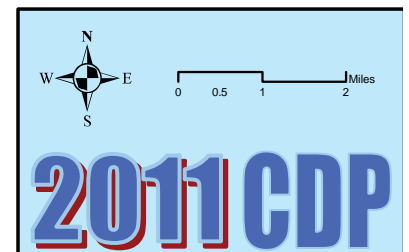
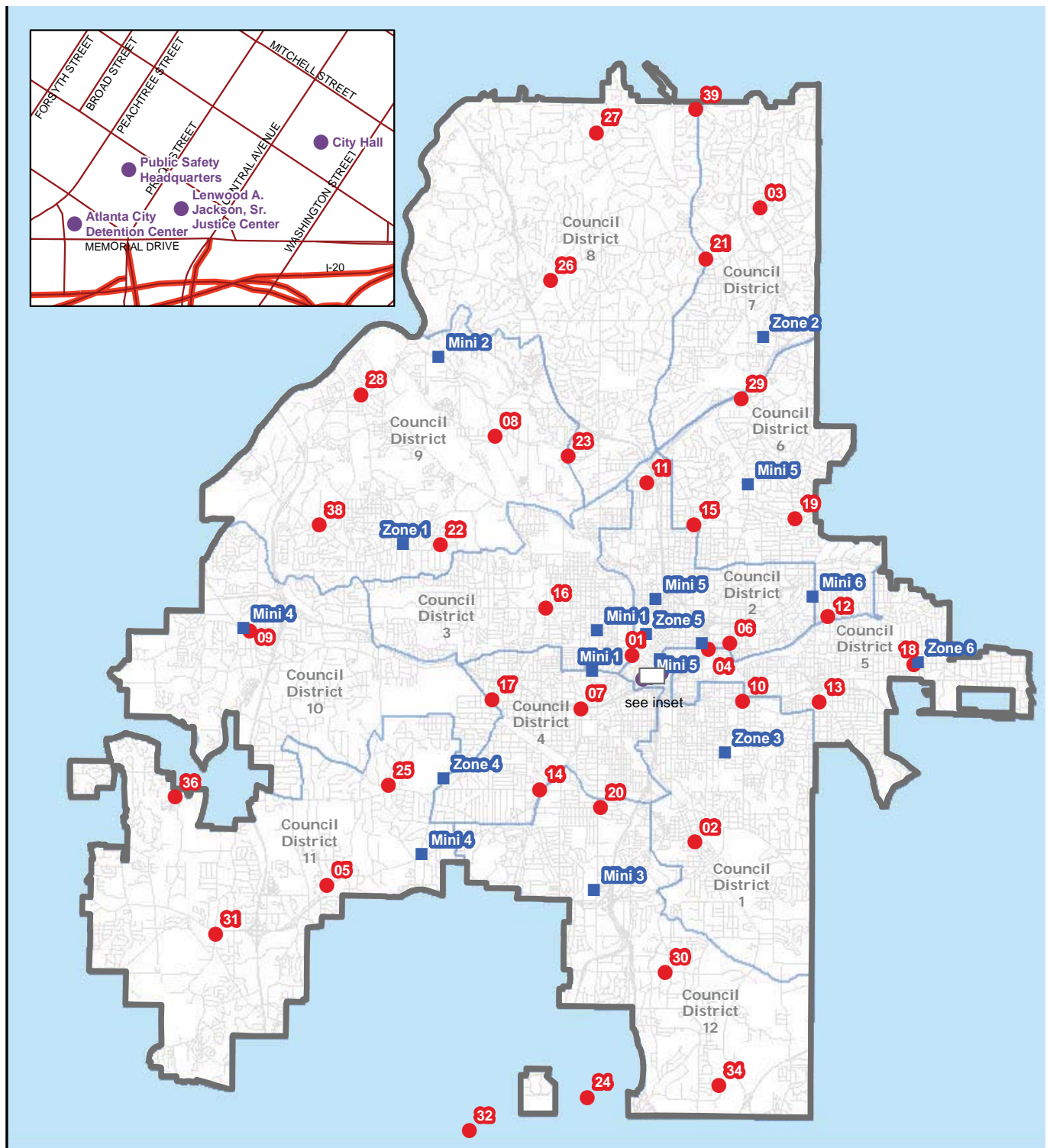


Community Assessment - 5. Community Facilities and Services



Map 5-7: Location of City Facilities



Community Assessment - 5. Community Facilities and Services

The largest building in the City's inventory is City Hall East, which contains approximately 1.8 million square feet of space. No City agencies presently occupy City Hall East as a sale of the facility has occurred. Parking continues to be a concern at all of the facilities.

Structurally, all the facilities are considered to be in the fair-good condition range. However, many of the building mechanical systems are aging, leading to deteriorated performance and/or failures. The overall condition of the facilities in this category will require various degrees of long and short-term solutions.



The recently completed Public Safety Annex.



Atlanta Workforce Development Agency building on Washington Street.



Georgia Hill Neighborhood Center.

Solid Waste Management

This section includes background information about the City of Atlanta's solid waste collection and treatment system including information on the solid waste services, solid waste generation, waste reduction, collection system, solid waste disposal and land use considerations.

The Office of Solid Waste Services (SWS), in the Department of Public Works, is responsible for the collection and disposal of solid waste within the City of Atlanta. SWS also provides a wide range of other solid waste management services that include yard waste collection, recycling, City building collection, bulky waste collection, street sweeping, street basket collection, removal of illegal signage, vacant lot and right-of-way (ROW) cleaning, dead animal removal, illegal dumping cleanup, and assistance with citywide emergency operations. SWS also oversees post-closure/monitoring operations of the City's four landfills.

The City of Atlanta's Comprehensive Solid Waste Management Plan (SWMP), adopted by the City Council in December 2005, serves as the City's action plan for managing the City's solid waste. The SWMP is a requirement of the State of Georgia's Department of Community Affairs (DCA) and was completed to comply with the Georgia Comprehensive Solid Waste Management Act of 1990. The SWMP addresses the City of Atlanta's waste stream, waste reduction, collection, disposal, land limitations, and education and public involvement. The SWMP document covers a 10-year planning period from 2005-2014.

Solid Waste Services

The City of Atlanta collects residential single and multi-family solid waste within the City of Atlanta city limits, an area of 131.6 square miles. The SWS also collects waste from City buildings and facilities, some construction and demolition (C&D) debris, yard trimmings from residents and City owned properties; and performs various beautification services. The City services approximately 96,000 single-family units and 25,200 multi-family units weekly.

Private hauling companies also collect solid waste from residential multi-family units. They service approximately 72,162 multi-family residences in the City of Atlanta. It is estimated that approximately 41,132 tons of solid waste were collected. The private companies provide some residential recycling to multi-family units.

In the City of Atlanta, commercial solid waste is collected by private hauling companies and includes commercial non-residential solid waste, some institutional solid waste, and industrial-sector solid waste. These private hauling companies are not required to provide the City with tonnage information for waste collected from the commercial sector.

Solid Waste Generation

The amount of solid waste generated in the City of Atlanta is expected to increase by 35% from 764,607 tons in 2005 to 1,033,282 tons in 2015 as the population and the workforce increases. The City of Atlanta generated



Community Assessment - 5. Community Facilities and Services

Table 5-10: City of Atlanta Solid Waste Composition in 2008 - in percent

SW Type	Residential	Commercial
Paper	37.1	39.3
Plastic	16.6	15.6
Glass	4.6	3.2
Metal	5.1	5.5
Organic	29.8	26.8
Inorganic	2.8	3.9
C&D	3.9	5.8

approximately 178,578 tons of residential (single family and multi-family) solid waste in 2008. The residential waste-generation rate in the City of Atlanta was 2.23 pounds per capita per day. For the planning period of 2004 through 2015, the residential waste-generation rate is expected to remain fairly steady and not fluctuate significantly. The amount of residential solid waste disposed has decreased steadily since 2001 which indicates an increase in source reduction and/or recycling. The composition of the waste stream is shown in Table 5-10.

On average, between 9 and 10 thousand tons of residential solid waste from single- and multi-family residences serviced by the City were collected for recycling. Residential recycling data from private waste companies was not available. The estimated residential recycling rate in the City of Atlanta for 2008 was approximately 0.09 pound per capita per day. This recycling rate is presumably higher because some residents may utilize drop-off centers or other mechanisms for recycling. In 2008, the City collected approximately 65 tons of tires for recycling. In 1996, the City began collecting yard trimmings separately from residential refuse. The yard trimmings are collected weekly and taken to a chipping, grinding, and staging area at the William B. Hartsfield Solid Waste Reduction Plant. The City collects approximately 40,000 tons of yard waste a year. Yard trimmings are sold for reuse as boiler fuel to various mills.

Construction and Demolition (C&D) debris is collected by both private haulers and the City of Atlanta and is disposed of in private C&D landfills. The City of Atlanta uses private dedicated C&D landfills for C&D disposal. No C&D recycling program currently exists. In 2008, the City of Atlanta collected 45,521 tons of C&D debris. In 2008, private haulers collected approximately 49,820 tons of C&D debris in the City and delivered the debris to four private C&D landfills.

In 2008, approximately 27,172 tons of sludge was generated from City-owned wastewater treatment facilities. Of this amount, approximately 10,704 tons were sent to Pine Ridge Landfill for disposal. The remaining 16,468 tons were incinerated and the ash was sent to a brick facility for recycling as an amendment in the manufacturing of bricks.

Waste Reduction

The Georgia Comprehensive Solid Waste Management Act (O.C.G.A. §12-8-20) set forth the State's waste reduction goal, which requires a 25 percent per capita reduction rate in the amount of solid waste being disposed, from a 1992 baseline year. There has been an 11 percent decrease in the per capita disposal of all waste in the City of Atlanta since 1992. If only the waste disposed from the City of Atlanta collections is calculated, the per capita disposal reduction from 1992 is actually 25 percent, which meets the State's reduction goal. If sludge disposal were removed from the analysis, the per capita reduction increases to 36 percent.

Source reduction of solid waste is any action taken to prevent the generation of the waste in the first place. Over the past several years, the City has promoted source reduction by promoting backyard composting, disseminating educational material and providing educational programs. Reuse is another way to reduce the waste stream. The concept behind reuse/recovery of items before they become solid waste is to reuse items by repairing them, donating them to charity and community groups, or selling them, all of which reduces waste. Several non-profit and for-profit organizations collect or accept items for reuse.

The City of Atlanta provides curbside recycling service to approximately 96,000 single family residents. In addition, the City of Atlanta currently operates three drop-off centers for recyclable items. Between 9 and 10 thousand tons are collected every year. Recyclables are processed at a Materials Recovery Facility (MRF). The processor, Dreamscape, has established markets for all materials and has extended term agreements with buyers for each of these markets. The City of Atlanta requires owners of any multi-family dwelling to provide containers for the collection of recyclables and to provide for their collection. The amounts of recycling tonnages collected by these companies, however, were not available.

To meet the State of Georgia's 25 percent per capita reduction rate of the amount of solid waste being received at disposal facilities, the City has proposed the following new programs to help achieve the City's 10-year planning goals as well as the State's solid waste reduction goal. These programs have been categorized as either source reduction, reuse/recovery, recycling, or special items programs.

- Waste Reduction Programs:
 - Pay-As-You-Throw
 - Junk Mail Reduction
 - Financial Incentives
- Reuse/Recovery Programs:
 - Don't Dispose – Donate
 - Metro Atlanta Waste Exchange
- Recycling Programs:
 - Curbside Collection Program (Enhanced Program)
 - Drop-Off Centers (Enhanced Program)
 - City and Commercial Multi-Family Recycling (Enhanced Program)
 - Commercial Business Recycling (Enhanced Program)
 - Sales Tax Incentives (New Program)
 - C&D Recycling (New Program)
 - Tire Recycling (Enhanced Program)



Community Assessment - 5. Community Facilities and Services

- Conversion of Hartsfield Solid Waste Reduction Plant to Environmental Education Center and Park (New Program)
- Backyard Composting (Enhanced Program)
- Yard Trimmings Pay-As-You-Throw (PAYT) Program (New Program)
- Amnesty Days and
- Household Hazardous Waste Events (New Program).

Collection System

As mentioned above, both the City of Atlanta and private haulers provide garbage collection in the City. SWS currently collects residential garbage, yard trimmings, recycling, garbage from City-owned buildings and facilities, some C&D debris, and performs various city beautification services (street sweeping, signage removal, etc.). Private haulers collect commercial and industrial solid waste, C&D debris, and some multi-family residential garbage in the City. The City provides weekly semi-automated cart and dumpster refuse collection to roughly 121,200 residential units. This includes approximately 96,000 single-family and multi-family dwelling units that receive cart collection and 25,200 multi-family dwelling units that receive dumpster service in the City. The City also collects residential bulky waste items. The City operates from four substations located throughout the City.

The City believes that its current waste collection services are adequate for the present and future needs of the community; however, the City also believes that several operational efficiency improvements are needed. Listed below are proposed garbage collection programs under consideration by the City.

- Garbage Collection Programs:
 - Education and Compliance – Curbside Garbage
 - Set-Out Limits (New Program)
 - Collection Productivity and Operational Efficiency (New Program)
 - Fleet Maintenance (Enhanced Program)
 - Commercial Collection (New Program)
 - Improved Overall Route Balance (New Program)
- Yard Trimmings Collection Programs:
 - Education and Compliance – Yard Trimmings Set-Out Limits (New Program)
- Non-Traditional Collection Services Program
- Illegal Dumping/Littering Programs:
 - Expand Illegal Dumping/Littering Program (Enhanced

Program)

Solid Waste Disposal

The current disposal program being used by the City is adequate for the 10-year planning period and meets the State's required assurance for 10-year disposal capacity. However, the City understands that its current disposal program is a short-term solution, and that future disposal options must be evaluated and considered for the long term management of the City's solid waste. This section also includes a contingency strategy for the interim disposal of the City's solid waste in the event that the primary disposal option becomes interrupted.

The City now has short-term, renewable contracts with privately owned landfills for waste disposal. The contracts consist of 1-year term contracts, with up to three 1-year renewals. Due to the location of these landfills, the City is using local transfer stations to minimize hauling distance and cost. A transfer station is a facility with a designated receiving area where waste collection vehicles deliver the collected waste. The waste is often compacted, and then loaded into larger vehicles for shipment to a final disposal site, which is typically a landfill.

Since 2005, the City has had a contract with using Advanced Disposal Services' Welcome All Transfer Station in College Park, and Republic Services of Georgia's United Waste Service, Inc., Lee Industrial Transfer Station in Austell. Twenty percent of the waste is processed at the Welcome All Transfer Station and then sent to the Eagle Point Landfill, in Ball Ground (Forsyth County). The remaining 80 percent of the City's collected solid waste goes to the Republic Services' United Waste Service, Inc. Lee Industrial Transfer Station, in Austell. Then it is sent to the Pine Ridge landfill in Griffin (Butts County). The City has written commitments from the owners of the disposal facilities certifying sufficient capacity for the City of Atlanta's solid waste over the 10-year planning period. Long term disposal options are:

- Combustion Waste-To-Energy Solutions
- Mass Burn Combustion (New Program)
- Refuse-Derived Fuel (New Program)
- Regional Landfills
- Use of Transfer Stations to Support Regional Disposal Facilities
- Eco-Industrial Park

Land Use Considerations

Solid waste disposal facilities and other solid waste handling facilities should be located where they have minimum adverse effects on the community and the environment. When considering the location of all solid waste handling facilities including landfills, the following will be considered, according to state planning guidelines: floodplains, wetlands, and groundwater recharge areas. The City will also consider other criteria such as water supply watersheds, fault zones, seismic impact zones, and unstable areas (karst areas). The City



Community Assessment - 5. Community Facilities and Services

of Atlanta or a private entity will consider land use and zoning restrictions, historic sites, archaeological sites, location of surface water intakes, airport safety restrictions, parks and nature preserves, scenic views, rare, threatened, and endangered species, and Chattahoochee River protection criteria. In order for Environmental Protection Division (EPD) to issue or renew a permit for a solid waste handling facility or facility expansion in the City of Atlanta, the facility must be consistent with this Comprehensive SWMP. In addition to the procedures outlined in the City of Atlanta solid waste permitting and zoning regulations, the City and private entity will follow the established siting process described in the SWMP.

Over time, the availability of sites suitable for solid waste handling facilities in the City of Atlanta will decline. Therefore, the City will need to manage the existing facilities wisely and protect large-scale industrial areas from encroachment by residential or community facilities, which are typically not compatible with solid waste handling facilities. As Atlanta continues to grow in population, and therefore, experience an increase in the amount of solid waste generated, the City will need to efficiently utilize the existing solid waste handling facilities, implement new technologies that will enhance environmental controls and capacities, and continue to implement recycling programs which help to achieve waste reduction goals.

Community Assessment - 5. Community Facilities and Services

Parks, Greenspace and Recreation

Parks, greenspace, and recreation opportunities are essential to individual well being and the healthy development of a city. Together they create a dynamic system that supports the environmental, cultural, and economic functions of the city. These services impact a variety of concerns: public health, public safety, community cohesion, environmental sustainability, and economic vitality. They are interrelated and interdependent. The City's creeks and drainage-ways not only transport storm water for example, they also impact water quality, provide habitat and are also desired destinations for hikers. Water running off of the City's streets and parking lots carry oils and debris that can be mitigated if filtered through soil and vegetation. The same flood plains mitigate many environmental stressors created by urban development. At the same time, these lands can be used for greenway and multi-use recreational trails, providing opportunities for all modes of transportation that reduce dependence upon automobiles. Recreation facilities can make areas come alive, providing "destinations" and greatly improve the quality of life in adjacent neighborhoods. Sidewalks or trails encourage walking, which is critically important for improved public health.

One of the City's greatest resources is its youth. High school graduation rates are far below what they should be and with a poorly educated workforce comes decreased economic opportunity and increased social challenges. The City's parks and recreation facilities are resources which Mayor Reed plans to leverage in his 2010 "Centers of Hope" vision. Focusing on robust programs for character, and academic development and physical activity, the Centers of Hope will be a cornerstone of youth development in Atlanta. Commencing with the re-opening of closed recreation and cultural arts centers by the end of 2010, the development of the Centers of Hope will continue throughout 2011 on a multi-pronged approach. Research into best in class practices, consultation with a wide spectrum of non-profit organizations, fundraising and development of a detailed implementation plan will be undertaken towards initial roll-out of the first full Centers of Hope. Improvements to existing facilities to better meet program goals and efforts to increase provision in areas less well-served are longer term goals.

Management of the City's natural resources and services is complex. Currently they are fragmented with portions falling under the jurisdiction of Parks, Recreation, and Cultural Affairs (DPRCA), Public Works (DPW), Watershed Management (DWM), and Planning and Community Development (DPCD) Departments. In addition, the Office of Enterprise & Asset Management is responsible for the City's real estate. The Department of Parks, Recreation & Cultural Affairs – an accredited CAPRA/NRPA Parks and Recreation agency – is responsible for management of recreation facilities, cultural centers, park sites and street trees. Public Works manages the City's streets, rights-of-way and solid waste handling/disposal sites. Watershed Management is responsible for the City's water, wastewater and sanitary sewer services and greenway properties. Planning and Community Development coordinates, subdivision reviews, urban open space requirements and administers the City's Tree Ordinance.

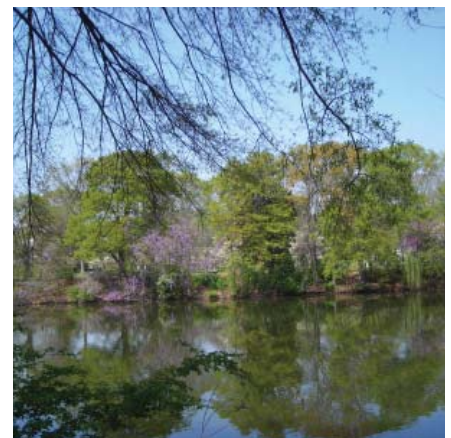
Project Greenspace, adopted in 2009, is a plan to create a framework of policies and strategies for managing its green infrastructure through 2030.



Olmsted Linear Park, NPU N.



Path trail around Chastain Park, NPU B.



Lake Clara Meer in Piedmont Park, NPU E.



Community Assessment - 5. Community Facilities and Services



Tennis Center at Piedmont Park, NPU E.



Adamsville Recreation Center offers many recreational programs, NPU H.



One of the City's swimming pool is at John A. White Park, NPU S.

The plan provides guidance for the planning, acquisition, development preservation and maintenance of City owned greenspaces; and for meeting the recreational needs through the development of trails, complete streets and urban spaces and indoor and outdoor recreational facilities.

Recreation Facilities

There are 33 recreation centers -15 with gyms; 5 indoor pools and 17 outdoor pools; 5 tennis centers and other special recreational facilities, such as J. A. White Junior Training Golf Course, Southside Sports Complex, and Lake Allatoona Resident Camp.

In addition to these facilities, there are 3 Community Centers administered by the Office of Enterprise & Asset Management: Georgia Hill, Dunbar Center and John Burdine. Several recreation center facilities are connected with Atlanta Public School buildings, including Martin Luther King, Morningside, and John F. Kennedy.

Recreation Programs

Program development areas administered by the Office of Recreation include aquatics, athletics, tennis, special populations, and coaches' certification. The Aquatics Division operates indoor and outdoor pools, provides instructional programs in swimming, trains and certifies guards and water safety instructors, and has developed the City's youth developmental and competitive swim teams, the Atlanta Dolphins. The Athletics Division operates the City's youth athletic leagues inclusive of volleyball, football, soccer, basketball, track, softball, baseball and cheerleading, as well as adult leagues in flag football, basketball and softball. The Special Population Division offers programs for senior citizens and for persons who are both physically and mentally disabled. This division also conducts outdoor camping, environmental awareness, and conservation programs and operates the Camp Best Friends resident camp at Lake Allatoona. The new Coaches' Certification Program is taking the lead in providing training to youth coaches. The training includes sports specific content, guidelines for developmental appropriateness, skills and drills, first aid, and the code for living. Since 2009, the Tennis Centers have been managed through a partnership with Universal Tennis Management.

The Department of Recreation also offers after-school programs at its recreation centers, providing after-school tutoring, access to computer labs, recreational and cultural experiences, the code for living, various specialized programs through partners, and transportation to the centers from nearby schools. Each recreation center serves students from a number of schools, and many of the City's recreation centers are adjacent to a public school.

In 2010, the Office of Cultural Affairs launched its "Culture Club" after school program at the three Cultural Centers, J. D. Simms, South Bend and the Gilbert House. The Culture Club initiative combines afters-chool tutoring, character education and cultural experiences in partnership with outside organizations.

During the summer, the Office of Recreation focuses on Camp Best Friends, a youth day-camp program, serving over three thousand young people. The summer-camp program offers children age five through sixteen a variety of

Community Assessment - 5. Community Facilities and Services

educational, recreational and cultural activities for eight weeks during the summer.

Recreation Funding

The following have been identified as potential funding sources for the City of Atlanta Recreation programming:

- Centers of Hope Initiative Fund – private sponsors and foundation donations;
- NRPA Grant Funding;
- Americorps Grant Funding;
- Numerous grant opportunities such as, Department of Education Grant Funding, Juvenile Justice Grant Funding, and Community Development Block Grant Funding, etc.;
- General Fund; and
- Trust Fund.

Parks Facilities

The Atlanta public green space system consists of developed and undeveloped parks, nature preserves and protected greenway lands. Totalling 4,623 acres in 2010, the City has been growing its park and greenspace system from 4,144 to 4,623 acres, adding 479 acres since January 1, 2005.

The Department of Parks, Recreation & Cultural Affairs (DPRCA) currently manages more than 345 park sites. However, only 147 have any type of improvement. Remnant development parcels, road right of way parcels, old landfill sites, floodplains and sites with challenging topography are heavily represented in the Department's inventory, limiting potential for development of recreational or park facilities. Parks are categorized into nine separate classifications based on the types of resources and facilities present within each. The description of each park type and the number of acres in each category are shown in Tables 5-11 and 5-12 and Map 5-10.

In Atlanta, signature park developments such as Piedmont, Freedom and Historic Fourth Ward parks have greatly increased the value of adjacent land and are attractive destinations, encouraging investment in housing and commercial activity.

The Atlanta BeltLine, in addition to providing a multi-use recreational trail and light rail transit within its green corridor, promises to add hundreds of acres of new parkland and revitalize adjacent existing parks. A program of parkland acquisition and master planning, commenced in 2006, has led to significant new park development including initial phases of Historic Fourth Ward Park, Boulevard Crossing Park and DH Stanton Park. Initial trail development can be seen in the Southwest and Northeast sections of the BeltLine; and along Tanyard Creek in the Northwest.



Rosel Fann Recreation Center, NPU Z.



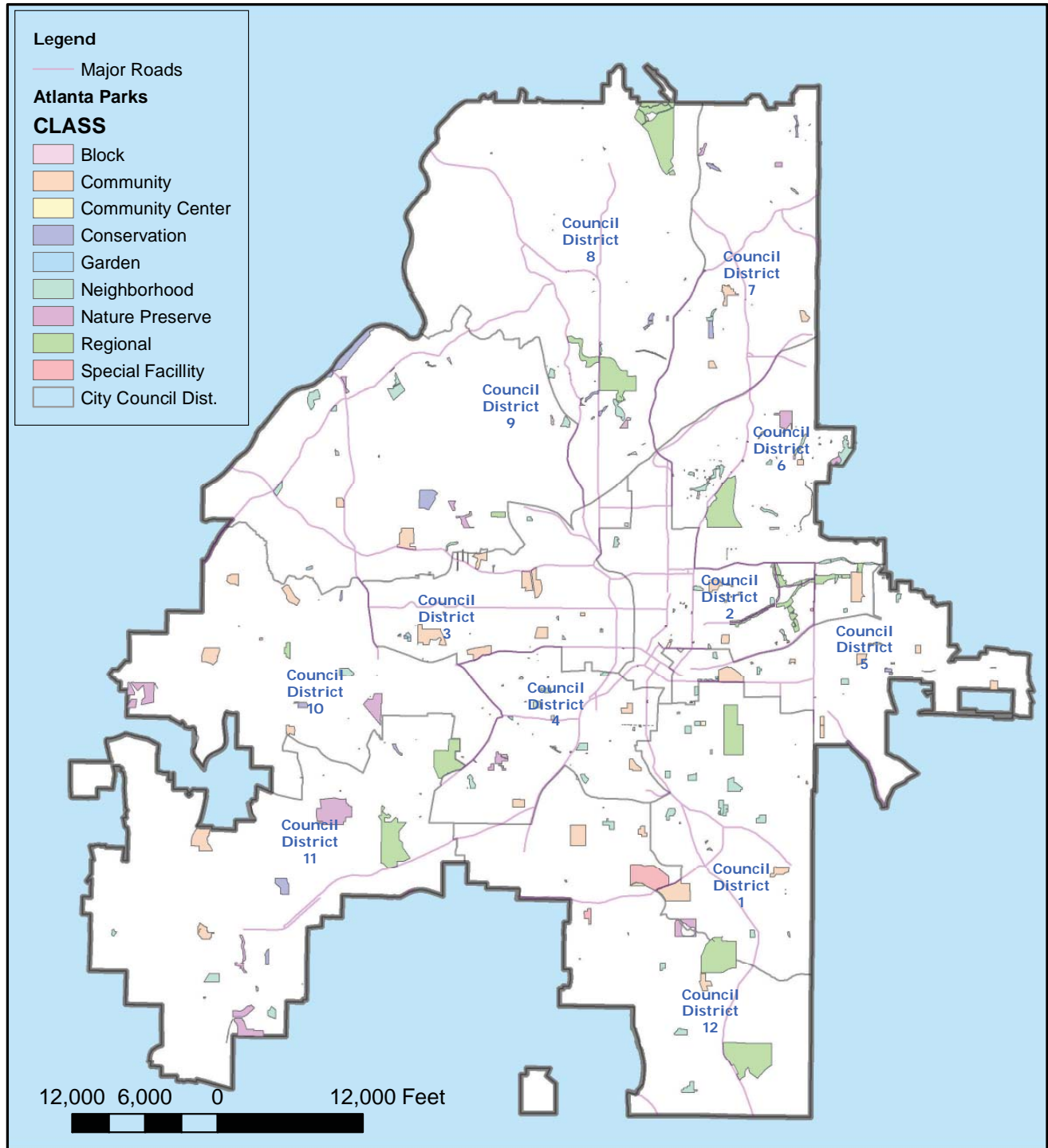
Whittier Mill Park is a 22 acre neighborhood park, NPU D.



Jacci Fuller Woodland Garden Park is a 0.6 acre garden park, NPU W.

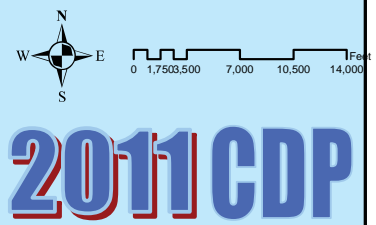


Community Assessment - 5. Community Facilities and Services



City of Atlanta Parks

Parks Design



Map 5-10: City of Atlanta Parks

Community Assessment - 5. Community Facilities and Services

Table 5-11: City of Atlanta Parks by Type		
Number	Park Type	Description
11	Regional	Regional parks are major park sites that draw a significant portion of users from both the community and the entire City. Chastain Park and Piedmont Park are two regional parks. They generally contain facilities that generate revenue, like the Chastain Arts Center. They are typically 100 acres or more.
36	Community	Community parks support organized programming with staff. They typically contain such facilities as recreation centers, pools, large picnic shelters, or programmed athletic complexes. A small fee for the use of some of these facilities may be charged in order to partially offset operating costs. The recommended size is 35 acres and service area drive is 2 miles.
3	Community Center	Community centers are stand-alone facilities leased to a community service organization providing social services.
65	Neighborhood	Neighborhood Parks serve local informal recreational needs. Typical amenities include picnic shelters (small to medium for family gatherings), open fields for informal sports and recreation activities; playgrounds/tot lots, basketball and tennis courts, and wooded natural areas. Generally neighborhood parks are not staffed. The recommended size is 10 acres and a service area radius of ½.
13	Nature Preserve	Nature preserves are primarily natural areas with amenities that facilitate environmental interpretation.
21	Conservation	Conservation parks are areas managed for environmental protection purposes. Conservation parks are publicly accessible.
36	Block	Block parks are small park sites containing limited amenities such as play grounds and tot lots.
162	Garden Spot	Garden spots are very small landscaped areas – typically traffic islands. These areas generally do not have amenities.
7	Special Facility	Special facilities are sites within the park inventory that contain facilities not typically associated with parks. The Historic Oakland Cemetery is one example of a special facility.

Other Public Open Spaces

Other types of parks and open spaces not under the city's direct control make significant contributions to the overall viability of Atlanta's greenspace system.



Community Assessment - 5. Community Facilities and Services

Table 5-12: Atlanta City Parks Existing Acreage	
Park Type	Acreage
Regional Park	1626 acres
Community Park	773 acres
Neighborhood Park	489 acres
Block Park	32 acres
Garden Spot	44 acres
Nature Preserve	398 acres
Conservation Park	210 acres
Special Facility	175 acres
Community Center	7 acres
TOTAL	3754 acres
Source: DPRCA	

Park acreage as of 12-31-2008



Centennial Olympic Park is a State owned park located in the City of Atlanta, NPU M.



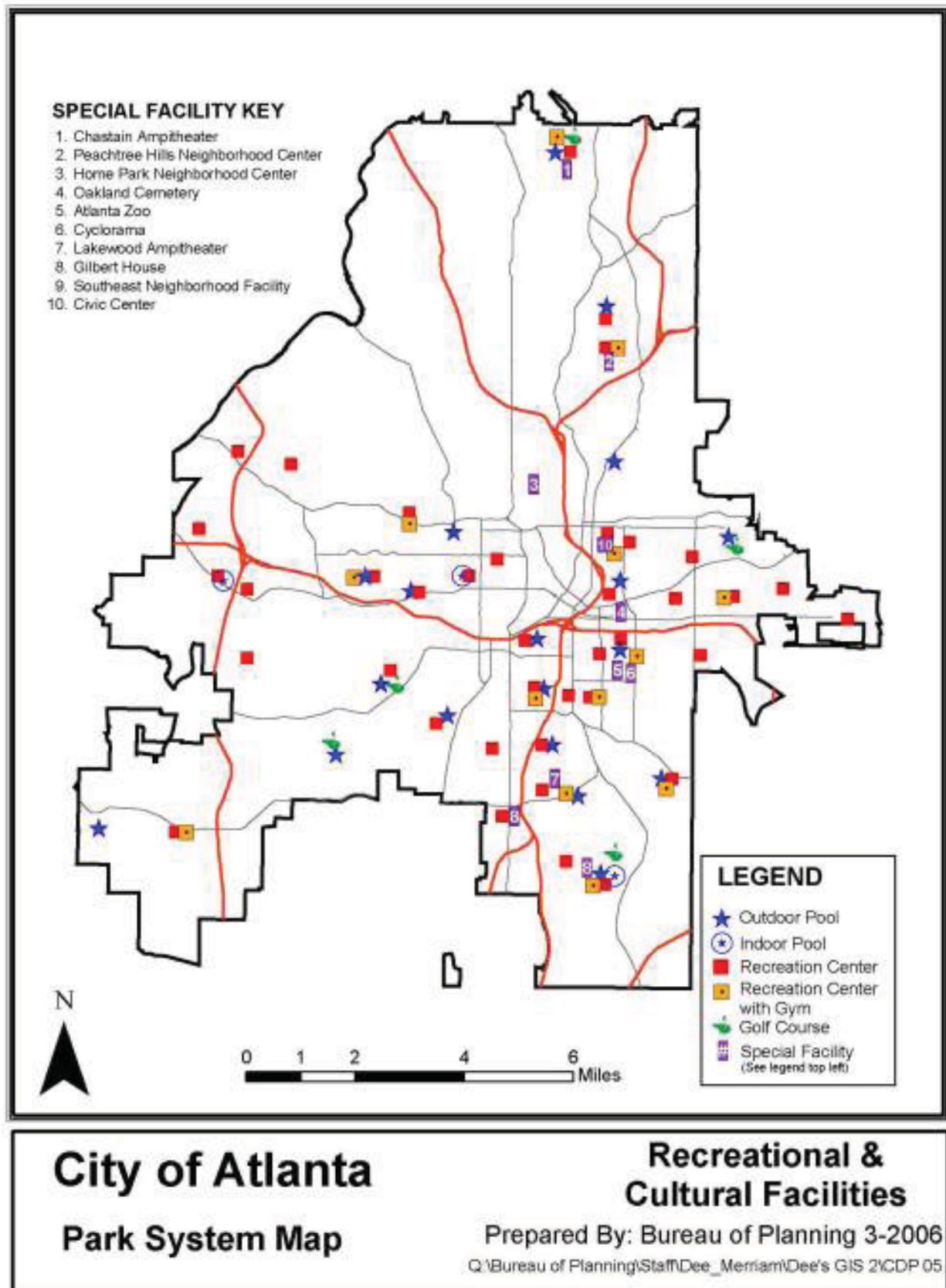
This parcel along Utoy Creek was purchased with Consent Decree funds.

Currently these facilities total more than 2,690 acres.

- National Park Service (NPS) site – 16.24 acres: The NPS site, the Martin Luther King, Jr. National Historic Site, offers recreational and historic value to Atlanta's greenspace system. The Chattahoochee River National Recreation Area is located just over the northwest boundary of the City.
- State and DeKalb County Parks – 36 acres: There are relatively few park resources of this type within the City. Centennial Olympic Park is managed by the State of Georgia and is an example of a significant park resource located downtown.
- Greenways Acquisition Project (Consent Decree acquisitions) - 680 acres: The Consent Decree, signed in 1998, required the City to implement a \$25 million program to acquire streamside buffers in the City of Atlanta and 14 counties in Metro Atlanta through March 2007. Per the Greenway Acquisition Plan, parcels along the Chattahoochee River and its tributaries, South River and its tributaries were purchased (either fee simple or conservation easement) to protect water quality by maintaining the properties in a natural, undisturbed state.
- Golf Courses (privately owned) - 91.3 acres: Private golf courses such as the Ansley and Druid Hill golf courses, offer a recreational amenity on large tracts of land maintained in a park-like setting.
- Cemeteries - 560 acres: Atlanta has several very large cemeteries within its borders. In addition to historic and cultural preservation, cemeteries maintain large areas of land in a park-like setting.
- Atlanta Public Schools – 911 acres: The recreational facilities and undeveloped land found at many public school sites make Atlanta's public schools important components of the City's greenspace system. Furthermore, school sites abandoned as part of the school district's consolidation efforts could provide future greenspace opportunities.
- Private Schools – 396 acres: Private school (K-12) sites are similar to public school sites. The City would need to partner individually with these institutions to facilitate open public access to benefit from the facilities and greenspace they provide.
- Colleges and Universities: Though many of the City's colleges and universities are adjacent to downtown and quite urban in character, they do offer open spaces and recreational facilities within their campuses.

Special Event Sites

Some of DPRCA's special facilities such as the Chastain Park Amphitheater, the Cyclorama & Civil War Museum and the Civic Center draw visitors from throughout the Atlanta Region, as well as the City (see Map 5-11). All provide opportunities to host events of varying sizes.



Map 5-11: Recreational Facilities

Community Assessment - 5. Community Facilities and Services



The Dogwood Festival is one of the many festivals held in Piedmont Park, NPU E.



Summer Shade Festival in Grant Park, NPU W.



A park for special events is proposed in the Fort McPherson Land Use Plan, NPU S.

No park in the City is adequately equipped to hold a continuous season-long series of major outdoor special events. In parks that regularly host events, temporary structures and facilities such as stages, lighting posts and electrical supply outlets must be rebuilt and disassembled for every event. Parks not originally designed or planned for holding events which can attract thousands of visitors, are finding themselves increasingly in demand. These events sometimes have major detrimental impacts on the environmental health of the parks and have increased park maintenance costs. The impact of events is magnified during drought conditions. Significant changes to the City's Outdoor Festival ordinance, adopted by City Council in 2002, revised the rules and raised fees for festival organizers.

Special Events make a significant contribution to the City's economic vitality. The City loses millions of dollars because it does not have an appropriate site to host major events. The 25 acre Millennium Park in Chicago is estimated to have generated over \$1 billion dollars in residential development over a 10 year period. The redevelopment of Fort McPherson presents a unique opportunity to create such a site. The "Fort McPherson Outreach and Landuse Plan" of 2007 identified a minimum of 25 – 35 acres of land dedicated to the creation of a park which could be designed from the inception to accommodate a variety of special events.

Parks, Greenspace and Recreation Facility Funding

The following have been identified as existing and potential funding sources for future City of Atlanta parkland and recreation facility capital expenditures:

- Park Impact Fees;
- Quality of Life Bonds (current funding ends in 2011);
- Georgia Department of Transportation's Wetland Mitigation Banking Program;
- General Fund;
- Grants – Public (e.g. Federal Community Development Block Grants and 319h Grants) and Private (Corporate and Foundations);
- Donations – (Individual and Corporate);
- Land and Water Conservation Funds;
- Park Improvement Fund;
- Transportation Enhancement Monies;
- Tax Allocation Districts (TADs); and
- The Parks and Greenspace Park Improvement Bond (2005A Issued).

The City is aggressively pursuing funding from sources such as state grants, non-profit foundations, the City's Quality of Life Bond program (the current funding will be fully depleted in 2011,) and Tax Allocation Districts (TADs). The BeltLine TAD promises to create over 1,000 acres of new parks and 22

Community Assessment - 5. Community Facilities and Services

miles of new trails. The largest single acquisition of park land has been the Bellwood Quarry for future Westside Park. The first and only issued tranche of the Park Improvement Bond (2005A) provided approximately \$35 million to acquire land and develop new parks and \$40 million to rehabilitate existing recreation facilities. The second tranche is not viable given the economic conditions since 2008, and it is unlikely that additional bond funding from this source will be seen for the near term.

Parks and Recreation funding increased each year from 2006 to 2008 by approximately 10%. Economic constraints from subsequent years reversed the trend. However, in the FY2011 budget, funding was re-instated in part in order to address additional maintenance obligations for new parkland and to reopen closed Recreation Centers and outdoor pools.

Several financing trends of the last decade promise to play important roles in shaping the financial management of parks in the future. These include: leasing of major facilities, management agreements with private non-profit partners, joint-use of facilities, private sector support and advertising revenue opportunities.

Park Impact Fees are an important method of offsetting the effect of new developments on mandated City services. The current impact fees structure is outdated, and the City in 2010 initiated review and revision of all Impact Fees.

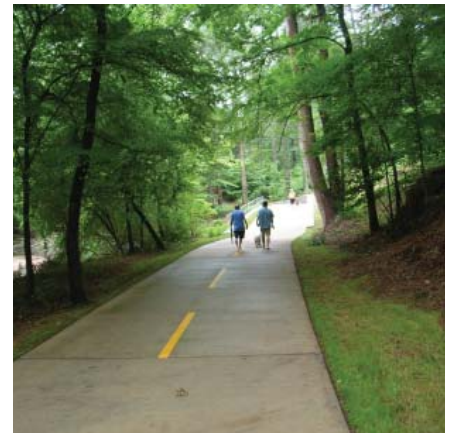
Parks and Recreation Partners

The following organizations provide both funding and in-kind services toward maintenance and improvement of the parks:

- **Park Pride:** Park Pride, Inc. is a nonprofit, volunteer organization established in 1986 to build civic and corporate support for City of Atlanta parks. The organization works to preserve, enhance, and promote parks and green spaces; encourage acquisition and development of new parks and green spaces and facilitate community volunteerism and advocacy. Park Pride Atlanta oversees the “Adopt-A-Park” program, in which corporate sponsors and neighborhood, civic, youth, and senior groups assume responsibility for park maintenance and improvements. Park Pride’s programs are key to the success of many parks and community gardens.
- **PATH Foundation:** The PATH Foundation is a nonprofit organization formed in 1991 to design, capitalize and build the greenway trails system proposed by the City. The PATH Foundation has worked with the Mayor’s Green Ribbon Committee and the Office of Planning in developing the City of Atlanta Greenway Trail Corridor Plan. It also partners with DPRCA and Atlanta BeltLine, Inc. in designing and constructing multi-use trails in implementation.
- **Piedmont Park Conservancy:** The Piedmont Park Conservancy is a nonprofit organization working with the City of Atlanta and neighborhood and civic associations to develop a strategy for private investment in the expansion and revitalization of Piedmont Park.



Piedmont Park Conservancy renovated the active oval at Piedmont Park, NPU E.



The Path Foundation has built many of the trails in the City of Atlanta, including the Tanyard Creek trail, NPU C.



The Grant Park Conservancy is working to restore many of the historic elements of the park, NPU W.



Community Assessment - 5. Community Facilities and Services



The Olmsted Linear Park Alliance has been rehabilitating the Olmsted Linear Parks, NPU N.



Findley Park is maintained by the Little Five Points Business Association, NPU N.



CAP and ADID funded capital improvements to Woodruff Park, NPU M.

- **Grant Park Conservancy:** The Grant Park Conservancy is committed to the restoration, beautification and preservation of historic Grant Park. The Grant Park Conservancy is a nonprofit volunteer organization that raises funds independently, organizes volunteer work groups, and promotes use, advocacy and programming in the Park.
- **Olmsted Linear Park Alliance:** The Olmsted Linear Park Alliance is working with the Office of Parks to implement a master plan for all sections of the Olmsted Linear Park. The Alliance has raised funds for the renovation of all six sections of the park.
- **Chastain Park Conservancy:** The Chastain Park Conservancy (CPC) was founded in the Fall of 2003. Its mission is to restore, enhance, maintain and preserve Chastain Park, organizing volunteers and seeking donations to enhance operations and capital improvements. The CPC also works closely with the community, City departments, the nearest NPUs (A and B), and 11 different venue operators. It recently completed a master plan for Chastain Park.
- **Historic Oakland Foundation:** The Historic Oakland Foundation Inc. was founded to cultivate resources to assist the City of Atlanta in the preservation, restoration and beautification of Historic Oakland Cemetery and to promote it as a local cultural resource and as a historic site of national importance.
- **Little Five Points Business Association:** The Association is responsible for the maintenance of the Findley Plaza in Little Five Points.
- **West Atlanta Watershed Alliance (WAWA):** The West Atlanta Watershed Alliance is a community based, nonprofit organization dedicated to improving and protecting the quality of life for residents and environmental quality in the west Atlanta. WAWA is an advocate for preserving greenspace, protecting and improving water quality, and promoting good environmental health within the adopted watersheds of Proctor, Sandy and Utoy Creeks. It also operates the Outdoor Activity Center on a 26 acre natural preserve in west Atlanta.
- **Atlanta Downtown Improvement District (ADID)/ Central Atlanta Progress (CAP):** ADID and CAP develop, maintain and enhance Woodruff Park, a 6 acre park in Downtown Atlanta. They also provide programming in the park. DPRCA and ADID implement capital improvements in the park as identified in the Woodruff Park Master Plan. The vision of the 2008 Woodruff Park Master Plan is to create a sustainable park that enhances the quality of life for all who visit. Phase I of the Master Plan identifies three major objectives: 1. Establish Revenue Producing Food Service Attractions 2. Complete Rapid, Inexpensive Improvements 3. Create Attractive, Safe, Comfortable Spaces.

Community Assessment - 5. Community Facilities and Services

Park and Recreation Plans

A number of prior plans and initiatives have addressed greenspace issues in the City of Atlanta and proposed policies and actions. The plans have been sponsored by the City of Atlanta, Park Pride, and other partners. They all support an overarching goal to develop a world-class greenspace system as an essential component of Atlanta's quality of life, economic vitality, and aspirations to be a leading national and international city.

- **Project Greenspace:** Adopted and incorporated into the Comprehensive Development Plan in 2009, Atlanta's Project Greenspace is a comprehensive plan and strategy for implementing a city-wide green and open space system for Atlanta. The Plan establishes an overall framework, direction and action steps for growing and managing the City of Atlanta's greenspace system. Project Greenspace identifies a potential greenspace network of five greenways and a multi-pronged strategy to developing a greenspace network in the most densely developed portions of City of Atlanta. Project Greenspace is organized into broad strategic directions and associated strategies under three major categories:
 - Growing the Greenspace System;
 - Managing the Greenspace System; and
 - Building Capacity.

Several technical reports were developed as part of Project Greenspace. These are listed below.

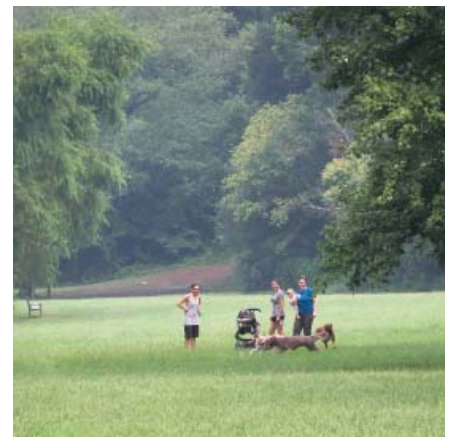
- **Project Greenspace Technical Report:** It includes an assessment of the City's greenspace, detailed descriptions of each of the recommended strategies and actions, and the methodology used to establish targets and goals for Atlanta's future greenspace.
- **State of Atlanta's Greenspace Report:** This report describes existing conditions and trends relative to greenspace in Atlanta, including the physical distribution and condition of the City's greenspace, population trends, city regulations, and common themes and issues. This report found that Atlanta's existing park system has very little parkland for its population relative to other major U.S. cities.
- **Community Survey Findings Report:** A Community Attitude and Interest Survey was conducted via mail and phone to solicit citizen input on issues and needs related to Atlanta's parks, greenspace, and recreation resources.
- **Benchmark Analysis Findings Report:** This report compares operating metrics for Atlanta's parks against five "benchmark" cities across the country.
- **Needs Assessment Report:** This report evaluates the present and future needs of Atlanta's residents for parks, greenspace, and recreational facilities. The Needs Assessment is based on



Lionel Hampton trail is a 48 acre nature preserve, NPU I.



Nagouchi Playscape at Piedmont Park, NPU E.



Tanyard Creek Park is a 14 acre neighborhood Park in NPU C.



Community Assessment - 5. Community Facilities and Services



Construction of the Historic Old Fourth Ward Park is underway. It will be one of the first BeltLine Park to be completed, NPU M.



Historic Old Fourth Ward Park under construction, NPU M.



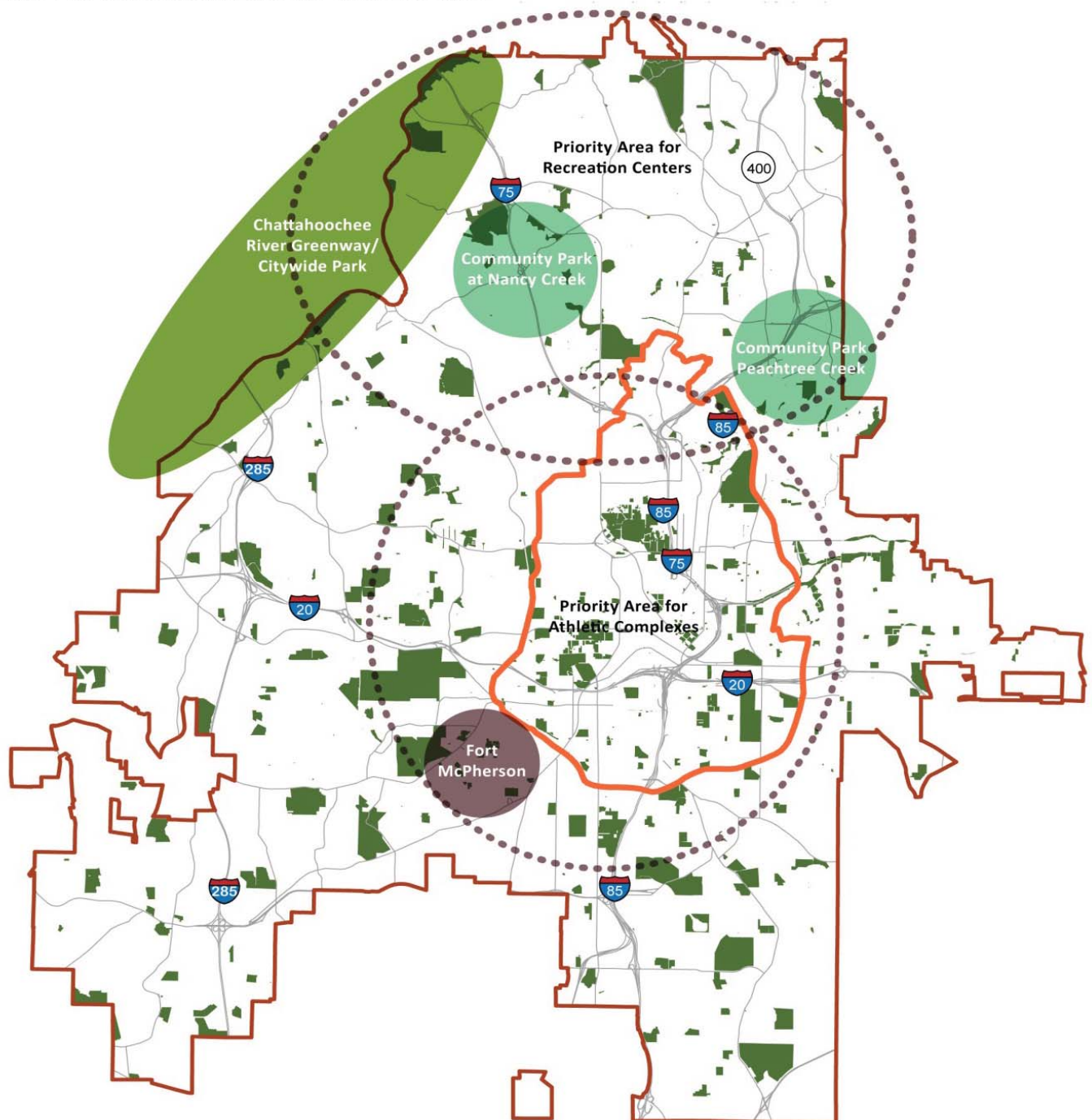
D.H. Stanton Park is one of the parks along the BeltLine being expanded and developed, NPU V.

the Community Survey, comparative benchmarking against Atlanta's peer communities, and other analyses.

- **Park Accessibility Study:** This study evaluates walking access via streets to the City of Atlanta parks. Its findings indicate that a large proportion of the City's population do not live within easy walking distance of parks.

The priority greenspace needs identified in Project Greenspace are listed below and shown in Map 5-12.

- **Greenspace**
 - A major outdoor special events park
 - Chattahoochee River Greenway (citywide park)
 - Community parks in northwestern and eastern Atlanta
 - Neighborhood parks or other greenspaces to serve neighborhoods more than one-half mile from publicly accessible greenspaces
 - Centrally located athletic complexes
 - Recreation centers in underserved areas
- **Greenspace Connections**
 - Greenways
 - Multi-use trails
- **Atlanta BeltLine:** The Atlanta BeltLine initiative proposes to transform a 22-mile loop of abandoned rail corridors around the center of Atlanta into a continuous system of trails and light-rail transit surrounded by parks and pedestrian-oriented, mixed-use development centers. Plans also include an additional 11 miles of trails connecting the Atlanta BeltLine to other areas of the City. The Atlanta Development Authority completed the "BeltLine Redevelopment Plan" to provide a framework for implementing the three essential components of the Atlanta BeltLine – greenspace and trails, transit, and development – and the BeltLine Tax Allocation District. The Atlanta BeltLine Partnership, a 501(c)(3) nonprofit organization, was established in July 2005 to move the project from vision to reality. A key goal of the plan is to create a readily accessible and interconnected network of parks and greenspaces. The plan proposes over 1,200 acres of new and expanded greenspace, including the primary multi-use trail.
- **Department of Parks, Recreation, and Cultural Affairs Strategic Plan:** In 2005 the Department of Parks, Recreation and Cultural Affairs (DPRCA) completed a strategic planning process to develop



Map 5-12: Project Greenspace priority greenspace needs.

a departmental mission, vision, and strategies to guide policy and resource decisions over a five-year period. It is scheduled to be reviewed commencing towards the end of 2010.

- **Maintenance Standards (2006-07):** The DPRCA initiated and documented maintenance standards for parks and an evaluation framework.

Community Assessment - 5. Community Facilities and Services



The recently renovated 9th hole at the Candler Park golf course, NPU N.



Candler Park Golf Course club house, NPU N.



Parkway- Angier Park a garden Park, NPU M.

- **Parks Atlanta Rescue Coalition 9-1-1 (2001) / 2005 Atlanta Park System Agenda:** The Parks Atlanta Rescue Coalition 9-1-1 (9 goals, 1 visionary mayor, and 1 great city, or PARC 9-1-1) was formed in 2001 by a partnership of neighborhood, civic, and environmental organizations, led by Park Pride, to encourage Atlanta's next administration to create a world-class park system. PARC 9-1-1 asserted that "Atlanta lags behind other American cities in every measure of park acreage, and the parks we do have are unsafe and poorly maintained." It called on the next mayor to endorse a bold new vision for Atlanta's parks. In anticipation of the next round of city elections, Park Pride reviewed and updated PARC 9-1-1 in 2005. However, the review found that most of the original nine points were unfulfilled. In response, Park Pride and its partners issued the 2005 Atlanta Park System Agenda.
- **2002 Parks and Greenspace Task Force Report:** In 2002, the Mayor appointed a Parks and Greenspace Task Force to make recommendations to improve existing parks and increase park acreage within the City. The Task Force's report, issued in November 2002, identified four major themes:
 - The City must improve the maintenance and safety of existing parks.
 - The City must dramatically increase the amount of its park space.
 - The City must provide special recreation parks and special events venues to reduce the stress on existing parks.
 - The City must improve management of the Department of Parks, Recreation and Cultural Affairs.
- **Georgia Community Greenspace Program:** The Georgia Community Greenspace Program was established by the Georgia General Assembly in 2000 to encourage eligible counties to initiate community greenspace programs. It defined greenspace as "permanently protected land and water, including agricultural and forestry land, that is in its undeveloped, natural state or that has been developed only to the extent consistent with, or is restored to be consistent with, one or more listed goals for natural resource protection or informal recreation." The Georgia Greenspace Trust Fund was established in conjunction with this program to assist local governments in carrying out strategies for acquiring and permanently protecting land. To qualify for grant funds from this source, local governments were required to set a goal of setting aside at least 20% of the jurisdiction as open and connected greenspace. In 2000, Atlanta City Council adopted a Greenspace Program concept plan and application for submission to Fulton and DeKalb Counties and the Georgia Department of Natural Resources. The concept plan established a goal to protect a minimum of 20% of the City's land area as open greenspace that can be used for informal recreation and natural resource protection. Types of land targeted by the plan to achieve the 20% goal included

Community Assessment - 5. Community Facilities and Services

floodplain and wetlands; greenways; existing nature preserves and other existing passive parks; new parkland; and vacant/undeveloped land. Approximately 350 acres were acquired under this program.

- **Parks, Open Space and Greenways Plan (1993):** The 1993 Parks, Open Space and Greenways Plan was prepared by the City of Atlanta Department of Planning and Development and Department of Parks and Recreation in conjunction with the Mayor's Green Ribbon Committee, a citizen advisory group appointed by Mayor Maynard Jackson in 1990 to facilitate the parks planning process. The plan established planning policies intended to guide the development of park, open space, and recreational facilities over a 15-year period. As a comprehensive, citywide assessment of Atlanta's park and open space (greenspace) resources, the Parks, Open Space and Greenways Plan is the predecessor to Atlanta's Project Greenspace.

Park Master Plans

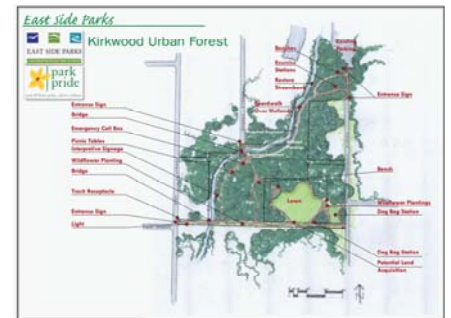
A number of park specific master plans have been completed and accepted by City Council:

- Piedmont Park Master Plan;
- Grant Park Master Plan;
- Chastain Park Master Plan;
- Olmsted Linear Park Master Plan;
- Westside Park Master Plan;
- Peoplestown Parks Master Plan;
- Boulevard Crossing Master Plan;
- Historic Fourth Ward Master Plan;
- Morningside Nature Preserve Master Plan;
- Louise G. Howard Park Master Plan;
- Southside Park Master Plan; and
- Woodruff Park Master Plan.

In addition, master planning is underway for Selena S. Butler Park, Enota Park, and Maddox Park. A number of Park "Vision Plans" have been facilitated by Park Pride with interested communities for their neighborhood parks, including Orme, Brownwood, Beecher/Hampton, Cleopas Johnson, Spinks Collins, Adams, Enota, DH Stanton, Little Nancy Creek, Vine City, Washington, West Manor, Eastside, East Lake, Egan, Frankie Allen, Herbert Greene, South Bend, and Springdale parks.



Oakland Cemetery entrance, NPU W.



Plan for the Kirkwood Urban Forest, NPU O.



Park Pride worked on the plan for Vine City Park, a block park, NPU L.



Community Assessment - 5. Community Facilities and Services

Table 5-13: Greenspace System Targets Summary

Greenspace Type	Target	Existing Condition (2007)	Future Target	Deficit (approx)
Greenspace	Protect minimum of 20% of the City's land area as greenspace	Approx. 13% (6,390 Acres)	20% (17,077 acres)	10,709 Acres
Publicly Accessible Parkland	Provide a minimum of 10 Acres/1,000 Residents	7.5 Acres/ 1,000 Residents (3,754 Acres)*	10 Acres/ 1,000 Residents (7,830 Acres)	3,784 Acres
Environmentally Sensitive Land	Protect at least 75% through ownership and/or development regulations	47% (8,677 Acres)	75% (13,876 Acres)	5,199 Acres

* This includes 270 acres located within the Chattahoochee River National Recreation Area



Browns Mill Golf Course, NPU Z.



Public art in Freedom Park, NPU N.

Existing and Future Level of Service

Park and greenspace goals have been established in Project Greenspace based on an evaluation of the expressed needs of the City's population, focus groups, and analysis of peer cities (See Table 5-13).

A goal of 10 acres of core park land per 1000 residents has been established. As of the end of 2007, the City's inventory was 3,784 acres short of this goal. Unless the City develops more aggressive tools for obtaining this land, there will be larger unmet needs as the City's population grows.

In response to the 2001 Georgia Community Greenspace Program, the City adopted a general goal to protect 20% of its land area as greenspace. The land area of the City of Atlanta is 85,384.5 acres, twenty percent amounts to 17,077 acres. The goal of protecting these acres is to be met with greenspace protected as parks, multi-use trails, watershed greenways, and easements. Because it is a city with rapidly urbanizing areas, streetscapes, public squares, and plazas are also considered to be critical components of Atlanta's green infrastructure.

As part of Project Greenspace, a statistical valid survey was conducted to assist in determining the level of service provided by recreational programs and facilities. The City's community recreation center system has overlapping service areas in some areas, which increases maintenance and programming costs and at the same time has minimal service in other areas. In addition, significant gaps exist in softball, football, track and field, and baseball. Soccer programs are being developed but supply of fields for soccer and football programs is woefully inadequate for even current demand. Investment in artificial turf and lighting for strategically located fields could provide additional capacity without additional land acquisition. Grouping of fields into "campuses" of complementary facilities would better facilitate league and tournament play and make more efficient use of limited maintenance resources.

Community Assessment - 5. Community Facilities and Services

In addition to facility complements, and parkland acreage and distribution, physical access to Atlanta's parks is of significant concern. A study of park access found that only 50% of Atlanta's residents live within the 0.5 mile travel distance of a park entrance. This over states access because some neighborhoods have inadequate sidewalks and no bike facilities to parks. Children may not have suitable routes in which to bike or walk safely to local parks or recreational facilities and neighborhood residents may not be able to walk easily nor find adequate parking should they decide to drive.

Project Greenspace - Greenspace System Concept

The Greenspace System Concept, introduced in Project Greenspace, can broadly be characterized as consisting of greenspaces and connections. Greenspaces are outdoor spaces that provide for environmental, community, and economic benefits. Connections are linear corridors that connect people to greenspaces and greenspaces to each other, such as multi-use trails, bike lanes, and utility corridors. The organizing elements of the existing and potential greenspace building blocks are:

- The Atlanta BeltLine,
- Greenways (along river and stream corridors), and
- Greenspace Focus Areas (urban core and lower density areas).

The Atlanta BeltLine and greenways are envisioned as the major structural components of a citywide network of greenspaces and connections. The Greenspace Focus Areas establish two different strategic approaches to developing the greenspace system. In the Urban Core (areas such as Downtown, Midtown, and Buckhead), greenspaces and greenspace connections will be "retrofitted" into the existing development pattern. In the Lower Density Area, the strategy is to acquire and preserve land focusing on greenway corridors. The Atlanta BeltLine trail system forms a "seam" between these two areas (See Map 5-13).

City of Atlanta's Growth and Development and Green Infrastructure

- The Ability of Green Infrastructure to Direct Development Patterns

Parks often serve as a focus for community life. Property adjacent to parks is more valuable. When parks are visible and accessible they shape the image and form of the community.

- Improving Infrastructure Efficiency to Accommodate Future Development

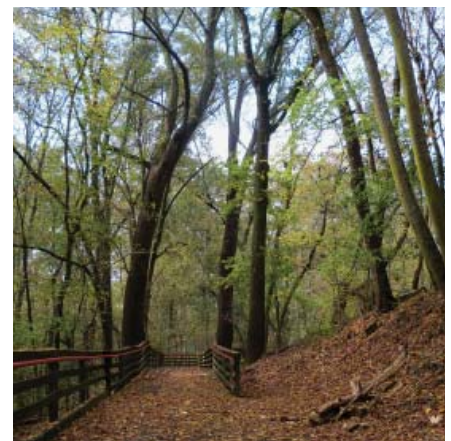
Study existing parks for acquisition, street, and trail developments that expand access by adjacent neighborhoods. Encourage the multiple-use of lands, examples include: multi-use trails along sewer lines, the use of watershed management lands for outdoor recreation, the creation of "Complete Streets" which combine the environmental, stormwater management, visual, and "place-making" functions for streetscapes with safe and attractive multi-modal access for pedestrians, bicyclists, transit and vehicles.



John Howell Memorial Park is a neighborhood Park in NPU F.

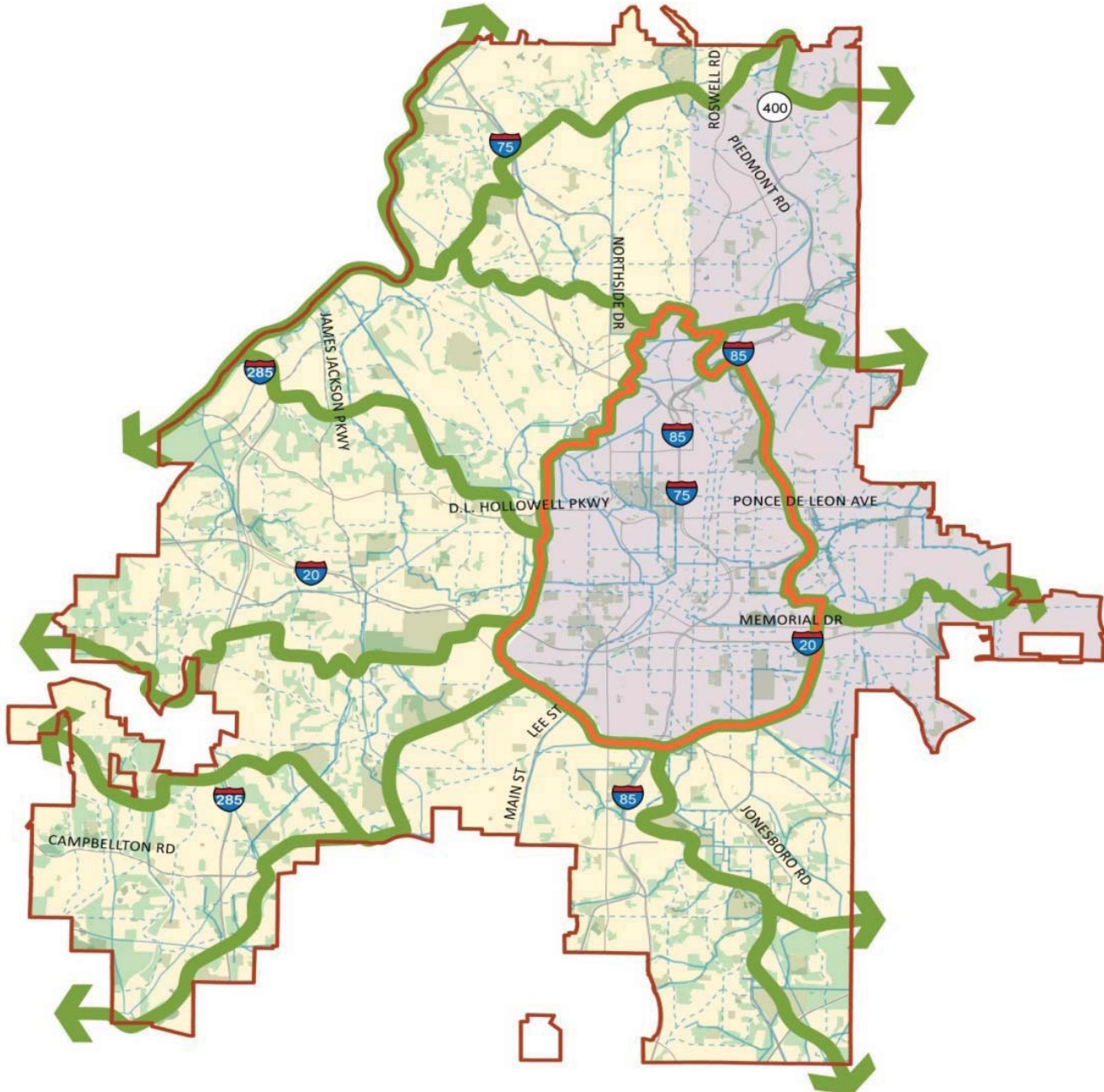


Playground at John Howell Park, NPU F.



Cascade Nature Preserve is a 120 acre Nature Preserve in NPUs I & R.





Map 5-13: Project Greenspace - Greenspace System Concept

- The Influence of Service Areas and Levels of Service on Future Development

Service areas are shaped by the street network and park entry points. Parks have been shown to have a positive impact upon public health, community involvement, and economic vitality. Their distribution and visibility have been shown to influence the location and quality of development.

- The Impact of Service Area and Level of Service on Natural and Cultural Resources

The implementation of a green infrastructure strategy that provides for

Community Assessment - 5. Community Facilities and Services

the access, appreciation, and protection of sensitive land, such as flood plains, creates opportunities for improving the quality of the City's natural environment and providing outdoor recreation.

- Directing Development Patterns through Green Infrastructure

Development patterns that make parks accessible and visible result in more desirable communities. Appropriate distribution of facilities throughout the community improves the City's competitive advantage in attracting businesses and provides a high standard of living for its residents.



Piedmont Park Playground, NPU E.



Streets Alive festival at Woodruff Park, NPU M.



Blooming dogwoods in Piedmont Park, NPU E.

Community Assessment - 5. Community Facilities and Services

Arts and Cultural Affairs

The City of Atlanta's Office of Cultural Affairs (OCA), a division of the Department of Parks, Recreation and Cultural Affairs, was established in 1974 to encourage and support Atlanta's cultural resources. The initial mission was to solidify the role that arts and other cultural resources play in defining and enhancing the social fabric and quality of life of Atlanta citizens and visitors.

Today the OCA is working to enhance Atlanta's reputation as a cultural destination. The OCA supports programs that educate and expose the public to a rich and diverse range of cultural expressions through a variety of initiatives. The OCA understands that the arts play an essential role in defining the cultural life of the city and seek to provide programs that contribute substantially to the City's economy and quality of life.

Facilities

The OCA manages and programs facilities. These are described below.

Atlanta Cyclorama: The Atlanta Cyclorama, in operation by the City of Atlanta for 110 years, remains one of Atlanta's premier attractions for residents, national and international visitors. The Cyclorama is a self sustaining enterprise operation, functioning solely on the revenue it generates from ticket sales, and gift shop revenue. It has solidified its position as one of Atlanta's most valued cultural assets.

Major operational and organizational initiatives were implemented in 2007 to improve the use of resources, profitability and expand marketing. These initiatives will position the Atlanta Civil War Museum and Cyclorama to increase Atlanta's cultural impact on visitors for the future. The Atlanta Cyclorama is a unique Civil War museum featuring the world's largest oil painting the "Battle of Atlanta". This historic massive (348' x 42') painting allows visitors to step back to July 22, 1864 and experience the Battle of Atlanta. The heroism of soldiers fighting bravely for causes they believed in is brilliantly portrayed as the painting, foreground figures, music and narrative combine to astonish the visitor. A featured exhibit in the museum is the locomotive TEXAS.

Resource use improvements included both scheduling and personnel changes. Scheduling changes included closing the Cyclorama on Sunday and Monday and reducing the number of daily shows. These schedule changes along with cross training of staff, enabled the creation of two new positions of Marketing Assistant and Bookstore Manager. The Marketing position has impacted and improved long-term growth through the development and implementation of target marketing strategies and grant opportunities. The Bookstore Managers position enabled the Cyclorama to take over the operation of the bookstore and gift shop. The bookstore is anticipated to generate \$100k revenue per year.

Chastain Park Amphitheater: One of the country's most unique outdoor entertainment facilities, Chastain Park Amphitheater offers evening concerts featuring national artists throughout the summer. The facility provides an acoustically sound and comfortable venue for music and entertainment. There



Homage to St EOM Folk Art Park, NPU M



The Atlanta Cyclorama in Grant Park, NPU W.



Chastain Arts Center in Chastain Park, NPU A.

Community Assessment - 5. Community Facilities and Services



The Gilbert House on Perkerson Road, NPU X



South Bend Arts Center.



The Horn Section, public art at Cleopas R. Johnson Park, NPU T.

continues to be a consistent schedule of performing artists and presenting agencies utilizing this facility.

Chastain Art Center & Gallery: Located in Chastain Park, this facility began its first art program in 1968 and is the oldest of the City's three arts centers. Extensive renovations were completed in 2006, adding a new accessible bathroom to the education building and replacing all the porches. In 2008, the roof and gutters were replaced and the chimneys all re-pointed. Adjacent to the Chastain Arts Center, the Chastain Gallery contains 2,000 square feet of exhibition space. The building underwent a complete renovation in 1989. The goal of City Gallery at Chastain is to present exhibitions and programs that explore and impact public life, addressing the social and personal political issues of our time. Originally dedicated to crafts, the gallery has expanded its focus to include a wide range of artistic expressions and traditions, and presents exhibitions that address design, architecture and popular culture in an educational manner. Exhibitions showcase the work of artists from Atlanta as well as those from throughout the country. The gallery offers artists talks and special lectures and tours for school groups.

Gilbert House: Gilbert House is one of the City's arts and crafts centers geared to all age groups. It also serves as a rental facility for meetings and social events. Built in 1865, Gilbert House is situated on 11 acres and was placed on the National Register of Historic Places in 1980. Future plans involve establishing more consistent cultural programs at the Gilbert House in consort with local arts organizations. The beauty and historical significance of the house and grounds make Gilbert House a popular site for arts and culture programs, meetings and events.

South Bend Arts Center: The South Bend Center for Arts and Culture was built on the solid granite foundation of the old "Community Lodge" that originally stood behind South Bend Recreation Center. Both the community lodge and the recreation center were heavily damaged by fire in September 1996. The South Bend Center for Arts and Culture was remolded to replace the recreation center. The exterior of the new facility was made to resemble the original building, built c. 1943, while the inside incorporates modern design features, which allow for both visual and performing arts programs to take place. The Southbend Arts Center opened in the fall of 2007 as a multi-disciplinary community arts facility that will allow OCA to collaborate with many established organizations and artists in the community to make cultural arts programs more accessible.

J.D. Sims Recreation and Community Center: Incorporates a dance studio, computer lab, all purpose room, arts and crafts room, and kitchen. The Culture Club, the after school program at J.D. Sims includes tutoring with the After School All-Stars and Cultural Enrichment Classes, held for student's age 6-16.

Programs and Projects

The Office of Cultural Affairs operates programs and projects in its four facilities as well as at sites elsewhere throughout the City. OCA programs fall into the following categories: public art, performance art, art education outreach and public information, and contracts for arts services. The OCA



Community Assessment - 5. Community Facilities and Services

also provides staffing and technical support for a wide range of art projects.

Public Art Program: The Office of Cultural Affairs Public Art Program (OCA/PAP) is charged with administering the development and management of public art projects for the City of Atlanta. The City allocates 1.5 percent of funds budgeted for certain capital projects to the installation of public artworks. Atlanta is now home to nearly 250 public artworks that the Office of Cultural Affairs is dedicated to maintaining and expanding through a host of development, education and outreach initiatives. The Public Art Master Plan and the Public Art staff of OCA gives structure to public art stewardship in Atlanta while setting forth a series of policy measures and processes to enable the City to fulfill its public art objectives. OCA/PAP also provides programs and services that support the arts community while improving the quality of life for all citizens and visitors. Programs include:

- Percent-for-Art Programs
- Art on Loan
- Collections Management
- Program Initiatives
- Public Art Advisory Committee (PAAC).

Performing Arts: The Office of Cultural Affairs Performance Art Program administers the Atlanta Jazz Festival, Arts in Education, The Culture Club after school program, the Cultural Experience program and Contracts for Arts Services. The Atlanta Jazz Festival is a month long celebration of jazz and is regarded as one of the Country's largest free jazz festivals. " The Atlanta Jazz Festival provides the City with an opportunity to unify Atlanta's diverse population, to celebrate Atlanta's rich cultural heritage, and to promote tourism.

Arts in Education: The Arts in Education program provides cultural programming and employment opportunities for young Atlanta residents through inter-governmental, inter-departmental and external partnerships. Since 2005, the Office of Cultural Affairs (OCA) has partnered with the Atlanta Workforce Development Agency (AWDA) and the Office of Recreation to increase the number of summer arts-based offerings through the Department of Parks, Recreation and Cultural Affairs. ARTSCool program provides exceptional artistic and employment training, exposure to diverse cultural experiences, foster high self-esteem and optimism for the future, and cultivate entrepreneurial skills while promoting the fulfillment of being creative, disciplined, and knowledgeable.

The Culture Club is an After-School Experience that provides an opportunity for youth to participate in education and cultural activities that contribute to the growth and achievement of each individual. Summer Arts Camp in collaboration with the Office of Recreation provides Atlanta-area youth ages 5-12 with a balanced artistic and recreational summer camp experience.

The Cultural Experience Project provides every Atlanta Public School (APS) student from pre-kindergarten through 12th grade the opportunity to



Atlanta Jazz Festival in Piedmont Park, NPU E.



Dedication of "Yes, We Can" a kinetic sculpture at Isable Gates-Webster Park, NPU I.



Community Assessment - 5. Community Facilities and Services



Lillian Blades Hopscotch.

experience the City's premier art and cultural venues. The City of Atlanta's vision is for every student in APS to have a minimum of one on-site cultural experience at a cultural venue each year that directly ties to Georgia Learning Performance Standards and curriculum goals. To further the students understanding of arts and culture, teacher and student educational materials complement the age and grade level-appropriate experiences.

Contracts for Arts Services: The Contracts for Arts Services (CAS) program awards contracts related to the production, creation, presentation, exhibition and managerial support of artistic cultural services in the City of Atlanta. The program recognizes that the presence of artists and non-profit organizations involved in the arts are critical to Atlanta's cultural vitality. The arts enrich the creative development of the City's diverse populations, and contribute positively to the social and economic well being of Atlanta as well as the region.

Arts Organizations: The Arts Organization contracts underwrite programs developed by organizations with small to mid-size budgets. Of special interest are projects that reach a cross section of the City and promote cultural diversity.

Community Cultural Development: Designed to support community organizations that develop arts programming, these contracts provide seed money for arts programming in order to attract other sources of support. The focus is on groups that offer programs in sections of the City not traditionally served by larger arts organizations.

Individual Artists: These contracts engage practicing, professional artists living in the City who work in the areas of visual arts, dance, literary arts, music, theater, media and interdisciplinary genres.

Major Arts Organizations: These contracts provide general operating support to organizations with budgets in excess of \$300,000 and that present programs or services to a large cross section of City residents. Organizations must exhibit high standards of artistic and administrative excellence to be eligible.



Art on the BeltLine, a temporary art installation by Krewe.



Art on the Beltline, a temporary art installation by Koth.



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6. INTERGOVERNMENTAL COORDINATION

The Intergovernmental Coordination Element provides local governments an opportunity to inventory existing intergovernmental coordination mechanisms and processes with other local governments and governmental entities that can have impacts on the success of implementing the local government's comprehensive plan.

Adjacent Local Governments

Atlanta is the most populous city in Georgia and home to a diverse citizenry. Located in north central Georgia, Atlanta is positioned in the central portion of Fulton County with a small, eastern portion of the city located in western DeKalb County. In Fulton County, it joins Palmetto, Fairburn, Union City, College Park, Hapeville, East Point, Roswell, Mountain Park, Alpharetta, Sandy Springs, Milton, Johns Creek and Chattahoochee Hill Country. Amongst DeKalb's major cities are Decatur, Stone Mountain, Lithonia, and Dunwoody.

Independent Special Authorities and Districts

The City of Atlanta coordinates with the Independent Special Authorities and Districts listed below.

- **Advisory Committee on International Relations:** The Advisory Committee on International Relations seeks to establish a more meaningful dialogue between various international groups and the City's elected officials.
- **Atlanta Conventions and Visitors Bureau (ACVB):** Established in 1913, ACVB is a private, nonprofit organization created exclusively to market metro Atlanta and Georgia as a premier convention, meeting and leisure destination in the regional, national and international marketplace and to favorably impact the Atlanta economy through conventions and tourism.
- **Atlanta Development Authority (ADA):** ADA provides the mechanism for consistent policies regarding development within the City of Atlanta.
- **Atlanta Housing Authority:** The Housing Authority is organized under Georgia law to develop, acquire, lease and operate affordable housing for low-income families. Today, AHA is the largest housing agency in Georgia and one of the largest in the nation, serving approximately 50,000 people.
- **Atlanta Planning Advisory Board (APAB):** APAB serves to advise the City on city-wide issues, goals and objectives relative, but not limited to the Comprehensive Development Plan, land use, zoning transportation, environmental quality, license review, parks and open spaces. APAB also advises the City on matters relating to citizen organizations and participation in the planning process.
- **Metropolitan Atlanta Rapid Transit Authority (MARTA) Board of Directors:** The MARTA Board of Directors exists for purposes of planning, designing, leasing, purchasing, acquiring, holding, owning, constructing, improving,



Community Assessment - 6. Intergovernmental Coordination

administering and operating a rapid transit system within the Atlanta metropolitan area.

- **Urban Design Commission:** The Urban Design Commission holds public hearings for Council nominations for designation of buildings, sites and districts. The Commission also regulates the City's historic preservation regulations and decisions regarding applications for certifications of appropriateness.
- **Zoning Review Board (ZRB):** The ZRB conducts public hearings on amendments to the zoning ordinance of the City and on zoning applications.

School Boards

The Atlanta Board of Education establishes and approves the policies that govern the Atlanta Public School system. The Board consists of nine members, representing six geographical districts and three "at-large" districts. One person is elected per district to represent the schools in a given district for a four-year term. The day-to-day administration of the school district is the responsibility of the Superintendent, who is appointed by the Board. The Atlanta Public School system operates 96 traditional schools and educates 47,789 students

Independent Development Authorities and Districts - Community Improvement Districts (CID)

A Community Improvement District (CID) is a geographic area whose property owners vote to assess additional property taxes to fund transportation and infrastructure improvement projects. A CID is created when a simple majority of the commercial property owners agree to establish the district. This simple majority must also represent at least 75% of the taxable value of the commercial property located within the proposed CID. The Tax Commissioner must certify that these requirements are satisfied and the County must approve legislation authorizing the CID. A CID is a private business organization, not a government entity.

The resolution establishing the CID includes a provision for a board of directors and the services to be provided. Specific joint planning or service agreements are entered into on a case by case basis. Atlanta has three Community Improvement Districts: Central Atlanta Progress (Downtown), Midtown Alliance, and the Buckhead Community Improvement District.

- **Central Atlanta Progress (CAP)/Atlanta Downtown Improvement District (ADID):** Central Atlanta Progress, founded in 1941, is a private, not-for-profit corporation that strives to create a robust economic climate for Downtown Atlanta. With a Board of Directors of Downtown's top business leaders, CAP is funded through the investment of businesses and institutions. The Atlanta Downtown Improvement District, established in 1995 by CAP, is a public-private partnership that strives to create a livable environment for Downtown Atlanta. With a Board of Directors of nine private and public-sector leaders, ADID is funded through a community

Community Assessment - 6. Intergovernmental Coordination

improvement district within which commercial property owners pay special assessments. Together, Central Atlanta Progress and the Atlanta Downtown Improvement District are committed to a Downtown for the diverse Atlanta community and all of Downtown's property owners, employees, residents, students and visitors.

- **Midtown Alliance:** The Midtown Improvement District (MID), approved in 2000, is a public improvement district created to offer enhanced safety, maintenance, and capital improvements in Midtown Atlanta. The MID enables commercial property owners to play a pivotal role in implementing the Midtown Blueprint, a master plan envisioned by the community and spearheaded by Midtown Alliance. The MID focuses on the following priorities: Midtown Blue (public safety program) Midtown Green (environmental maintenance program) streetscape enhancements, transit initiatives and traffic improvements. The MID is governed by a board of directors representing the City of Atlanta and commercial property owners within the district.
- **Buckhead Community Improvement District:** The Buckhead CID was created in 1999. The objective of the Buckhead Community Improvement District (CID) is to address many of the transportation issues facing the area including: improving traffic mobility, enhancing the pedestrian environment, creating better access to public transit, initiating intra-district transportation alternatives, encouraging better integration of land uses and improving linkages to the region's automobile, transit and bicycle networks.

Coordination of Atlanta Airport, Police Corrections and Fire Department

- **Hartsfield Jackson Atlanta International Airport:** Because of the nature of providing commercial passenger air service and air cargo, the City of Atlanta Department of Aviation collaborates with a variety of entities. The Department has significant interaction with federal agencies, including: Federal Aviation Administration, US Customs & Border Patrol, the Transportation Security Administration, the US Department of Agriculture, and the Centers for Disease Control and Prevention. Additionally, due to the Airport's location outside of the City of Atlanta, the Department of Aviation has Inter-Governmental Agreements with local jurisdictions including: the City of College Park and Clayton County. As a regional partner, the Department of Aviation works diligently to coordinate with Georgia Department of Transportation, the Atlanta Regional Commission and other entities on matters of regional significance. Last but not least, the Airport has lease agreements with all airlines and concessionaries as it relates to the use of the airport.
- **The Atlanta Police Department:** The Homeland Security Unit has developed close working relationships with many neighboring local and state agencies/jurisdictions as well as various federal entities. The Homeland Security Unit has forged informal and formal partnerships with neighboring major local jurisdictions that maintain homeland security/intelligence type units such as DeKalb County PD, Fulton County PD, Gwinnett County PD, and Cobb County PD, as well as the smaller municipal



Community Assessment - 6. Intergovernmental Coordination

jurisdictions within said areas, including Fulton County Sheriff's Office, Georgia Tech Police, Georgia State University Police, the various Atlanta University Center jurisdictions, MARTA Police, Fulton County EMA, etc. The Atlanta Police Department's Homeland Security Unit is also an active partner in the Georgia Terrorism and Information Project (GTIP), in which local and statewide agencies across Georgia participate in information & intelligence sharing and training. APD Homeland Security also works with the Georgia Information Sharing & Analysis Center (GISAC), one of 72 U.S. Department of Homeland Security designated fusion centers in the country created by state and local agencies to enhance communication and information flow between local, state, and federal agencies.

The APD Homeland Security Unit assigns an investigator to work directly with the FBI Joint Terrorism Task Force (JTTF). Through this partnership, APD Homeland Security and the FBI-JTTF are able to directly share, investigate and further disseminate information & intelligence with a terrorism nexus. The APD Homeland Security Unit also attends regularly scheduled meetings with local, state, and federal agencies in such environments as the Counter-Terror Working Group (CTWG) meeting for sworn law enforcement personnel and official designees and the Interagency Intelligence Working Group (IAWG). The Unit also hosts monthly meetings of the Atlanta Crime Information Network (ACIN), a gathering of local, state, and federal agencies focused on sharing and disseminating information/intelligence focused on street level crime to patrol officers and investigators. While working closely with the FBI-JTTF, the APD Homeland Security Unit also has working relationships with other federal agencies such as ATF, DEA, ICE, TSA and U.S. Air Marshalls.

- **Atlanta Fire Department:** The basic services of the Atlanta Fire Department include Fire Fighting Services, Search and Rescue Services, Hazard Material Services. These services are provided to City of Atlanta residents and City residents that reside in DeKalb County that is part of the City of Atlanta. In addition to its direct services to its residents, the Fire Department also maintains external system relationships. These relationships include the Atlanta Fulton County Emergency Management Agency (FEMA) the Georgia Mutual Aid Group (GMAG). The Fire Department also has thirteen (13) individual automatic renewable reciprocal mutual aid agreements with other agencies to deliver basic services within the City and to cross jurisdictional lines when needed and to assist in emergency situations.
- **Department of Corrections:** The Department of Corrections has developed partnerships with other organizations to promote interagency cooperation and effectiveness. Mutual aid agreements have been developed with area jails, the Metropolitan Atlanta Rapid Transit Authority (MARTA), Georgia Emergency Management Agency (GEMA) and the U.S. Bureau of Prisons to ensure adequate emergency preparedness and response. Partnership with Municipal Court to begin video court appearances at the main jail to preclude the high logistical costs and security risks inherent to transporting approximately 12,000 offenders to court each year. Video court is scheduled to be online by December 2010. Partnership with the Department of Public Works to enhance and ensure a cleaner City by providing inmate labor utilizing inmates sentenced to serve time in the

Community Assessment - 6. Intergovernmental Coordination

City Jail.

Federal, State, or Regional Programs

The City of Atlanta coordinates services with Regional, State and Federal agencies as described below.

- **Atlanta Regional Commission (ARC):** The ARC is the regional planning and intergovernmental coordination agency for the 10 county area including Cherokee, Clayton, Cobb, DeKalb, Douglas, Fayette, Fulton, Gwinnett, Henry and Rockdale counties, as well as the City of Atlanta. For 60 years, ARC and its predecessor agencies have helped to focus the region's leadership, attention and resources on key issues of regional consequence. ARC is dedicated to unifying the region's collective resources to prepare the Atlanta Region for the future. It does so through professional planning initiatives, the provision of objective information and the involvement of the community in collaborative partnerships. The Mayor of the City of Atlanta and a council member serve on the board of the Atlanta Regional Commission and its committees. In addition, City of Atlanta staff attends and participate in the regional transportation planning process and the Transit Planning Board as well as the Plan 2040 planning initiative.
- **Georgia Regional Transportation Authority (GRTA):** GRTA, created by the General Assembly in 1999, is charged with addressing air pollution, traffic congestion and poorly planned development in the Atlanta Region, which is currently designated non-attainment under the federal Clean Air Act. As other areas of the state fall out of attainment, they would also fall under the purview of GRTA. GRTA was formed to insure that the Atlanta Region can sustain its economic growth, while maintaining its quality of life. The City of Atlanta coordinated Development of Regional Impact reviews with GRTA staff.
- **The Metropolitan North Georgia Water Planning District:** In September 2003, the Metropolitan North Georgia Water Planning District Board adopted three comprehensive plans to ensure adequate supplies of drinking water, to protect water quality and to minimize the impacts of development of the District's watersheds and downstream water quality. The City of Atlanta is participating in the planning and implementation efforts of the district and will coordinate with other local governments.
- **Service Delivery Strategy (SDS):** The SDS Act, signed into law in 1997, required each county and its municipalities to adopt a SDS by July 1, 1999. The intent of the legislation was to require local governments to take a closer look at their delivery of services they provide in order to identify overlaps or gaps in service provision and develop a more rational approach to allocating delivery and funding of these services. The legislation also required local governments to look at their land use plans in order to minimize conflicts between county and city plans.

The Service Delivery Strategy provides the city and local authorities the opportunity to reach agreement on the delivery of services in an effective and cost-efficient manner to city residents. The goals of the Service



Community Assessment - 6. Intergovernmental Coordination

Table 6-1: 2005 Intergovernmental Agreement with Fulton County

General Government Categories	Atlanta
Finance	D
Purchasing	D
Information Technologies	D
Elections	D
Voter Registration	FC
Computer Maps	D
Personnel	D
Municipal/Recorders	D
Community Court	D
Public Defender	FC
Juvenile, Probate, State,	FC
Local Government	FC
Police	D
Drug Task Force	D
Marshall/Real Estate &	FC
Fire	D
Animal Control	FC
EMS	C*
911	D
Disability Affairs	FC
Medical Examiner	FC
Economic Development	D
Community Development-	D
Community Development-	D
Building Inspections	D
Planning/Zoning	D
Code Enforcement	D
Engineering	D
Public Housing	A
Water Treatment	A
Water Distribution	D
Wastewater Collection	D
Wastewater Treatment	D/FC
Yard Waste Collection	D
Refuse Collection	D
Building Maintenance	D
Recycling Programs	D
Electricity	C
Stormwater	D
Vehicle Maintenance	D
Board of Equalization	FC
Hartsfield Jackson Atlanta	D
Fulton County Airport	FC

Delivery Strategy are:

- To provide a flexible framework for local governments and authorities to agree on service delivery arrangements.
- To minimize any duplication or competition among local governments and authorities providing local services.
- To provide a method of resolving disputes among service providers regarding service delivery, funding equity and land use.

Atlanta is a Fulton County Municipality that has developed a Service Delivery Strategy. On October 28, 1999, the Georgia Department of Community Affairs verified Fulton County's SDS for Fulton County and its ten cities. The Strategy identified the service arrangements for 54 government services. The SDS was updated in 2005. The SDS Act requires Atlanta to review their service provision to insure the most efficient and coordinated provision of services. The services collaborated under the City's Delivery Strategy Plan are show in Table 6-1. The Service Delivery Strategy with DeKalb County was extended in 2010. The coordination of services with DeKalb County include: (1) elections and (2) property tax collections.

With the incorporation of four new cities in Fulton County, the Service Delivery Strategy will need to be renegotiated. Fulton County is interested in shifting some of the services that it provides to the municipalities. Recently, Fulton County initiated transferring Animal Control and Emergency Medical Services to its cities. Provision of

water by the City of Atlanta to other cities as well as the wholesale of water to Fulton County may require new agreements.

Table 6-1: 2005 Intergovernmental Agreement with Fulton County

General Government	Atlanta
Physical Health	FC
Parks	D
Recreation Programs	D
Libraries	FC
Workforce	FC
Physical	D
Environmental	D
Hospital (Grady)	IG-A
Mental	FC
Welfare	FC
Senior Services	FC
Art Programs	D
Art Service Grants	FC
Key	
D-Direct	
IG-A-Intergovernmental	
J-Joint	
C-Contract-Private	
A-Authority	
IG-ATL-	
N/A-Not Applicable	
FC-Fulton County	
* GRADY	

7. TRANSPORTATION

The City of Atlanta's surface transportation system serves approximately half a million residents, more than 300,000 suburban commuters, and thousands of daily visitors. According to 2008 US Census Bureau Journey to Work data (tables presented in the Housing and Economic Development sections), the City of Atlanta's daytime population increase of over 40% – adding 218,000 people due to net migration of workers – is second only to Washington, DC. Suburban commuters account for over 80% (318,000) of the 389,000 persons employed in Atlanta, while almost 60% (100,000) of the 171,000 employed residents work outside the City. Functional population served by the transportation system surges even further during conventions and special events.

Atlanta's roadways, railways, and air cargo services also provide goods movement ranging from local deliveries to global cargo shipments. Hartsfield-Jackson Atlanta International Airport (H-JAIA) is the world's busiest passenger aviation facility. As the convergence point of three interstate highways and a major railroad hub for CSX and Norfolk-Southern, Atlanta is the commercial crossroads of the Southeast. Access provided by transportation infrastructure has shaped every phase of Atlanta's growth and development as Georgia's capital city and as a metropolitan area.

Considering interim estimates and forecasts developed by ARC for the Plan2040 update of the Regional Transportation Plan (RTP) and Regional Development Plan (RDP), the City of Atlanta will maintain about 12% of the 10-county Region's population, 13% of households and 20% of its jobs as the Region grows from 4.2 million to 6 million people (in 1.6 million households growing to 2.3 million), with 1.9 million regional jobs increasing to 3 million over the next 30 years.

At least one-third, perhaps even one-half of the development needed for a 2040 Atlanta Region population approaching 50% larger than today's has yet to be built. Well thought-out policies for guiding where this new development goes and how it contributes to community quality is essential for a sustainable future with a high quality of life.

It is Atlanta's vision to be a leader in the region for forging efficient, effective, and affordable transportation systems that promote quality of life. Key initiatives to this end include the BeltLine transit, trails and greenways as well as restoring street car service for circulation within Atlanta beginning with the Peachtree Street and Auburn Avenue-Luckie Street corridors. The City of Atlanta also supports development of a new Downtown Multimodal Passenger Terminal (MMPT).

The transportation section examines the road network, modes of transportation, parking, railroads and trucking, aviation, transportation planning, and transportation, land use and community health.

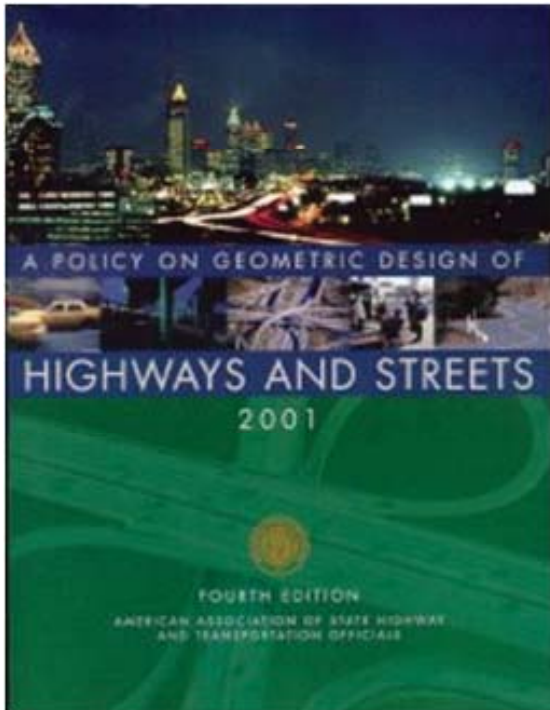


Community Assessment - 7. Transportation

Road Network

The City of Atlanta's mature street system has a well-established grid that facilitates access, supports mobility, and mitigates peak-hour congestion by providing multiple route choices in many areas. There are approximately 1,700 centerline miles of surface streets, more than 900 signalized intersections, 489 expressway lane miles and 61 miles of access ramps in this network. This section evaluates level of service for vehicles as the volume to capacity ratio along corridors and controlled delay at intersections.

Roadway System and Jurisdictional Responsibilities



The AASHTO Green Book

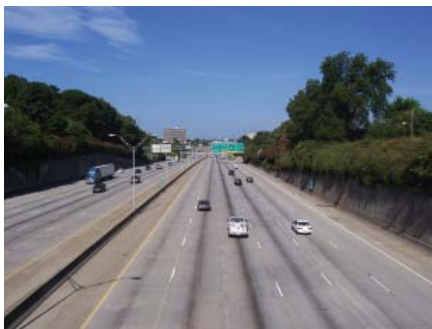
The Georgia Department of Transportation (GDOT) owns and maintains expressways and those surface street segments included in the National Highway System (NHS) such as US-19, which includes Peachtree Road between Midtown and the Buckhead Village, as well as other state routes like SR-166 on Langford Parkway. For roadway segments owned by the City of Atlanta, the Department of Public Works (DPW) is responsible for road construction and maintenance of rights-of-way, and operation of the street system, including the installation and maintenance of roadway lighting, traffic signals, traffic signs, pedestrian crossings and pavement markings (see the Table of National Highway System and State Routes in the City of Atlanta in the Appendix).

The Federal Highway Administration (FHWA) in cooperation with a task force of the American Association of State Highway and Transportation Officials (AASHTO) produces A Policy on Geometric Design of Highways and Streets, also known as the "AASHTO Green Book" addressing features such as sight distance, access management, operating speed, and intersection design that seek to provide positive guidance for drivers through roadway design.

Roadway Volumes and Levels of Service - Congestion Management

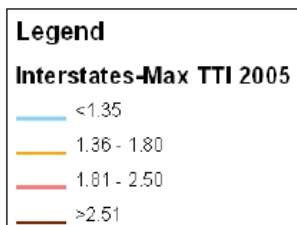
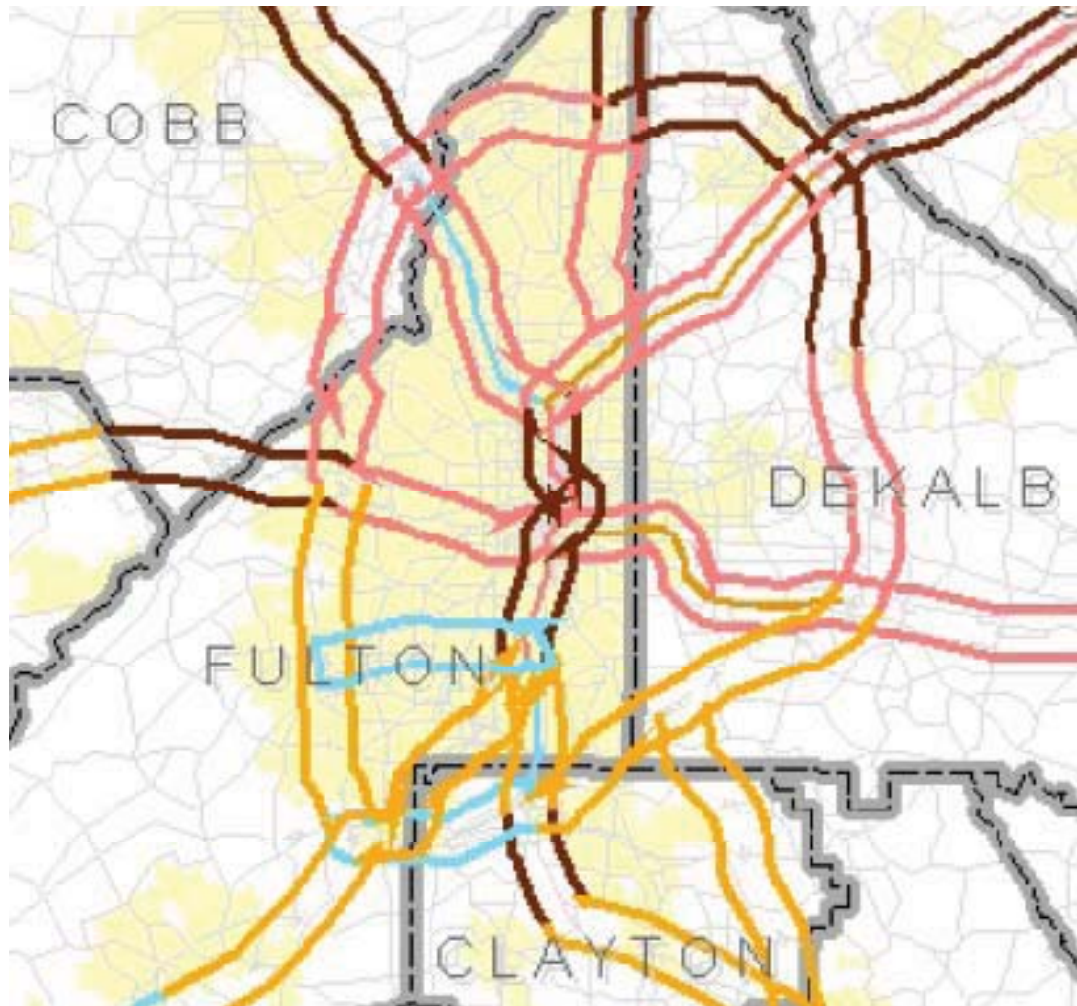
As required by the federal SAFETEA-LU Transportation Authorization Act, the Atlanta Regional Commission (ARC) identifies the most congested locations in the region through the Congestion Management Process (CMP). One measure of recurring congestion is the Travel Time Index (TTI), which is the ratio of travel time during peak periods compared to off peak travel times. Another congestion measure, Vehicle Level of Service (LOS) is defined in the Highway Capacity Manual produced by the National Cooperative Highway Research Program (NCHRP). Generally a segment with LOS-F has a greater than 1.0 ratio of traffic volume to capacity (see Map 7-1).

HOV lanes on I-20 East, I-75 and I-85 have less congestion intensity – as indicated by a lower TTI score – than adjacent general purpose expressway lanes. The most severe expressway congestion inside the City of Atlanta occurs on the I-75/I-85 Downtown Connector (see Map 7-2).



I-20 is part of GDOT's maintained expressways

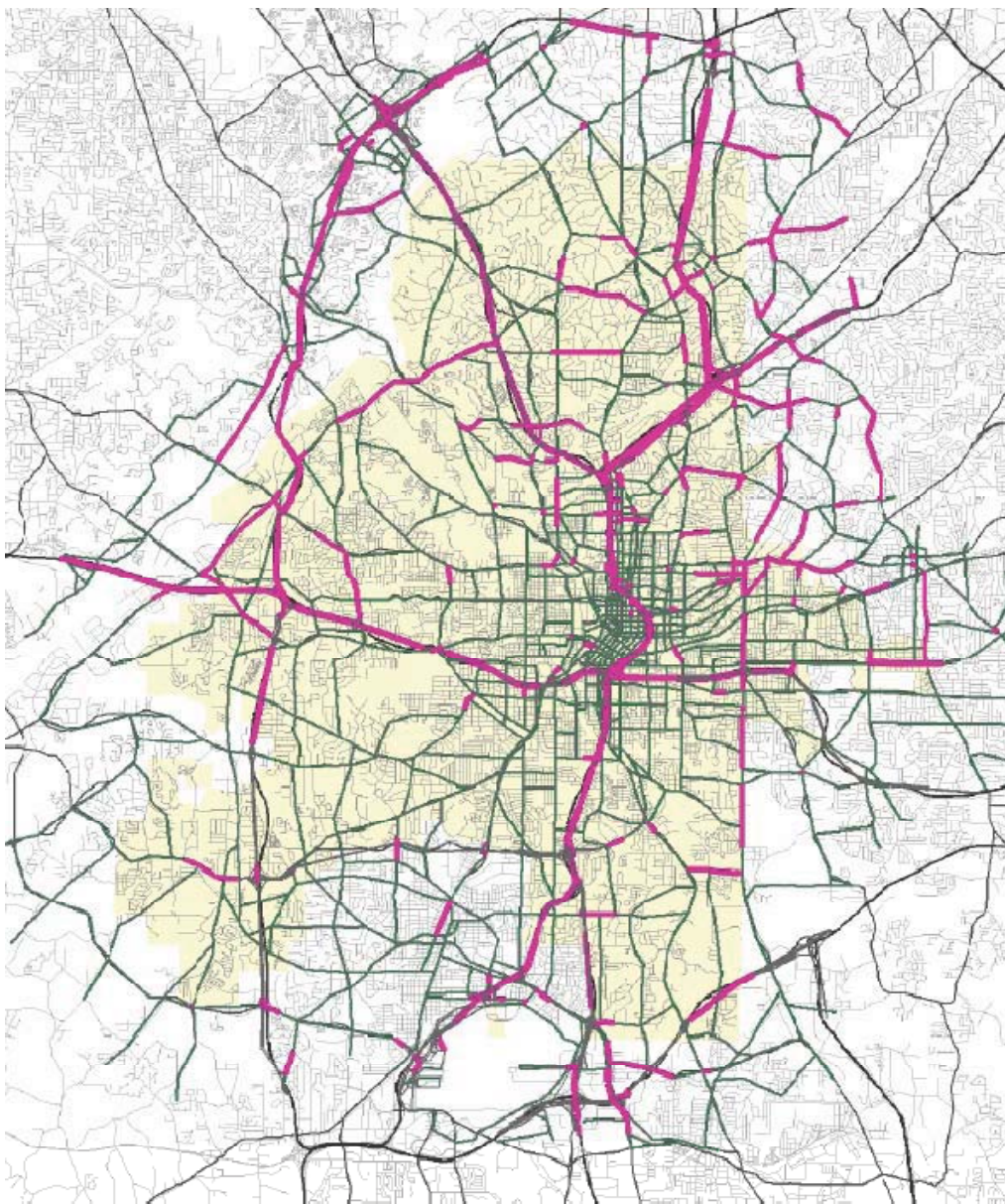
Signalization and intersection geometric modifications to address bottlenecks seek to facilitate efficient traffic flow without adding Single Occupancy Vehicle (SOV) capacity. The Connect Atlanta Plan, the City's Comprehensive Transportation Plan, ranks another 12 turn lane projects, 16 intersection re-



Map 7-1: ARC's Travel Time Index

configurations and 6 roundabouts to ease congestion. Beyond this, the CDP lists an additional 47 intersections recommended for reconstruction in small area plans.

Capital projects to add vehicle through-lanes are recommended only in targeted locations consistent with the wider vision of fostering a livable urban environment. Most focus on creating consistent corridor cross sections such as along Cleveland Avenue or adding through-lanes to the segments of Campbellton Road that narrow down between existing 5-lane segments. The Northside Drive Corridor Plan called for three through lanes per direction between I-75 and I-20. This will require the widening of three railroad bridges near Bellemeade Avenue, 16th Street, and Marietta Street.

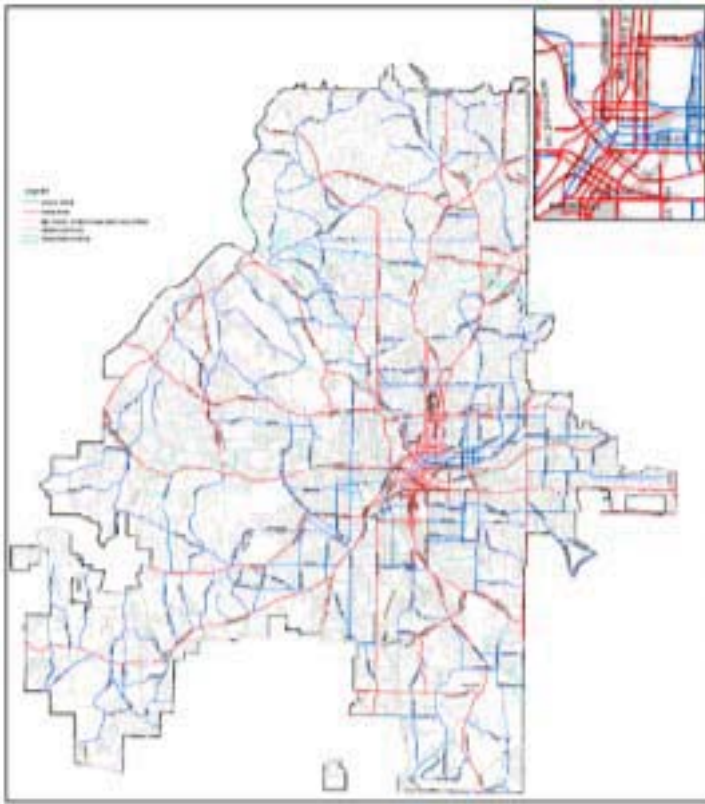


Map 7-2: Roadway Segments at Vehicle LOS-F

Functional Classification

Differences in function between routes classified as arterial, collector, or local street can be used in transportation planning to prioritize capital projects and also in development review, such as to determine building setbacks or driveway requirements. Every public road in the United States has a designation in the National Functional Classification (NFC) hierarchy established by the FHWA as listed below.

- Principal arterials carry long distance, through-travel movements, and serve major trip generators, such as airports or regional retail. Principal arterials are interstates and other expressways, important surface streets within or state routes between large cities.



Map 7-3: City of Atlanta Functional Classification Map

- Minor arterials still emphasize mobility, but they carry shorter trips, and serve lesser trip generators. Arterials are surface streets of medium importance in large cities.
- Collectors provide more access to property than do the arterials to which they funnel traffic from residential areas. Collectors are the connecting streets in an urban grid.
- Local roads primarily provide land access. Residential streets are local streets.

The City and GDOT maintain slightly different assignments of functional classifications to Atlanta's roadways. The City of Atlanta's roadway functional classification (see Map 7-3) includes a single arterial category and it differs from GDOT's approach in categorizing some of the 400 miles of arterial and collector corridors, such as eastern segments of North Avenue. In commercial areas, the City's Comprehensive Transportation Plan's (CTP) Street Design Guide recommends one travel lane per direction for collectors (shown in blue) and two travel lanes per direction for arterials (shown in red), so the right-of-way implications for design of corridor enhancements can be significant.

The GDOT version of functional classification (see Map 7-4) includes both the principal arterial (shown in purple) and minor arterial (shown in green) categories. GDOT's principal arterial designations may extend beyond state route jurisdiction as in the case of Ralph David Abernathy Boulevard between

Roadway Functional Classification



Map 7-4: GDOT Functional Classification

Metropolitan Parkway and I-75/85.

For “Local Streets” in a single family residential land use context, right-of-way needs range from 44 feet in the CTP to 50 feet with the addition of on-street parking and wider sidewalks in the BeltLine Overlay. In a mixed-use/multi-family residential area, the BeltLine guidelines for an Avenue/collector includes bike lanes in a 78-foot cross section that the CTP’s 61-foot default right-of-way allocation does not. The most dramatic difference between the two street design guidelines are for a Boulevard/arterial in a single family residential context where the 112-foot BeltLine standards add on-street parking and wider median absent from the 65-foot cross section in the Connect Atlanta Plan Street Design Guide.

Maintaining Essential Roadway System Infrastructure

The State of the City’s Infrastructure Report, produced by the Mayor’s Office

of Program Management, identified funding needs to restore and maintain a state of good repair and regulatory compliance to support safe and efficient operation of the transportation system. The funded transportation capital projects are listed in the 2011 Capital Improvements Program (CIP). In addition, the transportation projects that are not yet funded but needed to address these critical infrastructure and maintenance needs are included in the long term Short Term Work Program (STWP).

Bridges

Atlanta's roadway system has approximately 450 bridges and viaducts including 96 expressway crossings and 185 rail crossings that are grade separated. The City owns and is responsible for maintaining over 150 of these bridges. GDOT regularly inspects all bridges, including those on local streets as well as railroad and MARTA bridges. The biannual bridge inspection report scores each bridge with a sufficiency rating on a 100-point scale and identifies necessary weight restrictions. Minimum load bearing capacity for bridges on MARTA and school bus routes is ten tons.

The City's Infrastructure Report identified urgent need for repairs to bridges with sufficiency ratings below 50, putting top priority on those with ratings less than 30. Work is currently underway on the Mitchell Street Bridge with federal stimulus funding from the American Recovery and Reinvestment Act (ARRA). The other Priority 1 railroad-spanning downtown roadway viaducts are programmed in the current Transportation Improvement Program (TIP). These are Spring Street in fiscal year 2012 and Courtland Street in FY 2014.

As seen from the Courtland Street Bridge there is currently no direct access to the Georgia State MARTA station. Reconstruction of this viaduct over CSX and the MARTA East Line could provide an opportunity to turn a barrier into a connection with the Underground Atlanta area and the South Central Business District.



Georgia State MARTA station from the Courtland Street Bridge.

The Bankhead Avenue bridge west of Georgia Tech and the Nelson Street bridge in Castleberry Hill, which also traverse railroad lines have both been closed to traffic since 1993 and have each been proposed as connections in a network of bicycle and pedestrian facilities. The 2011 STWP project list includes three phases of a citywide bridge replacement and repair program (STWP projects 3502, 3503, 3504) as well as a dozen specific locations for new or replacement bridges recommended in adopted plans, including five ranked in the CTP.

Traffic Signals and Intelligent Transportation Systems

Technology applications such as interconnected signals and variable message signs provide tools for proactive management of congested traffic flow. The City's Department of Public Works operates a Traffic Control Center (TCC) at City Hall that monitors and adjusts coordinated signal timing. The Georgia Department of Transportation (GDOT) links with all the locally operated TCC's across the Atlanta Region from a central Traffic Management Center (TMC) on East Confederate Avenue in southeast Atlanta.

Variable message signs provide opportunities to provide motorists with real-time information about highway traffic conditions. Current locations are pri-



Community Assessment - 7. Transportation

marily located on signs over expressway travel lanes. Expansion needs include more locations on access routes in advance of expressway entrances to provide earlier opportunities for taking alternative routes.

Of the 933 signalized intersections in the City, 165 have online communication capability, meaning that operators are able to see that the time-clock is linked to the central computer, review signal timing in operation and also download changes that are allowed without disturbing signal control or real-time traffic; otherwise downloading timing changes requires a technician at the intersection. For online signals, the Atlanta TCC (ATCC) can also monitor the operation of traffic detectors and pedestrian push buttons.

Signals may have no communication for various reasons, such as: copper cables over 25 years old may be obsolete; new controllers are incompatible with copper cables; repair work is needed for fiber optics and/or wireless infrastructure; or no communication technology is present.

The primary for signal communication is the design and implementation of a multimedia network to support traffic signal communication, dynamic traffic system devices (variable message signs, advisory radio and video monitoring of critical intersections) resulting in an Intelligent Transportation Management System (ITMS) with system integration to the ATCC to fully manage traffic in the City.

Intelligent Transportation System (ITS) technology applications include installing communications fiber along a travel corridor in conjunction with signal upgrade projects to enhance traffic flow. ITS corridor projects present an opportunity to provide signal priority for transit.

The Manual of Uniform Traffic Control Devices (MUTCD), a key publication of the FHWA, sets national standards for the application of traffic signals, regulatory and warning signs, changeable electronic message signs, and pavement markings. Per federal regulations, all newly installed traffic signals will use energy-saving LED technology and new street identification signs must provide larger lettering for higher visibility.

The current 2011 STWP includes a three-phased program to address the traffic signal maintenance backlog (projects #3505, 3506, 3507) identified in the Infrastructure Report. The 2011 STWP also lists about 40 intersections where adopted plans have recommended new or upgraded traffic signals, including 7 locations from the CTP roadway project rankings.

Street Lights

The Infrastructure Report estimated that street lights are absent at 6% of the 13,920 locations owned by the City. Atlanta leases an additional 36,814 street lights from Georgia Power. Several 2011- 2015 CIP-STWP projects (#3508, 3509, and 3510) aim to eliminate the backlog in maintenance needs to street light wiring, poles, shrouds, and paint.

School Crossings

The 2011-2015 CIP-STWP identifies the need to replace all 110 of the school flasher signals that warn drivers of crossing students (project #3511). Traffic

calming needs around Atlanta Public Schools in each Council District are also noted on the 2011-2015 CIP-STWP. Two elementary schools, Morningside and Sara Smith, are actively pursuing funding for a range of roadway geometry and crossing visibility changes through the federal Safe Routes to School (SRTS) Program.

Accessible Curb Ramps

Many intersections lack curb ramps for wheelchair users that comply with the Americans with Disabilities Act Accessibility Guidelines (ADAAG). In addition to three sidewalk program phase line items in the 2011-2015 CIP-STWP (projects 3512, 3513, 3514); the 2011 CIP includes short-term funding for three projects to retrofit recently resurfaced roads with ADA-compliant curb ramps.

Funding for the installation of accessible curb ramps and connecting sidewalks around MARTA rail transit stations and bus stops (TIP projects AT-237 and AT-238) came from MARTA's capital budget as an offset to federal stimulus funding used to support transit operations. Curb ramps are also being installed on several Midtown intersections through ARRA-funded project AT-210A. The 2011 CIP allocates about \$2 million from the remaining QOL bond funding to installing international crosswalks across the City.

Pavement Conditions

The 2008 Infrastructure Report evaluated the impacts of traffic volume and vehicle mix since the last resurfacing. It identifies almost 800 miles of roadways where the pavement age has exceeded its expected use life. Several 2011-2015 STWP projects (#3515, 3516, and 3517) correspond to these pavement needs. After addressing this backlog, the Report recommends staying ahead of resurfacing needs with an annual program to repave at least 60 miles per year.

Road Diets

On many corridors more roadway space has been dedicated to vehicle circulation than is actually needed to meet the Average Daily Traffic (ADT) volume (see Map 7-5). These include corridors with unbalanced lane counts, such as the segments of Lee Street that have 2 northbound lanes and 3 southbound lanes. Excess lanes and lane width encourage high vehicle speeds that degrade quality of life and neighborhood livability as well as corridors with dangerous reversible center lanes.

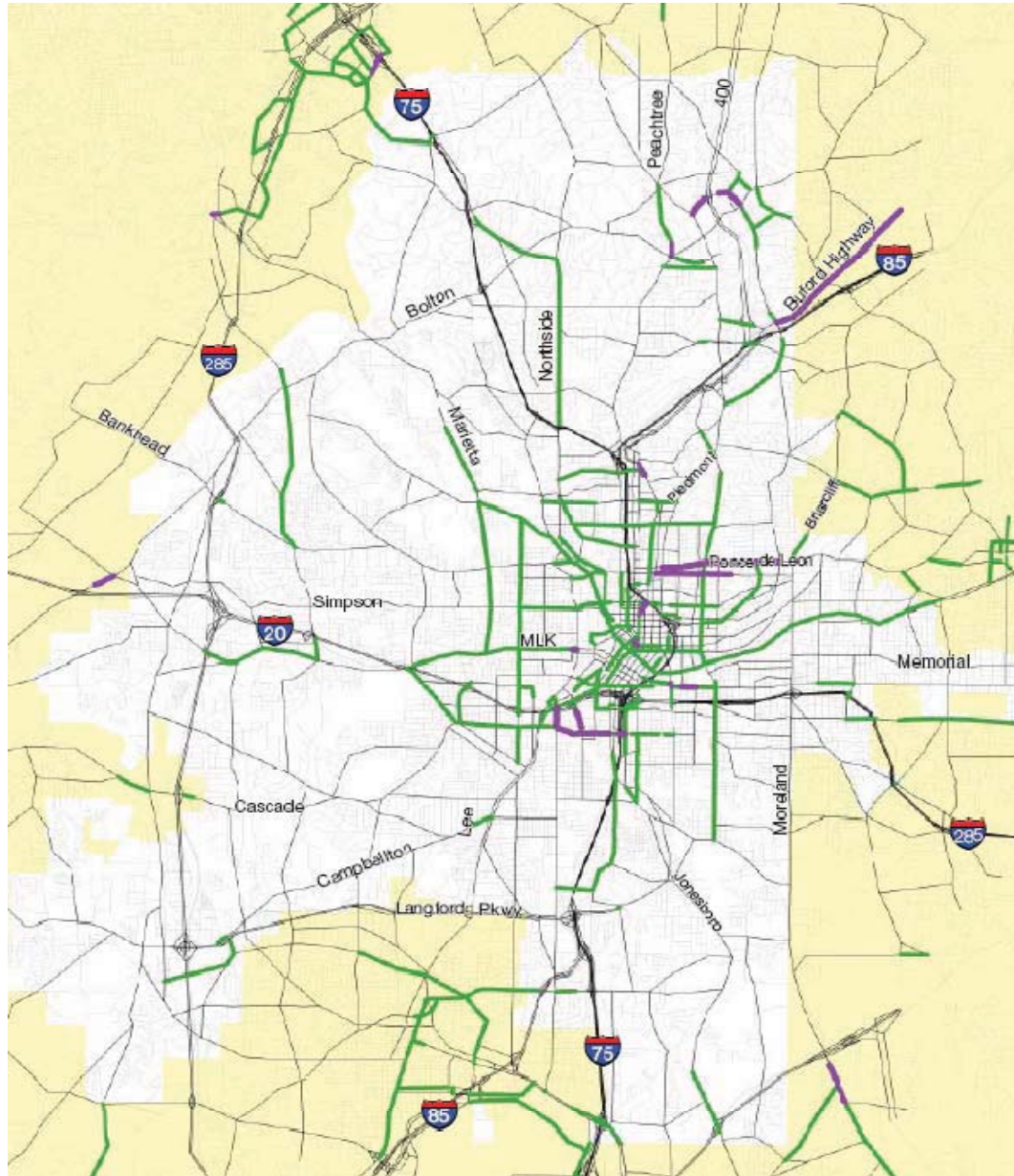
Road diet projects typically remove one or two vehicle lanes and reassign the space to on-street parking and non-motorized transportation such as wider sidewalks and medians that provide refuge space for pedestrian crossings. The Connect Atlanta Plan recommends 16 road diet projects, often converting 4-lane roadways into 3-lane corridors with one through-lane per direction and left turn lanes.

Road diets that aim to reallocate roadway space for pedestrians provide opportunities to correct misaligned sidewalks between blocks, such as the crosswalk diversion created by the third southbound lane of Peachtree Street that begins after the Pine Street intersection.



The misalignment of Peachtree and Pine streets presents the opportunity for a road diet.

Community Assessment - 7. Transportation



Legend

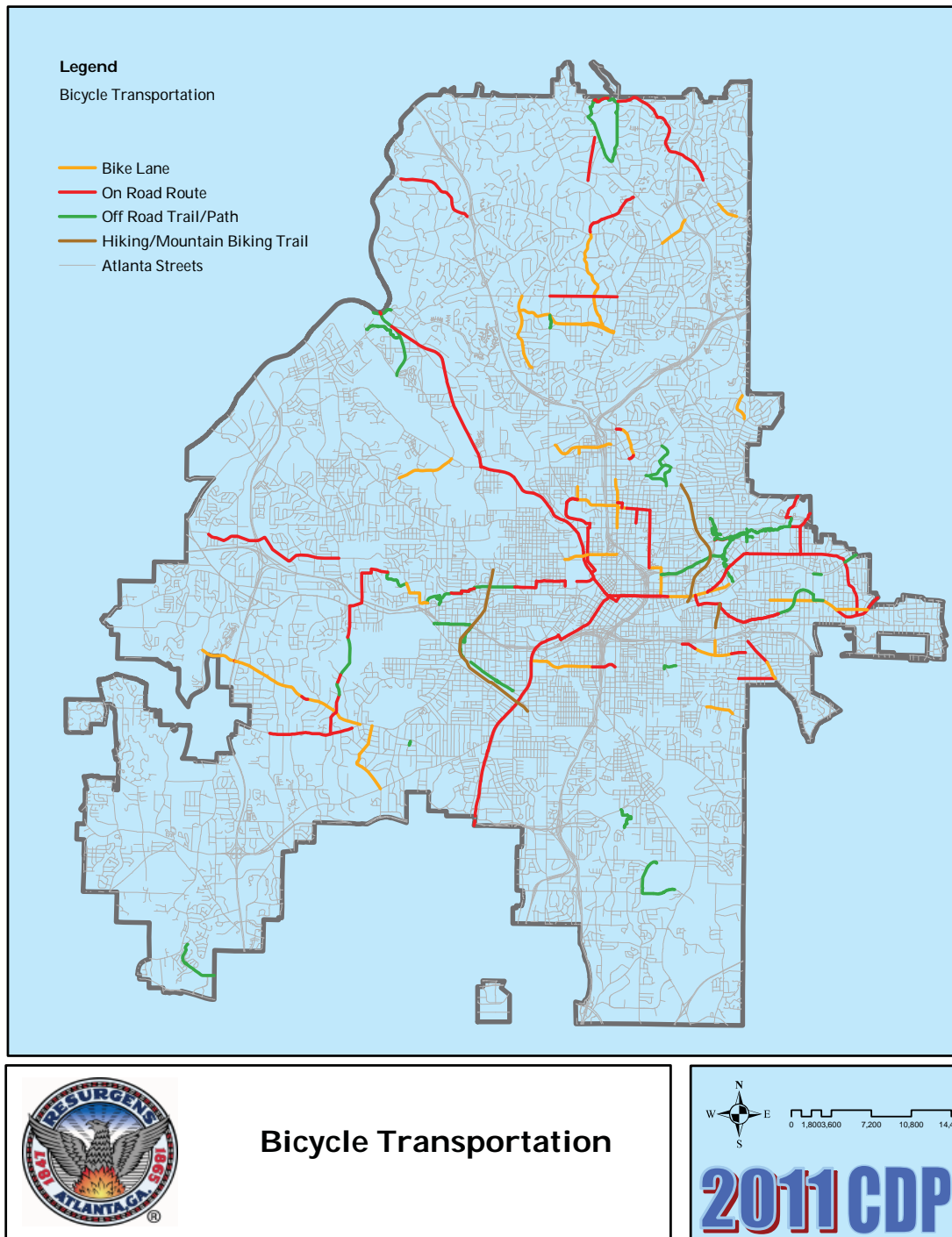
- 4-Lane Roadway Segments with ADT below 25,000
- 6-lane Roadway Segments with ADT below 35,000

Map 7-5: Location for potential Road Diets

Transportation Modes

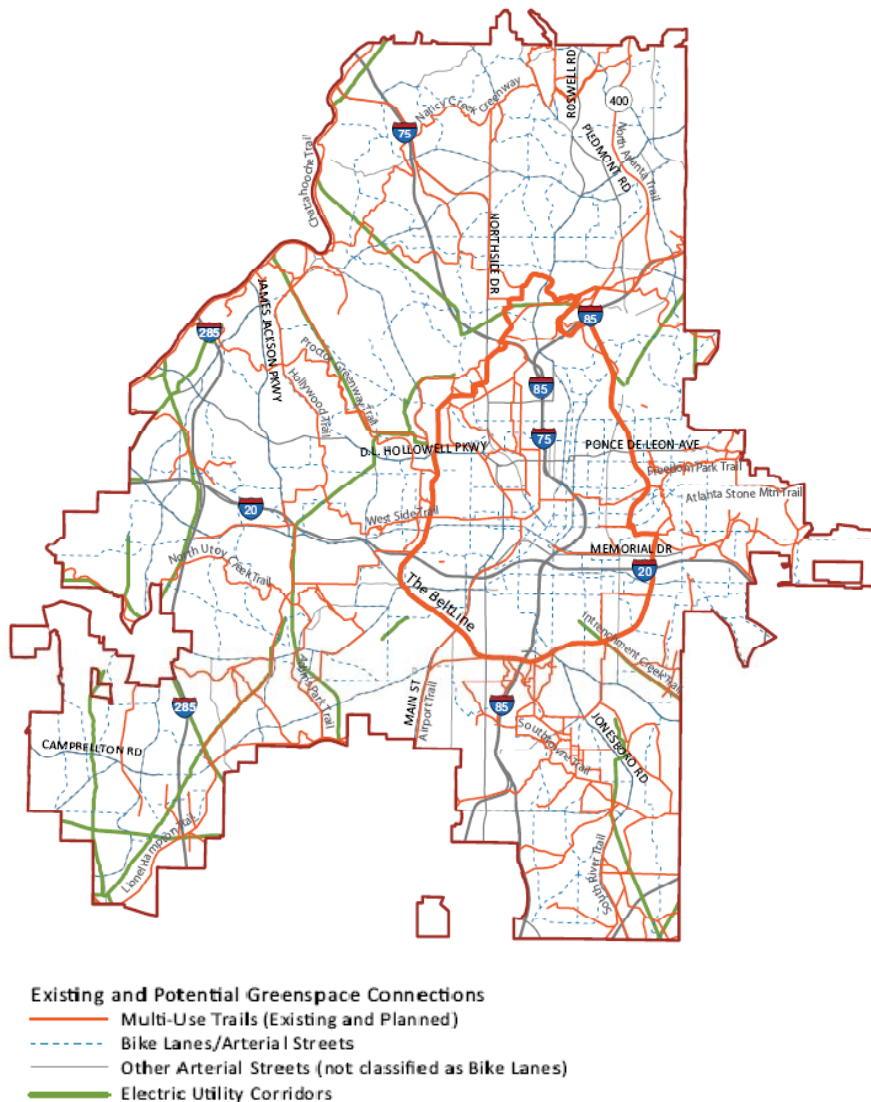
Bicycle Transportation

Facilities for safe and efficient cycling include dedicated bicycle lanes, bike route signage and pavement markings, and off-road multiuse trails that promote public health, improve access to transit, reduce vehicle miles traveled (VMT), and lower household transportation costs and energy use. Many existing bicycle facilities are implementations of projects originally recom-



Map 7-6: Existing Bicycle Routes

Community Assessment - 7. Transportation



Map 7-7: Project Greenspace Connections



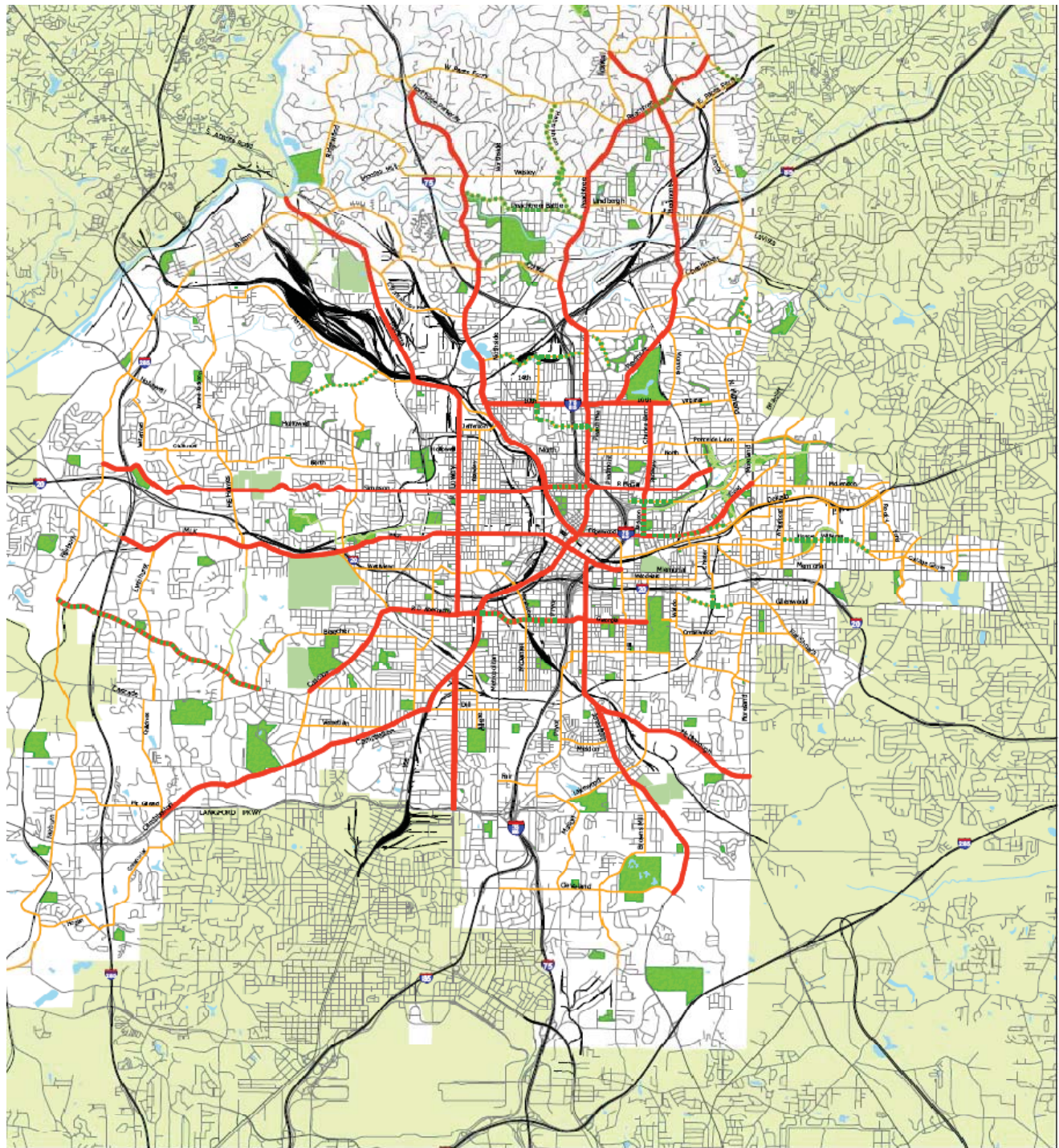
Share the Road marking on Charles Allen Drive.

mended in the 1992 Greenway Trail Corridor Plan and the 1995 Commuter On-Street Bicycle Plan. In partnership with the City of Atlanta, the PATH Foundation has constructed off-street multiuse facilities such as the connection to Stone Mountain by way of the Freedom Park Trail and the recently completed Tanyard Creek/Atlanta Memorial Park and White Street segments on the north and southwest of the BeltLine Trail (see Map 7-6).

The guiding principle of the bicycle network in the Connect Atlanta Plan are currently being implemented. Connect Atlanta's proposed bicycle network follows two basic types of routes: Core Connections which provide longer-distance connectivity across the City, and Secondary Connections that bring these Core Connections into neighborhoods. Core Connections have been selected on commercial corridors and are the major bicycle thoroughfares of Atlanta's transportation system. Secondary Connections have been selected along lower-speed, lower volume roads where flexibility in bicycle design is more appropriate.

The street design guidelines developed for both the BeltLine Subarea Plans and the Connect Atlanta Plan include 5-foot bike lanes in the optimal right-of-way scenario for arterial roads (or "Boulevards") in all land use contexts. Both sets of guidelines also agree that bike lanes are not needed on local streets. For collector roads (or "Avenues") however, the BeltLine planning standards include bike lanes in single family residential and multifamily/office areas where the CTP does not. These new standards will provide for bike lanes wider than some currently in place, such as those on West Peachtree Street.

Project Greenspace (see Map 7-7) identified potential links in a connected system of off-street trails and on-street bicycle facilities. The Connect Atlanta Plan emphasized priority corridors for achieving citywide bicycle access (Map 7-8) Pre-qualified LCI projects include bicycle facilities on Martin Luther King Jr., Drive, Joseph E. Lowery Boulevard, and Juniper Street. Bike lanes are included in the Peachtree Road streetscape project underway in Buckhead.



Connect Atlanta Proposed Bicycle Routes



Legend

- Growth Areas (shown in light and dark purple)
- Existing On-street Bike Lanes (shown in dashed green)
- Core Bike Route (shown in red)
- Secondary Bike Route (shown in orange)
- Parks (shown in green)
- Existing multi-use trail (shown in light green)

0 0.5 1 1.5 2 Miles

One inch equals one half mile

Data Sources: City of Atlanta GIS, Atlanta Regional Commission
Map Date: 6/1/2006

- Railroads
- Expressways
- Major Streets
- MARTA Rapid Transit Lines

Map 7-8: Connect Atlanta Bicycle Routes



Community Assessment - 7. Transportation



Cyclist on North Highland Avenue, NPU N.



Bikes on Transit



Recently completed QOL streetscape in Virginia Highland, NPU F.

Trails

In 2008, the City of Atlanta also adopted Project Greenspace as an update to the 1992 Parks, Open Space, and Greenways Plan. It includes recommendations for fostering a connected greenspace system that have implications for transportation. Project Greenspace calls for creating shared-use parking structures capped with block parks for neighborhood recreational opportunities in areas targeted for high residential density. It recommends additional considerations for street design to incorporate shade trees and provide space for passive stormwater management.

On-Street Bike Plan

The Atlanta Commuter On-Street Bike Plan seeks to develop a safe transportation network geared towards moving commuter cyclists through the City. It was developed in 1995 by the Bureau of Planning and the Mayor's Bicycle Planning Committee, which included representatives from local bicycle organizations, NPU's, the Department of Public Works, the GDOT, the PATH Foundation, and the Atlanta Regional Commission.

The Commuter On-Street Bike Plan calls for designated bicycle routes including bike lanes, bike shoulders, wide curb lanes, and shared travel lanes to be installed on existing streets, some of which may require widening the road right-of-way. Currently, there are approximately 11 miles of on-street bike lanes.

The 1995 Plan also identifies policies, implementation strategies, design standards, and other related bicycle information. Preliminary design work including recommendations for alternative routings to maintain continuity where proposed links may be found unfeasible was completed in 2005. The City supports bicycle advocacy organizations such as the Atlanta Bicycle Campaign, Sopo Bicycle Cooperative, and Georgia Bikes! that promote coordinated planning and safety awareness.

Bikes on Transit

Bicycles are welcome on all MARTA trains at all times. MARTA is the nation's largest transit agency that has a universal bicycle access policy. Bicycle racks are provided on all MARTA, Cobb Community Transit, and Gwinnett County Transit buses.

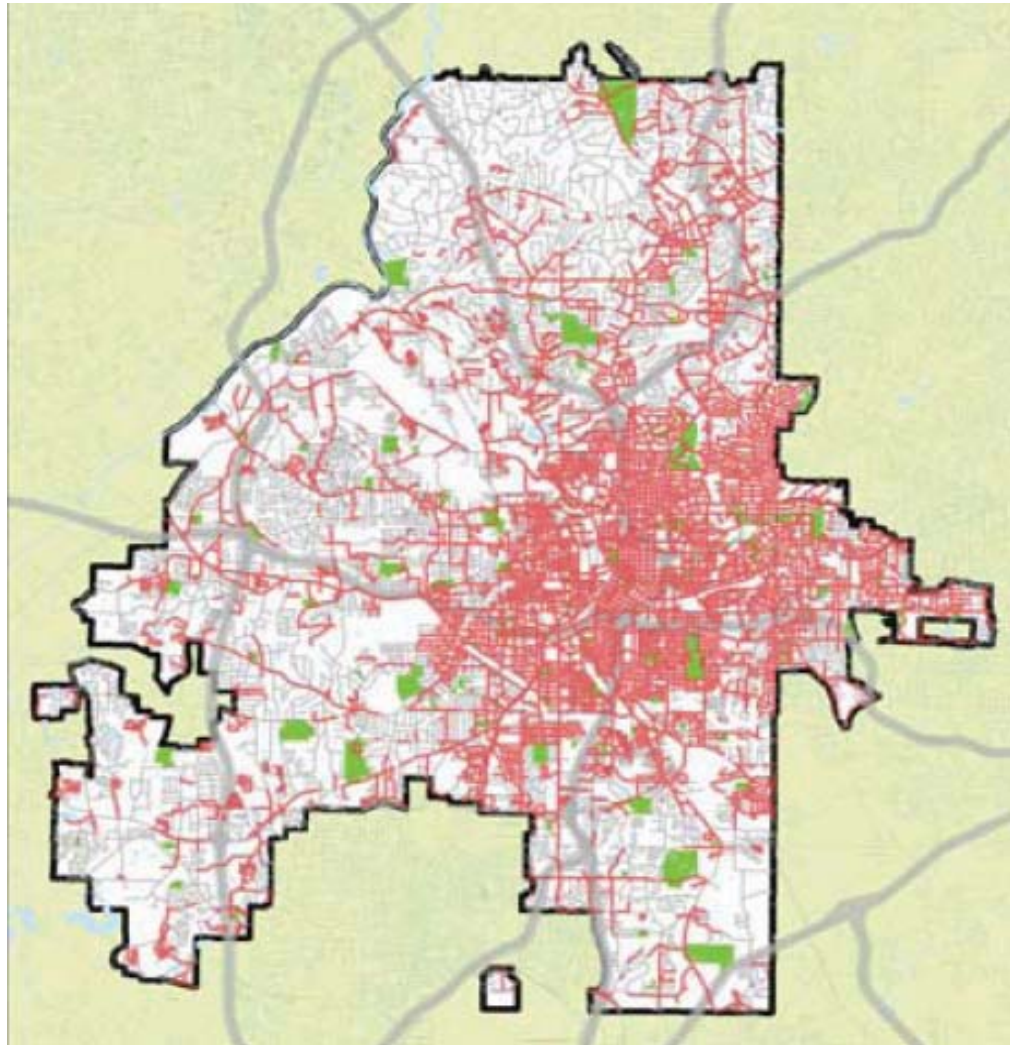
Pedestrian Transportation

Connected, continuous, and accessible sidewalks with fully functional crosswalks can enhance both walking and transit use as viable transportation options. Pedestrian friendly amenities include wide sidewalks, street trees, wayfinding signage, benches, waste receptacles, pedestrian lighting as well as shelter and pertinent route schedule information at transit stops. An attractive streetscape reinforces storefront retail opportunities.

The City of Atlanta has an extensive sidewalk network, especially concentrated in the areas developed prior to WWII, as inventoried with other impervious surfaces impacting stormwater management (Connect Atlanta Plan) (see Map 7-9). However, conditions of the pedestrian environment are not

always optimal even where a sidewalk is present. Obstructions from utility poles and broken paving surfaces create obstacles for users of wheelchairs and strollers. Parking lots between buildings and sidewalks present barriers to pedestrian access of adjacent land uses.

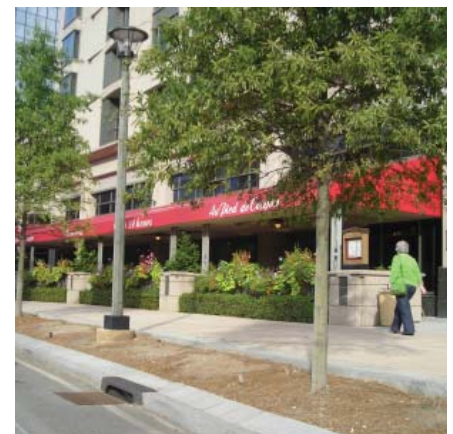
Standards in the more recent districts of the zoning code address building and entryway orientation to the street and require pedestrian improvements with all new residential and commercial construction projects. Under current City policy, sidewalk maintenance is the responsibility of the adjacent land owner. The Connect Atlanta Plan echoes the recommendation of the earlier pedestrian task forces and suggests a more proactive role for the City in systematically monitoring and maintaining sidewalks to achieve an accessible network citywide.



Map 7-9: Existing Sidewalks

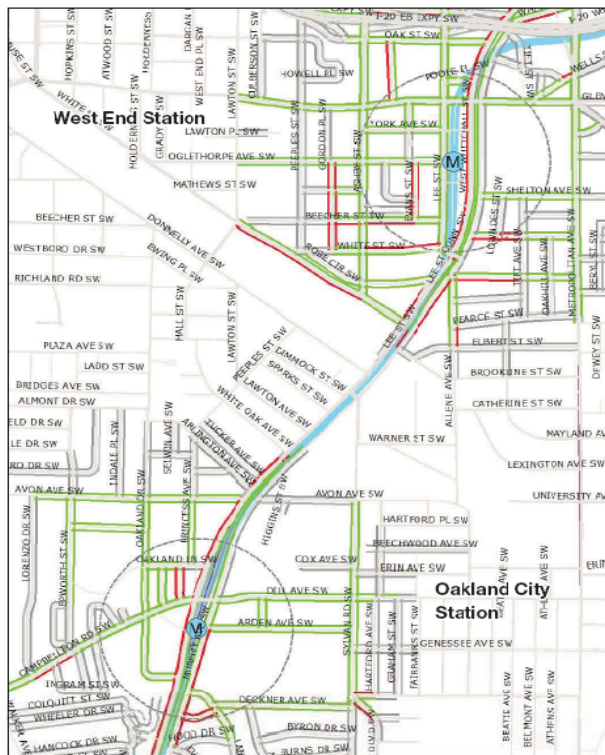
The Quality of Life (QOL) Bond program for public capital investments focused largely on greenspace, sidewalk, streetscape, crosswalk, activity center plazas, and traffic calming projects to enhance the pedestrian environment. Adopted plans (see the Land Use section) include recommendations for approximately 25 plazas and gateways, 25 neighborhood traffic calming projects, 60 pedestrian crossings – many with a “Hawk” signal to control vehicle traffic only when actuated by a crossing pedestrian, and over 200 new or reconstructed sidewalks. The Recovery Act provided funding for new streetscapes on Centennial Olympic Park Drive, Marietta, Walton, Nassau, and Spring Streets, in the Fairlie-Poplar District, 14th Street, Memorial Drive, and the Cascade/Mays neighborhood business district.

Creating safe space for circulation of cyclists and pedestrians along arterial and collector roadway corridors is a chief objective of the Livable Centers Initiative (LCI) program and a guiding principle for development of ARC’s Regional Thoroughfare System. The current TIP also assigns federal funding to streetscape projects in the West End LCI area, in the East Atlanta Village, around Greenbriar Mall, and across Downtown and Midtown.



Recently completed streetscape in Buckhead, NPU B

Community Assessment - 7. Transportation



General Legend (for use in all maps)

- Sidewalk Does Not Exist
- Sidewalk Exists
- Area Not Surveyed
- M MARTA Station
- MARTA Rail Line
- Street

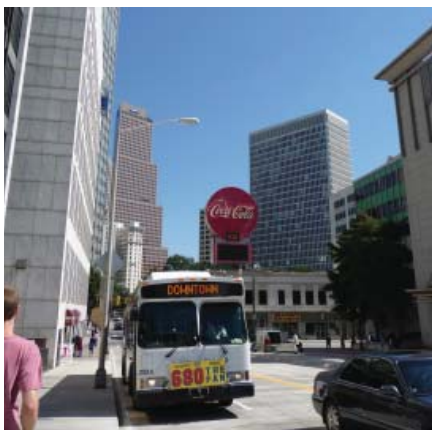
Map 7-10: ARC's Inventory of Pedestrian Facilities around transit stations.

As shown in ARC's 2004 inventory of pedestrian facilities around transit (see Map 7-10), sidewalks are missing from both the Lee Street/W. Whitehall Street corridor and the Murphy Avenue/Whitehall Street corridors that flank the MARTA South Line to the immediate west and east respectively. The CTP recommends a bike connection on Murphy Avenue and streetcar service on Lee Street instead of converting a lane into the Airport Greenway Trail.

Plan for a Walkable Atlanta

The Plan for a Walkable Atlanta presented by the Walkable Atlanta Task Force in 2004 suggested several long-term and short-term strategies for achieving the following key goals:

- Adopt transportation principles, street design guidelines and measurement tools that encourage walking, cycling and use of public transit, to reduce traffic;
- Eliminate procedural barriers to a walkable environment by providing adequate staffing, facilitating collaboration among City departments and implementing objective and equitable systems for prioritizing projects;
- Eliminate physical barriers to a walkable environment by building and maintaining a functional and aesthetically pleasing pedestrian infrastructure;
- Strengthen and enforce traffic laws that protect pedestrians; and
- Improve the relationship between the pedestrian and the built environment by implementing new zoning, enforcing existing guidelines and encouraging development that provides walkable destinations.



MARTA bus at Five Points, NPU M.

Many recommendations reinforced those of a 1997 pedestrian safety task force, including:

- Move beyond vehicle-only level of service (LOS) measurement;
- Develop a pedestrian master plan;
- Establish a proactive sidewalk maintenance program;
- Prioritize pedestrian safety in traffic enforcement; and
- Adopt zoning requirements that promote pedestrian activity

Public Transportation

The City of Atlanta recognizes that decreasing congestion and cleaning the air require reorienting development patterns in ways that reduce the need for driving. Concentrating growth in livable centers and along multimodal corridors creates the critical mass of density to support quality transit service

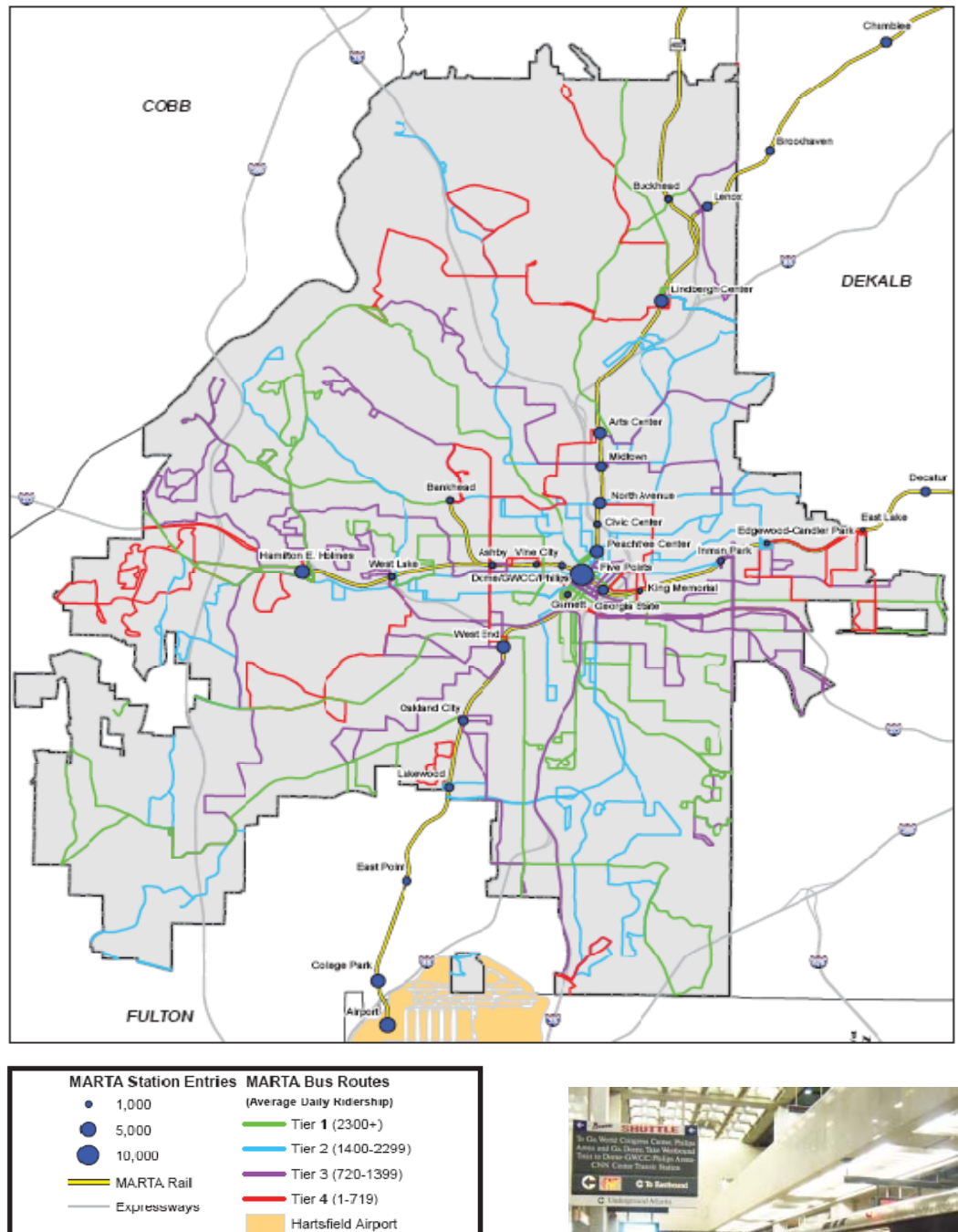
and pedestrian oriented retail. The City of Atlanta's top transit priorities – the Atlanta Streetcar, the BeltLine, and a Multi-Modal Passenger Terminal (MMPT) lay the framework of a seamlessly integrated regional system as envisioned in the Concept 3 Plan (discussed further in the Transportation Planning and shown in Map 7-17), even as the current economic climate makes optimizing utilization of existing assets of paramount concern.

The 2009 National Transportation Atlas Dataset information for Peer Regions examined in ARC's Plan2040 Regional Assessment show significantly more rail transit coverage in urbanized areas of comparable size to that of the Atlanta Region.

Originally created in 1965 by the Georgia General Assembly for a five-county area, MARTA launched rail service in 1979 following passage of a 1971 sales tax referendum in Fulton County, DeKalb County, and the City of Atlanta. In 2007, these jurisdictions extended their agreement to collect a 1% sales tax for MARTA through 2047, which accounts for about two-thirds of the agency's budget.

Due to declining revenue related to the recession, MARTA implemented service reductions in September 2010 to close a \$100 million deficit that eliminated many of the lowest ridership bus route segments shown in Appendix G of the Connect Atlanta Plan. Current schedules are available at www.its-marta.com for the routes served by MARTA's fleet of over 500 buses.

The 38 stations of the 48-mile MARTA rail rapid transit system serve many



Map 7-11: MARTA Station Entries and Bus Routes



MARTA rail at the 5 Points station, NPU M.

Community Assessment - 7. Transportation



Map 7-12: GRTA Xpress Network



of the region's largest trip attractors, such as events at the Georgia World Congress Center complex with Philips Arena and the Georgia Dome, jobs and flights at Hartsfield-Jackson Airport, and the major commercial activity centers of Buckhead, Midtown, and Downtown (see Map 7-11). Where rail is available, existing transit services currently capture as much as 30% of home-based work trips. Increased transit mode share is an important transportation system performance measurement for ongoing tracking.

Elimination of many bus stops with the recent reduction in MARTA bus service presents an opportunity to optimize the transit patron amenities at those stops that remain. Several LCI studies and corridor plans have recommended consolidation of stops along bus routes into "superstops" with shelters, schedule in-

formation, and other pedestrian amenities. Fewer stop locations along the route allow buses to achieve faster travel times, as is demonstrated by MARTA's new route Q service on Memorial Drive in DeKalb County along with signal priority at intersections.

The Connect Atlanta Plan envisions phased implementation of Streetcar service in the Peachtree Corridor to be followed by another dozen routes creating a grid of frequent transit service across areas targeted for high density growth. Many of the adopted plans call for more direct bus routes along corridors including Boone Avenue, Moreland Avenue, and Northside Drive.

In addition to the City's priority transit projects, MARTA is also currently engaged in detailed planning for new fixed guideway investments along I-285 North, I-20 West/Fulton Industrial Boulevard, I-20 East, and the Emory/Clifton corridor.

In October 2010 the second round of USDOT Transportation Investments Generating Economic Recovery (TIGER II) awards provided federal funding to implement the East-West alignment of the Atlanta Streetcar. The East-West alignment extends 1.3 miles between Martin Luther King Jr. National Historic Site in the east and Centennial Olympic Park in the west. The Streetcar is scheduled to begin construction in late 2011 and continue through 2012 with service beginning in 2013. A vehicle maintenance facility is proposed for the Auburn Avenue/Edgewood Avenue underpass below the Downtown Connector for the Streetcar and is also designed to serve BeltLine transit as well.

Infill MARTA Stations

In addition to MARTA, the Cobb Community Transit (CCT) and Gwinnett County Transit (GCT) suburban bus systems include routes with all-day service to destinations within the City of Atlanta. The GRTA X-press network provides commuter service to Downtown and Midtown from suburban park-and-ride lots in eleven counties during morning and evening peak travel times (See Map 7-12).

Ideally, most bus stops should include shelter for waiting passengers and route schedule information. At a minimum, a wheelchair accessible sidewalk and landing pad are needed. The X-press pick-up and drop-off point located in the landscaped area forward of the on-street parking space on West Peachtree Street at Fifth Street is an example of an inadequate bus stop.

Deciphering currently available transit services can be a challenge for potential new riders and visitors. In addition to provision of bus route schedule information at bus stops, the circulation of the vehicles themselves can provide some of the best advertising for the system's offerings. CCT buses consistently provide rear route number displays that many MARTA buses lack.

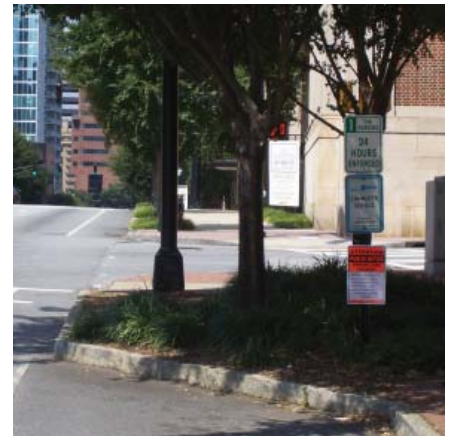
Regional Commuter Rail

It is Atlanta's vision to be a leader in the region for forging efficient, effective, and affordable transportation systems that promote quality of life. Key initiatives to this end include the BeltLine transit, trail and greenway loop as well as restoring Streetcar service for circulation within Atlanta beginning with the Peachtree Street and Auburn Avenue-Luckie Street corridors. The City of Atlanta also supports development of a new Downtown Multimodal Passenger Terminal (MMPT).

The proposed Downtown MMPT in the railroad gulch next to the Central Business District (CBD) will provide local, express, and intercity bus, rail and taxi connections to communities across Georgia and the Southeast. The Georgia DOT is seeking proposals for development of the MMPT site through a public-private partnership. Central Atlanta Progress (CAP) has created the "Green Line" vision for a network of streets and public spaces that would reconnect the gulch with Downtown and foster dense urban development.

Passenger Rail

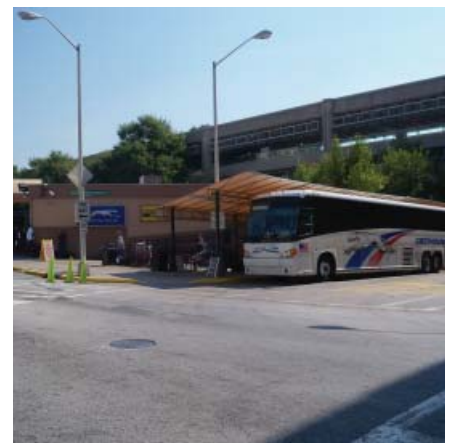
Intercity passenger rail service in Atlanta is currently limited to a single Amtrak route, the Crescent, linking New Orleans to New York via Washington, DC with one daily departure in each direction from the Peachtree Station in Brook-



West Peachtree and 5th Street X-Press stop.



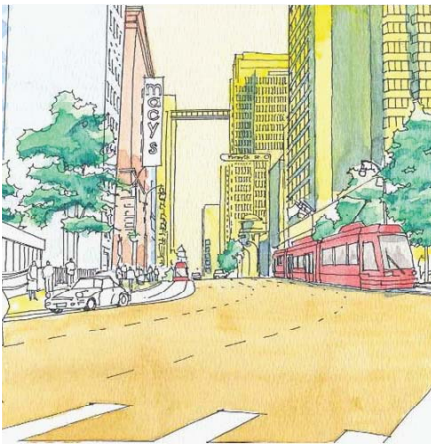
The Gulch is the site of the proposed MMPT.



Atlanta's main bus terminal.



Community Assessment - 7. Transportation



Rendering of the Streetcar near the Peachtree Center MARTA station.



Example of light rail that could be used along the BeltLine.



Surface parking lot adjacent to the Garnett MARTA station, NPU M.

wood that lacks sufficient ADA accessibility, parking, and direct MARTA rail access. The Concept 3 regional transit vision includes an infill MARTA station at Armour linking to the BeltLine and commuter rail that could intercept the Crescent route with more multimodal transfer opportunities than other potential Amtrak relocation sites at existing MARTA stations.

Intercity Bus Service

As a major transfer point, Atlanta's intercity bus terminal, adjacent to the Garnett MARTA station on the southern edge of the CBD, is one of the busiest in Greyhound's network, with an additional terminal located at the airport. Plans for the MMPT between the Georgia World Congress Center and Five Points include providing space for intercity bus service to move closer to Downtown.

The Streetcar

In 2007 the Peachtree Corridor Task Force recommended implementing Streetcar service, to link the Historic Martin Luther King Jr. district with the Centennial Olympic Park area and along the 16-mile spine that links the Buckhead, Midtown, Downtown, and West End districts with the Ft. McPherson redevelopment site to attract more workers, visitors, and residents out of their cars for circulation within the City. The City is currently pursuing an Environmental Assessment of the East-West and North-South portions of the Atlanta Streetcar. The East-West alignment extends 1.3 miles between Martin Luther King Jr. National Historic Site in the east and Centennial Olympic Park in the west. The North-South alignment extends approximately 2.7 miles from the Five Points MARTA rail station in Downtown along Broad and Peachtree Streets to the Arts Center MARTA rail station in Midtown. The East-West alignment which received a \$47.6 million award from TIGER II Discretionary Funding is scheduled to begin construction in late 2011 and continue through 2012 with service beginning in 2013.

The BeltLine

The BeltLine is a project to redevelop 22-miles of railroad corridors into a ring of parks, paths, and streetcar service linking over 40 neighborhoods surrounding Midtown and Downtown Atlanta. The City of Atlanta has instituted two important tools for implementing the BeltLine vision. The BeltLine TAD provides tax increment financing to support bonds for capital investments. Extending beyond the TAD boundaries, the BeltLine Overlay Zoning District adds development regulations aimed to foster walkable communities, street-front retail, and riding transit.

The BeltLine Planning Area, incorporating communities impacted by the BeltLine TAD and the BeltLine Overlay Zoning District, is divided into ten Subareas for small area planning to provide detailed development recommendations. Six BeltLine Subarea Master Plans have been completed since focused studies began in 2007. Four remain underway in 2010.

Parking

The Connect Atlanta Plan identifies the oversupply and low cost of parking as the chief challenge to realizing the City's vision for an active urban environment with attractive multimodal transportation options. As the core areas of the City develop, parking will become more expensive while the number of surface lots declines and the demand for parking increases. Parking inventories conducted in 2000 counted 46,000 spaces in Midtown and another 78,000 spaces in the four square-mile area of Downtown, of which half were available for use by the general public. The CTP explores parking tax scenarios that could annually generate from \$6 million to as much as \$75 million for transportation needs.

Parcels devoted to surface parking lots consume large amounts of land area in the Downtown, Midtown, and Buckhead business districts. Structured parking devoted to a single land use often sits empty for most of the day. Shared parking arrangements between complementary land uses and meeting private parking needs through structures open to public use can reduce the amount of land required for vehicle storage. The Parking Management Study conducted by Central Atlanta Progress encourages establishment of a municipal parking authority that could own and operate public parking decks. Development of the surface parking lots behind the southeast escalator portal of the Peachtree Center Station could create a Peachtree Center Avenue pedestrian access point to the MARTA rail system.

Conventional zoning, which covers most of the City's land area, prioritizes vehicle storage and circulation over the pedestrian environment, with parking lots separating buildings from the street and minimum parking requirements. The BeltLine Overlay, Special Public Interest (SPI) and Quality of Life (QOL) zoning districts restore pedestrians to prominence in the public realm by moving parking behind street-front buildings or into shared parking structures. These zoning districts also place maximum limitations on the number of parking spaces that may be provided for a particular development.

The SPI districts around MARTA stations typically allow no more than 2.5 parking spaces for every thousand square feet of new office space development (2.75 in Buckhead). The BeltLine Overlay caps parking at one space per one bedroom unit. By comparison, Portland, Oregon seeks to encourage less automobile use with a parking maximum of only 0.6 parking spaces per one bedroom unit.

Surface lots for patron parking at MARTA stations outside the core business districts present opportunities for Transit Oriented Development (TOD). LCI plans for MARTA stations on the East, West, and South lines call for construction of structured parking to serve both transit patrons and dense new development.

Atlanta's Project Greenspace recommends block parks on top of structured parking in urban core areas. Parts of Downtown, Midtown, and Buckhead have entire blocks that are vacant or completely devoted to surface parking – such the parking lot across Peachtree Place from the Midtown MARTA station– that present opportunities to support increased residential density



Surface parking lot adjacent to the Midtown MARTA station



New multi-space parking meter.



Parking enforcement by Park Atlanta.

Community Assessment - 7. Transportation



Rail freight movement in downtown.

with quality recreation facilities and reduced space devoted to parking in surrounding developments with the bloc park-over-parking deck concept.

Parking Meter Program

On-street parking provides convenient access to business appointments and to street-level retail that enhances the urban environment, but it is generally inappropriate for all-day commuter parking in activity centers. Frequent turn-over acts to support ground level retail establishments.

Beginning in 2009, the City entered into a contract with ParkAtlanta for management of the on-street parking program, including posting signage, enforcement, and revenue collection. As part of this initiative, ParkAtlanta has installed 200 solar powered, multi-space parking meters that accept credit/debit cards as well as cash.

Taxis and Shared-use Vehicles

The costs of vehicle ownership are often a large burden on household budgets. Taxis and car-sharing can be important means of mobility security for households that eliminate one or more automobiles. The Connect Atlanta Plan notes an imbalance between an over-concentration of taxis waiting in long queues for fares at Hartsfield-Jackson Atlanta International Airport, while only a few are available at hotels in core business districts and almost none circulate on neighborhood streets. Plans for the proposed Multimodal Passenger Terminal (MMPT) include taxi stands similar to those at the airport. Rental cars are available from national chains with locations concentrated in Peachtree Center and at the new consolidated rental car facility (CONRAC) at the airport. The Zipcar fleet of by-the-hour car sharing vehicles is spread across Atlanta in dedicated parking spaces near many MARTA stations and colleges.



Freight headed to the CSX Hulsey Yard, NPU O

Railroads and Trucking

Railroads

The City of Atlanta has an extensive rail network that plays a major role in the movement of freight throughout the City, Region and State (see Map 7-13). Railroad construction initiated in the 1830's continued through the early 1900's and Atlanta remains central to the national freight rail networks of Norfolk Southern and CSX Transportation. Freight rail volume estimates in GDOT's 2009 State Rail Plan reveal the heavy movement of coal from the mid-west, port traffic, and commodity flows between the Gulf Coast and mid-Atlantic.



Freight trains in one of the rail yards, NPU D.

In northwest Atlanta, CSX disconnects rail cars and builds trains at the Tilford Classification Yard (adjacent to Norfolk-Southern's Inman intermodal facility) and handles bulk goods at nearby Howells Yard in the Chattahoochee Industrial District. CSX leases the state-owned Western & Atlantic corridor through Marietta to Chattanooga. The CSX network includes the Seaboard Line to Emory and Athens as well as the rail corridors that follow Fairburn Road and DeKalb Avenue.

CSX and Norfolk-Southern have adjacent but independent tracks in the Mari-

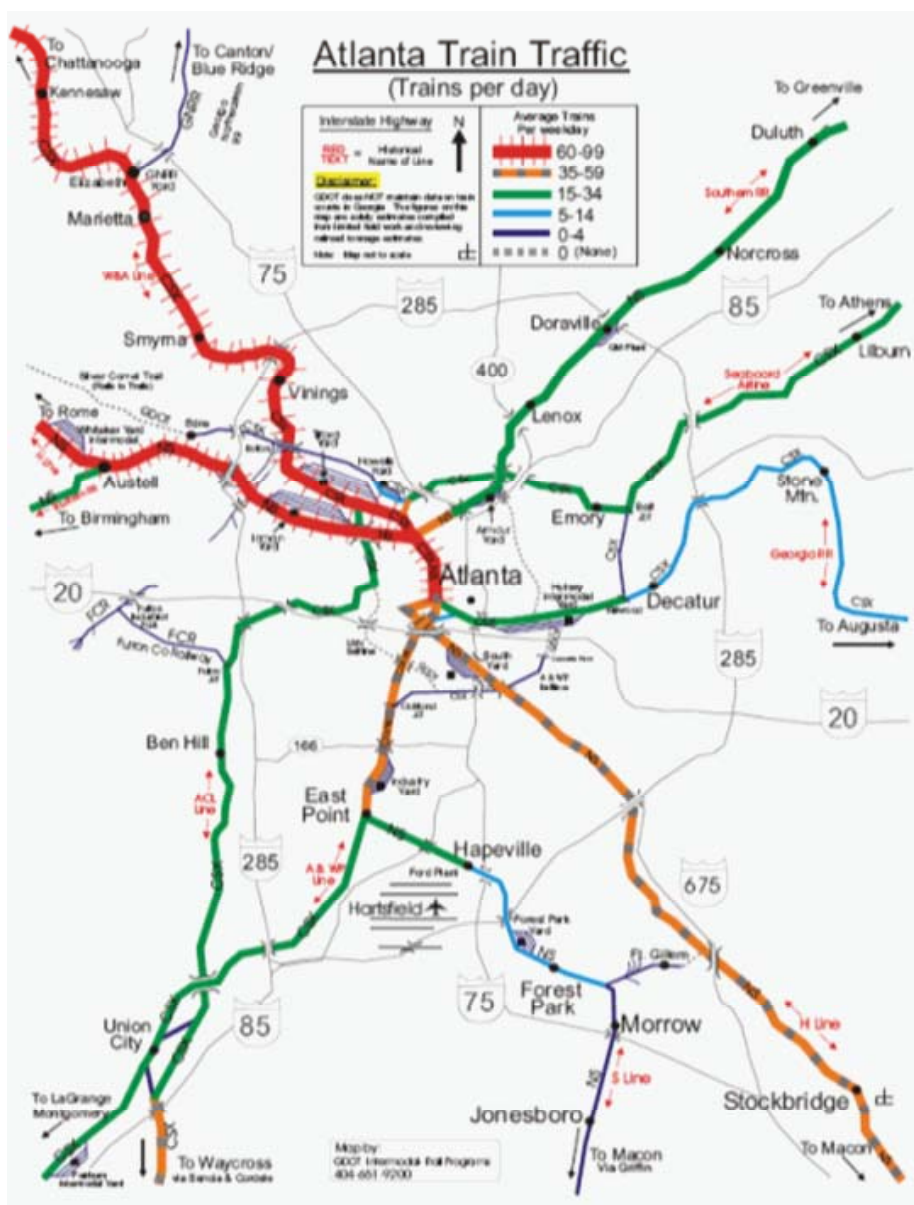
etta Street “Western Trunk” corridor and they share tracks on the Lee Street corridor between Downtown and East Point. Norfolk-Southern also operates industry yards on its “S” and “H” lines roughly parallel to Lee Street and McDonough Boulevard. Amtrak uses the Norfolk-Southern Piedmont Division’s links west to Austell and northeast to Gainesville.

Building on the original 1995 Commuter Rail Plan, the Concept 3 transit vision includes regional rail linking Atlanta and the Airport with the Bremen (west), Gainesville (northeast), Athens (east), Griffin (southeast), and Senoia (southwest) corridors. GDOT is evaluating a system of intercity links across Georgia and neighboring states.

In 2009, the multiagency task force charged with reviewing abandonment of the Decatur Street rail corridor to form the northeast segment of the Belt-Line identified the “Western Trunk” corridor as the preferred alignment for future commuter and long distance passenger rail. Significant investments in rail capacity expansion are required to introduce passenger rail while accommodating growth in rail freight. Adding flyovers at Howell Interlocking where Norfolk-Southern and CSX must currently cross at-grade, for example, would address a critical bottleneck.

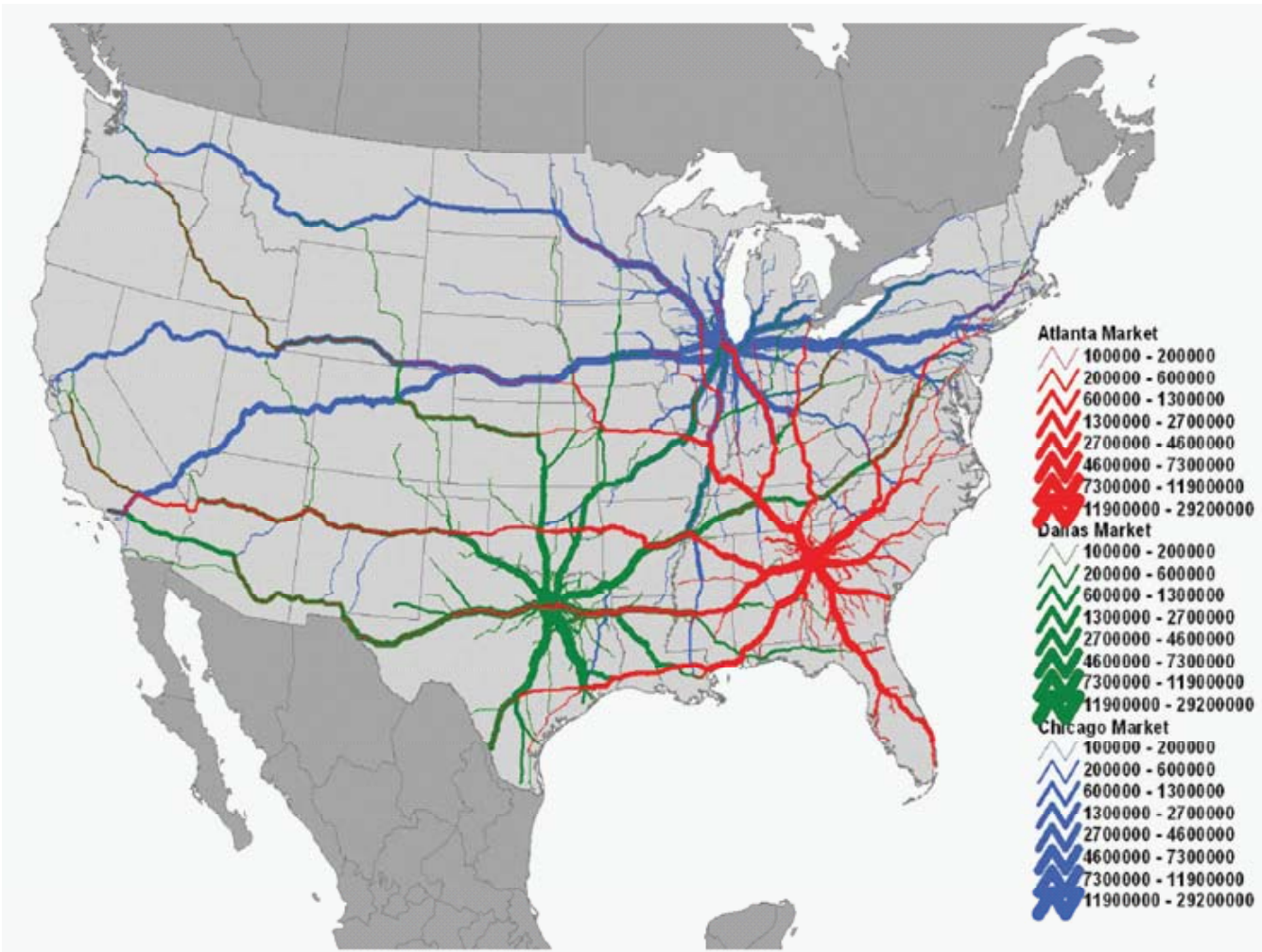
In the Chicago Region, state and local governments have partnered with six private railroads in the CREATE initiative to plan, fund, and implement rail capacity enhancements to benefit freight rail, passenger rail and community livability. This provides a potential model for the Atlanta Region to institutionalize cooperative rail planning.

In addition to the Congressionally Designated High-Speed Rail (HSR) corridors that are eligible for federal stimulus funding, GDOT is also studying a north-west link to the Midwest High Speed Rail network through Nashville. Unlike the existing Amtrak Crescent route, the Southeast HSR corridor aims to link Atlanta with Raleigh and Richmond. It also adds a connection to Jacksonville through Macon and Jesup.



Map 7-13: Atlanta Rail Network

Community Assessment - 7. Transportation



Map 7-14: ARC Freight Mobility Plan

Trucking

The Atlanta Region's logistics industry cluster is the 5th largest in the nation, with 520,000 jobs, of which one quarter are directly related to trucking. At one billion tons, the 20-county area had the 7th highest cargo volume in 2005. Rail's 12% share is expected to fall to 9% as freight tonnage grows to 1.7 billion tons by 2030.



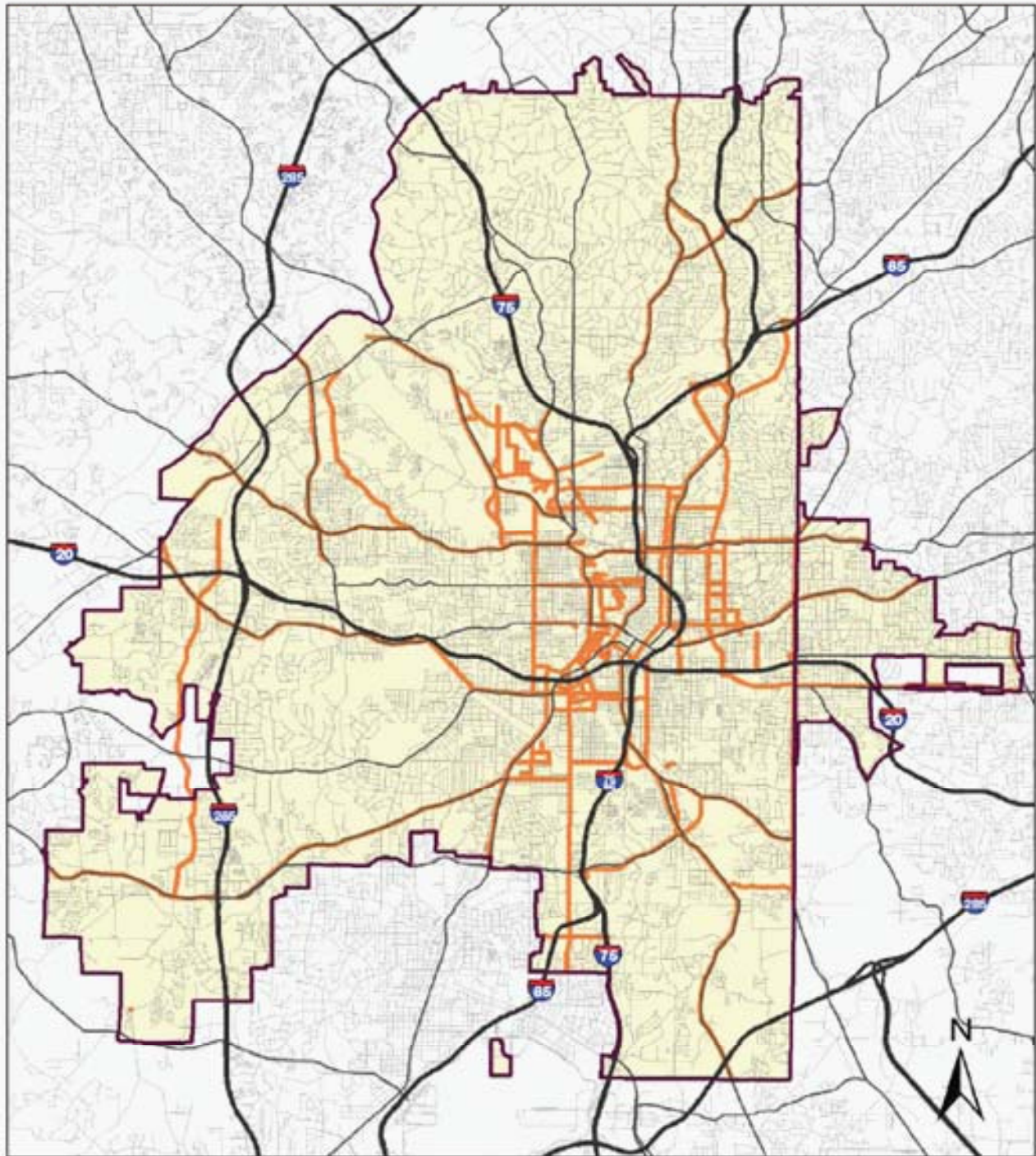
Norfolk Southern's Inman Rail Yard, NPU D.

The City of Atlanta has targeted truck oriented land uses near I-285 in the purpose-built Atlanta Industrial Park on DL Hollowell Parkway and the Southside Industrial Park on Jonesboro Road. Atlanta's warehousing and wholesale industry clusters along Marietta Boulevard and Chattahoochee Avenue in northwest Atlanta and in the Armour-Ottley Industrial district near Piedmont Road in northeast Atlanta. A deliberate policy to retain the employment base represented by industrial land use mitigate against pressure for mixed-use redevelopment with residential uses.

The 2008 ARC Freight Mobility Plan identified Chicago, Dallas and Atlanta as the three largest inland distribution centers in the nation (See Map 7-14). The Port of Savannah 250 miles southeast of Atlanta provides access to maritime shipping.

The chief challenges for freight mobility in the Atlanta Region include bottlenecks created by inadequate expressway merge lanes and at-grade rail cross-

City of Atlanta Existing Truck Route Map

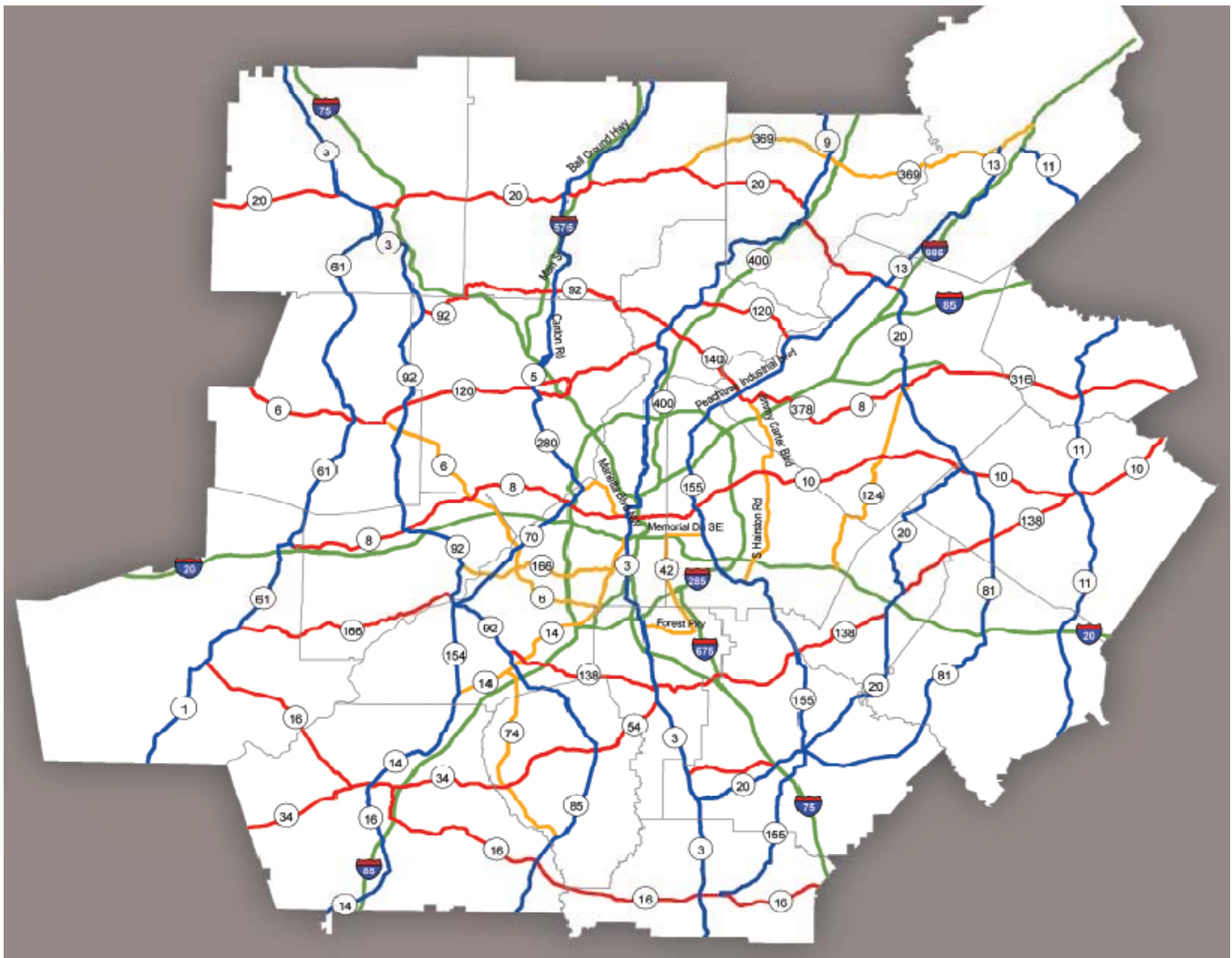


Legend

-  Interstates
-  Major Streets
-  City-Designated Truck Routes

Map 7-15: City of Atlanta Truck Route Map

Community Assessment - 7. Transportation



ASTRoMaP DRAFT SYSTEM

- ARC 20 Counties
- N-S Corridor
- E-W Corridor
- Connector

Map 7-16: Draft Atlanta Strategic Truck Route Master Plan

ings, truck congestion especially on I-20 West and I-285 during evening peak travel times, lack of a comprehensive regional truck route system, and insufficient rail capacity for shifting more goods movements away from roadways.

Maintaining a wide right turn radius at intersections with heavy truck volume is a key concern of accommodating truck traffic. This conflicts with the principle of slowing traffic speeds to enhance safety by eliminating free right turns. A potential design approach to balance these needs is to maintain wide right turn channels, but provide a separate traffic signal. Further planning toward balancing user needs on Atlanta's thoroughfares may consider signalized right turn lanes on corridors included on an updated truck route system.

Atlanta has incrementally adopted changes to the truck routes designated in the 1950's (See Map 7-15). Developing a Thoroughfare Master Plan through a major update of the City's Comprehensive Transportation Plan provides an opportunity to reconsider these designations in a targeted fashion.

Following a key recommendation of the Regional Freight Mobility, in 2010 ARC developed the Atlanta Strategic Truck Route Master Plan (ASTRoMaP) (See Map 7-16). This process narrowed down a larger set of candidate freight corridors into the straightforward network of north-south, east-west, and connector routes for cross-regional truck movements. The selected corridors are geometrically truck friendly, needing pavement maintenance and minor intersection modifications, but generally not requiring major reconstruction or widening to support their proposed designation and signage as truck routes.

The ASTRoMaP has two corridors of particular concern that are not in the City of Atlanta's own current truck route system. The central north-south link follows US-19 along Peachtree Road and the Spring Street/ West Peachtree Street couplet to 14th Street where the City's system emphasizes the Piedmont corridor. The first north-south ASTRoMaP corridor to the west and its connector from James Jackson Parkway to Marietta Boulevard includes parts of Bolton Road that the City's system does not. The Connect Atlanta Plan recommends a road diet narrowing Bolton Road to one through lane per direction. The 2005 Bolton Moores Mill LCI Supplemental Circulation Study suggested a truck-only road for access to the rail yards as an alternative to Bolton Road.

The two Class I freight railroads each operate an Intermodal Yard for transfer of shipments between trucks and trains within the City of Atlanta. Norfolk-Southern's Inman Yard is adjacent to Perry Boulevard in northwest Atlanta and the CSX Hulsey Intermodal Yard lies between Boulevard and the Inman Park/Reynoldstown MARTA Station.

Hartsfield-Jackson Atlanta International Airport (H-JAIA)

This section reviews the Hartsfield-Jackson Development Program (H-JDP) which grew from the airport Master Plan completed in 2000 to meet passenger and cargo aviation needs through 2020. The majority of the large elements of the H-JDP are now completed, including the fifth runway (Runway 10/28) completed in 2006 and the consolidated Rental Car Center and associated Sky Train which opened in December 2009. In addition, terminal remodeling of the Central Passenger Terminal Complex and airfield improvements associated with the plan have been or are nearing completion. The last element of the H-JDP, the Maynard H. Jackson Jr. International Terminal (MHJIT) is currently under construction and scheduled for completion in the spring of 2012. The Department of Aviation is now studying ways in which it can continue to meet the growing passenger and cargo demand through 2030 and beyond.

Aviation

Since its humble beginnings in 1925 as a dirt race track Hartsfield-Jackson Atlanta International Airport (H-JAIA), has grown in size and importance to not only the Atlanta Region but also to the world. Hartsfield-Jackson, "the world's busiest passenger airport", is considered to be the economic engine of the Atlanta Region with a direct economic impact on the Atlanta region of just over \$32.5 billion and has a total economic impact on the State of \$68.3 billion. The Airport is also considered to be one of the largest employment centers in the southeastern United State with over 58,000 on-airport jobs.



Community Assessment - 7. Transportation



The Rental Car Center opened in 2009.

The Airport is comprised of the main elements listed below.

- **Runways:** With the addition of Runway 10/28 (the 5th runway) H-JAIA now operates with two outer runways that typically handle arrivals, two inner runways for departures, and Runway 10/28 which provides service for both arrivals and departures depending on demand.
- **Terminal Complex:** The terminal complex measures 130 acres (52.6 hectares), or 5.6 million square feet. The complex includes the terminal building and concourses T, A, B, C, D and E - the international concourse. Within these concourses, there are a total of 199 gates comprised of 171 domestic and 28 international gates. International Concourse E opened in 1994 with Federal Inspection Service capacity to process 6,000 arriving international passengers per hour.
- **Automated People Mover System:** The Airport's underground, Automated People Mover connects all concourses with the terminal and consists of nine, four-car trains operating on a 3.5 mile loop track. Trains operate approximately every two minutes. On average, the trains carry more than 200,000 passengers per day.
- **Parking:** There are more than 30,000 public parking spaces at Hartsfield-Jackson, including 13,500 in covered parking decks, 7,500 in North and South Economy parking lots, 1,300 in the Park-Ride Reserve lot and 8,100 in the Airport's Park-Ride lots. Special parking spaces are also provided for disabled passengers in each lot.
- **Cargo:** There are three main air cargo complexes, North, Midfield and South, a Perishables Complex and a USDA Propagated Plant Inspection Station. The total on-airport air cargo warehouse space measures 29.8 acres or 1.3 million square feet. There are 28 parking positions for cargo aircraft, 19 at the north complex and 9 at the south complex. The South Cargo complex provides facilities for international cargo service and is the newest of the three complexes.
- **Ground Transportation:** The Airport is well served by ground transportation infrastructure. It is located immediately adjacent to three Interstate Highways (75, 85, and 285) and heavy rail transit service connects directly to the main terminal. The Metropolitan Atlanta Rapid Transit Authority (MARTA) Airport rail station is located on the west-end of the terminal building between the north and south baggage claim areas.

Shuttle bus services offer door-to-door and on-demand pickup service from the Airport to the Atlanta metropolitan area and bordering states, departing every 15 minutes within the metropolitan area, and every 30 minutes for all other areas. Taxi, limo and sedan services are also available in the Ground Transportation Center.

- **Rental Car Center:** Opened in 2009, this 67.5 acre facility houses all rental car company operations and vehicles. The rental car center includes two four-story parking decks, more than 8,700 parking spaces and a 137,000 square foot customer service center. Thirteen rental car agencies are located at the Rental Car Center, with free SkyTrain

service to and from the Airport.

Hartsfield-Jackson has undergone several master planning efforts including one in 1970 and the last in 2000. The latter of which produced the largest public works project in Georgia history at an estimated cost over \$6 billion. While it certainly has grown in size since 1925 to 4,700 acres (1,518 hectares) it remains considerably smaller than other US airports in its class such as Dallas-Ft Worth at 18,000 acres and Denver International Airport at 34,000 acres (13,600 hectares).

H-JAIA has been the world's busiest airport every year since 1998 and since 2005 the busiest for both the number of flights and passenger. In 2009 H-JAIA served just over 88 million passengers and had 970,235 take-offs and landings. These numbers are expected to reach 110 million passengers by 2017 with annual operations of just over one million. Currently Atlanta is directly linked by air to 151 U.S. destinations and more than 80 international destinations in 52 countries, by the 37 airlines serving domestic and international passengers and 18 airlines that transport cargo exclusively.

The Hartsfield-Jackson Development Program (H-JDP)

The H-JDP was initiated as a result of the master plan which was adopted in 2000. The program provided for the expansion of the airport facilities to accommodate the growth in the region and the forecasted demand for air service both origination & destination as well as connecting service, via H-JAIA. The H-JDP has provided the facilities necessary to help maintain the airport's designation as the world's "busiest" and the world's "most efficient" airport. The Development Plan included:

- A 9,000 foot Fifth Runway (over I-285) (Runway 10/28)
- An international terminal (Maynard Holbrook Jackson International Terminal) located on the east side of the Airport
- A consolidated rent-a-car facility west of I-85 (the Rental Car Center) and associated automated people mover system
- Central Passenger Terminal Complex renovations at existing terminal
- Airfield Improvements
- Support Facilities

As of September 2010 the majority of the main elements of this \$6 million construction program have been implemented. The last major project, the Maynard Holbrook Jackson International Terminal is scheduled for completion in 2012.

Future and Potential Airport Transit Access

On the west side of airport access to MARTA is currently provided at the MARTA Airport Station. Due to airspace issues it may be difficult to provide additional access to the airport for transit using an elevated guide way, especially on the west. However, the Airport, working with MARTA officials have



Rendering of exterior of the Maynard H. Jackson International Terminal.



Rendering of interior of the Maynard H. Jackson International Terminal.



The Maynard H. Jackson International Terminal underconstruction.

Community Assessment - 7. Transportation

identified a pathway/corridor for MARTA rail to continue southward, on an elevated track, from the Airport Station enabling future services to South Fulton and areas beyond. On the east side, the Airport has reserved an approximate 50' right of way (for an elevated guide way) on the south side of Aviation Boulevard in anticipation of some future connection to/from an off-site multi-modal center (such as the proposed Southern Crescent Facility) to the international terminal facility.

Meeting Future Demand

The elements of the current Hartsfield-Jackson Development Program (H-JDP) are expected to provide sufficient aviation passenger capacity to meet forecast demand through approximately 2017 to 2020. One of the steps that the Department of Aviation has undertaken to ascertain the future facility needs based on forecast demand for passenger and cargo growth, and in response to Delta Air Lines' Vision 2030, is a Comprehensive Development Plan. This study, completed in late 2009, provides a framework for potential future growth at Hartsfield-Jackson. The plan incorporates an option for a 6th Runway, a new concourse which could provide as many as 39 new gates, additional cargo facilities, roadway reconfiguration, and new and improved parking facilities in addition to other improvements.

The Federal Aviation Administration (FAA) has also forecast that H-JAIA and the metro Atlanta region may not have sufficient capacity to meet demand by the year 2025 or possibly earlier. The FAA study forecast, found in the Future Airport Capacity Task Phase 2 or FACT 2, identified the Atlanta metro area as one of eight metropolitan areas in the Nation which may need to supplement its air service capacity by constructing a second commercial service airport to serve the region. To begin to address this issue the FAA recently announced a \$1M grant to study the feasibility of a second airport to serve the region. This study, Atlanta Metropolitan Aviation Capacity Study Phase II or AMACS 2, was kicked off in August 2010. The study will evaluate the feasibility of several sites to provide service for a portion of the growing domestic origination and destination market that may not be able to be accommodated at Hartsfield-Jackson in the future. This study is not considering a site that would replace Hartsfield-Jackson.

Hartsfield-Jackson continues the Pursuit of Excellence

Over the years, Hartsfield-Jackson has been recognized as a global leader in the aviation industry and has won several awards. In 2009 alone H-JAIA received the following recognitions:

- Hartsfield-Jackson Concessions program - the Atlanta Business Chronicle Best in Real Estate: 2008 Deal of the Year award in the Retail category
- Received Airport Revenue News' 2009 Best Concessions Management Team award.
- Cargo operation received Air Cargo World's Award of Excellence
- Recognized as Air Cargo Week's "Airport of the Year"

- The Air Transport Research Society recognized Hartsfield-Jackson with its Award of Excellence for Efficiency
- The Airport Safety Mark of Distinction award from the Federal Aviation Administration Southern Region, Airports Division
- The Airports Council International–North America’s Best Convenience Retail Program award in the large airport category

Transportation Planning

In 1947, the City of Atlanta along with Fulton and DeKalb Counties formed the nation’s first multi-jurisdictional coordination agency – the Metropolitan Planning Commission – that has evolved into the Atlanta Regional Commission (ARC), which coordinates both land-use planning among ten counties with 68 municipalities and also transportation funding for all or parts of 18 counties as the federally-designated Metropolitan Planning Organization (MPO).

ARC periodically develops long-term Regional Transportation Plan (RTP) from which the highest priority projects are selected for a near-term Transportation Improvement Program (TIP). The RTP covering a 25-30 year horizon and each associated 5-6 year TIP allocate federal transportation funding assistance to the Atlanta Region and coordinate the relevant construction work program of the Georgia Department of Transportation (GDOT).

Beginning in 2005 with the Regional Transit Institutional Analysis, ARC has facilitated a forum for local officials to consider the potential for a broad based public transportation system in the Atlanta Region. In 2008 the Transit Planning Board (TPB) adopted the “Concept 3” vision for regional rail, light rail, MARTA heavy rail additions, bus rapid transit, and connecting services stretching across and beyond the ten-county area (see Map 7-17). In June 2010 Atlanta Mayor Kasim Reed became the inaugural chair of ARC’s Regional Transit Committee (RTC) that is charged with addressing funding and governance for implementing the vision.

In addition to prioritizing transportation capital investments, ARC also dedicates funding through the RTP/TIP to important programs including the Livable Centers Initiative (LCI) and support for local Comprehensive Transportation Plan (CTP) development. Through the Plan2040 RTP update ARC is developing a Regional Thoroughfare System to provide efficient, reliable, and safe corridors for trucks, transit vehicles, and non-motorized transportation.

The LCI program provides a dedicated source of implementation funding for transportation projects recommended in the focused community plans it supports. Each LCI area may have two projects at a time “pre-qualified” to compete for the set-aside implementation funding. Projects currently in this pipeline include pedestrian and bicycle enhancements on the Donald Lee Hollowell Parkway, Martin Luther King, Jr. Drive, Moreland Avenue, Ralph David Abernathy Boulevard among others.

In 2008 the City of Atlanta adopted its first ever citywide Comprehensive Transportation Plan (CTP), following a year-long community participation process supported by funding assistance from ARC. The CTP, also known as



Community Assessment - 7. Transportation

the Connect Atlanta Plan, creates a vision and implementation plan to address the City's 21st century transportation needs of a growing population and densification of residential and commercial development as well as increasing employment.

The following goals of the Connect Atlanta Plan guided the ranking of its 200 recommended roadway system projects into ten priority tiers:

- Provide Balanced Transportation Choices
- Promote Public Health and Safety
- Prepare for Growth
- Maintain Fiscal Sustainability
- Strive for Environmental Sustainability
- Preserve Neighborhoods
- Create Desirable Places for All Citizens

The Connect Atlanta Plan addresses the need for cost-effective street, traffic, transit, freight, bicycle, and pedestrian improvements. The plan promotes a balanced multi modal transportation system that enhances transportation choices for residents, employees, visitors, and firms doing business in Atlanta, making it more convenient to walk, bicycle, take transit, and to reduce reliance on the automobile.

The Connect Atlanta Plan Map Book shows the transit, roadway, intersection, bicycle and pedestrian recommendations of the CTP as guidance to both private development and public investments. The CTP's Street Design Guide provides a framework for sizing and allocating public right-of-way to different users in a variety of thoroughfare function and land use context combinations. The Connect Atlanta Plan calls for a major update of the CTP every 3-5 years and it identifies mode split, i.e. decreasing the proportion of trips taken by Single Occupant Vehicle (SOV) and reducing per capita vehicle miles traveled (VMT) as key performance measures to be tracked.

In 2008 the City of Atlanta also adopted Project Greenspace as an update to the 1992 Parks, Open Space, and Greenways Plan. It includes recommendations for fostering a connected greenspace system that have important implications for transportation. Project Greenspace calls for creating shared-use parking structures capped with block parks for neighborhood recreational opportunities in areas targeted for high residential density. It recommends additional considerations for street design to incorporate shade trees and provide space for passive stormwater management.

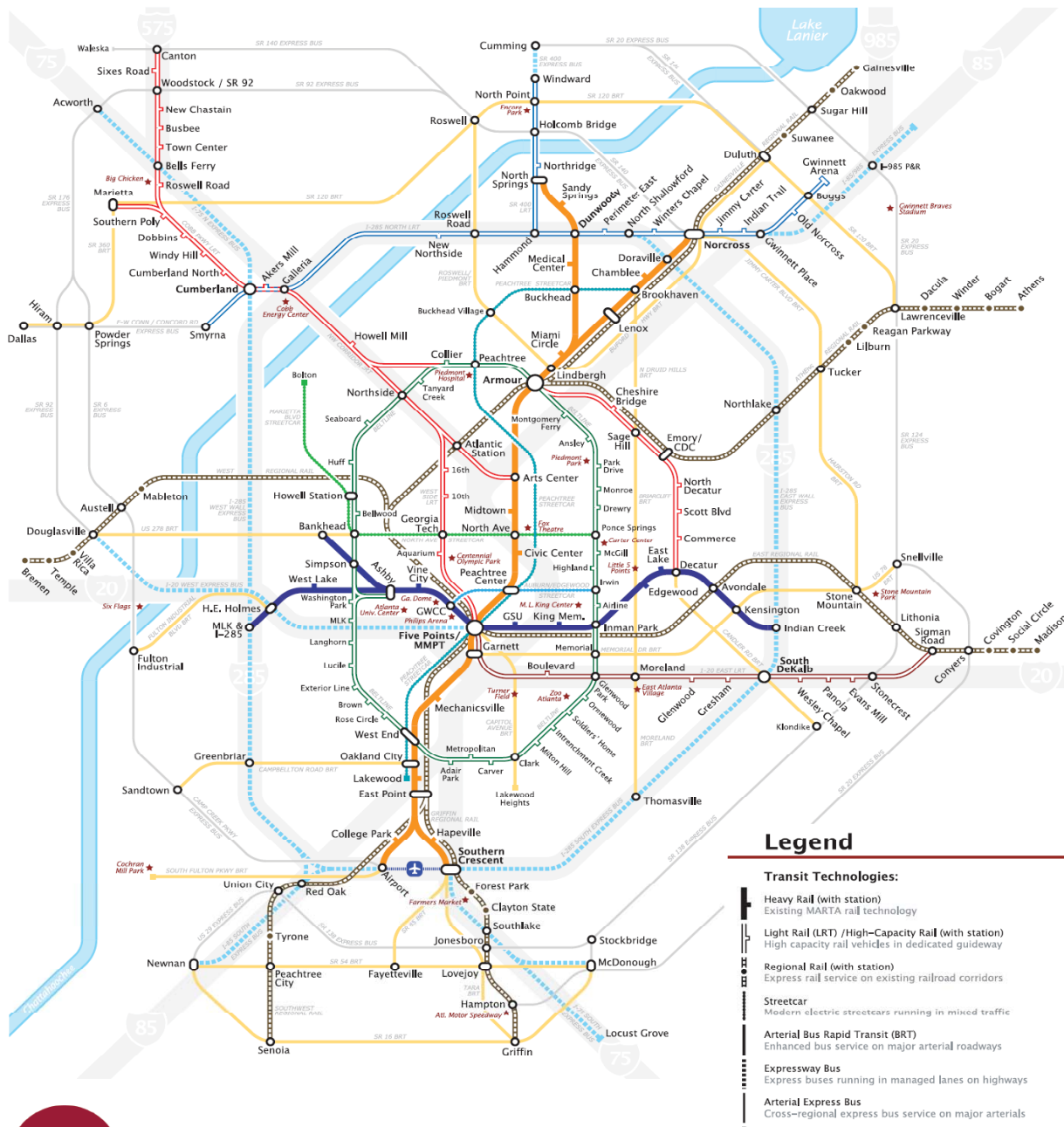
The 2008 State of the City's Infrastructure Report recognized life-cycle replacement and maintenance needs for traffic signals, school flashers, bridges, street lights, and pavement as well as the Americans with Disabilities Act (ADA) requirement to retrofit accessible curb ramps. Together with municipal vehicle fleet upgrades the estimated costs to achieve a state of compliance and good repair on Atlanta's existing infrastructure is \$100 million per year over ten years. Investments in new transportation infrastructure must be strategically prioritized and leveraged with federal matching funds and

private capital to stretch resources that will remain limited even with new revenue.

Since 2000 the City of Atlanta has adopted many plans into the CDP as well as the transportation related capital project recommendations. Over this time period the primary source of local funding for transportation capital investments has been the ten-year \$150 million Quality of Life (QOL) Bond pro-

Concept 3

The Atlanta Region's Long-Range Transit Vision



Map 7-17: Concept 3



Community Assessment - 7. Transportation

gram. Development impact fees revenues added an average \$2 million per year for new projects.

Ten Tax Allocation Districts (TAD's) around the City provide a tool for stimulating redevelopment with revenue captured from the expected growth in property values. In addition to these existing sources of local funds for transportation projects and leveraging federal assistance, near-term possibilities for new revenue sources include a regional sales tax, a municipal sales tax, and levies on parking. Each penny of sales tax collected in the City of Atlanta raises \$100-125 million.

Transportation, Land Use Connection and Community Health

The sprawling development pattern of the Atlanta region has resulted in a mismatch between transportation and land use. This has impacted the City of Atlanta itself by creating traffic congestion where the intensity of land use has outgrown roadway system capacity in some areas while leaving underutilized transportation facilities in other areas. Recognizing the connection between land use and transportation has implications for facility design guidelines, multimodal level of service standards, systemwide transportation performance measures, development regulations, and thoroughfare master planning.

The existing land use pattern favors the automobile over mass transit and pedestrian and bicycle facilities. Land use and zoning ordinances that encouraged the separation of different land uses have contributed by prioritizing the circulation and parking of vehicles with negative impacts for pedestrians and bicyclists. The lack of connectivity in the street network in some parts of the City has also contributed to congestion. The ongoing sprawl in the region favors the reliance on single occupancy vehicles, increases commuting distances and results in large amounts of land being used for roadways and parking. Land uses that encourage a more compact urban form will help to reduce VMT. Peak period congestion already reduces population accessible to downtown within 1 hour by automobile from 3 million to 1.3 million. Travel sheds shrink even further in the future.

The City of Atlanta embraces the interrelated principles of focusing transportation investments on transit, bicycle and pedestrian links between high density land uses while targeting growth in those centers and corridors with multimodal transportation capacity

The target growth areas identified in the Connect Atlanta Plan would make natural sending areas for the transfer of development rights (TDR) recommended by Project Greenspace to preserve sensitive lands in sending areas along greenway corridors radiating from the urban core. The SmartCode zoning model advanced by the Congress for the New Urbanism uses TDR as a market-based tool for guiding the location of new development. Implementation of a TDR program is a unique opportunity to reallocate zoning entitlements in order to concentrate growth at densities supportive of transit use and pedestrian scale retail while preserving connected areas of undeveloped greenfields. The SmartCode approach recommends that as much as 80% of the allowed Floor Area Ratio (FAR) in areas targeted for growth be available only through TDR as bonus density.

The SMARTRAQ (Strategies for Metro Atlanta Region Transportation and Air Quality) study found that “In all, about a third of metro Atlantans living in conventional suburban development would have preferred a more walkable environment, but apparently traded it off for other reasons including affordability, school quality, or perception of crime.”

A seamlessly connected regional transit system and a robust non-motorized transportation network in tandem with additional open space can enhance community life, improve public health, improve air quality, lower household transportation costs, stimulate economic development, and reduce vehicle miles traveled. An inviting environment for non-motorized travel along transportation corridors and on fine-grained blocks in mixed-use nodes is the hallmark of a connected urban fabric.

A major update of the Comprehensive Transportation Plan (CTP) should lead to development of a City of Atlanta Thoroughfare Master Plan addressing roadway functional classification changes, truck route modernization, on and off-street bicycle connectivity, and transit signal priority corridors. The Connect Atlanta Plan and BeltLine street design guidelines should be integrated into a comprehensive set of citywide transportation facility design standards for arterials (“Boulevards”), collectors (“Avenues”), local streets, and multi-use trails with the flexibility of tailoring target right-of-way allocation to individual corridors. These standards should address the possibility of signalized right-turn channel lanes as well as provisions for transit waiting and loading areas.

A thoroughfare master plan also presents an opportunity to consolidate the new street recommendations of the CTP with the BeltLine Street Framework plan and strengthen tools for implementation through private development.

The Connect Atlanta Plan recommends modifying the automobile orientation of the street network in favor of human activity with flow conversions of high-speed one-way corridors to two-way operations on the north-south corridors flanking Peachtree as well as along a “ladder” of east-west corridors through Downtown and Midtown. The CTP also envisions reconfiguration of expressway ramps to create new land for urban development.

Community Health

Factors that people often consider when deciding the way they will travel to their destination include distance to the destination, safety of street crossings along the route, presence or absence of sidewalks and bike lanes, and convenience. When many people choose to walk, bike, or take public transportation, rather than drive, the result is fewer vehicles on the road which leads to less air pollution, decreased risk of motor vehicle fatalities, and reduced risk to pedestrians and bicyclists.

The way in which communities are planned and built can greatly influence the ability of citizens to utilize active transportation choices. Increasing physical activity are also relevant to active transportation, vehicle use reduction and injury prevention. Additional community factors that enable active trans-



Community Assessment - 7. Transportation

portation and vehicle use reduction include:

- lighting on streets and public transportation access points;
- safety of street crossings along the route;
- proximity of goods and services to residences, and multi-use developments; and
- sidewalks and bike lanes.

Healthy community design is planning and designing communities that make it easier for people to live healthy lives. Healthy community design offers important benefits:

- Increases transportation options by building homes, businesses, schools, churches and parks closer to each other so that people can safely and easily walk or bike between them.
- Provides opportunities for people to be physically active and socially engaged as part of their daily routine, improving the physical and mental health of its citizens.
- Access to healthy foods to neighborhoods and communities by allowing for farmers markets, community and rooftop gardens, and other local products.

Healthy community design can also benefit children in many important ways; in particular, reducing vehicle use and emissions reduces childhood asthma rates. Designing and building healthy communities can improve the quality of life for all people who live, work, worship, learn, and play within their borders—where every person is free to make choices amid a variety of healthy, available, and accessible options.

Key components of healthy living are:

- Increased physical activity;
- Active transit, including access to public transit and alternate modes of transportation; and
- Injury prevention.

There is a six percent greater chance of being obese for every hour spent in a car, and residents of metro Atlanta spend an average of more than 1.5 hours in the car each day. Increased physical activity such as walking or biking enables individuals to manage their weight and decrease their risk of obesity.

Metro Atlanta residents in high walkability neighborhoods are 2.4 times more likely to engage in a healthy level of physical activity; however, only about one in 20 homes in metro Atlanta is in a walkable neighborhood that allows for less driving.

The following improve the level of physical activity in communities:

- Good pedestrian and bicycle infrastructure, including sidewalks and bike paths that are safely integrated into the transportation system as well as good right of way laws and clear, easy-to-follow signage;
- Access to green space, parks and trails;
- Street connectivity;
- Greater land density to shorten distances between homes, workplaces, schools and recreation so people can walk or bike to the different locations;
- Developments of mixed land use; and

- Safe places for children to play.

In order for the transportation infrastructure, parks, and mixed use developments to benefit a broad spectrum of the community, special attention should be paid to the accessibility for sub-populations, such as the elderly and persons with disabilities. Efforts should be made to ensure that access points to the trails, green space, and parks are accessible and that any development conforms to the recommendations of the Americans with Disabilities Act.

Injury is the leading cause of death in people under age 35 in Georgia. Urban areas that are highly dependent on motor vehicle travel rather than walking, biking, or using public transportation are associated with increased motor-vehicle occupant and pedestrian fatalities. Neighborhood and roadway design influence traffic volume and speed. As traffic volume and speed increase, motor vehicle related fatalities also increase. One of the critical public health challenges related to community design, particularly transportation planning, is the interaction between motorized and non-motorized transportation.

The Atlanta Region does not attain federal air quality standards. Nitrous oxide emissions that cause ground-level ozone pollution (or “smog”) are due in about equal parts to reliance on personal automobiles for transportation and on fossil fuel-fired power plants for energy. In the late 1990’s, federal transportation funds for the Region were frozen when an RTP was produced that did not conform to the motor vehicle emissions budget in the State Implementation Plan (SIP) for attaining clean air in the ground level ozone non-attainment area. This “conformity lapse” led to the creation of the Georgia Regional Transportation Authority (GRTA) that operates the Xpress commuter bus system. The Cobb Community Transit (CCT) and Gwinnett County Transit (GCT) bus systems also include some routes serving the City of Atlanta.

According to the Clean Air Campaign’s One Ton Challenge, which encourages participants to eliminate one single occupant vehicle commute (average 40 miles) per week for a year, each vehicle mile driven produces about a pound of pollutant emissions.

Atlanta ranks in the 10 worst cities for asthma. Nearly two-thirds of people in the U.S. with asthma live in an area where at least one federal air-quality standard is not being met. For every three fourths of a mile closer to a freeway a child lives, their risk of asthma increases 89 percent. In 2009, the Atlanta metro area ranked 16th worst in the nation for particle pollution and 19th worst for ozone. Air pollution has been linked to many negative health consequences such as premature birth, increases in hospitalization for cardiovascular and respiratory diseases, and lung cancer. Transportation-related pollutants are one of the largest contributors to unhealthy air quality.

Health Impact Assessments (HIAs) are tools used to evaluate objectively the potential health effects of a project or policy before it is built or implemented. HIAs can provide recommendations to increase positive health outcomes and minimize adverse health outcomes. The HIA process brings public health issues to the attention of persons who make decisions about areas that fall outside of traditional public health arenas, such as transportation or land use.



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8. URBAN DESIGN

The term “urban design” refers to the physical form and organization of elements in the urban environment. The arrangement of physical elements in communities has wide implications beyond aesthetics. Urban design is about weaving together neighborhoods and communities into places that connect people with each other and life activities. Physical relationships between elements such as streets, parks, historic and cultural resources, residences, institutions, services, businesses, and mass transportation facilities affect the social structure of a community and communicate a value and role for each of these elements within the community.

Urban design can enhance the function and beauty of communities with careful consideration of building design (form, scale, placement and orientation), site location, visual characteristics, and relationships between each community element. The design of public spaces and the hierarchy between public, semi-public, and private space are also critical aspects of urban design which determine how people interact with and experience the urban environment. Atlanta’s urban design policies embrace concepts of traditional urban development patterns, new urbanism and smart growth with a focus on neighborhood cohesiveness, a healthy community, defined mixed-used centers, historic preservation and environmental conservation. The goal for urban design in Atlanta is to improve the quality and productivity of the lives of all Atlantans by creating a more healthy, humane and enjoyable place to live, work, shop, recreate, grow and raise children.

Urban Design Elements

Nine physical elements, more than any others, characterize the urban form of Atlanta.

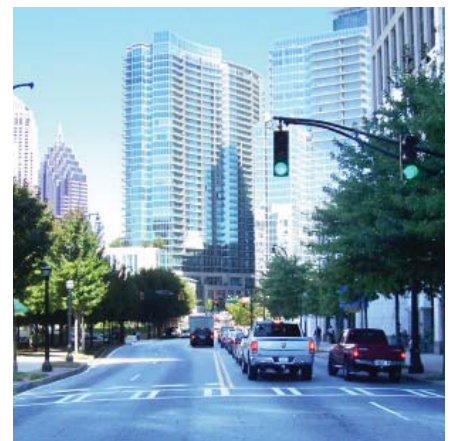
1. **Tree Canopy:** Atlanta is covered with an extensive canopy of mature forests. These trees soften harsh building and pavement surfaces and make in-town living pleasant during the hot summer months by providing shade, reducing radiant heat, improving air quality and the visual aesthetics of the urban landscape. Atlanta is often called “the City of trees.”
2. **Neighborhoods:** There are a total of 241 distinct neighborhoods in Atlanta. These neighborhoods have a wide variety of architectural styles and provide housing options that serve every economic level. Many of the most attractive and popular neighborhoods exist within blocks of towering commercial high-rises, yet they are protected from incompatible development by strict zoning codes, the street network, land use policies and, in some cases, existing buffers.
3. **Peachtree Street Spine:** Peachtree Street, Atlanta’s best-known and most-coveted business address extends along Atlanta’s dominant north-south ridgeline. Peachtree Street is the spine of a linear commercial district that begins Downtown, just north of I-20 and runs north, through Midtown, to Buckhead at the northern City limits.



Tree Canopy



Neighborhoods



Peachtree Spine

Community Assessment - 8. Urban Design



Major Travel Nodes: Development per conventional zoning



Major Travel Nodes: Development per Quality of Life zoning



Nodal Development: High Density



Nodal Development: Low Density

4. Major Travel Corridors: The City has several major transportation corridors, many of which are state highways (i.e. Peachtree Street, Piedmont Avenue, Moreland Avenue, Cheshire Bridge Road, Pryor Road, Northside Drive, Howell Mill Road, Ponce De Leon Avenue, North Avenue, DeKalb Avenue, Memorial Drive, Metropolitan Parkway, etc.), that have developed into fragmented, suburban-style commercial strips with no relation to nearby residential neighborhoods. The creation of new smart growth zoning districts coupled with today's development pressures offers the opportunity to create pedestrian-friendly, sustainable mixed-use environments that combine commercial and residential uses in a balanced manner which also serves to link the surrounding neighborhoods to one another.

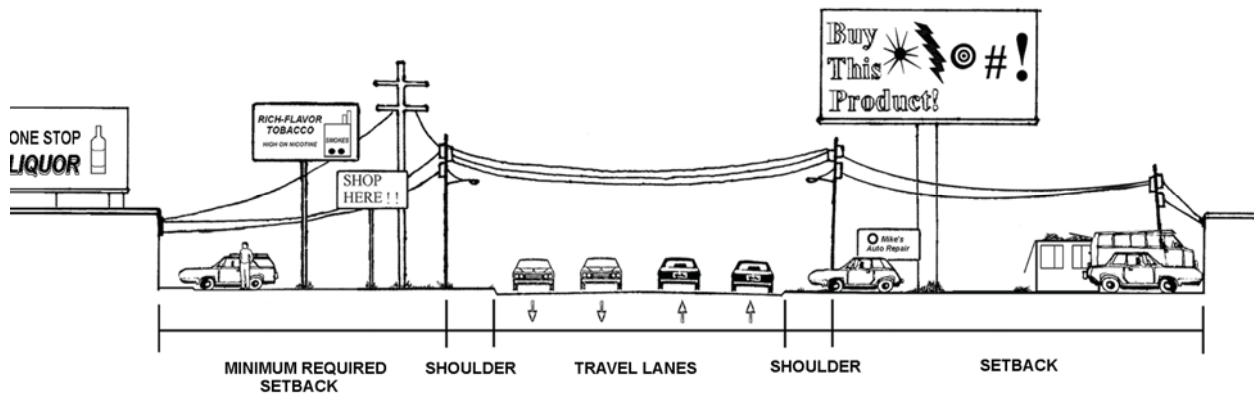
5. Nodal Development: High-density nodal development is encouraged around the Metropolitan Atlanta Rapid Transit Authority (MARTA) rail stations. This nodal development is particularly evidenced by the skyscrapers that are clustered around MARTA rail stations located Downtown and Midtown, along Peachtree Street and along the Lindbergh and Lenox stations. On a smaller scale, nodes created around commercial intersections are opportunities to focus and enhance retail and mixed-use development serving nearby neighborhoods.

6. Built Environment: Atlanta's built environment has been traditionally urban in character with streets lined with sidewalks and buildings, pedestrian-scale block sizes, and a connected street pattern which fostered a pedestrian-oriented built environment. Over time this built environment gave way to suburban-style, automobile-oriented strip shopping centers, the creation of large superblocks, large parking lots abutting streets, buildings with blank walls, and isolated residential subdivisions and gated communities as a result of zoning regulations that placed the emphasis on the automobile and separation of land uses. The result has been a breakdown in pedestrian-scaled streets and the urban fabric and character of the City. This type of development does not support a livable character or a human scale within commercial and residential districts.

Neighborhood groups, the development community and the professional planning and design community expressed concerns regarding the quality of physical development in the city over the past several decades. As a result, the Department of Planning and Community Development (DPCD) embarked on a plan to craft new zoning regulations based on traditional urbanism principals in an effort to reverse this trend. The result has been the creation of several new zoning categories known collectively as the Quality of Life zoning districts. These include Special Public Interest (SPI) districts, Mixed Residential Commercial (MRC) districts, Neighborhood Commercial (NC) districts, Live Work (LW) districts, and Multi-family Residential (MR) districts.

The density, building scale, and permitted uses may differ among the zoning districts, but, they all share common urban design characteristics such as requiring sidewalks and street trees, parking placed to the rear or side of buildings, buildings adjacent to sidewalks with articulated facades and building entrances that face the street, among other things.

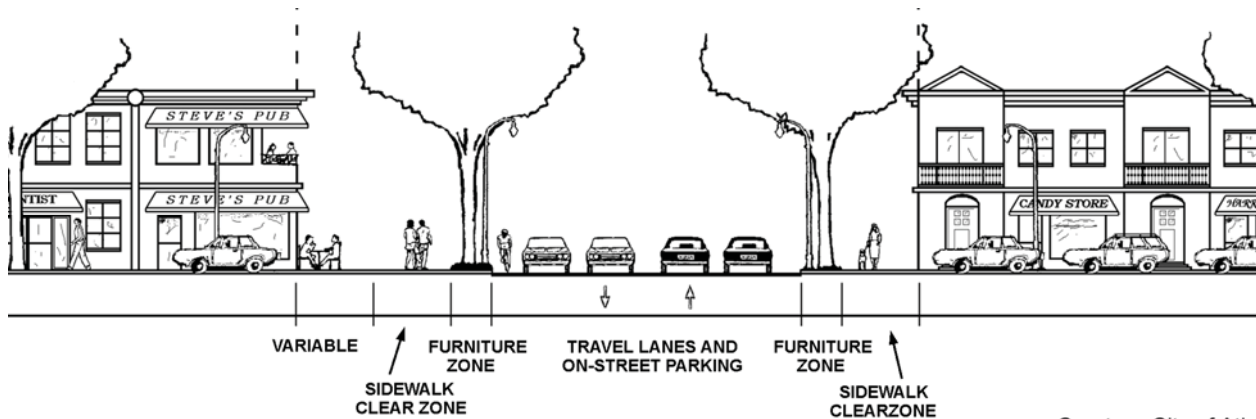
Atlanta's Built Environment



BEFORE

(Zoning regulations between 1950s - 1990s)

Above is a typical example of a commercial strip in the City developed by conventional zoning. It is characterized by large front yard building setbacks, parking in front of buildings, unsightly overhead utilities, lack of spatial definition and little pedestrian infrastructure. The built environment was designed exclusively for the automobile, which discourages pedestrian movement and alternative modes of transportation.



Courtesy City of Atlanta

AFTER

(Quality of Life zoning regulations after the 1990s)

The Quality of Life zoning districts re-establish Atlanta's traditional pre-1950s built environment with tree-lined sidewalks and buildings that frame and address the street. On-site surface parking is tucked to the side or rear. Lined with attractive storefronts or ground floor residential stoops with primary entrances that face onto ample sidewalks, the built environment is transformed into a neighborhood which encourages pedestrian activity while still accommodating the automobile. Although not required, overhead utilities are encouraged to be buried or placed behind buildings as part of large scale redevelopments.

Community Assessment - 8. Urban Design



Railroads



Transit: MARTA Rail



Transit: MARTA Bus



BeltLine Proposal

7. Transit and Railroads: Historically, transportation has been a vital component in the development of Atlanta. Railroads became the framework for the City's early development, with Downtown serving as the original railroad hub with a railroad network that to this day circles the central area and extends out from Downtown to surrounding counties and neighboring states. The City's development was also impacted during the 1970's and 1980's with the construction of the MARTA transit system. Today, the continued expansion of the MARTA transit system and the focus on all transportation modes, as well as the construction of the proposed multi-modal station and BeltLine, combined with the concentration of higher density development within the City, offer the opportunity to link Atlanta's neighborhoods with major activity centers and attractions (such as Downtown, Midtown, Buckhead, Lenox/Phipps, Carter Center, Lindbergh Center, the Woodruff Arts Center, Atlantic Station, Georgia Tech, Atlanta University Center, West End, East Atlanta Village, Glenwood Park, etc.).

8. BeltLine: The BeltLine project is a major planning initiative for the City of Atlanta. With the City experiencing population growth, the BeltLine will be a catalyst for economic and community development throughout the City. Currently under design and construction, the BeltLine will combine greenspace, trails, transit, public art, and new development along 22 miles of historic rail segments that encircle the urban core. The project provides a unique opportunity to enhance the City's quality of life by preserving and revitalizing existing neighborhoods, fostering mixed-use developments at select locations, promoting better connectivity to improve air quality and reduce dependency on the automobile.

The City recognizes that new development will be attracted to the BeltLine area and that the orientation, scale and character of that growth should encourage pedestrian and transit-oriented uses and activities to maximize the positive impact of the BeltLine on adjacent neighborhoods and the City at-large. To this end, the Atlanta Development Authority completed the Atlanta BeltLine Redevelopment Plan in 2005 and with the support of the Atlanta City Council, Fulton County Commission and Atlanta Public School Board, created Tax Allocation District (TAD) #6 – BeltLine. The BeltLine TAD funds will be used to invest in land acquisition and the creation of new multi-use trails, greenspace, transit, workforce housing and Atlanta Public Schools projects. Funds are also intended to be used towards other infrastructure improvements, environmental brownfield cleanup, and to jump-start development in historically underdeveloped areas.

9. Creeks, Watersheds, Forests and Landforms: Deriving from a range of citizen and traditional planning initiatives, the City is responding to an ever-heightening emphasis on its natural setting, both the assets it represents and the threats it faces. Any set of urban design strategies must include, and even begin with, the natural pre-urbanized environment and seek to conserve and re-establish complementary and mutually supportive development policies that support the environment's sustainability and enhance the community's quality of life. These include:

- Reintroducing healthy creek, greenway and riparian buffers into the urban fabric in a manner complementary to single-family, low-density or mixed-use and high-density environs;
- Protecting or extending upland forest ecosystems;
- Continued strengthening and maturing of the tree conservation program;
- Amending zoning, subdivision, transportation and utility corridor standards and designs in support of urban naturalization strategies;
- Overall, enhancing the environmental and green space response to the growing citizen emphasis on quality of life issues.

Urban Design Considerations

Several factors will influence urban design in Atlanta in the 21st century. Those factors are discussed below.

- **Expanding central role of Atlanta in the region:** Atlanta serves as the symbolic center of the Atlanta region giving it a sense of place and history. As the Atlanta Region continues to grow, people will be looking for more convenient and central locations for their businesses and residences. Urban design issues that should be addressed for Atlanta to continue to attract positive growth include: re-establishing Downtown as a regional center, maintaining and strengthening existing neighborhoods, advancing urban design that engenders a safe and pedestrian-oriented environment, and preserving Atlanta's historic and cultural resources. In addition, the design of major cultural facilities and other buildings and infrastructure, where appropriate, should be of the highest quality design and materials.
- **Expanding global role of Atlanta:** If Atlanta's urban design is to be world class, Downtown, Midtown and Buckhead should be designed with urban plazas and parks to contain public art and cultural events. Streetscapes in many parts of the City should also be improved with new sidewalks, trees, pedestrian lights and street furniture. The visual clutter of signage and above ground utilities in public spaces should also be controlled. These elements in the public realm should knit together a cohesive network of usable public space and sidewalk-oriented buildings.
- **Increased dependence on multi-modal transportation:** Atlanta must look for alternatives to automobile transportation as roadways are widened past their optimum capacity, air quality problems from emissions continue to escalate, and highway expansion fractures communities. Urban design issues that will need to be addressed include the emphasis of pedestrian and bicycle transportation throughout the City, encouraging mixed-use development around transit facilities, and limiting parking lot expansion in areas where transportation facilities are planned or provided.



Creeks, Watersheds and Forests



Regional and Global Atlanta



Multi-modal Station Proposal

Community Assessment - 8. Urban Design



Pedestrian Facilities



Bicycle Facilities



Parks and Greenspace: Active



Parks and Greenspace: Plazas

- **Increased demand for pedestrian and bicycle facilities:** Roadway improvements should also include pedestrian and bicycle facilities. These include:
 - Sidewalks should be wider to accommodate pedestrian traffic, street lighting should promote pedestrian safety and comfort;
 - Street furniture (lights, benches, bicycle racks, etc.) should be coordinated;
 - On-street parking should be encouraged and expanded to buffer pedestrians from traffic and support sidewalk-oriented retail;
 - Street trees should be provided to shade the sidewalk and define a pedestrian zone;
 - Buildings should be oriented towards the sidewalk and provide ground-floor active uses;
 - Signage should be coordinated to minimize visual blight; and
 - Bicycle lanes should be provided on designated bicycle routes.
- **Increased demand for parks, open space and greenways:** Parks and open space contribute to the quality of life by protecting and enhancing neighborhoods and historic places, linking neighborhoods and commercial districts, providing opportunities for social interaction, and promoting the physical and the mental well-being of all citizens. There is a need to increase the abundance, quality, usability and accessibility of parks, plazas and public open spaces; create more opportunities for pedestrian movement; highlight the visual quality and beauty of Atlanta; secure irreplaceable historic heritage and cultural life; and protect the man-made environment.
- **Greater emphasis on security and safety in urban design:** Crime prevention may be increased through careful design of the built environment. Strategies as advocated through "CPTED," Crime Prevention Through Environmental Design, are creative design solutions that may be implemented to increase public safety along streets. These design techniques include creating high visibility spaces that clearly define the public and private realm, and are based upon the following design strategies: natural access control (keeping potential intruders under observation), natural surveillance (decreasing the crime opportunity), and territorial reinforcement (developing a sense of ownership).

9. LAND USE

The City of Atlanta contains a land area of approximately 133.7 square miles, which totals 85,687 acres. A prominent feature of Atlanta's development pattern is the star-shaped form of commercial and industrial land uses radiating outward from the central portion of the City. This growth pattern follows natural ridge formations and is further reinforced by the transportation network of rail lines, major streets, freeways, and the MARTA transit system. The transportation network in turn reflects the topography, particularly Atlanta's ridges formations, which bound ten streamway watershed basins. Notable physical characteristics within the City of Atlanta are the rolling, hilly topography, numerous streams, and an extensive tree canopy.

The land use section examines the existing land use, the future land use, the relationship between land use and zoning, Character Areas and Areas Requiring Special Attention (ARSA).

Existing Land Use

The existing land use map was developed by the Office of Planning in the Department of Planning and Community Development. The map has nine land use categories: Residential, Commercial, Office, Mixed Use, Industrial, Institutional, Parks/Open Space, Agricultural, Transportation Communications Utilities (TCU) and Right of Way. These are standard categories defined in DCA's "Standards and Procedures for Local Comprehensive Planning". Many of the categories have subcategories. The first step in developing the existing land use map was to convert the designated land use codes used by the Fulton County and the DeKalb County Tax Assessors Office into one of the existing land use categories and subcategories. Afterwards, the zoning designation, parcel ownership as well as aerial photography were used to assign an existing land use designation for each parcel. The land use categories are defined below. The number of acres in each category is shown city wide and by Planning area in Table 9-1 and shown in Map 9-1. Tables with acres in each land use category by NPU are in the Appendix.

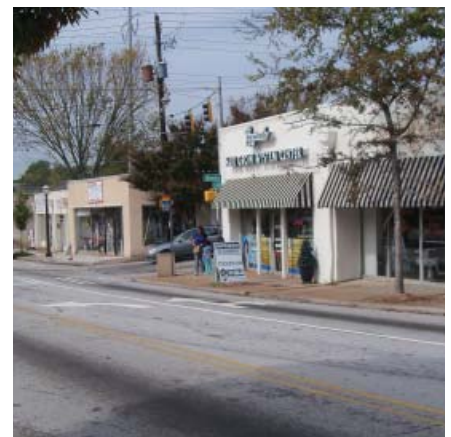
- **Residential Land Use:** This category includes parcels used for residential purposes. It is divided into Low, Medium and High Density. Low Density includes single family, duplexes and townhomes. Medium Density Residential includes multifamily residential buildings that are up to 5 stories, such as garden apartments. High Density Residential includes multi-family residential buildings that are mid to high rise buildings (i.e. 5 stories or higher). Residentially zoned land that is undeveloped is designated as Vacant-Residential. Over 50% of the land use in the City is used or zoned for residential purposes, primarily low density residential uses. The density of the residentially used land is approximately 5.7 housing units per acre (220,730 residential units in 38,561 acres). A large amount of residentially zoned land (7,000 acres) equal to 8% of all land uses, is undeveloped. The overall residential density for all of the city is 2.74 units per acre (see Table 9-2).



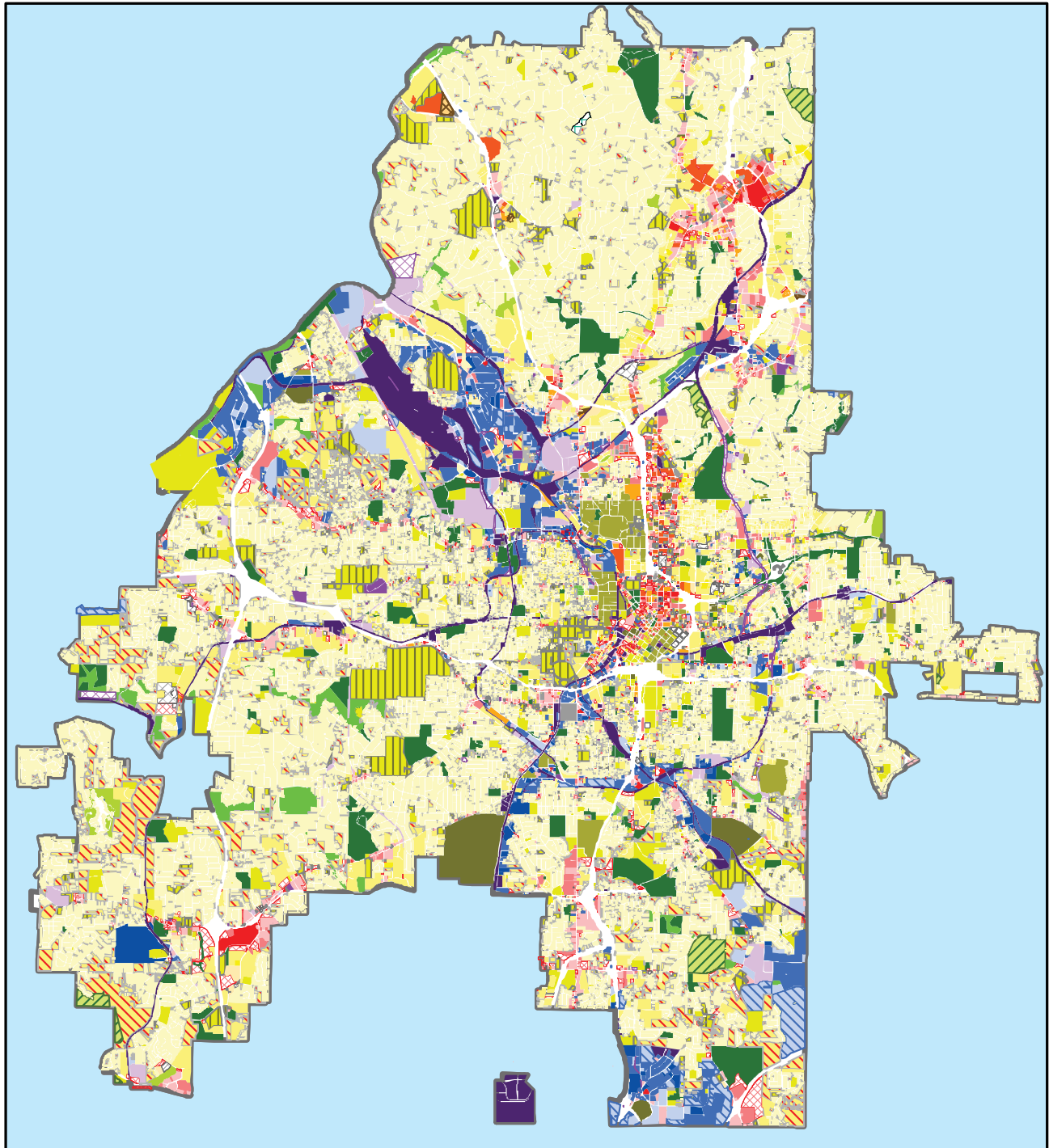
These homes are classified as Low Density Residential in the existing land use inventory.



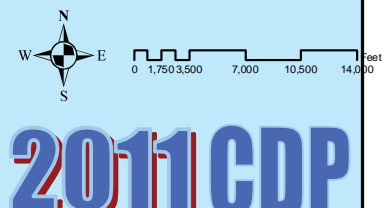
This multi-family building is classified as Medium Density Residential in the existing land use inventory.



These commercial buildings are classified as Commercial in the existing land use inventory.



**City of Atlanta
2010 Existing Land Use**



Map 9-1: Existing Land Use Map

Table 9-1 2010 City of Atlanta Existing Land Use Inventory

Existing Land Use	NORTHSIDE TOTAL		NORTHEAST TOTAL		NORTHWEST TOTAL		SOUTHWEST TOTAL		TOWN SOUTH TOTAL		EASTSIDE TOTAL		SOUTHSIDE TOTAL		CITYWIDE	
	Acres	%	Acres	%	Acres	%	Acres	%	Acres	%	Acres	%	Acres	%	Acres	%
RESIDENTIAL - LOW DENSITY	10,807.6	49.5%	2,469.4	26.8%	2,316.5	26.3%	8,660.5	43.1%	2,099.3	33.5%	3,681.1	47.2%	3,105.6	26.8%	33,140.0	38.7%
RESIDENTIAL - MEDIUM DENSITY	1,458.3	6.7%	808.8	8.8%	603.1	6.8%	1,138.5	5.7%	314.2	5.0%	423.3	5.4%	510.2	4.4%	5,256.4	6.1%
RESIDENTIAL - HIGH DENSITY	69.3	0.3%	54.3	0.6%	0.0	0.0%	0.0	0.0%	10.0	0.2%	26.5	0.3%	4.8	0.0%	164.9	0.2%
RESIDENTIAL - VACANT	1,000.4	4.6%	175.6	1.9%	1,027.9	11.7%	2,860.1	14.2%	326.2	5.2%	313.3	4.0%	1,300.6	11.2%	7,004.1	8.2%
TOTAL RESIDENTIAL	13,335.6	61.0%	3,508.0	38.0%	3,947.5	44.8%	12,659.1	62.9%	2,749.7	43.9%	4,444.2	56.9%	4,921.3	42.4%	45,565.4	53.2%
COMMERCIAL - LOW DENSITY	465.1	2.1%	381.9	4.1%	105.2	1.2%	303.8	1.5%	125.6	2.0%	179.9	2.3%	328.2	2.8%	1,889.7	2.2%
COMMERCIAL - MEDIUM DENSITY	310.6	1.4%	312.7	3.4%	121.3	1.4%	100.9	0.5%	60.0	1.0%	113.4	1.5%	190.1	1.6%	1,209.0	1.4%
COMMERCIAL - HIGH DENSITY	123.0	0.6%	40.7	0.4%	12.9	0.1%	83.1	0.4%	21.2	0.3%	8.0	0.1%	6.1	0.1%	295.0	0.3%
COMMERCIAL - VACANT	107.2	0.5%	241.3	2.6%	123.1	1.4%	344.7	1.7%	37.3	0.6%	41.9	0.5%	259.4	2.2%	1,154.9	1.3%
TOTAL COMMERCIAL	1,005.9	4.6%	976.6	10.6%	362.6	4.1%	832.5	4.1%	244.1	3.9%	343.2	4.4%	783.7	6.8%	4,548.6	5.3%
OFFICE - LOW DENSITY	88.1	0.4%	149.8	1.6%	10.0	0.1%	53.5	0.3%	9.8	0.2%	17.3	0.2%	17.0	0.1%	345.6	0.4%
OFFICE - MEDIUM DENSITY	47.2	0.2%	83.4	0.9%	11.9	0.1%	3.6	0.0%	19.9	0.3%	0.7	0.0%	0.7	0.0%	167.5	0.2%
OFFICE - HIGH DENSITY	267.3	1.2%	142.4	1.5%	0.6	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	410.3	0.5%
OFFICE - VACANT	32.0	0.1%	2.9	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	34.9	0.0%
TOTAL OFFICE	434.7	2.0%	378.5	4.1%	22.5	0.3%	57.1	0.3%	29.7	0.5%	18.0	0.2%	17.7	0.2%	958.2	1.1%
MIXED USE - OFF/RET	4.5	0.0%	27.8	0.3%	0.0	0.0%	0.0	0.0%	0.0	0.0%	5.1	0.1%	0.0	0.0%	37.4	0.0%
MIXED USE - RES/RET	27.6	0.1%	77.3	0.8%	1.8	0.0%	3.5	0.0%	44.7	0.7%	18.6	0.2%	2.9	0.0%	176.5	0.2%
TOTAL MIXED USE	32.0	0.0%	4.6	0.1%	1.8	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	4.6	0.0%
INDUSTRIAL	1,002.3	4.6%	323.3	3.5%	946.7	10.7%	286.3	1.4%	217.5	3.5%	174.6	2.2%	1,163.7	10.0%	4,114.4	4.8%
INDUSTRIAL - VACANT	95.5	0.4%	33.0	0.4%	105.5	1.2%	12.2	0.1%	65.1	1.0%	14.9	0.2%	607.8	5.2%	934.0	1.1%
TOTAL INDUSTRIAL	1,097.8	5.0%	356.3	3.9%	1,052.2	11.9%	298.4	1.5%	282.6	4.5%	189.5	2.4%	1,771.5	15.3%	5,048.4	5.9%
INSTITUTIONAL - LOCAL	185.4	0.8%	182.7	2.0%	439.0	5.0%	1,009.0	5.0%	298.6	4.8%	253.8	3.3%	572.4	4.9%	2,941.0	3.4%
INSTITUTIONAL - STATE	11.8	0.1%	538.5	5.8%	28.3	0.3%	5.5	0.0%	36.0	0.6%	145.7	1.9%	97.5	0.8%	863.3	1.0%
INSTITUTIONAL FEDERAL	6.5	0.0%	41.6	0.5%	52.9	0.6%	0.0	0.0%	500.2	8.0%	4.5	0.1%	198.7	1.7%	804.4	0.9%
INSTITUTIONAL - PRIVATE	872.5	4.0%	225.1	2.4%	429.4	4.9%	913.7	4.5%	505.6	8.1%	270.1	3.5%	366.3	3.2%	3,582.7	4.2%
INSTITUTIONAL - MEDICAL	8.4	0.0%	109.1	1.2%	3.9	0.0%	78.0	0.4%	9.9	0.2%	0.5	0.0%	3.0	0.0%	212.8	0.2%
TOTAL INSTITUTIONAL	1,084.6	5.0%	1,097.1	11.9%	953.5	10.8%	2,006.1	10.0%	1,350.4	21.6%	674.6	8.6%	1,237.9	10.7%	8,404.2	9.8%
PARKS - ACTIVE	693.8	3.2%	412.7	4.5%	402.7	4.6%	613.3	3.0%	254.2	4.1%	465.2	6.0%	657.7	5.7%	3,499.5	4.1%
PARKS - GOLF	90.1	0.4%	63.5	0.7%	0.0	0.0%	77.6	0.4%	0.0	0.0%	4.8	0.1%	165.3	1.4%	401.3	0.5%
CONSERVATION	133.8	0.6%	63.9	0.7%	101.6	1.2%	480.3	2.4%	0.5	0.0%	26.1	0.3%	56.2	0.5%	862.4	1.0%
PARKS - PRIVATE	110.3	0.5%	17.9	0.2%	0.0	0.0%	147.5	0.7%	0.9	0.0%	47.3	0.6%	0.2	0.0%	324.2	0.4%
TOTAL PARKS/OPEN SPACE	1,028.0	4.7%	558.0	6.1%	504.3	5.7%	1,318.7	6.6%	255.6	4.1%	543.5	7.0%	879.4	7.6%	5,087.5	5.9%
AGRICULTURAL	23.2	0.1%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	23.2	0.0%
TCU - COMMUNICATION	15.4	0.1%	44.7	0.5%	36.9	0.4%	26.6	0.1%	6.3	0.1%	7.9	0.1%	0.2	0.0%	138.1	0.2%
TCU - TRANSPORTATION (RAIL)	894.4	4.1%	241.8	2.6%	462.4	5.2%	123.3	0.6%	167.8	2.7%	169.0	2.2%	360.3	3.1%	2,418.9	2.8%
TCU - UTILITIES	392.0	1.8%	69.1	0.7%	297.6	3.4%	155.0	0.8%	11.5	0.2%	50.4	0.6%	106.7	0.9%	1,082.2	1.3%
TCU - VACANT	82.1	0.4%	67.5	0.7%	31.1	0.4%	37.5	0.2%	4.2	0.1%	29.5	0.4%	0.5	0.0%	252.5	0.3%
TOTAL TCU	1,383.9	6.3%	423.2	4.6%	828.0	9.4%	342.4	1.7%	189.8	3.0%	256.8	3.3%	467.7	4.0%	3,891.7	4.5%
TOTAL ROW	2,429.7	11.1%	1,813.7	19.7%	1,139.6	12.9%	2,596.1	12.9%	2,596.1	17.8%	1,313.4	16.8%	1,516.9	13.1%	13,405.5	15.6%
Total Acres	21,855.5		9,221.0		8,812.0		20,114.0		6,263.0		7,807.0		11,599.0		85,687.0	100.0%



Community Assessment - 9. Land Use

Table 9-2:- City of Atlanta Housing and Population Density by NPU

NPU	2010 Housing Units	2010 Population	NPU Acreage	Housing Density per acre	Population Density per acre
A	4,992	12,980	7,317	0.68	1.77
B	31,366	57,010	6,515	4.81	8.75
C	8,658	18,430	3,874	2.24	4.76
D	6,706	15,500	4,150	1.62	3.73
E	25,175	48,690	3,780	6.66	12.88
F	13,319	23,820	3,020	4.41	7.89
G	5,472	14,580	3,598	1.52	4.05
H	7,581	21,760	4,058	1.87	5.36
I	10,258	25,540	6,086	1.69	4.20
J	7,228	19,380	2,840	2.54	6.82
K	4,752	12,940	1,528	3.11	8.47
L	4,795	10,190	846	5.67	12.04
M	17,360	32,670	2,422	7.17	13.49
N	11,147	20,430	2,199	5.07	9.29
O	6,792	16,850	2,216	3.06	7.60
P	7,176	18,230	5,861	1.22	3.11
Q	418	1,230	662	0.63	1.86
R	8,809	21,390	3,448	2.55	6.20
S	4,852	13,570	2,486	1.95	5.46
T	8,171	23,970	1,751	4.67	13.69
V	8,706	21,850	2,027	4.29	10.78
W	10,451	23,810	3,392	3.08	7.02
X	6,709	17,570	2,789	2.41	6.30
Y	5,022	15,490	2,106	2.38	7.35
Z	9,591	30,580	6,704	1.43	4.56
City wide	235,084	538,460	85,678	2.74	6.28

- Commercial: This includes all parcels used for commercial uses such as retail stores, neighborhood commercial centers, hotels, strip shopping center and regional malls. Undeveloped parcels with a commercial zoning are designated as Vacant-Commercial. Commercial land uses total a little over 5% of the citywide land uses. Some of the major commercial corridors are Peachtree Street, Piedmont Ave, Ponce de Leon, Moreland Ave., Roswell Road, Metropolitan Pkwy., Cascade Road, Campbellton Road. Large concentration of commercial uses are located around Lenox Mall/Phipps Plaza and Atlantic Station.

- Office: This category includes parcels used for office purposes ranging from one story office buildings, to high rise office towers to office parks. Undeveloped parcels with an office zoning are designated as Vacant-Office. Office land uses are concentrated in the City's major employment centers - Downtown, Midtown and Buckhead. Office use totals a little over 1% of the land uses.

- Industrial: Parcels with manufacturing, wholesale, distribution and construction uses are classified as industrial. Undeveloped parcels with an industrial zoning are designated as Vacant-Industrial. Industrial uses are concentrated in the main industrial districts such as Atlanta Industrial Park, Chattahoochee Industrial District, Armour Industrial District and South Side Industrial Park/Zip Industrial and along the rail corridors such as the BeltLine, Jonesboro Road and Lee Street/Murphy Avenue and the area around the Inman and Hulseley Yards. Almost 6% of the land has an industrial use.



Private recreation facilities such as this one in Glenwood Park are classified at Private Recreation.

- Parks/Recreation/Conservation:
 - Parks Active: This category includes public open space used for parks and recreation. The publicly owned parks consist of parks operated by the Department of Parks and Cultural Affairs, State parks such as Centennial Olympic Parks and Federal parks such as the Chattahoochee River National Recreation Area.
 - Golf Courses: Both public and private golf courses are in this category.
 - Private Recreation: These are facilities owned by a home owners association (if located in a separate parcel), owned by a private

club such as the Atlanta Youth Soccer Association or a recreation provider (such as the YMCA)

- Passive Park/Conservation. These parcels are protected lands, i.e. land that will remain undeveloped and in conservation. Parcels with conservation easements held by the Department of Watershed Management or purchased by the DWM are shown as passive parks. In addition, parcels owned by the Trust for Public Land or other land trusts are also designated as passive parks.

Parks and Conservation land uses are almost 6% of land uses. Out of the four categories, Parks is the largest with 4% of all citywide acreage.

- Institutional: This broad category shows land owned by governments, private institutions/nonprofits as well as hospitals and medical clinics. The government category is further divided into federal, state and local. Almost 10% of the city's land has an institutional use. The largest one in this group is the private institution which equals to 4% of all citywide uses.
 - Institutional Federal: This includes federal office buildings such as the Sam Nunn Federal center, federal facilities such as the Federal Penitentiary and the Ft. McPherson military installation.
 - Institutional State: State owned property, some Department of Transportation owned parcels, state offices and state universities are classified as Institutional State land use category.
 - Institutional Local: This includes parcels owned by local governments - the City of Atlanta, the Atlanta Board of Education and by Fulton County. It excludes park and recreation facilities and water and sewer utilities.
 - Institutional Private: Parcels owned by private institutions such as churches, nonprofit organizations like the Salvation Army and private schools are in this category.
- Transportation, Communications and Utilities (TCU): This category includes parcels owned by agencies/companies that provide transportation, communication and utilities. A parcel owned by one of these agencies that is undeveloped is designated as TCU-Vacant. An example of Vacant TCU is the rail road right of way recently purchased by the BeltLine for future transit use. TCU uses account for 4.5% of all land uses. Transportation is the largest category with almost 3% of all uses. This is expected given the extensive rail network in the city.
 - Transportation: This category includes MARTA rail stations, bus maintenance facilities and other parcels owned by MARTA as well as the portion of Hartsfield Jackson International Airport that is located in the City of Atlanta. Freight rail and rail yards owned by rail companies such as Norfolk Southern and CSX are also part of this category. This does not include street or highway rights of way.



Federal buildings are classified as Institutional - Federal.



Atlanta Public Schools are classified as Institutional - Local.



This power substation is classified as TCU-utilities.

Community Assessment - 9. Land Use



Plaza Midtown is designated as Mixed Use.

- Communications: Parcels owned by telecommunication companies, such as AT&T and Sprint are designated as Communications.
- Utilities: Facilities owned by gas companies, power easements, substations as well as water and sewer facilities are identified as Utilities. The water and sewer plants owned by Department of Watershed Management are designated as utilities.
- Mixed Use: Buildings that have two or more uses are designated as mixed use. The uses could be office/commercial or residential/commercial or another combination of uses. Mixed use is one of the smallest land use category. It accounts for ¼ % of the city's existing land use.

Table 9-3: 2010 Future Land Use Map Designations by Acre

Land Use	Acres	Percent
Residential Total	56,034	65.40%
Single Family Residential	43,156	50.40%
Low Density Residential	6,586	7.70%
Medium Density Residential	4,619	5.40%
High Density Residential	1,412	1.60%
Very High Density Residential	261	0.30%
Commercial Total	5,802	6.80%
Low Density Commercial	3,184	3.70%
High Density Commercial	2,618	3.10%
Office Total	3,158	3.70%
Office/ Institutional	3,055	3.60%
Office/ Institutional/ Residential	103	0.10%
Mixed Use Total	5,569	6.50%
Mixed Use	4,996	5.80%
Low Density Mixed Use	217	0.30%
Medium Density Mixed Use	280	0.30%
High Density Mixed Use	76	0.10%
Industrial	6,843	8.00%
Open Space Total	6,579	7.70%
Open Space	6,549	7.60%
Private Open Space	30	0.00%
Community Facility	1,267	1.50%
Transportation, Communications and Utilities	438	0.50%
Total	85,690	100%
Source: City of Atlanta DPCD		

- Agricultural: Parcels with this designation have an agricultural use. The only agricultural use in the City of Atlanta has horse stables and equestrian facilities and it totals 0.03% of land uses.

- Right-of-Way: The public right of way (ROW) is the land dedicated for streets, sidewalks and highways. Rights-of-ways are mostly publicly owned. The Georgia Department of Transportation owns US Highways, State Highways and Interstates. The City of Atlanta owns the rights-of-ways of local streets. The ROW acreage was calculated by subtracting the total acres in all of the land use categories from the acres in the City of Atlanta. Almost 16% of the land in the City is right of way. This is the category with the second largest acreage.

Future Land Use Map

The Future Land Use Map is a guide for growth and development. Each parcel of land in the City of Atlanta has Future Land Use designation. The land use designation of a parcel could be the result of several factors such as the current land use of the parcel or the zoning of the parcel. In addition the Land use designation of a parcel can be the result of a land use amendment made in conjunction with a rezoning application as well as a land use amendment initiated by a City Council member. Land Use designations are also changed to implement recommendation of plans such as Livable Center Initiative

(LCI) plans, the BeltLine subarea plans and redevelopment plans.

The land use designation for a particular parcel of land represents the City's official policy for the recommended future development of that parcel. It may or may not coincide with the actual zoning or use of that parcel as it is now developed. The City considers these land use designations when reviewing rezoning requests. The land use designations are portrayed on the land use maps for each of the twenty-five neighborhood planning units (NPU's).

Nineteen land use designations are recognized and portrayed on the City's land use maps. They are defined below. The land uses categories do not set units/per acre or density limits. The heights mentioned in the land use definitions are for explanatory purposes. Each land use category has a number of compatible zoning categories. The zoning categories have standards regulating height and bulk.

The acres and percent in each land use category are shown in the Table 9-3. Residential land use designations account for 65% of the land uses. Non residential land uses total 25% of land use designations (industrial – 8%, commercial – 6.8%, Mixed Use- 6.5%, Office-3.7%) Open Space (7.7%) Community Facilities (1.5%) and TCU (0.55%) account for the rest. Land use designations extend to the center line of the adjoining right-of-way, so roads are included in the land use designations.

- **Single Family Residential:** This residential designation consists entirely of detached single family homes with one house per lot, with a maximum height of 35 feet. This is the largest land use designation consisting of 50% of the City.
- **Low Density Residential:** This residential designation consists primarily of detached single family homes, duplexes, triplexes, quadruplex, townhomes, and small multi-family developments. Building height primarily is up to 3 stories. 7.7% of the City has a Low Density Residential land use designation.
- **Medium Density Residential:** This residential category consists of the residential uses included in single family and low density residential land uses as well as duplex, triplex, quadruplex, townhomes and multi-family units such as apartments, condos and lofts. Building heights are primarily up to 4 stories. 5.4% of the City has a Medium Density Residential land use designation.
- **High Density Residential:** This residential category includes residential uses included in single family, low density and medium density residential land uses as well as attached/stacked residential developments such as apartments, condos. Building height are up to 12 stories. 1.6% of the City has a High Density Residential land use designation.
- **Very High Density Residential:** This residential category includes residential uses included in single family, low density, medium density and high density residential land uses as well as attached/stacked residential developments up to 13+ stories. 0.3% of the City has a Very High Density Residential land use designation.



These homes have a Single Family Residential land use designation, NPU Y.



These apartments have a Low Density Residential land use designation, NPU E.



These apartments have a High Density Residential land use designation, NPU M.

Community Assessment - 9. Land Use



Most of Downtown has a High Density Commercial land use designation, NPU M.



Rail yards are designated as Industrial in the Land Use map.



Many industrial buildings, such as this one in the Chattahoochee Industrial district, are designated as Industrial, NPU D.

- **Low Density Commercial:** This land use category includes commercial uses such as retail, restaurants, services, etc. A building height up to 3 stories is typical. 3.7% of the City has a Low Density Commercial land use designation.
- **High Density Commercial:** This land use category includes commercial uses such as retail, restaurants, office, services etc. at a higher intensity and height than the Low Density Commercial land use. Building heights over 3 stories is typical. 3.1% of the City has a High Density Commercial land use designation.
- **Industrial:** This land use category allows for industrial uses such as warehousing, distribution, transportation, manufacturing, refining, production, construction, truck and rail terminals, industrial parks and related support services and rehabilitation of older industrial buildings to residential uses. 8.0% of the City has an Industrial land use designation.
- **Business Park:** This land use category allows for light industrial uses (allowed under I-1 zoning) as well as office uses. No parcels have this land use designation.
- **Office/ Institutional/ Residential:** This land use category allows office, institutional uses and residential uses. Examples are multi-family housing, clinics, and colleges. This land use designation total of 3.7% of the city.
- **Mixed Use:** This land use category allows for a mix of uses such as commercial, office, hotels and residential, but not industrial uses. This land use category is no longer used. A parcel designated as mixed use is now classified as either low density, medium density or high density mixed use. The general mixed use land use accounts for 5.8% of the City.
- **Low Density Mixed Use:** This land use category allows for a mix of uses - residential, limited office and commercial - that are compatible with a neighborhood setting. 0.3% of the City has a Low Density Mixed Use land use designation.
- **Medium Density Mixed Use:** This land use category allows for a mix of uses - residential, limited office and commercial- along corridors and nodes that serve various neighborhoods. 0.3% of the City has a Medium Density Mixed Use land use designation.
- **High Density Mixed Use:** This land use category allows for a mix of uses - residential, office and commercial- that are compatible with a major activity center and corridor such as Downtown, Midtown and Buckhead. 0.1% of the City has a High Density Mixed Use land use designation.
- **Mixed Use Industrial:** This land use category allows for industrial uses along with residential, commercial and office uses. This land use category is appropriate in areas that are transitioning away from industrial uses but where industrial uses are still present. It is designed to

encourage residential uses near industrial jobs. This is a new category and no parcels have this designation.

- **Open Space:** This land use category includes land for active and/or passive recreational uses and open space. This includes public open space/parks owned by the City of Atlanta or other government. It includes parks, nature preserves, land in conservation, golf courses, recreation centers, playgrounds, etc. Open Space land use designation accounts for 7.7% of the city's land use designation.
- **Private Open Space:** This land use category includes land for active or passive open space that is privately owned. This includes land with a conservation easement, private golf courses or open space owned by a private entity such as a residential subdivision. This land use designation accounts for less than 0% of the city's land use designation.
- **Transportation, Communications and Utilities:** This land use includes transportation uses such as airports, transportation corridors such as the BeltLine, transit facilities, communication facilities, and utilities. 0.5% of the City has a TCU land use designation.
- **Community Facilities:** This land use designation includes public facilities such as public schools, fire stations, health centers, senior centers, libraries etc. 1.5% of the City has a Community Facilities land use designation.

The City of Atlanta Zoning Resolution

The City of Atlanta Zoning Ordinance of 1982, as amended, identifies specific allowable zoning districts within the City. Each parcel of land in the City lies within a specific zoning district, as is shown on the Zoning Maps that are maintained by the Office of Planning. When a parcel of land lies within a particular zoning district, it is said to be “zoned” according to that zoning district. The Atlanta Zoning Ordinance is included in the City Code of Ordinances – Part III – Land Development Code. The City's zoning districts include seventeen types of residential zoning districts, eleven quality of life zoning districts (eight mixed residential districts and three mixed commercial districts), a live work zoning district, an office and institutional zoning district, six commercial zoning districts, nine neighborhood commercial zoning districts, two industrial zoning districts, twenty special public interest districts (SPIs), six types of planned development zoning districts, one conservation district, eight landmark districts, seven historic districts and one overlay district, for a total of 123 zoning districts (see Table 9-4).

Historic district zoning may be established as overlay districts for the purpose of recognizing official historic zones and requiring that special standards be applied to any development-related activity which is proposed for an existing historic structure or for vacant land which lies within an official historic area. Such properties thus receive special protection due to their historic statuses. The Urban Design Commission engages in a formal review of any development-related proposals for properties that are located within these historic districts (see Historic Resources section).

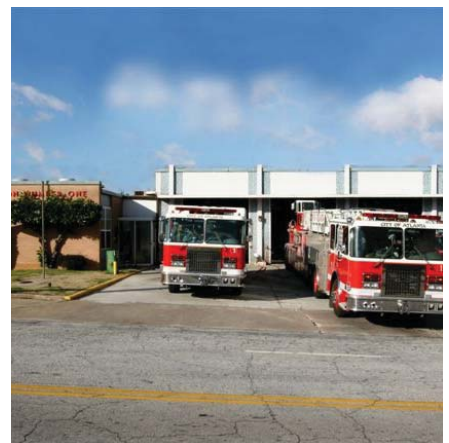
Similarly, some SPI districts and the BeltLine Overlay District are overlay zones



Parks are designated as Open Space in the Land Use Map.



The BeltLine Right of Way is designated as TCU.



Fire Stations and schools are designated as Community Facilities.



Community Assessment - 9. Land Use

Table 9-5: Land Use Designation and Compatible Zoning Districts			
Land Use Designation	Compatible Zoning Districts	Allowed Units per Acre	F.A.R. Limits
Except for I and PD districts, all land use designations are incremental. A higher density designation may include lesser density designations.			
OPEN SPACE and PRIVATE OPEN SPACE	Varies		
SINGLE-FAMILY RESIDENTIAL	R-1 to R-4, PD-H	N/A	N/A
LOW-DENSITY RESIDENTIAL	R-1 to R-4,	0-8	
	RG-1 & RG-2, MR-1 & MR-2	0-16	0.0 - 0.348
	PD-H	0-32	
MEDIUM-DENSITY RESIDENTIAL	R-1 to R-5	0-16	
	RG-1 to RG-2, MR-1 & MR-2	0-29	0.0 - 0.696
	RG-3, MR-3, PD-H	0-64	
HIGH-DENSITY RESIDENTIAL	R-1 to R-5	N/A	0.0 to 1.49
	RG-1 to RG-4, MR-1 to MR-4,		
	PD-H		
VERY-HIGH DENSITY RESIDENTIAL	R-1 to R-5	N/A	0.0 – 6.40
	RG-1 to RG-6, MR-1 to MR-6		
	PD-H		
LOW-DENSITY COMMERCIAL	R-1 to R-5, RG-1 to RG-3, R-LC, MR-1 to MR-4, O-I, LW, NC, C-1 & C-2, MRC-1 & MRC-2, PD-H, PD-OC		Established by Zoning District Regulations
HIGH-DENSITY COMMERCIAL	R-1 to R-5, RG-1 to RG-6, R-LC, MR-1 to MR-6, O-I, LW, NC, C-1 to C-5, MRC-1 to MRC-3, PD-H, PD-MU, PD-OC		Established by Zoning District Regulations
INDUSTRIAL	LW, I-1, I-2, PD- BP	N/A	Established by Zoning District Regulations
OFFICE/ INSTITUTIONAL/ RESIDENTIAL	R-1 to R-5		Established by Zoning District Regulations
	RG-1 to RG-6, MR-1 to MR-6	N/A	
	O-I		
BUSINESS PARK	I-1, O-I		2.0 - 6.2
MIXED USE - Low Density	R-LC, LW, NC, C-1, MRC-1 PD-MU, PD-OC		0.348-2.696
MIXED USE - Medium Density	R-LC, LW, NC, C-1 to C-2, MRC-1 to MRC-2, PD-MU, PD-OC		0.348 - 3.696
MIXED USE - High Density	R-LC, LW, NC, C-1 to C-5, MRC-1 to MRC-3, PD-MU, PD-OC		0.348 - 16.4
MIXED-USE	All districts except for Industrial uses	N/A	Established by Zoning District Regulations

that add to, rather than supplant, the underlying zoning of the property. SPI districts are established for areas of the City that have unique, significant characteristics and thus merit regulation on an individual basis.

The Land Use Map Designations and Zoning Districts

Each land use designation is more generalized than any individual zoning district and is considered to be compatible with several zoning districts. As a result, many more zoning classifications exist than do land use designations. This is because zoning is a more specific means of regulating property than a land use designation. The land use maps and policies guide the land use pattern of the city in a general fashion, while the zoning districts impose specific controls and permissions on property.

Residential development in Atlanta is regulated through a Land Use Intensity System (LUI System), which was incorporated into the zoning ordinance in 1989. The LUI System incorporates floor area ratios (FARs) to control the bulk of developments in relation to gross lot size. The “unit density” of some low- and medium density residential development is regulated by minimum and maximum of dwelling units per acre.

Each land use designation has several corresponding/compatible zoning designations. Table 9-5 shows the correspondence between land use designations, zoning categories, floor area ratios, and residential units per acre. Some zoning districts, notably the SPI and historic districts, are not included in these tables because the correspondence between these districts and the land use designations is determined in the SPI regulations.

Changing the Land Use Designation of a Parcel

A close correlation exists between the Land Use designations and the zoning of a parcel. Before a rezoning application for a parcel(s) can move forward, the requested zoning designation has to be compatible with the land use designation of the parcel. Table 9-6 indicates the zoning districts that are compatible with each Land Use classification.

A property owner may petition the City of Atlanta to officially change the land use designation on a parcel when a property owner/applicant seeks to rezone a property to a zoning classification that is not currently allowed under the existing land use designation of the property. In that situation, the property owner must also request that the land use designation of the property be changed in addition to changing the zoning classification of the property.

For example, the “Single-Family Residential” land use designation allows only the zoning districts of R-1, R-2, R-3, R-4, R-5, and PD-H. If a property owner were to seek a zoning classification of C-1, then a request for a “CDP land use map amendment” must also be filed along with the rezoning application, in order to initiate the process of changing the land use map designation of the property to Low-Density Commercial.

Public hearings to consider amendments to the land use map are made four times a year in March, June, September and November. The quarterly public hearings are conducted in the Atlanta City Hall Council Chambers by the Community Development/Human Resources Committee (CD/HR Commit-



Community Assessment - 9. Land Use

Land Use Designation	Zoning Classification																																					
	R-2	R-3	R-3A	R-4	R-4A	R-4B	R-5	RG-1	RG-2	RG-3	RG-4	RG-5	RG-6	RL-C	MR-1	MR-2	MR-3	MR-4 A & B	MR-5 A & B	MR-6	O-1	LW	NC	C-1	C-2	C-3	C-4	C-5	MRC-1	MRC-2	MRC-3	I-1	I-2	PD-H	PD-OC	PD-MU	PD-BP	
Open Space																																						
Community Facility																																						
Single-Family																																						
Low-Density Residential																																						
Medium -Density Residential																																						
High-Density Residential																																						
Very High -Density Residential																																						
Low-Density Commercial																																						
High-Density Commercial																																						
Industrial																																						
Business Park																																						
Office/Institutional/Residential																																						
Mixed Use – Low Density																																						
Mixed Use – Medium Density																																						
Mixed Use – High Density																																						
Mixed-Use																																						
Mixed Use Industrial																																						
TCU																																						
Note:: Shaded areas represent land use designations and the compatible zoning classifications. Non-shaded areas represent zoning classifications that are not compatible with land use designations.																																						

tee). After a recommendation by the CD/HR Committee, the full City Council makes the final decisions on the CDP land use map amendments. These amendments are made in order to comply with the landmark case of Moore vs. Maloney, in which a federal court ruled in 1985 that zoning changes must be consistent with the Land Use Map. Prior to the court ruling, the land use plan was amended annually to correspond to zoning changes.

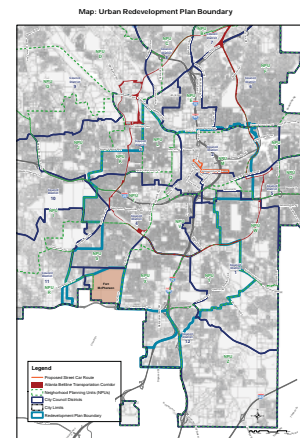
While it is most common for a CDP land use amendment to be requested in conjunction with a rezoning application, land use amendments are also sponsored by a City Council member. Amendments to the land use map are also made to implement the recommendations of redevelopment plans and studies.

City of Atlanta Plans

The City of Atlanta has conducted Redevelopment Plans, Livable Centers Initiative Plans, Corridor Plans, Small Area/neighborhood Plans, BeltLine Sub-area Plans, Citywide plans and studies. Plans in collaboration with other agencies have also been created and adopted. These plans, studies, corridors, and communities that have been approved by the Atlanta City Council are incorporated into the Comprehensive Development Plan. The plan recommendations and policies are incorporated into the CDP and the list of projects and programs are added to the Short Term Work Program (STWP) aka the CDP Project List. A summary of all of these adopted plans are included below. Many of these plans are available on the Office of Planning's website at: http://www.atlantaga.gov/government/planning/plans_studies.aspx. The 75 plans that have been adopted since 1999 are summarized below and in Table 9-7.

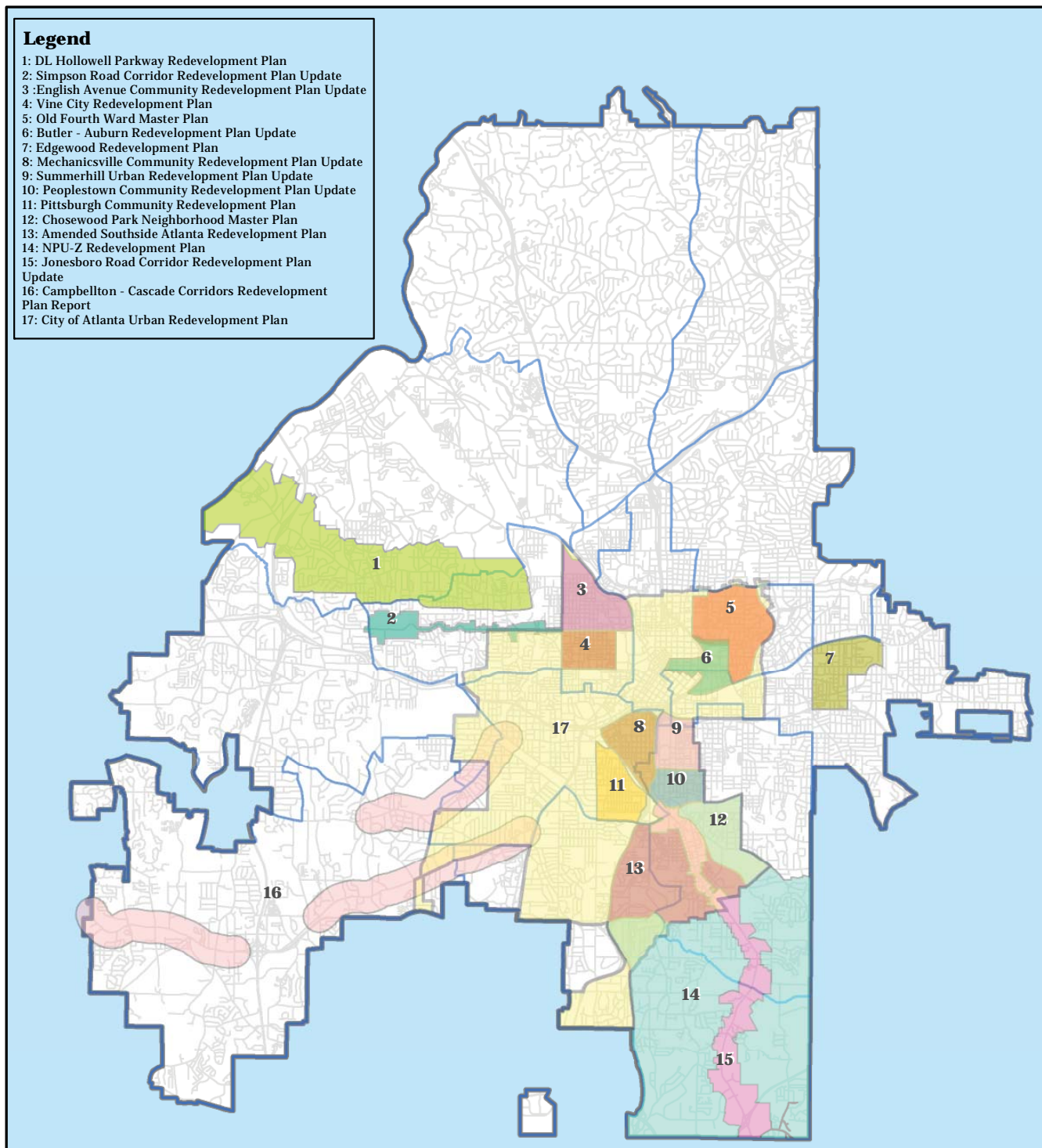
Plan Type	Number
Redevelopment	18
Tax Allocation District	10
LCI	17
Corridor	4
Community	14
BeltLine Subarea	10
City wide	3
Other	1
Total	77

- Redevelopment Plans** – The State of Georgia enables local governments to use specific tools of redevelopment through the Redevelopment Powers Law (O.C.G.A 36-44). To enact these State provided powers, the City Council must make an official declaration that a particular area is qualified based on indicators of “slum and blight.” Some of the indicators are deteriorated buildings, inadequate street layout, vacant lots, inadequate infrastructure and adverse economical and social conditions. The city has completed and adopted 18 redevelopment plans. Approved Plans, with date of approval, are listed below and shown in Map 9-2.
 - Atlanta Urban Redevelopment Area Plan** – 2010: The Atlanta Urban Redevelopment area covers approximately 13,000 acres within the City of Atlanta. The boundary includes portions of 11 Neighborhood Planning Units and Council Districts 1, 2, 3, 4, 5, 6, 10, 11 and 12. The Atlanta Urban Redevelopment area highlights and addresses several key outstanding issues identified in redevelopment plans to guide future public and private investment. The plan identifies future development opportunities in transit and infrastructure and suggests potential stabilization methods in neighborhoods, as well as transportation and pedestrian infrastructure improvements needed to support implementation of projects from these previous plans and support new projects that will contribute to a more vibrant and sustainable City. Approximately \$22M in Recovery Zone bonds will be issued to implement the recommended projects.

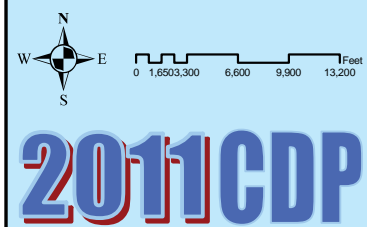


Atlanta Urban Redevelopment Area Plan boundary

Community Assessment - 9. Land Use



City of Atlanta Redevelopment Plans



Map 9-2: Redevelopment Plans

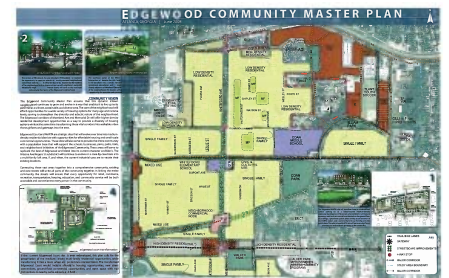
- **Chosewood Park Redevelopment Plan – 2010:** The Chosewood Neighborhood is bounded by Boulevard to the east, a semi-active rail line to the north that is projected to be the future BeltLine corridor and an active rail line to the south and west. The other major corridors within the community include McDonough Blvd., Hill St., Englewood Ave., Milton Ave. and Sawtell Ave. With its location, available inventory of land, increasing public parks and the future BeltLine project, the study area represents an ideal situation for positive and significant growth. The Plan identifies challenges and assets as well as provides well-defined projects aimed at fulfilling the neighborhood objectives, including redevelopment of the former Englewood Manor Apartments, the former GM/Lakewood plant and parking lot, Gladstone Apartments and Milton Ave School sites, establishment of Boulevard Crossing retail district, Hill S./Milton Ave retail node, Boulevard/McDonough Blvd. residential and mixed-use nodes, as well as preservation of the single-family residential core.
- **Edgewood Redevelopment Plan – 2009:** The plan focuses on the Edgewood neighborhood located in Southeast Atlanta and DeKalb County and is a collaborative planning effort including the City of Atlanta, MARTA, Atlanta Public Schools, NPU-O and the Zeist Foundation. The study area includes the Moreland Avenue corridor as the western boundary of the neighborhood, Memorial Drive as the southern portion, Hosea Williams Drive as the central spine of the neighborhood. The Candler Park/Edgewood MARTA station forms the northern edge of the neighborhood. The plan envisions these corridors continuing their evolution from predominantly single-family districts to multi-family districts, offering opportunities for affordable and diverse residential options in the community. The recommendations include infill development around the MARTA station and at Edgewood Court focusing on the opportunity for medium-scale mixed use development. The plan emphasizes Edgewood Housing redevelopment to initiate revitalization of the surrounding area. The existing commercial node at the intersection of Arkwright/Woodbine Avenue and Whitefoord Avenue is recommended for upgrading commercial space to attract new investment.
- **Old Fourth Ward Neighborhood Development Plan -1989 & Old Fourth Ward Community Redevelopment Plan – 1994 and the Old Fourth Ward Master Plan - 2008:** The 1989 Neighborhood redevelopment plan concentrates primarily on housing and historic preservation issues in the neighborhood. The 1994 Community Redevelopment Plan was created to support the designation of the Old Fourth Ward Urban Redevelopment Area. The primary purpose of the Plan was to present the vision of the Old Fourth Ward community as a rejuvenated, economically and socially diverse, safe and livable intown environment. Both of these plans were created prior to the implementation of the Freedom Parkway Road project and prior to the conception of the BeltLine initiative, both of which completely alter the transportation, land-use and economic context of the neighborhood.



Chosewood Park Redevelopment Plan graphic showing the redevelopment of Englewood Manor, NPU Y.

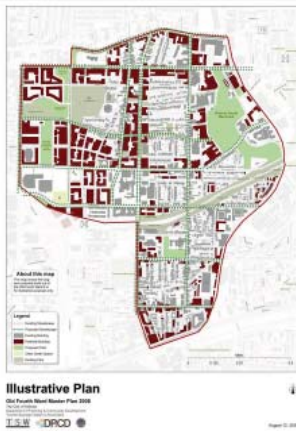


Edgewood Redevelopment Plan graphic showing the redevelopment of the Edgewood MARTA station parking lot, NPU N.



Edgewood Redevelopment Plan illustrative Map, NPU N.

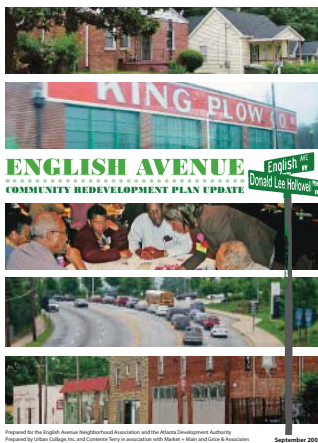
Community Assessment - 9. Land Use



Old Fourth Ward Master Plan Illustrative Map, NPU M.



Illustration showing redevelopment along Cascade Road.



English Avenue Redevelopment Plan cover page, NPU L.

Old Fourth Ward Master Plan – 2008: This study area includes the historic Old Fourth Ward neighborhood, bounded by Ponce de Leon and North Avenue to the north, DeKalb Avenue to the South, the BeltLine corridor to the east, and Piedmont Avenue and Boulevard to the West. The plan identifies long-term strategies and short-term recommendations for public and private investment as well as provides the strategies for fostering revitalization and economic development. The plan recommendations aim at enhancing the various characteristics of the different sections of the study area, encouraging a diverse and sustainable mix of housing, employment, shopping, business, and open space, promoting smart growth and redevelopment, leveraging growth and development along the BeltLine to foster improvements throughout the neighborhood and creating a stronger identity and character for the Old Fourth Ward. The proposed recommendations will increase quality of life for the study area and adjacent properties.

- **NPU Z Redevelopment Plan** – 2007: The NPU Z Redevelopment Plan, sponsored by NPU Z, is a community-driven initiative to create inclusive support and vision for the growth and development of Neighborhood Planning Unit Z. Part of the vision of the plan is the conservation of single family housing, improvements to and conservation of multifamily housing, support for mixed-use development and mixed income approaches to housing development. The community's vision also is to aggressively address deficiencies in nonresidential issues that include service quality, neighborhood retail availability, "smart growth", public transportation, human services, and a clean and safe environment that affords expansion and improvements to open space, infrastructure and parks in each of NPU Z neighborhoods.
- **Campbellton/ Cascade Corridors Redevelopment Plan** – 2006: The Cascade Avenue corridor runs from Willis Mill Road to Langhorn Street, including the Cascade Heights commercial node on one end, and the Kroger Citi-Center shopping center on the other. The Campbellton West corridor includes the portion of Campbellton Road west of I-285 from the city limits to Barge Road. The Campbellton East corridor includes the portion of Campbellton Road between Greenbriar Mall and Fort McPherson, from Maxwell Drive to Oakland Drive. The Campbellton Road Corridor was designated as an Economic Development Priority Area in 2005. The Corridor is located in the Campbellton TAD. Most of the land use changes have been adopted and the projects have been incorporated into the CDP. Zoning changes recommended by the plan are being implemented by the Office of Planning.
- **English Avenue Redevelopment Plan** – 1998, Updated 2006: The English Avenue neighborhood (397 acres) is bound by the Norfolk Southern rail corridor to the east and north, Joseph E. Lowery Boulevard to the west and Simpson Street to the south. The extended study area also includes a portion to the north of the study area, extending to Marietta Street. It is in close proximity to the downtown business district and the Georgia Aquarium. It is located in the Westside TAD

and the Renewal Community. This plan builds upon the previously adopted Community Redevelopment Plan (1998). Since the development and adoption of the 1998 plan, increased speculation in English Avenue has been generated due to a resurgence of development and growth in the area. The plan has been adopted and the projects have been incorporated into the CDP.

- **Jonesboro Road Redevelopment Plan** – 1998, Updated 2006: The study area includes approximately six miles from McDonough Boulevard to the City of Atlanta /Clayton County Line. The corridor has a mix of newer, well-kept retail business juxtaposed against older strip centers. The Southside Industrial Park and Zip Industrial are major employment centers in the area. Hartsfield-Jackson is close by. The activity nodes are the BeltLine, Lakewood Heights, Harper Road, Cleveland Avenue, Hutchens Road and I-285. The plan has been adopted. The land use changes have been adopted and the projects have been incorporated into the CDP. A portion of the Corridor is located in the BeltLine TAD. The Jonesboro Road Corridor was designated as an Economic Development Priority Area in 2005.
- **Peoplestown Redevelopment Plan** – 1996, Updated 2006: This neighborhood plan is one of the four redevelopment plans incorporated into the Stadium Neighborhoods TAD Redevelopment Plan (2006) and Economic Priority Area. The plan and projects have been adopted and incorporated into the CDP. Part of this neighborhood is located in the Beltline TAD.
- **Pittsburgh Redevelopment Plan** – 2001, Updated 2006: This plan helped to develop a long-term community-wide vision and policy for the Pittsburgh Neighborhood. The plan generated 27 redevelopment projects, a land use plan, civic and transportation improvements as well as a rezoning plan. This effort will help protect existing neighborhood residents and will bring investment back into this once-thriving community. The plan has been adopted and the projects have been incorporated into the CDP. Part of this neighborhood is located in the BeltLine TAD. This neighborhood plan is one of the four redevelopment plans incorporated into the Stadium Neighborhoods TAD Redevelopment Plan (2006) and Economic Priority Area.
- **Simpson Road Redevelopment Plan** – 1995, Updated 2006: The study area includes 4.2 miles of Simpson Road/Avenue from H.E. Holmes Boulevard to Northside Drive. Major activity nodes include: Joseph E. Lowery Boulevard, BeltLine, Chappell Road and Westlake Avenue. The plan has been adopted, and the recommended land use changes and the projects have been incorporated into the CDP. The corridor is partially located in the BeltLine TAD. The Simpson Road Corridor was designated as an Economic Development Priority Area in 2005.
- **Summer Hill Redevelopment Plan** – 1993, Updated 2006: This neighborhood plan is one of the four redevelopment plans incorporated into the Stadium Neighborhoods TAD Redevelopment Plan (2006) and Economic Priority Area. The plan and projects have been adopted and incorporated into the CDP.



Jonesboro Road Redevelopment Plan framework plan.



Peoplestown Redevelopment Plan graphics, NPU V.



Simpson Road Redevelopment graphic.

Community Assessment - 9. Land Use



Butler/ Auburn Redevelopment Plan Map, NPU M.



DL Hollowell Parkway Redevelopment Plan graphic showing redevelopment at Hollywood Road, NPU J.



Mechanicville Redevelopment Plan illustrative plan, NPU V.

- **BeltLine Redevelopment Plan** – 2005: Adoption of the Atlanta BeltLine Redevelopment Plan led to the formation of Atlanta BeltLine Tax Allocation District and Zoning Overlay district. The plan identifies long-term development/re-development strategies and recommendations for public and private investment, with concentrations on improving and creating parks and trails, building transit and workforce housing, remediating brownfields, and preserving historical resources. It also provides a framework for development over the next 25 years along the BeltLine, establishes preliminary standards for land use and zoning policies, and recommends transportation improvement projects to facilitate future development and redevelopment. Many parcels in the BeltLine Redevelopment area have a high potential for redevelopment and aesthetic improvement.
- **Butler/ Auburn Redevelopment Plan** – 1994, Updated 2005: The study area is bound by Boulevard to the east, DeKalb Avenue to the south, Peachtree Street/J.W. Dobbs/I-75/85 to the west and Freedom Parkway to the north. The Redevelopment Plan Update addresses the issues and strategies contained in the 1994 CRP, particularly updating and re-conceiving catalytic projects, drafting zoning adjustments, and creating an overarching marketing or branding strategy. The plan includes very detailed financial redevelopment studies as well as general planning recommendations. The Butler/Auburn area contains historic and landmark buildings and districts.
- **DL Hollowell Parkway (aka Bankhead Hwy) Redevelopment Plan** – 2004: The study area includes 5.3 miles from Bankhead MARTA Station to the City limits. The area is close to the major employment centers such as the Atlanta Industrial Park and the Chattahoochee Industrial Park. The major activity nodes include the Bankhead MARTA Station, Grove Park, Hollywood Road, Center Hill Neighborhood, James Jackson Parkway and Woodmere. The land use changes have been adopted and incorporated into the CDP. Some of the recommended zoning changes have been made. The area is in the BeltLine TAD and the Hollowell TAD. The D.L. Hollowell Parkway Corridor was designated as an Economic Development Priority Area in 2005.
- **Mechanicville Redevelopment Plan** – 2004: This neighborhood plan is one of the four redevelopment plans incorporated into the Stadium Neighborhoods TAD Redevelopment Plan (2006) and Economic Priority Area. The plan and projects have been adopted and incorporated into the CDP. This plan was the basis for the adoption of the Special Public Interest District 18 and amended in 2006.
- **Vine City Redevelopment Plan** – 2004: The Vine City Neighborhood study includes Simpson Street to the north, Northside Drive to the east, Martin Luther King Jr. Drive to the south, and Lowery Boulevard to the west. The redevelopment plan highlights key development projects for new/ rehabilitated and preserved housing, mixed-use and institutional development and infrastructure improvements building on the strengths and opportunities of the community. Through the planning process, 29 projects were further defined and an illustrative

tive plan was generated to show the potential 20-year build-out. The major activity nodes are Simpson Road and J.E. Lowery Blvd., Carter Street Park, Northside Drive, Vine City Park and Elm Street. The plan has been adopted as well as the land use and zoning changes. SPI-11 was adopted to implement the plan recommendations. The plan's recommended projects have been incorporated into the CDP. Previous plans in Vine City include the Vine City Community Master Plan (1995) and Master Plan Update (2001).



Vine City Redevelopment Plan graphic showing potential redevelopment, NPU L.

- **Southside Redevelopment Plan** – 2000: The Southside Redevelopment Plan includes all of the neighborhoods in NPU Y. The Plan identifies residential and commercial implementation projects along Pryor Rd., Jonesboro Rd., and McDonough Blvd. corridors and streetscape improvements such as Pryor Rd., and the Lakewood Town Center area and Lakewood Avenue.
- **Tax Allocation District Redevelopment Plans** – The City in conjunction with the Atlanta Development Authority has completed and adopted ten redevelopment plans in support of the formation of Tax Allocation Districts. These plans are on the Atlanta Development Authority website at <http://www.atlantada.com/buildDev/taxAllocationDistricts.jsp>. The Atlanta Development Authority serves as the redevelopment agent for all Tax Allocation Districts (TAD). Tax allocation districts are one of the City of Atlanta's most valuable economic development tools. Tax allocation financing is a redevelopment and financing tool by which governments can provide financial assistance to eligible public and private redevelopment efforts within an officially designated area. Increases in property tax revenues, which are generated primarily from new investment in the district, are allocated to pay infrastructure costs or certain private development costs within the TAD. This is primarily done through the issuance of tax allocation district bonds. These adopted TAD plans are listed below and in Map 9-3.
 - Westside Redevelopment Plan (TAD) 1998 – TAD #1
 - Atlantic Steel Redevelopment (TAD) 1999 – TAD #2
 - Northwest Atlanta Redevelopment Plan / Perry Bolton (TAD) 2002 – TAD #3
 - Princeton Lakes Redevelopment Plan (TAD) 2002 – TAD #4
 - Eastside Atlanta Redevelopment Plan (TAD) 2003 – TAD #5
 - BeltLine Redevelopment Plan (TAD) 2005 – TAD #6
 - Campbellton Road Redevelopment Plan (TAD) 2007 – TAD #7
 - DL Hollowell Parkway (AKA Bankhead Hwy) Redevelopment Plan (TAD) 2004 – TAD #8
 - Metropolitan Parkway Redevelopment Plan (TAD) 2006 – TAD #9
 - Stadium Neighborhoods Redevelopment Plan (TAD) 2006 – TAD #10
This TAD redevelopment plan encompasses four neighborhoods located around the Turner Field south of Downtown Atlanta.



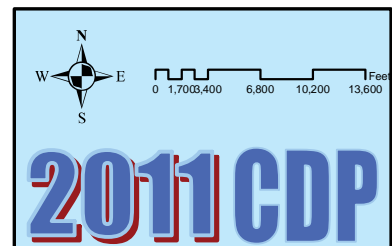
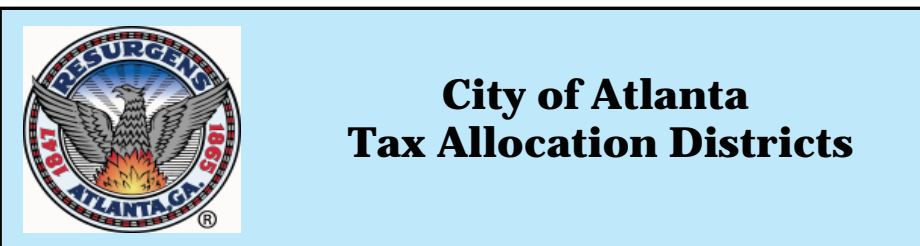
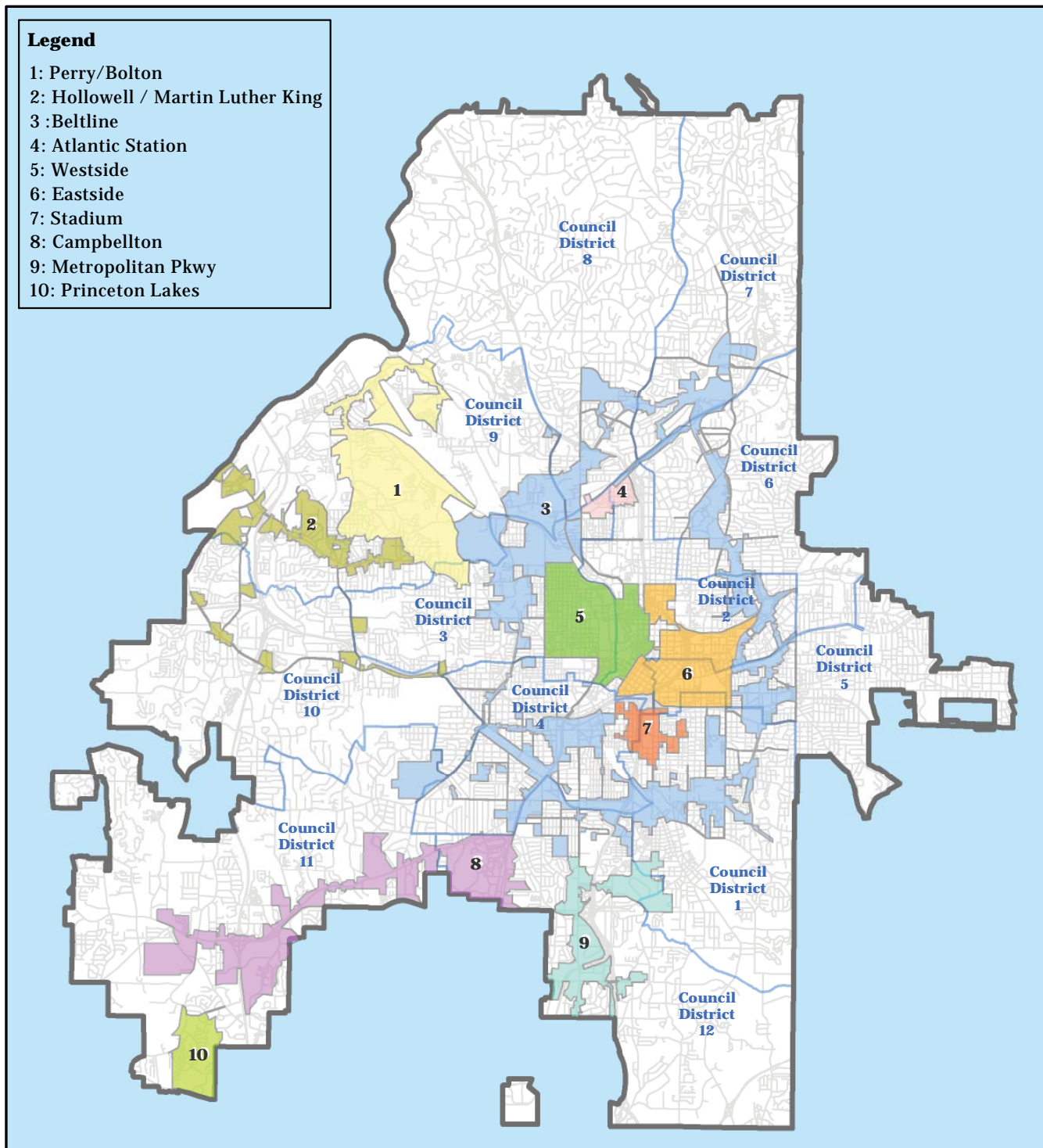
DL Hollowell Parkway TAD Redevelopment Plan showing redevelopment at Center Hill, NPU J.



Campbellton Road Redevelopment Plan graphic.

- Summerhill (2006)

Community Assessment - 9. Land Use



Map 9-3: Tax Allocation Districts

- Peopletown (2006)
 - Mechanicsville (2004)
 - Pittsburgh (2006)
- **Livable Centers Initiative Plans** – The Livable Centers Initiative (LCI) is an Atlanta Regional Commission program that encourages local jurisdictions to plan and implement strategies that link transportation improvements with land use development strategies to create sustainable, livable communities consistent with regional development policies and improve air quality. The primary goals of the program are to:
 - Encourage a diversity of mixed-income residential neighborhoods, employment, shopping and recreation choices at the activity center, town center, and corridor 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; and
 - Develop an outreach process that promotes the involvement of all stakeholders.

In addition to funding planning studies as well as Supplemental studies, the LCI program also funds, on a competitive basis, priority pre-qualified transportation projects identified in each LCI. In addition, ARC requires five and ten year updates for each LCI. Seventeen LCI communities are located in the City of Atlanta (see Map 9-4). Thirteen planning studies have been funded by ARC and five have been funded by other sources and later grandfathered as LCI communities. Thirteen LCI studies have been sponsored by the City of Atlanta. Central Atlanta Progress, Midtown Alliance, the Atlanta Housing Authority and the Buckhead CID are the sponsor for 5 LCI communities. In 2009, the City Center LCI and the JSA-McGill LCI were incorporated into the Atlanta Downtown LCI. The City of Atlanta sponsored LCIs have been adopted and incorporated in to the CDP.

- **Donald Lee Hollowell Parkway and Veterans Memorial Highway LCI** – 2010. Cobb County and the City of Atlanta jointly sponsored this LCI. The study area encompasses an area of approximately 4 miles in length and ¼ mile in width on either side of the corridor. The eastern boundary of study area is Commercial Avenue, the western boundary is Buckner Road in Cobb County. The D.L. Hollowell Parkway/Veterans Memorial Highway is an arterial corridor that displays three distinct stretches each with unique characteristics along the length of the study area, including the in-town stretch, the industrial stretch and suburban stretch. The study focuses on developing comprehensive and creative solutions for future land use, pedestrian friendly walkable sustainable development, transportation options, enhanced connectivity to neighborhoods and nodes, enhanced employment and economic activity, enhanced green infrastructure/corridor, alternative mobility and implementation strategies that promote healthy quality of life and create a sense of identity for the community. The adoption of the plan and recommended land use changes are pend-



DL HOLLOWELL VETERAN'S MEMORIAL CORRIDOR LCI - JAMES JACONE NODE
DL Hollowell Veterans Memorial LCI graphic showing the redevelopment at Hollwell and James Jackson Parkway

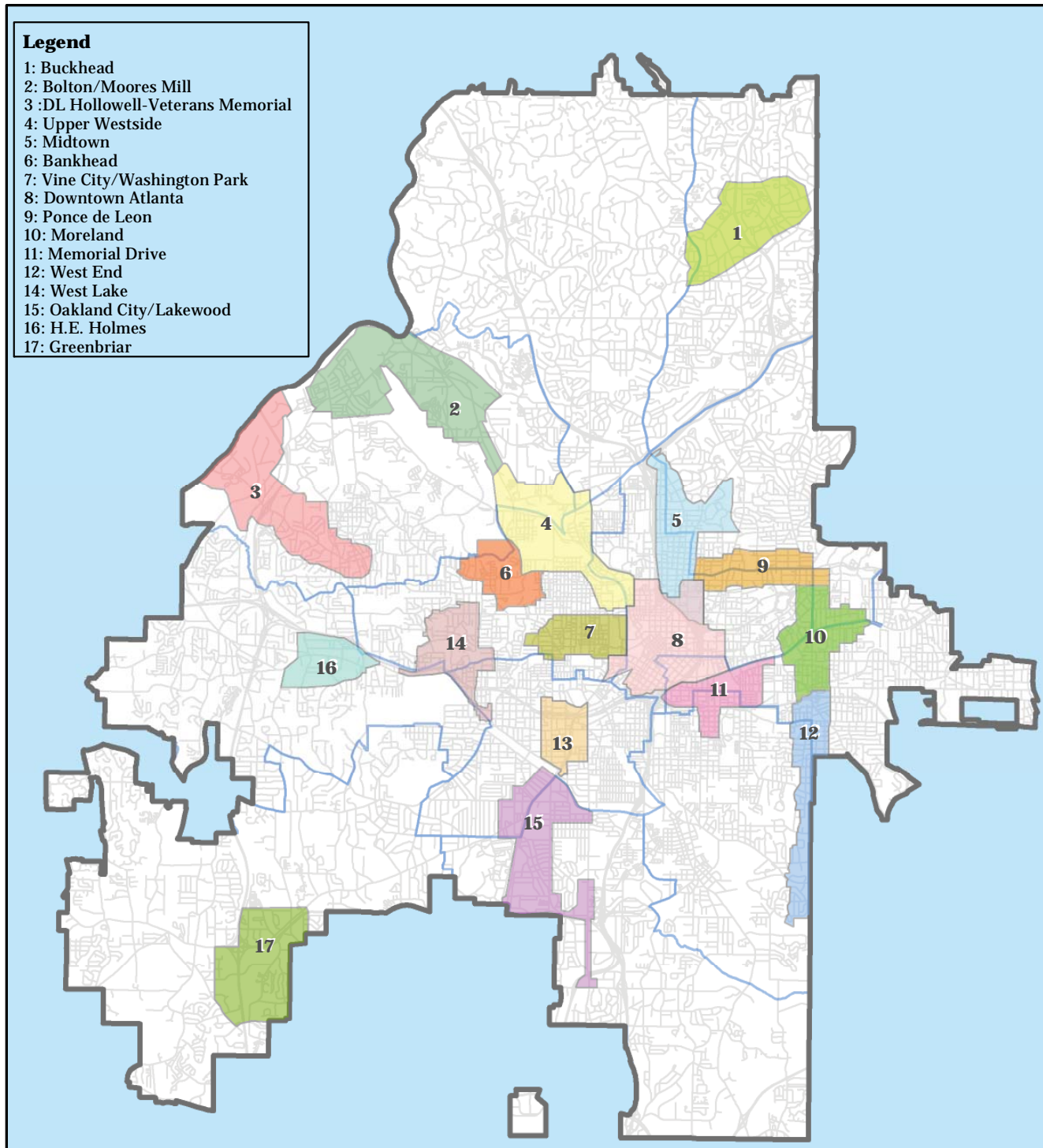


DL HOLLOWELL VETERAN'S MEMORIAL CORRIDOR LCI - RIVER C
DL Hollowell Veterans Memorial LCI graphic showing the a park along the Chattahoochee River.

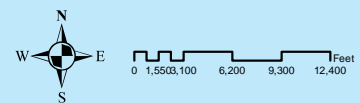


Imagine Downtown LCI graphic showing potential development around 5 Points, NPU M.

Community Assessment - 9. Land Use



City of Atlanta Liviable Center Initiative Plans



2011 CDP

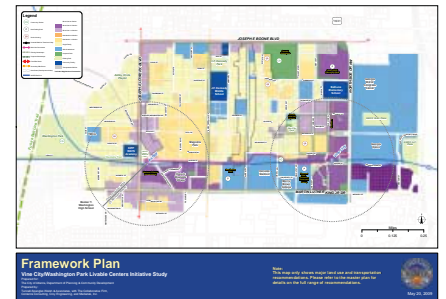
Map 9-4: Livable Centers Initiative

ing.

- **Imagine Downtown Encore Plan** – 2009: Central Atlanta Progress is the sponsor of this grandfathered LCI. The Downtown Atlanta LCI incorporates the City Center LCI (2001) and the JSA-McGill LCI (2003). The plan represents the Downtown vision framework plan focused on catalytic development opportunity areas to guide future public and private investment. It identifies redevelopment opportunities within Downtown and the future land uses and desired transportation and open space improvements necessary to attract and support that anticipated development. The plan also includes specific recommendations for priority implementation projects (both five-year and long-range) by specific Downtown neighborhood and district to guide future private and public investment in these categories. The fundamental goals of the plan are for Downtown Atlanta to be the center of a world-class city that welcomes diversity, a model of the progressive growth for the region, reflective of the rich cultural traditions of the South, the bridge between neighborhoods, the location of choice for urban living in the metro area and safe and barrier free for working families and seniors. The plan has been adopted. Funded projects: Luckie Street two way conversion (\$1,202,000)
- **Vine City /Washington Park LCI** – 2009: The plan recommendations aim at guiding the neighborhoods of Ashview Heights, Downtown, Vine City, and Washington Park towards sustainable urban redevelopment. The plan seeks to accommodate growth in appropriate locations in order to increase the area's mix of uses while preserving neighborhood character. Higher intensity mixed-use development is directed to the MARTA stations and along major corridors. The plan emphasizes a diversity of housing types that allow people with a range of incomes as well as all age groups to live in the study area. The recommendations also include pedestrian and bicycle transportation, vehicular facilities and transit facilities to enhance pedestrian and bicycle safety, encourage walking, transit ridership and bicycle usage. The plan and recommended land use changes have been adopted. Project Funding: MLK bike and pedestrian improvements (\$4,214,222).
- **South Moreland Avenue Corridor LCI** – 2008: The South Moreland Study focuses on the area from I-20 to Constitution Avenue, including the area ¼ mile from the centerline of the corridor. The plan goals are: to make Moreland pedestrian friendly, enhance pedestrian and bicycle connectivity, support pedestrian friendly urban form, promote mixed-use redevelopment and enhance transit service. The design recommendations are organized into four focus areas that divide the corridor into unique geographic sections: I-20 to Glenwood Avenue, Ormewood Avenue, Custer Avenue to Constitution Road, Moreland Avenue Streetscape. The plan and recommended land use changes have been adopted. Project Funding: Moreland/Glenwood intersection realignment (\$1,338,259).
- **Moreland Avenue Corridor LCI** – 2007: This is a grandfathered LCI study. This study was originally carried out as a joint City of Atlanta/



Imagine Downtown LCI graphic showing potential redevelopment along Peachtree Bottom, NPU M.

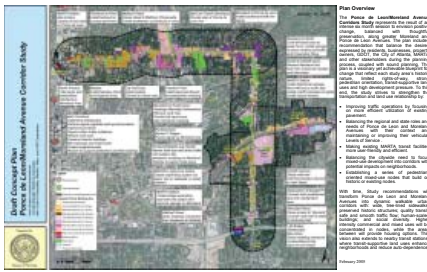


Vine City / Washington Park LCI framework Plan, NPU L.



Entrenchment Creek park (view from Moreland Avenue bridge)
South Moreland LCI showing proposed park along Entrenchment Creek, NPU W.

Community Assessment - 9. Land Use



The Ponce De Leon and Moreland LCIs framework plan.



West Lake MARTA Station LCI framework plan.



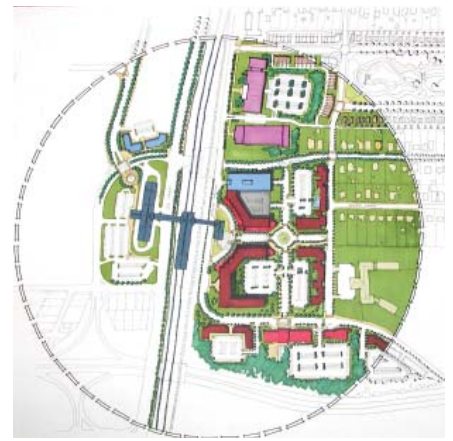
Bankhead MARTA Station Transit Area LCI graphic showing potential redevelopment.

Georgia Department of Transportation project, subsequently submitted to the Atlanta Regional Commission for consideration as a “grandfathered” LCI area. The study examined three contiguous and overlapping study areas on Atlanta’s east side: Ponce de Leon Ave, Moreland Ave. and Moreland LCI. The activity nodes include: Moreland Ave at Euclid/McLendon Ave., Edgewood Retail, Wylie Street, Memorial Drive at I-20 and Edgewood at Hurt Street. The vision for Moreland Avenue and the Moreland LCI area includes transforming Moreland Avenue from a neighborhood barrier into a corridor that enriches and connects neighborhoods and providing neighborhood-scaled transportation facilities. The plan was adopted and the projects have been incorporated into the CDP.

- **Ponce de Leon Avenue Corridor LCI – 2007:** This is a grandfathered LCI study. This study was originally carried out as a joint City of Atlanta/Georgia Department of Transportation project, subsequently submitted to the Atlanta Regional Commission for consideration as a “grandfathered” LCI area. The study examined three contiguous and overlapping study areas on Atlanta’s east side: Ponce de Leon Ave, Moreland Ave, and Moreland LCI. The overall goal for Ponce de Leon Avenue is to recognize and respect its long-standing eclectic and diverse character, while removing key liabilities and establishing a framework for future growth that balances the needs of the avenue’s varied constituents. The plan was adopted and the projects have been incorporated into the CDP.
- **Westlake MARTA Station LCI – 2006:** The study area is focused around the Westlake MARTA Station. The study, encompassing 650 acres, focuses on transit alternatives, appropriate density and historic preservation. The activity nodes are: Simpson Road and West Lake Avenue, MLK Jr. Drive and Westview Cemetery, R. D. Abernathy Blvd. and Lucile Avenue, and the West Lake MARTA Station. The plan was completed in December 2006 but has not been approved by City Council.
- **Bankhead MARTA Station Transit Area LCI – 2005:** The study area is centered at the terminus of MARTA’s Proctor Creek Rail line at Donald Lee Hollowell Parkway and Gray Street, just north of Maddox Park. The main activity nodes are located along D. L. Hollowell Parkway. The major recommendations are to reconnect the community, focus on parks, improve urban design, revitalize the local economy and provide a healthy housing mix. Emphasis is given to the preservation of historic neighborhoods: Grove Park and English Avenue. The plan and recommended land use changes were adopted and the projects have been incorporated into the CDP. A five year update is due in 2010. Projects Funded: D.L. Hollowell Pkwy Pedestrian Facility Phase A from W. Lake Ave / Florence Pl to Proctor Creek (west of Gary Ave) (\$3,161,299).
- **Oakland City/ Lakewood LCI – 2004:** This is a grandfathered LCI. The study was funded by FTA thru MARTA. The study area contains the Lakewood/ Fort McPherson and Oakland MARTA Stations. A series of redevelopment areas that pose a unique character and vision were

highlighted to revitalize the Study Area. These areas are: Oakland City Transit Station Area, Lakewood Transit Station Area, Murphy Triangle/Lee Street, Oakland City Neighborhood Improvement District, Sylvan Hills Neighborhood Improvement District, Dill Avenue Corridor, Crossroads Village, Cleveland Avenue Gateway. In addition, the plan recommended mixed-use economic development opportunities for Transit Oriented Development (TOD) which promotes densified residential, retail and office uses around transit stations; maintaining single family neighborhoods; and reinvigorating neighborhood commercial nodes and major retail centers. The plan has been adopted and the projects have been incorporated into the CDP. The five year update was completed in 2009.

- **Upper Westside LCI – 2004:** The study area encompasses 1,400 acres. The Activity Nodes in the area include Huff Design, Marietta/Howell Mill/Main Street, Howell Station/ Knight Park, English Avenue, Antioch, and Downtown Atlanta. The vision of the Upper Westside Community is to continue to build this section of the City that reflects the area's past and future through the use of industrial materials, scale, and building patterns. The vision is also to provide residents, visitors, and workers with transportation alternatives for reaching the area and traveling within the area, supports a diversity of housing, jobs, shopping, and recreation that can include people of all incomes and ages, protects the diversity of smaller scale, residential, commercial, and industrial uses from institutional expansion. The plan and land use changes have been adopted and the projects have been incorporated into the CDP. The five year update was completed in 2009.
- **JSA-McGill LCI – 2003:** Central Atlanta Progress and the Atlanta Downtown Improvement District are the LCI sponsors. The focus of the study is the east-west corridor around the Civic Center MARTA and at the time the planned improvements to the Jones Avenue, Simpson Street and Alexander Street corridor and the Ralph McGill Boulevard corridor. This vital corridor has experienced great change with opening of the Georgia Aquarium and adjacent World of Coca-Cola and Allen Plaza. The LCI study recommended best-practice solutions for integrating existing, proposed and future development into the corridor's physical and social infrastructure. The study proposed creative solutions for linking this growth with the rest of Downtown Atlanta and the area's roadway and transit facilities. This study proposes to maximize the potential of the Civic Center MARTA station and transform the surrounding community into a true Transit-Oriented Development. The plan has been adopted and the projects have been incorporated into the CDP. Funded project: the Simpson-West Peachtree Pedestrian Rail Connections (\$2,700,000). This LCI was incorporated into the Imagine Downtown LCI.
- **Memorial Drive-MLK Drive Area Revitalization Study – 2003:** This is a grandfathered LCI and the Atlanta Housing Authority is the sponsor. The study was conducted concurrently with the Empowerment Zone neighborhood master plans in 2001. This study analyzed the underutilized properties along both corridors, encompassing 2.2 miles



Oakland City / Lakewood LCI graphic showing redevelopment at the Lakewood MARTA station, NPU X.



Oakland City / Lakewood LCI graphic showing redevelopment at the Oakland City MARTA station, NPU S.



Upper Westside LCI neighborhoods.

Community Assessment - 9. Land Use



Bolton Road / Moores Mill LCI framework plan, NPU D.



HE Holmes MARTA Station Area LCI showing redevelopment of the HE Holmes station parking lot, NPU I.

HE Holmes MARTA Station Area LCI Study
by Residential Street Character



HE Holmes MARTA Station Area LCI graphic showing a residential street, NPU I.

from I-75/85 to Boulevard. The corridor is close to Downtown and has a mix of land uses. The plan led to recommendations which include proposed mixed-use development areas that satisfy the need for more retail, cultural and neighborhood services, while still preserving the scale and character of adjacent neighborhoods. The Capitol Greenway is one of the main study recommendations. The plan and recommended land use and zoning changes have been adopted. SPI-22 zoning was created for the study area and the projects have been incorporated into the CDP. A portion of the Memorial Drive Corridor was designated as an economic Development Priority Area in 2005. The area is partially in the Beltline TAD.

- **Bolton Road/Moores Mill LCI – 2002:** This activity center includes a variety of industrial, commercial and residential developments. The focus of the study is to encourage the expansion and redevelopment of this area into a mixed-use development node. The major components of this proposed activity center include the Moore's Mill shopping center and immediate areas as focal point. A supplemental Study, the Bolton/Moore's Mill Transportation Plan (2004) followed the Bolton-Moore's Mill LCI. This study examined the area's transportation issues in greater detail. Both plans have been adopted. A five year update for this plan was completed in 2007. Funded project: Bolton Road Intersection Improvement (Marietta Boulevard)-\$1,000,000.
- **Hamilton E. Holmes MARTA Station Area LCI – 2002:** Martin Luther King Jr, Drive is the main corridor, between Linwood Street and HE Holmes Drive. The vision is to create a mixed-use nodal development around and in the parking lot of the HE Holmes MARTA station. The station is to become a gateway to the neighborhood and business district. The plan has been adopted and the land use has been partially adopted through the MLK Jr. Dr. Study. A five year update for LCI was completed in 2007.
- **Buckhead Action Plan LCI – 2001:** This plan is sponsored by the Buckhead Action Committee (BAC) – a committee of the Buckhead Business Association and the Buckhead Transportation Management Association (TMA). The two objectives of the plan were to develop a comprehensive vision for land use, transportation and open space and to establish a framework for cooperation that will ensure implementation of community improvements. In addition to focusing on LCI goals, issues of connectivity and housing availability in the study area received emphasis. The planned focused on the Peachtree spine, the Buckhead Village and Neighborhood Preservation. SPI-19 was created to implement the LCI plan. Supplemental studies were funded in 2004 and 2008. Amendments to SPI-9 were adopted in the Fall of 2010. Amendments to SPI-12 will be done in 2010-2011.
- **City Center LCI – 2001:** This study is sponsored by Central Atlanta Progress. This study area includes the corridors along Decatur and Marietta Streets, Auburn Avenue and Edgewood Avenue, as well as three MARTA stations (King Memorial, Georgia State and Five Points). The four big ideas are to strengthen neighborhoods, park once or not at all – ride MARTA, fill in the gaps and support the Downtown

experience, In addition, the study concentrated on infill development and redevelopment opportunities within the study area. The plan has been adopted and the projects have been incorporated into the CDP. In 2009, most of this LCI was incorporated into the Imagine Downtown LCI. Portions of the study area are no longer in an LCI. Funded projects are: Peachtree Street Mid-block pedestrian crossing, Decatur street pedestrian improvements, Piedmont Ave Pedestrian Improvements, and Luckie Street two way conversion.

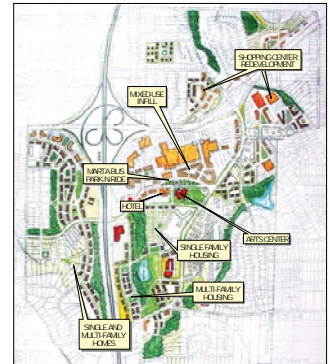
- **Blueprint Midtown LCI – 2001:** This is a grandfathered LCI sponsored by the Midtown Alliance. The first Blueprint Midtown was completed in 1997 and updated in 2003. The vision of the plan is to have a balanced blend of residential, retail, office and mixed use properties, plenty of greenspace, multiple transit options and a unique welcoming and thoroughly pedestrian streetscape environment. SPIs 16 and 17 were created to implement the vision of the plan. Funded projects include: Peachtree Street Bike/Pedestrian Facility and West Peachtree Street Bike/Pedestrian Facility (\$3,060,500).
- **Greenbriar Mall Area LCI – 2000:** This existing older suburban mall area offers opportunities to transform auto-oriented development to more transit and pedestrian friendly environment. Key planning concepts are having walkable neighborhoods and commercial centers, a mix of uses and a range of housing types and creating a network of public squares, parks and natural open spaces. The plan, land use and zoning have been adopted and the projects have been incorporated into the CDP. Three transportation projects have funding: Greenbriar Parkway Pedestrian Improvements (Langford Parkway to I-285)-\$1,908,000, Barge Road/Campbellton Road Intersection Improvements-\$280,000), Headland Street Pedestrian Improvements (Greenbriar Parkway to City limits)-\$300,000. Construction should start on the projects by the end of 2010. In 2005, a five year update was completed. A 10 year update is due in 2010.
- **West End Historic District LCI – 2000:** Study area incorporates the mixed-use community surrounding the West End MARTA rail station. The area has many opportunities for redevelopment including the Candler warehouse area. The study determined opportunities for transit oriented development (TOD) and other needs in the area to create a more thriving urban community. The plan and land use changes have been adopted and the projects have been incorporated into the CDP. SPI-21 was created to implement the plan recommendations. Two transportation projects have funding: Ralph David Abernathy Boulevard (Ashby/Lowery to Lee) Pedestrian and Intersection Improvements- \$1,268,000, Lowery Boulevard (AKA Ashby Street) Pedestrian Improvement from RDA to I-20 - \$627,250. Construction should start on the projects by the end of 2010. In 2005, a five year update was competed. A 10 year update is due in 2010.

- **Corridor Plans** The following corridors, which generally include the main road and transportation facilities and properties within ¼ mile, have all been the subject of planning efforts. They have been adopted by the city (see Map 9-5).



Greenbriar Mall Area LCI illustration, NPU R.

GREENBRIAR MALL LCI
DEVELOPMENT CONCEPT PLAN

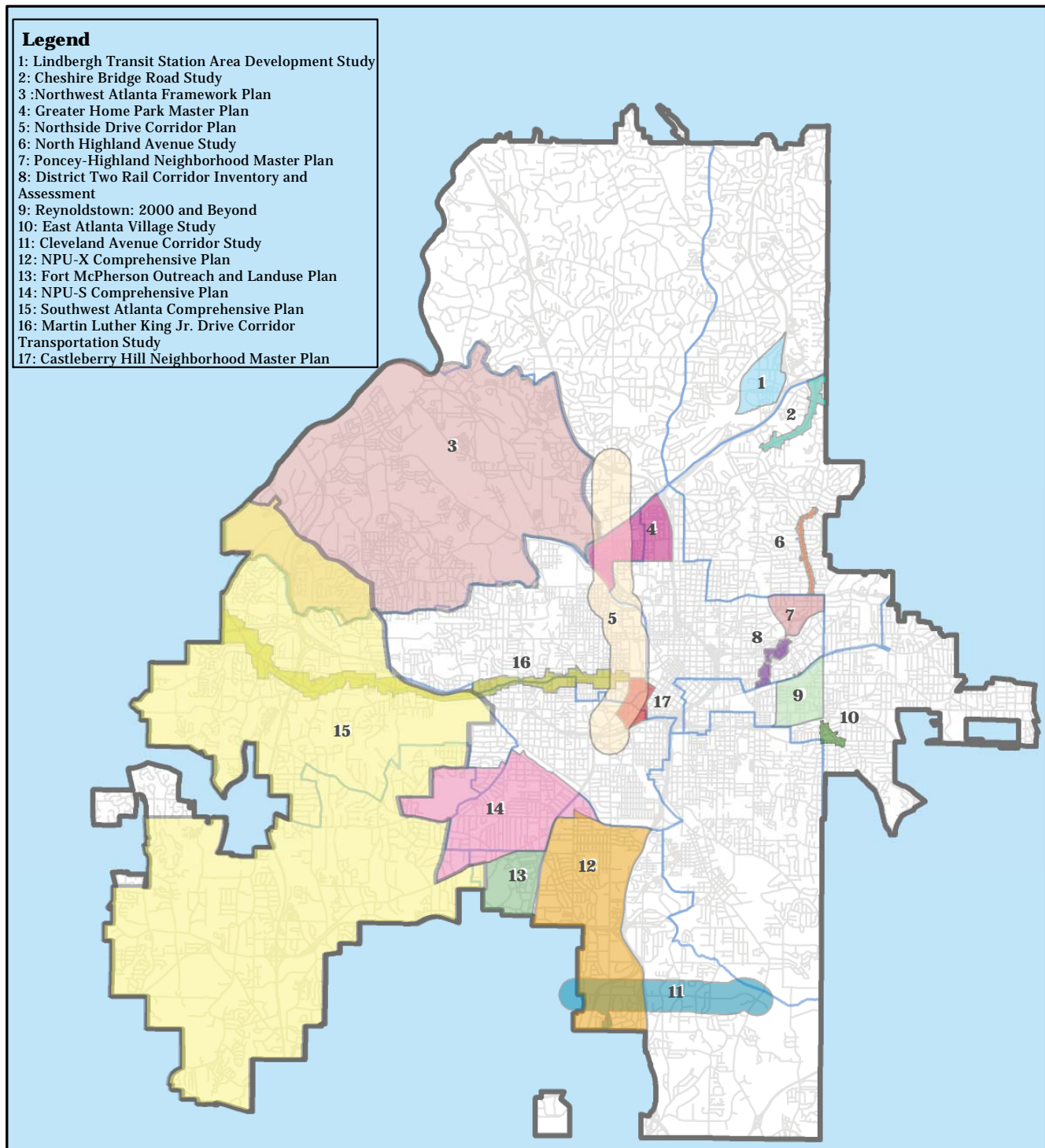


Greenbriar Mall Area LCI concept plan.

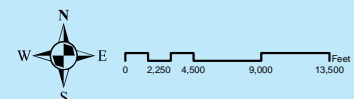


West End Historic District LCI illustration, NPU T.

Community Assessment - 9. Land Use



City of Atlanta Corridor Plans and Community Plans



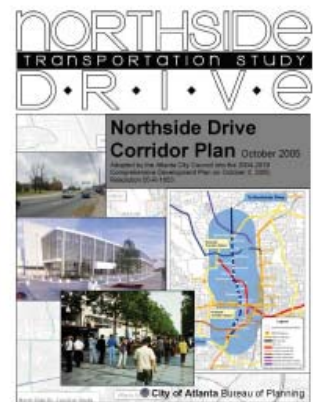
2011 CDP

Map 9-5: Corridor and Community Plans

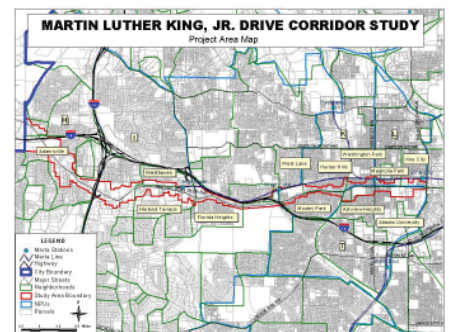
- **Cleveland Avenue Corridor Plan** – 2009: The study area includes the Cleveland Avenue Corridor from the East Point City Limits near Sylvan Road, including a quarter of a mile buffer on both sides. The major activity nodes include Springdale Rd., Metropolitan Parkway, Interstate 75 and Interstate 85. The plan consists of recommendations and projects intended to develop a long range vision for the Cleveland Avenue Corridor as one of connectivity, vibrant retail opportunities, residential diversity and open and green space. The recommendations include the revitalization of the appeal of the commercial areas and encouragement of greater residential diversity in the housing stock of the Corridor, revitalization of the existing retail centers into more pedestrian-friendly mixed use developments and encouragement of new mixed-use developments, establishment of new pedestrian-friendly street grid in major redevelopment areas, implementing enhanced streetscapes as well as redevelopment initiatives aimed at improving access and expanding the network of existing parks. The plan also makes recommendations for roadway, intersection, pedestrian and bicycle improvements, as well as transit and safety enhancement. The plan has been adopted. The land use has been adopted and the projects have been incorporated into the CDP.
- **Martin Luther King Jr. Drive Corridor Transportation Study** – 2005: The M.L.K. Jr. Drive Corridor study included a land use analysis and future traffic impact analysis to develop recommendations for future land uses, and road and intersection improvements. The plan was adopted and the projects incorporated into the CDP.
- **Northside Drive Corridor Plan** – 2005: The future transportation function of Northside Drive from I-75 to I-20 was studied using the regional transportation model. Demographic and market pressures were the primary drivers of change, and different transportation improvement scenarios were analyzed to determine appropriate and effective recommendations to accommodate future travel demand and urban growth. The plan and the recommended land use changes were adopted.
- **Cheshire Bridge Road Study** – 1999: This comprehensive study addressed transportation, marketing, urban design, environment and land use concerns in the area. Recommendations include a number of transportation and streetscape improvements. Portions of the streetscape improvements have been completed. The NC-4 and NC-5 zoning districts were adopted to implement the plan.
- **Community Plans:** The following community plans have all been adopted by the City of Atlanta and incorporated into the Comprehensive Development Plan.
 - **NPU G Community Master Plan** - 2011: The plan was developed by the Georgia Conservancy under its Blueprints for Successful Communities programs and NPU G. The plan focuses of connections, redevelopment, opportunities for advancement, food access, public are and environment and natural resources.



Cleveland Avenue Corridor Plan graphic showing potential redevelopment, NPU X & Z.



Northside Drive Corridor Plan cover.



Martin Luther King Jr. corridor study map.

Community Assessment - 9. Land Use

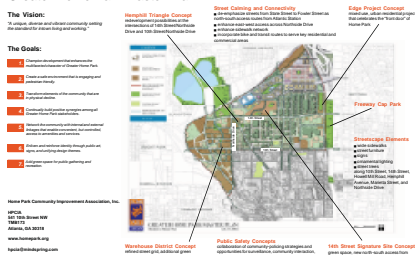


WESTVIEW
MASTER PLAN 2011 - ATLANTA, GA



Poncey-Highland Neighborhood Master Plan framework plan, NPU N.

Greater Home Park Master Plan



Home Park Master Plan, NPU E.

- **Westview Master Plan - 2011:** The Westview Community Organization prepared this plan. The plan ties together previous plans that included portions of the Westview neighborhood and includes more detailed input from community members. The plan focuses on commercial development, green spaces/BeltLine and connectivity.
- **Poncey-Highland Neighborhood Master Plan - 2010.** The Poncey-Highland Neighborhood Association and District 2 Council-member Kwanza Hall sponsored this study. The study area is the Poncey-Highland Neighborhood and encompasses approximately 241 acres. The plan provides recommendations for land use, park and open space, housing, transportation, environment, infrastructure, facility, urban design and historic preservation, while focusing on encouraging a diverse and sustainable mix of housing, employment, shopping and open space, promoting smart growth and redevelopment as well as protecting the neighborhood character and improving the neighborhood's aesthetics. The Plan and land use changes have been adopted and the projects incorporated into the CDP.
- **NPU X Comprehensive Plan - 2005:** This framework plan examined the entire NPU, identifying the major issues and devising a strategy for enhancing residential uses and major corridors. The goals of the plan include addressing deficiencies in commercial service quality and neighborhood retail availability, to be inclusive and promote "smart growth", public transportation, affordable single-family and multi-family housing, human services, clean and safe environment, and to advocate expansion and improvements to open space, infrastructure and parks in each of the five neighborhoods. Community residents want to promote the conservation of single family housing, to improve and conserve multifamily housing, to support mixed-use development and to promote mixed income affordable housing. The plan examined land use, housing conditions, tax delinquency and the housing market. In addition, the plan made recommendations for land use, housing, parks, transportation, environmental hazards, stormwater and zoning. This plan was adopted.
- **NPU S Comprehensive Plan - 2005:** This framework plan examined the entire NPU, identifying the major issues and devising a strategy for enhancing residential uses and major corridors. The plan studied housing (to include personal care homes and rooming houses), housing conditions, land use, parks and greenspace, environmental hazards, illegal dumping, stormwater and tax delinquency. The plan made recommendations for parks and open space, zoning changes, transportation improvements (sidewalks, streetscapes, traffic calming, intersection improvements and street paving), stormwater, land use and housing. The plan was adopted.
- **Home Park Master Plan - 2003:** The greater Home Park Master Plan was completed in August 2002 by the Home Park Improvement Association and adopted by the City of Atlanta in 2003. The vision for the area is to be "a unique, diverse and vibrant community setting the standard for intown living and working." Diversity, connectivity

and synergy are the plan's guiding principles. The master plan aims to champion development that enhances the multi-faceted character of Home Park, network the community with internal and external linkages that enable convenient access to amenities and services, and add green space for public gathering and recreation.

- **District 2 Rail Corridor Study** - 2001: The purpose of this inventory and assessment was to examine the large parcels of undeveloped and/or underdeveloped industrial zoned properties along the Norfolk Southern rail corridor within Council District Two and in the Inman Park, Old Fourth Ward and Poncey-Highland neighborhoods. The top three goals of the plan are: an improved street and sidewalk network, adequate open space and neighborhood-oriented ground floor retail. The plan includes urban design and planning principles to guide development along the corridor.
- **Reynoldstown 2000 and Beyond – A Neighborhood Master Plan**-2000: The development of the plan was funded by the Empowerment Zone Corporation and led by the Reynoldstown Revitalization Corporation. Reynoldstown is situated south of Memorial Drive to I-20 with Moreland Avenue to the east, Pearl Street to the west and the Southern Railroad to the north. The Neighborhood Master Plan goals include occupying/ utilizing all vacant lots with land uses that address the needs of the community, restoring a pedestrian oriented environment, improving street conditions, renovating and expanding existing housing stock, community and commercial facilities, creating a safe and drug free community, and improving parks and open space.
- **East Atlanta Village Plan** - 2000: This was a comprehensive commercial revitalization plan promoting neighborhood commercial development. The vision for East Atlanta Village is a neighborhood-oriented commercial node reflecting the diversity of adjacent neighborhoods. The Village includes unique restaurants, unusual retail merchandise, and mixture of residential opportunities. The goals for East Atlanta Village are to create a safe and attractive pedestrian scale street environment, market a vibrant and diverse urban neighborhood for businesses, residents, and visitors, facilitate smooth traffic flow while enhancing and protecting pedestrian, bicycle, and public transit facilities, provide parking facilities and land use patterns which protect the area from a parking shortage, and improve the quality of life for the neighborhoods surrounding the Village
- **Lindbergh Transportation Urban Design Plan** - 2000: The Lindbergh Transit Station Area Development Study (TSADS) provides a concept plan and action program for the development of a transit oriented neighborhood around the Lindbergh MARTA transit station. The objectives set forth in this document provide the foundation for the creation of Special Public Interest (SPI) District regulations for the area. A Special Public Interest zoning district for the Lindbergh area directs future development in such a way that encourages the creation of the vibrant, pedestrian and transit-oriented urban neighborhood.



Lindbergh TSADS study area map.



Northwest Framework Plan study area.

Community Assessment - 9. Land Use



Castleberry Hill Master Plan Map, NPU M.



North Highland Avenue Study illustration of Virginia and North Highland intersection, NPU F.



Subarea 2 - Pryor Street illustration.

- **Northwest Atlanta Framework Plan** - 2000: The Plan for Council District 9 examines the entire area with a focus on its major corridors: Bankhead Highway, Bolton Road, Marietta Boulevard, and Hollywood Road along with the Chattahoochee Ave. area. The vision is for the revitalization of these corridors and prepare recommendations to guide residential infill development, stimulate commercial revitalization, enhance access to commercial opportunities, and improve the overall connectivity within the area.
- **Southwest Atlanta Framework Plan** - 2000: This plan, which includes NPUs H, I, P, & R. Some of the goals are to increase the number of households, improve housing to attract and retain young couples, provide housing for the elderly, improve transportation and circulation, expand MARTA rail to employment and commercial centers, improve pedestrian facilities, increase parks and recreation areas, expand and enhance goods and services, improve public safety, increase neighborhood diversity and improve neighborhood image and visibility. The plan provides strategies for housing, economic development, traffic and transportation, public safety, parks and recreation and environment and natural resources.
- **Castleberry Hill Master Plan** - 2000: Castleberry Hill is a historic downtown neighborhood, unique in Atlanta. Its future is informed by its colorful past: markets, shops, restaurants and residences enjoyed by diverse peoples. In this urban oasis situated amidst business, government, transportation, sports, entertainment, and convention facilities, old buildings are given new life. The community takes pride in its streetscapes, green spaces, public art, and historic structures. The goals of the plan are: to promote and preserve economic development and a variety of housing opportunities, and to encourage an economically and culturally diverse population in Castleberry Hill, to attract and support quality services and retail in the neighborhood, to reduce crime, drug use and loitering, and maintain an environment in which neighbors and visitors feel safe and secure, to preserve historic buildings and sites and develop new ones which compliment the old, to develop parks, open spaces and convenient pedestrian circulation, to provide adequate parking for present and future residents and commercial uses, to facilitate safe and convenient circulation of pedestrian, non-motorized and vehicular traffic and to minimize conflicts between these various modes of transportation.
- **North Highland Avenue Study** - 1999: This study focused on the transportation, parking and pedestrian issues along four commercial nodes along North Highland Avenue in the Morningside and Virginia Highland neighborhoods in order to preserve and enhance the unique character of the adjacent neighborhoods.
- **BeltLine Master Plans – 2011 anticipated, 2010 anticipated, 2009:** The BeltLine Master Plans build on the BeltLine Redevelopment Plan and the many other planning efforts described in this section. The plans take an interdisciplinary approach addressing land use, transportation, parks and recreation, public art, and historic preservation. To achieve the neces-

sary level of detail, the BeltLine was divided into ten subareas, described individually below.

Stakeholders in each subarea refined goals specific to their community based on guiding principles set up to inform all BeltLine Subarea master plans. Common themes emerge that articulate how the high-level principles should be put into action.

- o Promote compact nodes of transit supportive development around BeltLine stop locations.
 - Redevelop underutilized industrial land, but retain light industrial employment.
 - Provide mixed-income housing, retail, and commercial opportunities.
 - Support sustainable design including LEED certification and on-site impact reductions.
- o Create a vibrant public realm and connected greenspace system.
 - Maximize park space and accommodate regional appeal.
 - Provide opportunities for recreation, public art, cultural activities, and ongoing participatory planning.
 - Connect parks and trails to schools, libraries and civic spaces.
- o Develop a redundant network of Complete Streets for multimodal mobility.
 - Build new streets across the BeltLine and superblocks to create a grid of small blocks.
 - Retrofit existing streets to dedicate space for pedestrians, cyclists, stormwater detention, and shade canopy trees.
 - Improve bus route directness, frequency, and stop amenities.
- o Preserve neighborhood character and historic context.
 - Provide transitions from higher density mixed-use nodes to residential areas.
 - Minimize impacts of trails, traffic, and parking on neighborhoods.
 - Celebrate linkages to the Civil War, Civil Rights, and industrial railroad history.
- o **Subarea 1 (Abernathy-Cascade):** Subarea 1 includes the portion of the BeltLine from Interstate 20 south and east to Lee Street and the MARTA South line. The study area includes three important redevelopment areas: along White and Donnelly Streets, around the West End MARTA Station, and the McDaniel Glenn area. The plan also includes a park master plan for Enota Park.



Subarea 3 - Boulevard Crossing Park plan.



Subarea 4 - Memorial Drive and Bill Kennedy way illustration.



Subarea 7 - Peachtree near Bennet Street illustration.

Community Assessment - 9. Land Use



Subarea 8 - West Side Park and Reservoir Master Plan.



Example of light rail that could be similar to light rail along the BeltLine.

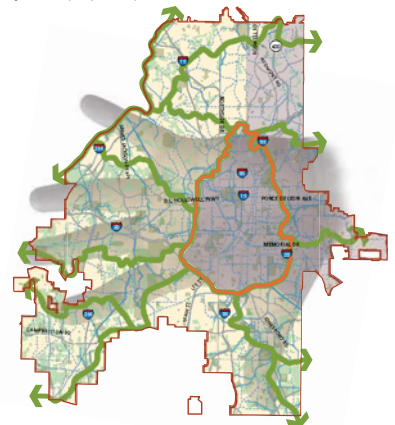
- **Subarea 2 (Heritage Communities of South Atlanta):** Subarea 2 is located just south of the downtown central business district. The subarea includes portions of Pittsburgh, Peoplestown, Capitol View, Capitol View Manor, Oakland City, Adair Park, The Villages at Carver and Chosewood Park. The plan includes several short-term recommendations for spur trails, as well as the redevelopment of Stanton/Four Corners Park. The Subarea includes the University and Murphy Triangle redevelopment areas.
- **Subarea 3 (Boulevard Crossing):** The Boulevard Crossing subarea runs along the BeltLine from Hill Street to Glenwood Avenue, including portions of Chosewood Park, Grant Park, Ormewood Park, and Boulevard Heights. Some of the highlights of the plan include the Boulevard Crossing Park master plan for the new 22-acre park, planning for the redevelopment of older industrial areas, creating strong pedestrian connections between the BeltLine and Zoo Atlanta/Grant Park, and restoration and trails along Entrenchment Creek.
- **Subarea 4 (Memorial -Glenwood):** The Memorial-Glenwood subarea runs north from Berne Street to DeKalb Avenue/Decatur Street and includes portions of the Cabbagetown, Grant Park, Ormewood Park, and Reynoldstown neighborhoods. The study area also includes a section of the Memorial Drive corridor, the Glenwood Park development, and Oakland cemetery.
- **Subarea 5 (Freedom Parkway):** The Freedom Parkway subarea begins on the DeKalb Avenue side of the Krog Street Tunnel and stretches north to Ponce De Leon Avenue and includes the neighborhoods of Inman Park, Virginia Highlands, Sweet Auburn and Old Fourth Ward. The subarea plan included a master plan for the Historic Fourth Ward Park and focuses on the redevelopment opportunities around the new park.
- **Subarea 6 (Monroe-Piedmont):** Subarea 6 runs along the BeltLine from Ponce de Leon Avenue to Buford Highway. Subarea 6 includes Piedmont Park and the Ansley Park, Morningside/Lenox Park, Adair Park, Virginia Highland, Sherwood Forest and Piedmont Heights neighborhoods. The planning effort has focused on the redevelopment opportunities of the strip malls in the study area, traffic congestion on Monroe Drive and Piedmont Avenue, and land uses adjacent to Piedmont Park.
- **Subarea 7 (Northside-Peachtree-Piedmont):** The Northside-Peachtree-Piedmont subarea makes up the northern end of the BeltLine Planning Area as it runs east from I-75 to Lindbergh Center MARTA Station and then south to I-85/Buford Highway. The subarea includes some of Atlanta's best known thoroughfares, such as Piedmont Road and Peachtree Road. The plan's recommendations focus on improving street and sidewalk connectivity and land use planning at key nodes such as the BeltLine/Peachtree Rd. intersection. Other priorities of the subarea plan include the development of contiguous multi-use trails connecting the greenspace throughout the subarea and the challenge of the active freight corridor within the proposed

BeltLine transit alignment.

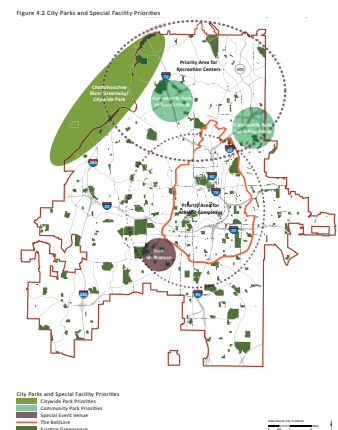
- **Subarea 8 (Upper Westside- Northside):** The Upper Westside-Northside subarea includes the portion of the Atlanta BeltLine from the freight railroad line near West Marietta Street northeast to I-75. The subarea includes portions of the Atlantic Station, Berkeley Park, Blandtown, Home Park, Loring Heights, and Marietta Street neighborhoods and communities. The subarea also includes sections of the rapidly changing Huff Road, Northside Drive, and Howell Mill Road corridors. Some of the primary community concerns in the area include pedestrian and bicycle infrastructure and safety and new park opportunities. This subarea has the challenge of active freight within the proposed BeltLine transit corridor.
- **Subarea 9 (Upper Marietta-Westside Park):** Subarea 9 includes the portion of the BeltLine from West Marietta Street south to Hollowell Boulevard. The plans includes the master plan for the Westside Park and Reservoir, a forthcoming 300 acre park on the site of the old Bellwood Quarry. The Westside subarea plan creates a framework for redevelopment around and to the east of the park, while preserving the character of area neighborhoods, including Grove Park, Rockdale, Knight Park and Howell Station.
- **Subarea 10 (Boone-Hollowell):** Subarea 10 includes the portion of the BeltLine from Hollowell south to Interstate 20. The plan includes the BeltLine connection to the MARTA East or Proctor Creek line and the important redevelopment area around the Ashby MARTA Station. The study area also includes Maddox Park and the surrounding redevelopment opportunities.

• City Wide Plans

- **Project Greenspace – 2009:** Project Greenspace is a comprehensive plan and strategy for implementing a city-wide greenspace system for Atlanta. The Plan establishes an overall framework, direction, and action steps for growing, preserving and managing the City of Atlanta's greenspace system. The goals of the plan are to: significantly increase the acreage of greenspace and improve its distribution throughout Atlanta, establish connections between greenspaces as part of the greenspace system, including greenway corridors, multi-use trails, and complete streets, provide the highest quality of recreational facilities and programs within the greenspace system to meet citizens' needs, maintain parks and recreational facilities to "best-in-class" standards and ensure that parks and other greenspaces are safe and secure, protect environmentally sensitive lands as part of the greenspace system, protect and restore Atlanta's tree canopy in order to meet a target of 40% coverage, promote the use of greenspaces as community gathering places, including a major outdoor events site, integrate Atlanta's history, cultural heritage, and the arts into the greenspace system to express community identity, establish sustainable sources of funding for greenspace acquisition, development, and management, and promote public and



Project Greenspace - greenspace system concept plan.

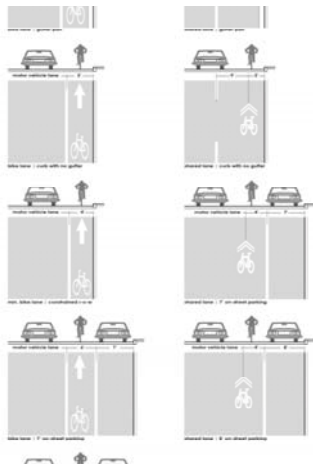


Project Greenspace - parks and facilities priorities.

Community Assessment - 9. Land Use



Connect Atlanta Street Design Guidelines.



Connect Atlanta Bike Design Menu.



Fort McPherson Land Use Plan.

private partnerships to grow and manage the greenspace system, promote and coordinate the dedication of greenspace within new development and redevelopment projects.

- **Connect Atlanta Plan – 2008:** The Connect Atlanta Plan, the City of Atlanta’s first comprehensive transportation plan (CTP), outlines policy direction for linking transportation infrastructure with land development and for coordinating with regional transportation project funding plans.

The CTP is a guide for achieving a vision of a multi-modal, world-class transportation system to support increased residential and employment growth in targeted areas of the city by reducing reliance on personal automobiles through expanded opportunities for transit, walking, and cycling and by mitigating traffic congestion through a more efficient road network. It identifies specific capital investment needs and financing options. The goals of the plan are to: provide balanced transportation choices, promote public health and safety, prepare for growth, maintain fiscal and environmental sustainability, preserve existing neighborhoods, and create desirable places for all.

These goals formed the basis for priority ranking of 200 roadway and intersection projects in ten tiers of 20 projects each from candidate concepts produced through community visioning meetings and design workshops. Highlights of the Connect Atlanta Plan recommendations include 50 more miles of transit, 66 miles of new street connections, 900 miles of new sidewalks, and the reconstruction of expressway interchanges to expand land available for urban development. Action items include building new transit infrastructure, improving existing transit service, promoting sustainable travel modes with dedicated non-motorized facilities, untangling “hot spots” of traffic congestion, achieving a state of good repair for existing infrastructure, and developing new funding sources.

- **Parks Open Space and Greenways Plan - 1994:** The 1994 Parks, Open Space and Greenways Plan establishes planning policies intended to guide the development of park, open space, and recreational facilities over a 15-year period. The plan establishes goals and policies for Open Space and Greenways, Facilities, Special Events, Historic Resources, Natural Resources, Management and Maintenance and Funding. The plan makes recommendations for the various types of park, open space and greenways.
- **Other**
 - **Fort McPherson Outreach and Land Use Plan - 2007:** In November, 2005, the Base Closure and Realignment Commission voted to close Fort McPherson, a 488-acre base in southwest Atlanta in September 2011. The McPherson Implementing Local Redevelopment Authority (MILRA), a political subdivision of the State of Georgia and a public corporation, is responsible for identifying local redevelopment needs and preparing a comprehensive redevelopment plan for Fort McPherson. The Plan’s vision it to transform Fort McPherson and the

surrounding neighborhoods into a nationally acclaimed, world class, thriving community. The overall proposed development program for the re-use of Fort McPherson includes: 4 million square feet of office and research space, 400,000 square feet of commercial / retail space, and 4,600 housing units. The overall uses for the different homeless providers will total approximately 314 units of housing. Approximately 10,000 square feet of space to address the Health Care and Community Service needs will also be on the site. Fort McPherson has the potential to be a catalyst for redevelopment in this area.



Community Assessment - 9. Land Use

Areas Requiring Special Attention



The Crum and Foster buildings is one the historic buildings in Midtown.

The Standards and Procedures for Comprehensive Planning call for the identification and evaluation of land use patterns and trends in order to identify seven types of Areas Requiring Special Attention. Each of these seven areas are discussed in this section.

Areas of significant natural or cultural resources, particularly where these are likely to be intruded upon or otherwise impacted by development

Existing development as well as continuing growth impacts the City of Atlanta's natural and cultural resources. Below are some of the natural and cultural resources that can be affected by development. These are discussed in further detail in the Natural and Cultural Resources Element. See Map 4.1-3 for the location of environmentally sensitive areas, Map 4.2-2 for National Register listings and Map 9-7 for historic resources along the BeltLine, in Midtown as well as National Register Districts.

Natural Resources: Environmentally sensitive areas are affected by urbanization. In particular:

- Water resources
 - Watersheds
 - Rivers, streams, and lakes
 - Water supply watersheds
 - Wetlands
 - Floodplains
- Environmentally sensitive lands
 - Greenspace
 - Steep slopes
 - Soils



This building is one the identified historic buildings along the BeltLine.

Cultural Resources: A range of cultural resources are vulnerable to development pressures. A summary of these are below.

- BeltLine Historic Resource Survey: From May to December of 2005, the Atlanta Urban Design Commission Staff and the Georgia State University Heritage Preservation program studied the proposed BeltLine project and its impact on potential historic resources. This study was performed in conjunction with the development of the City of Atlanta "BeltLine Redevelopment Plan". The historic analysis project included archival research about the historical development of the area and a field survey of historic resources along the proposed BeltLine path. The area of the survey was the Tax Allocation District (TAD) boundary, as well as immediately adjacent properties. The study identified structures, buildings, areas, and districts ("sites") that would meet the criteria for listing in the National



The Abrams Furniture building is one the identified historic buildings along the Belt-Line.

Register of Historic Places. This field survey and study identified over such 1,000 sites.

Subsequent to that initial field survey and study, the Atlanta Urban Design Commission Staff pursued additional research and analysis of a selected number of these sites based on their potential significance and uniqueness. The Atlanta Urban Design Commission targeted about 125 listings for this additional research and analysis. Many of the listings generated from the original field survey and study, including a similar proportion of those listings included for additional research do not currently have protection under the City's Historic Preservation Ordinance, making them vulnerable to demolition and incompatible or insensitive redevelopment/reuse.

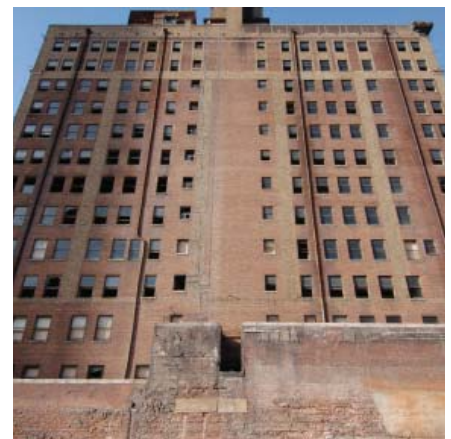
- **Blueprint Midtown Historic Resource Study:** In the late 1990s, the Midtown Alliance undertook a broad-based, community driven visioning and planning process for the Midtown area of the City of Atlanta. As part of that planning process, the Atlanta Urban Design Commission Staff and other groups and individuals interested in historic preservation identified numerous properties that meet the criteria for protection under the City's Historic Preservation Ordinance, but at that time had not been officially designated. This list was based on previous Atlanta Urban Design Commission-sponsored and published historic resource surveys, National Register of Historic Places listings, and additional field work completed as a part of the Blueprint Midtown planning process. Given the development pressure in the Midtown area, the lack of protection of these identified historic resources makes many of them vulnerable to demolition and incompatible or insensitive redevelopment/reuse.
- **Post World War II neighborhoods as well as post World War II commercial, industrial and institutional architecture;** National Register of Historic Places listed or potentially listed neighborhoods experiencing substantial infill; areas that retain some rural/agricultural landscape; and archeological and Civil War related sites as well as sites associated with the Civil Rights Movement.



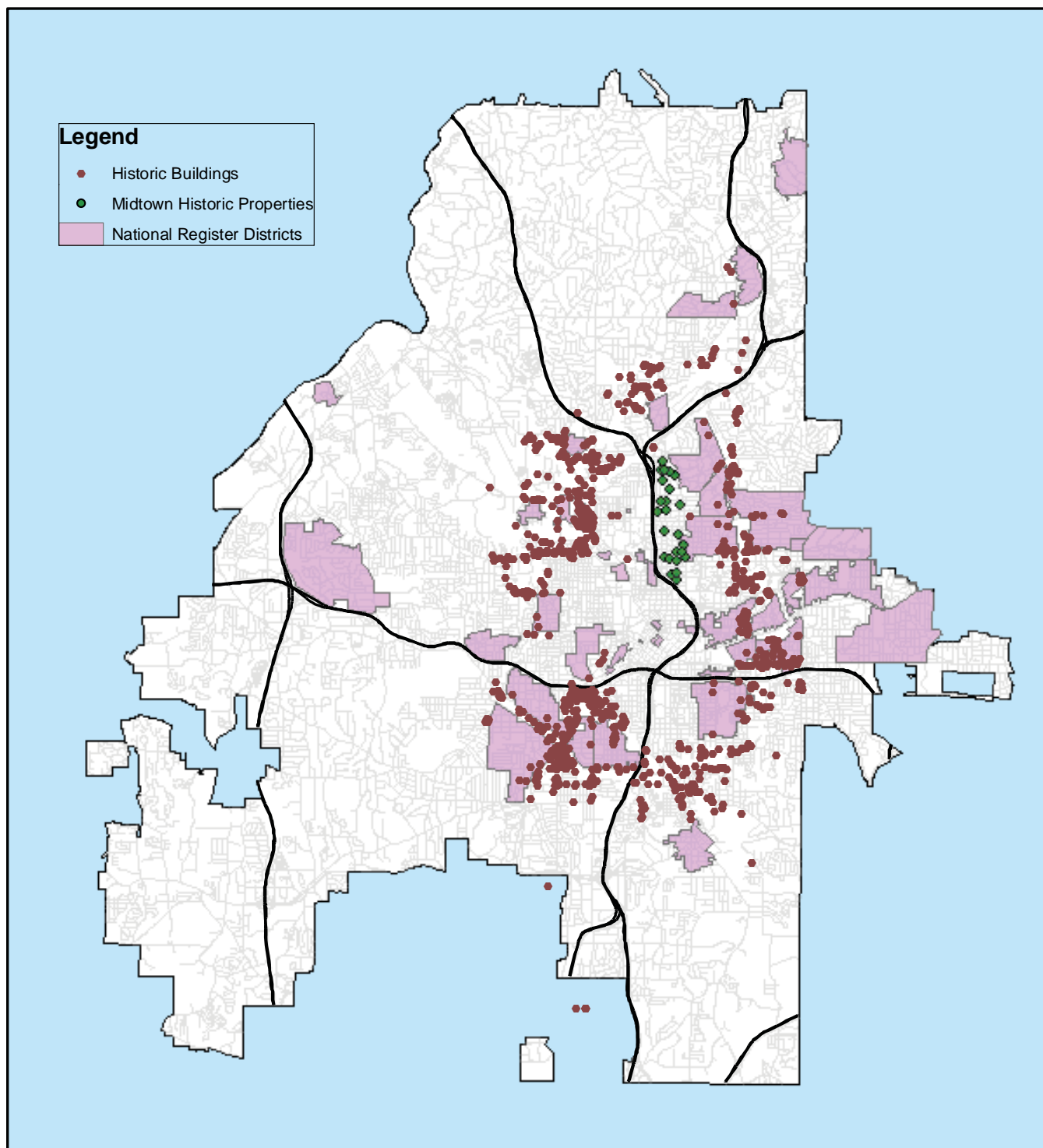
The Cut Rate Box is one the identified historic buildings along the BeltLine.



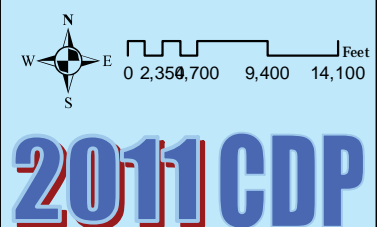
The John Fulker building is one the identified historic buildings along the BeltLine.



The Medical Arts Buildings is an endangered historic building.



Significant Historic Resources



Map 9-7: Location of Historic Resources

Areas where rapid development or change of land uses is likely to occur

The following areas are expected to experience rapid development accompanied by changing land uses in coming years as the economy and the housing market recovers.

- Downtown, Midtown, and Buckhead Business Districts: Compared to other parts of the City, these areas have had a high level of development activity over the past several years. These areas have higher density permitted and allow for a mixture of uses, such as commercial and residential. In addition, these areas are the main employment centers where the core commercial office areas are located. Retail centers and accessibility to transit are present in each area. Underutilized parcels of land are scattered throughout these areas and provide for the opportunity for infill development in the future (see Character Area Map of Downtown and Regional Centers for location). Areas along the Peachtree Street Spine in the Downtown, Midtown, and Buckhead Business Districts have development opportunities. The streetcar project will spur more development along its route.
- Neighborhood Planning Units (NPU) B, D, E, M, and P: Most of the residential development over the last 10 years in the City occurred in these areas. 7,458 net new housing units were permitted in NPU B. This area has experienced a significant amount of high-rise developments around the Buckhead Loop and along the Peachtree Corridor. In NPU E, 8,586 net new housing units were permitted. Atlantic Station and many of the City's recent condominium developments are located in NPU E. The majority of new construction for single-family housing units was located within NPU P boundaries (approximately 1,100 units), primarily in the Princeton Lakes development. Downtown also experienced a large amount of construction of both residential and office buildings. This development was concentrated around Ivan Allen Blvd and Centennial Olympic Park. In addition, many new subdivisions and single family homes were permitted in NPU D (see maps in the Population section for location of permitted residential development).



Many of the new multi-story buildings in Buckhead.



Atlantic Station will continue to grow.



New development along Ivan Allen Jr. Blvd, such as this, is anticipated.

Community Assessment - 9. Land Use

Areas where the pace of development has and/or may outpace the availability of community facilities and services, including transportation

Currently the needs of the existing population in many cases outpace the availability of community facilities, particularly transportation. All areas of Atlanta, neighborhoods near downtown and Buckhead most critically, will be strained by the projected population growth. Northeast Atlanta will likely show signs of outpaced transportation facilities first; however, south and west Atlanta will quickly show an acute lack of transportation facilities. The specific needs are discussed below.

- **Transportation:** Transportation facilities have been addressed in the 2008 Connect Atlanta Plan, the City's Comprehensive Transportation Plan. Focus has been placed on managing "hotspots" such as intersections, which continuously create traffic issues. Timely repairs for streets and sidewalks are greatly needed as well as efficient bridge maintenance. Areas with rapid growth such as Downtown, Midtown and Buckhead experience the worse congestion. Other areas, such as NPU P, don't have an extensive road network to handle increased demand. Roads connecting East-West are lacking. Transit service doesn't meet the existing needs. See Map 7-2 for roadway segments with a Level of Service F.
- **Sewer and Water:** Where separate sanitary sewer systems exist, the sanitary sewers collect wastewater from homes, businesses, and industrial facilities and convey the wastewater to a water reclamation center. Consequently, these sanitary sewer systems are strained beyond their capacity and experience sanitary sewer overflows (SSOs). During SSOs, a mixture of untreated sewage, groundwater and stormwater overflows from the pipes or from manholes connected to the pipes. Many sewer lines run alongside creeks and streams. When SSOs occur, the overflow goes directly into those creeks and streams, many of which are adjacent to private property. The long-term goal of the SSO program is to eliminate groundwater and stormwater entering the system. The project begins with the Sewer System Evaluation Survey (SSES), a comprehensive evaluation of the system's condition. The SSES will help identify locations where major rehabilitation and repairs are needed. The SSES work will be carried out over 6 to 8 years, and involves 6 sewer groups, prioritized according to the severity of their condition. Sewer work is currently being undertaken by the Department of Watershed Management.
- **Parks and Greenspace:** Greenspace planning is included in Project Greenspace. Additional information is included in the Parks, Greenspace and Recreation portion of the Community Facilities section. The target amount of publicly accessible parkland is 7,830 acres (10 acres per 1,000 residents). Currently approximately 3,754 acres of park land are available in the City of Atlanta. As a result the City's deficit is 3,784 acres. Project Greenspace sets out strategies to meet the goal of increasing park land (see Map 5-12 for location of priority greenspace needs).
- **Other City Services and Municipal Government:** Police, fire, and solid waste will be quickly stretched thin without expanded investment and planning – straining of services will extend into other City operating departments.

Areas requiring special attention: Large abandoned structures or sites, including those that may be environmentally contaminated

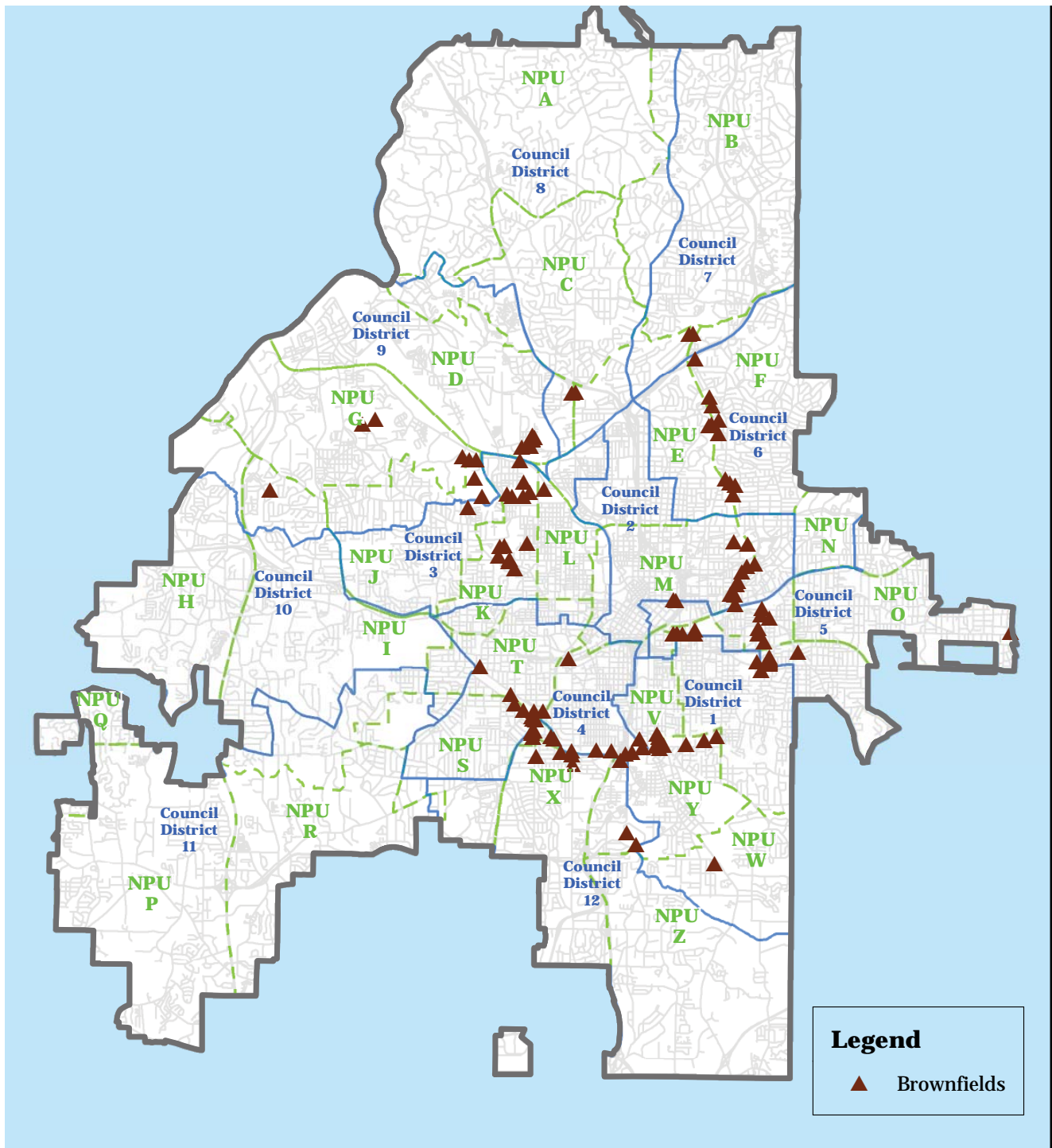
Large abandoned structures or sites with residential, commercial and industrial uses are located throughout the City of Atlanta. However, many have not been inventoried, catalogued or mapped. Vacant buildings are identified in many of the approved redevelopment plans. Industrial areas around the City have many vacant industrial buildings that can be leased or rehabilitated. Many of these are located in Atlanta Industrial Park, Southside Industrial Park, and the Chattahoochee Industrial Park and along the Moreland Avenue Corridor. The Atlanta Development Authority works to attract new tenants to these vacant buildings.

Brownfields are properties that are abandoned or underutilized because of actual or perceived contamination. Brownfield sites are especially difficult to redevelop into a productive use because of the potential environmental contamination, the extra cost of corrective action (clean-up or caps) and legal ramifications that can arise. The Environmental Protection Department (EPD) and the United States Environmental Protection Agency (EPA) have programs that offer grant funding in order to provide incentives for the identification, assessment, and corrective action for the subsequent redevelopment of these difficult sites.

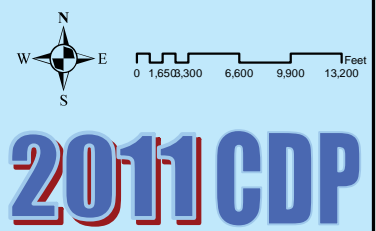
The City of Atlanta has an on-going brownfield program, funded in part by the U.S. Environmental Protection Agency (EPA). In 2009, EPA selected the City of Atlanta for a brownfields revolving loan fund (RLF) grant. The grant will be used to capitalize a revolving loan fund from which the City of Atlanta will provide loans and subgrants to support cleanup activities for sites contaminated with petroleum and hazardous substances. Grant funds also will be used to manage the RLF, oversee cleanups, and support community outreach activities.

In 2010, the City of Atlanta was awarded two grants: an Environmental Assessment for identification and assessment of brownfield hazardous sites and brownfield petroleum sites and a Brownfield Area-Wide Planning Pilot Program grant for southwest Atlanta. Based on these and previous assessments, it is estimated that in the City of Atlanta there are more than 950 brownfield sites, of which 136 are in the Atlanta BeltLine area and 40 are in targeted redevelopment corridors. The assessment grant is expected to result in the cleanup of 10 to 15 sites and help with cleanup and land-use planning of other sites. The sites include abandoned gas stations, dry cleaners, and manufacturing facilities (see Map 9-8). The Area-Wide Planning Program grant is focusing on a 3,282-acre project area in southwest Atlanta and is impacted by multiple brownfield sites. Prior to commencing this project, the City and its partners identified at least 25 brownfields totaling over 110 acres in the Project Area (See Map 9- 8). More information on the Sustainable Brownfield Redevelopment Programs are discussed in further detail in the Natural and Cultural Resources Element.





City of Atlanta Areas with Large Abandoned Sites or Structures



Map 9-8: Identified Brownfields

Areas requiring special attention: Areas with significant infill development opportunities (scattered vacant sites)

Vacant parcels are scattered throughout the City of Atlanta. Eleven percent of the land, or 9,381 acres, are vacant or undeveloped. Most of the land, 7,000 acres or 8.2% of the land, is considered vacant residential due to the parcel zoning. The largest concentration of vacant parcels are in the Southwest Planning area, with 3,254 acres (this totals 16.2% of the planning area), and in the Southside Planning area with 2,168 acres (this totals 18.7% of the planning area) (See Map 9-9 and Tables 9-8 and 9-9).

These vacant and undeveloped sites offer opportunity for development/redevelopment. The diminishing supply of land in the City of Atlanta, the high cost of building additional infrastructure, and the social and economic costs of vacant and abandoned properties all contribute to an economic environment which supports infill development. Infill development allows communities to maximize existing infrastructure and increase densities to levels that will support neighborhood amenities such as retail and transit. Infill development must be carefully managed to make sure that new infill development is consistent with neighborhood character, land use and development plans.

In Downtown and Midtown, there are numerous surface parking lots that should be considered as vacant. These surface lots and vacant lots are opportunities for significant infill development. More specifically, Downtown vacant lots are located south of Marietta Street, in the vicinity of Underground, on either side of Peachtree Street between Ralph McGill and North Avenue and scattered lots around Centennial Olympic Park. In Midtown, vacant lots predominate in proximity to I-75/85. In other parts of the City, older strip commercial shopping centers have the potential to consolidate parking and redevelop street-facing parking areas with infill development. In addition, most MARTA stations outside Downtown & Midtown are surrounded by large MARTA-owned surface parking lots. In each MARTA station that has been part of an LCI study or redevelopment plan, the plan calls for the consolidation of the parking areas to allow for redevelopment of surface parking lots as part of a larger transit-oriented development.

Stalled residential developments, land cleared for development and wooded tracts are all identified as vacant in the existing land use map. These parcels could accommodate some of the residential growth forecasted for the next 20 years.

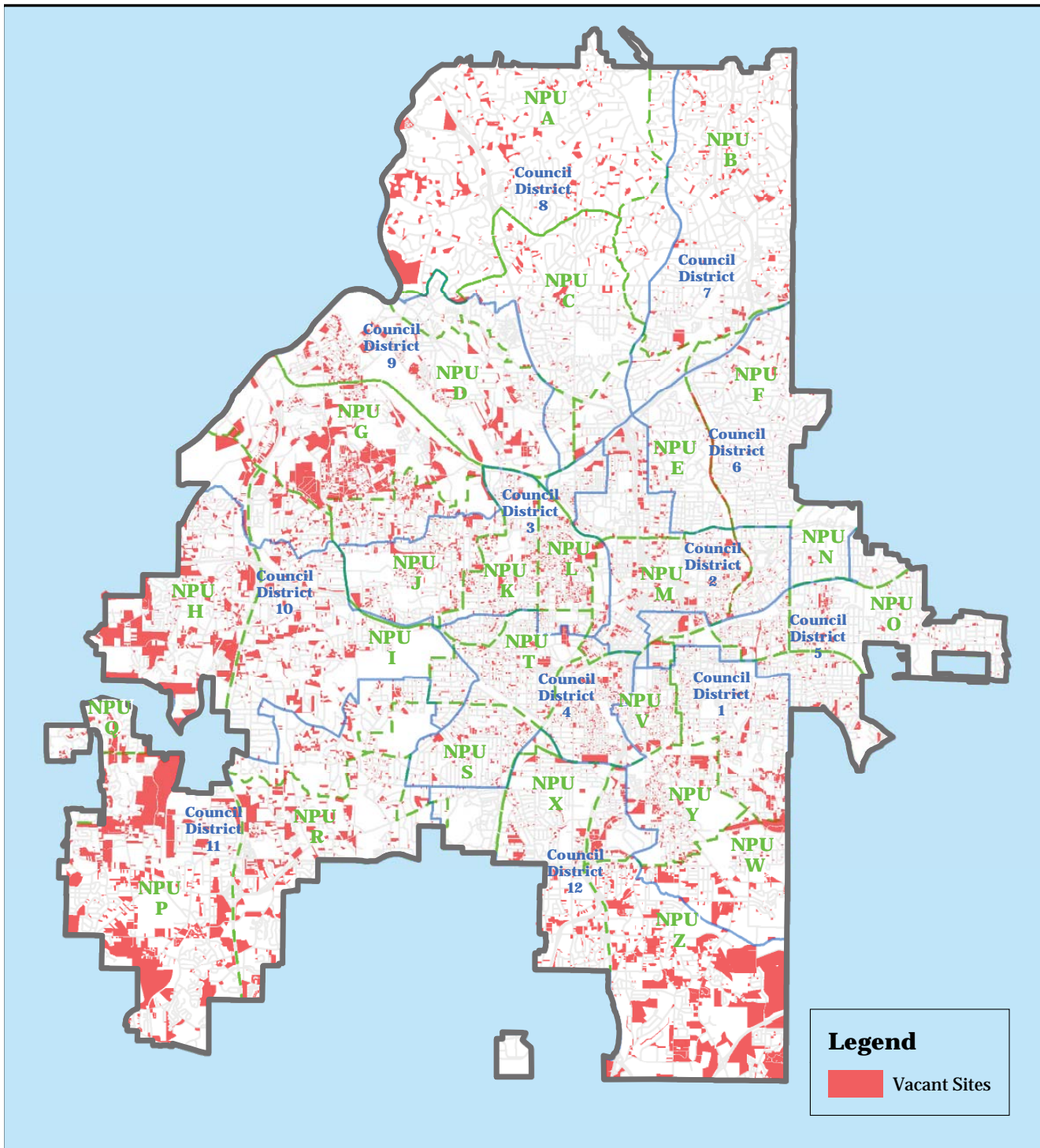
Table 9-9: Vacant acres by Planning Area		
Planning Area	Acres	Percent
Northside	1,317.20	6.00%
Northeast	516	5.60%
Northwest	1,287.70	14.60%
Southside	3,254.40	16.20%
Intown South	432.9	6.90%
Eastside	404.3	5.20%
Southside	2,168.30	18.70%
Citywide	9,380.80	10.90%

Table 9-9: Vacant acres by Planning Area		
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Citywide	9,380.80	10.90%

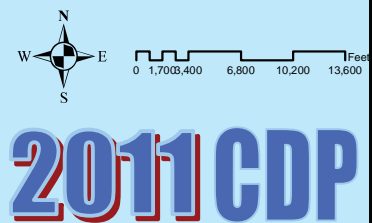


A large surface parking lot adjacent to a MARTA station.

Community Assessment - 9. Land Use



City of Atlanta Areas with Significant Infill Development Opportunities



Map 9-9: Vacant Parcels in the City of Atlanta

Areas requiring special attention: Areas of significant disinvestment, levels of poverty, and/or unemployment substantially higher than average levels for the community as a whole

- Poverty:** The number of Atlantans falling into poverty has increased along with the increase in unemployment and the deteriorating economy. The federal poverty line varies by the family size and age. For a one person household the income threshold is \$10,956; for a family of four the annual income is \$21,954. According to the 2008 American Community Survey, 22.4% of the population is below the poverty level; for people under 18, the rate goes up to 31.7%. Furthermore, 36% of families with a female householder and no husband had incomes below the poverty level. The City of Atlanta's poverty rate is much higher than the US (13.2%), Georgia (14.7%) and Fulton County (14%). According to the 2000 US Census, 30% or more of the households are below the poverty level in 41% of the census tracts. Broken down further, in 31% of the census tracts, 30 to 50% of the households are below the poverty rate and in 10% of the census tracts, more than 50% of the households are below the poverty rate (see Table 9-10). As shown in Map 9-10 these census tracts are concentrated in a diagonal line from Northwest Atlanta to Southeast Atlanta. Many of the people and households below the poverty level were living in Atlanta Housing Authority complexes. Over the past 10 years, many of these have been demolished. While some sites are vacant, others have been re-built as mixed income communities. Therefore, today these census tracts might not have the concentration of poverty as they did in 2000.

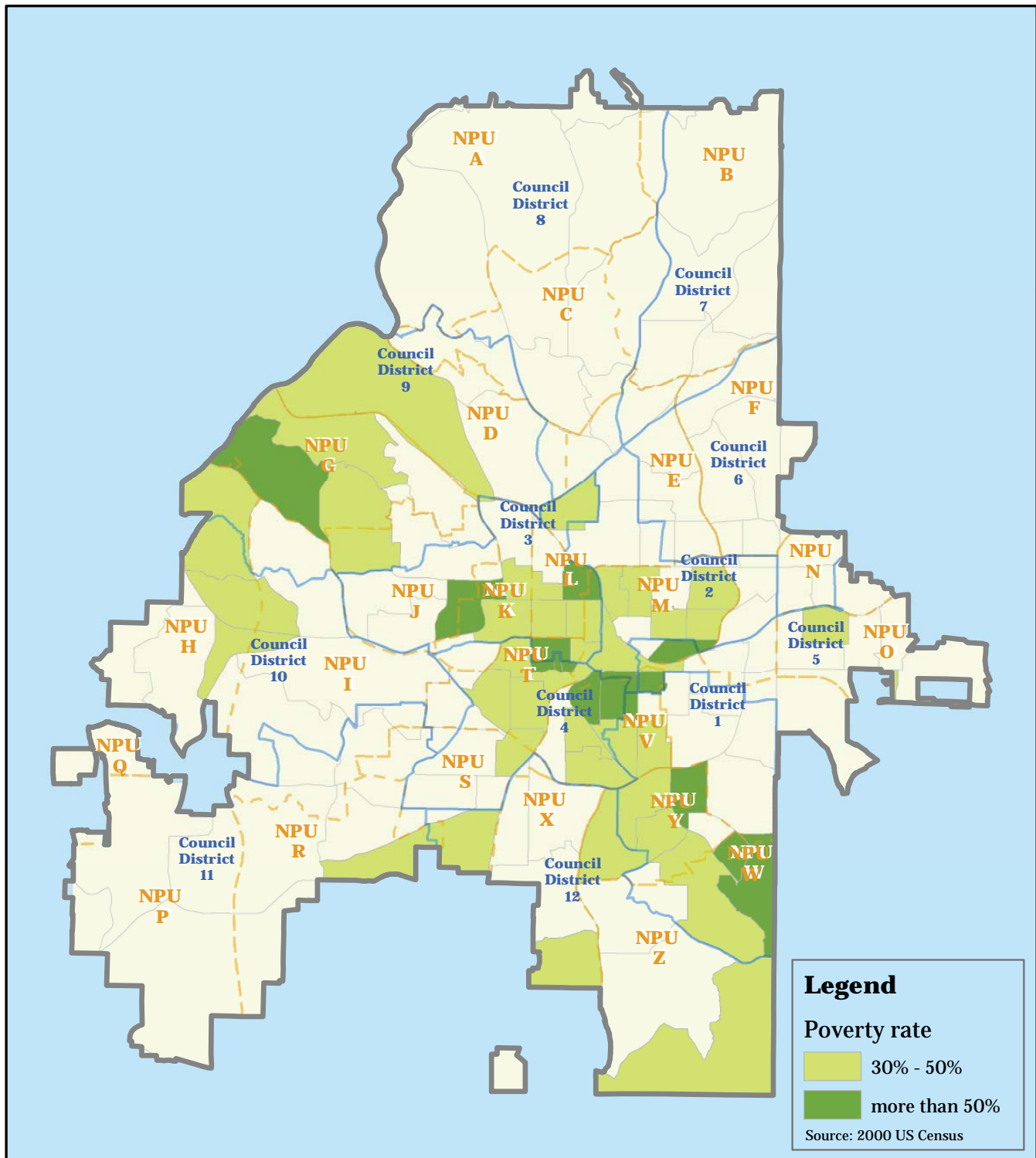
Table 9-10: Poverty Rates in City of Atlanta Census Tracts		
Household Poverty Rates	Number of Census Tracts	Percentage
Less than 30%	76	61
30%-50%	37	31
More than 50%	12	10
Total	125	100
Source: 2000 US Census		

Table 9-11: Percent Unemployment September 2010 and 2009		
Location	Sep-10	Sep-09
City of Atlanta	10.9	11.1
Atlanta Region	10	10.1
Atlanta MSA	10	10.3
Georgia	10	10.1
Source: Georgia Department of Labor		

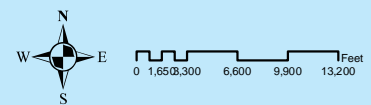
- Unemployment:** Current unemployment figures are only available citywide. Therefore, areas of the City with substantially higher than average levels can't be determined. During the current recession the City of Atlanta has had unemployment rates consistently above the national average unemployment rates. In September 2010, the City of Atlanta unemployment rate was 10.9%, down from 11.1% in September 2009. Unemployment rates peaked in July 2009 at 11.9 %, declining slightly for the remainder of the year. In addition, unemployment rates in the City of Atlanta are higher than those of the region, state and the nation. September 2010 unemployment rates in the City held above the Atlanta MSA of 10% and the statewide rate of 10% (see Table 9-11).
- Disinvestment:** The redevelopment plans and Tax Allocation Districts target areas of disinvestment. The location and more information about these areas are in the Land Use Element. The 2005 *New Century Economic Development Plan for the City of Atlanta* identifies six priority areas for economic development, all of which exhibit not only significant levels of poverty, unemployment and disinvestment, but also the potential for their improvement with concerted public investment and economic development.



Community Assessment - 9. Land Use



City of Atlanta Areas of Significant Levels of Poverty



2011 CDP

Map 9-10: City of Atlanta 2000 Poverty Rates

10. QUALITY COMMUNITY OBJECTIVES

The Georgia Department of Community Affairs has established statewide goals and associated Quality Community Objectives (QCO). Quality Community Objectives (QCOs) are “a statement of the development patterns and options that will help Georgia preserve its unique cultural, natural and historic resources while looking to the future and growing to its fullest potential.” As required in the Standards and Procedures for Comprehensive Planning, the City of Atlanta evaluated how these QCOs are being met in order to determine the “progress to date” towards creating a sustainable and livable community. As part of the evaluation, issues that should be addressed in the Comprehensive Plan were identified.

Statewide Planning Goals

The Statewide Planning goals are listed below.

- **Economic Development Goal:** To achieve a growing and balanced economy, consistent with the prudent management of the state’s resources, that equitably benefits all segments of the population.
- **Natural and Cultural Resources Goal:** To conserve and protect the environmental, natural and cultural resources of Georgia’s communities, regions and the state.
- **Community Facilities and Services Goal:** To ensure the provision of community facilities and services throughout the state to support efficient growth and development patterns that will protect and enhance the quality of life of Georgia’s residents.
- **Housing Goal:** To ensure that all residents of the state have access to adequate and affordable housing.
- **Land Use and Transportation Goal:** To ensure the coordination of land use planning and transportation planning throughout the state in support of efficient growth and development patterns that will promote sustainable economic development, protection of natural resources and provision of adequate and affordable housing.
- **Intergovernmental Coordination:** To ensure the coordination of local planning efforts with local service providers and authorities, with neighboring communities and with the state and regional plans and programs.

Quality Community Objectives

Development Patterns

Traditional Neighborhoods: Traditional neighborhood development patterns should be encouraged, including use of more human scale development, compact development, mixing of uses within easy walking distance of one another, and facilitating pedestrian activity.

Historic neighborhoods throughout the City of Atlanta, from West End and Inman Park that developed at the turn of the century to Morningside that developed before the 1950’s, have a connected street pattern, small blocks, tree lined streets, sidewalks and streets that promote walking, biking and transit. These neighborhoods also contain small scale commercial areas and community schools. All of these are characteristics of Traditional Neighborhood Development (TND). Currently, there is no comprehensive implementation of the concept within the city.

Development standards in the City of Atlanta’s conventional zoning districts have required development patterns that are not compatible with the characteristics of these traditional neighborhoods. Moreover, neighborhood commercial uses such as grocers and retailers have long since given way to supermarkets, malls and “big box” retailers, which do not fit the character of these traditional neighborhoods. In response to concerns over incompatible infill development, the City of Atlanta adopted several mixed-use smart growth zoning districts known collectively as the Quality of Life districts that require development patterns compatible with those of Atlanta’s historic or traditional neighborhoods and also allow for a mix of uses built in a pedestrian-oriented manner. These zoning districts include the Mixed Residential Commercial (MRC), Live Work (LW), Multi-family Residential (MR), Neighborhood Commercial (NC), Special



Community Assessment - 10. Quality Community Objectives

Public Interest (SPI), and the BeltLine. Moreover, the Neighborhood Commercial zoning district limits the size of commercial uses in order to maintain a neighborhood scale. These traditional neighborhood standards are by right and in some cases require an administrative approval.

Tree lined streets are integral to the character of many neighborhoods. Trees not only beautify streets, but they also moderate the temperature, absorb stormwater, clean the air, provide habitat, provide shade in the summer, and buffer pedestrians from moving traffic. The Tree Protection Ordinance establishes standards to promote the city's policy that "there shall be no net loss of trees" and that Atlanta "will continue to enjoy the benefits provided by its urban forest." The ordinance establishes requirements for tree removal and replacement. In addition, planting of street trees and trees in parking lots are required for private development in all Quality of Life zoning districts.

Furthermore, the City of Atlanta Parks Department, in partnership with Trees Atlanta has a tree planting program. Trees Atlanta also plants and maintains trees in the public right-of-way. Some of the tree plantings are funded in part with the tree recompense fund. The City also has partnerships in the higher density commercial areas with Community Improvement Districts (CIDs) - Downtown DID, Midtown MID, and Buckhead BCID. The CIDs provide maintenance to the trees and streetscape.

Walkability is one of the key features of traditional neighborhoods. Many of the commercial areas in traditional neighborhoods, such as Little Five Points, Virginia Highlands, East Atlanta, the West End; the City's main business districts such as Downtown and Midtown, new neighborhoods such as Glenwood Park and Atlantic Station, as well as the mixed-use smart growth zoning districts and the areas around public rail transit are walkable. In these areas errands can be made on foot. Although the City of Atlanta has an extensive sidewalk network, many sidewalks are in poor condition and some areas lack sidewalks altogether. Sidewalk maintenance is the responsibility of the adjacent property owner where the sidewalk is located. As a result, many sidewalks are not well maintained. The City of Atlanta has installed several streetscapes funded by bonds and federal sources. Several of the streetscape projects are public/private partnerships with the CIDs. The Community Improvement Districts also have programs to maintain and clean public areas. In addition, the Atlanta Police Department actively works to keep public areas safe for citizens and visitors. Business Watch programs encourage business people to be alert to suspicious circumstances and to take crime prevention steps.

Walking and biking to school are also attributes of traditional neighborhoods. In several historic neighborhoods throughout the City, students can walk safely to schools. However, lack of sidewalks and sidewalk connectivity in newer neighborhoods, and streets with heavy traffic volumes, longer block sizes and lack of street connectivity, are all obstacles students face while walking to school. The Department of Public Works has been working with several schools to create Safe Routes to School (SRTS). Bicycling to school is also challenging due to a limited number of bike lanes, traffic speed, and traffic volume which are deterrents to cycling to school. The Police Department has posted School Crossing Guards at selected crossings to promote children's safety. However, additional resources are required to improve pedestrian and bicycle facilities throughout the City.

Infill Development: Communities should maximize the use of existing infrastructure and minimize the conversion of undeveloped land at the urban periphery by encouraging development or redevelopment of sites closer to the downtown or traditional urban core of the community.

Since 2000, residential building permits for thousands of dwelling units have been issued in the City of Atlanta as a result of a demand for housing (see Population). Although there has been an extensive amount of new detached, single-family construction, the majority of residential building permits issued have been of multi-family construction. This construction has occurred primarily within the higher density areas of Midtown, Buckhead and Downtown in underutilized parcels of land such as greyfields and brownfields.

Of the new detached single-family construction, a large portion has been within established neighborhoods near the highest density areas, such as the Old 4th Ward and Midtown, on existing lots rather than on new lots created via a subdivision process. Because the great majority of these lots originated from the earlier 1900s and prior the City of Atlanta's current Zoning Ordinance, the City recognizes these lots (often smaller than 4,500 square feet in size) as legal and buildable lots of record.

Community Assessment - 10. Quality Community Objectives

However, the demolition of existing detached, single-family structures and construction of new infill detached structures has been a concern of many established neighborhoods especially those with the smaller lot sizes. Many of these new structures have been out of scale with the existing adjacent homes. In response, the Department of Planning and Community Development drafted regulations known as the Residential Scale Ordinance to mitigate building scale issues related to the size and height of these new structures. This ordinance was adopted into the zoning ordinance.

Nevertheless, in accordance with a 2008 inventory up to 20% of the existing housing stock within the City is vacant and available for residential occupancy. As a result, a 2010 inventory of vacant green, grey or brownfield lands, comprising over 10% of the city's overall land area, will most likely remain undeveloped in the near future. In conjunction with this conclusion is the City's policy to encourage infill development and redevelopment of greyfield and brownfield sites in lieu of new development in greenfield sites.

To strategically encourage greyfield infill and economic development, the *New Century Economic Development Plan* that identified 14 separate priority areas that have suffered social and economic decline. Moreover, Atlanta Renewal Communities have been identified under HUD's Renewal Community program. Working to enhance these priority areas, the City has adopted 18 redevelopment plans in support of the formation of 10 Tax Allocation Districts (TADs) as well as numerous small area/neighborhood plans. In addition, large-scale master planning has been completed for the BeltLine, Fort McPherson along with 17 adopted Livable Centers Initiative (LCI) Plans which strategically focus on nodal development.

Also, a comprehensive brownfield redevelopment program has been established to identify sites and provide assistance in their redevelopment. Brownfields are properties that are abandoned or underutilized because of actual or perceived contamination. The City's involvement in the cleanup of these sites began in 1996 when it received funding from the U. S. Environmental Protection Agency (EPA) to conduct a pilot project in select communities. Since then, additional grants have enabled the City to identify approximately 950 brownfield sites up with some sites more than one hundred acres in size. The City has recently received two major funding grants from the U.S. Environmental Protection Agency (see the Brownfields information in the Natural Resources section).

Sense of Place: Traditional downtown areas should be maintained as the focal point of the community or, for newer areas where this is not possible, the development of activity centers to serve as community focal points should be encouraged. These areas should be attractive, mixed-use, pedestrian-friendly places where people choose to gather for shopping, dining, socializing, and entertainment.

A community's "sense of place" is loosely defined as how a place identifies and distinguishes itself from other places. These places foster a sense of uniqueness about that community. A sense of place can be most easily created through patterns, including a community's historic buildings pattern, architectural styles, building scale, the street network, streetscape design, the relationship of buildings to the street, street angle and direction, and the placement of railroads and old trolley routes. In addition, the experience a place provides is defined by the interaction of the built environment with the natural environment such as trees, streams, physical topography, and even weather patterns. Finally, the people in the community itself and cultural patterns are also integral in shaping a community's sense of place. New York City's massive skyscrapers, San Francisco's Victorian homes that line its hilly streets, and Miami's busy waterfront and beaches are all features that create a sense of place for those cities.

Part of Atlanta's sense of place stems from its history. Many historic buildings and neighborhoods are protected under the City's Historic Preservation Ordinance. These include designations of neighborhoods such as Inman Park, Grant Park, Cabbagetown, Washington Park, Castleberry Hill, and designation of individual buildings such as the Fox Theatre, the Biltmore Hotel, the Candler building, the Carnegie building, the Flatiron building, and several churches, to name a few. Unfortunately, some of Atlanta's landmark buildings such as Union and Terminus stations, the Peachtree Arcade and the Lowes Grand; early skyscrapers such as the Equitable; grand hotels, such as the Piedmont and the Henry Grady; as well as other commercial and residential buildings were demolished prior to receiving any protection. In some cases they have been replaced with contemporary buildings that lack a pedestrian scale and don't address the street, in other cases they have been replaced with surface parking and vacant lots. In some areas of the city, this fragmented urban environment with a minimum of street level activity has led to a lack of "place" along with criticism by visitors



Community Assessment - 10. Quality Community Objectives

that there is no “there” there.

Several vibrant in-town residential neighborhoods, small-scale commercial nodes, community events, and parks also give Atlanta its distinct feel and identity. These areas include Little Five Points, Virginia Highlands, Benjamin E. Mays/Cascade, East Atlanta Village, Kirkwood, and parks such as Piedmont Park and Grant Park to name a few. In an effort to create a more vibrant city, plans have been adopted for several neighborhoods including Downtown, Midtown and Buckhead. To implement the plans, the Department of Planning and Community Development has pursued rezoning properties to appropriate quality of life zoning districts (NC, LW, MRC, MR, and SPIs). These zoning districts contain urban design requirements to improve the aesthetics of the built environment and maximize the pedestrian experience to create and maintain a “sense of place” and scale unique to each neighborhood. New developments must install sidewalks lined with street trees and buildings that engage the street with active ground floor uses, articulated facades and building entrances adjacent to the sidewalk. These zoning districts also allow and encourage a compatible mix of residential and commercial uses. Integral in establishing the City’s identity is signage. Atlanta has adopted a sign ordinance to maintain an aesthetically attractive city. The regulations allow specific types, number and sizes of signs in each zoning district in a manner that is consistent with the uses, intent and aesthetic characteristics of each district.

The City also has established bond programs designed to encourage neighborhood livability, pedestrian mobility and generally improve the quality of life in Atlanta through construction of capital projects. These bond issues complement the zoning, and allow the City to leverage funding with the Department of Transportation, Housing and Urban Development, and private funding to provide many capital improvements to the City’s greenspace and all transportation modes (streetscape, bicycle, and roadway).

Transportation Alternatives Transportation Alternatives: Alternatives to transportation by automobile, including mass transit, bicycle routes, and pedestrian facilities, should be made available in each community. Greater use of alternate transportation should be encouraged.

As Atlanta continues to grow, alternative modes of transportation need to be provided to residents and visitors. There is just not enough space to build new roads so there is a need to provide for the movement of people and goods within existing corridors. This means that more people will need to consider options other than single occupancy driving; they will need to walk, bike, carpool and use transit. Currently, the ability to do so varies around the City.

Transit service in Atlanta today is provided largely by the Metropolitan Atlanta Rapid Transit Authority (MARTA). Service is focused on MARTA’s two principal heavy rail corridors and on bus routes serving important destinations throughout the City. In addition to MARTA, the Georgia Regional Transportation Authority (GRTA) operates express bus services intended to serve a larger regional area with connections to central Atlanta. In smaller areas of the City, shuttle-based transit service in Buckhead, Atlantic Station and the Georgia Institute of Technology campus provide connections between major activity centers and existing MARTA rail stations. Residents of the City of Atlanta ride transit in higher numbers than residents of the region in general.

The Atlanta Beltline and the Atlanta Streetcar offer two additional components to transit within the City. The Atlanta BeltLine proposes transit along 22-miles of historic railroad corridor including a network of public parks and multi-use trails, this transit will also provide connection to the Atlanta Streetcar. The Atlanta Streetcar proposes an integrated multi-modal, high quality transit network that will link communities, improve mobility by enhancing transit access and options, support projected growth, promote economic development and encourage strategies to develop livable communities. The Streetcar will provide missing circulation and direct connectivity to the existing transit services coming into Midtown and Downtown, as well as future commuter rail, regional light rail and intercity and high-speed passenger rail services. The Streetcar will also connect to recreational trails, including the Atlanta BeltLine transit and trail network. The East-West route of the Streetcar will begin implementation in 2011 and is scheduled be operational by 2013.

The City’s Quality of Life zoning district regulations (SPI, MRC, MR, L/W, NC, and BeltLine) encourage new developments to provide a grid of connected streets to improve the street network and reduce congestion. An appropriate street grid creates small blocks that encourage walking and disperses traffic over the street network. Articulation of

Community Assessment - 10. Quality Community Objectives

the street grid is not always required by the land development code. A connecting street network is pertinent for crime prevention in allowing police to have access to the communities.

A balanced transportation system is dependent on walking as the single transportation mode that begins each trip, links different modes of transportation, and completes each trip. Sidewalks are the backbone of a balanced transportation system. The City of Atlanta currently has an extensive network of sidewalks that make walking an alternative to driving. Rough pavement, missing links, and non-compliance with the Americans with Disabilities Act (ADA) limit the effectiveness of the sidewalk network for many users. The sidewalk network is being expanded thru implementation of the Quality of Life zoning districts and as a requirement in new developments. Sidewalks are also being built with bond funding for streetscapes, through public/private partnerships with the CIDs, and are required for all new subdivisions.

The City's Comprehensive Transportation Plan, the Connect Atlanta Plan, adopted in December 2008, includes a project-priority framework for advancing multi-modalism and complete streets. The plan was developed with a strong land use – transportation focus, placing priority on transportation projects that enhance mobility in redevelopment areas and recommending redevelopment around transit and along major corridors.

The City's CTP includes a system-wide approach to designing bicycle routes. The intent is for the bicycle network to be a fundamental part of Atlanta's transportation system. The on-street bicycle route network is envisioned as a combination of striped bicycle lanes and shared-use streets with visual pavement markings. The Connect Atlanta Bike Network follows two basic types of routes: Core Connections which provide longer distance connectivity across the City, and Secondary Connections that bring these Core Connections into neighborhoods. The Connect Atlanta Plan provides users with a Street Design Guide that details bicycle facilities.

The Quality of Life zoning districts allow shared parking arrangements. The City does not currently have a policy that addresses shared parking for commercial and retail developments but it is recommended wherever possible. Currently a special permit is required for shared-use parking to reduce requirements for new spaces. Streamlining requirements would allow new developments to make shared parking arrangements.

Regional Identity: Each region should promote and preserve a regional "identity", or regional sense of place, defined in terms of traditional architecture, common economic linkages that bind the region together, or shared characteristics

The City of Atlanta, as the region's central city, continues to play a vital role in defining regional identity. While its share of the regional population and employment has declined over the decades, Atlanta continues to host major transportation, sports, convention, tourist, and government centers and infrastructure.

Transportation has been the engine of growth and development of the City of Atlanta and in turn the Atlanta Region. The railroads, interstate highways and Hartsfield-Jackson Atlanta International Airport (H-JAIA) are the threads that tie the economy of the region together. Hartsfield-Jackson has grown in size and importance to not only the Atlanta Region but also to the world. Hartsfield-Jackson, "The World's Busiest Airport," is considered to be the economic engine of the Atlanta Region with a direct economic impact on the Atlanta region of just over \$32.5 billion. The Airport is also considered to be one of the largest employment centers in the southeastern United States with over 58,000 on-airport jobs. While Atlanta celebrates its successful achievements of Hartsfield-Jackson, at the same time congestion, urban sprawl, poor air quality and loss of open space that has resulted due to the reliance of the automobile are some of the characteristics that are often used to describe the City of Atlanta and the Atlanta Region.

The Chattahoochee River, the tree canopy, the gently rolling terrain are natural resources that define the character of the region. Architectural styles and types in main streets, along railroad corridors and in historic neighborhoods, early development patterns are common elements that many communities in the Atlanta Region share. Historical events, from settlement starting in the 1830s, the Civil War, the Great Depression, and the Civil Rights Movement, shape the Region's collective history. Historic sites in Atlanta: the Martin Luther King Jr. birth home, the Herndon Home, Auburn Ave, the Atlanta Cyclorama, the Margaret Mitchell House, the Wrens Nest and the Swan House, tell the story of sig-



Community Assessment - 10. Quality Community Objectives

nificant events in the City's history that draws visitors to the City. However, preserving the past has been a struggle. Historic buildings have been demolished and replaced by new ones and parking lots. As a result, Atlanta has lost some of its unique characteristics, leading some to describe the City as not having a strong sense of place. Nevertheless, in many parts of the City and Region, many residents have a preference to live in historic neighborhoods, commercial and industrial buildings that have a unique character.

In addition to Atlanta's historical past, the region also has a history of producing a rich array of college and professional sports teams and also sporting events. The City of Atlanta is home to the Atlanta Braves (baseball), Atlanta Falcons (professional football), Atlanta Thrashers (men's professional hockey), Atlanta Hawks (men's basketball), and the Atlanta Dream (women's professional basketball). Atlanta has also played host to the decades-long rivalry between Georgia Tech (the Yellow Jackets) and the University of Georgia (the Bulldogs). The Peachtree Road Race, which was started back in 1970 by the Atlanta Track Club, is an annual Independence Day road race with 55,000 participants.

Forward thinking, ambitious, business oriented, coalition building and boosterism are some of the intangible defining features shared by the business and political leaders of the City of Atlanta. This approach and attitude has been an important factor in the growth and success of the City of Atlanta and the Atlanta Region.

Resource Conservation

Heritage Preservation: The traditional character of the community should be maintained through preserving and revitalizing historic areas of the community, encouraging new development that is compatible with the traditional features of the community, and protecting other scenic or natural features that are important to defining the community's character.

The City of Atlanta's historic fabric is a diverse collection of buildings, structures, objects, sites, and districts which reflect all decades of the City's past, embodies the wide variety of themes in the City's history, and has significance for all of the City's residents, workers, and visitors. These historic resources are essential to defining the City's traditional character. The Atlanta Urban Design Commission (Commission), which is managed by and part of the Office of Planning, has the responsibility for the protection of the City's designated historic resources and is often the lead agency for most other historic resource and historic preservation-related initiatives in which the City is involved.

At the local level, the City's Historic Preservation Zoning Ordinance of 1989 (Ordinance) establishes categories of zoning protection: Landmark and Historic for districts and individual buildings/sites, and Conservation just for districts. Currently, 61 buildings/sites are designated as Landmark or Historic and 15 districts are designated as Landmark or Historic, with one designated as Conservation. All total, about 7,200 properties are protected under the Ordinance. Each designated Landmark and Historic District has a set of customized design regulations to ensure that alterations, additions, new construction, and site work are compatible with the existing historic resources in each district. Demolitions of contributing structures are reviewed using a standard set of criteria that are the same for each district.

A standard set of design regulations that are based on the U.S. Secretary of the Interior's Standards apply to the individual Landmark and Historic Buildings/Sites and the Conservation District. The demolition of individual Landmark Buildings/Sites are reviewed using the same criteria used for demolitions in Landmark and Historic Districts. The Commission Staff in the Office of Planning administers the Ordinance by issuing Certificates of Appropriateness as the first step in the building permits process for alterations, additions, new construction, demolitions, and site work. This review process is only required for districts and buildings designated under the Ordinance, as well as a few Special Public Interest (SPI) districts. The Commission also provides comment or regulation as required by individual ordinances, such as the Subdivision Ordinance, and specific zoning applications (rezoning, variances, special use permits, etc.).

At the federal level, there are 182 listings in the National Register of Historic Places in the City. The National Register of Historic Places is the country's list of historic places worthy of preservation. Generally, properties need to be at least 50 years old, have physical integrity, and be significant for at least one of four broad criteria. It includes buildings, districts, structures, sites and objects. Being listed in the National Register does not regulate the day-to-day development that could affect a historic resource, unless federal funding or licenses are involved in the project which triggers the federal

Community Assessment - 10. Quality Community Objectives

Section 106 review process.

The Commission Staff also assists other City agencies, particularly the Office of Housing, with their federal Section 106 design review responsibilities under the National Historic Preservation Act of 1966 (as amended) as implemented by the City-wide Programmatic Agreement, which was executed in January, 2010. This Programmatic Agreement sets out procedures and criteria under which the City can internally complete most of its Section 106 responsibilities for certain federally-funded, City-implemented projects without seeking input from the State Historic Preservation Officer, as it normally would. Those properties found to be listed in or eligible for listing in the National Register of Historic Places must complete additional review steps under the terms of the Programmatic Agreement.

There are several issues regarding the City's historic resources that could ultimately affect the City's traditional character. These issues and concerns fall into two broad categories: awareness/education and implementation/enforcement.

Regarding awareness/education, there is a lack of research and information regarding a wide variety of Atlanta's historic resources, such as (but not limited to) the remnants of the City's rural past, the City's industrial past, sites associated with the Civil Rights Movement, post-WWII neighborhoods and buildings, and abandoned cemeteries. Master and/or management plans are needed for some of the historic resources open to the public and/or managed by the City (parks, community centers, etc.). There is no ongoing and active education program for the general public, elected officials, other government agencies, developers, neighborhoods, etc. about historic resource protection and revitalization, preservation tools, or the role of historic preservation in the City's future. Further, not all development entities (public and private) are aware of historic preservation issues, the existence of potential historic resources, the benefits of compatibly incorporating historic resources into their projects, and the support available to assist them in their decision making regarding potential historic resources.

Regarding implementation/enforcement, the number of neighborhoods and individual property owners seeking zoning designation by the City or listing in the National Register of Historic Places is expected to increase due to: increased developmental pressures on historic or potentially-historic City neighborhoods, the increasing number of buildings and neighborhoods that are eligible for such designation/recognition, the recognition of designation as a revitalization tool; the various economic incentives which are available for designated properties; and the effect the BeltLine will have on the awareness of historic resources along its corridor.

However the City has limited resources to respond to these requests, manage the subsequent processing of development-related applications for projects, enforce the regulations that come with designation under the Ordinance, directly assist with the improving or enhancing historic resources, and increase awareness and appreciation of the City's diverse heritage. Further, the City's current regulatory tools that protect locally-designated historic resources do not address other problems that face non-locally-designated historic areas and other areas with traditional character, such as those recognized by their listing in the National Register of Historic Places.

Open Space Preservation: New development should be designed to minimize the amount of land consumed, and open space should be set aside from development for use as public parks or as greenbelts/wildlife corridors. Compact development ordinances are one way of encouraging this type of open space preservation.

The City of Atlanta promotes compact development in many areas of the City, such as in its business districts, along major corridors, around most existing transit stations, and is planning for density around future transit stations, such as those associated with the Atlanta BeltLine. Approximately 30% of the City's land area or 27,000 acres is planned for dense office/commercial uses or residential densities greater than 12 units per acre.

In addition to allowing and supporting strategic density, many of the City's zoning districts require open space for multi-family residential uses and public space with non-residential developments. To further promote the protection of open space, the City of Atlanta adopted a Conservation Subdivision Ordinance to comply with the Metropolitan North Georgia Water Planning District's Watershed Management Plan.



Community Assessment - 10. Quality Community Objectives

Project Greenspace, adopted in 2009, defines a comprehensive strategy and action plan to create a world-class greenspace system by the year 2030. The plan calls for an increase in the amount of greenspace throughout the City and established the goal of achieving 10.5 acres of public parkland per 1,000 residents. Project Greenspace identifies eleven (11) Primary Goals and twelve (12) Recommended Primary Initiatives, and a comprehensive list of financing opportunities and options to meet the overall goals.

The City of Atlanta has been purchasing greenspace under the Greenways Acquisition Project to improve water quality in metro Atlanta streams, as well as convert to and/or preserve the land as “greenways.” This project was undertaken as part of settlement of an enforcement action against the City of Atlanta for violations of the Federal Water Pollution Control Act and the Georgia Water Quality Control Act. Specifically, the Combined Sewer Overflow (CSO) Consent Decree signed in 1998 required the City to implement a \$25 million program to acquire streamside buffers in the City of Atlanta and 14 counties in the Atlanta Region through March 2007. Under this program, the City Department of Watershed purchased land and/or easements on 700 acres within the city limits and 1,187 acres outside of the city limits. Furthermore, the Parks Opportunity Bond has allocated \$35 million for park acquisitions.

The City has worked with conservation organizations such as the Trust for Public Land (TPL), the Arthur M. Blank Foundation’s Inspiring Spaces Initiative, and the Conservation Fund to preserve open space. The City of Atlanta has been working with TPL in the Chattahoochee River Land Protection Campaign. Piedmont Park is in the midst of a major expansion. The City of Atlanta and Atlanta BeltLine, Inc. are working to create a 1200-acre network of parks along the BeltLine. To date, approximately 300 acres have been acquired including portions of the BeltLine Corridor, Westside Reservoir and Park, Four Corners Park and D.L. Stanton Parks in Peoplestown, Historic Fourth Ward Park and Boulevard Crossing Park. Finally, the Land Use plan for Fort McPherson includes a major greenspace component, approximately 150 acres, to provide for such initiatives as an event site, trail connections throughout the property and connecting the surrounding neighborhoods.

Environmental Protection: Environmental sensitive areas should be protected from negative imprints of development particularly when they are important for maintaining traditional character or quality of life of the community or region. Whenever possible, the terrain, drainage, and vegetation of an area should be preserved.

The City of Atlanta is dedicated to conserving its natural resources. Natural resources provide important environmental benefits to the residents and visitors of the City of Atlanta and are essential to sustain plant and animal life. The City has an abundance of streams, rivers, lakes, and wetlands that are part of the City’s natural resources inventory. Several programs and regulations such as the Metropolitan River Protection Act (MRPA), the Greenway Acquisition Project, and the Clean Water Atlanta Program are in place to protect the rivers and streams in Atlanta’s watersheds. Project Greenspace, a long-term plan for growing and managing the greenspace system in Atlanta, identifies many of the City’s natural resources and includes goals and strategies to protect them. Moreover, the City carefully regulates and monitors adverse impacts of development to protect natural resources.

The Georgia Department of Community Affairs Standards and Procedures for Local Comprehensive Planning requires that the City of Atlanta identify resources defined in the Environmental Planning Criteria, based on the necessary Part V Environmental Ordinances. As such, the Chattahoochee River is the only river in the City of Atlanta which meets the Protected Rivers criteria and is protected by the MRPA. Moreover, wetlands within the City occur generally in the areas along the Chattahoochee River and the City’s major streams and creeks. The City’s main goals for wetlands protection and preservation include identifying significant wetland resources, strengthening the protection of wetlands, and continue to comply with the Federal wetlands program under section 404 of the Clean Water Act. Water supply watersheds in Atlanta are protected by an ordinance which regulates uses within a seven-mile radius up stream of any public drinking water supply intake. Finally, although groundwater recharge areas are found in areas that have thick soils or saprolite, these conditions are not present in the City.

Atlanta’s tree canopy is consistently identified as an important key resource in the City’s quality of life. The Arborist Division is charged with protecting the City’s tree canopy on private property throughout the City of Atlanta. The Tree Protection Ordinance provides for the preservation, establishment, and maintenance of the tree canopy on public and

Community Assessment - 10. Quality Community Objectives

private land in the City by prohibiting the destruction and removal of trees except as allowed in the articles of the ordinance. The Department of Parks, Recreation and Cultural Affairs (DPRCA) is responsible for regulating and conserving trees on public land (Atlanta Code of Ordinances, Section 158-26).

Regulations to protect environmentally sensitive resources are set forth in Chapter 74 (Environment) of the City of Atlanta Code of Ordinances. The Soil Erosion and Sedimentation Control article establishes standards to control erosion and sedimentation impacts caused by land-disturbing activities on surface waters and other environmental resources within the City. Applicants are required to submit soil erosion and sedimentation control plans that specify “best management practices” and measures to be used to control erosion and sedimentation pollution during all stages of the land-disturbing activity. Stormwater best management practices (BMPs) include retention ponds, greenspaces and other structures that can absorb the runoff from impervious surfaces. The Bureau of Watershed Protection’s Site Development Division oversees stormwater permitting and provides information on BMPs, building regulations and stormwater mitigation methods.

The Riparian Buffer Ordinance has requirements for the establishment, protection, and maintenance of a 75-foot wide natural vegetative buffers along the city’s perennial and intermittent streams and rivers. If a jurisdictional wetland is present, the buffer must include the wetland and extend at least 25 feet beyond the wetland edge.

The Post-Development Stormwater Management article sets standards to protect water resources in order to address stormwater runoff quality and quantity impacts from the permanent alteration of the land surface as well as nonpoint source pollution. Regulations require new development and redevelopment maintain a peak rate of stormwater discharge not more than 70 percent of the pre-development peak discharge at all times during and after the development of the property.

The City has several stormwater pollution programs in place. For instance, Atlanta parkland comprises a wide variety of natural resource areas and environmental functions. Eighty-five percent of City parks are located along streams in floodplain and wetland areas, in areas with steep and rocky topography, or in other environmentally sensitive areas. Through greenspace protection, the City maintains properties acquired under the Greenway Acquisition Project in a natural, undisturbed state. The City of Atlanta’s storm sewer drainage area is approximately 133.2 square miles, with an estimated 60,000 structures covering 10 stormwater drainage basins, based on estimates provided in the City’s 2006 Stormwater Management Program (SWMP) Annual Report. The City of Atlanta is a Phase I municipal separate storm sewer system (MS4). The City must implement and enforce a SWMP designed to reduce the discharge of pollutants from the MS4 to the maximum extent practicable.

A recent initiative introduced to the City is the benefit of creating greenroofs. Greenroofs absorb and filter stormwater as opposed to a traditional rooftop. Even before it hits the ground, the rain in Atlanta has picked up pollution from the air.

Atlanta has a system of storm drains, stormwater pipes, and combined sewer pipes to collect and carry rainfall back to local creeks and streams (or, in a combined system, to wastewater treatment plants). Impervious surfaces such as parking lots, driveways and rooftops increase the amount of rainfall that goes into the stormwater system and may thus contribute to the potential for flooding in an area. Atlanta is a moderately rainy city, highly developed and heavily paved, with an older stormwater system. These factors combine to cause flooding. Although rainfall is an act of nature, steps have been taken to reduce the occurrence or severity of floods from moderate rainfall.

The Flood Area Ordinance regulates and restricts land disturbance and construction within floodways and floodplains. Atlanta’s floodplain regulations are more restrictive than many other municipal ordinances in that they prohibit new construction, fill or other encroachments that would impede the ability to convey and discharge the water resulting from the 100-year flood are permitted within the floodway. Earth-disturbing activities within the designated floodplain must result in “no net loss” of existing flood volume or expansion of a flood hazard area as determined by engineering calculations.

The presence of steep slopes in some areas of the City present challenges to protect the existing vegetation while allowing for development in appropriate areas. Additional protection of slopes greater than 15 percent is anticipated as



Community Assessment - 10. Quality Community Objectives

development pressure these areas of the City continues.

Social and Economic Development

Growth Preparedness: Each community should identify and put in place the pre-requisites for the type of growth it seeks to achieve. These might include infrastructure (roads, water, and sewer) to support new growth, appropriate training of the workforce, ordinances and regulations to manage growth as desired, or leadership capable of responding to growth opportunities and managing new growth when it occurs.

The City of Atlanta's Code of Ordinances calls for the development of a Comprehensive Development Plan to guide growth and development. In addition the 1989 Georgia Planning Act strongly encourages local governments to prepare a Comprehensive Plan. An adopted Comprehensive Plan is necessary for the City to maintain its Qualified Local Government Status. Grant funding is often tied to this designation. The twenty year Comprehensive Plan, prepared every 3 to 5 years per the City Charter, contains comprehensive development goals, policies, and objectives for both the entire city and for individual geographic areas and communities within the city. The plan also incorporates information regarding transportation, parks and recreation, community facilities, housing, land use, policies and implementation strategies for a 20 year time frame. In order to meet the Standards and Procedures for Local Comprehensive Plan, the CDP is required to include land use and character area maps to guide growth as well as goals and objectives based on the existing and projected demographic and socioeconomic data. Twenty year demographic projections, prepared by the City of Atlanta's Office of Planning, are used by other departments and agencies throughout the City. The projects included in the Capital Improvements Program/ Short Term Work Program (CIP-STWP) are based in part on population projections. In addition to the Comprehensive Development Plan, corridor studies, Livable Center's Initiative (LCI) studies, BeltLine Master Plans and plans for specific geographic areas of the City have been adopted by the City of Atlanta. Moreover, as called for in the Georgia Planning Act, the City of Atlanta prepares every year a CIP-STWP a Capital Improvements Element (CIE) that meets the Minimum Planning Standards.

The "New Century Economic Development Plan for the City of Atlanta" (July 14, 2005) outlines three primary components of the economy: Healthy Neighborhoods and Quality of Life, Economic Opportunity, and Physical Infrastructure. As a result of this "umbrella" plan the City has been able to identify issues, opportunities and actions which will achieve the stated goals. The City's strategy for growth is to achieve a balance in the preservation of existing single-family neighborhoods and sensitive areas as well as providing opportunities for new development to accommodate population and employment growth at major activity centers and along major corridors with appropriate density and mix of uses.

The plan identified an action plan which includes Citywide focus on: target industries, business recruitment, retention, and expansion, the Beltline, Downtown, economic vitality in underserved areas, business climate, workforce housing, capital available for development, crime rate, public schools, and parks and greenspace. The City identified the following seven goals based on the action plan:

- Create 60,000 new jobs,
- Create 24,000 new metro jobs related to the airport growth and expansion,
- Grow property value in the City by \$26B,
- Add 10,000 new workforce housing units by use of City incentives,
- Decrease the city's crime rate to 5,600 crimes per 100,000 residents,
- Increase the high school completion rate of Atlanta Public School students to 72% and
- Add 1,900 acres of dedicated parks and greenspace.

Although the recession has impacted job growth and property values the City has seen an increase of 5,543 units in workforce housing; an increase in high school completion rate 57% to 69% and an increase of 557 acres in parks and greenspace since the New Century Economic Development Plan was completed.

Community Assessment - 10. Quality Community Objectives

In 2008, the City of Atlanta adopted the Connect Atlanta Plan, its first comprehensive transportation plan (CTP), which details policy direction for linking transportation infrastructure with land development and for coordinating with regional transportation project funding plans. The CTP is a guide for achieving a vision of a multi-modal, world-class transportation system to support increased residential and employment growth in targeted areas of the city by reducing reliance on personal automobiles through expanded opportunities for transit, walking, and cycling and by mitigating traffic congestion through a more efficient road network. It identifies specific capital investment needs and financing options. Highlights of the Connect Atlanta Plan recommendations include 50 more miles of transit, 66 miles of new street connections, 900 miles of new sidewalks, and the reconstruction of expressway interchanges to expand land available for urban development.

As the City of Atlanta continues to grow, it will increasingly need to expand and improve its parks and greenspace network. In 2009, the City of Atlanta adopted Project Greenspace, a plan and strategy for implementing a city-wide greenspace system for Atlanta. The Plan establishes an overall framework, direction, and action steps for growing, preserving and managing the City of Atlanta's greenspace system.

The City has undertaken a variety of plans for LCI designated areas and corridor and small area studies to determine the best land use for underserved areas as well as to identify infrastructure projects to support the plans. To foster quality development the City of Atlanta implemented quality of life zoning districts and special public interest districts to promote a diversified city where people across the spectrum of age, income, ethnicity and culture can live, work, shop, meet and play.

Additional infrastructure and facilities planning is provided at the departmental level within the Department of Watershed Management, Parks Department, Fire and Police Departments and the Atlanta Public Schools.

Each year the City updates the CIP-STWP to support current and future growth based on the priorities and needs of the City. It serves as a guide for the development of public facilities within the City of Atlanta over the next five years. It is the financial foundation necessary for the implementation of the CDP.

The city of Atlanta is home to numerous major educational institutions both at the college and technical school levels. The graduates of these institutions provide a major portion of the intellectual capital for Atlanta's growth in the future. Additionally the Atlanta Workforce Development Agency administers employment and training programs mandated under the Workforce Investment Act (WIA) of 1998 to the citizens of Atlanta to offer workforce solution services.

Appropriate Businesses: The businesses and industries encouraged to develop or expand in a community should be suitable for the community in terms of job skills required, long-term sustainability, linkages to other economic activities in the region, impact on the resources of the area, and future prospects for expansion and creation of higher-skilled job opportunities.

The Atlanta Development Authority (ADA) is a public authority created by the City of Atlanta to promote the revitalization and growth of the City through a comprehensive and centralized program focusing on community development and redevelopment. It represents a consolidation of the City's economic and community development efforts in real estate, finance, marketing and employment, for the purpose of providing a focal point for improving Atlanta's neighborhoods and the quality of life for all its citizens. The ADA has a variety of incentives in place, including tax credits, tax abatements, Urban Enterprise Zones, and small business assistance to name a few, which encourage additional business in the City. The ADA works with a variety of economic development organizations to create development strategies for business development based on the City's strengths, assets, opportunities and weaknesses. Moreover, the Atlanta Development Authority is actively pursuing incentives for relocation and expansion of businesses, promoting Atlanta as a great place to live, supporting the growth of small business, and creating a comprehensive program to drive retention and expansion of existing business.

The City of Atlanta has a diverse employment base with no single industry and employer dominating the market. Based on an evaluation of existing business types in Atlanta, several target industries have been identified as the focus of business retention and expansion plan. These industries are compatible with the City of Atlanta's existing business patterns. The City of Atlanta has prioritized these criteria to evaluate target industries with the greatest potential for



Community Assessment - 10. Quality Community Objectives

job creation: large cluster industries, significant near growth prospects and actions by the City that can make a positive impact. The following industries are targeted for growth:

- Transportation, logistics and distribution,
- Hotels, tourism, and entertainment,
- Health services and
- Higher education and bioscience.

Other target industries that are identified for expansion are: retail, high tech communications, construction, music, film, and video production and financial institutions.

The ADA also recognizes the need for a diversified approach to address the growth demands of several classifications of business types including corporate headquarters, industrial facilities, research and development, distribution and retail.

Employment Options: A range of job types should be provided in each community to meet the diverse needs of the local workforce.

The City of Atlanta has a diverse economy with no one sector dominating the mix. The largest sector is Professional, Scientific and Technical Services, accounting for 12.6% of the employment in the City. The Hospitality Sector, accommodation and food services jobs, has 10.1% of the employment. Most noticeably, there has been an overall decline in the number of manufacturing and warehousing jobs. These are generally good paying jobs for skilled workers without a college education. Furthermore, the majority of job sectors experienced a decline in employment. The sectors where employment has increased are Utilities, Real Estate and Rental and Leasing, Professional, Scientific, and Technical Services, Educational Services, and Arts, Entertainment and Recreation.

The employment information from the US Census economic data shows that there were approximately 378,109 jobs in the City of Atlanta in the 2nd Quarter of 2009. This is a decrease of 90,305 jobs, or 19.3%, from 2000 to 2009. The average monthly earnings in the City of Atlanta had an increase of 28.1%. The variety of jobs available in the City requires a wide range of educational and skill set requirements. By focusing on many target industries, the City of Atlanta will be able to ensure that a wide range of jobs from transportation and logistics to FIRE and managerial are available.

The City is working on expanding both high and low-skilled jobs in the City. The Atlanta Development Authority's economic development program has an entrepreneur and small businesses support program to promote the development of a smaller retail and service business sectors. These businesses will provide job opportunities and will further diversify the local workforce. The program enables the City's residents and businesses to participate in business development and make a positive impact on the greater picture of Atlanta as a prosperous city.

The Atlanta Workforce Development Agency (AWDA), a City of Atlanta agency, administers employment and training programs under the Workforce Investment Act (WIA). Each local area has a Board of Directors and a physical location or a "One-Stop-Center" which provides workforce development services that train people for jobs in the target industries as well as other areas such as resume building, interview tips and weekly job fairs. They partner with the state, community colleges, public schools and faith based organizations to coordinate workforce development efforts across the city.

Housing Choices: A range of size, cost, and density should be provided in each community to make it possible for all who work in the community to also live in the community (thereby reducing commuting distances), to promote a mixture of income and age groups in each community, and a range of housing choice to meet market needs.

A wide range of housing choices in cost, size, age and type are available in the City of Atlanta. Approximately 46% of housing units are single family homes and 54% are multi-family homes having three or more units. 80% of new housing units permitted between 2000 and 2009 were multi-family residences. The majority of these new multi-family units

Community Assessment - 10. Quality Community Objectives

are located along major corridors or within the City's major employment centers – Downtown, Midtown and Buckhead. Each of these locations offer public transportation options primarily via MARTA and enhances the opportunity of housing within viable commutes to job locations. These developments have been supported by the land use policies to promote nodal development, to promote residential density near available infrastructure, to promote transit use and thereby to minimize sprawl.

The Future Land Use Map and Zoning Ordinance include many residential districts that allow for a variety of housing types and densities. The residential categories of the Future Land Use Map range from Single Family Residential to Very High Density Residential. The City's Zoning Ordinance contains many single-family residential zoning categories that allow for a range of densities and lot sizes as low 2,800 square foot lots allowed in the R-4B category. Also, there are many non-conforming lots that were created from the mid 1900s or earlier, prior the City of Atlanta's current Zoning Ordinance. Therefore, the City recognizes these small lots as legal buildable lots of record.

Numerous zoning classifications allow for multi-family development such as: RG (Residential General), MR (Multi-family Residential), MRC (Mixed Residential Commercial) as well as C (Commercial) Districts. Multi-family residential zoning districts allow floor area ratio densities of up to 6.40 with even greater densities (and a mix of uses including residential) allowed within the major employment centers including Downtown and Midtown. Recent examples of this type of multi-family mixed use development include Atlantic Station and Glenwood Park. Also, loft developments have proven to be an attractive housing type in older industrial corridors of the City of Atlanta such as Castleberry Hill, along Marietta Boulevard, and in the Fairlie-Poplar district downtown. To further encourage a diversity of housing types, The City's multi-family and mixed-use zoning districts allow accessory units like garage apartments as these types of secondary units are common in many older neighborhoods. Also, it should be noted that the City's R-5 district, which allows duplexes or secondary detached units, accounts for 6% of the City's land area.

New residential developments are encouraged or required to be compatible with their surrounding community. Following the same street layout, lot pattern, setbacks and design is required in neighborhoods designated historic or landmark and in many of the City's SPI districts as well as encouraged in all other neighborhoods. The 2007 Residential Scale ordinance was adopted to mitigate concerns that new single-family construction is out of scale with existing adjacent houses.

Because the great majority of the City has already been developed, most new housing will be located on land that will be redeveloped or containing buildings to be retrofitted. There is ample opportunity to do so since 20% of the existing housing stock was vacant according to the 2008 American Community Survey. As a key example of retrofitting, the former Sears distribution facility, known as City Hall East, is intended be transformed into a mixed use development with housing. However, if vacant land (which is 10% of the city by area) is to be developed, the Fulton County/City of Atlanta Land Bank Authority is the agency charged to make such land available for development. In additions, plans are underway for the redevelopment of the available land along the BeltLine and at Fort McPherson, both of which would including a range of housing types and costs.

While there is a wide range in the cost of housing in the City of Atlanta, there remains a need for workforce and affordable housing. Many of the new private housing units being built throughout the City are not affordable to those who work in the City. Specifically, the cost of the existing housing stock has outpaced local incomes resulting in housing costs increasingly out of reach for the City's workforce. For example, salaries for police employees generally do not sustain living in the City at the current housing prices. However, the City of Atlanta is committed to the development of housing for all income levels. The City provides several programs including tax abatement programs, grants or deferred loans to address this issue. Notably, in 2009 the City partnered with the Atlanta Housing Authority and the Atlanta Development Authority to implement a new \$75 million Housing Opportunity Bond Fund which provides workforce housing for persons and families who desire to reside in the City. Also, several Tax Allocation Districts, including the BeltLine TAD, either require or dedicate funding for the purpose of constructing affordable workforce housing units. Additionally, the City supports a large number of Community Development Corporations (CDCs) who build affordable and low-income housing through various federal grants.

The Atlanta Housing Authority provides housing opportunities for the elderly, disabled or other special needs popula-



Community Assessment - 10. Quality Community Objectives

tions via direct rental assistance or housing vouchers. In the past decade, many former housing developments operated by the Atlanta Housing Authority have been redeveloped into mixed income communities. Also, the City provides homeless housing via the Gateway Center and subsidizes over 5,000 units for Section 8 vouchers or public housing for those with some type of disability. For the elderly who cannot afford the cost of home repairs, many non-profit organizations partner with the City to offer free or reduced rates. Recent zoning changes have allowed supportive housing facilities to be allowed in all districts that also allow multi-family housing. Other housing programs or assistance for households with special needs are provided by the county, state or federal government.

Educational Opportunities: Education and training opportunities should be readily available in each community to permit community residents to improve their job skills, adapt technological advances and pursue entrepreneurial ambition.

Approximately 44 accredited colleges and universities are located in the City of Atlanta and the Atlanta Region. Many top colleges and universities including Georgia State University, Georgia Institute of Technology, Spelman College, Morehouse College, Morehouse School of Medicine, Clark Atlanta, Morris Brown College, American Intercontinental University, and the Savannah College of Art and Design are located in the City of Atlanta. Also, The University of Georgia - Terry Executive Education Center, which offers professional graduate-level business courses for Executive MBA degrees, is located in Buckhead. Georgia State University is a public four-year school that offers a comprehensive selection of both undergraduate and graduate degrees and services. The colleges at the Atlanta University Center are private, not-for profit four-year schools that offer a range of undergraduate and graduate programs. The Georgia Institute of Technology is a specialty/professional school with extensive facilities and technology focusing on science and engineering. The Savannah College of Art and Design, a recent addition to the City, is a private, four-year school which focuses on the arts. There are also a variety of two-year schools such as the Atlanta Technical College and Bauder College.

Atlanta's educational system has formed a consortium called ARCHE (Atlanta Consortium for Higher Education) which was created to expand opportunities, foster cultural diversity and provide students with access to a variety of programs within their school and through other participating schools. According to a study by ARCHE, Atlanta ranks second nationally in the production of engineering and related technology graduates and fourth in computer science degrees. Atlanta also ranks 7th in college students enrolled (176,171), ranks 3rd in African-American students enrolled (47,548), ranks 1st in enrollment growth from 1989 to 2005 (62%), ranks 7th in Academic Degrees Awarded (35,802), and ranks 5th in University Research (\$1.01 billion). And more importantly, Atlanta had the highest enrollment growth from 1989 to 2005 (62%). The report also found that the Atlanta region's universities have direct institutional spending of \$6 billion, bringing \$938 million in federal funds to Georgia's economy and directly employing 55,348. With such a large concentration of colleges, universities and technical schools, and even private training programs, numerous resources are available for continuing education, executive employee training, and research and development opportunities.

The Atlanta Workforce Development Agency (AWDA), a Bureau of the City of Atlanta under the Executive Offices of the Mayor, offers a wide variety of training opportunities for youth and adults to foster their educational and professional development. The mission of the Atlanta Workforce Development Board (AWDB) is to promote a workforce development system that meets the needs of businesses, job seekers, and workers while ensuring that the City of Atlanta maintains a strong and vibrant economy.

The Atlanta One-Stop Center operated by AWDA seeks to provide quality workforce development services to Atlanta residents and the business community. The Atlanta One-Stop Center connects qualified job seekers to employers, provides comprehensive assessments for residents seeking training or jobs and offers its services and facility as "Your Only Stop" for continued workforce solutions. Workforce solutions are delivered by a consortium of training providers, One-Stop partners, educational, community and faith based organizations.

Georgia's Department of Labor (DOL) assist companies in recruitment by posting job notices, collecting and screening applications and/or resumes, providing interview space and hosting job fairs. Georgia has a nationally ranked employee training program, Quick Start, providing customized training for the new employees in skill-based jobs at no cost to qualifying companies. Georgia's HOPE Scholarship provides free tuition at one of Georgia's 34 public colleges and uni-

Community Assessment - 10. Quality Community Objectives

versities for graduating Georgian high school seniors with a B or better average. These programs can be advantageous to relocating families and for company training employees through local technical colleges.

Governmental Relations

Local Self Determination: Communities should be allowed to develop and work toward achieving their own vision for the future. Where the state seeks to achieve particular objectives, state financial and technical assistance should be used as the incentive to encourage local government conformance to those objectives.

Community participation is integral to many of the activities undertaken by the City of Atlanta. The Community's say is one of the most components in the development of the Comprehensive Development Plan (CDP). The community participation process is formalized in the City of Atlanta Municipal code. It enables a process for neighborhood planning by creating Neighborhood Planning Units (NPU's) and spelling out their role. The Neighborhood Planning Units provide input into the development of the comprehensive plan and makes recommendations to the City of Atlanta on a wide range of topics including land use, zoning, transportation, open space and parks, community facilities, and environmental quality. The 25 Neighborhood Planning Units meet every month and provide recommendations to the City of Atlanta on rezoning, subdivision and variance applications, Zoning Resolution amendments, Comprehensive Plan amendments and other matters. Over the years, the NPU's have become very knowledgeable of the development process and regulations due to their loyal attendance to each month's meetings. In addition, the Atlanta Planning Advisory Board, composed of a representative from each NPU, serves as an advisory board to the City to discuss city-wide issues, goals and objectives relative to the preparation of the Comprehensive Plan, advises the City on matters relating to citizen participation in the planning process and upholds the citizen participation requirements under federal law.

Community participation and community awareness are essential components to all of the planning efforts conducted by the City of Atlanta. Through the community participation process, City of Atlanta staff reaches out to community members to ensure broad participation. The planning commissioner duties are carried out by the Zoning Review Board. They are supported by the Office of Planning. Finally, community members are involved in developing a vision, goals and recommendations for each of the plans by attending community meetings, participating advisory committees by submitting comments, among other methods.

Regional Cooperation: Regional cooperation should be encouraged in setting priorities, identifying shared needs, and finding collaborative solutions, particularly where it is critical to success of a venture, such as protection of shared natural resources or development of a transportation network.

Many of the challenges facing the City of Atlanta are regional in nature. To address these complex issues, the City of Atlanta has been at the forefront of regional cooperation and planning. In 1947, the City of Atlanta along the Fulton and DeKalb Counties created the Metropolitan Planning Commission, the predecessor of the Atlanta Regional Commission (ARC). The City of Atlanta is a member of the ARC, the 10 county regional planning and intergovernmental agency. The Mayor and a City Council member serve on the ARC Board. In addition, elected officials and city staff serve on the Environment and Land Use, Transportation and Air Quality, Land Use Coordinating and the Transportation Coordinating committees. The City of Atlanta participates in ARC's transportation planning process that results in the adoption of the Regional Transportation Plan and the Transportation Improvement Plan as well as other studies and initiatives. The City is actively participating in the Atlanta Region's Plan 2040 which is an attempt to develop regional plans and policies for the next thirty years to direct resources, investments, and to provide assistance to local governments. The City has assigned two staff persons that actively participate in all Plan 2040 activities

Moreover, the City of Atlanta works cooperatively with sixteen counties in the region by participating in the Metropolitan North Georgia Water Planning. The City of Atlanta Mayor is a member of the District Governing Board. The District establishes policy, creates plans and promotes intergovernmental coordination of all water issues.

The City of Atlanta along with Fulton County and the other nine cities in the County adopted a Service Delivery Strategy (SDS) in 1999, in response to the 1997 Service Delivery Strategy Act. The SDS identifies service arrangements for 54



Community Assessment - 10. Quality Community Objectives

services. The agreements were re-evaluated and adopted in 2005 at the time that all local governments were required to adopt new 10 year Comprehensive Plans. The City of Atlanta is currently working with DeKalb County to update its Service Delivery Strategy.

Transportation has played a key role in the development of the City and region. The City of Atlanta has played a leadership role in the development of key transportation infrastructure crucial to the success of the Atlanta Region. In 1968, the residents of Atlanta, joined residents in DeKalb and Fulton Counties, in approving a referendum to designate a one cent sales tax to fund the Metropolitan Atlanta Regional Transit Authority (MARTA). Revenue from the one cent sales tax provides 67% of MARTA's annual budget. The City Council recently adopted legislation extending the one cent sales tax until 2047 to provide MARTA with the ability to expand its operations. It is the ninth largest transit system in the nation and the only one that doesn't receive state funding.

The City of Atlanta's Department of Aviation is responsible for the operation of the Hartsfield-Jackson Atlanta International Airport H-JAIA. H-JAIA is one of the key reasons many companies are located in the Atlanta Region. The Airport is the principal airport serving Georgia and the Southeastern US. It has been the world's busiest passenger airport for many years and it is gaining importance in the transportation of air cargo and freight. Currently it is one of the top 10 cargo airports in the US. The total annual, regional economic impact of the Airport is more than \$18.7 billion. In addition major railroad corridors and rail yards that move goods thru the Region and the State are located within the city limits.

The City of Atlanta is a leader in the arts. It provided funding for the Metro Atlanta Arts and Culture Coalition, a six county coalition to support arts and culture in the region.

The City, working with the United Way, has taken a leadership role in developing a regional approach to eliminate and prevent homelessness. In 2003, the Commission on Homelessness presented the Blueprint to End Homelessness in Atlanta in Ten Years. The plan serves as the framework for the City of Atlanta, Clayton, Cobb, DeKalb, Douglas, Fulton, Gwinnett and Rockdale Counties to provide service and address issues facing the homeless population.

The Atlanta Police and Fire Departments have Mutual Aid Agreements (MAGs) that are reciprocal agreements that allow each to work across jurisdictional lines in cases of emergencies. Also, each cooperates actively with Fulton County, MARTA, and other police departments; county sheriff and district attorney; State GBI and State Patrol; city schools, court, detention center, and traffic engineers; Atlanta Fire and Rescue Department; Atlanta-Fulton County Emergency Management Agency; and emergency medical services in emergency management and law enforcement. The Atlanta Fire Department cooperates with local, state and federal agencies. This includes the APD, 911, Sheriff Departments in the Atlanta Region, EPD, Emergency Management, State Fire Marshall Office, State Fire Academy, EPA and FEMA.

City of Atlanta 2011 Comprehensive Development Plan Community Participation Program



2011CDP



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COMMUNITY PARTICIPATION PROGRAM

Introduction

The Community Participation Program (CPP) is a fundamental component of the update of the Comprehensive Plan. It serves as the foundation for the development of a community-based vision and the creation of guiding principles. The CPP should reflect the full range of the community's values and desires by involving a diverse spectrum of stakeholders in the development of the Community Agenda. In order to reach and engage residents and stakeholders groups in the comprehensive planning process, the Department of Planning and Community Development-Office of Planning will undertake a proactive Community Participation Program (CPP) that allows for stakeholder input to help guide the future growth and development of the City. In summary, the goal of the Community Participation Program is to provide opportunities to comment on all or parts of the CDP, define the community's vision, identify issues, opportunities and policies, develop a city-wide character area map, and develop implementation strategies. This program will ensure a broad and effective public participation in the development of the 2011 CDP.

The Community Participation Program consists of three components described in the paragraphs below:

- Identification of Stakeholders
- Identification of Participation Techniques
- Schedule for Completion of the Community Agenda

The goal of this Community Participation Program is based on the following major principles in support of positive and broad stakeholder participation:

- Enhanced collaboration between government and stakeholders;
- Informed judgments about City activities;
- Face-to-face deliberation;
- Decisions that reflect a thorough consideration of community issues and perspectives;
- Transparent and trackable decisions; and
- Common understanding of issues and appreciation for complexity.

Identification of Stakeholders

The City of Atlanta will identify individuals and organizations who are interested in developing the Community Agenda of the 2011 CDP. The effort will be continuous throughout the planning process. As the process moves forward, additional stakeholders are likely to be identified and will be added and notified as appropriate. The stakeholders will assist in the preparation of the Draft Community Agenda through their collective and individual concerns and issues and subsequent recommendations. The final list of stakeholders will be attached in the Appendix of the final 2011 Comprehensive Development Plan once the Community Agenda has been developed. A *preliminary* list of



Community Meeting about Ft. McPherson.



Cheshire Bridge Road Community meeting.



Cascade Road - Campbellton Road Corridor Plan workshop.



Community Participation Program



2011 CDP Population presentation at an Economic Development Subcabinet meeting.



The 2011 CDP will be on the Economic Development Subcabinet agenda periodically.

stakeholders is listed below.

City Internal Organizations

- Office of the Mayor
- Atlanta City Council
- City Operating Departments

Community Groups/Neighborhood Associations

- City of Atlanta residents, property owners and business owners
- Business Associations
- Industrial Businesses and Associations
- Neighborhood Planning Units (NPUs)
- Neighborhood Associations
- Community Associations

Advocacy Groups/Non-profits

- Atlanta Habitat for Humanity
- Atlanta Housing Association of Neighborhood Based Developers (AHAND)
- Atlanta Preservation Center
- Atlanta Bicycle Coalition
- Council for Quality Growth
- Georgia Conservancy
- Georgia Health Policy Center
- Georgia Stand Up
- Park Pride
- PATH Foundation
- Pedestrians Educating Drivers on Safety (PEDS)
- Sierra Club
- Sustainable Lakewood
- Trees Atlanta
- Trust for Public Land
- Urban Land Institute
- Upper Chattahoochee River Keeper

Civic Groups/Authorities

- Atlanta Business League
- Atlanta Housing Authority
- Atlanta Public School System
- Atlanta Regional Commission
- Central Atlanta Progress
- Community Improvement Districts

Atlanta Downtown Improvement District (ADID)

Buckhead Community Improvement District (BCID)

Midtown Improvement District

- Livable Communities Coalitions
- MARTA
- Midtown Alliance

City and City-related Boards and Agencies

- Atlanta BeltLine, Inc.
- Atlanta Development Authority
- Atlanta Planning Advisory Board (APAB)
- Atlanta Urban Design Commission
- Board of Zoning Appeals
- Commission on Aging
- Keep Atlanta Beautiful
- McPherson Local Redevelopment Authority
- Sustainable Atlanta
- Tree Commission
- Zoning Review Board

Community Participation Techniques

The goal of the CPP is to educate and inform the public about the 2011 Comprehensive Development Plan. Representation from various stakeholder groups will be included to ensure broad and effective public input and comments. Community workshops will be held to discuss issues and opportunities important to the community now and in the future. Through the public participation process, the main topics presented in the Comprehensive Development Plan will be discussed. These are:

- Population



Community Participation Program



HE Holmes LCI workshop.

- Economic Development
- Housing
- Natural and Historic Resources
- Community Facilities and Services,
- Intergovernmental Coordination
- Transportation
- Urban Design
- Land Use

Previous Community Participation Efforts

The Department of Planning and Community Development, in recent years, has completed two major planning efforts and as a part of these efforts undertook an extensive community engagement process. These planning efforts included the Atlanta Project Greenspace and the Connect Atlanta Plan. Both have been adopted into the Comprehensive Development Plan. Information obtained during the community participation segments of these planning processes will be utilized in the development of the Community Agenda. Additionally, several of the community participation techniques employed for these plans will be utilized in the development of the Community Agenda.

Public input, informative, interactive and partnerships are the types of community participation techniques that will be used to develop the Community Assessment. Each of these is detailed below.

Public Input

- **Public Hearings:** The Department of Planning and Community Development-Office of Planning (DPCD –OoP) routinely conducts as well as staffs public hearings for various planning processes. The development of the 2011 Comprehensive Development Plan will include at a minimum the two required public hearings. The Department will advertise all public hearings in compliance with adopted City guidelines for public participation. Notification of the public of these hearings will include advertisement in a paper of general circulation, inclusion of notices on monthly Neighborhood Planning Unit (NPU) agendas, email distribution lists of City Council members, neighborhood associations, APAB, and NPUs, advertisement on the City's Channel 26 and the City's website. The initial public hearing will provide the public the opportunity to provide input and comment on the draft CPP before the City Council transmits the Draft Community Assessment and the CPP to the Atlanta Regional Commission and the Department of Community Affairs for review and comment. The second public hearing will provide the public the opportunity to review and comment on the Community Agenda, developed in conjunction with the various stakeholders throughout the implementation of the Community Participation Program.
- **City's Website:** The Department will establish a webpage exclusively



Community meeting for the South Moreland LCI.



Community meeting for the 2008 CDP.

devoted to the planning process for the CDP. This website will be one avenue to ensure that up-to-date information on the planning process is readily available, public presentations, newsletters, planning documents, etc will be made available via the website.

- **Website Response Contact:** The Department will also establish a system on the website that will allow the public to send email messages to the planning team working on the comprehensive plan.
- **On-line Survey:** The Department will develop a questionnaire that will seek to obtain comments, opinions and community goals on the planning issues and opportunities.

Informative

- **Community Workshops:** The Department proposes to conduct three series, at a minimum, of community workshops to assist with the development of the Community Agenda. These workshops are proposed to be held by grouping study areas and/or individual study areas, depending on topics of discussion. Each workshop will be held three times at various locations throughout the City to encourage participation and increased attendance. The City of Atlanta has 25 NPUs and each is in one of the seven study areas (see map below).

Outreach will expand beyond the traditional NPU mailing list to ensure notification of a broader range of citizens. The purpose of the first series of meetings will be to outline the plan requirements, review the summary of the Community Assessment and present the draft Community Participation Program. This workshop will also include a discussion of planning issues and opportunities utilizing the Draft Community Assessment as a benchmark.

The second series of workshops will focus on delineating character area and identifying visions and policies for each. Input will be obtained on the collective vision for the future of the City as well as to solicit ideas for strategies and projects to include in the draft implementation program. The third series of workshops will finalize character areas vision and policies and review preliminary policies in the Draft Community Agenda. A final community workshop will be held prior to the June 13, 2011 public hearing to present the major findings and recommendations of the Community Agenda.

- **APAB:** According to the City of Atlanta Code of Ordinances, the Atlanta Planning Advisory Board (APAB) may serve as an advisory board on the city-wide problems, issues, goals and objectives relative to the preparation and updating of the CDP. APAB may advise the City on matters relating to citizen organizations and participation in the planning process. The Office of Planning staff will provide periodic updates at APAB meetings and will work with APAB subcommittees in more depth regarding the CDP. APAB will facilitate education and participation in the CDP and be a liaison to the NPUs. The Office of Planning staff has presented information regarding the 2011 CDP at its August 2010 meeting and at APAB's October 2010 retreat.



NPU planners will give periodic updates about the 2011 CDP at NPU meetings.



Community meeting for the 2008 CDP.



Workshop for the North Highland Corridor Plan

Community Participation Program



Periodic updates about the 2011 CDP will be given at APAB meetings.



A presentation about the CDP planning process, the CPP and character areas was given at the APAB retreat on October 16, 2010.



Poncey-Highland Master Plan community workshop.

- **Speakers Bureau:** The Department will assemble a core group of planners who will be available to attend City Councilmember Town Hall/Summit meetings, city-related agency meetings and neighborhood meetings to discuss the planning process associated with the 2011 CDP.
- **Printed Public Information:** The Department will create outreach materials to help the public understand the 2011 CDP planning process. These materials will be distributed at public meetings and other geographical locations to educate and establish visible, continuous public feedback. Examples of printed materials include fact sheets, notices and email blasts.
- **Public Displays:** The Department will work with the public libraries or other public buildings in the quadrants of the City to establish a depository which will include information on the 2011 CDP planning process. This depository will include, at a minimum, maps, photos and narrative.
- **Newsletters/Press Releases:** The Department will work with its Public Information Manager and the City's Department of Communication to develop press releases and an electronic newsletter which highlights major miles of the CDP planning process.

Interactive

- **Social Networks:** In addition to providing information on the City's website, there will be an opportunity to provide interactive feedback with on-line social networks.
- **Community Workshops:** As indicated earlier, the Department proposes to conduct three series, at a minimum, of community workshops to assist with the development of the Community Agenda. These workshops will not only serve to inform the community, but to interact with the community as well.
- **City Council One-on-One Discussions and Work Sessions:** The Department will work with the City Council members to review the overall Draft Community Assessment and Community Agenda as well as the areas specific to their individual districts. Input will also be obtained on other areas that can be leveraged to obtain citizen input.
- **City Operating Department Work Sessions:** The Department will work with the Commissioner and key staff members of the various operating departments to review the planning issues and opportunities and to ensure that the focus of their departments is fully recognized in the CDP.
- **Open House:** The Department will hold and conduct a series of four Open Houses during the day to allow citizens the opportunity to come and review plan progress and talk with staff on a one-on-one basis.

Partnerships

The Department proposes to leverage the partnerships with the stakeholders identified in the preliminary list as well as those that will be added to ensure the dissemination of information regarding the update of the 2011 CDP. A list of those currently identified is listed in the Identification of Stakeholders section of the CPP.

An established partnership with the Economic Development Subcabinet is a great opportunity for receipt of input from various stakeholders previously identified. This Subcabinet is a working committee of City staff, City of Atlanta Commissioners, the Mayor's Office, Atlanta Development Authority staff, and other key employees. Presentations will be made on a regular basis to introduce the planning process, present information from the plan as well as major findings and recommendations. The Economic Development Subcabinet members will also provide valuable input and review during the development of the Community Assessment and the Community Agenda.

One example of a recent partnership is that with Sustainable Atlanta in their "EnvisionATL". EnvisionATL is a forum open to anyone interested in helping build a shared aspiration and vision for a more sustainable Atlanta. EnvisionATL began conversations to develop a Sustainable Vision for Atlanta and to assist in the creation of their Sustainable Dashboard.

The Department has also recently partnered with the Georgia State University Health Policy Center. The Center provides evidence-based research, program development and policy guidance on local, state and national levels to improve health status at the community level. The Center conducts, analyzes and disseminates qualitative and quantitative findings to connect decision makers with the objective research and guidance needed to make informed decisions about health policy and programs. Most recently, the Department participated in a forum in Washington, D.C regarding "Health in All Policies". Health in All Policies is a strategy that strengthens the link between health and other policies, creating a supportive environment that enables people to lead healthy lives. Health in All Policies addresses health across policies in all sectors, including: housing, transportation, education, employment, land use, environment and agriculture.

Schedule

The Community Agenda will be completed between January and June 2011. After the June 13, 2011 2nd Quarter CD/HR public hearing, the Community Agenda will be transmitted to the Atlanta Regional Commission and the Georgia Department of Community Affairs for a 120 day review. After the review is completed the 2011 CDP will be before the Atlanta City Council for adoption by October 31, 2011. The table on the following page shows the schedule for the completion of the Community Assessment and the Community Agenda.



2011 CDP Economic Development presentation at an Economic Development Subcabinet meeting.



Sustainable Atlanta kicked off EnvisionATL on October 13, 2010 in the historic City Council Chamber.

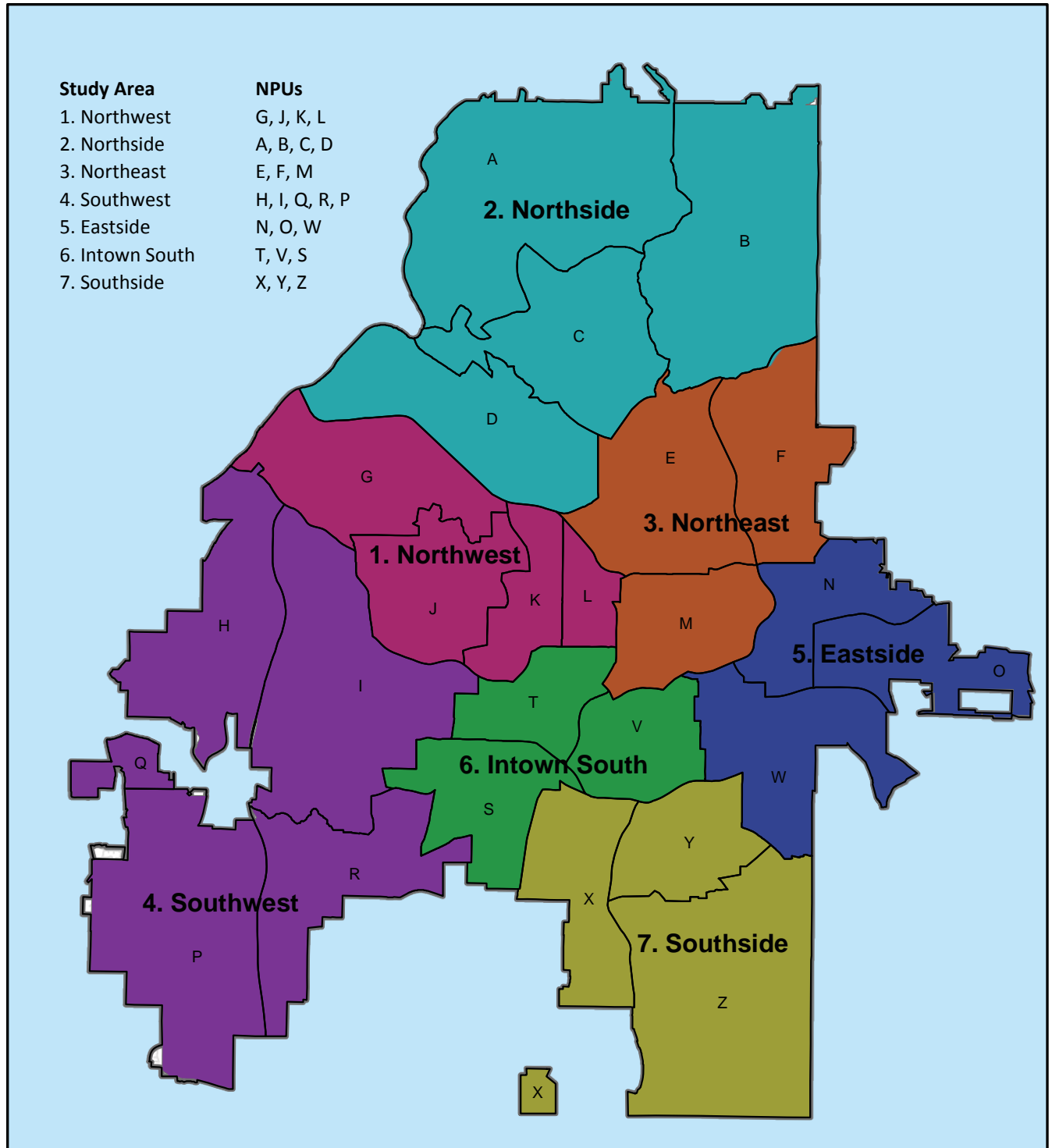


Small groups visioning sessions were held to discuss water, land, air and material resources at EnvisionATL.

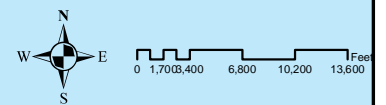


Community Participation Program

2011 CDP - Schedule for Completion of the Community Agenda												
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	2011	
Community Assessment and Community Participation Plan												
Draft Community Assessment (CA)												
Presentation at APAB meetings about the 2011 CDP and the Planning Process												
Economic Development Subcabinet presentations/discussions												
Sustainable Atlanta - Envision ATL												
Develop Community Participation Program (CPP)												
City Council Overview and One-on-One Sessions												
Community Assessment (CA) and Community Participation Program (CPP) draft completed by Office of Planning staff and available for review												
First public hearing on November 29, 2010 for CA and CPP and adoption of Transmittal Resolution of CA and CPP by City Council												
ARC and DCA 30 day review of CA and CPP												
2011												
Community Agenda	Jan	Feb	March	April	May	June	July	Aug	Sep	Oct		
Community Meetings												
Presentations with Partners												
Stakeholder Interviews												
Economic Development Subcabinet presentations/discussions												
Draft Community Agenda completed												
City Council Overview and One-on-One Sessions with Operating City Departments												
Final Community Meeting												
Second Public Hearing on June 13, 2011 for Draft Community Agenda and adoption of Transmittal Resolution of Community Agenda by City Council												
Approval of the Community Agenda												
ARC and DCA 120 day review of Community Agenda												
City Council Adoption of 2011 CDP												



Study Areas and NPUs



2011 CDP



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City of Atlanta 2011 Comprehensive Development Plan Community Agenda



2011CDP



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INTRODUCTION

The Community Agenda is the third part of the 2011 Comprehensive Development Plan. It is the implementation component of the Comprehensive Development Plan. It includes a citywide vision, issues and opportunities, policies, character area maps and implementation recommendations. The Short Term Work Program portion of the 2011-2016 Capital Improvements and Short Term Work Program also includes programs, initiatives and projects to implement the vision and policies of the Comprehensive Development Plan over the next twenty years.

Community Participation and Plan Development

City of Atlanta residents, property owners, business owners and other stakeholders participated in the development of the Community Agenda. A Training 101/Visioning workshop, three rounds of meetings, two open houses, a public hearing, an online survey and presentations at various community groups provided opportunity for community input. Almost 570 people attended the Training 101 Workshop and the three Rounds of meetings.

Training 101 Workshop

The 2011 CDP Community Agenda was kicked-off at the Training 101 Workshop held on January 29, 2011 at the Helene Mill Senior Center. Information on the planning process for developing the Comprehensive Plan and particularly the Community Agenda was presented as well as highlights on population, economic development and transportation. Participants shared their vision for the City of Atlanta.

Round 1 Meeting: Vision, Issues and Opportunities

A Round 1 meeting was held in each of the seven Planning Areas between January 27th and February 17, 2011. An introduction to the 2011 Comprehensive Development Plan, the planning process and some of the issues and opportunities for each of the topics (population, economic development, housing, natural & historic resources, community facilities, intergovernmental coordination, transportation, urban design and land use) included in the Community Assessment was presented at the meeting. This was followed by small facilitated group discussions. Each group talked about: what is your vision for the City of Atlanta? What are the main issues and What are the main opportunities facing your community and the City of Atlanta. Afterwards, each table presented the vision, issues and opportunities discussed.

Round 2: Character Areas

Round 2 meetings were all held in each of the seven Planning Areas from March 1 to March 24th, 2011. All of the vision, issues and opportunities discussed during the Round 1 meetings were compiled and organized by each planning topic and printed in poster sized sheets. People that attended the meetings were asked to “vote” on their top six visions, issue and opportunity by placing an adhesive dot next to the statement that expressed their views. Anyone could write in additional vision, issues and opportunities statements. Atlanta Planning Advisory Board (APAB) members and NPU leaders that at-



Community Agenda - Introduction

**DEPARTMENT OF PLANNING &
COMMUNITY DEVELOPMENT**

OFFICE OF PLANNING
55 THURLEY AVE., SW
ATLANTA, GA 30303
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2011 CDP


2011 Comprehensive Development Plan 101 Training Workshop

The City of Atlanta's Office of Planning is in the process of developing the 2011 Comprehensive Development Plan (CDP). To assist City residents in understanding the CDP process, requirements, and the new standards required by the State, the Office of Planning is sponsoring a "CDP 101 Workshop" to help the community better understand the different standards and requirements as set forth by the Georgia Department of Community Affairs.

<p>CDP 101 Workshop: Saturday, January 29, 2011 9:30 A.M. to 12:00 P.M. at Helene Mills Senior Center 515 John Wesley Dobbs Avenue, N.E.</p>	<ul style="list-style-type: none"> - The purpose of the CDP is to set forth policy to guide the growth and development of the City. - The first draft of the CDP must be sent to the Georgia Department of Community Affairs and the Atlanta Regional Commission no later than July 5, 2011. - The City of Atlanta Charter mandates the preparation of a CDP every 3 to 5 years. - The Georgia Planning Act of 1989 requires all cities and counties to create a comprehensive plan. - The Atlanta City Council must adopt the CDP by October 31, 2011.
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This meeting will provide information on the framework for the CDP Study Area meetings planned during the months of January-May 2011. These meetings will be held throughout the City and will allow stakeholders participation in shaping the final document, to be subsequently adopted by the Atlanta City Council. Meeting schedules will be emailed to NPIUs, neighborhood associations and other stakeholders in mid January and will also be on the Office of Planning's web page: <http://www.atlanta.gov/government/planning/cdp.aspx>.


For more details, please contact Jessica Lavander at jlavander@atlantaga.gov (404-865-8522), Jewelle Kennedy at cdcpjennedy@atlantaga.gov (404-865-8551), or Garnet Brown at garnet@atlantaga.gov (404-330-6724).



2011 CDP

COMMUNITY MEETINGS

ROUND 1: ISSUES AND OPPORTUNITIES



The Office of Planning is working with all City stakeholders in the development of the 2011 Comprehensive Development Plan. You are invited to attend any of the first round of meetings of the 2011 CDP to discuss "Issues and Opportunities" to develop a blueprint for City growth and development.

Date	Location	Study Areas / Neighborhood Planning Units
All Meetings are from 6:30 PM to 8:30 PM		
January 27, 2011	The Center for Working Families/ Dunbar Center 477 Windsor Street SW Suite 101	Intown South T, V, & S
January 31, 2011	Rosel Fann Recreation Center 365 Cleveland Avenue SE	Southside X, Y & Z
February 3, 2011	Adamsville Recreation Center Auditorium 3201 Martin Luther King, Jr. Drive SW	Northwest G, J, K & L
February 7, 2011	Hillside Facility 1301 Monroe Drive NE	Northeast E, F, & M
February 10, 2011	Martha Brown UMC 468 Moreland Avenue	Eastside N, O, & W
February 15, 2011	Trinity Presbyterian Church 3003 Howell Mill Road NW, Room B-110	Northside A, B, C, & D
February 17, 2011	Mt. Carmel Baptist Church 2755 Campbellton Road SW	Southwest H, I, J, & R

For more information visit: <http://www.atlantaga.gov/government/planning/cdp.aspx>
Comments or questions: send an email to cdp2011.comments@atlantaga.gov



Round 2 meeting in the Intown South Planning Area.

tended the APAB training on February 19, 2011 also “voted” on their top issues and opportunities. The results of the voting are in the Appendix.

The second part of the meeting focused on character areas. After a presentation introducing the concept of character areas, meeting participants reviewed the draft Character Area maps prepared by City of Atlanta staff and included in the Community Assessment. They also discussed the key characteristics that are present, the desired characteristics, as well as what to preserve/maintain, change/redevelop, create and connect for each Character Area.

Round 3: Implementation

Round 3 meetings were also held in each of the Planning Areas from April 19th to May 5th 2011. The meeting started with a presentation on the top vision, issues and opportunities that resulted from the voting during the Round 2 meetings. This was followed by a brief presentation on the Character Areas and the changes to the Character Area maps made as a result of the comments made during the previous round of meetings. During the remainder of the meeting, participants reviewed the sheet for each Character Area and focused on reviewing and making comments to the recommended the policies and implementations measures.

Meeting and Presentations

Office of Planning staff made presentations and discussed the various components of the 2011 Comprehensive Development Plan with various stakeholders. Below is a summary of these meetings.

Economic Development Subcabinet: This Subcabinet is a working committee of City staff, City of Atlanta Commissioners, the Mayor's Office, Atlanta Development Authority staff, and other key employees. The Economic Development Subcabinet is one of the key partners in the development of the 2011 CDP. Presentations on the 2011 CDP were made of a regular basis. These include: an introduction to DCA's Standards and Procedures for Local Comprehensive Planning as well as the proposed schedule to formulating the 2011 Comprehensive Development plan (April 22 and July 8th, 2010), a presentation by Cropper GIS and McKibben Demographics on the population forecast and by Ken Bleakly on the Economic Development section (September 9, 2010), a presentation on the Community Assessment and the Community Participation Program (October 14, 2010) and a presentation on the top Vision, Issues and Opportunities from the community meetings (March 24, 2011).

Atlanta Planning Advisory Board: According to the City of Atlanta Code of Ordinances, the Atlanta Planning Advisory Board (APAB) may serve as an advisory board on to the preparation and updating of the CDP. APAB, composed of two representatives of each of the 25 Neighborhood Planning units, facilitated education and participation in the development of the 2011 CDP. APAB allocated time during some of their regular monthly meetings, a retreat and training to the CDP. Presentations made at APAB meetings include: an introduction to DCA's Standards and Procedures for Local Comprehensive Planning, the proposed schedule to formulating the 2011 Comprehensive Development plan as well as some initial findings (August 21, 2010), presentation



on the Community Participation Program and Character Areas (October 16, 2010), presentation on Character Areas as well as “voting” on top issues and opportunities (February 19, 2011), presentation on the top vision, issues and opportunities (May 21, 2011).

Mayors Cabinet: The Mayor’s staff as well as the City Department Commissioner’s attend the weekly Mayor’s Cabinet meeting. Presentations to the Mayor’s cabinet comprised of an introduction to DCA’s Standards and Procedures for Local Comprehensive Planning as well as the proposed schedule to formulating the 2011 Comprehensive Development plan (September 20, 2010), a presentation by Ken Bleakly on the Economic Development section (October 4, 2010), and a presentation on the top vision, issues and opportunities (April 25, 2011).

City Council Community Development and Human Resources Committee (CD/HR): The Comprehensive Development Plan is under the purview of this City Council Committee. Presentations to CD/HR consisted of an introduction to DCA’s Standards and Procedures for Local Comprehensive Planning as well as the proposed schedule to formulating the 2011 Comprehensive Development plan (November 9th, 2010), and a presentation on the top Vision, Issues and Opportunities from the community meetings (March 29, 2011). In addition to the presentations, the public hearings for the 2011 CDP on November 29, 2010 and on June 13, 2011 were held during the CD/HR committee quarterly public hearings. The transmittal of the Community Assessment & the Community Participation Program and the Community Agenda to the Atlanta Regional Commission and the Department of Community Affairs are voted on the CD/HR.

Other presentations: Several presentations were made during the development of the Community Agenda. These include a presentation to the Atlanta Housing Association of Neighborhood Based Developers (March 17, 2011), the Atlanta chapter of the Congress for New Urbanism (March 17, 2011), the Atlanta Advisory monthly meeting of the Council for Quality growth (April 6th) and a quarterly Central Atlanta Progress town hall meeting (April 28, 2011). Finally, brief presentations/announcements about the 2011 CDP and upcoming meetings were made at Neighborhood Planning Unit monthly meetings.

On-Line Survey


A brief 14 question on-line survey was completed by 760 people. The survey included questions about vision, issues, opportunities and development. Survey responses supplemented information gathered from the community meetings.

City Departments and Agencies

Each City Department or Agency is responsible for preparing their corresponding portion of the Comprehensive Development Plan. In the Community Agenda, Departmental/Agency staff was responsible for:

- **Issues and Opportunities:** reviewing the list of Issues and Opportunities from the community and incorporating some of these into the list of Issues and Opportunities from the Community Assessment.

2011CDP



**COMMUNITY MEETINGS
ROUND 2:
CHARACTER AREAS**

The Comprehensive Development Plan is the City's guide to growth and development. The Office of Planning is working with all City stakeholders in the development of the 2011 Comprehensive Development Plan. Character Areas are a new component of the 2011 CDP. You are invited to attend any of the second round of meetings of the 2011 CDP to discuss and delineate your community's Character Areas as well as to develop vision and policies for each Character Area.

Date	Location	Study Areas / Neighborhood Planning Units
All Meetings are from 6:30 PM to 8:30 PM *March 10th meeting at Helene Mills is from 6:00 PM to 8:00 PM		
March 1, 2011	Georgia Hill Community Center 250 Georgia Avenue SE	Intown South T, V, & S
March 3, 2011	Berean 7th Day Adventist 291 Hamilton E. Holmes Drive NW	Northwest G, J, K & L
March 7, 2011	The Trolley Barn 963 Edgewood Avenue	Eastside N, O, & W
March 10, 2011	*Helene S. Mills Senior Facility 515 John Wesley Dobbs Avenue	Northeast E, F, & M
March 15, 2011	Atlanta Ballet-Michael C. Carlos Dance Centre 1695 Marietta Blvd NW	Northside A, B, C, & D
March 21, 2011	Adamsville Recreation Center Auditorium 3201 Martin Luther King, Jr. Drive SW	Southwest H, I, P, Q, & R
March 24, 2011	Rosel Fann Recreation Center 365 Cleveland Avenue SE	Southside X, Y & Z

For more information visit: <http://www.atlantaga.gov/government/planning/cdp.aspx>
Comments or questions: send an email to cdp2011comments@atlantaga.gov

2011CDP



**COMMUNITY MEETINGS
ROUND 3:
IMPLEMENTATION**

The Comprehensive Development Plan is the City's guide to growth and development. The Office of Planning is working with all City stakeholders in the development of the 2011 Comprehensive Development Plan. In the Final Round of meetings we will be discussing implementation strategies and reviewing the work completed to date.

Date	Location	Study Areas / Neighborhood Planning Units
All Meetings are from 6:30 PM to 8:30 PM		
April 19, 2011	KIPP Strive Academy 1444 Lucile Avenue SW	Intown South T, V, & S
April 21, 2011	Atlanta Masonic Center 1690 Peachtree Street NW	Northeast E, F, & M
April 25, 2011	Springfield Missionary Baptist Church 1730 Hollywood Road NW	Northwest G, J, K & L
April 28, 2011	Mt. Carmel Baptist Church 2755 Campbellton Road SW	Southwest H, I, P, Q, & R
May 2, 2011	Brannan Towers 1200 Glenwood Avenue, SE Park on Brownwood Avenue	Eastside N, O, & W
May 3, 2011	Arthur B. Langford Recreation Center 1614 Arthur Langford Jr Place, S.E	Southside X, Y & Z
May 5, 2011	Trinity Presbyterian Church 3003 Howell Mill Road NW, Room B-110	Northside A, B, C, & D

For more information visit: <http://www.atlantaga.gov/government/planning/cdp.aspx>
Comments or questions: send an email to cdp2011comments@atlantaga.gov



2011 CDP Presentation at the Economic Development Subcabinet



Community Agenda - Introduction



Prioritizing Issues and Opportunities at ABAP training on February 19, 2011.

- Implementation Strategies: Articulating a 5 year strategy to addressing Issues and Opportunities
- Policies: Creating, reviewing or revising the policies included in the 2008 CDP.

Review and Approval Process

After the completion of the Community Agenda, the second required public hearing was held to brief the community on the contents of the Community Agenda, provide an opportunity to make comments, and to notify the community of when the Community Agenda was submitted to the regional center for review. The second public hearing was held during the 2nd quarter City Council Community Development and Human Resources Committee (CD/HR) public hearing on June 13, 2011. After the approval of the Transmittal Resolution by CD/HR and City Council, the Community Agenda of the 2011 CDP was transmitted to the Atlanta Regional Commission (ARC) and the Department of Community Affairs (DCA) for a 60 day review. After their review was complete, ARC and DCA transmitted a report of its findings and recommendations to the City of Atlanta. Afterwards, the City of Atlanta will be able to adopt the 2011 Comprehensive Development Plan prior to the October 31, 2011 deadline. The City of Atlanta will notify DCA once the 2011 Comprehensive Plan has been adopted. DCA in turn will issue a letter certifying that the City of Atlanta is a Qualified Local Government (see Appendix for Transmittal Resolution and letters of Review from ARC and DCA).



Vision, Issues and Opportunities prioritization in the Northside Round 2 meeting.



Character Area discussion in the Northeast Planning Area Round 2 meeting.

COMMUNITY VISION

The Community Vision paints the overall picture of what the City of Atlanta hopes and desires to become in the future. The Vision Statement incorporates the main comprehensive development plan topics: population, economic development, housing, natural and cultural resources, community facilities, transportation, and land use. This vision was developed as a cooperative effort through community meetings and on-line survey with the Atlanta stakeholders and the City of Atlanta's Office of Planning staff.

VISION STATEMENT

Atlanta is a vibrant city. It promotes sustainability, economic growth and development; protects its natural and cultural resources and builds a successful future for its residents. Health, housing, education and transportation opportunities are major factors in the City's continuous work to enhance the quality of life for its resident's livability. Over the next 20 years, the City will be a place where communities are better connected to each other and there are ample opportunities in which to invest, live, work, play, and raise a family.

Atlanta will:

- Be a diverse community in terms of race, age, and income by focusing on its youth and attracting young professionals while planning for an aging population;
- Focus development in Northwest, South, Southeast and Southwest Atlanta and redeveloping of the commercial corridors and neighborhood centers;
- Have a strong, diverse economic base that provides a range of businesses and employment opportunities that meet the needs of City residents;
- Have a revitalized Downtown that serves as the heart and soul of the City; while continuing to ensure the vitality of its major employment centers;
- Promote neighborhood-scaled nodes with quality retail and cultural opportunities;
- Promote economic development through investments in transportation infrastructure;
- Have a diverse and balanced housing stock that provides affordable housing, options to meet the needs at each stage of life, a range of incomes and economic situations, and proximity to jobs and services;
- Have an adequate infrastructure for special needs populations dispersed throughout the City;
- Brand the City neighborhoods' identity by preserving the unique character of established neighborhoods and supporting revitalization efforts that will increase housing opportunities and neighborhood stability;
- Respect and maintain the character of the City's residential neighborhoods and preserve single-family residential neighborhoods;
- Revitalize and protect historic buildings, sites and neighborhoods that tell the City's story and ensure infill development that preserves neighborhood character;
- Preserve historic African-American neighborhoods and promote their revitalization;
- Preserve and enhance natural resources – watersheds, streams and waterways- and maintain the tree canopy;
- Be a sustainable City in terms of energy, waste-recycling, water management, land use, site design and green



Community Agenda - 1. Vision

building well as local food production/urban agriculture in order to ensure a clean, healthy and attractive City and neighborhoods;

- Have an urban environment that promotes community health and physical activity for all age groups;
- Have active and engaged stakeholders that participate in City government and play a key role in achieving its vision;
- Have a quality educational institutions that meet the needs of residents;
- Be a bikeable, walkable and pedestrian-oriented community offering a variety of safe transportation options such as sidewalks, streetscapes, greenway trails, bike lanes, and ADA accessibility;
- Expand MARTA and public transit services with increased access to transit throughout the City, and
- Develop a balanced, multi-modal transportation system that provides choices beyond the private automobile for local and regional trips; and
- Provide City services efficiently, have infrastructure in good repair, be safe and clean, have abundant, accessible and well maintained parks and greenspace, and a develop a long term water supply.

ISSUES AND OPPORTUNITIES

Population

Issue

- According to the 2010 U.S. Census, the City of Atlanta's population is 420,003. The population increased by 3,539 people from the 2000 U.S. Census population of 416,474. Some Census Tracts gained population and others lost population. This is much lower than the 2009 US Census population estimate of 450,921.

Opportunity

- The City of Atlanta will challenge the 2010 Census population figure of 420,003 following the Count Question Resolution process established by the U.S. Census Bureau.

Economic Development

Issues

- The City experienced significant job loss over the decade.
 - The number of jobs in the City decreased by 90,305 jobs, or 19.3%, from 2000 to 2009.
- The percentage of Atlanta's population living in poverty is higher than the county, state and the nation. However, the proportion of Atlanta's living in poverty decreased over the decade.
 - The percentage of Atlanta's living below the poverty rate has decreased during the past nine years, from 25.9% of all residents to 22.5% in 2009. The absolute number of persons living in poverty remained fairly stable, increasing slightly from 114,617 in 2002 to 116,092 in 2009.
- Over the past 10 years there has been a loss of industrially designated land uses and industrially zoned land
 - Industrially zoned land has been rezoned for non-industrial uses resulting in conflicting land uses, loss of industrial uses and loss of jobs
- There has been disinvestment along commercial and industrial corridors and districts as well as neighborhood commercial districts. There is a lack of grocery stores and retail in many areas of the City. The retail in some corridors do not serve the needs of the adjacent communities (i.e. too many auto salvage, adult business liquor stores).
- 3 out of 5 working Atlantans leave the city for work while 4 out of 5 workers in Atlanta come from elsewhere.
 - 58% of Atlanta residents that are in the workforce work outside of the Atlanta city limits. 82% of the people that work inside of the Atlanta city limits, live outside of the city.
- Atlanta has a high share of high skill jobs and low wage jobs but a low share of jobs in middle wage industries.
- A high percentage of residents (46%) have a college degree. At the same time, high percentage of residents (39%) only have high school diploma or lack a high school diploma.
- Development of the Atlanta BeltLine will adversely impact logistics and industrial uses.
- Quality of life in the City needs to be improved to support recruitment and retention of firms



Community Agenda - 2. Issues and Opportunities

Opportunities

- The City of Atlanta is still the premiere job center for the Atlanta MSA and the state of Georgia.
 - In 2009, jobs in the City of Atlanta, represented 17.1% of the Atlanta MSA's jobs (2.2 million) and 9.9% of the State's jobs (3.8 million).
- Atlanta has a diversified economy, some industries are clearly growing.
- Atlanta is a regional and national serving economy for Tourism, Higher Education, Sports and Entertainment and through Hartsfield-Jackson Atlanta International Airport and its supported industries.
- Opportunity Zone Designation in select areas of the City will provide state job tax credits and will provide incentives for job growth and creation.
 - Thirty three proposed opportunities zones were submitted to the Georgia Department of Economic Development for designation. Areas submitted include portions of Downtown, Midtown, activity nodes in various commercial corridors, industrial areas including Atlanta Industrial and Southside Industrial Parks, the Chattahoochee District. The Fort McPherson site is also part of the proposed submitted sites.
 - The Southside Park and City Hall East received Opportunity Zone designation in 2011 making these areas potential targets for development and redevelopment.
- Commercial TADs play an important role in helping revitalize priority economic development corridors and redevelopment areas. There should also be a focus on neighborhood economic development.
 - Four commercial corridors including portions of Campbellton Road, Metropolitan Parkway, D. L. Hollowell, Martin Luther King Drive and the Stadium Neighborhoods have commercial tax allocation district designation. This economic development tool is helping revitalize these corridors
- Tax Allocation districts will continue to play an important role in leveraging private investments that contribute to the City's revitalization.
- There is a coordinated effort to attract/retain and grow biosciences around research institutions, medical facilities and Ft. McPherson.
- Technology Enterprise Park at Georgia Tech is already home for many life science businesses and should be supported
- Concentration of colleges, universities, research institutions will promote innovation, research, jobs and attract a talented and well educated workforce.
- With the expansion of cargo capacity at HJIA, Atlanta will continue and expand its capacity for freight and cargo transportation.
- The City of Atlanta will continue and expand its role as a tourist and meeting destination.
 - Capitalize on the Hartsfield-Jackson Atlanta International Airport is the world's most-traveled airport serving over 90 million passengers annually. 80 percent of the U.S. can be reached within a two-hour flight and 90 international destinations in 55 countries can be reached nonstop.
- Morehouse School of Medicine is developing a life science incubator and a Global Health center
- The Georgia Entertainment Industry Investment Act that provides as much as 30 percent tax credits for qualified production and post production expenditures has played a key role in the TV, music and video production growth.

Community Agenda - 2. Issues and Opportunities

- Television, music and video production continue to grow.
 - o The Georgia Film and Television Center best known as Screen Gems invested \$7.5 Million at Lakewood Fairgrounds in the renovation of four buildings and construction of production facility into 211, 500 square foot film, television and digital production studio.
 - o Panavision, the worldwide market leader in the design, manufacture and rental of camera systems opened a 10,000-square-foot facility, full service camera rental office, in West Midtown in 2011
- Atlanta has become a target market for investors in the Federal New Markets Tax Credit program, which attracts private capital to finance commercial development in distressed neighborhoods.
- New Market Tax Credits provide low cost loans for commercial development in distressed areas.
- Federal resources to support healthy food retail are now available through the Healthy Food Financing Initiative, a new collaboration between the department of the Treasury, Agriculture, health and Human Services. Active steps to attract grocery stores and fresh food to underserved areas is needed.
- Capitalize on the abundance of available class A office space to attract new corporate headquarters
- Recently completed Industrial study is a guide to retention, growth and will lead to the creation of an industrial council.
- Southside Industrial Park and Zip industrial should be revitalized to attract developers to build more facilities to capitalize on the proximity to the airport's cargo facility.

The City should focus on three key economic strategies for its future - economic expansion, economic innovation and economic reinvestment.

Economic Expansion

- Expand the number of business enterprises in the City to create jobs and economic prosperity for Atlanta's citizens and provide the tax base to support needed city services and amenities.
- Continue to leverage Atlanta's dominant position as the global portal for the Southeastern U.S. through the growth of passenger and freight activity at Hartsfield-Jackson International Airport, improved rail and truck transportation through the city, and the City's appeal to global enterprises as a great place for business.
- Enhance the role of the City as the hub for regional transit and other transportation networks to allow the easy access to jobs and commerce that are the lifeblood of the city.
- Continue to promote Atlanta and its many assets as a tourist and meeting destination nationally and internationally

Economic Innovation

- Support the development of the City's key assets for knowledge based businesses which are its colleges and universities, applied research facilities, its major medical institutions.
- Recognize the critical importance as a key economic development strategy of making improvements to the City's quality of life in terms of parks, cultural amenities and livability.
- Support critical investments in major transformative initiatives such as the Atlanta BeltLine and Fort McPherson which can reposition key areas of the City for the future.



Community Agenda - 2. Issues and Opportunities

Economic Reinvestment

- Concentrate on strategies to retain more of Atlanta's resident spending in the city by providing appealing retail and service areas convenient to all of Atlanta residents and businesses.
- Assure the provision of a wide range of housing options in neighborhoods which can meet the needs of the City's diverse workforce.
- Partner with Atlanta Public Schools to create a neighborhood-based educational system that can become a key asset in attracting residents to live and work in Atlanta.
- Through collaboration with the City's educational institutions, provide job readiness skills, skills training and career-based educational services to train and prepare the City's workforce for tomorrow's economy.
- Enhance the quality of the City's infrastructure to support the continued growth of businesses and enterprise in the City, including the technological networks needed to capitalize on the era of Globalization 3.0.

Housing

Issues

- The availability of quality affordable housing has become scarce as living intown closer to the job market has become increasingly desirable, the prices of residential real estate particularly new construction, has risen above threshold for what the Department of Housing and Urban Development (HUD) considers to be affordable. There is a need for affordable senior housing.
- Many of the affordable housing developments in the City are being replaced with market rate housing, thus decreasing the number of available affordable housing units. In addition, affordable housing, Section 8 housing appear to be concentrated in some parts of the City.
- Many of the new housing units, both for rent and for sale, are not affordable to those earning the median household income.
- Historically, the city's residential market consisted of mostly single family homes. It wasn't until the 1990s that the housing market expanded significantly to include a variety of apartment complexes, townhome communities and both low and high rise condominiums. This has provided some variety in the city's housing market to meet residents' needs at all stages of life, but it still falls short of optimum. The city also lacks available housing for the Special Needs community.
- As more residential options become available intown, the gap between housing and major employment centers is closing. There is still a major disparity in the location of housing and the location of employment centers. This leads to increase commuting distances and longer travel times.
- The City's ability to provide housing code enforcement is out-paced by the rate at which code violations occur and can be addressed therefore, substandard housing persists.
- Given the increases in energy costs, the current housing market has not responded sufficiently towards the production of energy efficient homes. This is particularly true in affordable housing where most developers see energy efficiency as an added cost that cannot be passed on to the end user.

Community Agenda - 2. Issues and Opportunities

- There are many neighborhoods, particularly the south and west side with concentrations of homes in foreclosure, vacant and abandoned, with an average vacancy rate of almost 30%, due to the problems in the sub-prime mortgage industry. This issue directly impacts the quality of life in these neighborhoods. These unoccupied units are likely to become targets for vandalism, squatters, theft, and deterioration. Additionally they drain city resources and destabilize neighborhoods.
- While the numerous vacant properties are a challenge today, allowing them to persist in the coming years will magnify the problem exponentially as buildings and neighborhoods become increasingly blighted with neglect. A normal response will not suffice, particularly since the traditional resources are shrinking. The federal Neighborhood Stabilization Program, the single financial tool used so far to support recovery of foreclosed properties, is a small federal resource and will be largely used up within two years. The new federal budget fully cancels all funding for homebuyer counseling and will further reduce Atlanta's HOME and CDBG funding allocations.
- Several affordable properties suffer from low economic occupancy which can lead to low physical occupancy as non-paying tenants are evicted. However there are fewer new tenants moving into those affordable properties leaving the property in a tenuous financial situation.
- During the recession of 2008-2010 several affordable housing developers ceased operations or cut staff dramatically. Thus there are fewer developers dedicated to the creation of affordable housing. Additionally many of the remaining firms are concentrating on managing their existing portfolio and not on developing new affordable units.
- Atlanta's economy is built on low-paying jobs: more than a third of the City's jobs are in this category. Many if not most of these workers are transit-dependent, emphasizing the need for housing affordability near transit. Housing is also an integral component of a strong economic development strategy.

Opportunities

- Efforts are underway and some programs are in place such as the UEZ's, TAD's, LCI's, Quality of Life Districts, Tax Exempt Bonds, Housing Opportunity Bonds, Homeless Opportunity Funds and Low-Income Housing Tax Credits to maximize the number of affordable housing units produced annually.
- Through the Livable Centers Initiative (LCI) and the Atlanta Beltline, Inc., MARTA, ARC, the Livable Communities Coalition and other, transit oriented development has become a focus in the city's planning efforts. This not only encourages residential development at new and existing transit stations, it encourages mixed income residential, job creation and economic development. This helps close the gap between place of work and place of residence as well as provides a variety of housing for all sections of the community. TOD near existing and proposed transit stops is critical to build that ridership for sustainable transit operations. It is also imperative that new TODs respond equitably to the needs of low and moderate income families, which are the most transit-dependent for employment mobility, and comprise over half of Atlanta's households. The ability to provide new access to housing and job opportunities for this significant portion of Atlanta's population is precisely why transit and affordable housing must expand together.
- There are new policies in place to increase the level of response to housing code violations. Improvements in the coordination between the Atlanta Police Department and the Office of Code Compliance (identify squatters and drug houses) to improve the identification of suspect properties is ongoing.
- Efforts are ongoing within the existing Housing Codes Ordinance of 1987 (as amended) to update and incorporate changes in policy, court proceedings etc., for new and existing housing.
- New policies and regulations will be developed to address the creation of energy efficient affordable housing units, which have been funded through the Atlanta Development Authority, that meet minimum Earthcraft



Community Agenda - 2. Issues and Opportunities

standards within Atlanta Beltline TAD areas.

- There are opportunities to create new ways to use traditional tools that create affordable housing. Looking at housing use, e.g. rental, as opposed to type, e.g. single family, could lead to utilizing existing financing abilities to acquire, rehabilitate and lease affordable single family residences and ultimately stabilize neighborhoods.
- There are opportunities to coordinate among agencies and governmental entities to have a more profound impact on targeted communities. Areas where the City of Atlanta, the Atlanta Development Authority, the Atlanta Housing Authority and State of Georgia's Department of Community Affairs can collaborate and make a joint investment can spur significant interest from the private development community; thus becoming a model for neighborhood stabilization and revitalization.
- There are opportunities to work with banks with REO (real estate owned) properties to reposition foreclosed multifamily rental and for-sale housing into a variety of affordable housing options for the workforce. This would allow the workforce to live closer to where they are employed and create a better quality of life by reducing time spent commuting.
- Opportunities exist to issue the remaining \$40 million for the Housing Opportunity Bond Program and to amend its program policies to provide additional incentives for developers who make workforce housing available in this market. Additionally there are opportunities to seek non-traditional funding sources to complement current capital pools to fund affordable workforce housing throughout Atlanta.
- The historic scale of the foreclosures, vacant and abandoned homes call for a strategic, coordinated, and targeted approach. Atlanta must aggressively pursue community stabilization in highly impacted neighborhoods, which will maximize and leverage all available tools and resources, both public and private.
- Continue to provide incentives to encourage homeownership. In particular, work to promote homeownership opportunities in the City of Atlanta to City of Atlanta employees.
- The Atlanta BeltLine, Atlanta Development Authority, Fulton County/City of Atlanta Land Bank Authority and The City of Atlanta Department of Planning & Community Development are actively working to promote and support the creation of multiple non-profit neighborhood based Community Land Trust (CLT) organizations.
- The formation of the ALTC and local CLT's in Atlanta neighborhoods will extend the impact of existing sources of public investment in affordable housing creation, including municipal bond financing such as TAD Bonds, the BeltLine Affordable Housing Trust Fund, the Atlanta Development Authority's home-ownership programs, as well as "NSP" "CDBG" and "HOME" funds.

Natural Resources

Water Resources

Issues

- The size of flooded areas has grown due to increased volume and velocity of stormwater runoff from impervious surfaces in watersheds throughout the City. Frequent flooding is a consistent issue in some areas.
- Ongoing litigation between Georgia, Alabama and Florida regarding water rights has left the Atlanta Metro Region uncertain of future availability of water supplies.
- Rivers and streams, particularly the Chattahoochee River, are not accessible.
- Some of the streams are covered.

Community Agenda - 2. Issues and Opportunities

Opportunities

- Adopted the Flood Area Regulations, which are more stringent than the Metropolitan North Georgia Water Planning District's Model Floodplain Protection Ordinance.
- Map current and future conditions floodplains for areas with a drainage area of 640 acres or more.
- Continue to promote Low Impact Development (LID) techniques to reduce the amount of stormwater runoff from impervious surfaces.
- Continue enforcement of the Post-Development Stormwater Management Ordinance to ensure that post-development controls are functioning as designed.
- Preserve, enhance and expand the undeveloped floodplain along the Chattahoochee River as public open space.
- Protect and enhance undisturbed and protected buffers along streams to protect and improve water quality.
- Support and promote daylighting of covered streams where appropriate to reduce flooding and provide a floodplain.

Watersheds

Issues

- All of the City's major streams are on the Environmental Protection Division's 303(d) list for failing to meet State water quality standards.

Opportunities

- Continue implementation of the District-wide Watershed Management Plan developed by the Metropolitan North Georgia Water Planning District.
- Develop a Watershed Protection Plan as required by the Environmental Protection Division pursuant to the City's National Pollution Discharge Elimination System (NPDES) Industrial permits.
- Implement the Total Maximum Daily Load (TMDL) implementation plans as required by the Environmental Protection Division.
- Promote inter-departmental coordination in the development of stormwater management policies and plans.
- Educate the public on non-point source pollution; include developers, private and commercial businesses and institutions; target watershed protection strategies to specific groups' needs.
- Promote environmentally-sensitive site design to protect environmentally sensitive areas and prevent mass grading and clear cutting.
- Create a dedicated funding source for stormwater management.
- Acquire floodplains along city streams where feasible in conjunction with FEMA grant program.



Community Agenda - 2. Issues and Opportunities

Soil Erosion

Issues

- Soil erosion, stream bank erosion and sedimentation are the largest pollutants of streams in the City of Atlanta.

Opportunities

- Continue to utilize the City of Atlanta Erosion and Sedimentation Control Ordinance to monitor and enforce soil control measures for land disturbing activities including street and utility installation, drainage facilities and other temporary and permanent improvements.
- Continue to enforce both state required and city required stream and river bank buffer requirements to reduce the sediment loads in creeks and rivers.
- Promote Low Impact Development (LID) techniques and environmentally-sensitive site design to protect environmentally sensitive areas and prevent mass grading and clear cutting to reduce the amount of disturbed area in a development.

Steep Slopes

Issues

- The presence of steep slopes in some areas of the City present challenges to protect existing vegetation and prevent erosion while allowing development in appropriate areas.

Opportunities

- Provide additional protection for slopes that are greater than 15 percent as development pressure in the city increases.

Agricultural and Forest Lands

Issues

- Urban forest land and the City's tree canopy is disappearing.

Opportunities

- Provide adequate city resources for urban forestry management.
- Provide adequate city resources for the enforcement of Atlanta's Tree Ordinance.
- Enforce the parking lot landscaping ordinance.
- Implement and enforce the new amendments to the Tree ordinance which includes protection of the urban forest.
- Implement up-to-date computerized tree maintenance program.
- Develop urban forest management plan for the City that addresses invasive plant species removal.
- Expand Parks Bureau Forestry division to help implement urban forest management plan.
- Develop a citywide streetscape master plan to include tree planting details.

Community Agenda - 2. Issues and Opportunities

- Promote locally grown foods.
- Promote and facilitate urban agriculture, green roofs, community gardens and rainwater harvesting and particularly use of vacant land for community gardens.

Plant and Animal Habitat

Issues

- The habitats of rare plants, wildlife are disappearing due to increased urbanization.

Opportunities

- Continue compliance with State and Federal laws for the protection of plant and animal habitats.
- Develop a program to increase awareness of Atlanta's loss in diversity of wildlife and aquatic species due to contamination and sedimentation.

Brownfields

Issues

- From previous assessment work completed by the City it is estimated that there are approximately 950 brownfield sites in the City, ranging in size from less than one acre to more than one hundred acres.
- Over 140 known or suspected brownfield properties were identified along the Atlanta BeltLine.
- Targeted redevelopment corridors are also areas where brownfield sites are known to play a significant role in the difficulty of corridor redevelopment. Previous brownfield grants identified approximately 40 potential brownfield sites in these corridors. Each known or potential brownfield represents a piece of a neighborhood that is distressed and needs to be addressed.
- 25 brownfield sites totaling over 110 acres in the Brownfield Area-Wide Planning Pilot Program have been identified.

Opportunities

- The City of Atlanta and the Atlanta Development Authority will use Tax Increment Financing (TIF) and other local development tools including tax credits and abatements to support brownfield redevelopment activity. Local funds may be expended in areas surrounding brownfields for infrastructure improvements to multiply the impact of cleanup and support additional redevelopment.
- Promoting long-term availability of the Revolving Loan Fund funding enhances, on a community-wide basis, the number and types of sites to be remediated and promotes sustainable projects for many communities. Financially, long-term availability becomes a dependable source of funding for many communities that are doing planning or need fund availability for short-term project gap financing.
- Nomination of brownfield sites for the Revolving Loan Funds will be solicited from a wide variety of community representatives and organizations including citizens, NPUs, various City departments charged with acquiring property, and the various organizations.
- Remediation of sites will be based on the project readiness and the level of priority.
- The pilot program will help further community-based partnership efforts within underserved or economically disadvantaged neighborhoods by confronting local environmental and public health challenges related to brownfields, while creating a planning framework to advance economic development and job creation.



Community Agenda - 2. Issues and Opportunities

Urban Sprawl

Issue

- Land use development patterns continue to underutilize the land and exacerbate environmental problems.

Opportunities

- Pass green building ordinances and remove bureaucratic hurdles that prevent sustainable development
- Support the sustainable development industry and through leaders who are leading by example in the way of green building and design.
- Create more dense, transit-oriented development
- Improve the city's transportation infrastructure including Atlanta BeltLine and Peachtree Streetcar
- Implement Connect Atlanta, the city's first comprehensive transportation plan, and undertake innovative pilot projects pedestrian-only zones
- Implementing Project Greenspace, a long-term plan for growing and managing Atlanta's greenspace system that will connect people with public spaces, nature preserves, parks, plazas, and streetscapes.

Climate Change

Issue

- Climate change is causing changes in average temperatures, rainfall, and the frequency and severity of storm events which have major negative impacts on the natural and built environment.

Opportunities

- Conduct a Community Climate Mitigation and Adaptation Plan
- Reduce dependence on carbon intense fuels in city facilities by shifting to renewable energy use
- Improve the energy efficiency of city facilities and expand residential and commercial energy efficiency programs for Atlanta citizens and businesses
- Complete the conversion of traffic light and street light infrastructure to LED lights
- Properly time and coordinate traffic signal infrastructure
- Support Atlanta BeltLine's commitment to ensure all parks are energy neutral parks
- Impose sustainable and local agriculture ordinances and zoning code changes including community garden ordinance
- Imposing more significant energy efficiency requirements on all new affordable housing and renovations
- Reduce time allowed in no-idling ordinance and enforce the ordinance

Community Agenda - 2. Issues and Opportunities

Historic Resources

Issues- Awareness and Education

- The City has no ongoing, comprehensive education program for the general public, elected officials, other government agencies, home owners, property owners, potential developers, neighborhoods, etc. regarding the whole history of the City, historic resource protection and revitalization, preservation tools, the role of historic preservation in the City's future and the value of historic preservation approaches.
- The wide-ranging history of the City is not adequately told to the general public.
- All of the historic resources worthy of protection or formal recognition have not been identified, properly researched and promoted, including the City's African-American and Westside neighborhoods.
- City's historic resources still need to be mapped and/or compared to areas of likely future development or areas that are targeted for development by the City to facilitate better integration of historic and cultural resources.
- Master and/or management plans are needed for some of the historic resources open to the public and/or managed by the City (parks, community centers, etc.)
- The poor condition of some historic resources make them endangered by neglect and continued deterioration.
- Some development is diminishing the historic integrity of unprotected nor formally recognized neighborhoods, commercial areas, and individual properties.
- The existing interpretive panels and/or signs do not address all of the potential opportunities for sharing the City's wide-ranging history and historic resource information.
- There are too few links between historic preservation efforts and heritage tourism / promotion, particularly as it relates to the City's African-American neighborhoods, the Civil Rights Movement, and the Civil War.

Issues- Implementation and Enforcement

- The City does not have adequate resources to proactively recognize, support the preservation of, and/or officially protect potential historic properties and/or districts, including the City's African-American neighborhoods.
- The City's local designation process (particularly for potential districts) requires extensive time, financial, and other resource commitments to complete, limiting its potential application across the City.
- The City has limited resources (financial, staff, etc.) to respond to requests for the protection of historic resources (particularly from neighborhood groups), to update existing regulations and to manage the subsequent processing of development-related applications for projects.
- Further improvement is needed in the enforcement of regulations that protect historic resources, particularly the City's designated districts.
- In some cases, the City's current regulatory tools to protect historic resources provide outdated or inadequate solutions to some of the development circumstances that exist in the City, including the ability for contemporary, but compatible infill development in otherwise historic areas.
- Additional consideration is needed for historic resources and historic preservation issues in the planning of the City's development-related decisions or major projects.



Community Agenda - 2. Issues and Opportunities

- The City has very limited programs to directly assist with the maintaining, physically improving or enhancing historic resources, particularly historic homes and those with substantial deterioration.
- The City has no on-going, comprehensive program to promote the City's wide range of historic resources and their value in the City's future to the general public, home owners, property owners, potential developers, or other interested parties.
- The does not have an on-going, comprehensive program to promote the currently available economic incentives programs for historic preservation.
- The City does not maximize its participation in and partnership with various state and federal historic preservation programs due to its limited funding and staffing resources.
- Older (and possibly historic) cemeteries are abandoned and/or neglected.
- Undesignated, but potentially historic buildings, are demolished too frequently.

Opportunities- Awareness and Education

- Partner with other organizations to promote all aspects of the City's history, historic resources, and heritage tourism as a valuable component of the City's future.
- Partner with other organizations to document and share the City's history, including all of its varied topics and themes.
- Continue to digitize and electronically share via text and maps the City's historic resource information.
- Make all development entities (public and private) aware of historic preservation issues, potential historic resources, the benefits of historic preservation, and the technical assistance available to them.
- Create guidelines for new development and renovations in historic, but unprotected, neighborhoods and commercial areas.
- Protect the few remaining rural areas within the City against incompatible development patterns.
- Develop City regulations to ensure potentially historic archeological sites and Civil War trenches are not destroyed.
- Create long-term and sustainable strategies to prevent the demolition of abandoned and/or deteriorated (but salvageable) residential structures in City-designated districts.

Opportunities- Implementation and Enforcement

- Research opportunities to update and expand the range of the City's regulatory tools and enforcement techniques that relate to historic properties.
- Create efficiencies and partnerships that would allow the City's limited resources to effectively implement (and potentially enhance) the City's historic preservation ordinance and programs.
- Develop a program to promote the City's historic resources and their value to the City's future to City agencies, the general public, potential developers, or other interested parties.
- Promote existing financial resources, technical assistance programs, and economic incentive programs to the owners of historic properties in particular and potential historic districts in general.
- Partner with existing organizations to identify, revitalize and if need be protect operating or abandoned private

Community Agenda - 2. Issues and Opportunities

or public cemeteries.

- Through partnerships with other local organizations, increase participation in state and federal programs and processes.

Community Facilities

Water Supply and Treatment

Providing Water

- Issue: Ensure integrity of Chattahoochee Raw Water Intake.
- Opportunity: Streambank renovation and protection is required to ensure the Integrity of the Chattahoochee Raw Water Intake. Continue to support the City's Clean Water Atlanta Program which provides funding to resolve this problem.
- Issue: Eliminate pressure and supply problems.
- Opportunity: Improvements to water supply and pressure are required in select areas of the City's service area, predominately S. Fulton, in the vicinity of the Hartsfield Airport, and in the hospital corridor around I-285 and Peachtree-Dunwoody Road. Continue to support the City's Clean Water Atlanta Program which provides funding for the problem areas that have been identified to date.
- Issue: Replace City's aging distribution system.
- Opportunity: Continue to support the City's Clean Water Atlanta Program which provides funding for this program.
- Issue: Facility security.
- Opportunity: Continue to support the development of the security upgrades and emergency planning required to protect the City's utility systems. DWM has a dedicated team, the Office of Safety and Security reporting directly to the DWM Commissioner, to direct the City's effort and has secured funding for security projects the City through the Security Surcharge.
- Issue: Access to Pipelines.
- Opportunities: Continue to support the acquisition and documentation of easements. Improve interdepartmental communication to facilitate the development of linear corridors (sewer easements, bikeways, pathways, animal migration routes, etc.) that provide pipeline access, greenspace, recreational opportunities, alternative transportation modes, and animal habitat and migration pathways.
- Issue: Prepare for future drought conditions.
- Opportunity: Continue to implement water conservation programs, such as rebate for low flow toilets, limitations on outdoor watering, water conservation workshops and audits that reduce water consumption. Invest in leak detection and reducing of leaks.

Treating Water

- Issue: Maintain high quality treatment at cost-effective rate
- Opportunity: Ongoing improvements to the City's Water Treatment Plants are required to ensure high quality



Community Agenda - 2. Issues and Opportunities

treatment at a cost-effective rate. Continue to support the City's Clean Water Atlanta Program which provides funding for the projects to achieve this objective.

- Issue: Develop additional raw water storage.
- Opportunity: Develop the Bellwood Quarry to meet the City's collective raw water storage, greenspace, recreational and development needs. Upgrade the raw water system to serve the Bellwood Quarry and to allow the Bellwood Quarry to serve the Chattahoochee Water Treatment Plant.

Maximizing Water Revenue

- Issue: Increase water revenue
- Opportunity: The City's water treatment plants and distribution system have been designed to service all of the cities and unincorporated area located in Fulton County south of the Chattahoochee River, with the exception of East Point, College Park and Palmetto. The City also provides water to portions of Fayette and Clayton counties. Continue to improve communication and coordination to facilitate service to these customers, and pursue opportunities to provide additional where applicable.
- Issue: Improve water revenue collection
- Opportunity: DWM has increased staff to address problem accounts, has acquired a new customer information/billing system and is executing an extensive meter replacement program which includes the installation of an automated meter reading system. The meter replacement program and the automated meter reading system will increase the quantity of water billed (old meters read low) and will greatly improve the accuracy of customers' bills.
- Issue: Reduction in water and sewer revenue due to conservation measures adopted since level 4 drought was declared.
- Opportunity: DWM has adopted a new rate structure that is valid through FY 2009 - 2012 resulting in increases in water and sewer rates. These increases are necessary both to offset revenue loss as a result of the prolonged drought as well as for paying for the Clean Water Atlanta program.

Improving Customer Service

- Issue: Minimize inconvenience and negative business impacts to City residents and employers
- Opportunity: Continue to improve interdepartmental coordination of transportation & utility projects (i.e. water, wastewater, stormwater, gas, electric, telephone, roadways, pathways, railroads, linear avenues for animal migration, etc.). Improved coordination has the potential to reduce inconvenience and negative business impacts and decrease project costs.
- Issue: Quick response to customer complaints
- Opportunity: Continue to support DWM's budget to provide the staff necessary to manage customer complaints including providing the staff necessary to staff the call center, investigate complaints to address field problems.

Providing Cost-Effective Services

- Issue: Development of integrated permit management system with management function capability.
- Opportunity: A permit management system which is capable of scheduling and tracking permitting, inspection, and ongoing compliance requirements (e.g. erosion & sedimentation control inspections) is needed.

Community Agenda - 2. Issues and Opportunities

Build upon the development of computer applications that are currently underway (GIS, Customer Information Billing System, Maximo, Hansen, Project Scheduling) to develop a permit tracking system that meets customer and City needs.

- Issue: Development of an integrated capital projects management and controls system.
- Opportunity: The development of the Project Management Office (PMO) is well underway and nearing full implementation. Full implementation of the PMO includes the implementation of an integrated capital projects management and controls system, which will take advantage of the lessons learned and will build upon the development of computer applications that are currently used by DWM (GIS, Customer Information Billing System, Maximo, Hansen, Project Scheduling). The processes implemented by the PMO will facilitate the sharing of knowledge and enable DWM to be more transparent and accountable in the development of projects including tracking the schedule and costs associated with capital projects that improve the water infrastructure.

Educating the Public

- Issue: Ongoing public education needed
- Opportunity: Continue to provide public education with respect to water supply, conservation, treatment and project issues. Coordinate the City's public education efforts to maximize the impact of its public education efforts. Continue to participate in the MNGWPD public education program and take advantage of the resources it has to offer.

Coordinating with Neighboring Jurisdictions

- Issue: Renegotiation of agreements and updates of service delivery strategies.
- Opportunity: Continue the ongoing discussions with the City's wholesale partners to address future water supply, update service delivery strategies and renegotiate expired or out-of-date agreements.

Sewer & Wastewater

Achieving Environmental Compliance

- Issue: Meet Consent Order requirements and deadlines
- Opportunity: Continue the City's Clean Water Atlanta Program. The program includes the projects and funding to address the Consent Decree. The projects developed to comply with the Consent Decree requirements address important wastewater issues, and have been value-engineered to be cost effective within the constraints of the requested Consent Decree. The City has filed a request for extension of consent decree deadlines through 2027. This has been done to balance out the investments required in the Drinking water and waste water systems in a fiscally prudent manner.
- Issue: Eliminate sewer spills
- Opportunity: Continue to support the Clean Water Atlanta program and DWM's operational budget. The projects identified to date that are required to achieve these objectives through 2027 are included in these programs.
- Issue: Address capacity issues
- Opportunity: Continue to support the Clean Water Atlanta program and DWM's operational budget. The projects identified to date that are required to achieve these objectives through 2027 are included in these programs.



Community Agenda - 2. Issues and Opportunities

- Issue: Provide security
- Opportunity: Continue to support the development of the security upgrades and emergency planning required to protect the City's utility systems. DWM has a dedicated team, the Office of Safety and Security reporting directly to the DWM Commissioner, to direct the City's effort and has secured funding for security projects the City through the Security Surcharge.

Providing Wastewater Treatment

- Issue: Maintain high quality treatment at cost-effective rate
- Opportunity: Continue to support the Clean Water Atlanta program and DWM's operational budget. The projects identified to date that are required to achieve this objective are included in these programs.
- Issue: Maintain Industrial Pretreatment Program
- Opportunity: Continue support of the City's Industrial Pretreatment Program. Eliminating inappropriate discharges into the City's wastewater system reduces overall treatment costs.
- Issue: Maintain Grease Management Program
- Opportunity: Continue support of the City's Grease Management Program. Reducing the discharge of fats , oils and grease into the City's wastewater system reduces cleaning costs and reduces spills and overflows.

Providing Wastewater Collection and Storage

- Issue: Provide storage for the CSO system
- Opportunity: Continue to support the Clean Water Atlanta program and DWM's operational budget. The projects identified to date that are required to achieve this objective through 2027 are included in these programs.
- Issue: Replace aging collection system
- Opportunity: Continue to support the City's collection system rehabilitation and relief program. The City's Clean Water Atlanta Program in combination with DWM's anticipated operational budget includes the projects and funding to address this issue through 2027.
- Issue: Maintain pump station capacity
- Opportunity: Continue to support the Clean Water Atlanta program and DWM's operational budget. The projects identified to date that are required to achieve this objective through 2027 are included in these programs.
- Issue: Protect pipelines
- Opportunity: Streambank restoration and protection is required to protect pipes which are located in close vicinity of streambanks (this includes many wastewater pipelines). Support and develop DWM's streambank restoration group that is developing practices and implementing projects to facilitate streambank protection and restoration.
- Issue: Access to Pipelines
- Opportunity: Continue to support the acquisition and documentation of easements. Through ongoing interdepartmental communication, where feasible and appropriate, facilitate the development of linear corridors (sewer easements, bikeways, pathways, animal migration routes, etc.) that provide pipeline access,

Community Agenda - 2. Issues and Opportunities

greenspace, recreational opportunities, alternative transportation modes, and animal habitat and migration pathways.

Maximizing Revenue Collection

- Issue: Maximize wastewater revenue collection
- Opportunity: Continue the development of DWM processes to incorporate the collection of capital and operating costs associated with the collection system. To date such collections have applied to a limited number of pipelines.

Improving Customer Service

- Issue: Minimize inconvenience and negative business impacts to City residents and employers
- Opportunity: Continue to improve interdepartmental coordination of transportation & utility projects (i.e. water, wastewater, stormwater, gas, electric, telephone, roadways, pathways, railroads, linear avenues for animal migration, etc.). Improved coordination has the potential to reduce inconvenience and negative business impacts and decrease project costs.
- Issue: Quick response to customer complaints
- Opportunity: Continue to support DWM's budget to provide the staff necessary to manage customer complaints including providing the staff necessary to staff the call center, investigate complaints to address field problems.

Providing Cost-Effective Services

- Issue: Development of in-house work crews
- Opportunity: The current DWM budget provides for a limited number of in-house work crews. Expansion of this program as quickly as possible (subject to the hiring of qualified personnel and the implementation of training for existing personnel) will reduce construction costs.
- Issue: Development of integrated permit management system with management function capability.
- Opportunity: A permit management system which is capable of scheduling and tracking permitting, inspection, and ongoing compliance requirements (e.g. erosion & sedimentation control inspections) is needed. Build upon the development of computer applications that are currently underway (GIS, Customer Information Billing System, Maximo, Hansen, Project Scheduling) to develop a permit tracking system that meets customer and City needs.
- Issue: Development of an integrated capital projects management and controls system.
- Opportunity: The development of the Project Management Office (PMO) is well underway and nearing full implementation. Full implementation of the PMO includes the implementation of an integrated capital projects management and controls system, which will take advantage of the lessons learned and will build upon the development of computer applications that are currently used by DWM (GIS, Customer Information Billing System, Maximo, Hansen, Project Scheduling). The processes implemented by the PMO will facilitate the sharing of knowledge and enable DWM to be more transparent and accountable in the development of projects including tracking the schedule and costs associated with capital projects that improve the water infrastructure.



Community Agenda - 2. Issues and Opportunities

Educating the Public

- Issue: Ongoing public education needed
- Opportunity: Continue to provide public education with respect to wastewater collection, treatment and project issues. Coordinate the City's public education efforts to maximize the impact of its public education efforts. Continue to participate in the MNGWPD public education program and take advantage of the resources it has to offer.

Coordinating with Neighboring Jurisdictions

- Issue: Ongoing coordination and communication with the City's Interjurisdictional Partners
- Opportunity: Continue to participate in the MNGWPD and take advantage of the resources it has to offer. Expand the number of issues discussed as DWM continues to meet on a regular basis with the City's Interjurisdictional Partners.

Stormwater Water Management

Balancing Needs

- Issue: Determining City priorities and policy with respect to stormwater management.
- Opportunity: The primary issues associated with stormwater management are reducing stormwater runoff, preventing soil erosion and stormwater contamination, and maintaining and developing the stormwater system so as to prevent stormwater damage and flooding. These are extremely difficult and expensive issues to address. The issue is further complicated by the fact that less than 35% of the stormwater system within the City is in the public domain. Policy discussions of the cost, benefit, and timing of developing the City's stormwater management program are required to move forward in a significant manner beyond the level of activity outlined in the City's current ordinances.

Obtaining Stormwater Funding

- Issue: Lack of funding
- Opportunity: Develop a dedicated stormwater management program funding source

Developing a Stormwater Management Program

- Issue: Develop a stormwater management program from the ground up
- Opportunity: Development of the program from the ground up allows the program to build upon the knowledge gained from other programs, and to wrap together the required components of the program. Currently there is no funding for program development.

Achieving Regulatory Compliance

- Issue: There are significant Federal, state, and local compliance requirements associated with the City's stormwater system, including the NPDES Phase I Municipal Separate Storm Sewer System (MS4) permit and the Metropolitan North Georgia Water Planning District (MNGWPD) requirements set forth in their Water Supply and Conservation, Wastewater Management and Watershed Management plans, which were amended in May 2009.
- Opportunity: Support the development of the City staff and systems necessary to cost-effectively comply with regulatory requirements.

Community Agenda - 2. Issues and Opportunities

- Issue: MNGWPD Requirement--Ongoing development of floodplain maps (10% of service area per year).
- Opportunity: Build upon the development of the Department of Watershed Management's (DWM) current GIS system.
- Issue: MNGWPD Requirement-- Develop developer/contractor certification program.
- Opportunity: Build upon the DWM's current in-house training programs.
- Issue: MNGWPD Requirement--Develop Compliance, Violation and Enforcement Action tracking and reporting for stream buffer, floodplain management, post development stormwater management, etc.
- Opportunity: A permit management system which is capable of scheduling and tracking permitting, inspection, and ongoing compliance requirements (e.g. erosion & sedimentation control inspections) is needed. Kiva is unable to manage the inspection data in a fashion that allows efficient scheduling, tracking and monitoring. Build upon the development of computer applications that are currently underway (GIS, Customer Information Billing System, Maximo, Hansen, Project Scheduling, Accela) to develop a permit tracking system that meets customer and City needs.

Inspecting & Constructing Stormwater Facilities

- Issue: Maintenance of the City's stormwater system (including pipelines resulting from the combined sewer separation program).
- Opportunity: At a minimum, DWM is required to maintain the City's existing structures including the new stormwater system that results from the sewer separation of the combined sewer area. Support the development of additional in house construction crews to address this work in a cost-effective manner.
- Issue: Implementation of select stormwater facility construction projects.
- Opportunity: The regulations and the City's approach to stormwater management, including the amount of available funding, will dictate the timing and extent to which the City will be designing and constructing stormwater management projects.
- Issue: Streambank restoration & protection.
- Opportunity: Streambank restoration and protection is required to prevent erosion, protect existing facilities, including stormwater facilities. Support the development of DWM's streambank restoration group that is developing practices and implementing projects to facilitate streambank protection and restoration.

Improving Customer Service

- Issue: Minimize inconvenience and negative business impacts to City residents and employers.
- Opportunity: Improve interdepartmental coordination of transportation & utility projects (water, wastewater, stormwater, gas, electric, telephone, roadways, pathways, railroads, linear avenues for animal migration). Improved coordination has the potential to reduce inconvenience and negative business impacts and decrease project costs.
- Issue: Quick response to customer complaints.
- Opportunity: Continue to support DWM's budget to provide the staff necessary to manage customer complaints including the staff necessary to staff the call center, investigate complaints and field crews to address field problems.



Community Agenda - 2. Issues and Opportunities

- Issue: Streamline permitting processes.
- Opportunity: Facilitate the development of a streamlined inter-department permitting process by linking the development of the process with the development of a permit management system that is capable of tracking permitting, inspection, and ongoing compliance requirements.

Providing Cost-Effective Services

- Issue: Development of document management system.
- Opportunity: Complete the development of a DWM document management system, taking advantage of the lessons learned and building upon the development of computer applications that are currently used by DWM (GIS, Customer Information Billing System, Maximo, Hansen, Project Scheduling).

Educating the Public

- Issue: Ongoing public education needed.
- Opportunity: Increase public awareness of the options and costs associated with the development of a stormwater management program including the fact that less than 35% of the stormwater system in the City is in the public domain. Coordinate the City's public education efforts to maximize the impact of its public education efforts.
- Opportunity: Continue to participate in the MNGWPD public education program and take advantage of the resources it has to offer.

Coordinating with Neighboring Jurisdictions

- Issue: Ongoing coordination and communication with neighboring jurisdictions.
- Opportunity: Continue to participate in the MNGWPD and take advantage of the resources it has to offer.

Public Safety - Atlanta Police Department

Facilities, Equipment, & Technology

- Issue: Many of APD's current precincts and facilities are in immediate need of repair or replacement
- Opportunity: As the Department's resources continue to be stretched thin during tough economic times, much of the routine maintenance on facilities has been overlooked. In addition, as the Department continues to grow in personnel, the current space allocated within the precincts becomes inadequate. Several precincts also lack sufficient interview rooms, gun lockers, security and other components necessary to perform proper police work.

In conjunction with the City's Office of Enterprise Asset Management (OEAM), the Atlanta Police Department will begin the process of conducting a comprehensive building and facility assessment in order to determine the maintenance and replacement needs of all facilities.

- Issue: The lack of enhanced technology prevents the Department from maximizing safety and promoting transparency
- Opportunity: The use of Automatic Vehicle Locator (AVL) technology has long been used by law enforcement agencies and is a practice widely encourage by law enforcement oversight agencies. Installing this technology on all Atlanta police vehicles will allow the communications dispatcher to constantly track the whereabouts of each patrol unit to ensure efficient dispatch operation and improved officer safety. The use of this technology

Community Agenda - 2. Issues and Opportunities

is especially pertinent to APD operations because most of our officers are not partnered.

- Opportunity: Cameras in Patrol: Police vehicles will be equipped with video technology that will enable patrol officers to record vehicle stops and other police citizen encounters during his/her tour of duty. The cameras will help improve the officer's courtroom testimony and improve officer safety as well as increase transparency in police operations.

Coordination and Collaboration among first responders and other agencies

- Issue: Inadequate technology prevents coordination between APD and other law enforcement and community organizations
- Opportunity: APD is working to improve the interoperable radio communications and the incident command system. Better coordination will occur as APD gets these system improvements. UASI grant and other Homeland Security initiatives support these efforts. All command staff will receive ICS Training in order to work more efficiently and unified during an unusual occurrence. In addition, the Department is currently developing a comprehensive video surveillance system which will provide the avenue necessary to allow interoperability between APD and various other local law enforcement and community organizations.

Officer Recruitment, Retention, and Compensation

- Issue: Attract and retain a diversified and experienced workforce.
- Opportunity: The Department has planned a career ladder for the development and retention of sworn employees and needs a similar career ladder for civilian employees. The Department continually evaluates its recruitment plan and makes the necessary adjustment to improve its effectiveness.
- Issue: Atlanta's population continues to grow at a rate much higher than comparable jurisdictions, thereby requiring a larger police presence
- Opportunity: According to the U.S. Census Bureau, the population for the City of Atlanta grew by 32.8% between 2000 and 2009, (from 416,474 to 552,901). In comparison, the population for similarly sized cities (including Boston, Baltimore, Chicago, St. Louis, Washington D.C., New York, Detroit, and Philadelphia) grew by 0.6% over the same time period. By the year 2014, the City's population is expected to increase by another 17.4%. As the City of Atlanta continues to grow and expand, the Atlanta Police Department will need to grow in order to meet the needs of all citizens and ensure that the City is safe. In FY2011, APD added an additional 100 officers to its ranks and plans to add another 44 in FY2012. The Department's ultimate goal is to reach 2000 officers by FY2013.

Crime and the Community's Perception of Crime

- Issue: Crime Reduction
- Opportunity: Crime fighting and public safety remain the most important responsibilities for the Atlanta Police Department. In recent years, the Department has taken strategic measures to ameliorate crime, promote public safety and engage the community in crime fighting efforts. Over the past year, APD successfully reduced Part I crime by 10 percent, created a Community Oriented Policing section dedicated to collaborating with the community on numerous initiatives and continued to grow its sworn ranks. This notwithstanding, crime in the City remains prevalent. As criminals become more sophisticated and bold, the Atlanta Police Department recognizes that the typical gun and badge are not enough and must therefore employ more strategic measures to achieve departmental goals. These measures include, (but are not limited to), creating specialized units to combat specific types of crime and ensuring that police zones and beats are staffed and distributed proportionately. The total part one crime for 2009 was the lowest since 2006.
- Issue: Insufficient long term planning



Community Agenda - 2. Issues and Opportunities

- Opportunity: APD is in the process of developing a 5 year plan to help better plan for the future.

Department of Corrections

Issues

- The Atlanta Department of Corrections will continue to address the impact of the high volume of quality of life and mental health offender population on operations; particularly, in the context of budget reductions. An increased emphasis will be placed on programming to reduce offender re-arrest and on technology to improve operational efficiency.

Opportunities

- The priorities of the Department will be to board out underutilized bed space to generate revenues; divert mentally ill arrestees charged with minor, non-violent offenses to community based treatment programs; expand addiction treatment programs for convicted substance abusing offenders; and implement technological initiatives supporting correctional and criminal justice system goals.

Atlanta Fire Rescue

Staffing

- Issue: Lack of sufficient staff has been identified as one of the critical issues for the Atlanta Fire Rescue Department (AFRD). The AFRD lacks personnel for various areas in the department including but not limited to the specialist officers, administrative staff, researchers and fire fighters. Ideally, there should be four firefighters on each truck deployed to respond to a fire call. It is acceptable to allow a truck with at least three firefighters to respond to a fire call.
- Standards of response coverage (SORC), or response targets, have been identified for fire, EMS, technical rescue, and hazardous materials emergencies. AFR fire SORC, or fire response targets, are the arrival of 4 firefighters at the incident within 5 minutes or 14 firefighters in 9 minutes. Low staffing and high response times affect AFR's ability to meet response targets. This puts the public and the department at increased risk.

The shortage of Specialist Officers affects the AFRD's ability to conduct the annual inspection of commercial buildings. Given the number of inspectors on staff (six) and the ever increasing number of commercial buildings in the City, this is not feasible; resulting in buildings not being inspected for several years.

Research staff is also deficient, putting the preparation and filing process for accreditation in jeopardy.

- Opportunity: The opportunity here is for the city to prioritize funding that would allow sufficient staffing in all areas of the department. The budget must include provisions for the recruitment, training, and retention of more fire officers and supportive personnel in the AFRD.

Salaries and Compensation

- Issue: Atlanta firefighters' salaries and compensation are not competitive with other municipalities within the Atlanta Region. In addition to ranking close to the bottom in terms of starting pay, the cost of living (real estate) within the City is above the other municipalities resulting in less disposable income for Atlanta firefighters relative to other municipalities. Many of the City firefighters are not able to afford to live within the City. This is a growing problem for Atlanta's workforce.
- Opportunity: There is opportunity to develop a recruitment and retention strategy. Establish a more competitive compensation package that would attract more firefighters to AFRD as well as allow City firefighters to live and work within the City.

Community Agenda - 2. Issues and Opportunities

Fire Stations, Facilities & Equipment Maintenance

- Issue: There are a number of fire stations that are in disrepair and require major renovation and/or replacement. Some of the equipment is aging and needs enhancement. Radio equipment is failing and the coordination system needs improvement. There is a need for investment in acquiring and installing the Advanced Life Support (ALS) systems on more fire engines. Currently the AFRD has basic life support equipment on its trucks. In all of the Atlanta Fire Department, only six trucks are equipped with advanced life support (ALS) equipment. There are no provisions in the budget for acquiring the ALS equipment.

The lack of Fire Stations in some parts of the city is evident in the Fire Department's inability to reach areas of the City within the required response time. Also, new developing areas of the city, ie, office parks and residential subdivisions, increases the demand on fire protective services, and thus have to be looked at in terms of increasing AFRD's capacity accordingly in order to services these areas.

- Opportunity: the Opportunity is for the City to budget for the building of additional fire stations. More fire stations spatially distributed throughout the City will shorten actual response times and increase AFRD's ability to always arrive to a scene within the required response time; and increase AFRD's capacity to service newly developing areas. Priority must be placed on the purchase of up to date ALS equipment to enhance the effectiveness of the AFRD in saving lives. The issue of aging equipment is being addressed by an apparatus-leasing program.

Accreditation

- Opportunity: AFRD was re-accredited in 2008 by the Commission on Fire Accreditation International. A good ISO score results in lower fire insurance rates for Atlanta residents and businesses. Atlanta Fire Rescue Department has maintained an ISO rating of Class 1.

A new facility was built to house the Headquarters for both the Police and Fire departments. This represents a great opportunity for better coordination and communication between agencies. It also provides a centralized location that maximizes agglomeration economies

General Government –Office of Enterprise Asset Management

Provided that current projects and new projects continue to track the City's needs as planned, future issues, problems, trends and opportunities should be addressed adequately and in a timely manner. Programs and projects are planned with the goal of addressing issues throughout the next 20 years.

Overall Issues

- Financing all current, planned, and emergency projects and programs.
- Maintenance, renovation, and automation of general government facilities.
- Providing adequate parking for government operations.
- Office space at satellite and remote facilities.
- Aging infrastructure. The designed life cycle of at least (50%) of City building designs have become obsolete for the intended purpose.
- Need to expand police presence in neighborhoods
- Fire Stations are aging beyond their useful life, needing multiple base building repairs and (in some instances) cannot accommodate current equipment.



Community Agenda - 2. Issues and Opportunities

- The City has signed a Consent Decree with the Department of Justice to correct several noted ADA issues.

City Hall Complex, Three Neighborhood Facilities, AWDA, Municipal Court Issues

- Maintenance and repair programs at all City buildings.
- Continued compliance of all city government facilities with federal government American Disabilities Act (ADA) requirements.

City Hall Complex Issues

The electric heating system is aging and is not as efficient as a new system. The facility is harder to heat under extreme cold conditions. The resulting challenges relate to cost effectiveness and performance.

Because of the architectural design, facility maintenance is an ongoing problem. The large amount of interior marble and brass present a constant need for custodial attention beyond day-to-day cleaning. As an example, the marble floor types in the Tower and Annex are different; cleaning each requires different applications. Specialized cleaning/lifting/restoration is expensive but is needed on a quarterly basis to prevent slip and trip hazards.

The exterior panels of the Tower are terra cotta panels and therefore extremely porous. The size of the panels is small, resulting in a larger area of caulked joints that are vulnerable to weather and age deterioration. Joint areas and panel porosity create continuing moisture invasion/leak problems. The exterior of the new City Hall Annex is a pre-cast and marble panel- that was limited in size selection, due to weight factors. Thus, a higher volume of marble panels was used. Also, the Annex was constructed using a high volume of glass panels. As with the Tower, there is a large surface of caulked joints. The panel structure was built with a shift/movement factor. Therefore the problem of water invasion at the joints is exacerbated by the caulking, which deteriorates due to constant panel movement.

Neighborhood Centers Issues

Maintaining and increasing the occupancy at the centers during this economic downturn, while improving our collections from the current 90% level.

While they have been generally well maintained, the neighborhood centers do suffer from some deferred maintenance with respect to their heating, ventilation and air-conditioning (HVAC) systems. The projected maintenance projects for the foreseeable future are in the 2011-2015 Capital Improvements Program and Short Term Work Program.

Opportunities

- The Office of Enterprise Assets Management is on schedule this fiscal year and next fiscal year to address a multitude of required projects: City Hall Facade/Renovations/Re-roofing, Citywide Americans with Disabilities Act Compliance Upgrades, 818 Washington Capital Improvements, Decommissioning of City Hall East, Crime Lab Design and Construction, Fire Station 28 Construction and Upgrade of the APD Firing Range. The complete list of projects is in the 2011-2015 Capital Improvements Program and Short Term Work Program.
- With the ongoing realignment of its zones, we will be working with the APD to identify possible new Locations that would be better situated for their service delivery.
- The City needs to design and build adequate Fire Stations to fit the needs for future decades.
- ADA accessibility needs to be improved at all City locations.

Community Agenda - 2. Issues and Opportunities

Solid Waste Management

Equipment

- Issue: Equipment has exceeded the life cycle resulting in higher maintenance cost
- Issue: The number of vehicle used daily and shopped for repairs limits the number of units available for back up
- Issue: Current budget restraints have limited the responsive of parts orders from vehicle manufactures
- Opportunity: Equipment replacement using available leasing options.
- Opportunity: Just In Time parts management to reduce overstocking
- Opportunity: Partnerships with local, state, federal agencies for equipment usage

Personnel

- Issue: High accident/injuries have limited the amount of personnel available to perform the daily assigned task resulting in overtime being expended.
- Opportunity: Allocation of personnel in an effective and efficient manner to provide the level of services adequately throughout the corporate limits.
- Opportunity: Route management software to assist in the fair distribution of personnel and equipment for collection, disposal, right-of way maintenance and code enforcement activities.

Customer Service Response

- Issue: The current parameters for responding to customer requests are outdated due to time constraints.
- Issue: Real time technology has to be incorporated to increase the responsive of the staff.
- Opportunity: Provide lap top computers for field supervisors with real time customer service request and account information
- Opportunity: Consolidation of current routing format to improve one on one relations with the customer
- Opportunity: Website data updated to provide the customer the ability to enter a location and find out the service schedule for their areas.

Revenue Generation

- Issue: The unlimited collection of household MSW does not cover the expenditure of personnel and equipment.
- Issue: Commercial collection activities have been limited or reduced
- Issue: Current billing and collections processes have to be reviewed and revised to provide essential data of points of collection and cost per collection activity.
- Opportunity: Seek commercial opportunities and promote the services offered by the City of Atlanta versus the private hauler.
- Opportunity: Grants from local, state, federal and private funding to enhance the services being offered



Community Agenda - 2. Issues and Opportunities

- Opportunity: Bulk collection fees for the removal of large amounts of debris.
- Opportunity: Code enforcement fees to be assessed for non-compliance with established Ordinances

Emergency Management Action Plan

- Issue: Any employee assigned to respond in an emergency has to have certification for National Incident Management Systems in accordance with Federal Emergency Management criteria.

Safety and Training

- Issue: Personnel have to be provided the opportunities to gain the knowledge of best practices utilized in the industry to reduce the potential of accidents/injury.
- Issue: Supervisor training for development and enhancement of their skills and abilities in employee evaluation, customer resolution, accident investigation and basic computer skills.

Public Awareness

- Opportunity: Attend and participate in community activities to understand the desires of the customers we service.
- Opportunity: Educational opportunities in the school system from the elementary level to the university settings.
- Opportunity: Provide the customers updates on service changes and upcoming events using current utilities new letters.

Recycling

- Opportunity: Closing the loop on the purchase of recycled products
- Opportunity: Find alternative uses of the landfill gas system
- Opportunity: Private and governmental funding opportunities for waste reduction
- Opportunity: Educational initiative to start the recycling process at the lowest possible levels.

Other

- Issue: Litter and illegal dumping.

Parks and Recreation

Issues

- Atlanta lacks sufficient acreage of parkland and other greenspace. Studies have repeatedly found the City of Atlanta to have less greenspace than other cities of comparable size and density using accepted benchmarks.
- Population growth is magnifying the need to address park and greenspace issues. Population projections by the City indicate that Atlanta's population will increase sharply between 2000 and 2030.
- Atlanta's population has diverse needs for facilities and programs that are not being fully met by the City's existing parks and recreational facilities. The provision of recreational programs and both multi-use and specialized facilities could be improved to better meet citizens' needs and ensure a more financially sustainable operating environment.

Community Agenda - 2. Issues and Opportunities

- Many of Atlanta's youth remain at risk – low school graduation rates, lack of engagement in positive life-building experiences – wasting valuable human resources vital to the City's long term economic and social prosperity, and leading to high unemployment, crime and anti-social behavior. Well designed and thoughtfully programmed parks and recreation facilities, offering life-building experiences are needed.
- While much previous planning focused on individual City parks, major opportunities exist to integrate parks into larger greenspace networks providing multiple environmental, social, health and economic benefits have not yet been fully exploited.
- Greenspace is a major contributor to Atlanta's economy. Based on numerous national studies, the positive economic impacts of greenspace include increased property values, economic activity, and reduced costs for energy, healthcare, and engineered infrastructure. Parks can be significant "destinations", providing not just outlets for residents' recreation opportunities, but as tourist attractions.
- Environmental resources would benefit from improved stewardship. Protection of environmental resources and processes is an essential function performed by the greenspace system.
- Roads and utility easements impact greenspace resources.
- Parks and other greenspaces could play greater roles as community gathering places.
- Development and redevelopment pressures provide the opportunity to "grow" Atlanta's greenspace. Atlanta's existing regulations do not provide the tools needed to ensure that the greenspace needs of residents of new developments are met.
- The City's planning, operational and management processes related to greenspace can be strengthened and coordination improved.
- Much of what parkland is in the inventory is not suitable for the provision of athletic fields and other recreational facilities which require significant area and minimal topographic constraints.
- Atlanta's park infrastructure suffers from a historically low level of investment even in routine maintenance and now faces continuous overwhelming needs in repair, renovation and redevelopment. A dedicated funding source that allows systematic management is needed.
- The City's green infrastructure including parks and multi-use recreational trails, is a system that provides many benefits for Atlanta's citizens – social, educational and health - and encourages economic investment as a measure of the importance of "Quality of Life" preferences. Green infrastructure, parks and trail connectivity need to be evaluated as part of any reviews and approvals of private sector development proposals and other City infrastructure investments.
- Design standards related to sustainable, visible and user friendly greenspace are needed. and
- There is a lack of adequate resources for planning, acquisition, development, and management of the City's Park system.
- The lack of sidewalks in many areas, and the poor condition of many sidewalks and pathways already in place, limit pedestrian access to parks and other community greenspaces.
- Many parks are not easily accessible to pedestrians from nearby neighborhoods because of lack of direct street access – many neighborhoods do not meet the goal of a ½ mile direct walking distance to a park. Sub-urban model road patterns and lack of street frontages can make parks which are geographically close, have a walking route of unacceptable length. Additional acquisitions of strategically located parcels to provide more direct access is required at many parks.



Community Agenda - 2. Issues and Opportunities

- On-going patterns of drought in recent years has resulted in outdoor watering prohibitions and the cancellation of major special events in City parks. Resolution of the region's water supply – especially Lake Lanier and the Chattahoochee River - by 2012 as mandated by the Courts, as well as the increasing cost of water, will be of concern in planning for ongoing operations for parks and for future provision and design of parks and recreation facilities.
- Lack of adequate special event space puts undo pressure on existing signature parks and causes lost opportunities for additional events, concerts and festivals. Coordinators and Promoters for regionally or nationally significant festivals and concerts, often find other locations when they learn that Atlanta does not have a suitable site for their event, resulting in lost economic and cultural opportunities.
- Compliance with ADA standards is a goal for the recreation and parks facilities in the City's inventory. Many buildings and their surrounding landscapes do not meet current ADA requirements. The City entered into an agreement with the US Department of Justice in 2009 for the completion of work over a period of three years to advance renovation programs to ensure ADA compliance.
- Historic lack of consistent strategic planning for Recreation programs and facilities has yielded a system with a large spectrum of facility types and service area coverage. Coupled with closures in recent years, services to at risk youth and other vulnerable segments have been compromised. Mayor Reed's "Centers of Hope" vision challenges for the expansion of programming to more holistically encompass academic, emotional and physical realms for Atlanta's youth.
- The increase of the senior citizen demographic as the Baby Boom generation ages will provide additional challenges in meeting the specific park and recreational needs of this cohort.
- Public safety in Atlanta parks is an ongoing concern with the public and requiring continuing improvements in design, operations and enforcement.
- Current funding does not allow a programmed, systematic Asset Management approach to life cycle replacements or renovation. The useful life of parks and recreation facilities varies widely. As a rule of thumb parks should have a major renovation every 20 to 30 years. Preventative maintenance for parks and facilities needs to be an area of investment in order to lengthen the life span of assets and lessen the "reactive" response mode for maintenance and repair.

Opportunities

- Development and redevelopment pressures provide the opportunity to "grow" Atlanta's greenspace through additions of public, semi-public and private plazas, parks and other green spaces.
- Expanded access to core park land: with GIS technology the City will be able to map network connectivity to core parkland access points. This can be used to determine park access by demographic segment and provide analysis of acquisitions that increase access to existing facilities.
- Opportunities now exist, due to depressed real estate values from 2008 onwards, to add additional parkland for more modest investments than have been required in more than a decade. Acquisition of key abandoned or unoccupied residential parcels on the edge of some parks would allow for monumental improvements to accessibility for previously unconnected neighborhoods and future retrofitting of additional needed outdoor facilities or amenities.
- Public participation in resolution of parks and public open space issues: The City helps fund Park Pride, an auxiliary non-profit organization that coordinates volunteer and advocacy projects within the park system. Profile on parks and recreation issues, raised by Park Pride, the Mayor's Centers of Hope initiative, the Atlanta Belt-Line and increasing environmental awareness, can be leveraged into an even wider range of new partnerships

Community Agenda - 2. Issues and Opportunities

with local community driven non-profit and volunteer organizations, contributing to planning, development, maintenance and programming in parks and recreation facilities.

- City Council adopted Park Master Plans for each park site would guide the pursuit of funding, project coordination of small projects, and generate realistic project lists for the CDP/STWP and theCIP. Park master plans developed as a collaborative effort between stakeholders and staff not only bring understanding of the issues and opportunities related to each site but increase communication, and develop working relationships which are invaluable to future implementation and stewardship. . Illustrated plans framed and hung in Recreation Centers or other facilities could help keep the City's long term needs for park improvements in focus in local communities.
- Major redevelopments such as Fort McPherson and the Atlanta BeltLine provide "once in a generation" opportunities to provide new Special Events Park sites. Major outdoor festivals of all sizes are popular and the demand for such events continues to grow. These venues have been shown to have tremendous positive economic impacts both in the support of the hospitality industry and as a stimulus for redevelopment. Creation of an Open Space incentives program: Review of zoning and development codes provides opportunities to adopt new measures to encourage the creation of public open space and protection of sensitive lands as part of the development process.
- Planning resources for management and coordination of opportunities to create parks, open space, greenways and trails as part of the development process are needed. As City revenues increase in the future, staff resources are needed to work with developers during the conceptual, approval and implementation stages of proposed projects. Standard policies and procedures are needed that provide for a systematic review of project submittals and result in the capture of open space and trail connectivity opportunities.
- Land set aside as open space or commons, as part of conditional zoning, needs to be tracked. Improvements in information technology could assist. Requirements for the submission of a digital boundary survey that is compatible with the City's GIS system for all land designated as open space would allow digital files to be created which may facilitate regular reports that have information on the land's condition and make staff retrieval and review of such reports less labor intensive.
- Development of Multi-Use Trails: The City needs a dedicated trails coordinator to manage the planning and implementation process, including leveraging funding opportunities for the overall trail program. Formalization of the relationship with the PATH Foundation could greatly assist in creating a more sustainable model.
- Common source of shared data: The City currently is increasing its ability to use available technology such as GIS/CAD to reduce duplication of effort and to enhance services to residents. Capital investment in technology is essential.
- Tracking of city owned real estate: GIS mapping of city owned real estate with linked data and web based document management programs would greatly enhance the ability to manage these properties and their associated information.
- Protection of water quality and increased community connectivity through streambank restoration and the acquisition of wide stream buffers that could be used for multi-use trails and other outdoor recreation and educational opportunities.
- Develop strong interdepartmental coordination to address storm water management, "Complete Streets", greenways and trails, parks and other greenspaces.
- Revitalization of the Chattahoochee River Corridor can incorporate new and expanded parks, trails, greenways, improved water quality and economic development.



Community Agenda - 2. Issues and Opportunities

- Investments in what is becoming more affordable “green” technology and building improvements, results in savings in expenditures for electricity, natural gas and water, which in turn can be made available for other operating, maintenance or replacement needs in parks or recreational facilities.
- Broad support for parks and greenspace amongst residents, businesses and the philanthropic community suggest that opportunities to grow parks and greenspaces through donations of easements, land, volunteer efforts and monetary and in-kind donations can be successfully encouraged and expanded.

Arts and Cultural Affairs

Issues

- Lack of a dedicated public revenue source to support arts and cultural programs, initiatives and implementation of other plan initiatives.
- Lack of financial support available to arts organizations and neighborhoods.
- Lack of appropriate art venues and a need for more arts venues throughout the City’s many neighborhoods.
- Lack of accessibility of arts and culture events for all.
- Lack of an awareness of arts and culture programs, events and activities on a consistent basis.
- Lack of a stabilized funding source. Approximately 60 percent of the OCA operating budget is generated from outside earned and contributed sources.

Opportunities

- Increase funding for Contracts for Art Services.
- Update the Public Art Master Plan.
- Increase leadership for the arts and cultural sector within City Government that would lead to an increase in budget allocation for the arts and education funding.
- Increase the inclusion of the arts and culture in the development of policies, plans and zoning.
- Increase the development of art venues and programs in various neighborhoods particularly along the proposed Atlanta BeltLine.
- Increase the awareness and importance of arts and culture and arts education in all phases of Atlanta’s life.
- Increase collaborative ventures that taking place within communities to improve publicity and promotions of cultural programs.
- Enact a policy of enforcement for the acquisition of the 1.5% of certain capital projects for the installation of artworks is needed.
- Re-format cultural programming into the neighborhoods.

Community Agenda - 2. Issues and Opportunities

Transportation

Road Network

Issues

- Annual funding is needed to maintain the city's roadway network.
- A large part of the transportation infrastructure has exceeded its expected lifetime reducing system efficiency and creating potentially unsafe travel conditions.
- There is insufficient connectivity between pedestrian, bicycle, transit, and road facilities in the City of Atlanta.
- Atlanta's major roadway corridors suffer from unattractive utility clutter, excessive signage, and outdated urban design.
- Redundancies and connectivity within road networks are lacking in parts of Atlanta.
- Right-of-way constraints limit flexibility to change the design or operation of roadways in the City of Atlanta.
- The reliance of the Atlanta Region's population on personal automobiles consumes valuable urban land for roadways and parking facilities.
- Atlanta's current transportation systems contribute to air and water pollution.
- Focus on long distance travel and a lack of targeted planning have combined to create an uneven utilization of all components of Atlanta's transportation system. Expressways and arterial roadways experience the greatest traffic congestion and have thus historically been the focus of capital improvement efforts, though local streets in the street network are underutilized. As a result, many of Atlanta's main streets, which have historically provided access to commercial and civic uses, have been engineered for vehicle mobility. Atlanta's transit system is also utilized considerably below its capacity.

Opportunities

- Establishment of an annual infrastructure maintenance budget through the general fund or other strategic funding will allow the city to address long standing maintenance issues.
- Private-public partnerships, i.e. Community Improvement Districts (CIDs) and (TADs) in conjunction with federal funds are possible funding sources for updating major corridors to meet complete street design standards inclusive of between pedestrian, bicycle, transit, and road facilities.
- The Connect Atlanta Plan encourages the construction of new street connections via redevelopment to provide needed redundancies and connectivity within road networks.
- Car-sharing programs increase the utility of transit and permit valuable urban land to be converted from parking to dense development.
- The City of Atlanta has implemented a car-sharing program to reduce fleet maintenance costs.
- The implementation of additional transit modes i.e. the streetcar and the Atlanta BeltLine will reduce single occupant vehicle use.
- Establish Commercial Solid Waste provider Street Use Fee (franchise) to fund street maintenance and compensate for wear and tear on local roads.



Community Agenda - 2. Issues and Opportunities

Bicycle Facilities

Issues

- The City of Atlanta does not have an adequate network of ADA compliant sidewalks, bicycle lanes, and trails – those that exist are not well linked.

Opportunities

- Bicycle and pedestrian facility planning, construction, and maintenance are cost effective investments for expanding transportation choices.
- On-street bicycle lanes or shared-use signage and off-road multiuse trail facilities can serve both commuter cyclists and recreational users.
- Greater education and enforcement are needed to improve safety for cyclists, pedestrians, and motorists alike.
- Additional bicycle parking provisions located along popular bicycle corridors will be encouraged in Atlanta.

Pedestrian Facilities

Issues

- Annual funding is needed to maintain ADA compliant sidewalks and ramps.
- Pedestrian crosswalks are insufficient; investments in pedestrian amenities and safety features are not adequate.
- Sidewalks are not currently provided with all new development.
- In general, the pedestrian environment of Atlanta proper does not provide equitable coverage of sidewalks throughout the city, and existing facilities for aging and disabled persons are not adequate to allow for their mobility. A recent inventory of sidewalks by the City of Atlanta Department of Watershed Management suggests that only about sixty-percent (60%) of city streets (relative to street length) have sidewalk coverage.

Opportunities

- Establishment of an annual infrastructure maintenance budget through the general fund or other strategic funding will allow the city to address ADA issues.
- A hard policy requiring sidewalk construction for all new development and sidewalk repair by adjacent property owners as required per code.
- Improve pedestrian access to the Atlanta Beltline corridor from outside the corridor.

Public Transportation

Issues

- Atlanta needs a seamlessly integrated public transportation network with various modes, technologies and classes of transit service along railroad corridors and multimodal streets connecting livable activity centers.
- Transit Level of Service (LOS) is inadequate and the coverage is insufficient.
- There is a lack of activities located within easy walking distance of some transit stops. Many MARTA rail sta-

Community Agenda - 2. Issues and Opportunities

tions are underutilized and underdeveloped.

- The current funding structure limits MARTA resources for operating support.

Opportunities

- Atlanta's transit system is the country's ninth-largest transit system in terms of daily ridership, averaging 470,000 riders per day, and includes the largest urban rail transit system in the Southeast.
- Streetcars, arterial bus rapid transit, and enhanced bus service will attract more riders and boost urban development.
- One of the most exciting initiatives in any American city, the Beltline provides an opportunity for increased park area, new recreational opportunities, and enhancements to Atlanta's transportation system.
- The Regional Transportation Plan and Transportation Improvement Program could provide further financial support to transit by transferring more highway funds from federal programs designated as flexible.
- Phase 1 of the Streetcar project will demonstrate the viability of on-street rail in Atlanta.
- The value added to real estate surrounding rail stations should be captured to support transit system enhancements.
- Land use policies and zoning regulations, particularly the SPI districts, promote transit oriented development.
- MARTA has been actively involved in the development of Transit Oriented Development around transit stations.
- Many of the plans funded by ARC's Livable Center's Initiative program are centered around MARTA stations and improve connectivity.
- Making seamless transit network connections by adding "infill" MARTA stations at strategic locations can promote economic development and foster redevelopment in Atlanta's core to accommodate increased density.
- Existing railroad corridors present opportunities for both regional commuter rail and local circulator transit service.
- A Multimodal Passenger Terminal (MMPT) will link the City, state, region, and beyond and set the stage for intense mixed-use development in the railroad "gulch" area of downtown.

Commuter Rail

Issues

- Existing railroad corridors are primarily used for goods movement with little regional commuter rail and no local circulator transit service.

Opportunities

- The existing New Orleans – New York Amtrak Crescent route could function better with a new Atlanta station along its current alignment.
- Adding north-south passenger platforms at the Philips Arena MARTA Station to the design of the MMPT would allow it to accommodate the proposed Southeast High-Speed Rail (SEHSR) corridor extension from Charlotte.
- GDOT's Atlanta-Chattanooga Corridor Study presents an opportunity to consider high-speed rail along an exist-



Community Agenda - 2. Issues and Opportunities

ing Norfolk-Southern line through northwest Georgia.

Parking

Issues

- There is too much off-street surface lot parking in the core business districts and busy activity centers. There is a lack of shared-use parking structures and initiatives to create such.

Opportunities

- Parking revenue is a potential source of innovative financing for both the capital investment and operations of new transit initiatives as well as streetscapes.

Railroads and Trucking

Issues

- Development around truck-rail freight intermodal yards in the City of Atlanta hampers truck access and restricts facility expansion opportunities.
- Designated truck routes in Atlanta should be reconsidered in light of recent study recommendations.
- Atlanta is a preeminent freight hub for the Southeast, but this means that freight infrastructure is present throughout the City, often in close proximity to neighborhoods and other areas sensitive to its impacts.

Opportunities

- A study by the State Road and Tollway Authority (SRTA) indicates that truck only toll (TOT) lanes would provide greater congestion mitigation than HOV lanes or high-occupancy toll (HOT) lanes alone.

Aviation

Issues

- Funding for large aviation projects may be an issue in the short-term. It will be important to identify new revenue opportunities as well as new funding sources to enable continued development at Hartsfield-Jackson in order to provide for the forecasted growth in both passengers and cargo demand.

Opportunities

- Atlanta is the home to the world's busiest airport as measured by aircraft operations (takeoffs and landings) and in terms of passengers served.
- The forecasted growth in air cargo that is expected to take place at Hartsfield-Jackson will provide new job opportunities for Atlanta and the State of Georgia.

Transportation, Land Use and Health Connections

Issues

- The regional land use planning structure is not integrated within a larger transportation network built around transit, but instead one built around expressways.
- Interaction between motorized and non motorized transportation is a critical public health challenge related to community design, particularly transportation planning.

Community Agenda - 2. Issues and Opportunities

- Urban areas that are highly dependent on motor vehicle travel rather than walking or biking or using public transportation are associated with increased motor vehicle and pedestrian fatalities.
- Transportation-related pollutants are one of the largest contributors to unhealthy air quality. Many of these common air pollutants, such as ozone, sulfur dioxide, and particulate matter, are respiratory irritants that can aggravate asthma either alone or in combined action with other environmental factors.

Opportunities

- Healthy community design can provide many opportunities for the City such as lower risk of injuries, improve air quality, reduce contributions to climate change, promote physical activity, and increase social connection and sense of community.
- Developing Health Impact Assessments (HIAs) can be used to evaluate objectively the potential health effects of a project or policy before it is built or implemented. HIAs can provide recommendations to increase positive health outcomes and minimize adverse health outcomes.
- Atlanta has employment centers where intense development, a mix of land uses and a demand for short trips coincide.

Intergovernmental Coordination

Independent Special Authorities and Districts

- Issue: Increase efforts to spur economic development in south and west Atlanta.
- Opportunity: Increase agreements with the Atlanta Development Authority to lead these efforts.
- Issue: Need for more affordable housing in the City.
- Opportunity: More funding and collaboration with AHA to seek public and private funding for the same.

School Board

- Issue: Increase the number of city youth that get their high school diploma.
- Issue: Lack of coordination between school board and the City for school locations in related planning decisions.
- Opportunity: Work with the school board to adopt policies and program that lead to a higher graduation rate.
- Opportunity: The City should seek legislative authority to assist the school board in planning and spending decisions.

Community Improvement Districts

- Issue: The community improvement district model should be replicated in other parts of the City where commercial development has been successful.
- Opportunity: Form an Advisory Task Force from those successful Community Improvement District to assist in other commercially developed areas of the City.



Community Agenda - 2. Issues and Opportunities

Service Delivery Strategy

- Issue: The City and several municipalities in the County and surrounding counties continue to have differences about the City's delivery of water service and transportation issues.
- Opportunity: Utilize the mediation method required under the Service Delivery Strategy to resolve these issues.

Regional Planning

- Issue: Lack of Neighborhood Planning Unit participation in regional planning.
- Opportunity: Neighborhood Planning Unit leadership should seek appointment to various Atlanta Regional Commission boards and commission on regional planning issues.

Adjacent Local Governments

- It is well documented that Hartsfield-Jackson Atlanta International Airport is a major asset for not just the region but the entire southeastern United States. As the region continues to grow the Airport must identify ways to keep up with the expected growth in the origin and destination market. However, in order to provide for this growth, significant coordination will be necessary between the Airport, the local jurisdictions surrounding the airport, and state and local agencies to address issues in a manner which will allow for the growth of this asset and encourages economic development in the neighboring jurisdictions.
- In an effort to provide an avenue for better communications between entities H-JAIA is spearheading the formation of the Southern Crescent Committee which will be comprised of elected officials from the surrounding jurisdictions as well as the Aviation General Manager and at least one elected official from the City of Atlanta. The purpose of this committee is to provide an avenue through which these entities may discuss not only airport related issues, but also regional issues such as transportation and water.

Urban Design

Issues

Atlanta's urban form is missing several elements that could improve the quality of life for Atlantans and help to attract employers and visitors.

- Public Space: Many of Atlanta's public spaces have given priority to automobiles and lack appropriate usable space for pedestrians and bicyclists.
- Public Art: Atlanta lacks public art along its streetscapes, outdoor plazas, parks and greenways.
- Surface Parking Lots: Acres of uninterrupted surface parking in Downtown, Midtown and other areas in the City create an inhumane, environmentally unsound and visually disruptive condition. These desolate areas of extensive pavement break the continuity of development, disrupting the urban fabric and discouraging pedestrian activity. Demolition of buildings to create surface parking lots should be discouraged.
- Suburban Sprawl: Atlanta's conventional zoning districts allow suburban-style, automobile-oriented strip development. This development pattern is not conducive to walking and has contributed to increased traffic and dependence on the automobile, reduced air quality, and disruption of the traditional pedestrian-oriented urban fabric of many city neighborhoods.
- Public Health: The existing built environment promotes automobile usage and discourages walking and other physical activity, resulting in a decline in health and an increase in obesity.

Community Agenda - 2. Issues and Opportunities

- **Public Safety:** Many of Atlanta's real and perceived public safety problems are adversely affected by poor urban design. Public spaces that are not visible and accessible for informal policing by residents, workers, and visitors; and a lack of legitimate street life are undesirable.
- **Visual Clutter:** Visual clutter from billboards, signage, and overhead utilities creates unsafe conditions on roadways and deteriorates the quality of life in Atlanta's neighborhoods.

Opportunities

The following represent opportunities for Atlanta:

- **Tree Canopy:** The expansion and maintenance of the tree canopy enhances Atlanta's image, ameliorates the climate, and mitigates environmental problems in the City.
- **Neighborhood Identity:** A strong sense of neighborhood identity exists in Atlanta and should be capitalized on in any urban design plans. Many of the most successful residential neighborhoods are focused around parks and small historic retail centers, and provide street connectivity and sidewalk infrastructure.
- **Usable Public Space:** Amendments to the Land Subdivision ordinance to allow the creation of parks adjacent to streets flanked by single-family and two-family homes overlooking the parks. Neighborhoods such as Grant Park, Ansley Park, and Candler Park include single-family and two-family homes that front onto parks with street frontage. Amendments to the usable open space requirements in the zoning ordinance to establish minimum criteria for usable green space in new multi-family residential development.
- **Public Space and Public Art:** new public spaces and the redesign of existing underutilized spaces provide opportunities for usable community gathering spaces that serve as the backdrop for unique public art in the form of murals, sculptures, lighting, water features, landscaping, etc.
- **Surface Parking Lots:** The inordinate amount of surface parking in Downtown, Midtown and along major corridors is currently a negative attribute for these areas, but it could also be seen as an opportunity for their redevelopment into new pedestrian-oriented mixed-use and residential developments. Many of the recent mixed use developments around Centennial Olympic Park and Georgia Tech's Midtown Campus were previously surface parking lots.
- **Transportation:** The expanding MARTA system, and new pedestrian and bicycle facilities provide transportation alternatives to the automobile. As these systems expand so do the transportation possibilities.
- **Atlanta BeltLine:** comprised of 22 miles of historic rail segments that encircle the urban core. The BeltLine represents the opportunity for new transit, trails and parks linking together 45 city neighborhoods. It also provides the opportunity for installation of new public art that is visible and accessible to the general public.
- **Historic Districts:** Existing historic districts provide a continuity with Atlanta's past that contributes to the image, unique character, and architectural heritage of Atlanta.
- **Population growth:** as Atlanta's population continues to grow there are opportunities for infill and new development as well as redevelopment and revitalization of existing neighborhoods.
- **Cultural facilities:** New cultural facility offerings with the Georgia Aquarium, the new World of Coca-Cola Museum, Imagine It Children's Museum, the expansion of the High Museum, and the proposed Center for Civil and Human Rights Museum, among others, will serve to attract additional cultural institutions and venues to Atlanta.
- **Quality of Life Zoning Districts:** Implementation of quality of life zoning districts recommended by recent corridor studies and redevelopment plans would provide zoning controls for new development to create tra-



Community Agenda - 2. Issues and Opportunities

ditional, walkable communities and prohibit suburban-style, automobile-oriented strip development. Several areas in the City have implemented these zoning changes and have already begun to re-establish the urban fabric with new pedestrian-oriented development.

Land Use

Issues and Opportunities

Infill and Design

- Not all neighborhoods have design guidelines to ensure appropriate new and infill development that complements the character of the community.
- Some new subdivisions do not follow the same platting pattern as existing neighborhoods, particularly in the street layout, orientation and design.
- Older homes are being replaced with newer homes that are incompatible in scale, height, massing, size and design.
- Major roadways are developed with unattractive suburban/auto oriented type development.
- Development regulations allow suburban type development in the City.
- The city is still rebuilding from the urban disinvestment of the 1970's and 1980's. Some parts of the city still have a significant amount of blight.
- Some infill development is not in keeping with the character of the neighborhood.
- There is a lack of rehabilitation in some neighborhoods and some corridors.

Mix of Land Uses

- There is inadequate mix of uses (like corner groceries or drugstores) within neighborhoods.
- There are not enough neighborhood centers to serve adjacent neighborhoods.
- In some cases there is not enough transition between land uses.
- Industrial uses are being lost and redeveloped for non-industrial uses.
- Some industrial buildings are obsolete.
- Residential and mixed use developments in industrial areas are creating land use conflicts.

Approval and Permitting Process

- Developers complain about local development approval process, especially for innovative projects.
- At times there is neighborhood opposition to new/innovative or higher density developments.

Transportation

- Development patterns do not create a pedestrian oriented environment.
- In some cases major centers and corridors do not have enough density to support transit.

Community Agenda - 2. Issues and Opportunities

- Land Use and transportation policies need to be coordinated in order to complement each other.
- There is too much land dedicated to parking or other paved areas, particularly in Downtown and Midtown.
- Parts of the City are spread out and only accessible by car.
- Need to support Transit Oriented Development.

Open Space

- Public space/open space is not incorporated into new developments, particularly in Downtown, Midtown and Buckhead.
- Public spaces sometimes are not designed for gathering and social interaction.
- Some of the remaining greenfields are being developed.
- New developments in greenfields clear cut trees prior to development.

Housing

- There is a lack of housing, particularly workforce housing, at employment centers.
- Land Use policies do not promote affordable housing throughout the City.
- Some of the affordable housing stock is being lost.

Other

- Lack of balanced development in the City. Over the past 10 years, most of the development has been concentrated north of I-20.
- More effort needed to implement adopted community plans listed in the Community Assessment.
- Improved zoning and code enforcement is needed.



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Character Areas

Character Areas, a new requirement in the 2005 Standards and Procedures for Comprehensive Planning, are an important component of the Community Agenda. The Department of Community Affairs defines Character Areas as: a geographic area in a community that:

- Has unique or special characteristics to be preserved or enhanced;
- Has potential to evolve into a unique area with more intentional guidance of future development through adequate planning and implementation; and
- Requires special attention due to unique development issues.

Another definition of a Character Area is: a geographic area which is unique and distinguishable from other areas due to its natural features, predominant land uses, mix of land uses, economic relationships and/or design characteristics of the built environment and for which a common vision can be articulated regarding its preservation, growth or change.

Character Area maps, narrative and policies along with the Future Land Use Map serve as a guide for the future development and future rezoning of a parcel. In addition, the Character Area Maps will be used as a guide when evaluating Future Land Use Map amendments. The allowed land use designations in each Character Area are shown in the Future Land Use Map. In addition, the zoning categories that are compatible with each land use designation are shown in Table 9-6 (page 348) in the Community Assessment. The Quality Community Objectives that will be pursued in each Character Area are shown in Table 3-1.

The first draft of the Character Areas maps was prepared by the Office of Planning staff and were included in the Community Assessment. The draft Character Areas maps were based on the existing land use, future land use, adopted plans, zoning, existing and emerging development patterns, location of existing and proposed transit stations and location of natural resources. The Character Area boundaries were modified, Character Area designation changed and Character Areas defining narratives were composed based on comments provided during the Round 2 and Round 3 meetings.

The sixteen Character Areas in the City of Atlanta are grouped in to 5 categories that have similar development patterns and characteristics. These are listed below and shown in Table 3-2.

- Open Space
 - Parks, Conservation and Greenspace
- Neighborhood
 - Traditional Neighborhood Existing
 - Traditional Neighborhood Developing
 - Traditional Neighborhood Redevelopment
 - Suburban Area
 - Live Work
- Center
 - Neighborhood Center
 - Town Center
 - Regional Center
 - Downtown



Community Agenda - 3. Character Areas

- Corridor
 - Intown Corridor
 - Redevelopment Corridor
- Special Districts
 - Industrial Areas
 - Historic Areas
 - Other/Special
 - Transit Oriented Development

For each Character Area a map shows the location of that Character Area in the City of Atlanta. The City of Atlanta Character Areas Map is shown in Map 3-1. Character Area narratives for each of the sixteen Character Areas describe the vision and policies and incorporate the components listed below.

- General Characteristics: This describes the existing condition and the existing development patterns both that should be preserved or changed.
- Location: The locations within the City of Atlanta where the Character Area is found.
- Preferred development pattern: this is the vision and development pattern in terms of transportation, land use and economic development encouraged in the area.
- Primary Land uses: this is a list of land uses that are recommended in the Character Area. Specific land use categories and zoning categories are shown in the Future Land Use Map and the Zoning Map.
- Policies: These are the policies that will help achieve the desired vision and development pattern for the Character Area.
- Implementation Strategies: These are initiatives, projects and programs that will achieve the desired development pattern for the Character area.
- Adopted Plan: This is a list of mostly plans adopted by the City of Atlanta that includes all or a portion of the Character Area. These plans have more information about the vision, policies and development patterns for a specific the study area.

Fort McPherson

Fort McPherson, a 488-acre installation located in southwest Atlanta, was selected to close under the 2005 round of Base Realignment and Closure (BRAC). The McPherson Planning Local Redevelopment Authority (MPLRA) was formed on December 14, 2005 to assume the responsibility and authority for planning the reuse and economic development of the real estate and other assets presently comprising of Fort McPherson, Georgia. The reuse plan was approved by the MPLRA in September 2007. The “Fort McPherson Research Park Master Plan and District Conceptual Plan,” an update to the approved Reuse Plan, has been prepared by a project team with input from the McPherson Implementing Local Redevelopment Authority (MILRA), its staff, and the members of the stakeholder communities around Fort McPherson. The plan was completed in December 2010 and approved by the U.S. Department of Housing and Urban Development in September 2011. The MILRA was established in September 2009 by state legislation to oversee the implementation of the plan. In addition, the MILRA will control and manage the site and sell parcels for private development or joint venture in accordance with the approved master plan. As the site is being transferred from federal to City of Atlanta jurisdiction, it presents both a unique challenge and opportunity for long-term growth and positive redevelopment for southwest Atlanta, the State, and the region as a sustainable community. Fort McPherson is a major redevelopment for the City of Atlanta.

The City of Atlanta’s Office of Planning reviewed the master plan prepared for the MILRA as well as the Fort McPherson Community Action Plan, a study conducted by Georgia Tech’s School of City and Regional Planning in their Fall 2010

studio. The plan was commissioned by Georgia STAND-UP, a community-based organization to provide technical assistance for neighborhood stakeholders. The vision as described in the master plan is to “transform Fort McPherson and the surrounding neighborhoods into a nationally acclaimed, world class thriving community, where people work, live, learn and play.” The Community Action plan envisions an objective to facilitate timely redevelopment of the site while also integrating development with improvements to public assets.

The site will include a mix of land uses such as office, institutional, residential, open space, and retail uses. Specifically, 1,780 new residential units and a 30-acre event/festival space will be located on the property. The master plan is structured into 6 development districts: Science and Technology Center, Historic Village, VA District, Parkway Neighborhood, Campbellton Neighborhood, and Open Space. Each district has been characterized under the following Character Areas:

- Regional Center: The Science and Technology Center District
- Historic Areas: The Historic Village and VA Districts
- Traditional Neighborhood Developing: The Parkway Neighborhood and Campbellton Road Neighborhood Districts
- Conservation and Greenspace: Open Space District

The districts are described in the Character Area sections of the Community Agenda.

LOCATION:

Situated in the southern portion of Atlanta between downtown Atlanta and Hartsfield-Jackson Atlanta International Airport, Fort McPherson is bounded by Campbellton Road to the north, Langford Parkway and the City of East Point to the south, Stanton Road to the west, and to the east bounded by two MARTA transit stations located at the northeast (Oakland City) and southeast (Lakewood/Fort McPherson) corners of the base on Lee Street. The base is also bordered by low-density, predominately single-family residential neighborhoods. There are 40 existing historic structures located on the site that are listed on the National Register of Historic Places. Preservation of these structures gives character to the development for future buildings and will help tell the story of the fort’s history.

Transportation

The street network of the site is intended for use by modes of transportation beyond the car. A safe and connective street network that accommodates vehicles, pedestrians, bicycles, and transit options is a key element to Fort McPherson. Development adjacent to the MARTA stations is encouraged to increase walkability. Multi-modal connectivity and dense transit-oriented development that will maximize existing investments in public infrastructure will need to be in place as the redevelopment of Fort McPherson occurs. Right-of-way access and accessibility to major destination points, improved streetscapes and intersection design as well as improved traffic flows and signalization surrounding Fort McPherson are among some of the opportunities to enhance the area that were identified in the Community Action plan. In addition to connectivity within the development, the master plan weaves its street network into surrounding neighborhood roads. There are multiple north-south and east-west connective roads in the master plan. Inboarding the Peachtree Street Car to bring transit through the Science and Technology Center District and aligning access points with the existing off-street network are potential investments noted in the master plan. Attention should be focused on crime reduction activities along the MARTA rail line and commercial corridors as transportation assets are vital components in the strategy for recovery that Fort McPherson neighborhoods are creating.

IMPLEMENTATION STRATEGIES

The guiding principles established in the master plan include community building that will develop with respect to local community, create a place for everyone, and think locally, act globally. The community surrounding Fort McPherson developed an Interim Base Redevelopment Plan to include the existing golf course and recreation facilities along with quality housing, commercial, educational, and community buildings currently located on the site until redevelopment



Community Agenda - 3. Character Areas

occurs. Creation of a central performing arts venue, utilizing facilities already in place on the site was recommended in the Community Action plan. Furthermore, implementing an extensive Neighborhood Watch Program and support community policing by the Atlanta Police Department with strategies for redeploying the public safety facility on the site was recommended in the Community Action plan to improve anti-crime efforts while improving perceptions of safety.

Long-term sustainability is intended for Fort McPherson. Incorporating green roofs, rain gardens, bio-swales, and pervious pavement will contribute to the long-term viability of the Fort McPherson redevelopment effort. Flexibility within the zoning regulations for the Fort McPherson District that focuses on sustainability can accommodate a range of potential investors and end users.


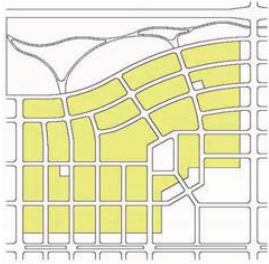

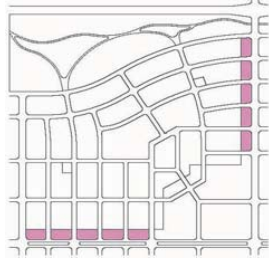
Economic Development

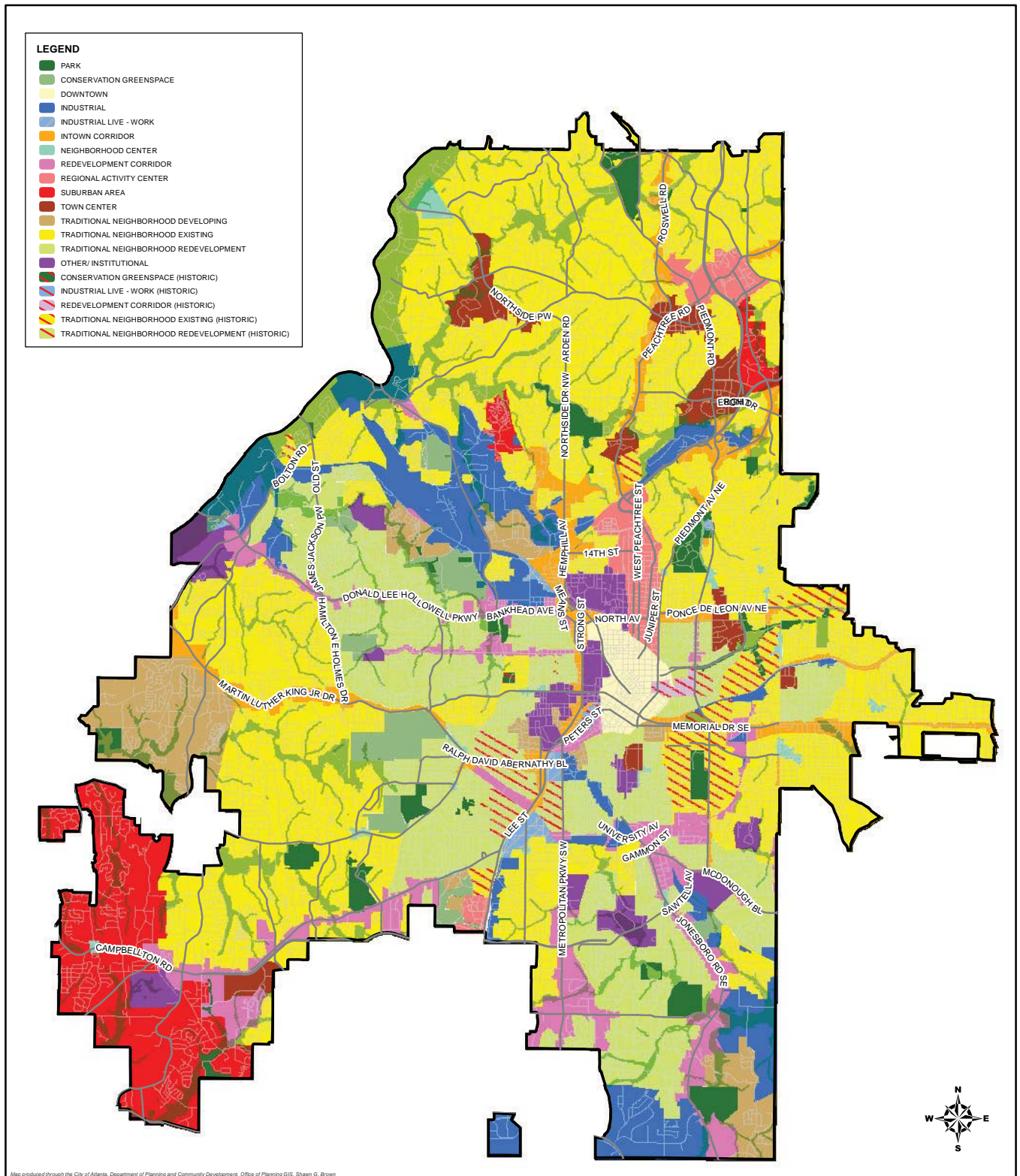
Securing both public and private investments to create a livable urban place and access to capital and financing to support business development by local residents or businesses willing to locate in the area are important economic development opportunities for Fort McPherson. Since Fort McPherson is part of the Campbellton Road Tax Allocation District, the City of Atlanta and Fulton County have committed future tax increment to attract developers to the area. In addition, the City of Atlanta recently applied for the entire area to be designated as an Opportunity Zone, which would provide employers who create two or more jobs in the district with significant income tax credits of up to \$3,500 per employee per year for a maximum of five years. Community Benefits Agreements on behalf of the neighborhoods with developers, government agencies, and other entities active in Fort McPherson area redevelopment has been a topic of discussion from the community as well as workforce development programs, green jobs and training in trades related to energy conservation, environmental protection and remediation, and other skill sets for residents in the adjacent neighborhoods.

Table 3-1: Character Areas and Quality Community Objectives

Quality Community Objectives	Regional Center	Downtown	Intown Corridor	Redevelopment Corridor	Transit Oriented Development	Industrial Areas	Historic Areas	Other/Special Areas
Development Patterns								
Traditional Neighborhoods								
Sense of Place							X	
Transportation Alternatives	X	X	X	X	X			
Regional Identity		X						X
Infill Development	X	X	X	X	X			
Resource Conservation								
Heritage Preservation							X	
Open Space Preservation								
Environmental Protection								
Social and Economic Development								
Growth Preparedness								
Appropriate Businesses	X	X				X		
Employment Options	X	X				X		
Housing Choices	X	X	X	X	X			
Educational Opportunities	X	X						X
Governmental Relations								
Local Self Determination								
Regional Cooperation								X

Community Agenda - 3. Character Areas

Table 3-2: Character Area Categories		
Character Area Category	Description	Illustration
Open Space	Limited or no development Natural areas, regional parks and cemeteries	
Neighborhood	Primarily residential Diversity of housing Community facilities, institutional uses, smaller parks, limited commercial	
Centers	Gathering places Location for many retail, services, jobs Higher intensity of development Often served by transit	
Corridor	Link between centers and neighborhoods Transportation corridors, mainly road but also rail Includes many retail, services and institutional uses	
Other	These Character Areas do not fit neatly into the other four character area types	





City of Atlanta Character Areas

0 1 2 Miles

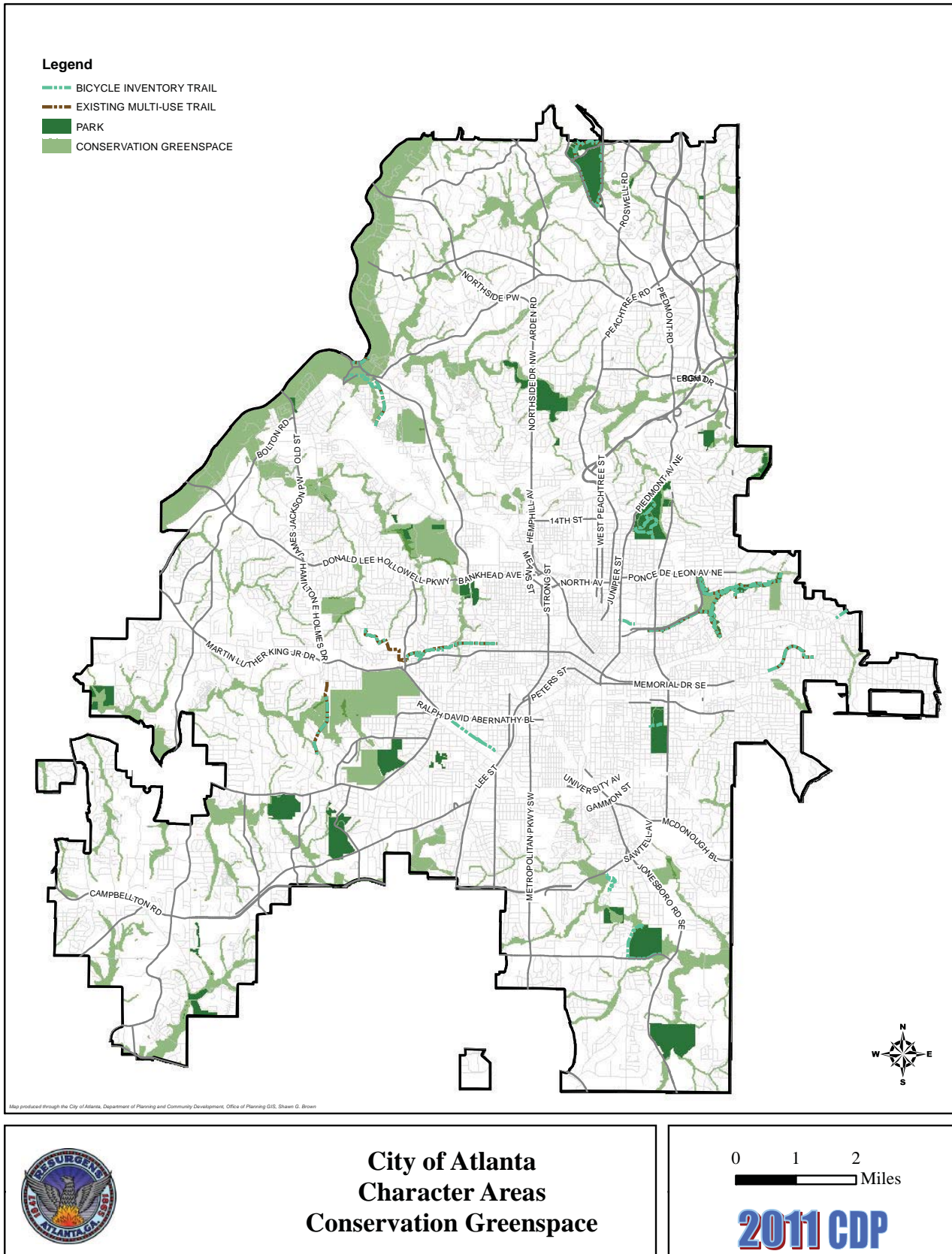
2011 CDP

Map 3-1: City of Atlanta Character Areas



Community Agenda - 3. Character Areas

Character Areas - Parks, Conservation and Greenspace



Map 3-2: Conservation Greenspace

EXISTING GENERAL CHARACTERISTICS:

The City's most important natural resources and some of the celebrated spaces, whether privately or publicly-owned, are located in the Conservation and Greenspace Character Areas. These lands can be owned outright by public agencies, secured through conservation easements or protected from development through regulations. These natural lands and environmentally sensitive areas are the least developed or not suitable for development, whether by design, regulation or necessity, and are intended to remain as open space or where development is severely limited.

Areas included in Conservation and Greenspace are the Chattahoochee River and the Chattahoochee River Corridor, streams and their 75 ft stream buffer, floodplain areas, wetlands and City of Atlanta regional parks and nature preserves. (Note: many other parks are classified as community, neighborhood, block and gardens are embedded in the context of other Character Areas) Also, included are large cemeteries, and properties or easements purchased by the Department of Watershed Management to protect water quality under the consent decree. Also included are areas of protected open space that follow natural or man-made linear features for recreation, transportation and conservation purposes such as the BeltLine trails and PATH trails.

Many of the City's streams and water resources are have poor water quality resulting from polluted stormwater, erosion, sewer overflows, trash and illegal dumping. With the increase in impervious surfaces, streams have more frequent flooding. They also have scoured stream banks caused by soil erosion, increased flooding and fast-moving flood waters. Invasive species have over taken and threaten the native vegetation.

The City's regional parks and trails provide a variety of passive and active recreational opportunities for all people. Moreover, many of Atlanta's parks serve as a viable use in otherwise undevelopable flood plain areas. Although, the current system of trails is lacking, great strides have been made in recent years with the BeltLine related trails which have begun to tie communities back together. However, many of the City's undeveloped and/or isolated parks and natural areas that lack street visibility attract homeless and vagrants contributing to the perception of being unsafe and uninviting to other potential users of the space.

LOCATIONS

Streams, stream buffers, floodplains, wetlands and the Chattahoochee River Corridor spread out in a vein like fashion across the City and are shown as a semi-transparent green layer in the Character Area map. Regional parks include Adams Park, Atlanta Memorial Park, Chastain Memorial Park, Browns Mill Golf Course, Freedom Park, John A. White Park, Piedmont Park, and Southside Park. Nature Preserves include Cascade Springs, Daniel Johnson, Herbert Green, Lionel Hampton, Morningside, Swann, Blue Herron, as well as the Outdoor Activity Center, Tanyard Creek Urban Forest, and Herbert Taylor Park and Westside Park. Greenway Trails include off street trails such as the Lionel Hampton, Freedom Park, Tanyard Creek and other trails located in parks. Large private cemeteries such as Westview, Greenview and South-



The Chattahoochee River



Tanyard Creek



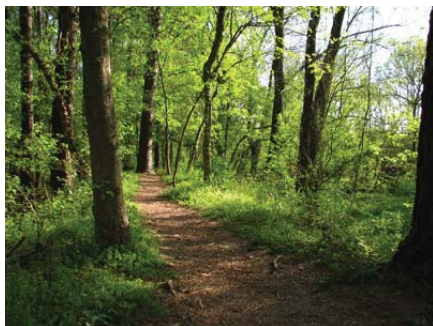
Nancy Creek



Community Agenda - 3. Character Areas



Piedmont Park, NPU E.



Blue Heron Nature Preserve, NPU B.



Blue Heron Nature Preserve, NPU B.

view are also included as Conservation and Greenspace. Oakland Cemetery is shown as a park with a historic designation overlay (see map 3-2).

The Open Space district of Fort McPherson includes an expansive network and represents a significant open space opportunity for the City. The master plan identifies the conversion of the existing 18-hole golf course to add close to 130 park acres to the City. The Open Space district includes active and passive recreation components, the Hedekin Field in the Historic Village, an event space, and plazas. The master plan proposes over 160 acres of open space.

PREFERRED DEVELOPMENT PATTERN

The Conservation and Greenspace areas are the City's most important natural resources and shared outdoor spaces. The Chattahoochee River, streams, stream buffers, wetlands and floodplains should remain in their natural state. A multitude of regulations protect these areas from development. Improved erosion control and stormwater management practices can improve water quality consistent with EPD standards and keep streams clean and litter free. These areas provide important habitat for native plants and animals. Invasive species should be eradicated. The amount of impervious surfaces should be limited. Low-impact stormwater detention facilities can be located in these conservation areas to address flooding.

Conservation and Greenspace areas are important for the community's health and to address public health issues like obesity. These areas offer a connection and views to the natural environment. They are calming places to retreat and also provide community gathering places. Nature trails, pedestrian trails and paths provide safe opportunities for walking, bicycling, education and recreation and provide connectivity between communities. Trails can be located along utility easements such as sewer and power easements. Trails along the Chattahoochee River would make the Region's most important water resource accessible and increase the awareness of its importance.

Conservation and Greenspace areas provide opportunities for urban agriculture, community gardens and rain gardens. Publically accessible, Conservation and Greenspace areas should remain safe due to visible police presence; appropriately scale lighting and call boxes. Safety and sense of security are also promoted with crime-preventative design and active use that provides eyes on the greenspace that offer users a sense of security.

Parks provide opportunities for active and passive recreation and therefore should be accessible and usable. Opportunities to expand parks should be explored. Parks should set the standard for sustainability and alternative energy use. Signage in parks with information on the area's history, non-programmed and programmed open spaces, picnic areas, dog parks, playgrounds and restrooms are some of the features that should be present in parks.

Land Uses

- Undeveloped areas left in their natural state
- Passive recreation (for environmentally constrained areas)
- Active recreation in regional parks (including programmed and non-programmed spaces)

- Urban agriculture
- Established Cemeteries

Improving connectivity among greenspace and recreational assets and improved stormwater management practices is a priority stated in the Fort McPherson Community Action plan. The opening of the Fort McPherson perimeter and expanded connectivity with walking and bike trails and other recreational features will expand options for physical activity and enjoyment, a positive health benefit for the community. A recreation center and sports complex is proposed in the master plan. The Event Space will host large outdoor festivals and concerts for the City, an amenity to help alleviate the majority of events being held at Piedmont Park and Chastain Park. The Main Street on McPherson Parkway will bring pedestrians from MARTA along the park to the Event Space. Another key element to the Open Space district is to promote healthy and sustainable communities by providing urban farming and community gardens.

POLICIES

- Preserve and prevent the degradation of natural resources and habitats especially along watercourses.
- Protect water resources and quality and reduce flood hazards by proactive natural stormwater management.
- Protect/preserve green infrastructure in order to maintain and improve water quality, allow for natural drainage and for flood control.
- Provide opportunities for active and passive recreation for all neighborhoods.
- Employ high standard for sustainability and alternative energy use.
- Provide connectivity between greenspaces through trail/pedestrian connections.
- Preserve Conservation and Greenspace areas to protect and provide wildlife habitat.

IMPLEMENTATION STRATEGIES

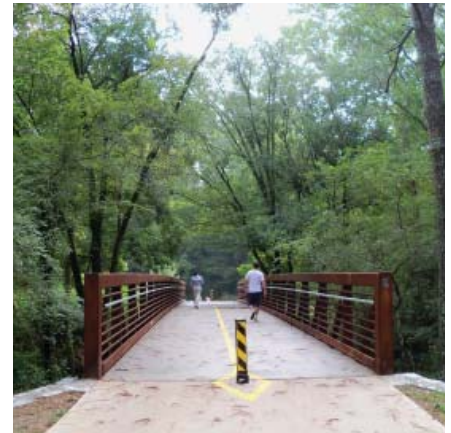
- Implement master plans for parks.
- Implement the BeltLine trail system and improve pedestrian connectivity to the BeltLine trails.
- Make the Chattahoochee River more accessible by implementing Chattahoochee River trail strategic improvements.
- Explore purchase of parcels with frequent flooding.
- Establish improved connections to the Silver Comet Trail.

ADOPTED PLANS

- Atlanta's Project Greenspace (2009)
- BeltLine Subarea Plans
- Buckhead Greenspace Action Plan (not adopted)



Whetstone trail.



Tanyard Creek trail

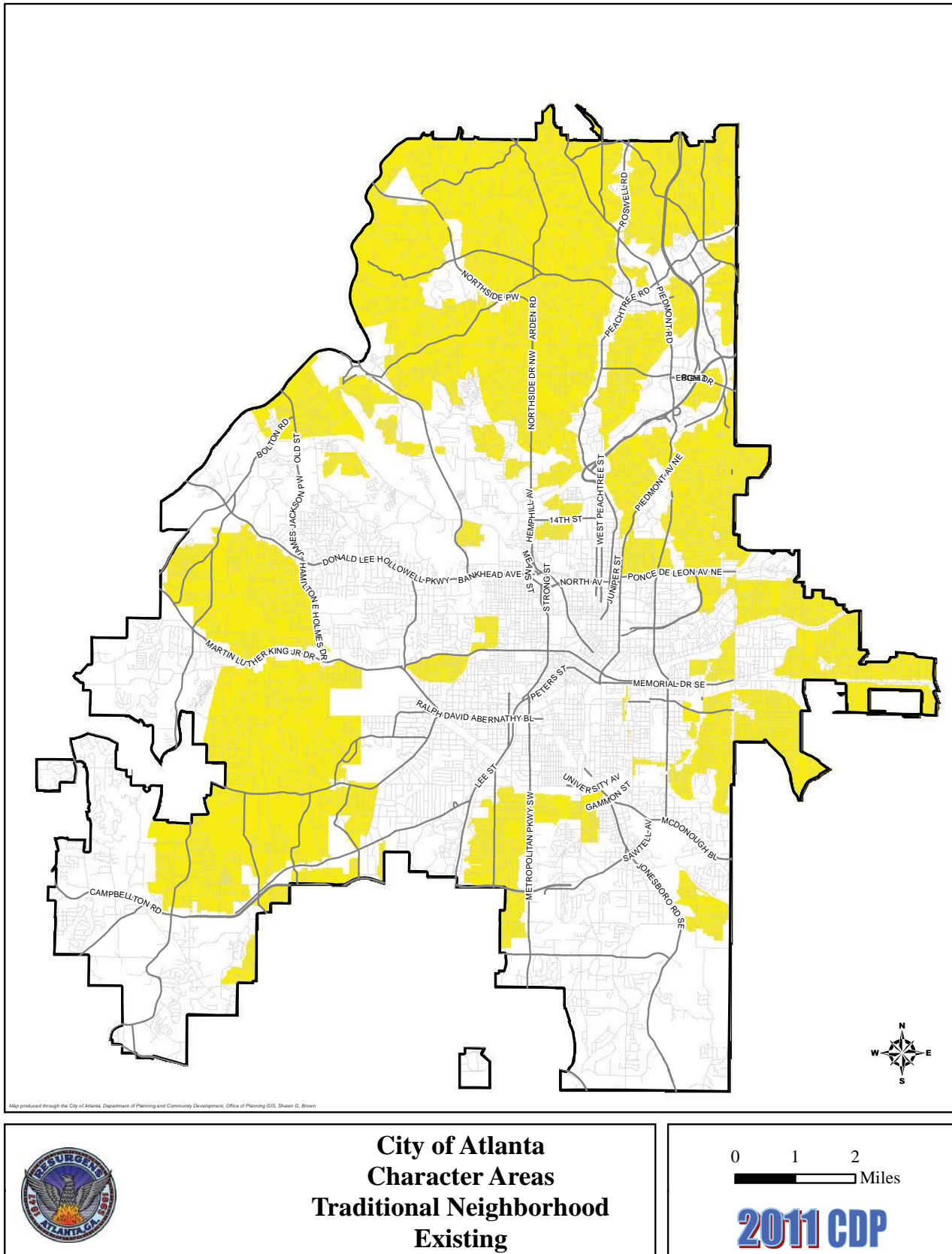


Lionel Hampton trail.



Community Agenda - 3. Character Areas

Character Areas - Traditional Neighborhood Existing



Map 3-3: Traditional Neighborhood Existing

GENERAL CHARACTERISTICS:

Traditional Neighborhood Existing Character Areas are residential areas primarily developed before 1960. To many, neighborhoods are the jewel and one of the character defining features of the City of Atlanta. They generally have sidewalks, tree lined streets, on-street parking, an interconnecting street network, regular lots with well maintained housing and a distinct identity through architectural style and diversity, lot and street design. Although predominantly single-family, duplex, triplex and multi-family housing is also found in existing traditional neighborhoods, providing diverse housing options. Many of these neighborhoods have elderly homeowners who wish to age in place or need affordable senior housing. In general they have high rates of homeownership. Some neighborhoods, particularly the older ones, may also have neighborhood scaled commercial/retail areas scattered through the area with buildings close to or at the front of lot with parking at the rear or on the street. Traditional neighborhoods have well established tree canopies, community centered schools, churches and other institutional uses, neighborhood parks, pocket parks, streams and other natural resources. Many neighborhoods wish to increase green space by developing pocket parks. Many are willing to maintain them. Many of the neighborhoods are listed on the National Register of Historic Places. Several of them are locally designated historic districts while many of them are potential historic districts. Appropriate transition between single family residential and multi-family uses as well as between residential and non-residential uses is important to maintaining the character and stability of neighborhoods.

Over the past decade, with a limited supply of vacant lots and increased interest in living in Traditional Neighborhoods, numerous homes have been torn down and replaced with homes that are incompatible with the character of the neighborhood in terms of scale, height and design and subdivision layout. The proliferation of “McMansions” led to the adoption of the infill ordinance. Incompatible infill housing out of character with its surrounding neighborhood is still a concern. Traffic speed on many neighborhood streets, the poor condition and lack of sidewalks, lack of connectivity to nearby retail and neighborhood services are also a concern.

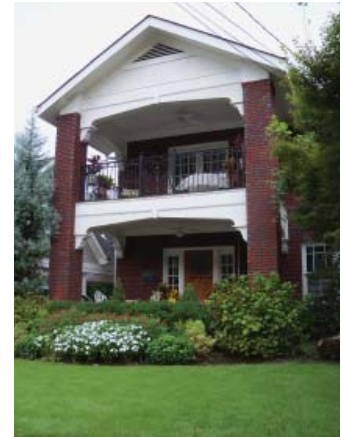
LOCATIONS:

Atlanta’s existing Traditional Neighborhoods are found throughout the City. Some examples are Kirkwood, East Atlanta, Inman Park, Grant Park, Virginia Highland, Morningside/Lenox Park, Ansley Park, Ormewood Park, Poncey Highland, Candler Park, Lake Clair, Berkley Park, Collier Hills, Ardmore Park, Garden Hills, North Buckhead, Chastain Park, Peachtree Hills, Peachtree Heights, Tuxedo Park, Audubon Forest, Cascade Heights, Peyton Forest, Southwest, and Riverside among many others (see Map 3-3).

PREFERRED DEVELOPMENT PATTERN:

Transportation

Existing Traditional Neighborhoods should be walkable and bikeable. They should have complete sidewalk networks in good repair, well lit, safe and with well marked pedestrian cross walks. Bicycle facilities should be provided par-



Community Agenda - 3. Character Areas



ticularly along roads designated as a *Core Bicycle Connection* and a *Secondary Bicycle Connection* identified in the Connect Atlanta Plan. The street design should be consistent with Residential Boulevard, Residential Avenue and Residential Street included in the Connect Atlanta Street Design Guide. New residential development should be integrated with the existing interconnected street network and not have cul-de-sacs or limited street connectivity. The speed of traffic should be slow in order to increase the use and safety of cyclists and pedestrians. Maintaining, improving and expanding existing green-space and parks, street trees and the tree canopy are also desired. Improved transit options, connectivity to the BeltLine and BeltLine trails, and improved walkability to transit and neighborhood services are envisioned.

Land Use

Maintaining the existing character, preserving the housing stock of neighborhoods and preventing the encroachment of incompatible uses are very important. The development pattern should be supported by infill housing construction that is compatible with the existing scale and character of the neighborhood. There should be emphasis on reinforcing the stability of the neighborhood by encouraging more homeownership and maintenance or improvements of existing properties as well as by creating and maintaining neighborhood identity. Neighborhoods should have a diversity of housing types to meet the needs to the community, particularly seniors. Appropriately-scaled retail establishments serving neighborhood needs are encouraged in certain neighborhoods as indicated the Future Land Use Map.



Primary Land Uses

- Single-family residential
- Low-density residential
- Low-density commercial (very limited, pedestrian oriented and neighborhood serving commercial in some neighborhoods, refer to Future Land Use map and zoning map for locations)
- Institutional uses

POLICIES:

- Preserve the residential character of Traditional Neighborhoods.
- Promote diversity of housing types.
- Protect single-family detached residential neighborhoods from encroachment by non-residential uses, incompatibly scaled residential development.
- Encourage new housing development that is compatible with the character of existing neighborhoods. "Character of neighborhoods" is defined by attributes of the platting pattern, including the layout of streets and blocks, street connectivity, the shapes and sizes of lots, the natural topography, and the presence of mature trees.
- Ensure that the size and scale of new homes are commensurate with lot sizes in order to provide adequate open space, permeable surfaces and tree cover on each lot.



- Maintain, rehabilitate and replace the existing housing stock where appropriate.
- Provide Traditional Neighborhoods - Existing with nodal neighborhood commercial areas, which are of such a size and character that all uses are within convenient walking distance of one another.
- Protect and enhance natural resources.
- Support local historic designation of potentially eligible historic neighborhoods.
- Support the preservation and the development of senior housing units and particularly affordable housing units.
- Prioritize installation of pedestrian and bicycle around parks, schools and public facilities.



IMPLEMENTATION STRATEGIES:

- Develop and adopt development guidelines to promote and encourage compatible infill-development.
- Strengthen the City of Atlanta Tree Ordinance
- Ensure sidewalks are constructed with new development
- Ensure adopted bike routes are signed and marked
- Improve walkability of neighborhoods by repairing existing sidewalks and ADA ramps installing new sidewalks.
- Research and implement the Atlanta Regional Commission Life Long Communities program and policies



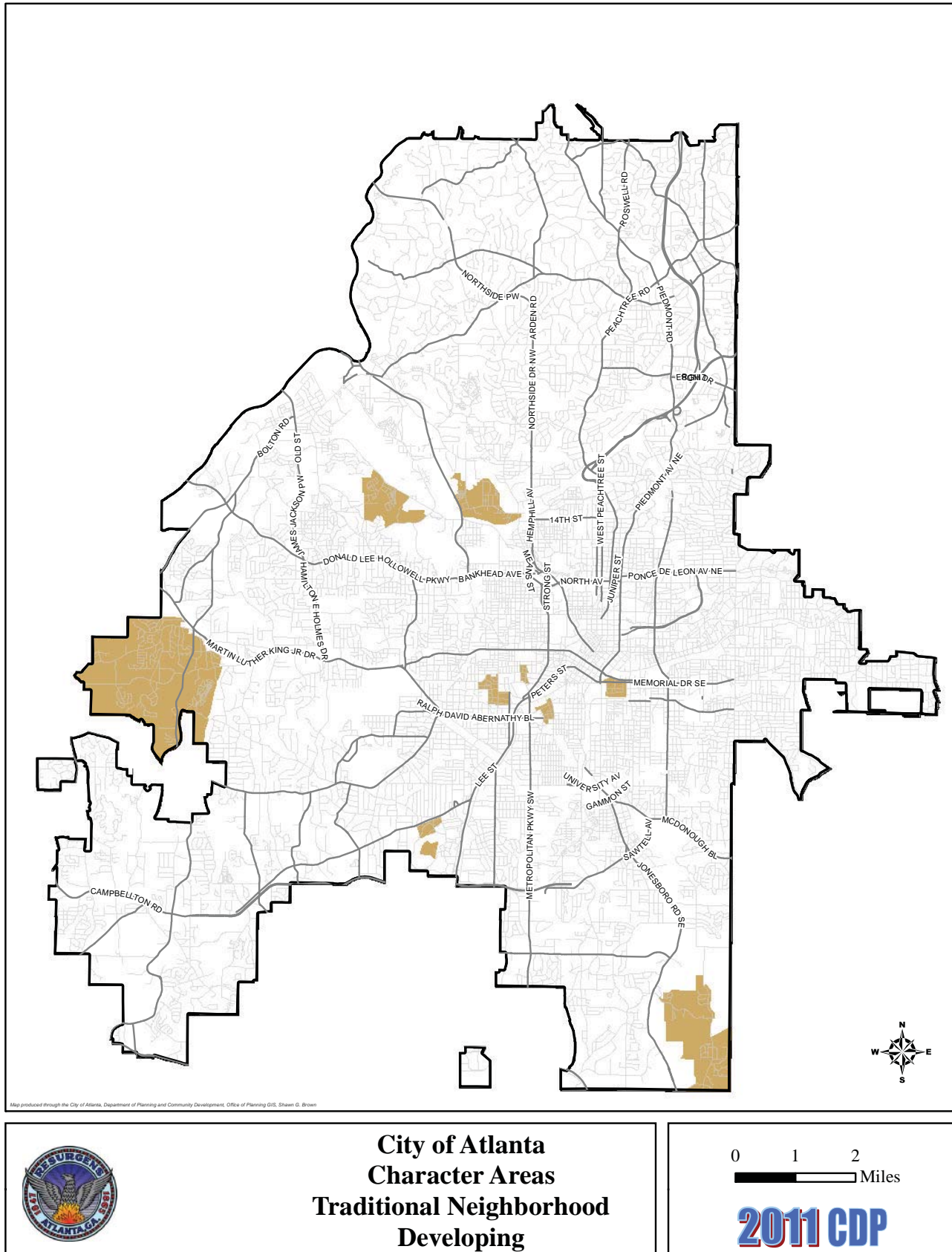
ADOPTED PLANS:

- Poncey-Highland Master Plan (2010)



Community Agenda - 3. Character Areas

Character Areas - Traditional Neighborhood Developing



Map 3-4: Traditional Neighborhood Developing

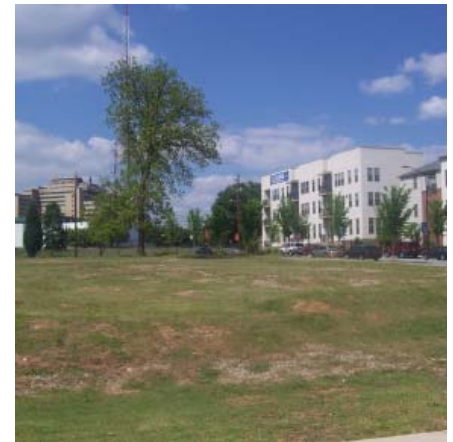
GENERAL CHARACTERISTICS:

Traditional Neighborhood - Developing are mostly residential. They have been primarily developed since the 1960s, and many areas have seen an increase in development over the past 10 years. These areas have significant amounts of residentially zoned vacant land where there is opportunity for infill development. These areas in NPU H and Z predominantly single family with lots larger than typical Traditional Neighborhoods. These neighborhoods look to increase greenspace through the development of pocket parks and to encourage new development that incorporates greenspace into the development plan. Some areas are not well served by retail and services. The residential developments are frequently internally oriented. The area along Huff Road and former AHA properties are predominantly multi-family residential with some limited commercial. Some of these are developing in a pattern similar to Traditional Neighborhood-Existing.



Local streets often lack adequate street lighting. Some residential subdivisions have limited access/connectivity to the street network. Portions of this character area might be served by bus. Sidewalks might be present along some roads while others lack sidewalks. This forces people to walk on the street or adjacent to the street. In addition, many sidewalks are in poor condition

Since the bottoming out of the housing market, some subdivisions/development in Traditional Neighborhood-Developing have unfinished roads, undeveloped lots, vacant houses, foreclosed lots and housing. Lack of adequate oversight over the undeveloped lots has resulted in a neglected and overgrown appearance.



LOCATIONS:

This character area includes land formerly developed as Atlanta Housing Authority communities, Huff Road and areas of NPU-H and Z (see Map 3-4). The Parkway Neighborhood and Campbellton Neighborhood will be two new Traditional Neighborhoods.

DEVELOPMENT PATTERN:

Transportation

These areas should be connected to the surrounding neighborhoods by extending the existing street networks and providing sidewalks, bike lanes and lighting. They should have complete sidewalk networks in good repair, well lit, safe and with well marked pedestrian cross walks. Bicycle facilities should be provided particularly along roads designated as a *Core Bicycle Connection* and a *Secondary Bicycle Connection* identified in the Connect Atlanta Plan. The street design should be consistent with Residential Boulevard, Residential Avenue and Residential Street included in the Connect Atlanta Street Design Guide. New residential development should be integrated with the existing interconnected street network and not have cul-de-sacs. The speed of traffic should be slow in order to increase the use and safety of cyclists and pedestrians. The existing tree canopy should be preserved and increased with additional plantings along with improved streetscapes. Exist-



Community Agenda - 3. Character Areas

ing greenspace should be improved and better maintained.

The Campbellton Neighborhood district will serve as the link between Fort McPherson and the surrounding community. As stated in the Community Action plan, Fort McPherson should be opened to the public for community use and integrated with its contiguous residential neighborhoods.

Land use

The development pattern should be supported by preserving and rehabilitating what remains of the original housing stock while rebuilding on the remaining land following the principles of traditional neighborhood development. AHA properties should be developed as mixed income housing to provide a diverse range of housing opportunities. Homeownership assistance and redevelopment incentives should be focused where needed to ensure that neighborhoods become more stable. A priority in this Character Area is to complete partially completed residential development.

The Parkway Neighborhood in Fort McPherson will include single family and high density residential. The master plan recommends 125 townhomes along the proposed Event Space of the Open Space district and help transition from higher density residential in the Science and Technology Center to single family residential in the neighborhood. 109 single-family residences, a community center and pocket park are also proposed inside the Parkway Neighborhood. The residential uses and community facilities in the Campbellton Road Neighborhood district will complement and enhance the adjacent land uses on Campbellton Road. 86 townhomes and 57 single family residences are proposed in the district as well as a public school, a neighborhood center and community grocery store fronting Campbellton Road, and a community center to serve the surrounding neighborhoods. With the community component of the Campbellton Neighborhood, there will be more potential for rehabilitation of abandoned and distressed homes in the surrounding community of the Fort McPherson area to provide affordable housing. The Community Action plan suggests a balanced effort to create an inventory of permanently affordable housing stock for long-term residents.

Primary Land Uses

- Single family residential
- Low and medium density residential
- Low density commercial

POLICIES:

- Preserve the residential character of Traditional Neighborhoods- Developing.
- Protect single-family detached residential neighborhoods from encroachment by non-residential uses, incompatibly scaled residential development.
- New residential development in should be more integrated to the street network and provide as much connectivity as possible.
- Ensure that the size and scale of new homes are commensurate with lot sizes in order to provide adequate open space, permeable surfaces and tree cover on each lot.
- Maintain, rehabilitate and replace the existing housing stock where appropriate.
- Identify methods to protect and enhance natural resources.
- Promote opportunities for mixed-income housing developments throughout the City.
- Increase opportunities for home ownership for low and moderate-income residents.
- Improve connectivity and transportation options/safety.
- Prevent encroachment of incompatible commercial uses.

Community Agenda - 3. Character Areas

- Aggressively enforce Housing Code and Demolition to remove slum and blight.
- Support the preservation and the development of senior housing units and particularly affordable housing units.

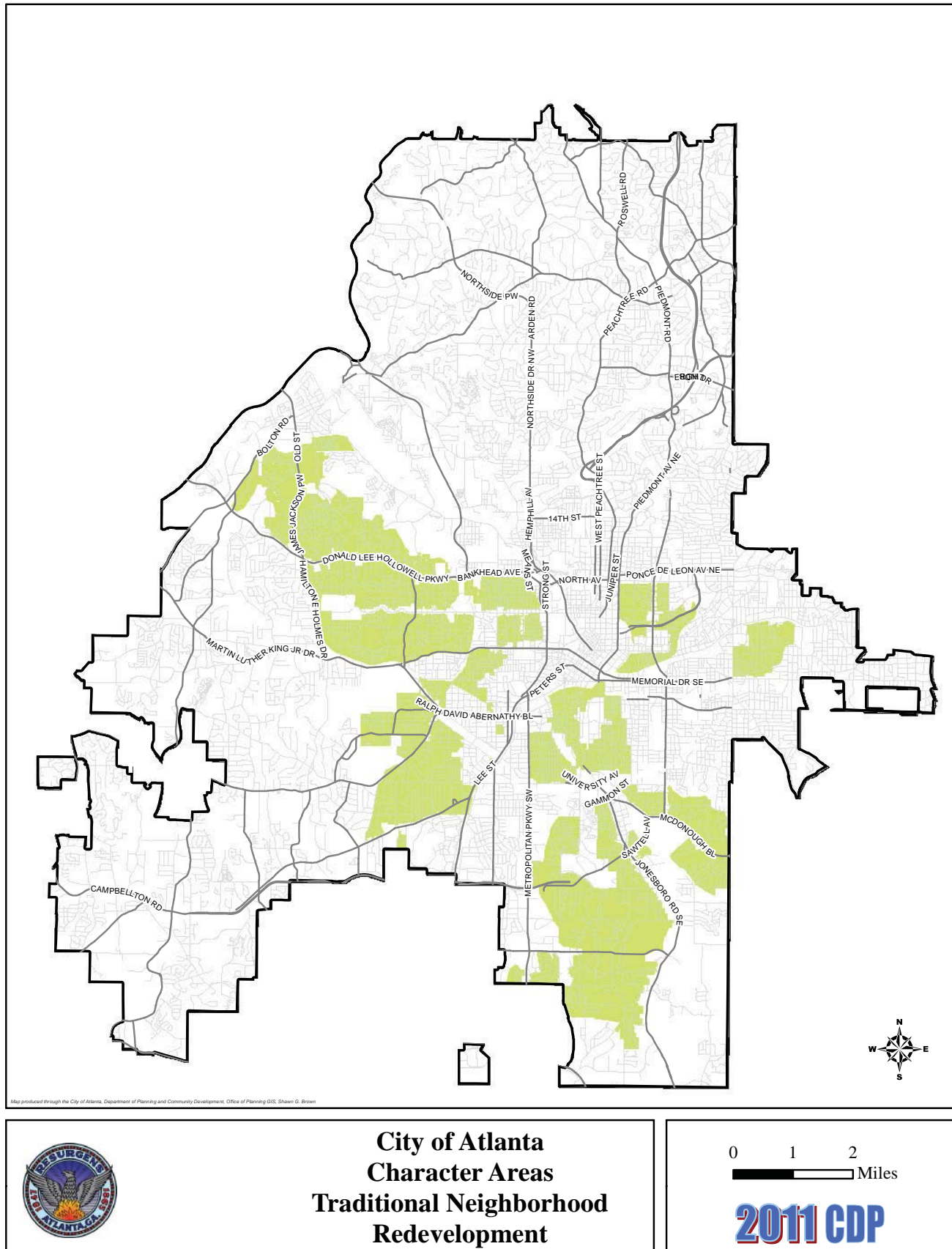
IMPLEMENTATION STRATEGIES:

- Strengthen code enforcement.
- Maintain, rehabilitate and replace existing housing stock where appropriate.
- Strengthen the Tree Ordinance.
- Ensure sidewalks are constructed for all new development.
- Redevelopment of AHA properties should engage the surrounding community.
- Improve walkability of neighborhoods by repairing existing sidewalks and ADA ramps installing new sidewalks.
- Research and implement the Atlanta Regional Commission Life Long Communities program and policies.



Community Agenda - 3. Character Areas

Character Areas - Traditional Neighborhood Redevelopment



Map 3-5: Traditional Neighborhood Redevelopment

GENERAL CHARACTERISTICS

Traditional Neighborhoods-Redevelopment areas are residential areas developed before 1960 with historic homes, high pedestrian orientation, sidewalks, street trees, on-street parking, small regular lots and an interconnected street network. Neighborhoods have a unique identity through the residential architectural style, lot and street design. Although predominantly single-family, duplex, triplex and multi-family housing is also found in existing traditional neighborhoods, providing diverse housing options. Many of these neighborhoods have elderly homeowners who wish to age in place or need affordable senior housing. Some neighborhoods have small scaled commercial/retail areas scattered throughout with buildings close to or at the front of the lot with parking at the rear or on the street. They have well established tree canopies, neighborhood parks and pocket parks and they may have community centered schools. Many of the neighborhoods are listed on the National Register of Historic Places. Several of them are locally designated historic districts while many of them are potential historic districts. Appropriate transition between single family residential and multi-family uses as well as between residential and non-residential uses is important to maintaining the character and stability of neighborhoods.

While Traditional Neighborhoods-Redevelopment areas have, for the most part, maintained their original housing stock, they have experienced worsening housing conditions, neglect of property maintenance and disinvestment. They typically contain vacant land or deteriorating, unoccupied structures that act as magnets for vagrants, dumping, and illegal activities. Some infill development has occurred with incompatible land uses and inappropriate development intensity that conflicts with neighborhood's traditional residential character. Neighborhood commercial nodes scattered throughout the neighborhood have converted to undesirable uses and no longer offer quality, basic retail, but instead there is a prevalence of liquor stores. Poor street and sidewalks conditions, inadequate street lighting, and a lack of code enforcement are also prevalent. Lower levels of owner occupancy occur in these neighborhoods. There has been a concentration of foreclosures in recent years.

LOCATIONS

Traditional Neighborhoods-Redevelopment are found primarily to the west, east and south of downtown of the City and particularly in the following neighborhoods: Edgewood, Vine City, English Avenue, Old 4th Ward, Summerhill, Peoplestown, Mechanicsville, Chosewood Park and Pittsburgh as well as others (see Map 3-5).

PREFERRED DEVELOPMENT PATTERN

Transportation

Traditional Neighborhoods Redevelopment should be walkable and bikeable. They should have complete sidewalk networks in good repair, well lit, safe and with well marked pedestrian cross walks and ADA ramps. Bicycle facilities should be provided particularly along roads designated as a *Core Bicycle Connection* and a *Secondary Bicycle Connection* identified in the Connect Atlanta



Community Agenda - 3. Character Areas



Plan. The street design should be consistent with Residential Boulevard, Residential Avenue and Residential Street included in the Connect Atlanta Street Design Guide. New residential development should be integrated with the existing interconnected street network and not have cul-de-sacs or limited street connectivity. The speed of traffic should be slow in order to increase the use and safety of cyclists and pedestrians. Maintaining, improving and expanding existing greenspace, parks and pocket parks, street trees and the tree canopy are also desired. Improved transit options, connectivity to the BeltLine and BeltLine trails, and improved walkability to transit and neighborhood services are envisioned.

Land Use

The existing development pattern should be supported by increased code enforcement and compatible infill housing construction. Preserving and rehabilitating the original housing stock while rebuilding on vacant lots following the principles of traditional neighborhood development should be a focus. The existing tree canopy should be preserved and increased with additional plantings along with improved streetscapes. Existing greenspace should be improved and better maintained. Homeownership assistance and redevelopment incentives should be focused where needed to ensure that the neighborhood becomes more stable and to provide for appropriately-scaled retail establishments to serve the community. The small commercial nodes should be rehabilitated and compatible with the neighborhood character. They should have uses that serve the needs of the neighborhoods.



Land Uses

- Single-family residential
- Low and medium density residential, to include senior housing
- Low-density commercial (very limited, pedestrian oriented and neighborhood serving commercial in some neighborhoods, refer to Future Land Use map and zoning map for locations)
- Institutional uses
- Urban gardens/community gardens

POLICIES

- Preserve the residential character of Traditional Neighborhoods.
- Protect single-family detached residential neighborhoods from encroachment by non-residential uses and incompatibly scaled residential development.
- Promote diversity of housing types.
- Encourage new housing development that is compatible with the character of existing neighborhoods. Neighborhood character is defined by attributes of the platting pattern, including the layout of streets and blocks, street connectivity, the shapes and sizes of lots, the natural topography, and the presence of mature trees.
- Ensure that the size and scale of new homes are commensurate with



lot sizes in order to provide adequate open space, permeable surfaces and tree cover on each lot.

- Maintain, rehabilitate and replace the existing housing stock where appropriate.
- Provide Traditional Neighborhoods –Redevelopment with nodal neighborhood commercial areas, which are of such a size and character that all uses are within convenient walking distance of one another.
- Protect and enhance natural resources.
- Support local historic designation of potentially eligible historic neighborhoods.
- Support the preservation and the development of senior housing units and particularly affordable housing units.

IMPLEMENTATION STRATEGIES

- Develop and adopt development guidelines to promote and encourage compatible infill-development.
- Increase public, private funds to help construct, acquire and rehabilitate housing and commercial nodes.
- Strengthen code enforcement and establish mechanism for compliance and clean up.
- Maintain, rehabilitate and replace existing housing stock where appropriate.
- Strengthen the Tree Ordinance.
- Ensure sidewalks are constructed for all new development.
- Aggressively enforce Housing Code and Demolition to remove slum and blight.
- Work on the implementation of adopted plans.
- Improve walkability by repairing existing sidewalks and ADA ramps installing new sidewalks.
- Research and implement the Atlanta Regional Commission Life Long Communities program and policies.

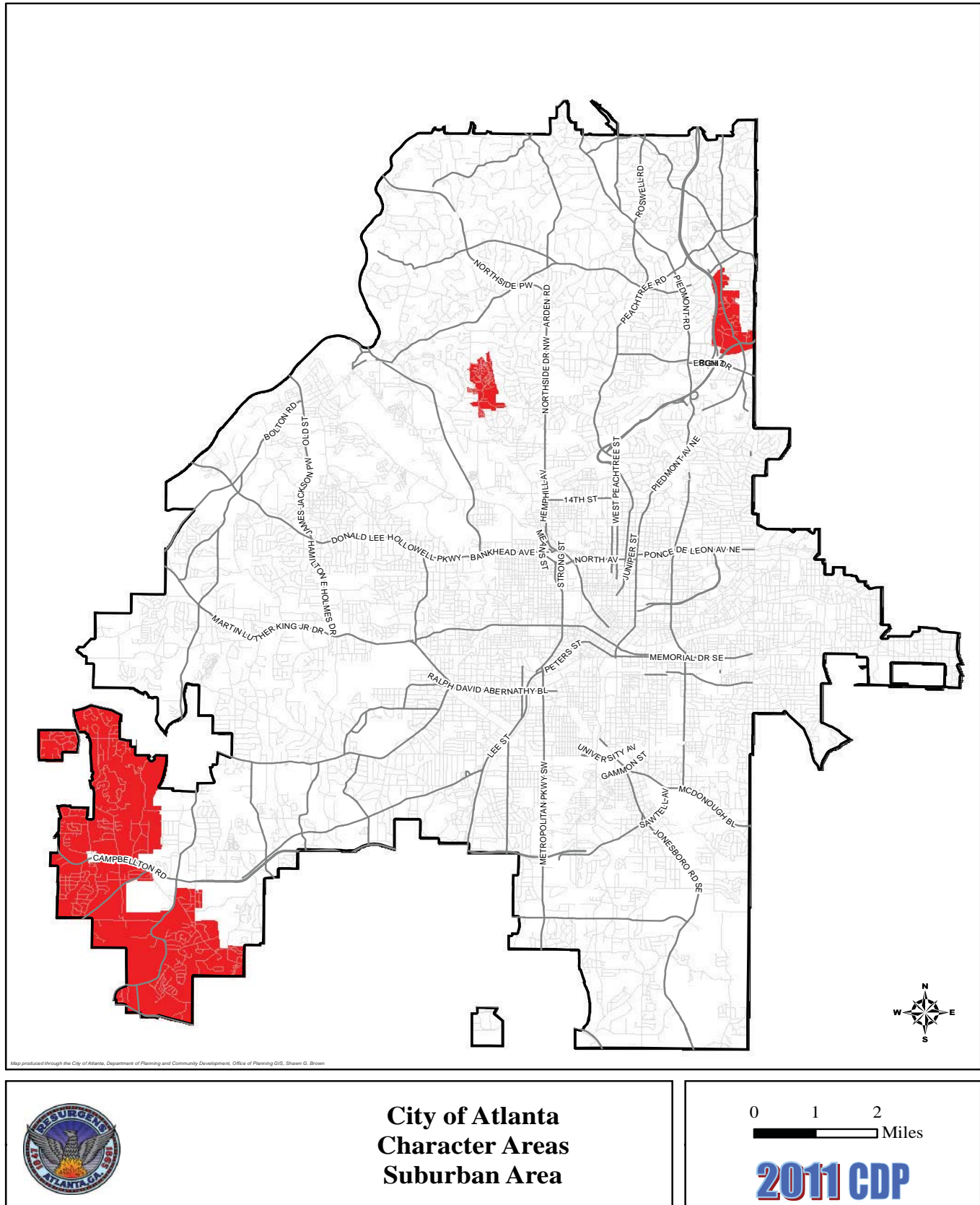
ADOPTED PLANS:

- Chosewood Park Redevelopment Plan (2010)
- Edgewood Redevelopment Plan (2009)
- English Avenue Redevelopment Plan Update (2006)
- Mechanicsville Redevelopment Plan (2004)
- NPU G Community Master Plan (2011)
- NPU-Z Redevelopment Plan (2007)
- NPU X Comprehensive Plan (2005)
- Old 4th Ward Master Plan (2008)
- Peoplestown Redevelopment Plan (2006)
- Pittsburgh Redevelopment Plan (2001)
- Southside Redevelopment Plan (2000)
- Summer Hill Redevelopment Plan (2006)
- Vine City Redevelopment Plan (2004)
- Vine City Washington Park LCI (2009)
- Westview Master Plan (2011)



Community Agenda - 3. Character Areas

Character Areas - Suburban



Map 3-6: Suburban Area

GENERAL CHARACTERISTICS:

Suburban Areas are areas that have primarily developed since the 1960s. These areas are mostly residential and predominantly single family with lots larger than typical Traditional Neighborhoods. They are frequently internally oriented. In general they have high rates of homeownership. These newer homes are in good condition and well maintained. Some of these neighborhoods haven't developed their own identity and are not as well-known as many of the Traditional Neighborhoods. Non-residential uses are located along main roads and have developed in an auto-oriented pattern. Some areas are not well served by retail and services. Local streets are often curvilinear that terminate in a cul-de-sac. They often lack adequate street lighting. Residential subdivisions have limited access/connectivity to the street network. Portions of Suburban Areas might be served by bus. Sidewalks might be present along some roads while others lack sidewalks. This forces people to walk on the street or adjacent to the street. In addition, many sidewalks are in poor condition.

Lenox Road between Buford Highway and the MARTA Lenox Station also has a Suburban Character. Over the past several decades, single family homes and undeveloped parcels that once lined the corridor have redeveloped with higher density residential uses - townhomes and apartments - as well as an assisted living facility and a small commercial center. New streets terminate in a cul-de-sac and as a result, all of the traffic is funneled to Lenox Road. Many residential communities are gated, a common feature of suburban development.

Since the bottoming out of the housing market, some subdivisions in Suburban Areas have unfinished roads, undeveloped lots, vacant houses, foreclosed lots and housing. Lack of adequate oversight over the undeveloped lots has resulted in a neglected and overgrown appearance.

LOCATION:

Suburban Areas are located in Southwest part of the City in portions of NPU P and NPU Q. In addition, suburban type development is scattered throughout the City particularly along Lenox Road and Defoors Ferry (see Map 3-6)

PREFERRED DEVELOPMENT PATTERN

Transportation

Suburban areas should be walkable and bikeable. They should have complete sidewalk networks in good repair, well lit, safe and with well marked pedestrian cross walks. There should be more sidewalk connectivity between subdivisions and to nearby retail and services, within retail areas, greenspace and to community facilities. Bicycle facilities should be provided particularly along roads designated as a *Core Bicycle Connection* and a *Secondary Bicycle Connection* identified in the Connect Atlanta Plan. The street design should be consistent with Residential Boulevard, Residential Avenue and Residential Street included in the Connect Atlanta Street Design Guide. New residential development should be integrated with the existing interconnected street network and not have cul-de-sacs or limited street connectivity. The speed of



Community Agenda - 3. Character Areas

traffic should be slow in order to increase the use and safety of cyclists and pedestrians. Streets should be well lit.

Land Use

Preserving the housing stock of neighborhoods and preventing the encroachment of incompatible uses are very important. The development pattern should be supported by infill housing construction that is compatible with the existing scale and character of the neighborhood. There should be emphasis on reinforcing the stability of the neighborhood by encouraging more homeownership and maintenance or improvements of existing properties. Neighborhoods should have a diversity of housing types to meet the needs to the community, particularly seniors. Appropriately-scaled retail establishments serving neighborhood needs are encouraged in certain neighborhoods as indicated the Future Land Use Map.

Primary Land Uses

- Single-family residential
- Low-density residential
- Low-density commercial (very limited, pedestrian oriented and neighborhood serving commercial in some neighborhoods, refer to Future Land Use map and zoning map for locations)
- Institutional uses

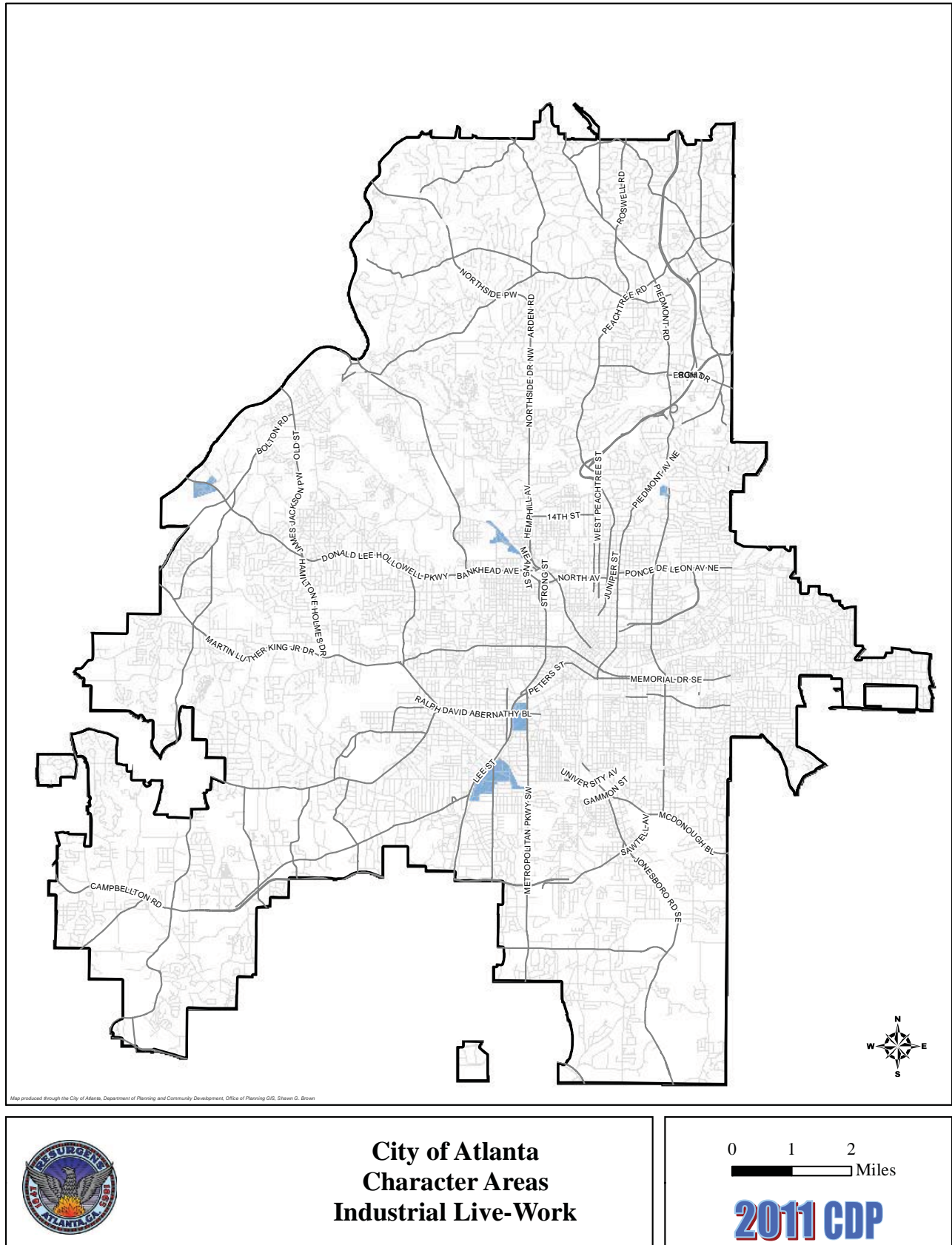
POLICIES:

- Protect single-family detached residential neighborhoods from encroachment by non-residential uses, incompatibly scaled residential development.
- New residential development in Suburban Areas should be more integrated to the street network and provide as much connectivity as possible.
- Ensure that the size and scale of new homes are commensurate with lot sizes in order to provide adequate open space, permeable surfaces and tree cover on each lot.
- Maintain, rehabilitate and replace the existing housing stock where appropriate.
- Provide Suburban neighborhoods with nodal neighborhood commercial areas, which are of such a size that all uses are within convenient walking distance of one another.
- Protect and enhance natural resources.
- Support the preservation and the development of senior housing units and particularly affordable housing units.

IMPLEMENTATION STRATEGIES:

- Strengthen the City of Atlanta Tree Ordinance.
- Ensure sidewalks are constructed with new development.
- Improve walkability of neighborhoods by repairing existing sidewalks and ADA ramps installing new sidewalks.
- Ensure adopted bike routes are signed and marked.
- Research and implement the Atlanta Regional Commission Life Long Communities program and policies.

Character Areas - Live-Work



Map 3-7: Live-Work



Community Agenda - 3. Character Areas

GENERAL CHARACTERISTICS



The Live Work Character Areas are older/historic industrial districts with industrial uses as well as residential, office and commercial uses. The Murphy Triangle area still has active industrial uses with a combination of heavy and light industrial. The area also has vacant lots and buildings as well as unkept, overgrown lots, illegal dumping and brownfields. In general, these areas are transitioning away from industrial uses to non-industrial uses. The old industrial buildings are being renovated and converted to loft apartment, offices or retail stores. Many creative professionals have a preference for office space in former industrial buildings. Buildings are close together and in many cases front the sidewalk.

LOCATIONS : (see Map 3-7)

- Castleberry Hill
- Murphy Triangle
- Candler Warehouse
- West Marietta
- Areas along the BeltLine



PREFERRED DEVELOPMENT PATTERN

Live Work Character Areas will continue to transition from industrial uses to a mix of uses that includes loft residential uses, retail, galleries, live-work spaces, small offices, and pocket parks/small greenspace areas. Older and potentially historic industrial buildings should be preserved and rehabilitated to new uses. Brownfields should be remediated in order to promote redevelopment. Industrial uses should be allowed to continue to operate. New construction should be compatible with the industrial heritage of the area in terms of design and density. It should also have a compact pedestrian oriented urban form. Smaller blocks and an interconnected street should be created as large industrial parcels redevelop. There should be appropriate transitions to any adjacent residential uses. Improved transit options, connectivity to the BeltLine and BeltLine trails, and improved walkability are envisioned.

Primary Land Uses

- Light industrial
- Live-work
- Multi-family residential
- Office
- Commercial
- Mixed Use

POLICIES

- Promote the preservation and rehabilitation of historic and poten-



tially historic buildings

- Encourage remediation of Brownfields to promote redevelopment
- Preserve industrial land uses, as appropriate, in order to promote industrial employment in the City.
- Ensure that new construction is compatible with the industrial heritage of the area in terms of design and density
- Promote a compact pedestrian-oriented urban form with smaller blocks and an interconnected street network when large industrial parcels redevelop to other uses
- Maintain or provide for appropriate transitions from live/work uses to any adjacent residential uses
- Encourage increased transit options
- Promote connectivity to the BeltLine and BeltLine trails, where appropriate

IMPLEMENTATION STRATEGY

- Implement adopted plans

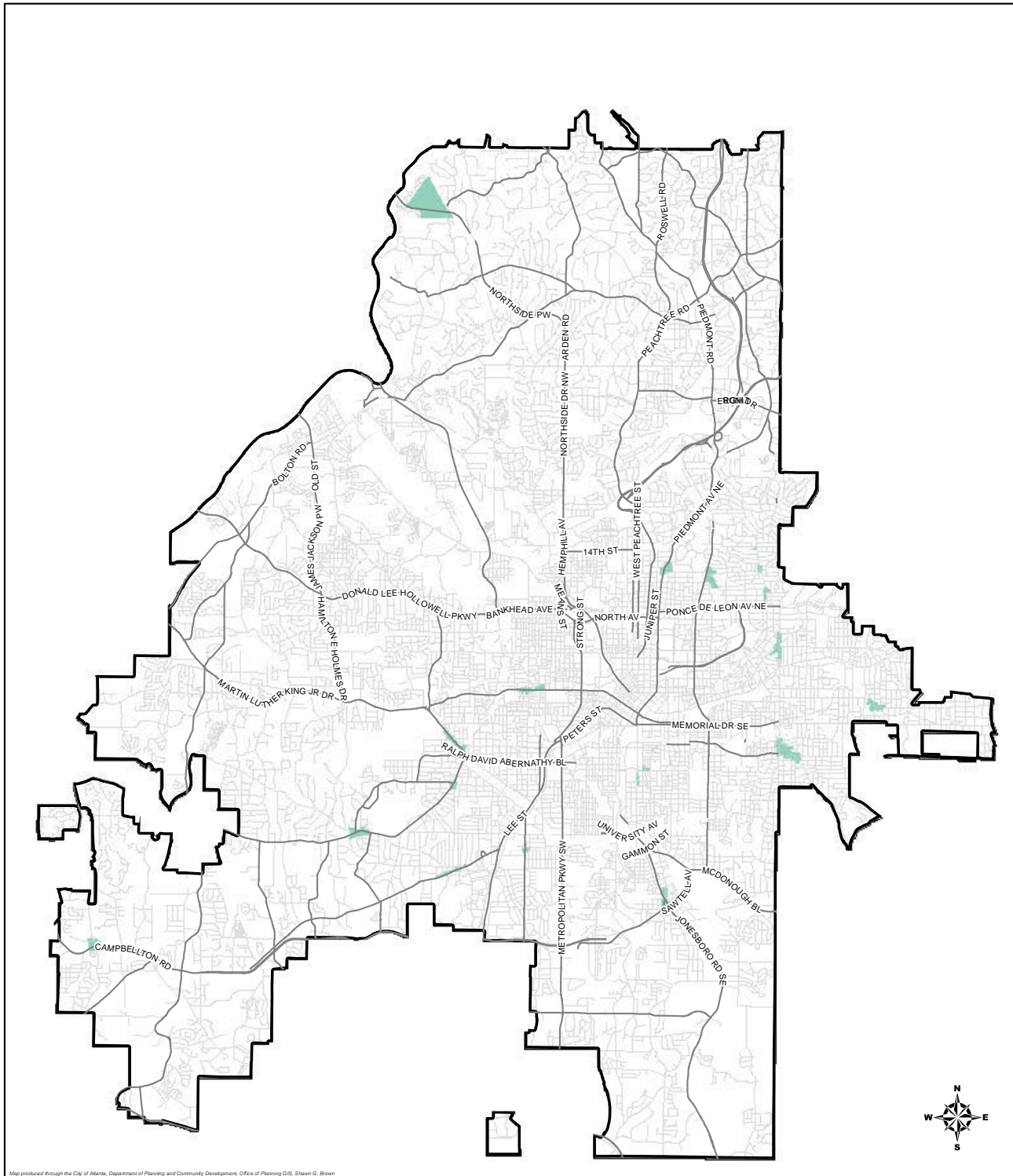
ADOPTED PLANS

- BeltLine Subarea 2 (2009)
- Castleberry Hill Master Plan (2000)
- Oakland City/Ft. McPherson LCI (2004)
- Upper West Side LCI (2004)



Community Agenda - 3. Character Areas

Character Areas - Neighborhood Center



City of Atlanta
Character Areas
Neighborhood Center

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2011 CDP

Map 3-8: Neighborhood Center

2011 CDP



GENERAL CHARACTERISTICS

Neighborhood centers are focal point of a neighborhood or group of neighborhoods. They have a concentration of activities including neighborhood oriented commercial business almost always including retail, personal services and restaurants and don't have big box retail. Many of these shops are locally owned. Other uses often include medium density housing, offices, schools and other institutions. The centers often are not more than a few square blocks near the intersection of well traveled local streets with a relatively low travel speed. Also, they typically have historic or traditional building stock at a pedestrian scale of not more than three to four stories in height. The neighborhood centers are characteristically highly walkable with abundant sidewalks, street trees, street furniture, on-street parking, and nearby accessible public or green spaces such as plaza and parks. Over time, Neighborhood Centers have developed their own individual character and identity. Neighborhood festivals and markets are often held in Neighborhood Centers.

LOCATIONS

There are many neighborhood centers around the City. Moving clockwise starting in Midtown, these include areas at the intersection of 10th St. and Piedmont Ave., Monroe Dr. and 10th St., Morningside, Virginia-Highland, Atkins Park, Little Five Points neighborhood, Inman Park Village, Kirkwood, East Atlanta Village, Georgia Avenue, Lakewood and Jonesboro Road, Dill Avenue, Cascade Heights, Westview, Capitol View and the Historic Westside Village (see Map 3-8).

PREFERRED DEVELOPMENT PATTERN

Transportation

The neighborhood centers often are located at or near the intersection of well traveled defined local or collector streets. These streets are usually only two or three lanes wide with two-way flow and a relatively low travel speed, on street parking and typically removed from major highways. With the exception of the Historic Westside village, these areas are not directly served by MARTA rail and instead are only served via local bus lines. Almost all of the neighborhood centers are sized that they can be traversed entirely within a pleasant walking distance in comfort with abundant sidewalks and shade trees. Nevertheless, many of these existing sidewalks are in need of at least minor repair. Neighborhood Centers should have streetscapes with wide sidewalks, street trees and street furniture. Good pedestrian connectivity between the neighborhood centers and surrounding residential areas is important to improve their walkability and patronage by nearby residents. Parking should be shared to the extent possible and should be located predominately to the side and rear of buildings.

Land Use

Neighborhood centers are a hub of activity and give a neighborhood a defining character. There is a concentration of uses including neighborhood oriented commercial business almost always including retail, personal services and restaurants. Other uses often include medium density housing, offices,



Community Agenda - 3. Character Areas



schools and other institutional uses. The locations of the school and institutional uses often are home for community gathering spots. Also, the neighborhood centers typically have historic or traditional building stock at a pedestrian scale of not more than three to four stories in height, however, usually surrounded by well established low density residential neighborhoods. Although the neighborhood centers do not typically have large green spaces, there are often urbanized public gathering places such as plazas within them and are nearby other accessible larger public parks.

Economic Development

Although the City's neighborhood centers offer a concentration of neighborhood orientated uses and services, they still have a large number of either underutilized or vacant sites which offer the opportunity for infill redevelopment. Also, the charm of these neighborhood centers is at least in part due to the historic or traditional building stock. Therefore, it would be imperative that the existing character and building be maintained as much as possible through renovation efforts and adaptive re-use. Furthermore, public safety should be paramount utilizing a variety of means and technologies. The majority of these identified centers are zoned within the City of Atlanta's Neighborhood Commercial (NC) District such that redevelopment and new infill construction would occur in a similar scale and higher design standard as any other readily identifiable historic neighborhood center and be reasonably protected from higher density and commercial externalities such as increased parking demands. Also, in some cases, certain neighborhood centers have had an overabundance of particular uses such as restaurants or personal services or have been burdened by prohibitive alcohol licensing requirements which does not allow for full diversity of neighborhood-orientated commercial uses as well as quality businesses to serve the surrounding residential neighborhoods. Locally owned businesses should be encouraged in Neighborhood Centers.

Primary Land Uses

- Commercial
- Office
- Residential
- Institutional
- Educational

POLICIES

Neighborhood Centers have policies intended to maintain and enhance their vitality including:

- Maintain and improve upon public safety.
- Preserve and restore existing, traditional and pedestrian scale and character of buildings in established neighborhoods.
- Promote a balance of retail, service, office, dining and residential uses serving the adjacent neighborhoods.

- Place controls on the development of larger scale strip development which are intended to serve larger areas than a single neighborhood or a small group of neighborhoods.
- Encourage integrated modes of transportation including pedestrian, bicycle, auto and the use of public transportation including MARTA by promoting “complete streets”.
- Require new infill development to be compatible with the scale, height and character of adjoining neighborhoods and discourage auto-orientated uses.
- Provide attractive pedestrian oriented storefronts and activities adjacent to sidewalks such as outdoor cafes/markets.
- Facilitate safe, attractive and convenient pedestrian circulation with wide tree lined sidewalks that is part of an integrated transportation network.
- Encourage the rehabilitation or development of neighborhood commercial areas to include proportionately significant residential uses.
- Protect existing commercial areas from uses and building forms which are incompatible with the scale, character and needs of the adjacent neighborhoods.
- Minimize the use of adjacent neighborhood streets for commercial area parking by establishing adequate parking requirements and encouraging shared parking arrangements.
- Encourage the adaptive re-use of existing building stock.
- Encourage public/institutional uses such as community centers and libraries that encourage community gathering.
- Encourage mixed-use vertical buildings providing residential uses above retail uses.
- Prevent the expansion of non-residential uses into residential areas.
- Provide diverse and more affordable housing opportunities accessible for all ages.

IMPLEMENTATION STRATEGIES

All neighborhood centers are in continuous efforts to maintain and enhance for their respective neighborhood centers. These specific activities include:

- Improve public safety with a variety of means and technologies.
- Improve vehicular and pedestrian connectivity and ADA access.
- Employ additional on-street parking and traffic calming measures.
- Promote locally owned businesses.
- Encourage more small scaled grocery stores and or fresh food options.
- Provide for a wider variety of commercial uses that meets the needs of the neighborhoods.
- Provide means to improve balance of retail, services, and restaurants.
- Improve the pedestrian environment by having well maintained and wide sidewalks with street trees and street furniture such as trash receptacles and benches.
- Enhance opportunity for access to public transportation to minimize traffic.
- Allow shared parking opportunities for one-stop parking to serve multiple off-site uses.



Community Agenda - 3. Character Areas

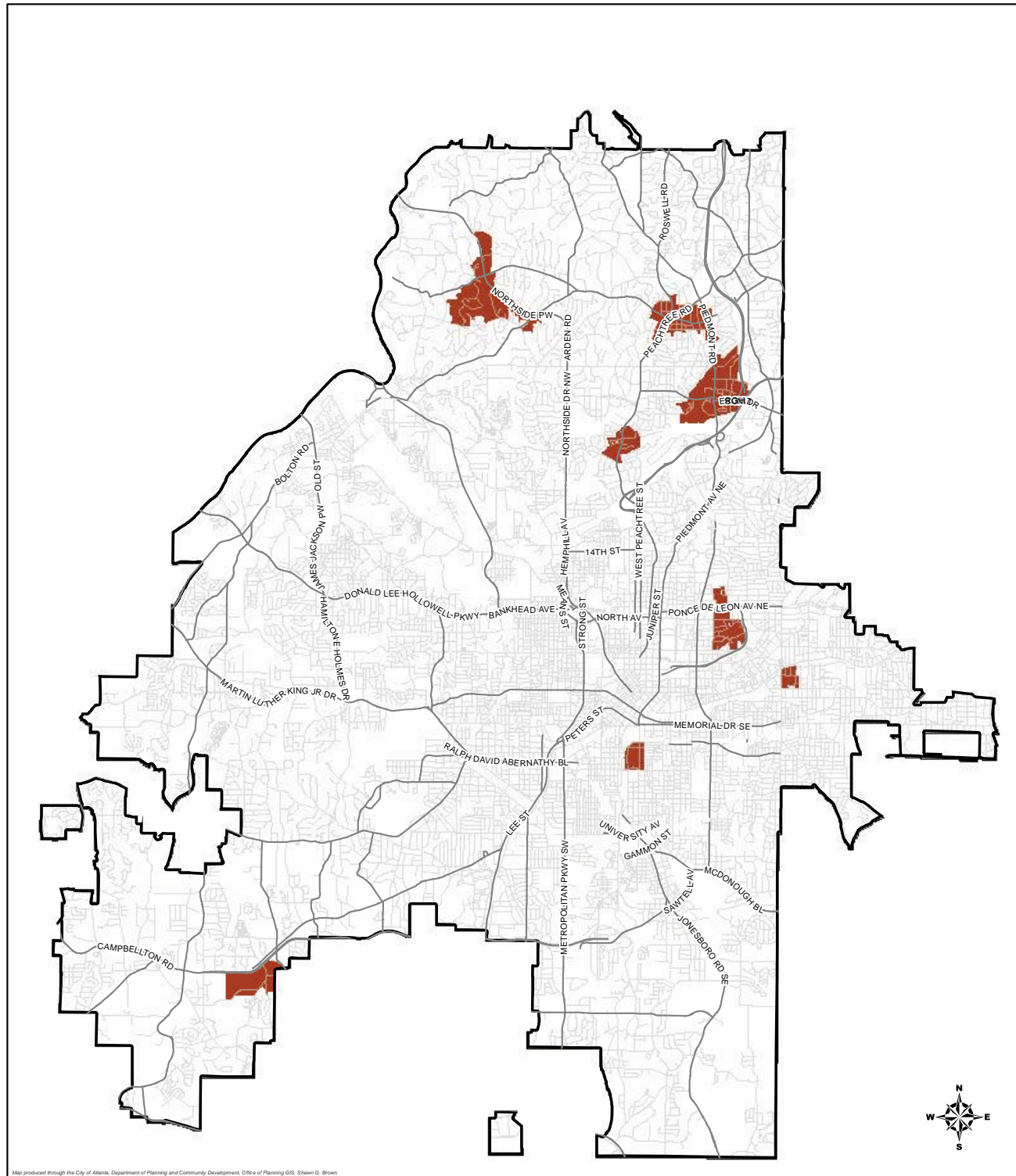
- Allow for unique character of individual neighborhood centers including signage and gateway features as much as possible.
- Provide for stronger enforcement to maintain and improve dilapidated structures.
- Adopt Neighborhood Commercial zoning in Neighborhood Centers.

ADOPTED PLANS

The City of Atlanta has undertaken many planning studies and redevelopment plans that include recommendations for zoning and land use changes to support the maintenance of neighborhood centers and foster the creation of new centers which include:

- BeltLine Subarea Plans (2011)
- Campbellton/Cascade Corridors Redevelopment Plan (2006)
- East Atlanta Village Study (1999)
- Jonesboro Road Redevelopment Plan Update (2006)
- Mechanicsville Community Redevelopment Plan (2004)
- North Highland Avenue Study (1999)
- Pittsburgh Community Redevelopment Plan (2001)
- Vine City Redevelopment Plan (2004)
- Westview Neighborhood Plan (2011)

Character Areas - Town Center



City of Atlanta Character Areas Town Center

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2011 CDP

Map 3-9: Town Center



Community Agenda - 3. Character Areas

GENERAL CHARACTERISTICS



Town Centers are focal points of several neighborhoods that have a concentration of activities such as retail, big box retail, commercial, professional office, higher density housing, and open space. Other uses often include medium density housing, offices, schools and other institutions. They typically are accessible to pedestrians and are served by transit.

Atlanta's town centers have a variety of development patterns, however many are developed with large blocks, a limited street network and a suburban/auto oriented development pattern dominated by large parking lots fronting the street and numerous curb cuts along sidewalks. The uses usually include commercial strip shopping centers or specialized large uses such as malls and hospitals. Some lack sufficient pedestrian accessibility and can often be traffic congested. Also, in some cases, Town Centers may have an overabundance of particular uses such as restaurants or personal services which does not allow for a full diversity of quality community orientated commercial uses to serve the surrounding residential neighborhoods.

LOCATIONS

Atlanta contains several existing and emerging Town Centers throughout the City which include: Lindbergh City Center, Buckhead Village, and Northside Parkway at I-75, Greenbriar Mall, the Edgewood retail district and other areas including near Piedmont Hospital, the former City Hall East and Turner Field area (see Map 3-9).

PREFERRED DEVELOPMENT PATTERN

Transportation:

Town Centers should serve all transportation modes including pedestrians, bicyclists, motorists, and transit users. The street design should be consistent with the Connect Atlanta Plan Street Design for Commercial Boulevards. The Plan recommends the redesign of existing corridors in order to create a more livable streetscape with complete streets and traffic calming while still providing mobility. There should also be improved signage and wayfinding signs along corridors to facilitate travel.

Town Centers should be accessible by transit, bicycle routes, highways and other major roads. Transit options should be increased as opportunity arises. Sufficient parking should be provided in an unobtrusive manner including new on-street parking. All streets having bus routes should include bus shelters.

Sidewalks should be ADA accessible, wide and in good repair with street trees to serve as buffers between travel lanes and pedestrians in addition to providing shaded areas for convenient walking. Intersections at wide streets should include medians to make street crossings safer. Streetscapes with street furniture including pedestrian lighting, benches and trash receptacles improve the pedestrian accessibility of the center. Streetscape improvements should be implemented along key sections of Town Centers. Good pedestrian connectivity between the neighborhood centers and surrounding residential areas is important to improve their walkability and patronage by nearby resi-



dents. Bike facilities should be provided particularly along roads designated as a *Core Bicycle Connection* and a *Secondary Bicycle Connection* in the Connect Atlanta Plan.

As large parcels redevelop the new development should include new streets to create smaller more walkable blocks. The new streets should provide connections to the existing street network. Driveway curb cuts should be minimized in number and size and access to parcels should be provided from side streets whenever possible. Traffic calming measures such as on street parking, roundabouts, medians should be implementing to slow down vehicular and improve the pedestrian environment.

Land Use:

Town Centers should provide services and facilities that serve area. Building placement, mass and orientation should create a pedestrian-oriented urban form. The front building façade should be built to the back edge of the sidewalk and the main building entrance should open to the sidewalk to frame the streetscape and encourage pedestrian activity. Surface parking lots should be located to the side and/or rear of buildings, and when adjacent to the sidewalk should be screened with vegetation. Buildings should wrap multi-story parking decks. Public parking should be encouraged to be developed as attractive structures to support retail and prevent encroachment of parking in adjacent residential areas. Buildings should be sustainable and constructed of quality materials and design.

Multi-story buildings, high density and mixed use buildings/developments are appropriate in Town Centers. However, existing historic and potentially historic structures should be preserved. At the same time, there should be appropriate transitions and buffers to adjacent character areas, particularly in areas without an intervening street and surrounded by low-density residential neighborhoods. Greater residential housing density should be encouraged to provide a range of housing types and prices accessible for all ages, particularly senior housing. Sustainable design should also be encouraged. Although Town Centers do not typically have large greenspaces, there are often more urbanized public gathering places such as plazas within them.

Economic Development

While Town Centers offer a concentration of uses and services, they still have a large number of either underutilized or vacant sites as well as vacant and underutilized big box retail which offer the opportunity for infill redevelopment. Town Centers should provide jobs and economic opportunities for the City residents surrounding them.

Primary Land Uses:

- Vertical Mixed Use
- Commercial
- Office
- Multi-Family Residential
- Institutional
- Cultural

POLICIES

Town Center policies are intended to maintain and enhance their vitality including:

- In Town Centers, the highest densities should be at the center and transition to lower densities at the edges to protect and buffer surrounding neighborhoods. Surrounding neighborhoods should be buffered from noise and lights.
- Maintain and improve upon public safety.



Community Agenda - 3. Character Areas

- Preserve and restore the existing, traditional and pedestrian scale and character of buildings.
- Promote a balance of retail, service, office, dining and residential uses serving the adjacent neighborhoods.
- Place controls on the development of larger scale strip development which are intended to serve larger areas than a single neighborhood or a small group of neighborhoods.
- Encourage complete streets and integrated modes of transportation including pedestrian, bicycle, auto and the use of public transportation including MARTA.
- Provide attractive pedestrian oriented storefronts and activities adjacent to sidewalks such as outdoor cafes/markets and minimize surface parking lots.
- Facilitate safe, attractive and convenient pedestrian circulation with wide tree lined sidewalks, safe pedestrian crossings, on-street parking and minimize conflicts between pedestrians and vehicles.
- Minimize the use of adjacent neighborhood streets for commercial area parking by establishing adequate parking requirements and encouraging shared parking arrangements. Encourage well designed public parking to support retail.
- Promote a variety and diversity of uses and good quality businesses.
- Provide diverse and more affordable housing opportunities accessible for all ages.
- Promote the redevelopment of vacant sites, surface parking and underutilized big box retail and deteriorating buildings.

IMPLEMENTATION STRATEGIES

- Improve public safety with a variety of means and technologies;
- Improve vehicular and pedestrian connectivity with ADA access;
- Employ additional on-street parking and traffic calming measures;
- Promote locally owned businesses;
- Encourage more grocery stores and or fresh food options;
- Provide for a wider variety of commercial uses;
- Encourage mixed-use vertical buildings providing residential uses above retail uses;
- Provide means to improve balance of retail, services, and restaurants;
- Improve sidewalk conditions including well maintained and wider sidewalks with street trees and street furniture such as trash receptacles and benches; Improve sidewalk connectivity from surrounding areas to Town Centers.
- Enhance opportunities for access to public transportation to minimize traffic;
- Improve parking opportunities to allow one-stop parking to serve multiple off-site uses;
- Allow for unique character of individual neighborhood centers including signage and gateway features as much as possible;
- Encourage the adaptive re-use of existing building stock;
- Provide for stronger enforcement to maintain and improve dilapidated structures;
- Increase amount of accessible park space;

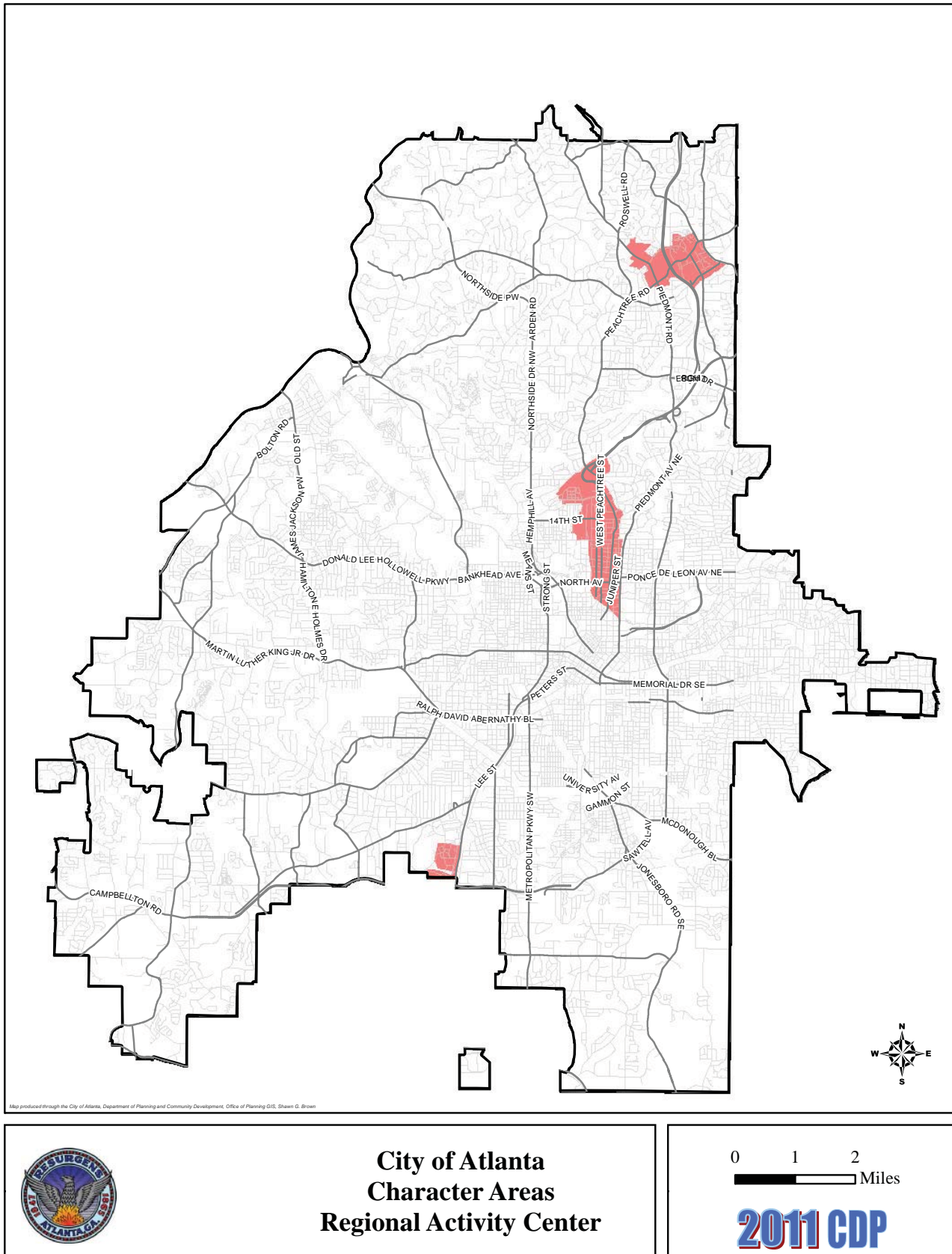
ADOPTED PLANS

- Beltline Subarea Plans
- Buckhead Pedestrian Connectivity Study (2011)
- Buckhead Greenspace Action Plan (2011)
- Buckhead Action Plan Livable Centers Initiative (LCI) Report (2002)
- Connect Atlanta Plan (2008)
- District 2 Rail Corridor Study (2001)
- Greenbriar Town Center Livable Communities Initiative (LCI) Study and Concept Plan (2001)
- Edgewood Redevelopment Plan (2009)
- Lindbergh Transportation Area Development Study (2001)
- Old Fourth Ward Master Plan (2007)
- Piedmont Road Corridor Study (2008)
- Ponce De Leon/Moreland Avenue Corridors Study (2005)
- Stadium Neighborhoods Tax Allocation District – Redevelopment Plan (2006)
- Summerhill/Peoplestown Redevelopment Plan Update (2006)



Community Agenda - 3. Character Areas

Character Areas - Regional Center



Map 3-10: Regional Center

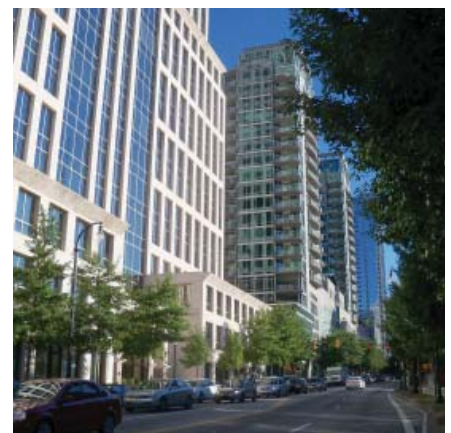
GENERAL CHARACTERISTICS

Regional Centers have a concentration of regionally marketed commercial and retail centers, office and employment areas, high density housing, entertainment and attractions, cultural and institutional uses which may also include higher education facilities. These centers have a high degree of access by vehicular traffic and public transportation. They include properties with higher densities on large tracks of land developed as part of a campus or unified development plan.

The City of Atlanta has two primary Regional Centers in Midtown and Buckhead which are readily accessible from major highways- I-75/85 for Midtown and GA-400 for Buckhead. Fort McPherson, currently operating as a military base until its September 2011 closure, will be redeveloped as a Regional Center Character Area with access also from I-75/85 and arterial streets – Lee St. and Campbellton Road.

In some instances, the highways and streets for these Regional Centers serve a physical barrier limiting auto access and severely limiting pedestrian access. These Regional Centers are also accessible by mass transit including metro Atlanta's commuter rail system- MARTA- which provides three stations in Midtown, two stations in Buckhead and two accessible from Fort McPherson. In addition, these areas are well served by MARTA bus and connecting local and regional commuter bus systems. Major streets in the regional areas typically run north-south and are at four to six lanes wide and classified as either state routes (such as Peachtree Rd. in Buckhead) or city arterial streets (such as 10th Street in Midtown and Lee Street adjacent to Fort McPherson). Secondary streets typically run east-west and are usually at least three to four drive lanes wide. In Midtown, some of these streets such as Spring St., West Peachtree St. are one-way and serve in tandem to access the adjacent highways. As a whole, Midtown is characterized by a standard street grid system with small block sizes and on-street parking options, but Buckhead and Fort McPherson has predominately large superblocks with limited connectivity and on-street parking options in comparison. This leads to congested streets, in particular during peak rush hour traffic and during special holiday seasons especially in Buckhead. The Regional Centers do not offer consistent dedicated bicycle lanes or routes. Pedestrian tree-lined sidewalks are provided on virtually all public streets in Midtown and along Peachtree Road and Piedmont Road in Buckhead, however, they are found less consistently overall throughout Buckhead and are virtually non-existent in Fort McPherson. Moreover, the sidewalks are also broken by numerous driveway curb-cuts which make walking on the sidewalks less than desirable.

Land uses for Atlanta's Regional Centers are medium to high density mixed uses including a blend of office, retail, institutional, hotel, residential, cultural, recreational, educational and research orientated. These uses are encouraged in vertical mixed-use structures. Industrial uses, adult businesses and independent surface parking lots are either discouraged or directly prohibited. These land uses allow these Regional Centers to provide a very high number of jobs in comparison to available housing. The greatest density of these uses is found along the Peachtree spine and along the adjacent highways; although there are still scattered areas of low density residential development on or adjacent to this spine. In general, development densities gradually decline



Community Agenda - 3. Character Areas

toward adjacent single-family neighborhoods which surround the respective Regional Centers. Buckhead parcels are developed as larger tracks of land with uses being less residential and having more orientation toward financial and commercial uses due to the large regional malls of Lenox Square and Phipps Plaza. In comparison, Midtown is developed with smaller parcels with land uses more focused with institutional, cultural and entertainment uses including the visual and performing arts. This is characterized by the location of notable regional art offerings such as the Fox Theatre, the Woodruff Arts Center which includes the High Museum of Art, Atlanta Symphony Orchestra and the Alliance Theatre and the Center for Puppetry Arts. However, it should also be noted that Atlantic Station, a large mixed-use master planned redevelopment project located on the west side of Midtown regional center has quickly become a significant retail center. The proposed redevelopment of Ft. McPherson will allow land uses would include high density mixed-use, office-institutional, bio-tech research facilities, single-family and medium-density residential, as well as open space. The Regional Centers are well served by high rise office buildings serving as headquarters for major international companies. Atlanta's most iconic park – Piedmont Park - is adjacent to the Midtown regional center, although Buckhead's regional center has no large natural green spaces, ironically, the parking lots of Lenox Mall serve as regional public gathering spots to celebrate holidays such as the 4th of July. The historic Parade Ground and a planned 30-acre Event Space would serve as public greenspaces in Fort McPherson.

LOCATIONS:

Regional Centers in the City of Atlanta are located in the core portions of the larger areas known as Midtown, Buckhead and Fort McPherson. These Regional Centers are easily accessible and adjacent from the local highways or roads. Midtown's regional center boundary roughly follows I-75/85 to the west and south, I- 85/Buford Highway to the north and one to two blocks east of Peachtree St. to the east. Buckhead's regional center is focused upon major regional malls- Lenox Square and Phipps Plaza; and follows the major thoroughfares Peachtree Rd. which runs from southwest to northeast and Piedmont Rd. to the northwest from its intersection at Peachtree Rd. Fort McPherson is Fort McPherson nearly 500 acres centrally located between Downtown and the Hartsfield-Jackson Atlanta International Airport adjacent to Lee Street to the east and Campbellton Road to the north. The Regional Center at Fort McPherson is located in the southeastern portion of the site with primary access from Lee Street. A Main Street concept is integrated within this district that begins at the southern edge of the site at the Lakewood/Fort McPherson MARTA station and runs east/west along the future McPherson Parkway. All of the Regional Centers are served by heavy rail (see Map 3-10).

PREFERRED DEVELOPMENT PATTERNS:

Transportation:

Regional Centers often serve the City and/or neighborhood within a reasonable driving distance or a 5-10 minute walk. Regional Centers should serve the needs of motorists, transit users, bicyclists and pedestrians. The street design should be consistent with the Connect Atlanta Plan Street Design for Commercial Boulevard. The Connect Atlanta Plan recommends the redesign of existing corridors in order to create a more livable streetscape and provide mobility for motorists, bicycles and pedestrians. There should be improved signage and wayfinding signs along corridors to facilitate travel. Transportation Management Associations should be integral element is promoting all modes of transportation and reducing congestion.

Regional Centers should be accessible by transit, highways, and arterial roads with transit options to be increased as much as possible. Bus stops should provide shelters, route information and trash receptacles. Sufficient parking should be provided, however, in an unobtrusive manner.

Sidewalks should be wide, free of obstructions and in good repair, and should be lined with street trees to serve as buffers between travel lanes and pedestrians in addition to providing shaded areas to walk. Intersections should be ADA accessible, clearly marked with crosswalks and for larger streets, medians to make street crossings safer. Streetscapes with pedestrian lighting, street furniture, trash receptacles and wide sidewalks improve the pedestrian accessibility of Regional Centers. Streetscape improvements should be implemented along key sections, and in concentrated activity areas (nodes), of Regional Centers. Bicycle facilities should be provided particularly along roads designated as a *Core Bicycle Connection* and a *Secondary Bicycle Connection* identified in the Connect Atlanta Plan.

As large parcels redevelop, new development should include smaller walkable blocks with frequent intersections. The network of streets should connect to the existing street network. Curb cuts should be minimized in size and number and access to parcels should be provided from side streets wherever possible. Overall, Regional Centers should entail a planned relationship between the development and public infrastructure, including the pedestrian-oriented environment and transportation network systems.

In Fort McPherson, Research Boulevard will be designed as a right-of-way with potential for rail transit, bike lanes, and a median that could act as the future travel lane for the Peachtree Street Car. In the meantime, it presents opportunities for the incorporation of green space and bioswales.

Land Use

Regional Centers should provide services and facilities that serve the greater area. Building placement, mass and orientation should create a pedestrian-friendly urban form. The front building façade should be built to the back edge of the sidewalk, and the main building entrance should open to the sidewalk to frame the streetscape and encourage pedestrian activity. Surface parking lots should be discouraged. If present, they should be located to the side and/or rear of buildings, and when adjacent to the sidewalk should be screened with vegetation. Parking decks should be screened with liner buildings. Buildings should be constructed of quality materials and design.

Multi-story buildings, high density and mixed use buildings/developments are appropriate in Regional Centers. At the same time, there should be appropriate transitions in building scale and buffers to adjacent character areas, particularly in areas without an intervening street and surrounded by low-density residential neighborhoods. Existing historic and potentially historic structures should be preserved. Single-family neighborhoods which surround Regional Centers should also be protected. Greater residential housing density should be encouraged and should include a range of housing types and prices to include workforce and affordable housing accessible for all ages as well as senior housing. Sustainable living including greener buildings, roof-top gardens, greener streets and accessibility to public spaces should also be strongly encouraged.

This Science and Technology Center at Fort McPherson will be an employment hub formed by a concentration of research, office, and start-up office buildings as potential incubator space. The development of a science and technology center is proposed to be a 127-acre district that will leverage Atlanta's strengths in the areas of vaccines, infectious disease and neuroscience. The concept, developed in collaboration with the University System of Georgia, the Governor's Office, the Georgia Research Alliance and others, is expected to create 3.5 million square feet of lab, office, medical and conference space.

Economic Development

- Provide jobs and economic opportunities for the City residents surrounding the Regional Centers
- Promote international businesses and headquarters to locate in the Regional Centers

Primary Land Uses

- Vertical Mixed-Use
- Commercial
- Office
- Residential
- Institutional (Government, Educational)
- Cultural (Museums, Visual & Performing Arts)



Community Agenda - 3. Character Areas

POLICIES:

- Enhance Regional Centers, encouraging their redevelopment as intense mixed use areas that serve multiple communities as well as the entire City with supporting land uses that create opportunities to live, work, shop and recreate;
- Improve the pedestrian environment and minimize conflict between pedestrians and vehicles;
- Improve pedestrian, bicycle and vehicular connectivity;
- Facilitate safe and convenient bicycle access;
- Provide appropriate pedestrian oriented uses and activities adjacent to sidewalks;
- Encourage the use of public transportation including MARTA with high-density mixed-use Transit Oriented Development near MARTA stations;
- Support shared parking and alternative modes of transportation options,
- Supply sufficient parking in an unobtrusive manner;
- Maintain and improve upon public safety;
- Encourage opportunities for economic development where there is a planned relationship between the transportation system and development;
- Encourage a compatible mixture of residential, commercial, cultural and recreational uses;
- Provide greater residential housing density for improved jobs/housing balance;
- Offer a range of housing types, including senior housing, and prices to include affordable and workforce housing accessible for all ages to meet different housing needs;
- Preserve, protect and enhance single-family neighborhoods which surround the Regional Centers;
- Support sustainable living including greener buildings, public green spaces and tree lined streets;
- Improve the aesthetics of the built environment.
- Preserve and protect the City's historic buildings and sites thru rehabilitation and reuse.
- Provide expanded cohesive urban outdoor street level retail uses along strategic streets.
- Provide more publically accessible green spaces with shade trees.

Buckhead Regional Center Policies

- Preserve, protect and enhance the Buckhead Regional Center (aka Buckhead commercial district) as a local, regional and national premier destination for business, living and visiting
- Preserve and protect all adjacent single-family residential neighborhoods
- Ensure the overall aesthetic of the built environment is urban in nature and extremely high in quality
- Provide housing opportunities that reflect a rich diversity of incomes and ages
- Promote the Buckhead commercial district as a lifelong living community, providing residential opportunities for all stages of life
- Preserve and continue to facilitate the mixture and connectivity of commercial uses and residential uses in the