invited to participate.

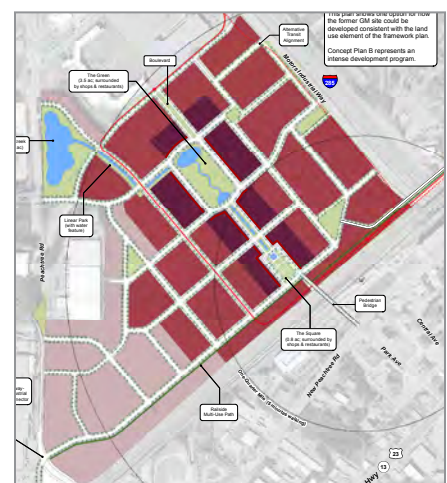
The Core Team met four times during the planning process. The following are brief summaries of these meetings:

- **Core Team Meeting #1** (August 16, 2010): At this meeting the consultants introduced the process to the Core Team, defined the Core Team's role, provided an update on inventory work, and answered planning process questions.
- **Core Team Meeting #2** (September 13, 2010): At this meeting final inventory findings were presented, preliminary ideas for bridging the MARTA and freight rail were reviewed, and the upcoming workshop was discussed.
- **Core Team Meeting #3** (October 19, 2010): At this meeting the consultant team presented ideas discussed at the community workshop for review and comment. This included a preliminary Framework Plan, rough GM and Town Center concepts, and emerging market and economic development ideas.
- **Core Team Meeting #4** (March 15, 2011): At this meeting consultants provided an overview of next steps and implementation efforts, and answered outstanding questions. The Core Team also voted to support plan adoption.

Note:
This section provides an overview of public outreach. The Appendix provides more detailed sign-in sheets and meeting minutes.



Rough site concept plans were presented at Core Team Meeting #3



Based on Core Team comments, concept plans were revised and finalized

Public Meetings

In addition to the Core Team meetings, four public meetings were held to ensure that all interested parties were given an opportunity to be involved in shaping the community's future. Summaries of these meetings are provided below. Complete agendas are available in the Appendix.

Kickoff Meeting

On August 16, 2010, a public meeting was held at the Doraville Civic Center to commence the public portion of the planning effort. The meeting began with an exercise that allowed participants to put red and green dots on a map to show where they thought negative and positive things were happening. Following this, attendees were introduced to the project team, the LCI program, the planning process, current planning principles, and LCI successes in other communities. As the meeting closed, participants were given an opportunity to visit different stations to share their thoughts on transportation, housing/marketing, land use, and other issues. They were asked to tell the project team what they liked most and least in the study area, as well as specific needs for change.

Workshop

Through an evening charrette held at the Hightower Elementary School on September 22, 2010, the consultant team shared the results of inventory work and the image preference survey with attendees. They then conducted breakout sessions to further define the community's desires on seven different topics: the GM Assembly site, the MARTA/town center area, market and economic development, area-wide land use and design, area-wide transportation, community linkages, and sustainability and open space.

Specifically, workshop attendees brainstormed various ideas for each topic, encouraged not to limit their thoughts at this point in the planning effort. At the conclusion of the sessions, a representative for each topic presented the highlights of the ideas discussed.

Draft Plan Open House

The draft master plan recommendations were made at an open house held on January 26, 2011, at the Doraville Civic Center. At the meeting, boards showing all plan recommendations were available for review and comment; this informal format allowed participants to focus on the areas of most interest to them. In addition, they could share their most and least-liked recommendations with the consultant team, and fill out a detailed worksheet with specific comments. Following the open house, materials and the worksheet were also available on-line for review through February 18, 2011.



Area stakeholders are listening to a presentation at the kickoff meeting



Stakeholders discuss the area's future at the workshop



Stakeholders review draft plans at the open house

Final Plan Presentation

The final master plan recommendations were presented to the public on March 2, 2011. At this meeting, comments on the plan were heard and later incorporated into the finished plan document.

Other Meetings and Presentations

Supplemental presentations were also made at various points in the planning process. These included presentations to the Chamblee Business Association and MARTA

Individual meetings were also held with area stakeholders at various points to discuss specific project concerns and ideas.

Communication Tools

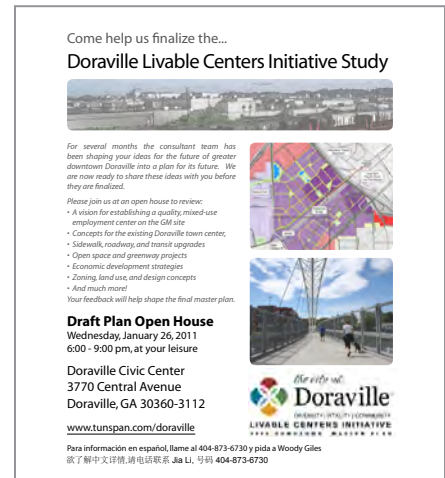
Recognizing the importance of communication to the public involvement efforts, the planning effort utilized a number of tools to keep stakeholders informed of upcoming meetings and project information.

One critical tool was the project website, which provided access to the project maps, meeting presentations, meeting minutes, flyers, plan documents, and other information pertaining to the study. The website also included an online listserv which was used to keep members updated on the planning process.

In addition to the website, various print media were distributed to inform residents and property owners of upcoming meetings. Flyers were posted at area businesses, government buildings, and other high traffic locations to inform the community of upcoming events; these were printed in English, but included phone numbers to request further information in Spanish and Mandarin Chinese. Core Team members also assisted in spreading the word through word-of-mouth and neighborhood associations.



The website was a valuable tool for distributing information to the public



Flyers were posted throughout study area businesses prior to public meetings

3.2 Image Preference Survey

A key visioning tool of the Doraville Town Center Master LCI Study was the use of an image preference survey (IPS). Using an on-line format accessed from the project website, the public was given the opportunity to score a variety of images for their level of appropriateness for the future of the study area. Categories included Transportation, Parks and Open Space, Retail and Restaurants, Mixed-Uses, Multifamily Housing, and Townhouses/Single-Family Houses. Possible scores ranged from -5 (extremely inappropriate) to +5 (extremely appropriate). A score of 0 indicated no preference.

The IPS was available on-line from August 16, 2010, to September 19, 2010, and was completed by 42 people. Demographic information collected during the survey indicated:

- 32% of respondents lived in the LCI study area
- 38% lived in the City of Doraville (excluding the study area)
- 5% lived in the City of Chamblee
- 20% lived somewhere else in DeKalb County
- 5% lived outside of DeKalb County

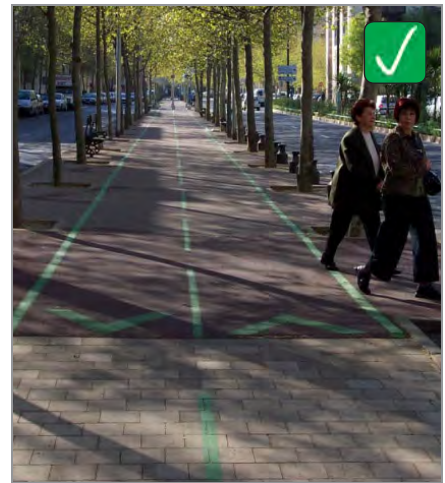
Following the survey, the most and least appropriate images were identified by taking the average (mean) score for each image. In addition, agreement between respondents was determined by looking at the standard deviation of image scores. The following summarizes key findings.

Transportation

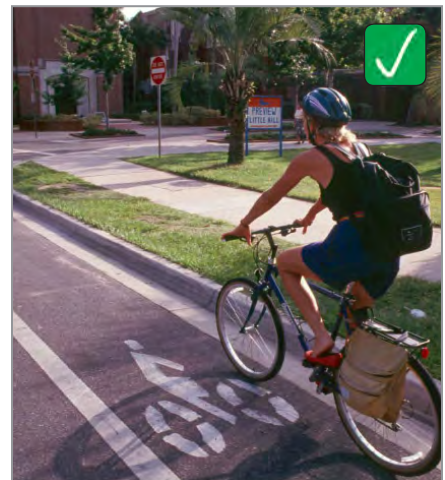
Transportation images showed many different facilities, including roadways, bicycle lanes or tracks, multi-use paths, sidewalks, pedestrian bridges and tunnels, rail transit, buses, and more. Except for two images showing missing sidewalks in the study area, all images in this category received positive scores, suggesting that people want to expand the range of transportation offerings.

The top rated images in this category showed a strong desire for well-designed, pedestrian-friendly, multi-modal facilities, especially safe and user-friendly sidewalks and multi-use paths. Among the latter, there was even support for the idea of a path in the middle of a street, something that exists nowhere in the region. For sidewalks, images that scored better than others were those showing street trees, landscaping and on-street parking to buffer pedestrians from traffic.

Finally, in the scope of all the images used in this survey, it is important to note that the two images that scored highest in this category were also the highest-scoring ones in the survey. This suggests that transportation improvements are a high priority for the community.



This image of a tree-lined multi-use path in the middle of a street scored the second-highest, at 3.59



This image of on-street bike lane also scored well, at 3.22



With an average score at -3.71, this was the second-lowest scoring image in the survey



This image showing a tree-lined sidewalk with landscape buffer and on-street parking was the highest-scoring image in the survey, at 3.8.

Parks and Open Space

This image category showed a series of open spaces ranging from parks and plazas, to curb markets and community gardens. The study area currently lacks such facilities, but survey responses suggest a desire to increase the amount of quality open space in the future. To this end, all images in this category scored well.

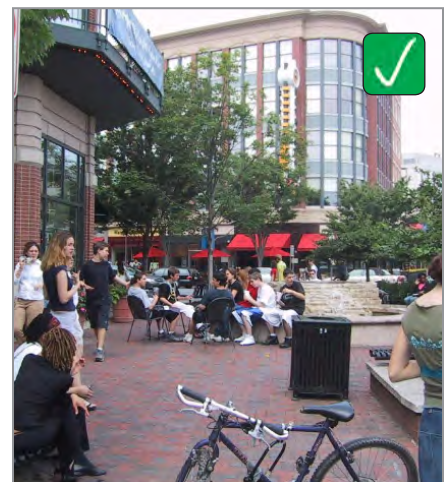
It is of note that the highest scoring image in this category was of a lively plaza in a mixed-use setting; this image is shown at right. Another image that scored high was of the community park at Glenwood Park in Atlanta. This park, shown at right below, is not only a neighborhood focal point, but also serves as a stormwater retention pond and infiltration area during major rain events. A third notable image was of an amphitheater in Duluth, Georgia.

This category also included images of community gardens, which are becoming popular around the nation. Though favored in Doraville, they did not rank as high as other types of open spaces, probably because people do not see them as a long-term aspiration, but rather a temporary use.

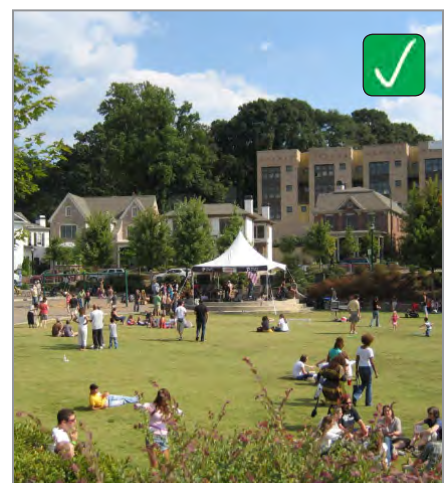
Retail and Restaurants

There are currently many stores and restaurants in the study area, especially along Buford Highway, whose diversity and unique services draw many customers from outside the city. However, they are all auto-oriented and not easy to access on foot. The survey results suggest a desire to improve and expand these offerings in a mixed-use, compact, and pedestrian-friendly setting.

Within this category the highest scoring images were those of businesses located on the ground floor of mixed-use buildings with sidewalk activity. High scoring images included tree-covered cafe dining in Portland, Oregon, and the village center of the Vickery



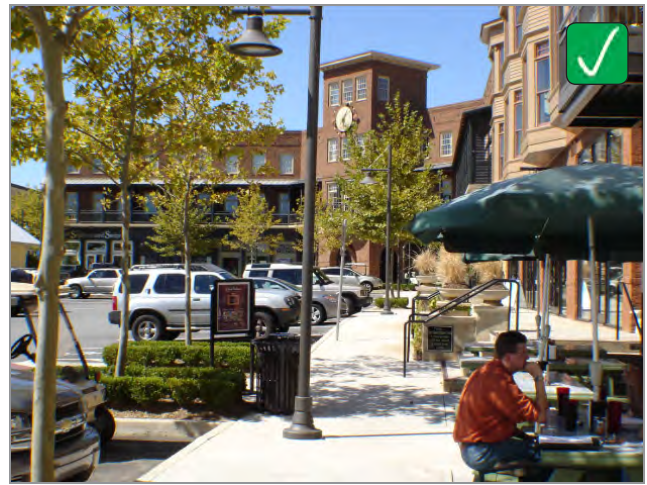
With adjacent auto-oriented land uses, this image scored 3.12



This photo of the community park at Glenwood Park in Atlanta scored well at 3.20



This photo of cafe dining in Portland, Oregon, scored well at 3.44



This image of the village center of the Vickery neighborhood near Cumming scored 2.39

neighborhood in Cumming, Georgia. Although the scale and design of these places are drastically different, both provide quality buildings, a pleasant walking experience, and cafe dining. Both are also human-scaled spaces with a strong sense of place.

This category also included images of food trucks, which are becoming increasingly popular across the nation. While welcomed in many communities, they appear to not be favored here, with an average score of -1.93. The verdict on food trucks is still out, however, as many people ranked them extremely high, even though the overall score was still negative.

Mixed-Use

A key element of the LCI program is the promotion of mixed-use development, both vertically and horizontally. However, in the greater Doraville community survey responses suggest a desire to ensure that mixed-use development is also well designed and pedestrian friendly. To this end, the two highest scoring mixed-use images were of the Edgewood Retail District in Atlanta and downtown Smyrna, Georgia. These images showed two and three story traditionally-styled brick and clapboard buildings containing shops, housing, and offices. More significantly, they included green space and landscaping that minimized the visual impact of the higher density development.

Images of modern building designs and tall buildings (six stories and up) received less agreement, but appear to generally still be favored in parts of the study area. In comparison, an existing low-rise, vaguely traditional mixed-use building on New Peachtree Road was the only image scoring negative in this category.

Overall, the survey confirmed that there is a role for high-quality, higher density mixed-use development in the study area's future.



These food trucks only scored -1.93



This image of mixed-use at Atlanta's Edgewood Retail District scored high at 2.68



This image of downtown Smyrna scored the highest in the mixed-use category, at 2.66

Multifamily

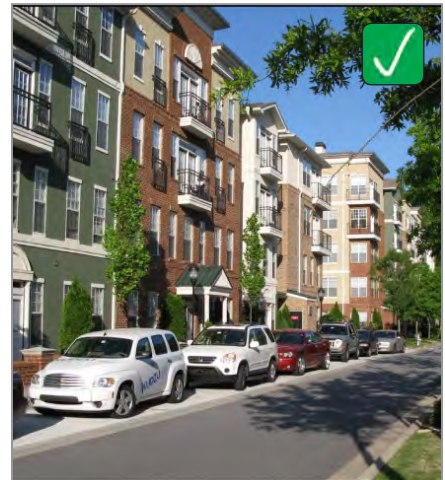
The study area currently has two aging multifamily apartment complexes serving low-income residents, and no for-sale condominiums. The survey results suggest a desire to redevelop existing complexes into higher-quality multifamily housing, as well as increasing such in other parts of the study area. The survey did not ask if such housing should be owner-occupied or rental, nor whether it should have an affordable housing component, but concurrent stakeholder interviews generally expressed support for a mixture of types, provided they were well-designed.

The survey was very effective in defining what character new multifamily housing should take. The highest scoring images showed buildings with porches, stoops, and interesting facades. The least appropriate images were those of conventional, suburban multifamily complexes with large frontal parking areas and little landscaping. Among the latter was a photo of one of the two existing apartment complexes in the study area.

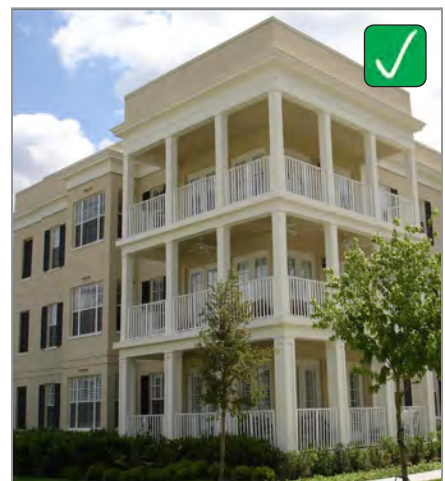
Townhouses/Single Family

As the region’s population ages and residents choose to down-size from their big-lot single-family houses, townhouse and small-lot single-family houses are expected to become an increasingly popular housing option, especially in and near activity centers. While these options in the study area will be limited, there may be opportunities for such uses as part of large, master planned developments.

If townhouses and single-family houses are ever provided, survey results suggest that the conventional approach to cookie-cutter houses that provide higher density living, but without the amenities that make it desirable (including parks, sidewalks, and a true “town” environment) are inappropriate for the future of the study area.



The highest scoring multifamily image was this building, at 2.24



This multifamily image received the second highest score in this category, at 1.98



This traditional-styled townhouse in Woodstock, Georgia, another LCI community, scored high in the category, at 1.93

Both townhouse and single family images that scored well were of traditional or modern facades with quality design features and small landscaped yards. These homes fronted on tree-lined sidewalks, and alluded to a setting that was truly walkable. Parking was provided, but to the rear of buildings so as to not disrupt the pedestrian-oriented building front.

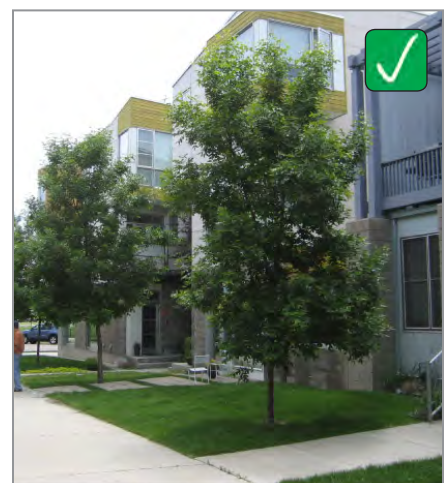
General Findings

The images selected as most appropriate represent places from around the nation; regardless of origin, all share certain design elements. Most notable is that all show a vibrant, human-scaled downtown environment; survey participants rejected the images of sprawling suburban areas and endless high-rise canyons equally. Furthermore, all share a common respect for the pedestrian, landscaping, and well-designed buildings. Another key indication is that people think the study area should provide facilities that serve a range of people. This is reflected in terms of business types, housing types, open space types, transportation facilities, and architectural styles.

Results also suggest that the residents, businesses, and property owners in and around the study area are yearning for a place that is different from what has been offered in recent decades, and that the area has the opportunity to become a vibrant mixed-use center. While much talk recently has focused on the potential to achieve this on the former GM site, survey results suggest the entire area has the opportunity to redevelop into a new growth model for the city and the region by offering something different. Namely, it could become a high quality, mixed-use town center with transit-oriented development and improved connectivity and accessibility, as well as expanding its diversity and uniqueness. In this way the entire study area would truly be improved, rather than focusing improvement into one or two key sites.



At 2.85, this was the highest scoring single-family house image



This image of modern townhouses with small front yard and landscaping also scored well, at 2.13

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Part 4: Recommendations

March 17, 2011

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4.1 Overview of Recommendations

This part of the document includes recommendations for the 2010 Downtown Master Plan LCI study area that proactively shape its future character and provide short and long-range actions to address the weaknesses and threats identified in Part 2: Inventory & Analysis. Two types of recommendations are provided: Policies and Projects. Projects are followed by a project number as identified in Section 5.1: Action Plan, which contains an implementation strategy, including cost, funding, and responsible parties.

Recommendations are a synthesis of the desires and work of area residents, businesses, property owners, the project Core Team, and others, coupled with sound planning principles. They offer a visionary yet achievable blueprint for sustainable growth that will benefit Doraville and nearby communities for decades to come.

Future Vision

This LCI study is an unprecedented opportunity for the greater Doraville community to plan for the area including and surrounding the shuttered Doraville Assembly Plant. The plant's redevelopment and its ripple effects provide opportunities to connect diverse communities, fill housing and economic voids, foster quality growth, and expand public space. The plan strives to capitalize on these opportunities and ensure that future redevelopment benefits Doraville, surrounding communities, and the region.

The recommendations that follow have been developed to realize a vision that emerged from an open and inclusive planning process. Central to this is a belief that poorly planned development practices must be shunned in favor of a thoughtful and integrated approach to land use, transportation, economic development, design, and public facilities - one that builds on Doraville's strengths to create a place of lasting economic, social, and environmental value.

As the area redevelops, it is envisioned as becoming both a revitalized heart for Doraville and a key employment and major activity center for northeast Atlanta, with a growth pattern that is:

- **Compact:** Offering different uses close to one another, preferably within a ten minute walk.
- **Connected:** Providing pedestrian, vehicular, bicycle, and transit facilities that allow easy access between uses.
- **Complex:** Striving for diversity in the mix of uses, economic resilience, the range of housing, and the design of buildings and public spaces. Failure to do this creates monotony, and places that are monotonous are not of lasting value.

In general, this means providing a mix of employment, housing, retail, civic, and open spaces connected by a balanced system of streets, transit, sidewalks, and bicycle facilities. It also means

Policies & Projects

There are two types of plan recommendations:

Policies are guidelines that provide direction for the implementation of the plan's vision. They often support specific implementation projects and should be the basis for actions by the cities of Doraville and Chamblee. Policies should also guide the private sector, especially to the extent that they define plan aspirations.

Projects are specific tasks, such as transportation improvements or new parks, with a defined cost and time frame. They are often undertaken by a local agency such as the City of Doraville, City of Chamblee, GDOT, or MARTA.



arranging them in a way that creates a place where people want to live, work, and play, both today and in the coming decades. Most importantly, it means doing so in a way that promotes and expands Doraville's diversity of residents and businesses.

More specifically, the land use vision calls for ordering redevelopment into five character areas. Due to its large size, it is not feasible to expect the study area to redevelop with a single identity. However, by establishing different areas based on transportation access, environmental factors, and location, it is possible to create a framework that can accommodate the range of different development patterns desired by stakeholders.

Envisioned character areas include:

- **The GM Site**, which is envisioned as a model for sustainable transit-oriented development (TOD) next to the Doraville MARTA station. The new neighborhood will offer opportunities for corporate office and research facilities, sidewalk shopping, and a mix of housing types within a walkable and green urban setting.
- **Doraville Town Center**, which surrounds Doraville's existing City Hall, and is inspired by the historic downtown that Doraville once had. It features a mix of human-scaled buildings surrounding a proposed village green.
- **Technology Village**, which lies west of the GM site and provides a focus for research and development, light manufacturing, and high technology uses requiring horizontal buildings.
- **Buford Highway**, which provides ethnically diverse highway-oriented commercial within a more pedestrian-oriented format than currently exists.
- **Peachtree Boulevard**, which continues to offer highway-oriented commercial uses, including major car dealerships.

Of these, the degree of intensity, walkability, and mix of uses is envisioned as greatest at the GM Site and within the Doraville Town Center. The three remaining character areas are envisioned as less intense, primarily commercial ones in areas ill-suited for residential uses or highly walkable development patterns.

Serving and connecting these character areas, a range of new transportation facilities is envisioned. These include sidewalks, multi-use paths, and new streets which serve the immediate community. They also include new facilities that create regional connections, including rail transit, and a regional roadway connecting Buford Highway to Peachtree Boulevard.

In all areas, the design of buildings, streets, and open spaces should to create a memorable place where people want to be. Buildings should use lasting materials and strive for architectural excellence, while public art and lush landscaping are envisioned throughout.



Highly walkable character areas often focus on a public space



Character areas near MARTA must encourage walking



A series of streets, sidewalks, and trails will connect character areas

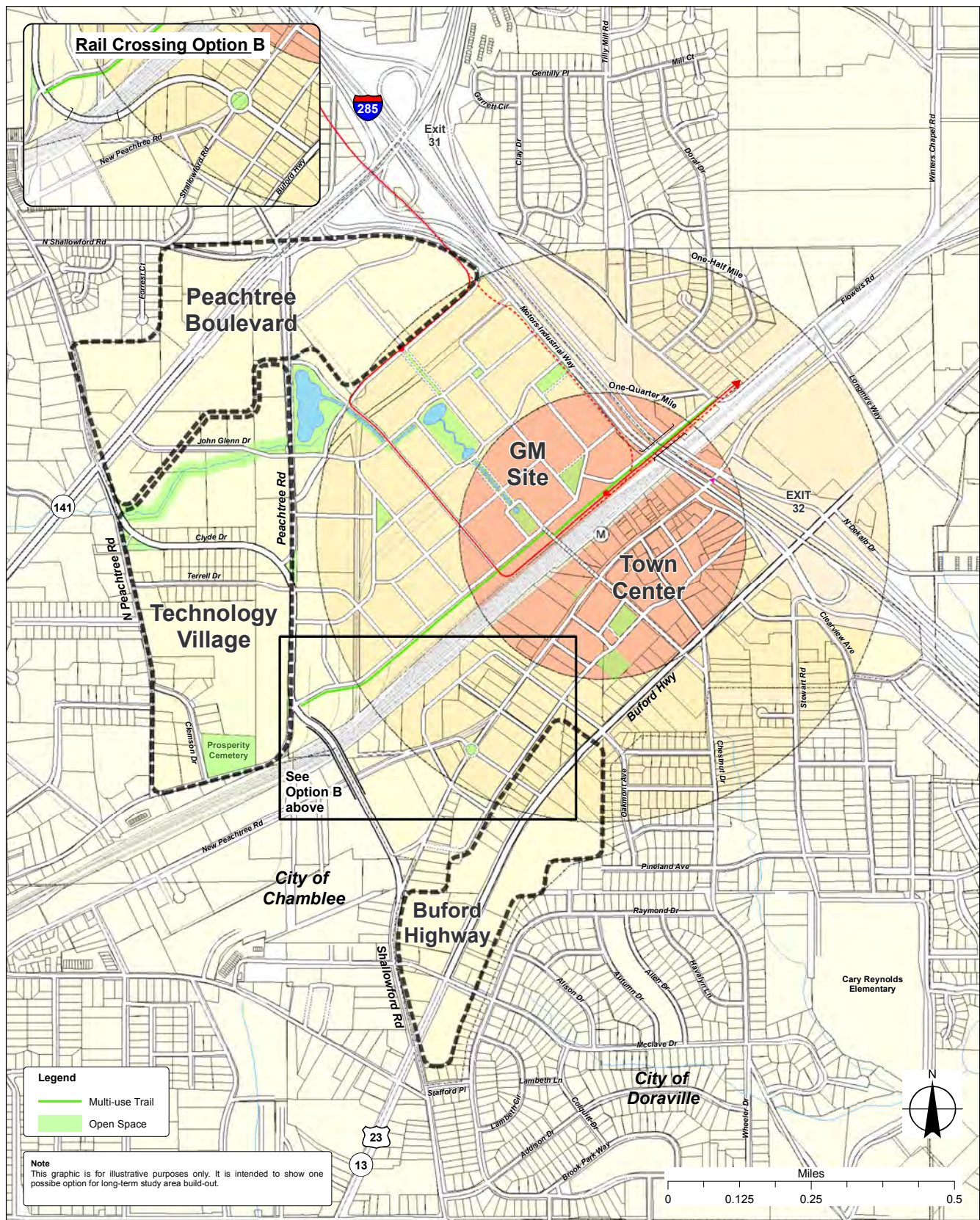


Figure 4.1: Character Areas

4.2 Land Use Recommendations

The large amount of marginal lands in the study area represents an opportunity to proactively plan for change. As market forces increasingly favor areas served by transit, the area should grow in a way that increases the mix of uses, particularly those creating high-paying jobs, serving the aging population, or enhancing available goods and services. This must occur in a way that minimizes negative environmental impacts and improves the area's quality-of-life.

Land Use Policies

Use the Framework Plan as a guide for long term redevelopment, while recognizing that interim growth may be less intense than reflected in the plan.

The Framework Plan in Figure 4.2 reflects aspirations for how the area should grow over the next 25 years to become a revitalized heart for Doraville and a model for sustainable development. Central to this is a land use vision that provides opportunities for everything from townhouses to high rise offices and condominiums. The plan's goal is that people of all incomes and ages will be able to live, work, and play in the area, with all the necessary supporting services such as schools, parks, and places of worship within a short walk.

Before this aspiration can be achieved, it is likely that some sites, especially former industrial ones, could be utilized for interim uses such as adaptive reuse of existing buildings or less intense development. Such should not be viewed as a failure of the plan, but rather one step in the natural, incremental growth of the area.

Promote mixed-use, transit oriented development that includes sizable employment on land west of the MARTA line and on the former GM site.

Current and former industrial uses in this area represent a significant



Higher-density, mixed land uses must be well designed to have a positive impact in Doraville



Existing industrial buildings may be reused or rehabilitated before they are redeveloped into the higher intensity uses shown in the Framework Plan

Table 4.1: Description of Typical Framework Plan Land Uses

Land Use	Primary Uses	Max. Building Height*	Max. Housing Density**
Single-Family	Existing single-family lots	3 floors/35 ft	4 DUA
Highway Commercial	Hotels, auto-oriented retail	6 floors/80 ft	50 DUA
Office Commercial	Offices, hotels	20 floors/250 ft	-
Technology Park	Office, warehouses, research	6 floors/80 ft	-
General Mixed-Use	Housing, offices, hotels, retail	6 floors/80 ft	50 DUA
High-Rise Mixed-Use	Housing, offices, hotels, retail	20 stories/250 ft	80 DUA
Open Space	Public/private parks or open spaces	-	-

*Subject to lower heights is within the PDK Approach Zone

**In dwelling units per acre (DUA)

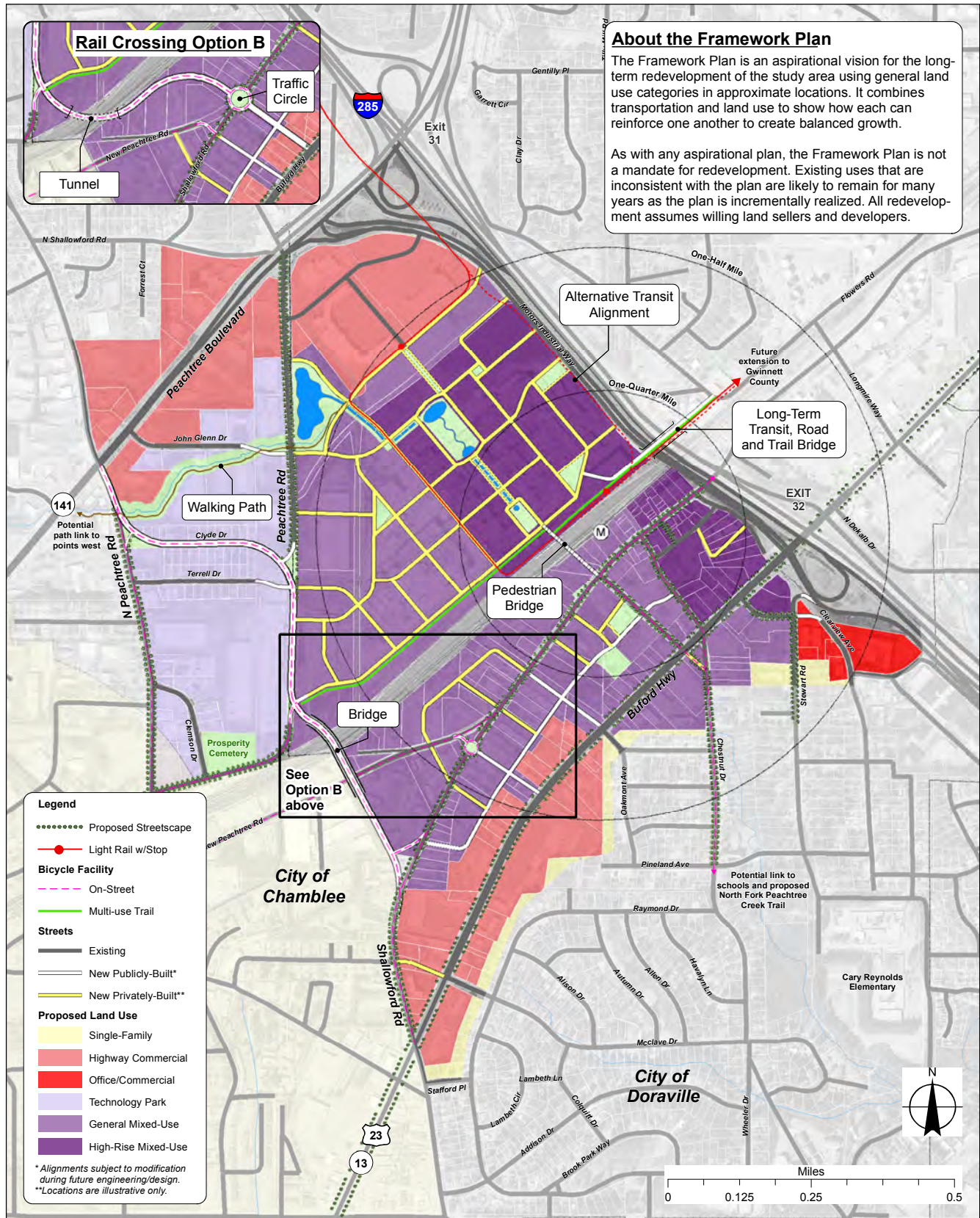


Figure 4.2: Framework Plan

under-use of land adjacent to a MARTA station. Because future transit expansions in the region are likely to be limited, at best, existing transit access makes this area too important to remain as low density uses that fail to capitalize on transit access.

Please see GM Site Recommendations on pages 86 through 92 for more recommendations and a vision for how this might look.

Encourage transit-oriented development within walking distance of the MARTA station, especially convenience shops, residences, offices, and civic uses.

Truly transit-oriented development is central to the vision of this plan. This includes creating compact, walkable, and mixed land uses whose design, programming, and parking take advantage of MARTA access. Generally, these should be concentrated within one-half mile of the station.

Make New Peachtree Road Doraville’s “Main Street” again with sidewalk-oriented retail uses on the first floor and residential or office uses above.

At one time Doraville had a traditional downtown along New Peachtree Road. Unfortunately, MARTA station construction replaced it with parking. Consistent with the above policy, planned streetscape upgrades and redevelopment are an opportunity to re-establish a “Main Street” character in this area.

Reinforce the connection between New Peachtree and Buford Highway by promoting sidewalk-oriented uses along Park and Central Avenues.

A need exists to extend the Doraville Town Center experience to Buford Highway to create an appealing link to the Northwoods neighborhood and establish a highly-visible presence on Buford Highway. Park and Central Avenues are ideal places to do this, and over time should be activated with sidewalk-oriented commercial, civic, or residential uses. In some cases this may required creative design solutions given topography, but it is still possible.

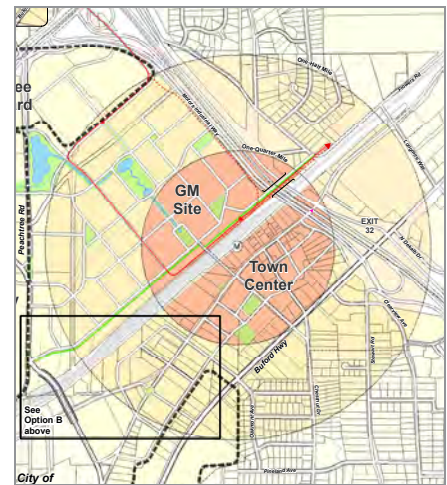
Promote offices along Buford Highway near I-285.

In addition to proposed offices northwest of the MARTA line, an opportunity also exists to develop them near I-285 at Buford Highway. Offices here could capitalize on highway visibility, create jobs, and buffer areas to the south from I-285 noise.

Provide appropriate transitions between new development and existing neighborhoods.

A variety of design techniques exist for mitigating the impacts of redevelopment on adjacent houses in Northwoods. These could include conventional techniques such as buffers, or innovative site planning that uses small lot single-family houses or townhouses to make the transition.

Please see the following page potential approaches.



This plan concentrates the most intense uses within one-half mile of the existing MARTA station



New Peachtree Road’s grade makes it well-suited to be a walkable shopping street

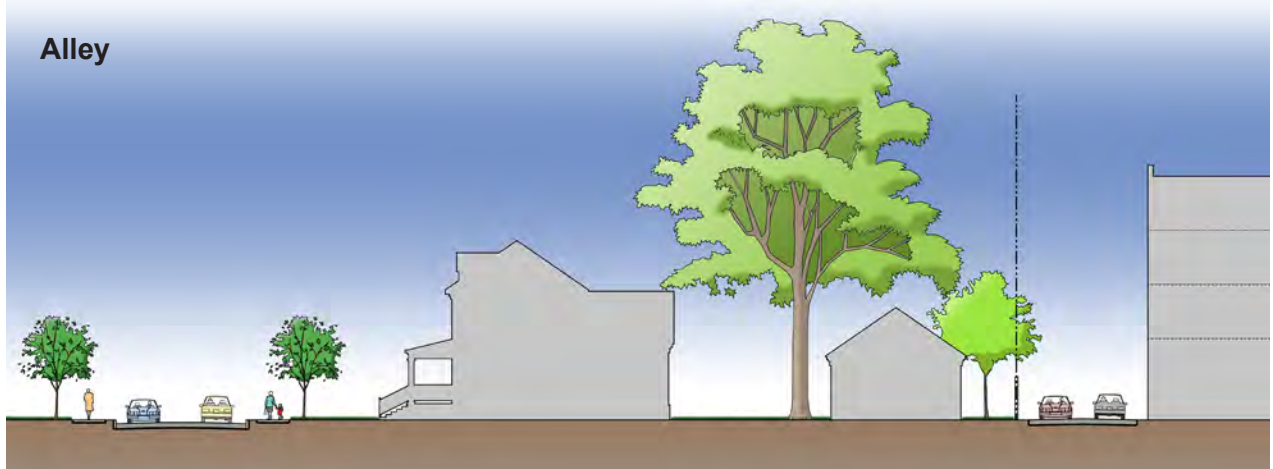


Townhouses are an appropriate transition between higher and lower density sites

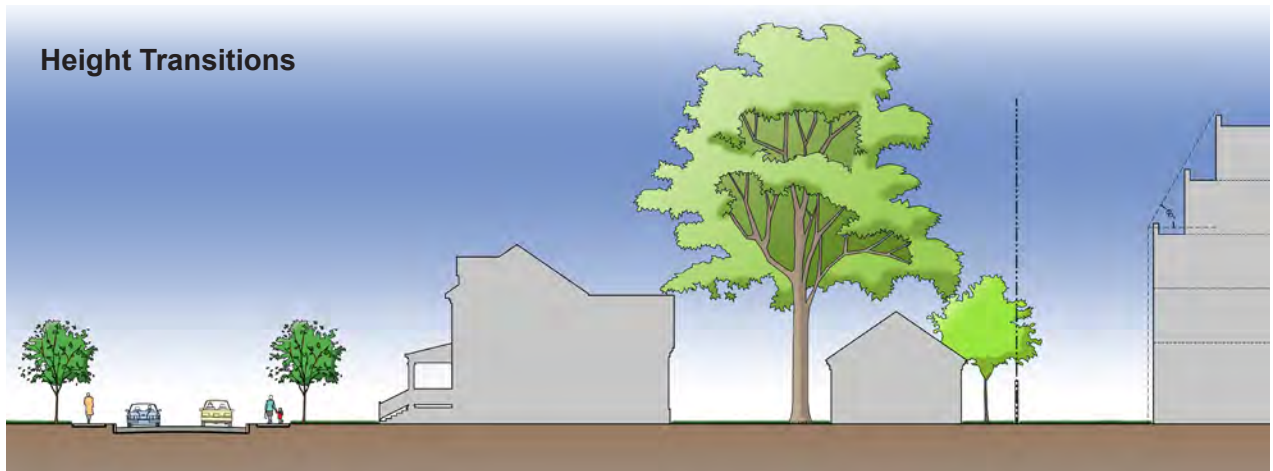
Potential Neighborhood Transitions

In addition to conventional buffers, several techniques exist for providing transitions between new development and single-family houses. The following are options that should be explored individually or combined, especially as redevelopment occurs adjacent to the Northwoods neighborhood.

Alley



Height Transitions



Transitional Use (often townhouses or small lot single-family houses)



GM Site Redevelopment Recommendations

The GM site is once-in-a-generation opportunity to transform the greater Doraville area. Despite today’s economic conditions, the site is too strategic to develop at anything less than its full potential. Rather, redevelopment should only occur when it creates a model transit-oriented development providing high paying jobs, housing, retail, and open space in a pedestrian-friendly setting.

GM Redevelopment Policies

Establish a development program that will achieve the community’s vision.

The redevelopment of the former GM plant is a once-in-a-lifetime opportunity to transform the greater Doraville area. Because the site is well served by transit and highways, and because it is away from single-family neighborhood, its redevelopment should maximize the amount of employment, retail, and residential uses in order to generate transit ridership and grow the tax base. To that end, the program shown in Table 4.2 reflects the range of development that would be appropriate on the site long-term, with the lower figure reflecting the minimum needed to achieve the LCI vision, and the higher reflecting the carrying capacity of the site. A realistic, financially viable program will probably fall somewhere between the two and may include additional uses, such as hotels.

Maximize internal and external connectivity for all transportation modes, primarily through the creation of new tree-lined streets, sidewalks, and multi-use paths.

The transportation network on the following page is most important element of the site’s vision. Interconnected streets and multi-use paths are laid out to support many different redevelopment programs, ranging from the low density scenario in Redevelopment Concept A to the high density one in Redevelopment Concept B.

Provide the greatest pedestrian orientation at MARTA.

The portion of the site within one-half mile of the MARTA station should be the most pedestrian-oriented. This is the zone in which most people are likely to walk from the station to access uses in the proposed redevelopment.

Table 4.2: Recommended GM Site Development Program

Description	Minimum	Maximum
Office/R&D/High-Tech ¹	1 million sf	7 million sf
	3,000 jobs	21,000 jobs
Retail/Restaurant	150,000 sf	1 million sf
	300 jobs	2,000 jobs
Residential ²	1,000 units	5,000 units
Parks and Plazas	10 acres	40 acres ⁴
Block sizes (near MARTA) ³	-	2,000 ft perimeter
Block sizes (other areas)	-	3,000 ft perimeter

1. Total square feet provided is less important than achieving the number of white collar jobs identified.
 2. Includes condominiums, townhomes, senior housing, and high quality rentals.
 3. Within one-quarter mile of the proposed station entrance.
 4. Because parks do not generate transit ridership, the site is too precious to be dedicated to more than 40 acres of them unless the minimum development program is accommodated on the remaining land.

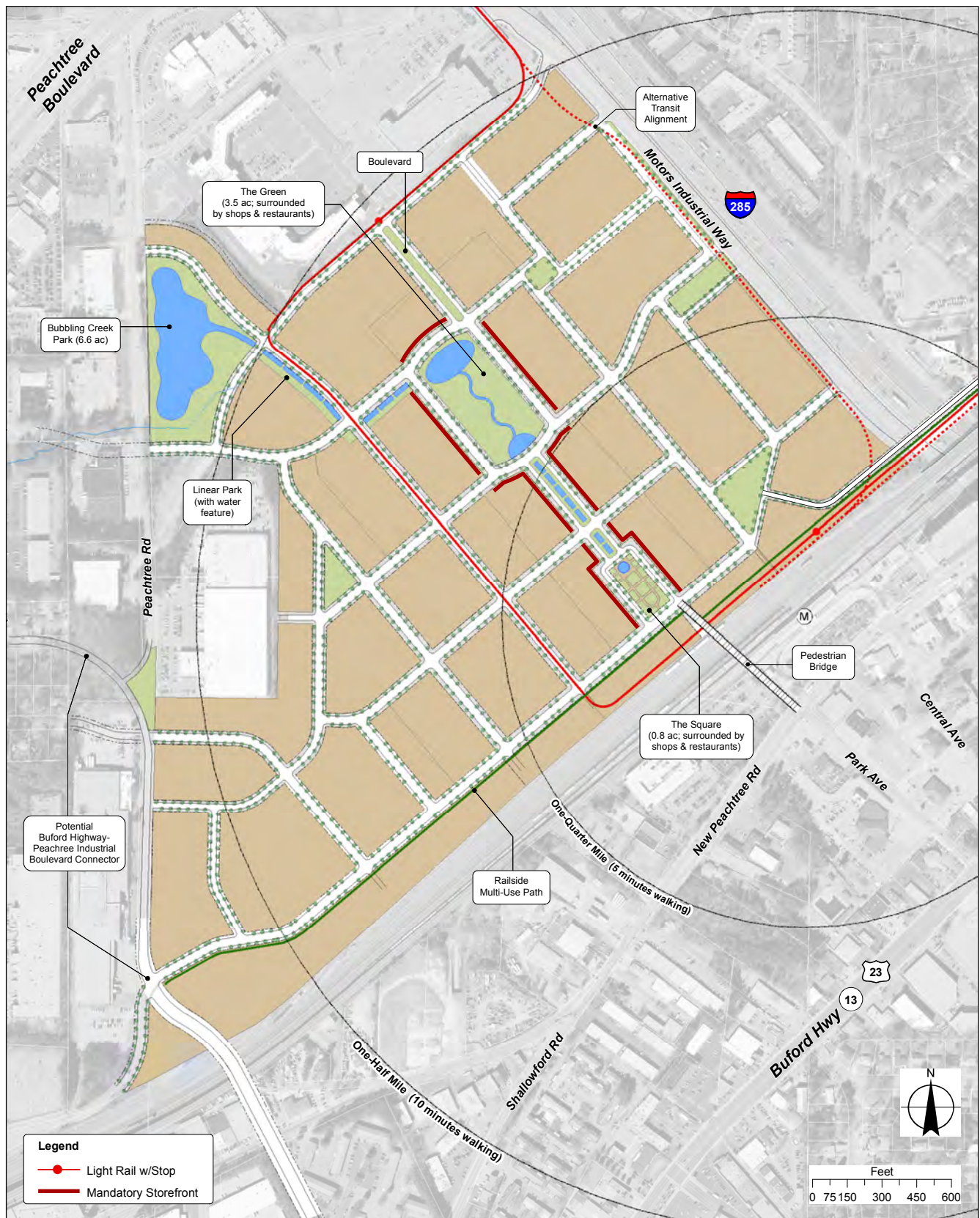


Figure 4.3: GM Site Block Plan

Redevelopment Concept A

The proposed block plan can accommodate many different uses that cannot be defined today given the long-term nature of buildout.

Redevelopment Concept A shows how the site could be transformed in a relatively low density scenario of primarily low-rise, surface parked buildings, with a small concentration of mid-rise buildings adjacent to the MARTA station. Such could accommodate the following program:

- 0.5 - 1.0 million sf of Class A office
- 0.5 - 1.0 million of sf research space
- 150,000 - 200,000 sf of retail
- 1,000 - 2,000 housing units
- 14 acres of park space

Of these uses, big box retail could front I-285 near the existing BrandsMart, with mixed-uses and offices closest to MARTA. Housing could occur to the west, where proposed parks would create a quality residential address.

The plan also shows how some streets could be removed to accommodate a sports complex. Such complex could include a recreational center, sports medicine offices, ball fields, and other low intensity facilities. It should not include a major sports stadium.

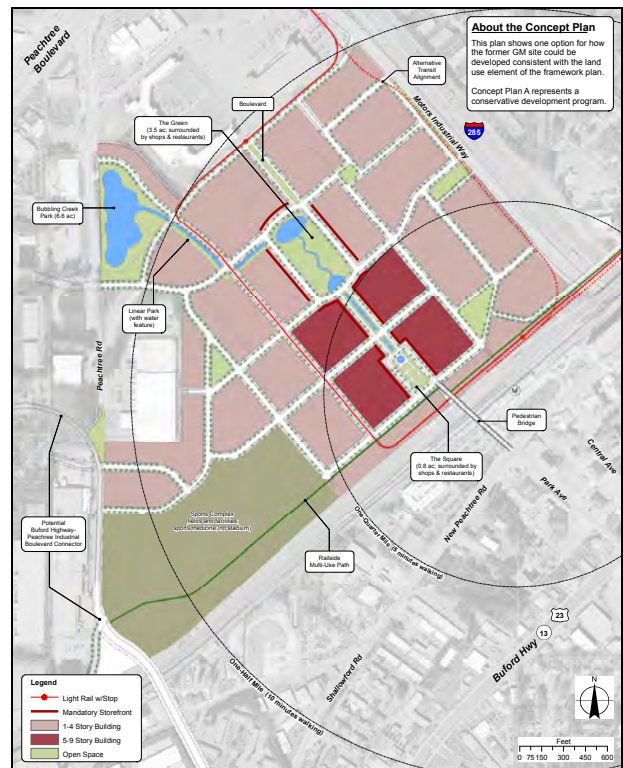


Figure 4.4: Concept Plan A



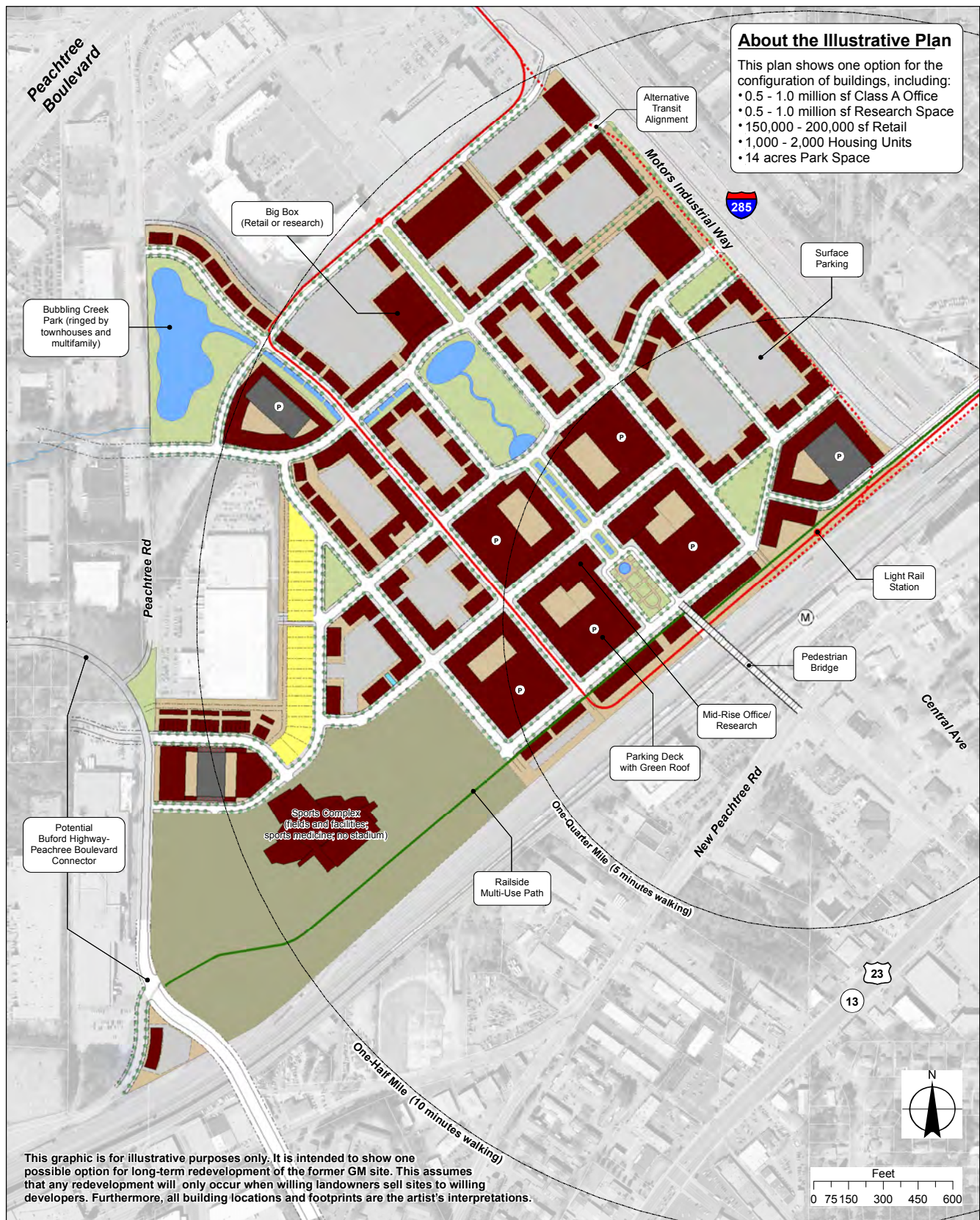


Figure 4.5: GM Site Illustrative Plan A

Redevelopment Concept B

This concept shows how the proposed block plan could accommodate nearly four times the development program of Redevelopment Concept A by incorporating taller buildings and structured parking, while still abiding by FAA height limits. This would maximize existing and future transit use, generate thousands of jobs, and create a truly regional activity center.

Redevelopment Concept B envisions:

- 4.0 - 5.0 million sf of Class A office
- 1.5 - 2.0 million sf of research space
- 500,000 - 800,000 sf retail
- 3,000 - 4,000 housing units
- 16 acres of park space

Their distribution is similar to Redevelopment Concept A, with an intense mixed-use core with ground floor shops running northwest from the MARTA station, big box retail or hotels along I-285, and a mix of offices, housing, and hotels on the remainder of the site.

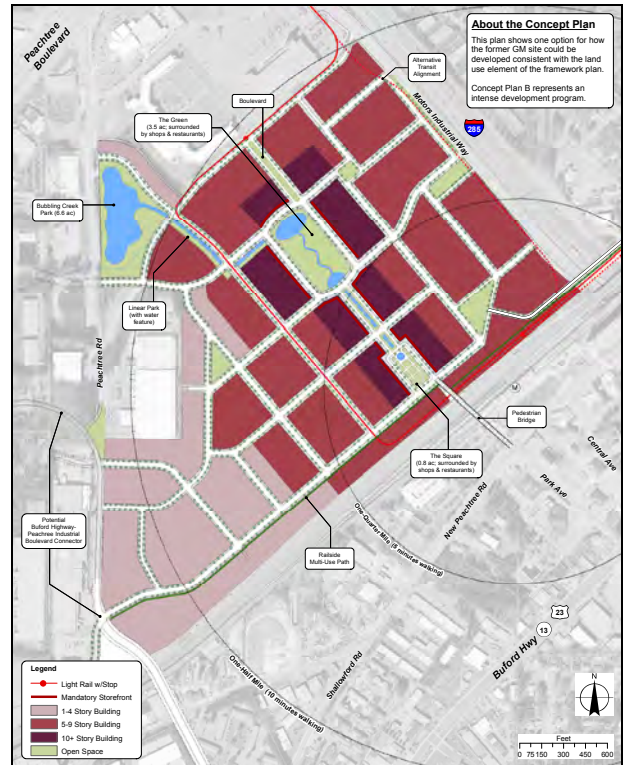


Figure 4.6: Concept Plan B

Also notable within this concept is that structured parking decks could provide opportunities for rooftop gardens or green roofs. This could reduce urban heating, reduce stormwater runoff, and provide amenities for future residents and workers.



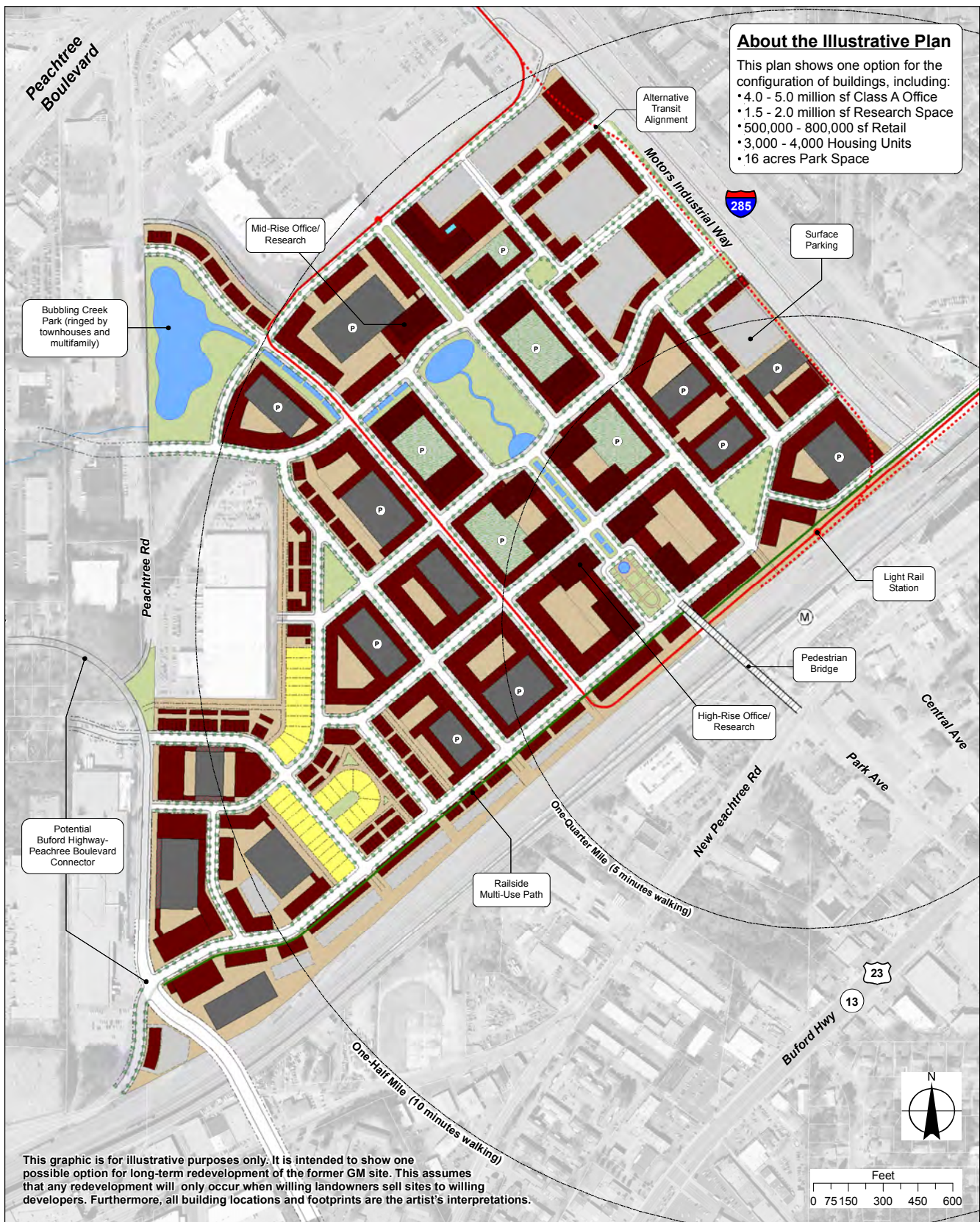


Figure 4.7: GM Site Illustrative Plan B

Create a quality public realm that incorporates water and open space throughout.

The incorporation of water and open space into the redevelopment is critical to establish a distinctive, high-quality identity that differentiates it from other sites in the region and attract major employers. The vision provides these amenities by establishing a spine of three major green spaces, each with their own character. These include:

- **The Square**, a 0.8 acre formal space near the MARTA station ringed by shops and featuring hardscapes, formally planted trees, cafes, and sculptural fountains.
- **The Green**, a less formal 3.5 acre space with large lawns and potential outdoor performance space.
- **Bubbling Creek Park**, an informal 6.6 acre space surrounding the Bubbling Creek spring and featuring a pond.

Connecting these spaces, a series of reflecting pools and streams is envisioned to aerate water, create a unique design feature, and symbolically express the use of water in a variety of settings ranging from urban, closest to MARTA, to a more natural condition at Bubbling Creek Park.

Promote environmentally sustainability redevelopment.

The redevelopment of the GM site should incorporate green building and site planning techniques to create a model for how redevelopment of a former industrial site can actually improve environmental health. Techniques may include:

- Removing existing contaminants on the site.
- Incorporating “green” buildings, roof top gardens, and similar techniques.
- Using sustainable stormwater management such as porous paving or bio-retention to minimize downstream erosion and pollution; these should be incorporate into proposed parks.
- Restoring Bubbling Creek to its natural state.
- Maximizing the use of alternatives transportation, especially walking and bicycling, by incorporating existing bus service, taxi-stands, reduced parking ratios, car sharing, bike racks, and similar features.

Incorporate public facilities into redevelopment.

Depending on the scale of redevelopment, fire stations, schools, and similar facilities may also be necessary to serve the site. If so, such should be included in the program.

Integrate I-285 transit into the site.

Once transit arrives at the site, at-grade transit integrated into the new street network is preferred; if this cannot occur the transit should run along I-285 to avoid negative site impacts.



The Square could include a splash fountain



Curbside bio-swales could improve water quality



Transit should be integrated as unobtrusively as possible, preferably on-street

Increase housing options, including high-end and affordable units in mixed income communities.

A variety of housing types should be provided for persons of different ages, incomes, and lifestyles. However, rather than single-use zones separated by unit type or price, this mix should be carefully integrated into well-designed communities.

Encourage redevelopment of apartment sites into mixed-income multifamily housing.

The study area today lacks high-quality multifamily housing. Its existing apartments represent ideal sites to redevelop into higher density, mixed-income, and mixed-use housing, especially given their access to MARTA rail and existing retail services. However, such redevelopment should only occur if the proposed projects are consistent with this plan; low-quality, auto-oriented apartments are not acceptable.

Coordinate with Chamblee and DeKalb County on land use planning and redevelopment issues.

Although the study area lies within the Doraville and Chamblee, coordination between these two communities and DeKalb County on land use and redevelopment will be necessary to maximize the benefits of growth and minimize potential negative impacts.

Land Use Projects***GM site and town center zoning (O-1)***

For the plan's vision to become reality, zoning must be established that supports it. New form-based zoning should be implemented that is flexible enough to allow developments to adapt to changing market conditions, while still ensuring basic tenets of sound planning. Elements may include:

- Permitting a mix of uses
- Defining urban design standards, such as buildings fronting the street, and side or rear parking
- Establishing sidewalk standards
- Defining architectural and material standards
- Requiring usable open space, rather than unusable buffers
- Providing quality mixed-income housing incentives
- Reducing parking requirement close to MARTA station

Buford Highway zoning (O-2)

Proactive, flexible zoning must also be created along Buford Highway, but it should be crafted in such a way that recognizes its inherent long-term auto orientation. To this end, some items customarily included in LCI community zoning, such as a complete prohibition of frontal, may not be appropriate there.

GM site rezoning (O-3)

Please see Section 5.2 Zoning and Land Use Changes for details.

Expanded residential code enforcement (O-4)

Code enforcement should be expanded in neighborhoods and multifamily complexes

GM site redevelopment (O-5)

Please see GM Site Redevelopment Concepts for details.

Doraville Town Center redevelopment (O-6)

Please see Doraville Town Center Concept for details.

MARTA property request for proposals (O-6)

As part of the Doraville Town Center vision, part of MARTA's parking lot will have to be redeveloped. For this to happen, it will be necessary for MARTA to issue a request for proposals for said redevelopment.

Doraville Town Center Concept

The vision for the town center area calls for restoring and expanding the walkable, pedestrian-oriented core that once existed in Doraville. Central to this is introducing new streets, parks, and uses. In total these represent:

- 500,000 - 1 million sf of Class A office
- 150,000 - 250,000 sf of retail
- 40,000 - 120,000 sf of government/civic
- 800 - 1,300 Housing units
- 2 acres of park space

At the heart of this vision lies the proposed Town Square, a one-acre park at the site of the current police station and ringed with office, commercial, or residential uses. To its northeast, on the site of the current city hall, the plan envisions a new municipal complex or private development. .

In keeping with a desire to promote economic growth, the plan also capitalizes on visibility from I-285 by placing mid-rise office buildings along Stewart Road, where they provide a major employment opportunity. Smaller community-serving offices and retail uses could be scattered throughout the area as well, especially along New Peachtree Road and Park Avenue.

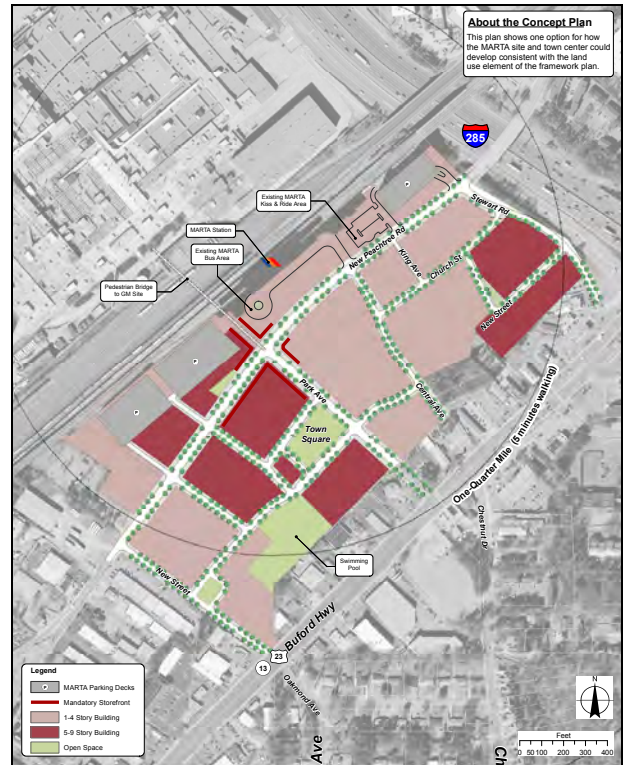
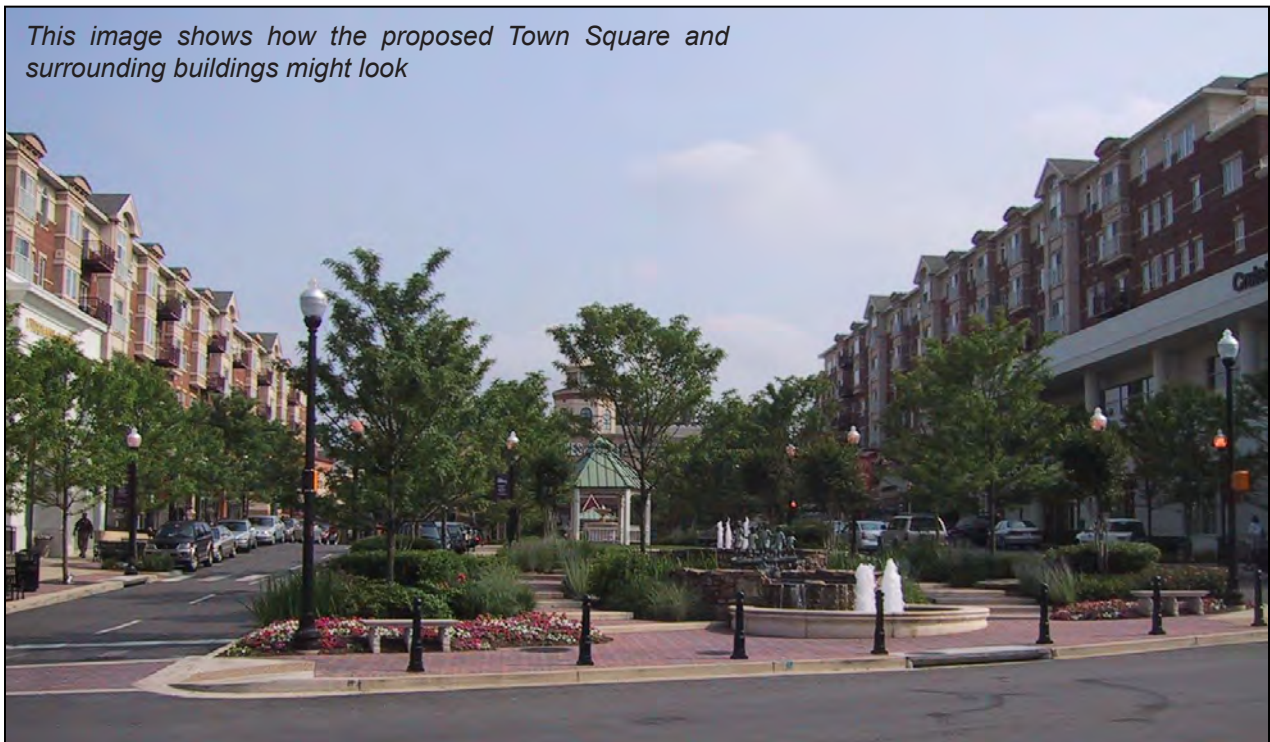


Figure 4.7: Concept Plan



This image shows how the proposed Town Square and surrounding buildings might look



Figure 4.8: Doraville Town Center Illustrative Plan

Environmental Policies

Locate new housing, schools, and parks where they will not be negatively impacted by air pollution from I-285.

The Framework Plan envisions placing such facilities away or downwind of the highway to minimize potential impacts on users.

Promote protection of natural waterways, such as the Nancy Creek and Peachtree Creek spring heads.

Several springs and creeks exist in the study area. These should be protected and restored as the area redevelopments. In other communities, such features have become amenities.

Install labels on storm drains to make people aware of impacts on streams.

Help make people think twice before pouring chemicals in drains.

Incorporate sustainable development practices.

New public and private buildings should strive to meet an established standard for sustainability, such as LEED (Leadership in Environmental and Energy Design).

Reduce the environmental impacts of parking.

Parking consumes a large amount of land, contributes to heating in summer, and increases water runoff. Structured parking decks can free up land for other uses, including open space, while pervious paving can accelerate water infiltration.

Encourage the use of permeable paving.

Permeable paving is appropriate for parking and hardscape pedestrian surfaces, where it allows water to percolate into the soil rather than contributing to runoff and flooding. It can take the form of pervious materials or open grid pavers.

Embrace sustainable stormwater management techniques.

Many techniques exist for managing stormwater in a less damaging way. These include use of pervious paving, bio-swales, and rooftop gardens, to name a few. These and other techniques should be embraced in the greater Doraville community.

Encourage use of renewable energy.

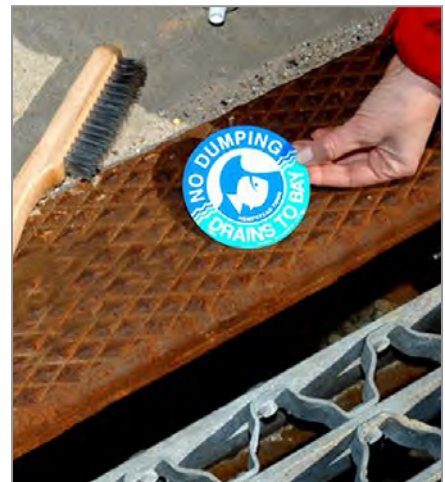
Renewal energy helps increase energy independence and reduces environmental impacts.

Minimize exterior light pollution.

Reducing light pollution saves energy, preserves views of the night sky, and benefits wildlife.



Doraville's climate makes it well suited to use of solar energy production or heating water



Labeling drains will make people aware that they lead to creeks



Pervious paving allows water to pass through it and infiltrate into the ground

Support local food production.

Even if they produce only a small portion of a household's food, community gardens and related programs make a difference long-term by changing society's thoughts about food production.

Encourage green roofs.

Green roofs reduce urban heating and stormwater runoff. They are highly encouraged in new development.

Encourage tree planting on private property, in both existing and new development.

Property owners are encouraged to plant trees to ensure the long-term preservation of the tree canopy.

Encourage xeriscaping and native species in all landscape design projects.

Xeriscaping, where plant materials are native to the region and use available water, should be promoted in public and private projects.

Encourage the use of plants that are native or adaptive to the Georgia Piedmont.

Such plants require less water to irrigate than other species, provide food for native birds and insects, and are more tolerant to local temperature extremes.

Environmental Projects

Buford Highway corridor and parking lot bio-retention (O-8)

Bio-retention could be implemented along Buford Highway and within adjacent parking lots to promote sustainable stormwater management and improve water quality. Existing parking lots, in particular, are a major environmental liability and could be retrofitted with ponds or infiltration areas.

Cleaning and restoration of Bubbling Creek and its banks as part of establishing a greenway (O-9)

Today the banks of Bubbling Creek are eroded and overgrown with invasive species in some locations. They must be restored before creation of a linear park or walking path along it.

Per Federal law, clean-up of any contamination that might exist on the GM site prior to its redevelopment (O-10)

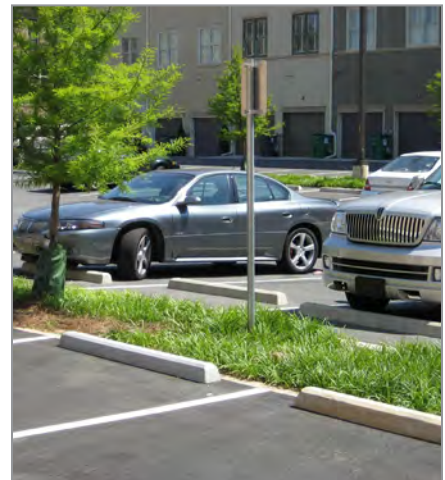
Prior to redevelopment, Federal law requires that any contaminants found on the former GM site be remediated to make it usable for the mix of housing, offices, retail, and open space uses envisioned by this plan. If clean-up is required, any contaminants found must be disposed of outside of the City of Doraville.



Community gardens can have many positive impacts on Doraville



Native or adaptive trees, such as Shumard Oaks, are good street trees



Existing parking lots could be redesigned to include infiltration areas for stormwater

4.3 Transportation

As the study area redevelops it should provide a range of transportation options. In addition to driving, the area should encourage bicycling, walking, and transit use. Smooth and speedy traffic flow should be provided along major arterials and collectors, but local streets should be focused on responding to adjacent land uses and development patterns, rather simply moving as many vehicles as possible in the shortest amount of time.

General Transportation Policies

Create a balanced transportation system that does not promote one form of travel at the expense of another.

Although transit service and sidewalks exist in the study area today, it is overwhelmingly auto-oriented. However, as the area grows, it must do so in a way that expands non-vehicular facilities and ensures that travel types are balanced with the land use vision.

Use a complete street approach for new or redesigned streets.

A “complete street” is designed to consider the array of potential travel modes and how each mode would use the street, with a balance struck between motorized and non-motorized users.

Create new streets and inter-parcel connections.

As the area grows new interconnected streets must be created to provide more routes for drivers, bicyclists, and pedestrians. In addition, where new streets are not feasible, connections between adjacent properties should be provided so people can drive, walk, or bicycle between them without going onto the adjacent road.

Require streets in new developments to connect.

Where developments abut land likely to redevelop in the next 25 years, street stubs should be built to the property line so that those streets can one day be extended onto said property. Where a new development adjoins an existing stub, it should connect to it.

Minimize dead-end streets.

Other than stub streets designed to one day connect to adjacent sites, cul-de-sacs and dead-end streets should be minimized to provide pedestrian connectivity and support multimodal travel.

Support connecting nearby neighborhoods to the study area.

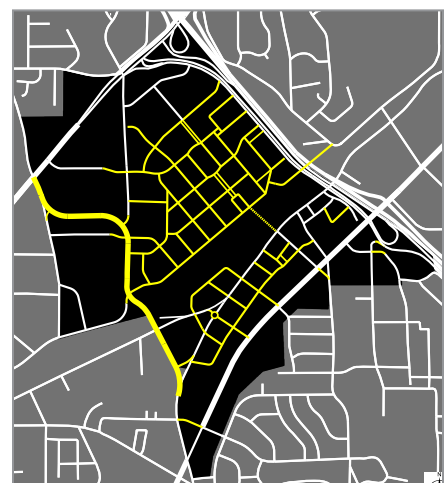
For the study area to truly be the heart of Doraville, it should be accessible from nearby neighborhoods. Ideas to better connect the study area to nearby neighborhoods with improved bicycle, pedestrian, transit, and roadway facilities should continue to be explored as the community grows.



As the study area grows, the needs of cars must be balanced with those of other users



Interconnected streets can greatly reduce walking distances



The plan envisions the creation of many new streets, shown here in yellow

Support access management along Buford Highway.

Access management ensures a smooth traffic flow, reduces pedestrian-vehicle conflict, and reduces conflicts between on-street bicyclists and drivers. Access management can include shared driveways, inter-parcel access, alleys, or side street access.

Require a transportation management plan for the GM site.

When a developer is selected for the GM site an effort must be made to ensure that its redevelopment maximizes the use of transit, walking, bicycling, and carpooling. This will reduce land dedicated to parking, encourage transit use and promote physical activity. A transportation management plan (TMP) is an ideal tool for this.

Vehicular Transportation Policies

Promote shared parking arrangements wherever possible to decrease the number of underused parking spaces.

Different land uses have parking needs at different times of the day and week. Allowing shared parking can make more efficient use of land and keep parking from sitting empty.

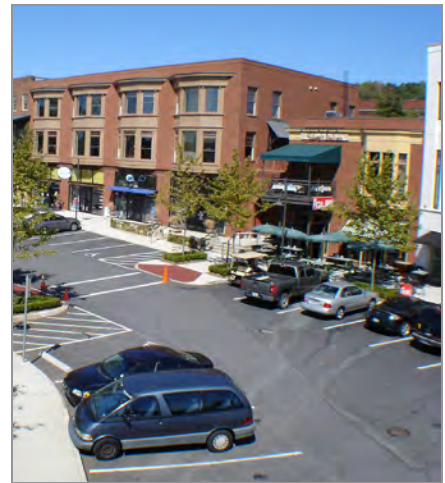
Promote on-street parking, except on state highways.

On-street parking is important to support retailers and create a safe pedestrian environment. It should be maximized on existing streets where possible, and incorporated into most new streets.

Vehicular Transportation Projects

Buford Highway-Peachtree Boulevard Connector (T-9)

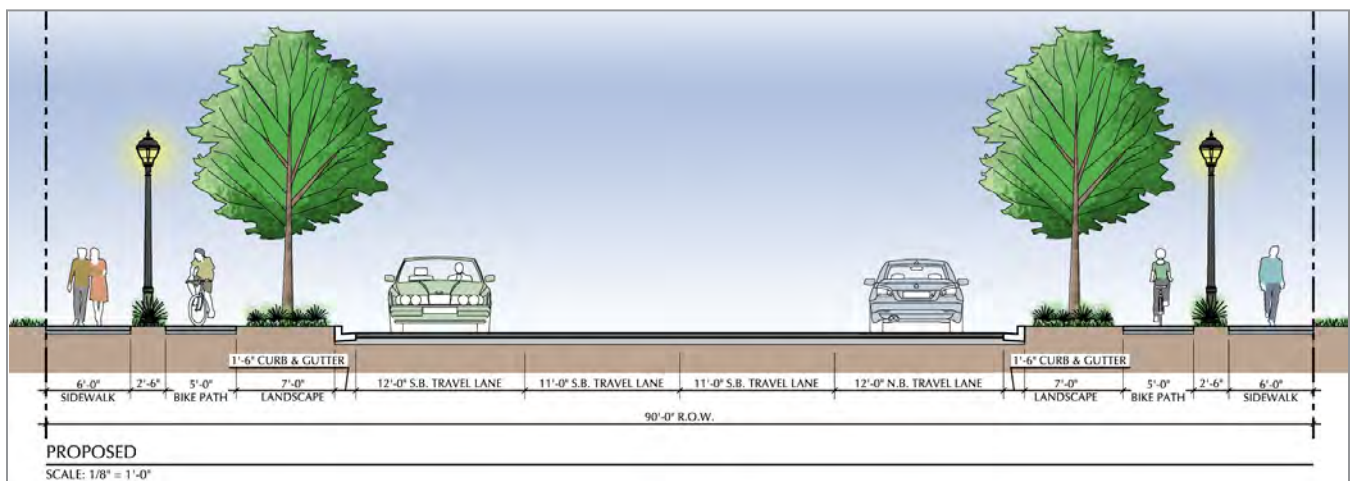
This project completes a regional link from Buford Highway (SR 13) to Peachtree Boulevard (SR 141). It begins at the Shallowford Road/Buford Highway intersection, then follows Shallowford Road and a new roadway to Peachtree Road. From here it follows Peachtree



When parking is shared, it can reduce the amount of paving required



On-street parking should be provided on new streets with adjacent pedestrian-oriented uses



The proposed Buford Highway-Peachtree Boulevard Connector should have four travel lanes, plus an off-street cycle track, sidewalks, street trees, and pedestrian lighting on both sides

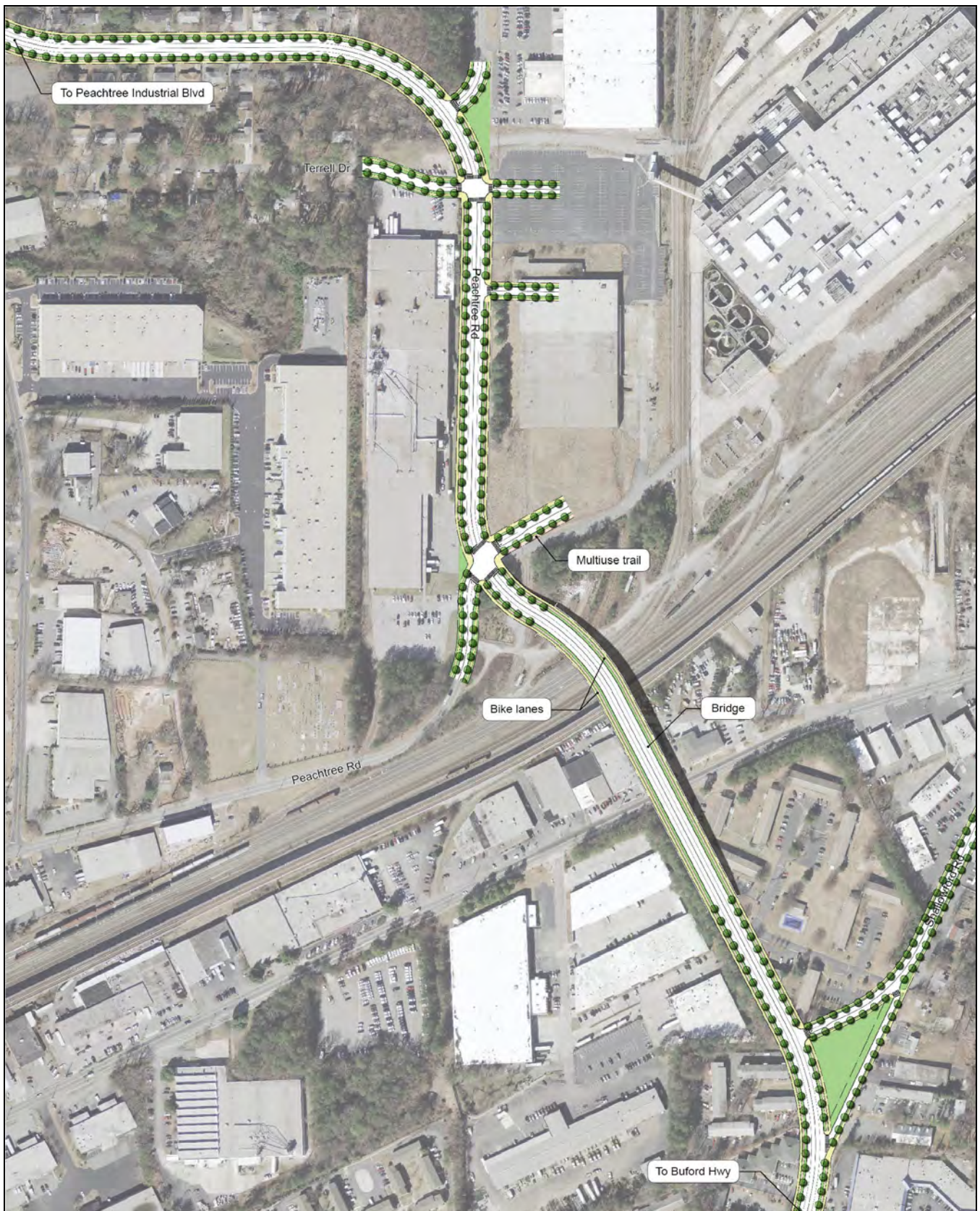


Figure 4.9: Buford Highway-Peachtree Boulevard Connector Option A



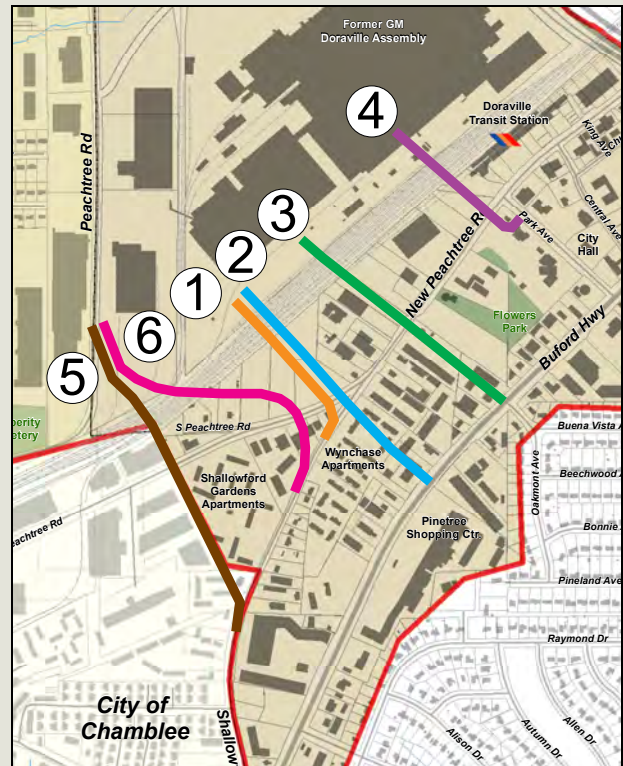
Figure 4.10: Buford Highway-Peachtree Boulevard Connector Option B

Railroad Crossing Option Assessment

During the planning process a variety of options for roadway crossings of the freight and MARTA railroad were explored prior to selecting the proposed Buford Highway-Peachtree Boulevard Connector. The following is a summary of these options. Please note that all of these assume no change to existing MARTA facilities due to an estimated \$100 to \$150 million price tag.

Option 1: Reroute Shallowford Road

This option would route Shallowford Road in a northwesterly direction just before the existing intersection with New Peachtree Road, then use a proposed bridge to cross the existing rail lines, and finally terminate in the GM re-development site. This proposed route would require minimal right-of-way acquisition and satisfy the need for regional traffic movement across the rail lines. However it would require future road upgrades to Shallowford Road and the reconfiguration of the New Peachtree Road/Shallowford Road intersection. Ultimately this option was not selected due to the termination point of the new road within the GM re-development site. Redevelopment options would be reduced for the site if a new roadway entered at this location.



Map showing the location of the options studied

Option 2: New Road from Buford Highway

This option would construct a new road from Buford Highway, across from the existing Pinetree Plaza entrance, to an area just south of the New Peachtree Road/Shallowford Road intersection. Option 2 includes a proposed bridge to cross the existing rail lines, and terminates in the GM re-development site. This route would directly connect existing major roads and utilize an existing signal along Buford Highway. However, it would displace several businesses and apartments, leading to a high right-of-way cost. Also the existing New Peachtree Road/Shallowford Road intersection would need to be reconfigured to accommodate this new road. In the end this option was not selected for the same reason as Option 1, that the termination point of the new road would be within the GM redevelopment site and would reduce the development potential.

Option 3: New Road from Buford Highway (Oakmont Ave.)

This option would construct a new road from Buford Highway, across from the existing intersection with Oakmont Avenue, and proceed in a northwesterly direction. The route would cross the existing rail lines with a bridge terminating in the middle of the GM redevelopment site. This route would have frontage near the existing Flowers Park and ultimately have low right-of-way impact. The route would also align with an existing intersection and directly connect neighborhoods. The negative impacts of this option are the termination point of the new road within the GM redevelopment site, and signal upgrades to Buford Highway. This option was not selected due to the negative impacts it would have on the GM redevelopment site.

Option 4: Tunnel Connection from Park Avenue

This option would construct a new tunnel from Park Avenue in a northwesterly direction terminating in the middle of the GM redevelopment site. This route would have the smallest footprint of any studied, and would require the least amount of right-of-way acquisition. However, this route would add a significant amount of traffic to Park Avenue, posing the need for future roadway upgrades to Park Avenue. It would also displace an existing MARTA parking lot. In addition, although this option is positioned in the best place topographically, the feasibility of a tunnel from a local street is low. Ultimately this option was not selected due to cost, the termination point of the tunnel within the GM redevelopment site, and the significant improvements that would need to be made to Park Avenue.

Option 5: Bridge from Shallowford Road to Peachtree Road (Preferred Route)

This option would construct a new road from Shallowford Road in a northwesterly direction connecting to Peachtree Road, crossing the existing rail lines with a proposed bridge. This route of the new road would follow along a property line between an existing apartment complex and a commercial property. The proposed bridge would span over the New Peachtree Road and the existing rail lines and terminate at a vacant lot near Peachtree Road. The proposed route would serve as a regional connection between two state routes (Buford Highway and Peachtree Boulevard) via Shallowford Road and Peachtree Road. The significant advantage of this option is that it remains entirely outside the footprint of the GM redevelopment site. Negatively, the increased traffic to Shallowford Road and Peachtree Road would require roadway upgrades. Also any impacts on the properties adjacent to the bridge would need to be evaluated and could result in additional right-of-way acquisition. This option was chosen as the preferred option for the design of a regional connection across the existing rail lines due to the low number of negative impacts, minimal restriction to the footprint of the GM redevelopment site, and because it connects two state routes.

Option 6: Tunnel from Shallowford Road to Peachtree Road

This option would construct a new road from Buford Highway to the intersection of New Peachtree Road and Shallowford Road, where a new traffic circle would replace the existing signalized intersection. A new road would be constructed from the traffic circle towards the rail lines that would use an S-curve to align parallel to the tracks and drop in elevation and cross the rail lines with a new tunnel. The tunnel would terminate on the northwestern side of the rail lines in a vacant lot and connect to Peachtree Road. The proposed route would serve as a regional connection between two state routes (Buford Highway and Peachtree Boulevard) via Shallowford Road and Peachtree Road.

Similar to Option 5, the significant advantage of this option is that it remains entirely outside the footprint of the GM redevelopment site. However this route would necessitate excessive right-of-way cost and excessive construction cost. This option was not the lead crossing option, but has been selected as an alternative if funding is available. The deciding factors in the selection of this option as an alternate are the direct connection of two state routes and the minimal impact to the GM redevelopment site.

Road to a new roadway connecting to Clyde Drive, then follows Clyde Drive to North Peachtree Road, ending at the North Peachtree Road/Peachtree Boulevard intersection.

The project includes intersection upgrades to Shallowford Road at Buford Highway and North Peachtree Road at Peachtree Boulevard, and roadway upgrades to Shallowford Road, Peachtree Road, Clyde Drive and North Peachtree Road. It also includes a bridge over the existing New Peachtree Road/rail corridor, and connecting existing roads to the new connector. The proposed typical section includes four travel lanes, two cycle tracks, sidewalks, street trees, lighting and other pedestrian facilities.

Street realignments (T-10)

These projects would improve traffic flow at misaligned streets and provide intersection signalization.

- Realignment of Chestnut Drive with Park Avenue. (T-10a) This would create a centralized route for pedestrians, bicyclists, and motorist from the Northwoods neighborhood to the MARTA station. It would require the acquisition of one business.
- Realignment of Clearview Avenue with Jess Norman Way. (T-10b) This project would eliminate an unsignalized intersection near the I-285 eastbound ramp, relieving congestion at the intersection. This will also make other proposed projects (free flow right turn ramp) more feasible.

Central Avenue right turn only (T-11)

The conversion of the Central Avenue/Buford Highway unsignalized intersection into right-turn-only would reduce congestion and improve safety by restricting vehicles from crossing southbound Buford Highway traffic. The project would be most effective when combined with the realignment of Chestnut Avenue with Park Avenue, giving motorist a signalized alternative to the left turn at Central Avenue.

Buford Highway free flow ramp to I-285 eastbound (T-12)

This project would add an isolated on-ramp from Buford Highway into I-285 to reduce traffic storage problems on Buford Highway during peak hours. The existing on-ramp would need to be widened to incorporate this; it could be combined with the realignment of Clearview Avenue and the addition of another eastbound through lane from Motor Industrial Way.

Two through lanes on Motor Industrial Way (T-13)

This project would widen and restripe the existing eastbound on-ramp and alter the signalization of the Motor Industrial Way/Buford Highway intersection to provide two through lanes onto I-285 eastbound. This will reduce the traffic storage on Motor Industrial Way in peak hours.

I-285 exit ramp extension to Creston Drive (T-14)

This project would allow traffic exiting I-285 from the east to continue directly to New Peachtree Road rather than using Buford Highway and Longmire Way as a cut-through. This access will be especially functional for the large volume of fuel tanker trucks using the existing route to get to their destination. Traffic on Central and Park Avenues would also be reduced by this direct route to the MARTA station.

Traffic circle at New Peachtree Road and Shallowford Road (T-15)

This project proposes a traffic circle to improve an existing problematic intersection of New Peachtree and Shallowford Roads. A traffic circle would realign the current skew and create a connection to another proposed road from Pinetree Plaza. The traffic circle would include landscaping and pedestrian facilities for a non-vehicular route thru the proposed intersection.

New Publicly funded streets (T-16)

As the area grows, new public streets must be added to eliminate “super blocks” and create alternate routes to reduce congestion. These should be designed to incorporate bicycle and pedestrian facilities, landscaping, and other features specified in the city standards. Locations include:

- Oakmont Avenue west from Buford Highway to New Peachtree Road. (T-16a) This project would create a centralized route for pedestrians and motorists from Oakmont Avenue to the MARTA station without having to use Park Avenue via a left turn on Buford Highway. It would require the acquisition of two parcels.
- Realignment of the Pinetree Plaza entrance and a new street to the proposed traffic circle. (T-16b) This project would assist in spacing the existing traffic signals along Buford Highway and provide a direct access to New Peachtree Road. It would require the acquisition of three parcels.
- Extend Terrell Drive to Peachtree Road. (T-16c) This project would eliminate an existing cul-de-sac and improve police and fire department response times because of fewer dead-ends. This project would require only one right-of-way acquisition.
- Extend John Glenn Drive to Peachtree Road. (T-16d) This project would eliminate an existing cul-de-sac and improve police and fire department response times because of fewer dead-ends. This project would require only one right-of-way acquisition.
- New street from Shallowford Road to Central Avenue. (T-16e) This project would provide a mid-block route for pedestrians and vehicles to change cross streets between New Peachtree Road and Buford Highway. It would also allow businesses along Buford Highway to have a rear entrance, possibly reducing the number of existing driveways along Buford Highway. The street would require acquisition of several business and apartments.
- New street from Flowers Road to redeveloped GM site. (T-16f) This project would provide vehicular access from north of I-285 to the GM site without using Peachtree Boulevard. It could be joined with the proposed Railside Path designed share an adjoining bridge. Right-of-way acquisition would be minimal since the majority of the project area lies within existing right-of-way.



A street paralleling Buford Highway would improve roadway operations by providing inter-parcel access



Wayfinding signs would serve pedestrians and motorists

Wayfinding signage (T-17)

This project would assist pedestrians and vehicular traffic with directions and locations of prominent City of Doraville facilities. It should not require right-of-way acquisition.

Georgia Navigator signage (T-18)

This project would add Georgia Navigator traffic status signs on Buford Highway to alert approaching vehicles of the current status of east and westbound I-285. On-ramp congestion would then be limited by alerted vehicles using alternate routes. This project should not require any right-of-way acquisition.

Stewart Road to I-285 ramp access (T-19)

This project would provide vehicles traveling on Stewart Road from Northwoods with direct access to the eastbound I-285 on-ramp, thus eliminating the need to enter Buford Highway. It would depend upon the realignment of Clearview Avenue with Jess Norman Way.



This study recommends major changes to Buford Highway at I-285

New privately funded streets with redevelopment (T-20)

A large portion of the study area is comprised of the former GM site; therefore a majority of the area will be redeveloped by private entities. In order to avoid congestion, a well accessible street network should be designed to the allow traffic flow within the site, as well as to and from the site. A general road network is proposed in this report that meets both of these qualifications.

Pedestrian and Bicycle Policies

The focus for pedestrian and bicycle infrastructure is to provide safe, accessible, and connected facilities. Primary considerations for pedestrian and bicyclist safety are traffic volumes, design and separation, and traffic speed. Lowering speeds on pedestrian-oriented streets is especially critical; as noted in the Federal Highway Administration Pedestrian Facilities User Guide, “Speeding has serious consequences when a pedestrian is involved. A pedestrian hit at 40 mph has an 85 percent chance of being killed; at 30 mph, the likelihood goes down to 45 percent, while at 20 mph, the fatality rate is only 5 percent. Faster speeds increase the likelihood of a pedestrian being hit. At higher speeds, motorists are less likely to see a pedestrian, and are even less likely to be able to stop in time to avoid hitting one.” As a result, the recommendations here focus on improving walking and bicycling in areas most suitable to them.

On existing streets, require new developments to install or upgrade adjacent sidewalks.

Recommended standards for new sidewalks are as follows:

- Buford Highway and Peachtree Boulevard: Minimum 5 foot landscape zone with breakaway trees; minimum 6 foot sidewalk
- New Peachtree Road: 8 foot landscape/parking zone with canopy trees; 6 foot bike track; 2.5 foot buffer; 6 foot sidewalk
- Other streets: Minimum 5 foot landscape zone with canopy trees; minimum 6 foot sidewalk

Due to limited right-of-way, it is likely that portions of these sidewalks will fall on private property.

Provide quality sidewalks on new streets.

These should include a minimum 5 foot landscape zone with canopy trees and minimum 6 foot sidewalk. Where retail uses occur adjacent to the sidewalk, wider widths are encouraged.

Adjacent to commercial uses wider sidewalks are encouraged for dining or display.

The provision of sidewalks alone is not enough to create a place where people want to walk. Use of areas adjacent to the sidewalk for commercial displays or cafe dining can activate the sidewalk and make walking more enjoyable and safe.



Improved pedestrian facilities will benefit children



Wide landscape zones will allow trees to grow to a size where they can shade pedestrians



In addition to proposed public projects, private development should upgrade adjacent sidewalks

Design new buildings to support walking with basic urban design elements.

In addition to outdoor displays and dining, the design of buildings can greatly impact the walkability of an area. Where walking is desired, buildings should front the street with doors, windows, stoops, interesting architecture, and active uses.

Provide public facilities and buildings that are accessible and visitable to persons with disabilities and the elderly.

All new public facilities, including parks, sidewalks, and buildings should be accessible to persons with disabilities and the elderly.

Pedestrian and Bicycle Projects

A number of specific sidewalk and trail recommendations have been identified to improve multimodal access, connectivity, and mobility. As noted in Part 2: Inventory and Analysis, the area currently lacks a consistent sidewalk or bicycle network. This plan supports expanding options for non-motorized transportation and providing a means for those living, working, or going to school in the area to access nearby employment, shopping, dining, and other destinations without driving.

Pedestrian facilities (T-1)

These projects will provide safer walking and support development, which, in turn, will encourage walking and transit use, improve public health, strengthen social bonds, and support businesses. Upgrades include curbs and gutters, sidewalks, pedestrian lighting, landscaping, street furniture, and other features.

- New Peachtree Road from Stewart Road to Flowers Park. (T-1a) Improvements include a cycle track and sidewalks, landscaping, pedestrian lighting, pedestrian crossing signals and four traffic signals at Park Avenue, Central Avenue, the MARTA parking deck, and Stewart Road. The project has already been pre-qualified by the ARC, and requires minimal right-of-way.
- Park Avenue from New Peachtree Road to Buford Highway. (T-1b) Improvements include sidewalks, landscaping, pedestrian lighting, pedestrian crossing signals and a traffic signal at Buford Highway. The project has already been pre-qualified by the ARC, and requires minimal right-of-way.
- Shallowford Road from Buford Highway to New Peachtree Road. (T-1c). Improvements include a cycle track and sidewalks, landscaping, pedestrian lighting, pedestrian crossing signals and a traffic signal at New Peachtree Road.
- Peachtree Road from Peachtree Boulevard to Proposed Connector. (T-1d) Improvements include a cycle track and sidewalks, landscaping, and pedestrian lighting.



The space between buildings and the street could be used for outdoor dining in walkable areas

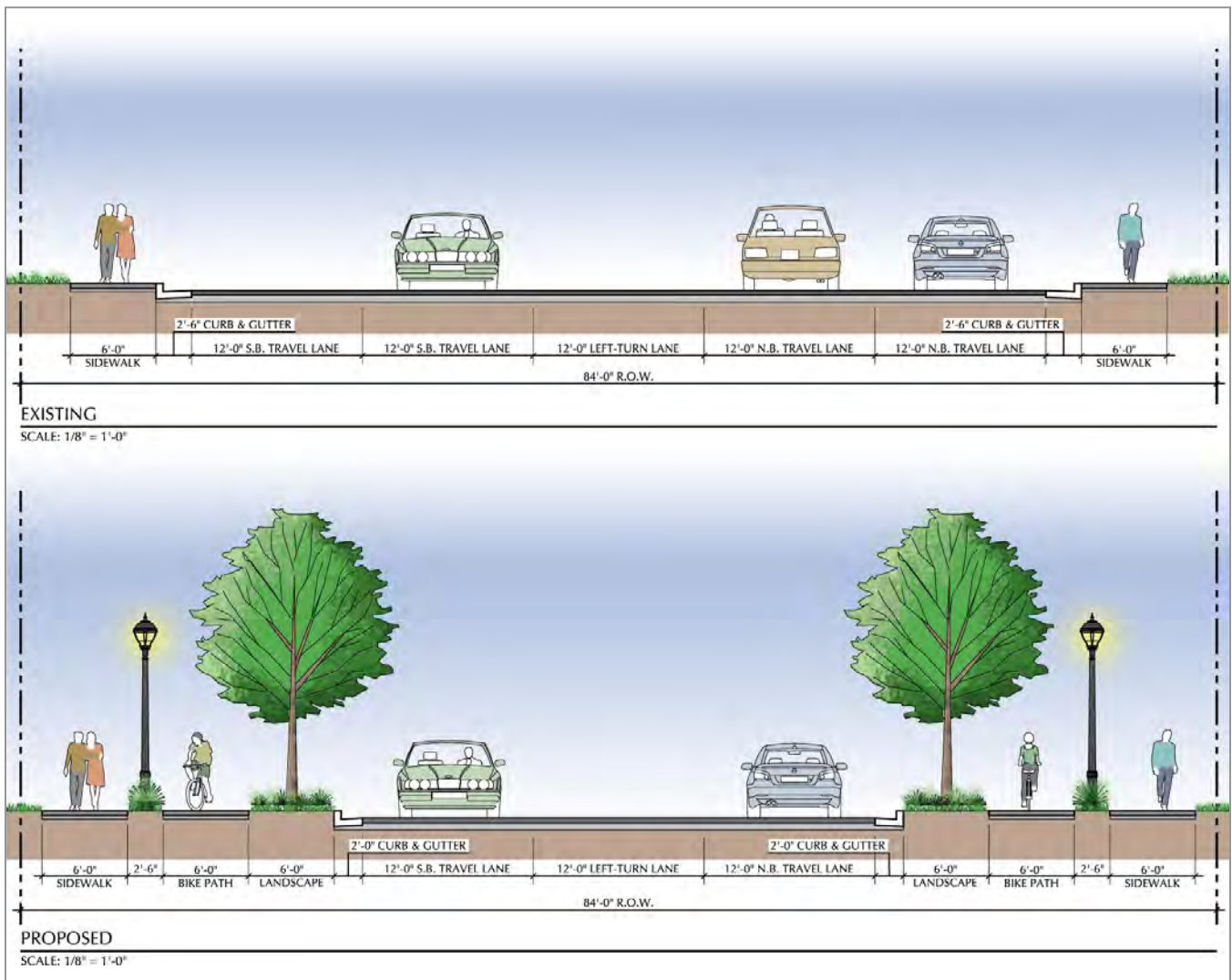


Buildings should provide ground floor doors and windows facing the sidewalks



Facilities must comply with the Americans with Disabilities Act (photo courtesy Michael Ronkin)

- Buford Highway from Park Avenue to I-285. (T-1e) Improvements include sidewalk renovation and bicycle facilities to match the adjacent completed TE project.
- Church Street from Central Avenue to Stewart Road. (T-1f) Improvements include new sidewalks, landscaping, pedestrian lighting, and sharrow markings.
- King Avenue from New Peachtree Road to Church Street. (T-1g) Improvements include new sidewalks, landscaping, pedestrian lighting, and sharrow markings.
- Jess Norman Way from Buford Highway to Stewart Road. (T-1h) Improvements include new sidewalks, landscaping, lighting, pedestrian crossing signals, and a traffic signal on Buford Highway.
- Stewart Road from Jess Norman Way to Stewart Court. (T-1i) Improvements include new sidewalks, landscaping, and pedestrian lighting.
- Chestnut Drive from Buford Highway to Pineland Avenue. (T-1j) Improvements include new sidewalks, landscaping, pedestrian lighting, and bicycle lanes/path connecting to North Fork Peachtree Creek.
- North Peachtree Road from Peachtree Boulevard to Peachtree Road. (T-1k) Improvements include new sidewalks, landscaping, pedestrian lighting, and sharrow markings.



Proposed pedestrian facilities on New Peachtree Road would narrow the roadway to provide space for off-street, one-way cycle tracks and wider sidewalks. The section could also accommodate future on-street parking within the proposed landscape zone; this will be essential to vibrant retail.

Standards for street furniture, trees, and lighting (T-2)

This project would develop citywide standards for street sections and layouts, street trees, and street furniture. A common design would improve the community image and promote local identity.

Please see Part 5: Implementation for suggested standards.

Peachtree Boulevard sidewalk improvements (T-3)

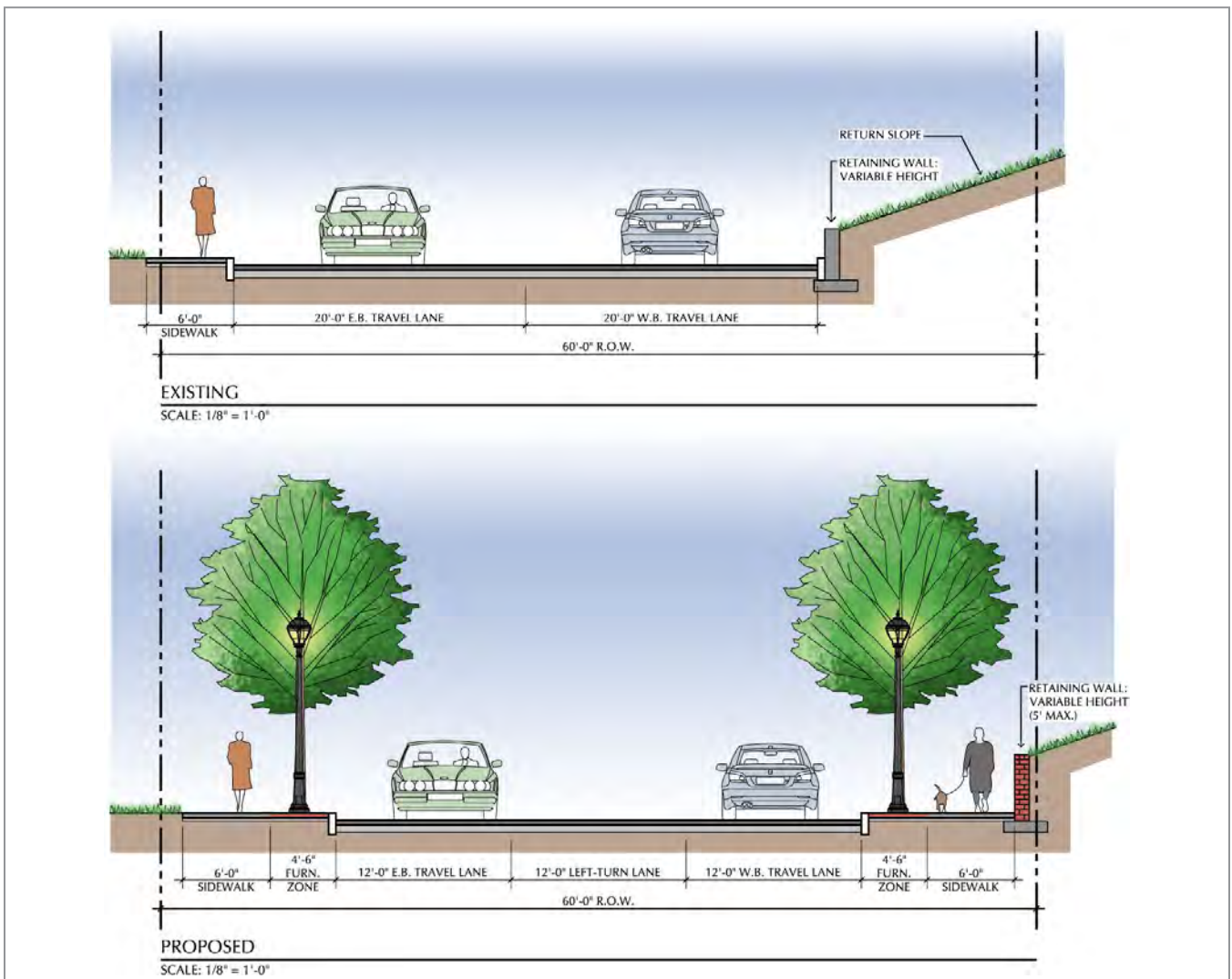
This proposed project would fill missing sections of sidewalk along both sides of Peachtree Boulevard. This would create a continuous route for pedestrians from I-285 down to North Peachtree Road.

Walking path along Bubbling Creek (T-4)

This path would provide a pedestrian and bicycle link along Bubbling Creek from the GM site to points west. In doing so, it would encourage access from Chamblee's neighborhoods and downtown to the study area.



Proposed projects could incorporate pedestrian refuges



Pedestrian improvements on Park Avenue would install sidewalks on the east side, where they are currently missing, as well as install trees and lighting on both sides of the streets; sharrow markings for bicyclists are also proposed.



Proposed improvements to the intersection of New Peachtree Road and Park Avenue will greatly improve safety for bicyclists, pedestrians, and transit users, while supporting the vision for reestablishing a vibrant mixed-use core for Doraville

Park Avenue: Existing



Park Avenue: Proposed



Proposed improvements to Park Avenue will create a consistent, high quality environment for pedestrians to walk from the MARTA station to Buford Highway businesses, the Northwoods neighborhood, and Doraville city offices

Pedestrian access to Pinetree Plaza (T-5)

This project would provide residents of the Northwoods neighborhood and surrounding areas with a more direct access to Pinetree Plaza and the Buford Highway corridor. Currently they must walk an extended route around the shopping center to Oakmont Avenue or McClave Drive, which does not encourage walking travel.

Pedestrian Bridge over MARTA (T-6)

This project would provide pedestrian access from the town center to the GM site. Currently only one pedestrian route exists in the area, along Motor Industrial Way. This route would link downtown Doraville and the MARTA station to the redeveloped area and make the latter feel like it is part of the greater Doraville community.

The bridge should also incorporate direct access between the MARTA station and a proposed rail station to the northwest.

Railside multi-use path over I-285 (T-7)

This project will provide pedestrian and bicycle access from north of I-285, outside of the study area, to the GM redevelopment, and eventually to Peachtree Road and downtown Chamblee. Currently this trip can only be made along New Peachtree Road.

Bicycle racks at city-owned properties (T-8)

This project will add bicycle racks at city-owned facilities to encourage bicycle use.

Transit Policies

Promote transit ridership with increased density, walkability, and connectivity.

For transit to be effective development patterns must support it. The Framework Plan, GM Site Redevelopment Concepts, and Doraville Town Center Concepts do this by concentrating mixed-uses in a walkable, compact setting around existing and future transit.

Support rail transit along I-285 from the Perimeter business district to Doraville.

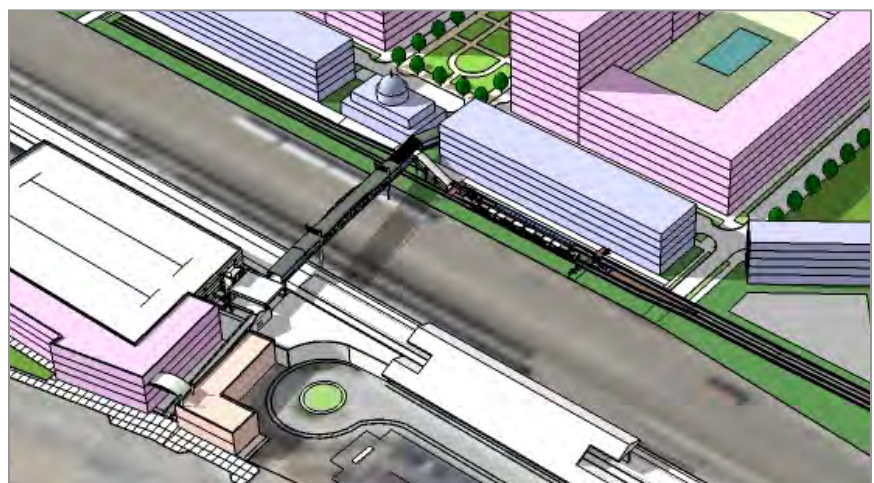
Rail transit along I-285 from Doraville to the Perimeter business district is essential to linking the two and spurring transit-supportive growth. Simply running buses in the corridor would fail to accomplish this because they have not been shown to change development patterns like rail can.



A cycle track separate bicycles from moving cars and pedestrians



Sharrow markings are used where there is not room for bike lanes



A pedestrian bridge, which includes MARTA station modifications, would provide a critical link between the GM redevelopment and Doraville's existing town center

Support rail transit from I-285 north to Gwinnett County.

Rail transit into Doraville from Gwinnett County could further anchor the area’s position as a highly desirable business address by improving non-motorized access to the community.

Locate any proposed new transit station west of the existing MARTA station on the GM site to avoid costly bridges and negatively impacting the town center area.

Transit along I-285 to Doraville and its MARTA station will establish the community as a key transfer site. However, such facilities should be located west of the existing MARTA station, on the former GM site. Not only will this maximize short-term opportunities to create transit-supportive development, but it will also minimize disruptions to the Town Center area.

On the GM site, transit should be at-grade and integrated into the development within or adjacent to its new streets. If this can’t be accomplished and the alignment is elevated, it should run along I-285 to avoid limiting redevelopment. During the planning process, strong public sentiment was expressed for the former scenario.

Please see GM Site Redevelopment Concepts for how this might be integrated into the site.

Oppose the use of the former GM site as a transit vehicle storage or maintenance yard.

The GM site should be developed in manner similar to that shown in the GM Site Redevelopment Concepts. It should not be used as a rail yard or maintenance facility.

Support creating a shuttle connecting Peachtree DeKalb Airport, International Village, Chamblee MARTA, Doraville MARTA and the Gwinnett Chinatown.

Said shuttle would improve connections between these existing business areas and expand transit options.

Support a local bus or van for residents that can’t walk.

Said service could pick residents up in their neighborhoods and bring them to the Doraville Town Center.

Support a commuter of intercity rail stop in the study area.

The proposed land use patterns and location make the study area well suited to a commuter or intercity rail stop. Such stop could use existing siding tracks adjacent to the GM site, and connect to MARTA via the proposed pedestrian bridge.

Provide seamless links between transit and other modes.

Transit stations should include bicycle parking or lockers, taxi-stands, car sharing, maps, and other amenities that make it easy to travel by means other than a car.



Transit works best where land uses are walkable



New transit should be seamlessly integrated into the GM site



Vans or shuttles can connect people to the town center who might otherwise not have access to it

Transit Projects

Bus rapid transit on Buford Highway from the Lindbergh MARTA to Pleasant Hill Road (T-22)

Bus rapid transit (BRT) on Buford Highway would provide faster service for patrons traveling through the area. It would also reduce congestion, as fewer buses would make routine stops on the corridor. A study would evaluate if it is feasible.

Transit ITS on Buford Highway from Sidney Marcus to Pleasant Hill Road (T-23)

The addition of intelligent transportation (ITS) systems to the bus network on Buford Highway would provide faster service to patrons along the corridor. A study would evaluate if it is feasible.

MARTA on-train announcement updates to highlight positive attributes of Doraville (T-24)

A revised on-train announcement highlighting the positive attractions that Doraville has to offer would improve its image and encourage more visitors.

New MARTA parking deck (T-25)

Concurrent with redevelopment of the MARTA parking lots, a new deck may be needed to replace spaces that would be lost. An assessment would need to occur at such future time.

Rail transit from the Perimeter area to Doraville (T-26)

This project would provide rail transit along the I-285 corridor, linking the Perimeter business district to Doraville.

Rail transit into Gwinnett County (T-27)

This project would provide rail transit along I-85 into Gwinnett County, encouraging more access to Doraville.



New transit stops should provide bicycle parking



BRT on Buford Highway will provide buses that operate like trains



Artist's rendering showing a new light rail transit station and pedestrian bridge on the former GM site. The proposed bridge would connect to the existing MARTA station.

4.4 Markets & Economics

In the coming decades, Downtown Master Plan LCI study area has the potential to develop into a high-quality business center similar to the Perimeter Center or Cumberland Mall areas. Like these places, it should feature a mix of quality retail, employment, and housing options. However, unlike these areas, which now face the daunting task of retrofitting their land use and transportation patterns to support walkable, mixed-use development trends, the redevelopment of the former GM site presents the opportunity to incorporate these features from the beginning into a master planned project and, in doing so, position the area for sustainable growth.

The policies and projects presented below are intended to enhance the business environment in the study area as well as Doraville as a whole. The recommendations build on stakeholder and public input, as well as market research that looked at retail, business, and residential opportunity in Doraville and its trade areas. Some recommendations presented here are specifically directed at the GM site, while others are intended for Doraville's core and Buford Highway area.

Market & Economic Policies

Establish a unique market image that complements, rather than competes with nearby business centers in Buckhead, Perimeter/Dunwoody, and Tucker.

Doraville exists in a dynamic area and has significant competition from nearby business centers that are larger and more modern. Doraville must create its own identity with respect to these nearby centers. It must focus on its strengths and unique character, pursuing redevelopment that is distinctive within the larger market.

Target industries to locate in the proposed GM redevelopment or technology village.

Business recruitment efforts should target key large employers to locate in the redeveloped GM site, including:

- Corporate headquarters
- Medical, biotechnology, and life-science industries
- Data centers
- Green technologies

Continue to promote a diversity of businesses, entrepreneurship, and ethnic investment, particularly along Buford Highway.

Doraville has historically been a location for ethnic entrepreneurs and small businesses, resulting in unparalleled diversity of uses, people, and cultures. The community should not only celebrate and promote this diversity, but also ensure that the business environment continues to support this level of multicultural investment.



The study area should develop into a walkable mix of offices, homes, shops, and civic amenities



The study area should become a major employment center



Biotechnology uses on the former GM site could capitalize on access to the CDC

Promote “economic gardening” efforts to encourage growth of start-up businesses, while also attracting new businesses and investment.

Economic gardening tactics are often employed in communities that have lost major employers, or lack the resources to facilitate traditional economic development focusing solely on recruitment. Doraville should promote similar techniques that create an environment that cultivates homegrown entrepreneurs. The foundation of economic gardening is based on:

- Providing access to information, competitive intelligence and market research.
- Building an infrastructure for entrepreneur investment by enhancing quality of life.
- Creating connections between businesses, linking firms to interact and exchange information.

Economic gardening programs are more grass roots in nature, often focusing on specific targeted business types and their needs. The State of Georgia provides economic gardening resources, and a number of Georgia communities are creating programs. More information can be found at Georgia.org.

Recruit businesses that capitalize on transportation assets and Doraville’s international character.

With MARTA, two interstates, and PDK and ATL airports, Doraville is perhaps better connected than any other community to metro Atlanta and beyond. When coupled with the international identity of the community, Doraville has the ability to target businesses that have the need to reach a worldwide market, with a desire to locate in a community with global character.

Promote locally owned and operated businesses that cater to the local community, focusing on those needs identified in the market analysis.

Given the current economic climate as well as the tremendous amount of regional retail offerings, the market research shows limited opportunity for new retail in the short term. Therefore, business recruitment and support efforts should be twofold:

- In the short term, focus on the local base by marketing existing businesses to local customers, while also recruiting those businesses that are identified as needed in the market research (health and personal care stores, pharmacy, hardware, appliances). Support existing businesses while creating local loyalty through marketing.
- In the mid to long-term, as development opportunities arise per this plan, focus on the recruitment of unique destination based businesses that will draw from the greater metro region, yet are not located within nearby competitive markets.

Make surplus government land available for redevelopment.

Doraville has underutilized publicly owned land in key locations throughout the study area, some of which has redevelopment potential. It should promote any surplus land for development through marketing the space, as well as creating an environment for investment (infrastructure improvements, incentives).

Coordinate redevelopment with key partners such as GDOT, MARTA, DeKalb County, and the State of Georgia.

The potential of the GM site as well as the remaining study area is of tremendous scale, and Doraville does not have the resources to facilitate redevelopment on its own. It must rely on its local, state, and political partners to see the plan’s vision materialize. Doraville should create a structure where a coordinated and systematic effort to implement the recommendations of this plan occurs, with its partners having both an ownership as well as specific responsibilities outlined in the plan.

Engage GM more actively in redevelopment activities.

The City and its partners must more actively engage GM in the redevelopment of its site, creating direct lines of communication between the property owner, local governments, developers, and planners. This should include negotiating with GM for a reduced price for the sale of the former plant.

Engage state and federal leaders to lobby for special activities to incentivize new investment.

Doraville must work with state and federal agencies, including Georgia Department of Economic Development and Georgia Power, to build an incentive package to recruit investment and employment. Doraville should use its political resources to lobby elected officials for opportunities to provide these.

Promote multicultural understanding through events programming.

Doraville is truly a melting pot of cultures, businesses, and traditions. With so many groups of people, there is the potential to have separation between the communities. The best way to support a common understanding is to celebrate Doraville's different cultures by creating unique and dedicated events that bring locals together, while also promoting Doraville's diversity to the metro Atlanta market.

Market & Economic Development Projects***Flexible, user-friendly zoning that simplifies the entitlement process by establishing a clear understanding of the city's expectations for development (O-1)***

Doraville should look to simplify its existing zoning code, encouraging a better mix of businesses, while providing developers and investors a clear understanding of what is required of them. A more flexible code that mirrors the vision, mixture of uses, and design recommended in this LCI plan, will encourage rather than hinder a developer's ability to build viable, creative projects that meet the goals of the plan.

GM site job recruitment (O-11)

From 1947 to 2008, the GM site had been a location for jobs and should continue to be targeted as a receiving area for employment, as well as other uses. Long-term employment targets for office and industry should be corporate headquarters, biotechnology and high-tech industries, as well as medical and life sciences. Short-term recruitment can focus on those businesses that can utilize the existing buildings on the site, prior to its full redevelopment.

"Micro-enterprise" program to provide seed capital for small businesses (O-12)

Small business programming can help grow or recruit independent businesses to a community, while filling vacant or underutilized spaces. Doraville should consider creating a program to provide seed capital for new business through financial incentives. Programming could include training for business and financial planning, marketing, etc., and could even incorporate a business incubator or shared office space. Doraville would need to partner with other agencies and institutions to accomplish many of these.

- **Business license abatement.** Forgiving annual business licenses or other fees for targeted businesses supported by this study.
- **Business Planning.** Sponsoring an annual business planning competition whereby one or more business owners with sound business plans could receive a small grant.
- **Local grants.** Many communities, often through a downtown development authority, sponsor small façade, general improvement, or even utilities grants to assist existing businesses improve their property, thus making it more marketable.
- **Revolving Loan Funds.** Doraville can approach local banks and private non-profits to create low-interest revolving loan pools for business startups, physical improvements, and down payment assistance for new businesses.

- **Marketing assistance.** Small marketing grants of \$500 or less can be helpful in producing a sign, radio advertising, website development, or other activities.
- **Business incubator or shared office space.** Doraville should seek partnerships with DeKalb County, businesses, and nearby institutions of higher education to create a small business incubator in the study area. Incubators focus on entrepreneurship by providing support services such as low-cost office space and infrastructure, as well as business training and support opportunities. The recently vacated Center for Pan Asian Community Services should be studied as a potential location.

Creation of “Technology village” west of the GM site to reflect existing land use patterns, existing large buildings, and proposed future access (O-13)

As identified on the Framework Plan, the area between Peachtree Road and New Peachtree Road can be developed as a technology village. The area currently has a number of service and light industrial uses, and can be a future receiving area for new high tech industrial start-up businesses that utilize existing buildings and improved infrastructure. The village can be a location for a workforce training facility geared towards targeted and high-tech businesses, as well as a tech business incubator.

Expanding Doraville’s existing logo and tagline into a comprehensive brand identity and marketing strategy (O-14)

A community brand is not simply a logo and tagline. Rather, it is a graphic identity with a unique style, theme, color palette, typography, and overall message applied to a broader system positioning a community as a unique and special place. Doraville can make a strong statement as a place of diverse cultures, with a spirit of entrepreneurship that has seen people of all races and nationalities chose Doraville as a place to invest. That position is beginning to emerge in the multicultural nature of Doraville’s existing logo, and tagline of “Diversity, Vitality, Community”. Doraville should expand this statement by focusing on:

- **Quality of Life.** Positioning Doraville as a diverse and welcoming place with a family atmosphere.
- **Economic Opportunity.** Focusing on Doraville’s advantages of location, infrastructure, diversity, and investment potential.

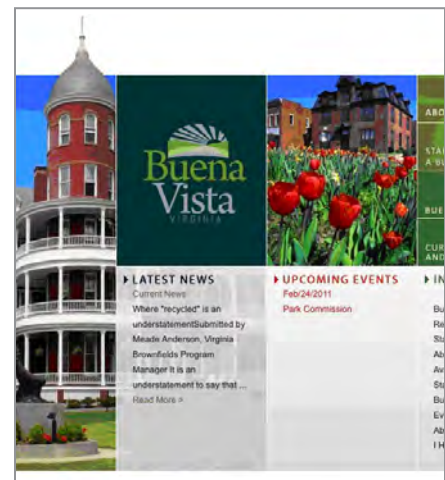
Ultimately, Doraville should create a comprehensive system by first extending the current graphic identity to existing events, partner agencies, and collateral, followed by creating new marketing collateral to promote the community to a larger overall market.

Community Improvement District (O-15)

Doraville should pursue a Community Improvement District (CID) to help fund public infrastructure improvements and marketing along Buford Highway and in the remainder of the LCI study area. For a CID district, property owners within a geographically designated area would vote to impose a self-tax. The funds would be collected by the taxing authority and administered by a board of directors elected by the property owners within the district. The funds are then used to pay for or bond public improvements.



The brand system in Newark, DE, includes a graphic identity and tagline applied to specific collateral



Dedicated business development site in Buena Vista, VA

Branded wayfinding system (O-16)

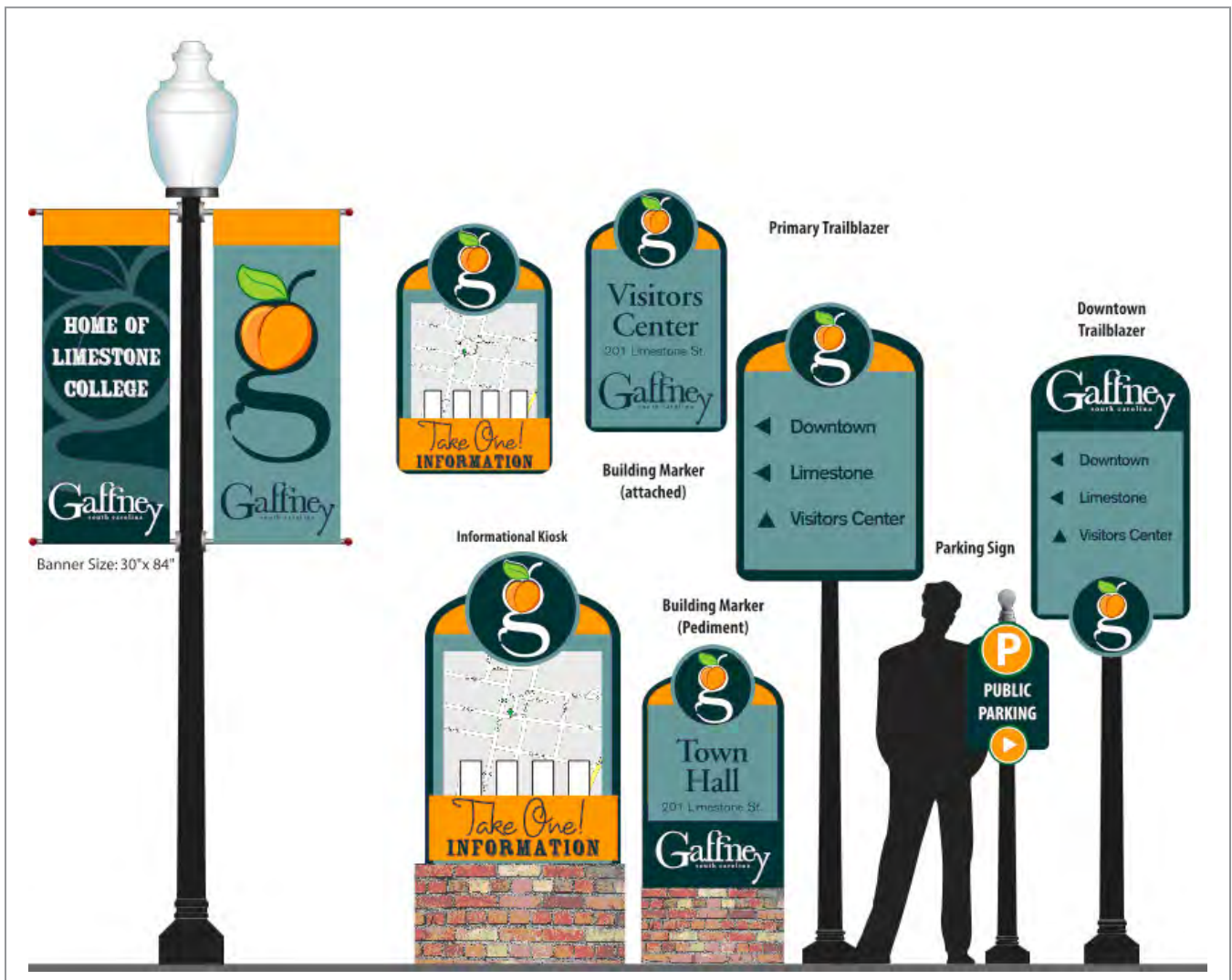
A hierarchical system of signage should be implemented directing residents and visitors to civic, cultural, recreational, and commercial resources. A typical wayfinding system utilizes a community’s marketing brand graphics and includes gateways, vehicular and pedestrian trailblazers (directional signage), street banners, district & parking signs, building markers, and informational kiosks. Wayfinding systems should be designed to be an attractive, yet functional means of moving people throughout a community.

Brochure to market Doraville’s LCI vision to developers (O-17)

Doraville should create a plan brochure that is used market the plan, its vision and implementation strategies to potential investors, employers, state leaders and representatives of potential funding agencies. The brochure should be formatted as a graphic intensive executive summary of the plan, and can be distributed whenever a local official meets with prospects or other agencies.

Economic development focused marketing materials (O-18)

Due to its strategic location and wealth of infrastructure, Doraville has a tremendous opportunity to market itself for economic development. When the potential of the GM site is added, as well as the nearby



Examples of branded signs from a comprehensive wayfinding system in Gaffney, SC

institutional assets such as the CDC and Emory University, this economic development position has a depth that makes Doraville one of the most significant economic development locations in the Southeast. The fact that Doraville has been a receiving ground for ethnic investment and entrepreneurship makes its position even more multi-faceted. Most communities like Doraville do not have the capacity or expertise to pursue economic development, and generally rely on industrial authorities or county economic development commissions for marketing. Considering the sheer scale of Doraville's potential, it must get actively involved in promoting its economic and investment opportunities.

- **Business Recruitment Package.** A business recruitment brochure should be prepared as a more comprehensive marketing package. This would include inserts with demographics and workforce information, market research, incentive programs, available properties, and target industry ads.
- **Dedicated Economic Development website.** A dedicated website for economic development should be created to present Doraville's tremendous advantages, as well as distill all other relevant information to potential investors and new businesses. The site should have its own address and not simple be a page on the City's site.
- **Testimonial Ads.** Doraville can solicit testimonials from local businesses and investors who chose the community as a place to operate their business. As Doraville brings in additional businesses, new testimonials can be created that detail from the businesses' perspective, why Doraville is a place to invest.
- **Property sheets for key development sites.** In addition to the GM site, Doraville has a number of underdeveloped or vacant sites and spaces. A template should be made as a one-page property sheet highlighting individual sites with the greatest potential. The property sheets can be print and web based, and should include all relevant information including size, cost, condition, infrastructure, zoning, etc.
- **Consistency of materials.** It is critically important that all economic development materials be consistent in their design and overall message. This ensures that Doraville is creating a brand identity with a strong message of its economic development potential.

Consideration of establishing a Tax Allocation District on GM site (O-19)

Tax allocation districts (TADs) are innovative ways to pay for public infrastructure improvements that spur private development within a study area. They are most effective when a private sector project is eminent, or when a key area such as the GM site has redevelopment potential. Doraville is currently working to establish local legislation authorizing it to exercise its redevelopment powers and create TADs. Once complete, it would then create and approve a redevelopment plan that outlines public projects, private investment projections, and increment estimates. A successful TAD will require the cooperation of DeKalb County and the Board of Education, as well as the general public.

Establishment of an Opportunity Zone to provide state job credits to new or expanding businesses in the study area (O-20)

With the GM site being a future receiving area for new employment uses, Doraville should establish an Opportunity Zone providing an incentive for business investment. Doraville would designate a district based on criteria established by the State Department of Community Affairs. Once established, new or existing businesses that create two or more jobs can receive tax credits of \$3,500 per job. With many other communities across the metro area designating these zones, it is even more important for Doraville to do the same to remain competitive for economic development.

Creation of a downtown development authority for the City of Doraville (O-21)

Established through local law, a downtown development authority (DDA) would focus on the revitalization and redevelopment of downtown business districts by planning and financing projects to promote trade, commerce, industry, and employment. In Doraville's case, the district would likely include the municipal core as well as commercial areas along both Buford Highway and New Peachtree. A DDA's structure

is outlined in Georgia Downtown Development Authority Law, which gives the body the power to conduct a number of economic development activities. These can include property acquisition and disposition, applying for federal and state grants, long-range planning, and other activities that Doraville does not currently have the capacity to do.

Economic Development Commission (O-22)

Prior to establishing a DDA, Doraville should set up an economic development commission (EDC) with an advisory board per the guidelines established for the “Entrepreneur Friendly” designation from the Georgia Department of Economic Development. The EDC should be made up of business owners, residents, public officials, and other, not unlike the LCI Core Team.

Small business tool kit (O-23)

The proposed DDA or economic development commission should create a small business toolkit and pamphlet in various languages on how to do business in Doraville. Many residents and business owners come from countries fraught with government corruption. The toolkit could communicate what is expected out of them as responsible business owners and what they can expect out of the City as a responsible government.

Streamlined permitting (O-24)

The proposed DDA, EDC, and related boards should work to streamline permitting and licensing.

Expedited plan review (O-25)

Expedited plan review can be a major boon for redevelopment. Doraville should establish protocols wherein projects consistent with the vision of this plan are approved more quickly than others.

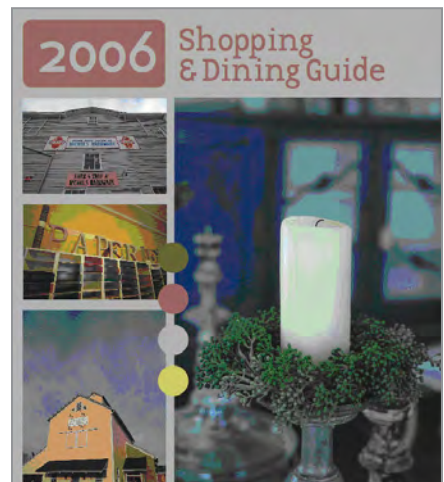
Reenergizing the Doraville Business Association (O-26)

Similarly, Doraville should look to other partners to facilitate this plan and revitalization. The Doraville Business Association (DBA) was established to represent businesses and organizations that want to promote and do business in the community. A membership driven organization led by a board and volunteers, the DBA has become less active in recent years. The DBA should be reenergized with two specific responsibilities related to this plan.

- Facilitating cooperative marketing and advertising, networking, and providing a common voice for small business interests and communication with city government.
- Partnering with business, civic, and cultural organizations to provide business development and support specifically to ethnic businesses within the community.



A farmer's market advertisement in Purcellville, VA



A shopping and dining guide in Purcellville, VA



User-friendly zoning can encourage the right type of redevelopment

Marketing materials highlighting existing businesses (O-27)

Print and web brochures are effective in promoting individual businesses, both to visitors and locals. Doraville should create a shopping and dining guide highlighting area businesses. A similar but separate guide can be created for locals that maps out grocery stores and other basic needs. It is important that any marketing material utilizes Doraville's marketing brand, and that all materials are consistent in design.

Doraville marketing publication that promote cross-cultural patronage of existing businesses (O-28)

Similarly, a guide should be created geared to locals that celebrates Doraville's multi-cultural business environment, and promotes cross-cultural patronage of these businesses.

Event to promote area restaurants and the Farmers Market (O-29)

Doraville's multiculturalism is one of its greatest assets, and its variety of food-based businesses and restaurants is a testament to this. Doraville should create an annual event, featuring local restaurants and cultures. The event would not only target the metro region to come sample the culture and flavor of Doraville, but also promote patronage from local residents.

Workforce training for area residents geared towards target industries (O-30)

Doraville should partner with area institutions of higher education, the Small Business Development Center, Georgia Department of Economic Development, and private industries to provide workforce training to support targeted industries (medical, biotech, life science, data centers, green technology). The Park Avenue property owned by the City and recently vacated by the Center for Pan Asian Community Services could potentially be a location to house this training, as well as other uses such as a small business incubator.

Georgia Foreign Trade Zone (O-31)

The Georgia Foreign Trade Zone (GFTZ) exists to help Georgia businesses compete internationally by deferring or reducing customs duties, processing fees and international trading operation costs. It goes hand-in-hand with the proposed Opportunity Zone, and, in fact, some of the criteria for establishing them are the same.

Sister City program (O-32)

The Sister Cities program began in 1956, when a people-to-people citizen diplomacy initiative was proposed by President Dwight D. Eisenhower, as part of the League of Nations. In 1967, as a result of extraordinary growth of the program, the Sister Cities Initiative (SCI) became a separate, nonprofit organization. Doraville's involvement in the program would foster global cooperation and understanding, cultural awareness and economic development through its sister city relationships with municipalities in other countries.

Foreign holiday commemoration (O-33)

Doraville should continue to commemorate foreign national holidays with public proclamation ceremonies, especially for the nations with consulates here in Atlanta as well as other major trade nations with a significant ethnic presence in the area. As the area redevelops, such efforts could establish Doraville as an ideal location for consulates and foreign trade organizations to concentrate.



A cooperative local loyalty campaign created for Leesburg, VA, includes a website, frequent shopper card, and advertisements for local businesses.

Internet marketing program for economic development (O-34)

Each year, the internet becomes an increasingly important economic development tool. The City of Doraville should embrace this trend and establish a website targeted towards economic development efforts.

City of Doraville GIS system (O-35)

Accurate geographic information systems (GIS) mapping is critical to economic development and governance. Currently Doraville relies on DeKalb County for said services, which unnecessarily complicates the process and makes it difficult to provide accurate, up-to-date mapping to for public or private use.

To remedy this, Doraville should follow the path of Decatur and other DeKalb County cities and began to manage their own mapping by establishing a GIS system. The exact nature of said system could take many forms, and the City should explore all options and associated costs before determining which is ideal.

4.5 Urban Design & Historic Resources

As public and private investment occurs, attention to design will be critical to creating a place with a strong identity and lasting value. Central to this will be building on the area's history, while recognizing that its future must incorporate timeless place-making principles from the best town and city centers across the region.

Urban Design & Historic Resource Policies

Require good urban design standards in most area.

Basic elements of urbanism should be required for all new developments. These include:

- Buildings built close to the street
- Doors accessible from the sidewalk along key walking streets
- Active ground floor uses
- Storefronts, stoops, and porches along the sidewalk
- Pedestrian-scaled signs
- Front yards used for pedestrian purposes such as outdoor dining, landscaping, or porches
- No gated communities surrounded by fencing, or private streets that do not connect to surrounding streets
- Parking to the side or rear of the building, except on major streets (e.g. Peachtree Boulevard or Buford Highway) where some frontal parking is appropriate

These should be incorporated into proposed zoning updates.

Support architectural standards that allow a variety of styles, but require good design.

Buildings should not be restricted to one particular style, but they should utilize quality materials. Façades faced in brick, stone, and similar materials are preferred for commercial and mixed-use buildings, while a greater range is appropriate for residential.

Develop a town center with civic, open space, and diverse commercial uses connected by a pleasant pedestrian environment within a convenient walk of the MARTA station.

Please see the Town Center Concept on pages 94 and 95.

Promote relocation of power lines off of New Peachtree Road.

Utility relocation is expensive, but should be a long-term priority along Doraville's future "Main Street."

Encourage the preservation of the area's few remaining historic buildings and façades.

Doraville only has a handful of remaining historic buildings. These should be preserved and incorporated into new development.



Where sidewalk shopping is desired buildings must front the sidewalks



Buildings must be designed in a way that creates a sense-of-place



This historic home in Decatur, GA, has been converted to retail use

Incorporate art, monuments, and memorials in public spaces.

The installation of a variety of art projects in proposed streetscape projects and open spaces should enliven them and provide interest. Partnerships with local artists are encouraged.

Create pocket parks with intersection improvements or road construction, especially where unbuildable sites remain.

Proposed transportation projects will create a variety of opportunities for small pocket parks.

Incorporate Crime Prevention through Environmental Design (CPTED) Principles.

Design can support or discourage crime. Techniques that minimize opportunities for crime and support policing should be incorporated into new projects. Please see pages 124 and 125 for details.

Avoid corporate prototype architecture.

Chains have an important role in the area's future, but their design should respond to the future vision. Generic prototype architecture is discouraged in favor of designs that reflect traditional materials, styles, and building placement found in Georgia's town centers.

Urban Design & Historic Resource Projects

GM site and town center zoning (O-1)

The proposed zoning should incorporate design standards that ensure appropriate design and quality.

Please see Land Use Projects for more details.

Buford Highway zoning (O-2)

The proposed zoning should incorporate design standards that ensure appropriate design and quality.

Please see Land Use Projects for more details.

Design guidelines (O-36)

Design standards should be established to improve the quality of development. They should balance the economics of development with the need for quality design to ensure they do not stifle growth.

Historic signs and markers in the study area (O-37)

Historic markers would convey the study area's history.

Gateway features

Install signs or public art at key locations, including:

- Shallowford Road and Buford Highway (O-38)
- New Peachtree Road and Shallowford Road, perhaps in the proposed traffic circle (O-39)
- I-285 and Buford Highway (O-40)
- MARTA entrances at Park and Central Avenues (O-41)



Public art and design projects could recall Doraville's industrial past



Most chain businesses will vary their prototype when required by zoning



Gateway features can be large structures, such as this, or simpler landscaping or signs

Crime Prevention through Environmental Design

The following summarizes elements of crime prevention through environmental design (CPTED) principles. It was compiled using information from wikipedia.com accessed on May 20, 2010.

CPTED is a multi-disciplinary approach to deterring criminal behavior through design. Its strategies rely upon the ability to influence offender decisions that precede criminal acts. Research into criminal behavior shows that the decision to offend or not to offend is more influenced by cues to the perceived risk of being caught than by cues to reward or ease of entry. Consistent with this research, CPTED strategies emphasize enhancing the perceived risk of detection and apprehension.

Natural surveillance

Natural surveillance increases the threat of apprehension by taking steps to increase the perception that people can be seen. Natural surveillance occurs by designing the placement of physical features, activities and people in such a way as to maximize visibility and foster positive social interaction among legitimate users of private and public space. Potential offenders feel increased scrutiny and limitations on their escape routes.

- *Place windows overlooking sidewalks and parking lots.*
- *Leave window shades open.*
- *Use passing vehicular traffic as a surveillance asset.*
- *Create landscape designs that provide surveillance, especially in proximity to designated points of entry and opportunistic points of entry.*
- *Use the shortest, least sight-limiting fence appropriate for the situation.*
- *Use transparent weather vestibules at building entrances.*
- *When designing lighting, avoid poorly placed lights that create blind-spots for potential observers and miss critical areas. Ensure potential problem areas are well-lit: pathways, stairs, entrances/exits, parking areas, ATMs, phone kiosks, mailboxes, bus stops, children's play areas, recreation areas, pools, laundry rooms, storage areas, dumpster and recycling areas, etc.*
- *Avoid too-bright security lighting that creates blinding glare and/or deep shadows, hindering the view for potential observers. Eyes adapt to night lighting and have trouble adjusting to severe lighting disparities. Using lower intensity lights often requires more fixtures.*
- *Use shielded or cut-off luminaires to control glare.*
- *Place lighting along pathways and other pedestrian-use areas at proper heights for lighting the faces of the people in the space (and to identify the faces of potential attackers).*

Natural surveillance measures can be complemented by mechanical and organizational measures. For example, closed-circuit cameras can be added where window surveillance is unavailable.

Natural access control

Natural access control limits the opportunity for crime by taking steps to clearly differentiate between public space and private space. By selectively placing entrances and exits, fencing, lighting and landscape to limit access or control flow, natural access control occurs.

- *Use a single, clearly identifiable, point of entry*
- *Use structures to divert persons to reception areas*
- *Incorporate maze entrances in public restrooms. This avoids the isolation that is produced by an anteroom or double door entry system*

- Use low, thorny bushes beneath ground level windows.
- Eliminate design features that provide access to roofs or upper levels
- In the front yard, use waist-level, picket-type fencing along residential property lines to control access, encourage surveillance.
- Use a locking gate between front and backyards.
- Use shoulder-level, open-type fencing along lateral residential property lines between side yards and extending to between back yards. They should be sufficiently unencumbered with landscaping to promote social interaction between neighbors.
- Use substantial, high, closed fencing (for example, masonry) between backyards and alleys.

Natural access control is used to complement mechanical and operational access control measures, such as target hardening.

Natural territorial reinforcement

Territorial reinforcement promotes social control through increased definition of space and improved proprietary concern. An environment designed to clearly delineate private space does two things. First, it creates a sense of ownership. Owners have a vested interest and are more likely to challenge intruders or report them to the police. Second, the sense of owned space creates an environment where “strangers” or “intruders” stand out and are more easily identified. By using buildings, fences, pavement, signs, lighting and landscape to express ownership and define public, semi-public and private space, natural territorial reinforcement occurs. Additionally, these objectives can be achieved by assignment of space to designated users in previously unassigned locations.

- Maintained premises and landscaping such that it communicates an alert and active presence occupying the space.
- Provide trees in residential areas. Research results indicate that, contrary to traditional views within the law enforcement community, outdoor residential spaces with more trees are seen as significantly more attractive, safer, and more likely to be used than similar spaces without trees.
- Restrict private activities to defined private areas.
- Display security system signage at access points.
- Avoid cyclone fencing and razor-wire fence topping, as it communicates the absence of a physical presence and a reduced risk of being detected.
- Placing amenities such as seating or refreshments in common areas in a commercial or institutional setting helps to attract larger numbers of desired users.
- Scheduling activities in common areas increases proper use, attracts more people and increases the perception that these areas are controlled.

Territorial reinforcement measures make the normal user feel safe and make the potential offender aware of a substantial risk of apprehension or scrutiny.

Maintenance

Maintenance is an expression of ownership of property. Deterioration indicates less control by the intended users of a site and indicates a greater tolerance of disorder. The Broken Windows Theory is a valuable tool in understanding the importance of maintenance in deterring crime. Broken Windows theory proponents support a zero tolerance approach to property maintenance, observing that the presence of a broken window will entice vandals to break more windows in the vicinity. The sooner broken windows are fixed, the less likely it is that such vandalism will occur in the future.

4.6 Public Facilities & Spaces

As the study area redevelops into the higher intensity uses envisioned in the Framework Plan it will be necessary to upgrade public facilities and spaces to serve the growing community. The following recommendations provide guidance on how to do this in an incremental way that achieves the long-term vision, while reflecting current limited resources.

Public Facilities Policies

Construct civic buildings and facilities that set the standard for the type of high quality development desired in the area.

Public buildings are more than places to conduct government business; they are symbols of the values and identity of the communities they represent. As such, they should set models for the standard of architecture that a community aspires to. Cheap civic buildings encourage cheap private development nearby.

Prior to their replacement, support improvements to facilities such as the library, the pool, and civic center.

In lieu of possible long-term redevelopment, existing public buildings should be improved as funding becomes available.

Promote affordable space for non-profits.

Private non-profit organizations have an important role to play in serving the community. However, such organizations can seldom pay “market rent” for office space. Low-cost office space for non-profits should be encouraged in the study area.

Encourage child care centers, adult day care centers and in-home nursing care providers.

To be truly diverse, the greater Doraville community must serve people of different ages. Child care centers, adult day care centers, and in-home nursing care provides are essential to this.

Promote the creation of community facilities, including health services, that are pedestrian and/or transit accessible.

New community facilities should be located in areas where they are accessible to people without cars. Placing them in areas served by transit and quality pedestrian access will maximize their use.

Encourage public agencies conducting outreach efforts and materials in multiple languages.

Public outreach should serve the many cultural backgrounds in the area by providing program materials in a variety of languages.

Require utility burial on all new streets.

Electric and other above ground utility wires should be underground to avoid harming aesthetics and interfering with trees. While this is



As the area grows it will be necessary to expand water and sewer facilities



The new city hall in Suwanee, GA, sets the standard for surrounding development



Health services should be located near transit

not an inexpensive proposition, it is essential to create a place of lasting value. Furthermore, by burying utilities when new streets are built, rather than years later, the costs are greatly reduced.

Cooperate with existing infrastructure providers and neighboring jurisdictions for input on water quality planning.

Water quality issues do not stop at political boundaries, and neither should planning for improved water quality. The Cities of Doraville and Chamblee, and DeKalb County are encouraged to work together to improve water quality in the greater Doraville area.

Public Facilities Projects

Police Station relocation to north of study area on New Peachtree Road (O-42)

A new police station should eventually be built outside of the study area near the tank farm. While this may take decades, it is essential to creating the long-term vision for the town center area.

Consolidated government center either in the town center area or at the redeveloped GM site (O-43)

As the City of Doraville grows it may be necessary to create a new government building. Multiple uses could be incorporated into this building including the current city hall, the court, the civic center, the health clinic, and the other smaller uses scattered around the city. Public meeting and events space could also be included.

Sites for this building could include the current city-owned land in the town center, or with the redeveloped GM site. The final decision of where to locate should only be made after the City has considered the advantages and disadvantages of different scenarios.

Community center that includes meeting space and facilities for small events such as weddings, family reunions, or community festivals (O-44)

Public spaces in the proposed town center and GM site could be desirable places for weddings, family reunions, or community festivals. Adjacent to one, a community center should be created to generate revenue for the City of Doraville and meet this need.

Stormwater management plan (O-45)

Doraville should develop a plan to reduce the impact of increased runoff from development and explore options to remove pollutants.

Public Space Policies

Incorporate parks and open spaces into large redevelopments, such as the GM site.

Development sites greater than ten acres can easily accommodate pocket parks or plazas. Typically, such only needs to be between five and ten percent of the site's area if designed well.



It is cheaper to bury utilities with street construction than to do so later



High quality parks could attract weddings and generate revenue



The GM Site Redevelopment Concept Plan includes a diverse array of public spaces

Promote parks and plazas where public events can occur.

Public spaces over one-quarter acre should be designed to accommodate public events.

Provide a location for “Saturday morning” farmer’s market.

A weekly farmer’s market could provide locally grown food not currently available in the area. Initially it could be in a parking lot or vacant area, but longer term a permanent space may be possible.

Encourage an appropriate relationship between parks and adjacent development.

New development adjacent to public spaces should front them with doors, windows, and walkways. Parking decks, loading zones, dumpsters, or similar uses should be minimized and hidden from view in these areas. New, publicly-accessible streets should be created to separate parks from new development where feasible.

Encourage the creation of shared stormwater facilities and those integrated into parks.

Shared facilities can reduce the cost to individual developers and the amount of land dedicated to stormwater retention. In addition, they can often be designed as community assets and integrated into planned public spaces, such as proposed GM site parks.

Public Space Projects

GM site and town center zoning (O-1, O-3)

The proposed zoning should incorporate minimum standards for new public spaces in large development projects, including striving to codify the three key open spaces shown in the GM Site Redevelopment Concepts.

Please see Land Use Projects for more details.



A Saturday farmer’s market could be established within a new park, or even an existing parking lot



Open spaces should be bounded by streets fronted with buildings



At the Glenwood Park in Atlanta a shared stormwater facility (above right) serves multiple building sites and doubles as a park space. During periods of heavy rain the green lawn above fills with water. The rest of the time it is a highly-used public park. A similar model should be explored on the GM site.

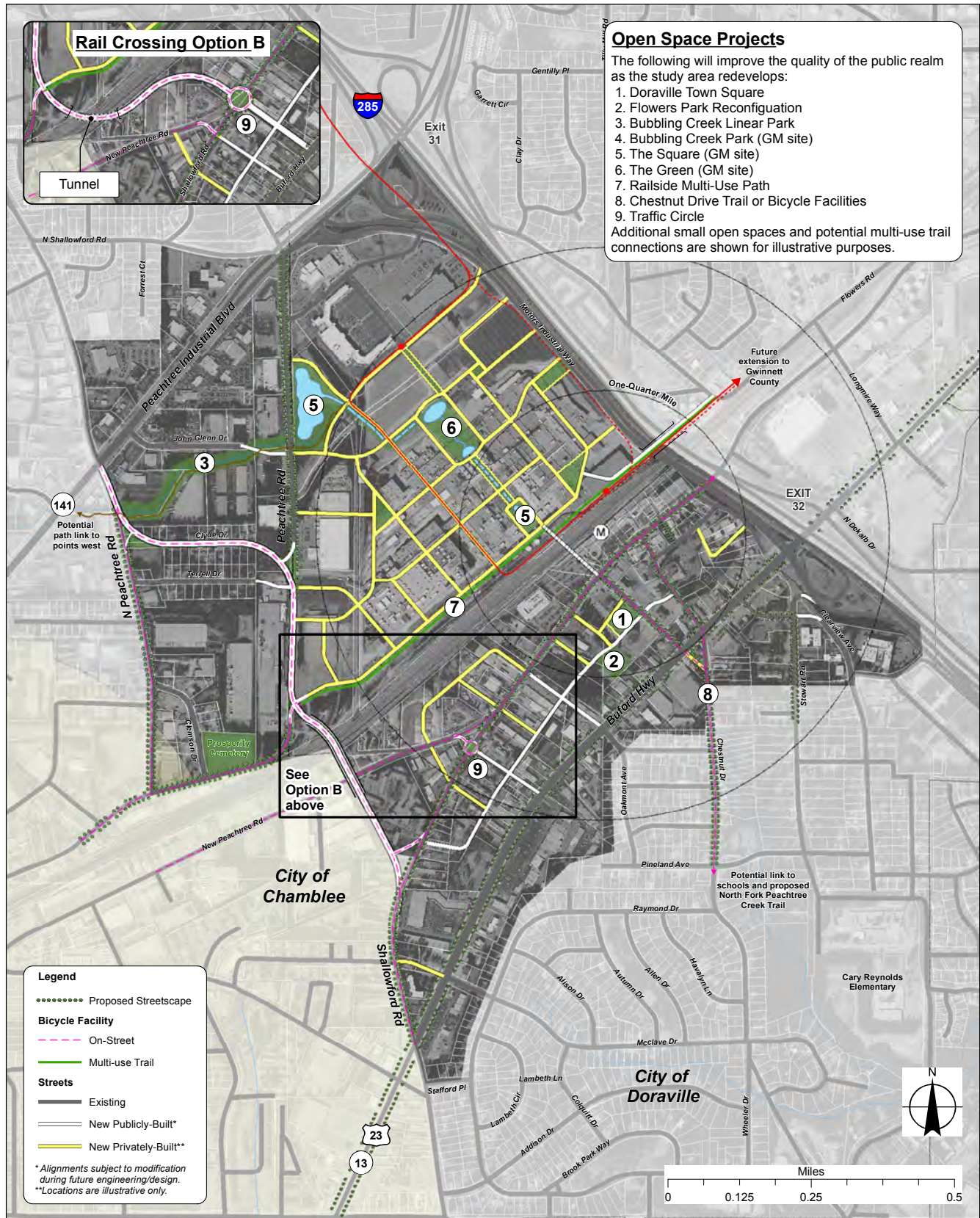


Figure 4.11: Public Space Framework Plan

Buford Highway zoning (O-2)

The proposed zoning should incorporate standards for new public spaces in large development sites.

Please see Land Use Projects for more details.

New town square with space for outdoor performances (O-46)

A portion of the current police station site represents an ideal location for a new town square ringed with streets and mixed-use buildings. The proposed 1.2 acre park is large enough to accommodate a small performance space that could take advantage of existing topography along the Park Avenue frontage.

Renovation and reconfiguration of Flowers Park around the pool (O-47)

Flowers Park today is a park in name only. As redevelopment occurs it should be reconfigured into a larger 1.3 acre space around the existing pool to create a quiet gathering spot that can be used by existing and future residents.

Linear park along Bubbling Creek (O-48)

The banks of Bubbling Creek exiting from the former GM site west should be preserved in perpetuity as a 6.3 acre linear park. Such could even extend west into existing Chamblee neighborhoods.

GM Site: The Square (O-49)

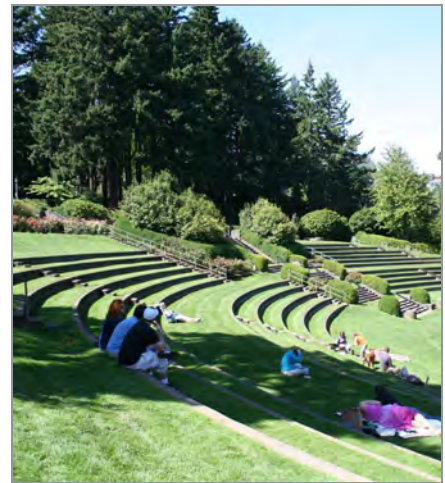
Please see the GM Site Redevelopment Concept for details.

GM Site: The Green (O-50)

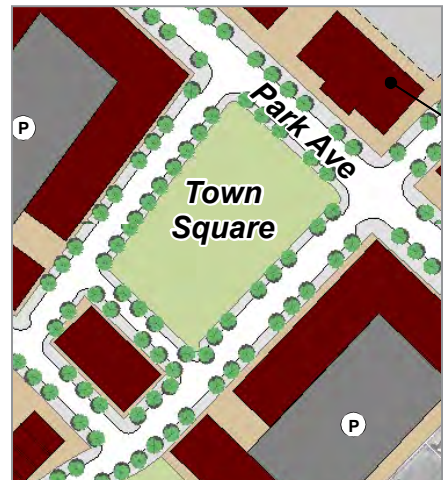
Please see the GM Site Redevelopment Concept for details.

GM Site: Bubbling Creek Park (O-51)

Please see the GM Site Redevelopment Concept for details.



The proposed Town Square could be graded to create informal seating areas



The Town Square should be ringed by streets to provide access and support sidewalk-oriented uses



Part 5: Implementation

March 17, 2011

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5.1 Action Plan

This Action Plan outlines the next steps after the 2010 Downtown Master Plan LCI Study is adopted by the City of Doraville and the City of Chamblee. The Action Matrix, provided on the following pages, lists all proposed projects, along with timelines, responsible parties, and cost estimates. The matrix is intended to serve as a blueprint for achieving the community's vision for the future.

In order to ensure implementation, continued diligence will be required on the part of area residents, businesses, City of Doraville and City of Chamblee governments, and other organizations. These groups must monitor development and public improvements in the study area to ensure that they are consistent with the vision embodied in the plan. Specifically, local governments and private developers must work together to ensure that land use and zoning changes supporting the vision are implemented satisfactorily.

Most recommendations are provided on an aggressive five year timeline, although some clearly extend beyond this time period as funding becomes available. Projects in the near future represent those addressing areas with the most critical need for public improvement or those where public investment can spur private investment. Longer-term projects are less urgent, but equally key to the ultimate success of this study.

Community Priorities

During the public outreach process it became evident that four plan recommendations were of high priority to the Core Team and the public at-large. These include:

- New Peachtree Road Pedestrian Facilities (T-1a)
- Park Avenue Pedestrian Facilities (T-1b)
- Buford Highway-Peachtree Boulevard Connector (T-9)
- Rail transit from Perimeter Center to Doraville (T-26)

While the two pedestrian facilities are of a size that they could be implemented using LCI funds, the proposed Buford-Highway-Peachtree Boulevard Connector is a regionally significant project that will require the participation of GDOT, ARC, the Federal Government, and others to be realized. It is nevertheless central to the vision of the plan. Without it and the vehicular, bicycle, and pedestrian access it provides, many of the land use elements of this plan are not feasible.

Local Funding

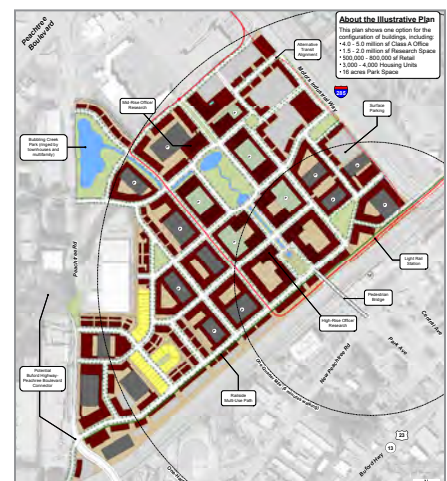
Through LCI studies, the ARC has committed to making funding available for the implementation of plan elements related to transportation and to pre-qualify a limited number of transportation projects for funding. Their expressed desire is for public infrastructure



The Action Program identifies many public steps necessary to spur private investment



The New Peachtree Road redesign is essential to the plan



The GM site requires improved access to be a success

improvements to spur private investment in existing activity centers. Transportation projects may also be funded through a variety of other sources administered through the ARC. The City of Doraville and the City of Chamblee should work with ARC staff to ensure that projects requiring transportation funds are included in future Regional Transportation Plans (RTPs), which are revised every five years. Most transportation funds administered by the ARC will require a 20 percent local match.

Sources for the local match funds could include:

- **Proposed Tax Allocation District (TAD):** If a TAD is created within the study area, bond funds can be used to pay for eligible public and private improvements within the district.
- **Proposed Community Improvement District (CID):** If a TAD is created within the study area, it will have a critical role in providing matching funds for transportation projects, and completing many of the marketing recommendations of the plan.
- **Private donations:** Local matches could be obtained by soliciting area property owners, businesses, residents, and institutions. Private funds may also be used to fund specific “special interest” projects. For example, the PATH Foundation funds multi-use greenway trails, while the Trust for Public Land and the Blank Foundation sometimes fund park projects.

Without a detailed analysis that is beyond the scope of this study, the ideal source for local match funds cannot be determined. However, all available options should be carefully explored.

Steps Toward Implementation

This LCI contains an aggressive but achievable plan for growth in the 2010 Downtown Master Plan LCI study area. For the vision to become a reality there must be both short and long-term commitments to its principles. The following steps are intended to guide the short and long-term implementation processes.

Short Term

Short term implementation should strive to remove regulatory barriers to the vision contained herein. After plan approval by the City of Doraville and the City of Chamblee, its recommendations should be officially adopted into their comprehensive plans. As part of this, specific policies for the area should be noted, although changes to the future land use map are not necessary.

Equally important, a new zoning district should be created to legalize the plan vision and encourage compatible development. Please see Section 5.2 for details on these.

Long Term

The realization of the LCI vision will also require a long-term commitment. The plan’s aggressive vision cannot be achieved overnight, and if it is not consulted and reviewed regularly, it risks becoming obsolete.

As the City of Doraville and the City of Chamblee move forward with implementing the vision of this study, it is critical that the following be kept in mind:

- **The Vision:** Of all of the components of this study, the vision should represent its most lasting legacy. The ideas contained in Part 4.1: Future Vision represent the results of an inclusive public involvement process. It is unlikely that the general vision and goals resulting from this process will change significantly, even though the steps to achieving them may.
- **Flexibility:** While the vision is unlikely to change in the near future, it is critical that the community recognize that the ways in which the vision is achieved can and will change. The future addition or subtraction of policies or projects should not be viewed as a compromise of the study, but rather its

natural evolution in response to new conditions. Many of the assumptions used to guide this process, including the economic climate, land costs, transportation costs, transportation funding programs, and development trends, are never fixed. The City of Doraville and the City of Chamblee must be prepared to respond to changes in order to ensure a relevant plan.

- **Development Guide:** One of the greatest long-term values of this document, in addition to its role in procuring transportation funding, is that it lays out a detailed land use framework. All future development proposals should be reviewed for compatibility with the framework.

By being mindful of these three concepts, the 2010 Downtown Master Plan LCI Study can guide positive change in and around the area for years to come.

Transportation Project Map

The map on the following page shows all proposed transportation projects that have a specific location within the study area. Project numbers refer to the Action Matrix on the following pages.

Cost Assumptions

As with any macro-level planning process, it is impossible to assign exact costs to future projects. However, it is possible to produce cost estimates based on standard unit cost assumptions. The following unit cost assumptions are used in the Action Matrices. Where project costs have already been estimated by another study, the other study's costs are used. All costs are in 2011 dollars.

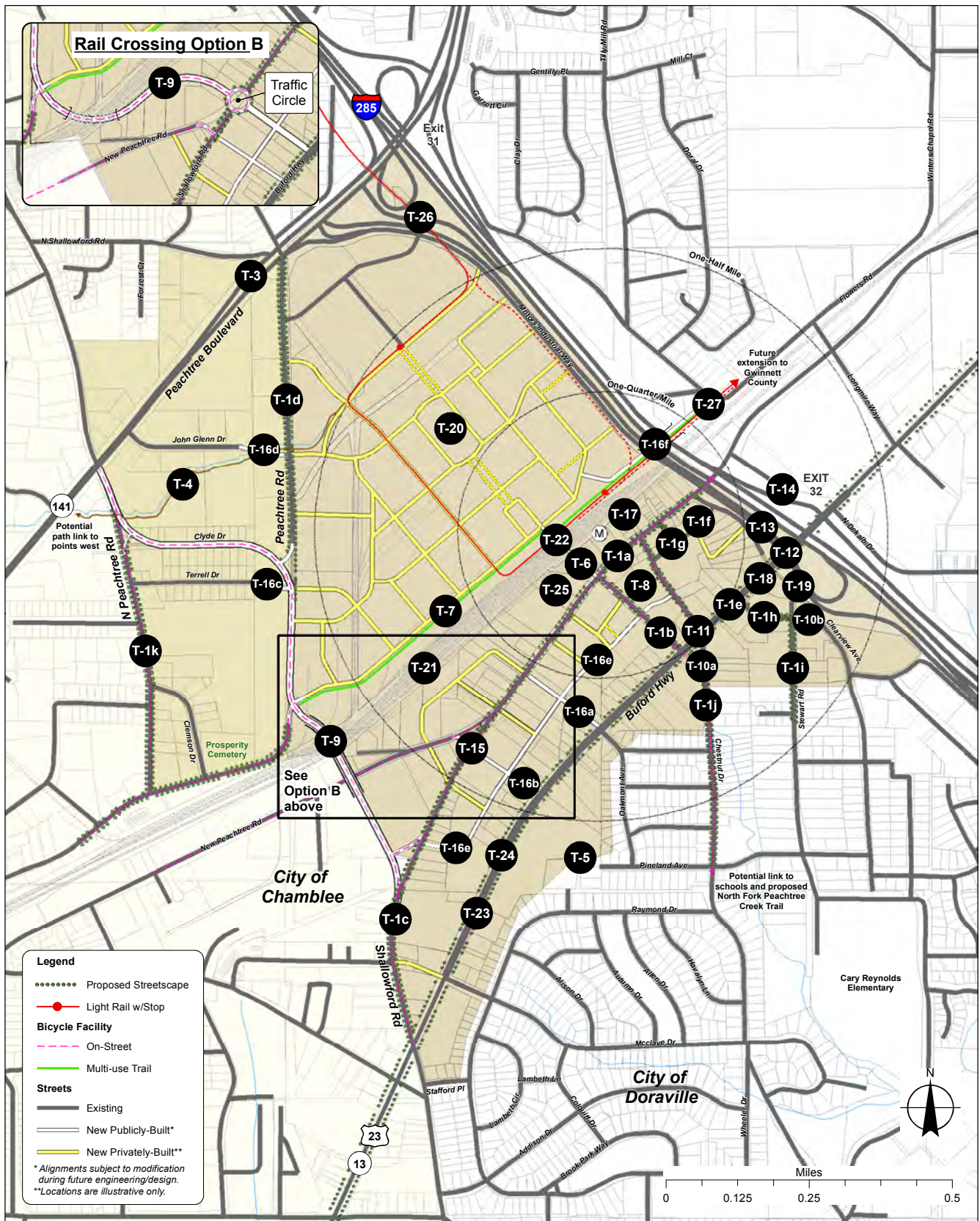


Figure 5.1: Transportation Project Map

Transportation Projects

ID	Description	Type of Improvement	Engineering Year	Engineering Costs	ROW Year	ROW Costs	Length of Project (ft)	Cost per Linear Foot	Construction Year	Construction Costs	Total Project Costs	Responsible Party	Funding Source	Local Source & Match Amount
Pedestrian & Bicycle														
T-1	Significant pedestrian and bicycle facilities along multiple routes within the study area	Pedestrian / Bicycle	-	\$1,976,760	-	\$423,700	22,735	-	-	\$18,298,000	\$20,698,460	City	TE, LCI	SPLOST, City \$6,060,060
T-1a**	<i>New Peachtree Road from Stewart Road to Flowers Park. Includes road diet with separated bike path and sidewalk, landscaping, pedestrian lighting, and 4 new traffic signals at existing intersections.</i>	<i>Pedestrian / Bicycle / Vehicular</i>	2011	\$120,000	2012	\$60,000	3,000	\$800	2013	\$2,400,000	\$2,580,000	City	TE, LCI	SPLOST, City \$660,000
T-1b**	<i>Park Avenue from New Peachtree Road to Buford Highway. Includes sidewalk, landscaping, pedestrian lighting, sharrow markings and a new traffic signal with Buford Highway.</i>	<i>Pedestrian / Bicycle / Vehicular</i>	2011	\$40,000	2012	\$20,000	1,000	\$800	2013	\$800,000	\$860,000	City	TE, LCI	SPLOST, City \$220,000
T-1c	<i>Shallowford Road from Buford Highway to New Peachtree Road. Includes separated bike path, sidewalk, landscaping, and pedestrian lighting.</i>	<i>Pedestrian / Bicycle</i>	2012	\$364,800	2013	\$76,000	3,800	\$800	2014	\$3,040,000	\$3,480,800	City	TE, LCI	SPLOST, City \$1,048,800
T-1d	<i>Peachtree Road from Peachtree Boulevard to Proposed Connector. Includes sidewalk, landscaping, pedestrian lighting, and bike lanes.</i>	<i>Pedestrian / Bicycle</i>	2013	\$561,600	2014	\$117,000	5,850	\$800	2015	\$4,680,000	\$5,358,600	City	TE, LCI, CMAQ	SPLOST, City \$1,614,600
T-1e	<i>Buford Highway from Park Avenue to I-285. Includes sidewalk renovation, pedestrian lighting, and bike facilities to match features of adjacent proposed TE project.</i>	<i>Pedestrian / Bicycle</i>	2014	\$148,800	2015	\$0	1,550	\$800	2016	\$1,240,000	\$1,388,800	City	TE, LCI	SPLOST, City \$396,800
T-1f	<i>Church Street from Central Avenue to Stewart Road. Includes sidewalk, landscaping, pedestrian lighting, and sharrow markings.</i>	<i>Pedestrian / Bicycle</i>	2015	\$72,000	2015	\$15,000	750	\$800	2016	\$600,000	\$687,000	City	TE, LCI, CMAQ	SPLOST, City \$207,000
T-1g	<i>King Avenue from New Peachtree Road to Church Street. Includes sidewalk, landscaping, pedestrian lighting, and sharrow markings.</i>	<i>Pedestrian / Bicycle</i>	2015	\$21,600	2015	\$4,500	225	\$800	2016	\$180,000	\$206,100	City	TE, LCI, CMAQ	SPLOST, City \$62,100
T-1h	<i>Jess Norman Way from Buford Highway to Stewart Road. Includes sidewalk, landscaping, pedestrian lighting, and a new traffic signal with Buford Highway.</i>	<i>Pedestrian</i>	2016	\$66,000	2017	\$11,000	550	\$1,000	2018	\$550,000	\$627,000	City	TE, LCI	SPLOST, City \$187,000
T-1i*	<i>Stewart Road from Jess Norman Way to Stewart Court. Includes sidewalk, landscaping, and pedestrian lighting.</i>	<i>Pedestrian</i>	2017	\$87,360	2018	\$18,200	910	\$800	2019	\$728,000	\$833,560	City	TE, LCI, CMAQ	SPLOST, City \$251,160
T-1j*	<i>Chestnut Drive from Buford Highway to Pineland Avenue. Includes pedestrian facilities and a bicycle lanes/path connecting to proposed North Fork Peachtree Creek Trail.</i>	<i>Pedestrian / Bicycle</i>	2018	\$192,000	2019	\$40,000	2,000	\$800	2020	\$1,600,000	\$1,832,000	City	TE, LCI, CMAQ	SPLOST, City \$552,000
T-1k	<i>North Peachtree Road from Peachtree Boulevard to Peachtree Road. Includes sidewalk, landscaping, pedestrian lighting and sharrow markings.</i>	<i>Pedestrian / Bicycle</i>	2019	\$297,600	2020	\$62,000	3,100	\$800	2021	\$2,480,000	\$2,839,600	City	TE, LCI, CMAQ	SPLOST, City \$855,600

Transportation Projects (continued)

ID	Description	Type of Improvement	Engineering Year	Engineering Costs	ROW Year	ROW Costs	Length of Project (ft)	Cost per Linear Foot	Construction Year	Construction Costs	Total Project Costs	Responsible Party	Funding Source	Local Source & Match Amount	
T-2	Development of citywide standards for street furniture, trees, and lighting to be used on all proposed pedestrian facility projects.	Pedestrian	2011	\$5,000	n/a	n/a	n/a	n/a	n/a	\$0	\$5,000	City	SPLOST, City	SPLOST, City	\$5,000
T-3	Peachtree Boulevard from North Peachtree Road to I-285. Fill in missing sidewalk gaps along both sides of the road.	Pedestrian	2012	\$21,600	2012	\$10,000	1,800	\$100	2013	\$180,000	\$211,600	City	TE, LCI	SPLOST, City	\$67,600
T-4*	Walking path along Bubbling Creek from the General Motors Site to North Peachtree Road to connect the Cities of Chamblee and Doraville.	Pedestrian	2012	\$75,000	2013	\$200,000	2,500	\$250	2014	\$625,000	\$900,000	City, Private, Chamblee	SPLOST, CDBG, TE, LCI, CMAQ	SPLOST, City	\$400,000
T-5*	Pedestrian access to the Buford Highway Corridor through Pinetree Plaza from the Northwoods neighborhood.	Pedestrian	2012	\$6,000	2012	\$5,000	n/a	n/a	2013	\$50,000	\$61,000	City	SPLOST, CDBG	SPLOST, City	\$21,000
T-6	Pedestrian bridge across the existing MARTA rail lines connecting the eastern half of Doraville with the re-development site.	Pedestrian	2016	\$180,000	2017	\$100,000	1,000	\$1,500	2018	\$1,500,000	\$1,780,000	City	SPLOST, CDBG	SPLOST, City	\$580,000
T-7*	Multi-use path from Peachtree Road along the northwest side of the freight line with a bridge over I-285 to Flowers Road.	Pedestrian	2016	\$283,500	2017	\$420,000	5,250	\$450	2018	\$2,362,500	\$3,066,000	City, Private	SPLOST, CDBG	SPLOST, City	\$1,176,000
T-8	Installation of bike racks at City owned buildings and parks throughout the study area to promote bicycle use.	Pedestrian / Bicycle	n/a	n/a	n/a	n/a	n/a	n/a	2012	\$10,000	\$10,000	City	City	SPLOST, City	\$10,000
Vehicular															
T-9	Buford Highway-Peachtree Boulevard Connector, a regionally significant road along the western edge of study area to provide vehicular, pedestrian, and bicycle access across MARTA.	Vehicular	2012	\$3,267,000	2014	\$18,000,000	6,000	\$4,538	2016	\$27,225,000	\$48,492,000	GDOT	GDOT, SPLOST, Chamblee, LCI, DeKalb, Private	SPLOST, City	\$3,267,000
T-10	Street Realignment	Roadway Operations	-	\$5,128,000	-	\$50,290,000	41,800	-	-	\$68,070,000	\$123,488,000	City	GDOT, SPLOST	SPLOST, City	\$69,032,000
T-10a	Realign Chestnut Drive with Park Avenue it create a centralized route from Northwoods to MARTA. This improvement would warrant reclassifying Park Avenue as an Urban Collector.	Roadway Operations	2012	\$72,000	2014	\$2,000,000	400	\$1,500	2015	\$600,000	\$2,672,000	City	GDOT, SPLOST	SPLOST, City	\$2,192,000
T-10b	Realign Clearview Avenue with Jess Norman Way to eliminate the existing intersection of Clearview Ave and Buford Highway to reduce congestion near the I-285 interchange.	Roadway Operations	2013	\$54,000	2015	\$550,000	300	\$1,500	2016	\$450,000	\$1,054,000	City	GDOT, SPLOST	SPLOST, City	\$694,000
T-11	Convert the Central Avenue/Buford Highway intersection to a right-in, right-out only. This will eliminate congestion along both roads.	Vehicular	2011	\$10,000	n/a	n/a	n/a	n/a	2012	\$20,000	\$30,000	City	GDOT, SPLOST	SPLOST, City	\$14,000

Transportation Projects (continued)

ID	Description	Type of Improvement	Engineering Year	Engineering Costs	ROW Year	ROW Costs	Length of Project (ft)	Cost per Linear Foot	Construction Year	Construction Costs	Total Project Costs	Responsible Party	Funding Source	Local Source & Match Amount	
T-12	Free flow right turn lane from Buford Highway northbound to I-285 eastbound to eliminate storage congestion on Buford Highway during peak traffic hours.	Vehicular	2013	\$66,000	2015	\$500,000	500	\$1,100	2016	\$550,000	\$1,116,000	GDOT	GDOT, SPLOST	SPLOST, City	\$66,000
T-13	Addition of another eastbound through lane on Motor Industrial Way onto I-285 eastbound ramp to eliminate storage congestion on Motor Industrial Way during peak traffic hours.	Vehicular	2013	\$60,000	n/a	n/a	n/a	n/a	2016	\$500,000	\$560,000	GDOT	GDOT, SPLOST	SPLOST, City	\$60,000
T-14	Extension of the Buford Highway I-285 exit ramp to Creston Drive connecting to New Peachtree Road; removing truck traffic from Buford Highway and providing a more direct access to MARTA.	Vehicular	2014	\$180,000	2016	\$1,000,000	1,000	\$1,500	2018	\$1,500,000	\$2,680,000	GDOT	GDOT, SPLOST	SPLOST, City	\$180,000
T-15	Construction of a traffic circle at New Peachtree Road/Shallowford Road intersection to provide continuous traffic flow and eliminate the existing misaligned intersection.	Vehicular	2015	\$132,000	2017	\$2,000,000	1,000	\$1,100	2019	\$1,100,000	\$3,232,000	City	GDOT, SPLOST	SPLOST, City	\$2,352,000
T-16	New publicly funded streets within study area	Vehicular	-	\$2,256,600	-	\$22,920,000	7,800	-	-	\$18,805,000	\$43,981,600	City	SPLOST	SPLOST, City	\$28,937,600
T-16a	<i>Oakmont Avenue west from Buford Highway to New Peachtree Rd. This new road will help split the existing super-block. Includes pedestrian and bicycle facilities.</i>	Vehicular	2016	\$162,000	2018	\$2,150,000	900	\$1,500	2020	\$1,350,000	\$3,662,000	City	SPLOST	SPLOST, City	\$2,582,000
T-16b	<i>Realign Pinetree Plaza entrance to align with new street from Pinetree Plaza driveway to proposed traffic circle. Includes pedestrian and bicycle facilities with a new signal Buford Highway.</i>	Vehicular	2016	\$126,000	2018	\$3,500,000	700	\$1,500	2020	\$1,050,000	\$4,676,000	City	SPLOST	SPLOST, City	\$3,836,000
T-16c	<i>Extend Terrell Drive to Peachtree Road. Eliminates the existing cul-de-sac to improve police and fire response routes.</i>	Vehicular	2012	\$46,200	2014	\$350,000	350	\$1,100	2016	\$385,000	\$781,200	City	SPLOST	SPLOST, City	\$473,200
T-16d	<i>Extend John Glenn Drive to Peachtree Road. Eliminates the existing cul-de-sac to improve police and fire response routes.</i>	Vehicular	2016	\$59,400	2018	\$450,000	450	\$1,100	2020	\$495,000	\$1,004,400	City	SPLOST	SPLOST, City	\$608,400
T-16e	<i>New street from Shallowford Road to Central Ave. A road paralleling Buford Highway to help reduce the number of driveways access along Buford Highway. Includes pedestrian and bicycle facilities.</i>	Vehicular	2018	\$774,000	2021	\$16,250,000	4,300	\$1,500	2024	\$6,450,000	\$23,474,000	City	SPLOST	SPLOST, City	\$18,314,000
T-16f*	<i>New street with bridge from Flowers Rd over I-285 to GM Plant Site. This new road would give Doraville residents west of I-285 with access to the new redevelopment site.</i>	Vehicular	2016	\$1,089,000	2017	\$220,000	1,100	\$8,250	2018	\$9,075,000	\$10,384,000	City, GDOT	SPLOST, GDOT, Private	SPLOST, City	\$3,124,000
T-17	Addition of way finding signage at the intersection near important City buildings to serve all types of transportation users.	Vehicular / Pedestrian	n/a	n/a	n/a	n/a	n/a	n/a	2012	\$100,000	\$100,000	City	SPLOST	SPLOST, City	\$100,000

Transportation Projects (continued)

ID	Description	Type of Improvement	Engineering Year	Engineering Costs	ROW Year	ROW Costs	Length of Project (ft)	Cost per Linear Foot	Construction Year	Construction Costs	Total Project Costs	Responsible Party	Funding Source	Local Source & Match Amount	
T-18	Addition of Georgia Navigator signage on north and southbound Buford Highway alerting motorist of I-285 traffic conditions.	Roadway Operations	2013	\$60,000	n/a	n/a	n/a	n/a	2014	\$500,000	\$560,000	GDOT	GDOT, SPLOST	SPLOST, City	\$60,000
T-19	Addition of I-285 eastbound ramp access directly from Stewart Road. This ramp reconfiguration would eliminate vehicles traveling to Buford Highway to gain access to I-285.	Vehicular	2020	\$52,800	2022	\$400,000	400	\$1,100	2024	\$440,000	\$892,800	GDOT	GDOT, SPLOST	SPLOST, City	\$52,800
T-20	New privately funded street network built with the redevelopment of the GM site to provide multiple access points and routes throughout the development.	Roadway Operations	n/a	n/a	n/a	n/a	23,000	\$1,100	2018	\$25,300,000	\$25,300,000	Private	Private	Private	n/a
Transit															
T-21	MARTA on-train announcement updates to highlight positive attributes of Doraville	Transit	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	City	City	SPLOST, City	n/a
T-22	Construction of a West Concourse to the existing Doraville MARTA station to provide rail transit access to the new re-development site.	Transit	-	n/a	-	n/a	n/a	n/a	-	\$20,000,000	\$20,000,000	Private	Private	Private	n/a
T-23*	Bus rapid transit on Buford Highway from the Lindbergh MARTA station to Pleasant Hill Road	Transit / Vehicular	-	\$0	-	n/a	n/a	n/a	-	n/a	n/a	GDOT	GDOT, SPLOST	SPLOST, City	n/a
T-24*	Transit ITS on Buford Highway from Sidney Marcus to Pleasant Hill Road	Transit / Vehicular	-	\$0	-	n/a	n/a	n/a	-	n/a	n/a	GDOT	GDOT, SPLOST	SPLOST, City	n/a
T-25	Construction of a new MARTA parking deck for commuters on the west side of the existing MARTA rail lines.	Transit	-	n/a	-	n/a	n/a	n/a	-	\$10,000,000	\$10,000,000	Private	Private	Private	n/a
T-26*	Construction of light rail transit along I-285 connecting the City of Doraville with the City of Dunwoody and areas beyond.	Transit	-	n/a	-	n/a	n/a	n/a	-	n/a	n/a	Private	Private	Private	n/a
T-27*	Extension of rail transit into Gwinnett County.	Transit	-	\$0	-	n/a	n/a	n/a	-	n/a	n/a	Private	Private	Private	n/a

* Project partially or completely outside the LCI study area **Totals: \$4,233,640 \$46,946,300 \$139,971,940 \$31,915,340**

** Already designed

All cost estimates are in 2010 dollars

CDBG: Federal Community Development Block Grant

GDOT: Georgia Department of Transportation

LCI: Livable Centers Initiative

SPLOST: Special Purpose Local Option Sales Tax

CMAQ: Congestion Mitigation and Air Quality Improvement Program

TE: Federal Transportation Enhancement

Other Projects

ID	Description	Cost	Starting Year	Responsible Party	Funding Source
Land Use					
O-1	Town Center zoning	Staff Time	2011	City of Doraville	n/a
O-2	Buford Highway zoning	Staff Time	2011	City of Doraville, ARC	ARC Community Choices
O-3	GM Site rezoning	Staff Time	TBD	City of Doraville	n/a
O-4	Expanded residential code enforcement	Staff Time	2011	City of Doraville	City
O-5	GM Site redevelopment	TBD	TBD	Private	Private
O-6	Town Center redevelopment	TBD	TBD	City of Doraville/Private	City, Private
O-7	MARTA RFP and development	TBD	TBD	MARTA	n/a
Environment					
O-8	Buford Highway corridor and parking bio-retention	\$1.5 - \$2.0 million	TBD	GDOT, Private	EPA grants, GA grants, Private
O-9	Clean up and restoration of Bubbling Creek	\$80k - \$120k	2012	City of Chamblee	EPA grants, 5 Star, GA grants, Private
O-10	GM Site remediation (if required by Federal law)	TBD	TBD	Private	Private
Marks and Economic Development					
O-11	GM site job recruitment	TBD	ongoing	City, DeKalb County, GM, State of GA	City, DeKalb County, GM, State of GA
O-12	"Micro-enterprise" program				
	<i>Business License Abatement for targeted businesses</i>	<i>TBD</i>	<i>2011-</i>	<i>City of Doraville</i>	<i>City</i>
	<i>Grants (improvement, utilities, marketing, etc)</i>	<i>Up to \$20k per year</i>	<i>2012 -</i>	<i>City of Doraville</i>	<i>City, Public Sources, Private</i>
	<i>Revolving Loans</i>	<i>TBD</i>	<i>2012 -</i>	<i>City, Local Banks</i>	<i>Banks, Private</i>
	<i>Business Incubator</i>	<i>TBD - location, programming, upfit</i>	<i>2011-2012</i>	<i>City, Higher Ed Partner, DeKalb County EDC</i>	<i>City, CDBG, SBDC, Non-profits</i>
O-13	Technology village	TBD	ongoing	Private	Private
O-14	Expanding logo/tagline into a brand identity/marketing strategy	\$10,000	2011	City of Doraville	City, ARC
O-15	Community Improvement District (CID)	Staff Time	2011	City of Doraville	City, Private
O-16	Branded wayfinding system	See project T-17			
O-17	Brochure to market LCI vision	\$5,000	2011	City of Doraville	City, ARC
O-18	Economic development focused marketing materials				
	<i>Business recruitment package</i>	<i>\$5k - \$10k</i>	<i>2012</i>	<i>City of Doraville, DeKalb County EDC</i>	<i>City, DeKalb County EDC</i>
	<i>Dedicated ED website</i>	<i>\$10,000</i>	<i>2011-2012</i>	<i>City of Doraville</i>	<i>City</i>
	<i>Testimonial ads</i>	<i>\$3,000</i>	<i>2012</i>	<i>City of Doraville, DeKalb County EDC</i>	<i>City, DeKalb County EDC</i>
	<i>Property sheets</i>	<i>\$1,000</i>	<i>2011</i>	<i>City of Doraville</i>	<i>City</i>
O-19	Consideration of a Tax Allocation District	\$15k - \$20k - redevelopment plan	2012-	City, County, Schools	City, ARC
O-20	Establishing an Opportunity Zone	Staff Time	2011	City of Doraville	City
O-21	Creation of a Downtown Development Authority (DDA)	Staff Time	2011	City of Doraville	City
O-22	Economic development commission (EDC)	Staff Time	2011	City of Doraville	City

Other Projects (continued)

ID	Description	Cost	Starting Year	Responsible Party	Funding Source
O-23	Small business toolkit	\$5,000 - \$7,500	2011	City of Doraville, DDA/EDC	City, DDA/EDC, Private
O-24	Streamlined permitting	Staff Time	2011	City of Doraville	City
O-25	Expedited Plan Review	Staff Time	2011	City of Doraville	City
O-26	Reenergizing Doraville Business Association	Staff Time	2011	DBA, City	DBA, Private
O-27	Marketing materials highlighting existing businesses	\$3k-\$6k - brochures	2012	DBA	DBA, Private
O-28	Cross cultural marketing publication	\$3,000	2012	DBA	DBA, Private
O-29	Taste of Doraville	\$5k - \$10k	2012	City of Doraville, DBA, Private	City of Doraville, DBA, Private
O-30	Workforce training	TBD	ongoing	City, Higher Ed Partner, DeKalb County EDC	City, CDBG, SBDC, Non-profits
O-31	Georgia Foreign Trade Zone	Staff Time	2012	City of Doraville	City
O-32	Sister Cities program	\$1k - \$5k	2012	City of Doraville	City
O-33	Foreign holiday commemoration	\$200/year	ongoing	City of Doraville	City
O-34	Internet marketing program for economic development	\$10,000/year	ongoing	City of Doraville	City, DDA/EDC
O-35	City of Doraville GIS Systems	\$25k - \$150k	2013	City of Doraville	City, DDA/EDC
Urban Design & Historic Resources					
O-36	Design guidelines	\$5,000	2011	City of Doraville	City
O-37	Historic signs and markers	\$10,000	2015	City of Doraville	City, GA Historical Society, Private
O-38	Gateway: Shallowford Road at Buford Highway	\$3k - \$6k	2015	City of Doraville	City, Private
O-39	Gateway: New Peachtree Rd at Shallowford Rd	\$8k - \$12k	2021	City of Doraville	City, Private
O-40	Gateway: I-285 at Buford Highway	\$15k - \$20k	2017	City of Doraville	City, Private, GDOT, TE
O-41	Gateway: MARTA entrances	\$3k - \$6k	2018	City of Doraville	City, Private, MARTA
Public Facilities and Spaces					
O-42	Police station relocation	\$2.0 - \$3.0 million	TBD	City of Doraville	City
O-43	Consolidated government center	\$6.5 - \$9.0 million	TBD	City of Doraville	City, TAD, Private
O-44	Community center	\$2.5 - \$3.5 million	TBD	City of Doraville/Private	City, TAD, Private
O-45	Stormwater management plan	\$20,000	TBD	City of Doraville	City
O-46	Town Square (on city-owned land)	\$785,000	TBD	City of Doraville	City, TAD, Private
O-47	Flower Park reconfiguration and renovation (on city-owned land)	\$425,000	TBD	City of Doraville	City, TAD, Private
O-48	Bubbling Creek Linear Park (via easement, no land purchase)	\$300,000	2014	City of Chamblee	City, Private, 5 Star
O-49	GM Site: The Square - Total Land	\$825,000 \$300,000	TBD	Private	Private, TAD
O-50	GM Site: The Green - Total Land	\$2,475,000 \$1,275,000	TBD	Private	Private, TAD
O-51	GM Site: Bubbling Creek Park - Total Land	\$4,700,000 \$2,400,000	TBD	Private	Private, TAD

LWCF: Georgia Land and Water Conservation Fund Grants

5 Star: Five Star Grant from the National Fish and Wildlife Foundation

5.2 Zoning and Land Use Changes

For the vision for the study area to become a reality it will be necessary to update City of Doraville and City of Chamblee development regulations. The changes below will allow the study area to grow in a way that fully achieves the plan's vision and promotes a high-quality, pedestrian friendly, mixed-use environment.

Future Land Use Plan Amendments

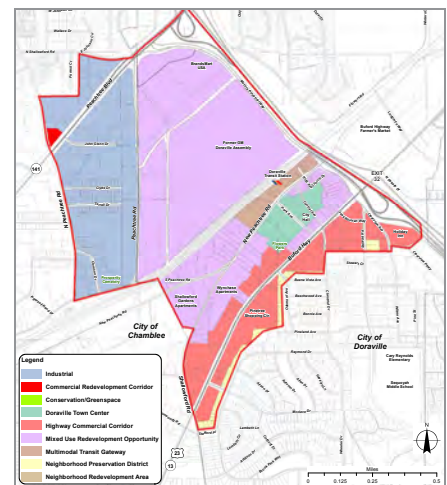
In many communities, the first step following completion of an LCI study is updating the future land use plan to reflect the plan's vision. Fortunately, Doraville and Chamblee's future land use plans are consistent with the plan vision and do not require amendment.

Zoning Amendments

The most important element to achieving the future vision of the area is amending the zoning code to legalize the plan. To this end, four key zoning actions are recommended:

- 1. Design Guidelines.** Doraville should adopt design guidelines regulating new buildings in the study area and, perhaps, citywide. Said guidelines should reflect the vision of this plan, the community aspirations reflected in it, and the differences in various parts of the city. They should also balance these with best design practices and economics. Most importantly, they should be prepared in an open manner that considers all concerns.
- 2. Town Center Zoning.** A new free-standing zoning district should be created for the Town Center area to replace its C-2, OI, C-1, and R-3 district. Such should allow mixed-use development, incorporate pedestrian-friendly planning standards, and reflect other elements of this study.
- 3. Buford Highway Zoning.** Concurrent with crafting Town Center zoning, a new district should also be created for the Buford Highway corridor, either as a subarea of the aforementioned code or a separate district. As with Town Center zoning, it should incorporate the recommendation of this study, paying attention to the more auto-oriented nature of Buford Highway and transitions between redevelopment and the Northwoods neighborhood
- 4. GM Site Rezoning.** Although it is customary to recommend the proactive rezoning of key development sites in studies like this, such is not recommended for the former GM site due to the large and complex nature of its redevelopment. Instead, once a developer is selected by GM, the City should work with them to ensure the maximum feasible compliance with the vision reflected in this plan. These elements should be conditioned to the site via the rezoning process, with special attention given to the need for flexible of use and program, within a more fixed framework of blocks, streets, and public spaces.

All of the above should incorporate elements of form-based zoning. Unlike traditional zoning districts, which regulate the built environment by describing what is prohibited, form-based codes are prescriptive in that they strive to achieve a specific built result. To this end, they are ideal tools for encouraging the type of pedestrian-friendly, mixed-use development patterns envisioned for the study area.



The future land use plans of Doraville and Chamblee support the LCI

5.3 Population and Employment Changes

It is projected that the built-out Framework Plan will add population and jobs to the study area as identified below.

2021 Population and Employment

It is estimated that 1,819 residents currently live within the study area. The recommended land uses will increase the number of residents to 1,868 by 2016 and 2,991 by 2021. Most of these additional units are expected to be in multifamily units, which include senior housing, condominiums, and apartments.

Table 5.1: Projected Population: 2011-2021

	Single-Family	Townhouses	Multifamily	Total
January 1, 2011				
Housing Units	45	6	640	691
Average Household Size	2.60	2.00	2.64	2.57
Population	117	12	1,690	1,819
Plan - 2016 Estimate				
Average New Household Size	2.50	1.96	2.45	2.55
Net New Units	0	25	0	25
Net New Population	0	49	0	49
Total Population	117	61	1,690	1,868
Plan - 2021 Estimate*				
Average New Household Size	2.45	2.15	2.35	2.30
Net New Units	-43	25	500	482
Net New Population	-105	54	1,175	1,123
Total Population	12	115	2,865	2,991

*Assumes the start of GM site redevelopment and removal of houses in airport noise zone

It is estimated that employment will also increase in the coming decade, as shown in Table 5.2.

Table 5.2: Projected Employment: 2011-2021

	Commercial/ Hotel	Industrial/ Warehousing	Office/ Research	Total
January 1, 2011				
Employees	2,691	1,216	400	3,091
Plan - 2016 Estimate				
Net New Square Footage	50,000	25,000	25,000	75,000
Net Employees	61	15	60	121
Total Employment	2,752	1,231	460	3,212
Plan - 2021 Estimate*				
Net New Square Footage	350,000	-100,000	300,000	650,000
Net Employees	425	-59	721	1,146
Total Employment	3,177	1,171	1,181	4,358

*Assumes the start of GM site redevelopment

2036 Employment and Population

Estimating employment and population growth beyond ten years is difficult on the micro-level. Real estate and economic trends are complex and subject to change. Because the recommended land use plan is based on a 25-year vision, longer-term forecasts can be made based on achieving said vision. Inherent to this is a regional return to economic growth and an assumption that some facilities will be redeveloped.

Study area growth projections are shown in Tables 5.3 through 5.6. Note that these figures are based on the general carrying capacity of the area, not a specific site. They also assume a moderate growth scenario for the redeveloped GM site; a more intensive scenario could increase these figures.

Table 5.3: Cumulative Commercial, Industrial, and Office Growth: 2011-2036

Year	Commercial/ Hotel	Industrial/ Warehousing	Office/ Research	Total
2011	1,980,000 sf	985,000 sf	60,000 sf	3,025,000 sf
2016	2,030,000 sf	1,010,000 sf	85,000 sf	3,125,000 sf
2021	2,380,000 sf	910,000 sf	385,000 sf	3,675,000 sf
2026*	3,000,000 sf	750,000 sf	850,000 sf	4,600,000 sf
2031*	3,300,000 sf	600,000 sf	2,000,000 sf	5,900,000 sf
2036*	4,000,000 sf	500,000 sf	4,500,000 sf	9,000,000 sf

Table 5.4: Cumulative Employment: 2011-2036

Year	Commercial/ Hotel	Industrial/ Warehousing	Office/ Research	Total
2011	2,691	1,216	400	4,307
2016	2,752	1,231	460	4,443
2021	3,177	1,171	1,181	5,530
2026*	3,645	445	2,043	6,134
2031*	4,010	356	4,808	9,173
2036*	4,860	297	10,817	15,974

Table 5.5: Cumulative Total Housing Units: 2011-2036

Year	Single-Family	Townhouses	Multifamily	Total
2011	45	6	640	691
2016	45	31	640	716
2021	2	56	1,140	1,198
2026*	2	100	2,200	2,302
2031*	2	125	3,500	3,627
2036*	2	200	5,000	5,202

Table 5.6: Cumulative Population: 2011-2036

Year	Single-Family Residents	Townhouse Residents	Multifamily Residents	Total
2011	117	12	1,690	1,819
2016	117	61	1,690	1,868
2021	12	115	2,865	2,991
2026*	12	210	4,400	4,622
2031*	12	269	6,825	7,106
2036*	12	430	9,000	9,442

*Long-term data are supported by regional growth projections prepared by the Atlanta Regional Commission. Figures shown reflect a moderate growth scenario based on development that can be physically accommodated given the land use program.

5.5 Consistency with LCI Goals

2010 Downtown Master Plan LCI Study and the recommendations contained herein are consistent with the ten components of the LCI program as identified below:

1. Efficiency/feasibility of land uses and mix appropriate for future growth including new and/or revised land use regulations needed to complete the development program.

The land use recommendations call for the introduction of increased employment, housing, and retail options throughout the study area. These include major corporate office facilities, large retail centers, and a range of housing options. Housing options include above-shop lofts in new mixed-use buildings, live/work units, multifamily buildings and townhouses. Single-family houses are limited, but could be incorporated into large redevelopment sites, including the former GM Assembly.

In addition, the plan will be followed by a new zoning district to achieve the design and mixed-use land use patterns contained herein.

2. Transportation demand reduction measures.

The plan proposes reducing auto-demand by shifting some auto trips to pedestrian and bicycle trips via a multifaceted effort to: locate different land uses within walking distance; improve pedestrian facilities; improve transit access; improve bicycle facilities; and establish land use patterns that support the improved utilization of MARTA.

3. Internal mobility requirements, including traffic calming, pedestrian circulation, transit circulation, and bicycle circulation.

One of the central tenets of this study is to enhance connectivity for all transportation modes and balance these with the land use vision. The plan includes both public and private street connections that will provide multiple vehicular options as the area redevelops. In addition, accessibility for non-drivers is improved by building new tree-lined sidewalks along key streets, establishing sidewalks standards for new development, creating a bicycle network, enhancing existing transit, supporting future transit upgrades, and improving pedestrian and bicycle connectivity.

4. Mixed-income housing, job/housing match and social issues.

The study area currently has few quality housing options, but the plan calls for introducing new housing types (identified in item 1 above) to the study area. This includes housing for people of a variety of ages, lifestyles, and incomes. It includes policies intended to support elderly housing, along with recommendations to incorporate workforce housing, especially for teachers, police officers, fire fighters, and similar public employees. It also calls for redeveloping existing substandard housing and incorporating said units and residents into new, mixed-income projects.

The plan also proposes increasing employment options within walking distance of existing and proposed housing. New employment areas will be focused on the redeveloped GM site and within the Doraville Town Center. These will benefit both existing nearby neighborhoods and new housing.

5. Continuity of local streets in the study area and the development of a network of minor roads.

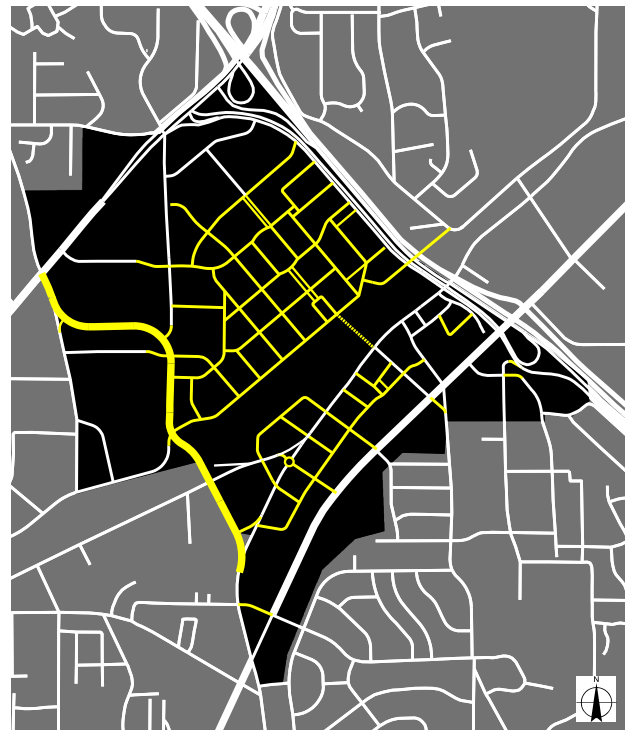
The plan includes a vision for creating an extensive interconnected street network as the study area builds out. These include public facilities (i.e. the proposed Buford Highway - Peachtree Boulevard Connector) as well as those provided with private redevelopment.

6. Need/identification of future transit circulation systems.

A central goal of this plan is maximizing use of the existing MARTA rail station and laying the foundation for future transit use. The planning process identified a strong support for existing transit initiatives, as well as the implementation of potential new ones. These include establishing light rail along I-285 and into Gwinnett County, implementing bus rapid transit on Buford Highway, enhancing the existing MARTA station to better connect to the former GM Assembly, creating transit-supportive land uses, establishing future circulator bus service, and providing new streets for future transit access.

7. Connectivity of transportation system to other centers.

The plan supports existing MARTA and roadway connections to nearby centers. It calls for improving future connections via rail transit to Perimeter Center and Norcross, a potential intercity rail stop connecting to Atlanta and points north, and the proposed Buford Highway - Peachtree Boulevard Connector, which will connect I-285 to Doraville, Chamblee, and Dunwoody.



Map showing the proposed interconnected street network as the study area is redeveloped

8. Center development organization, management, promotion, and economic restructuring.

Economic development is a key element of this LCI plan. As the area grows, the plan calls for creating a major employment center and establishing a community improvement district (CID) to handle future marketing, management, and promotion efforts.

The introduction of new housing near existing and proposed commercial or mixed-use nodes will also support retailers by increasing their potential customer base.

9. Stakeholder participation and support.

The study process included extensive public involvement in the form of an online image preference survey, four community meetings, stakeholder meetings, and extensive interviews. In addition, the consultants met one-on-one with a variety of groups, including land owners, developers, senior citizen groups, and MARTA.

10. Public and private investment policy.

The plan calls for the City of Doraville and the City of Chamblee to continue their efforts to direct investment into the study area via public improvements such as pedestrian facilities, new parks, and public buildings. It also supports future public-private redevelopment through study of the creation of a tax allocation district (TAD) and community improvement district (CID).

5.5 Lifelong Communities

Many of the weaknesses identified in the analysis on pages 62 and 63 are addressed by the recommendations of this study in order to make the greater Doraville community a place where people of all ages and abilities can live. This is both a key element of the ARC's Lifelong Communities program and a desire of greater Doraville stakeholders.

Specific examples of projects that support creating a community that is friendly to people of all ages include new sidewalks to access destinations such as downtown Doraville, MARTA, retail services, and parks; tree plantings to increase shade; transit upgrades; the possibility of a circulator shuttle; zoning changes and redevelopment concepts that increase the range of supportive housing types; the provision of more needs within walking distance of existing and future homes; enhanced community services and facilities; and access to local healthy foods through community gardens.



This plan will make Doraville a community where people can live and be active at all ages.