City of Atlanta
2011 Comprehensive Development Plan
Community Assessment
Executive Summary

2011CDP

November 2010 DRAFT

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2011 Comprehensive Development Plan
Community Assessment
Executive Summary

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City of Atlanta, Georgia

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INTRODUCTION

The development and adoption of a comprehensive plan is a requirement for local governments called for by the Georgia Planning Act of 1989. The Georgia Department of Community Affairs (DCA) sets the date by which a plan must be adopted. The City of Atlanta's Comprehensive Plan has to be adopted by October 31, 2011. In addition, the Charter of the City of Atlanta mandates the preparation of a comprehensive development plan (CDP) every 3 to 5 years in Section 3-601.

Planning Standards

In May 2005, the Georgia Department of Community Affairs (DCA) adopted the "Standards and Procedures for Local Comprehensive Planning". Under the new standards, a comprehensive plan must include three components: a Community Assessment, a Community Participation Program and a Community Agenda. The three components of the Comprehensive Plan are described below.

- The Community Assessment is an objective and professional assessment of data and information about the community.
- The Community Agenda describes the activities that will be undertaken to ensure adequate and stakeholder involvement in the preparation of the Community Agenda.
- The Community Agenda includes the vision, policies and implementation program that is prepared with input from stakeholders and the general public.

Planning Process

After the completion of the Community Assessment and the Community Participation Program by City of Atlanta staff, the first required public hearing will be held to brief the community about the Community Assessment and to obtain input on the proposed Community Participation Program. The first public hearing will be held during the 4th quarter City Council Community Development and Human Resources Committee public hearing scheduled for November 29, 2010. Afterwards, the Community Assessment and the Community Participation Program will be transmitted to the Atlanta Regional Commission (ARC) and the Department of Community Affairs (DCA) for review. After their review is complete, ARC and DCA will transmit a report of its findings and recommendations to the City of Atlanta.

The development of the Community Agenda will start after the review of the Community Assessment and the Community Participation Program are completed. Details on how the Community Agenda will be developed are in the Community Participation Program. Upon completion of the Community Agenda, a second public hearing will be held. The second public hearing is tentatively scheduled to be held during the 2nd quarter City Council Community Development and Human Resources Committee public hearing on June 13, 2011. The purpose of the public hearing is to provide a briefing on the contents of the Community Agenda and to provide a final opportunity for comments. Afterwards, the Community Agenda will be transmitted to the Atlanta Regional Commission and the Department of Community Affairs for their review. The Community Assessment should be submitted to ARC 120 days prior to October 31, 2011. After ARC and DCA have completed their review, they will transmit a final report of their findings and recommendations. Afterwards, the City of Atlanta will be able to adopt the 2011 Comprehensive Development Plan. The City of Atlanta will notify DCA once the 2011 Comprehensive Development Plan has been adopted. DCA in turn will issue a letter certifying that the City of Atlanta is a Qualified Local Government.

Community Assessment Executive Summary

1. POPULATION

Population forecasts are important for the future development and growth of the City. This section provides demographic forecast of where the City will be in 2030. This information is necessary in determining existing and future service needs, land use policies, development policies and regulations, infrastructure and capital improvement needs, as well as the housing needs in all quadrants of the City. The population section has 20 year forecasts for total population, age distribution, race and ethnicity and income.

Total Population

Although the City experienced a decrease in population from 1970 to1990, during the 2000s the City's population has experienced a resurgence. Between 2000 and 2009, the U.S. Census estimates that the City's population increased by 124,447 new residents from 416,474 to 540,921, an increase of 29.3%. It is forecasted that from 2010 to 2030, the City's population will continue to grow at a rate of 19.5%. This growth rate will outpace the State's projected rate of 16.8% for the same period. This means that the City's population will increase by 104,660 new residents to a new total of 641,890 by 2030. At the Neighborhood Planning Unit (NPU) level, it is projected that NPU B and Z will experience the highest percentage of growth. From 2000 to 2010, about 70% (84,520/121,090) of the increase in population was due to net migration. The percent of City's growth from net migration is forecasted to fall to a little over 50% (55,120/104,380) over the next twenty years (See Map 1 and Table 1).

Age Distribution

The City's population age distribution in 2009 shows that the City is younger than that of the state and the nation. The median age for the City in 2009 was 33.4 compared to 34.6 and 36.8 for the State and for the nation respectively. At the NPU level, NPU A had the highest median age at 42.2 and NPU Y had the lowest median age at 24.1. It is estimated that the City as a whole will see its median age increase between 2020 and 2030 to 39.7. This rise in median age is due to two factors, locally born 18-24 year olds leaving the City with a high proportion of their parents staying in their existing households and the aging of the City's baby boom population into their 60s and 70s. In addition, Atlanta will experience significantly reduced in and out migration flow over the next 20 years as mobility continues to be at much lower level than were seen over the last 20 years.

Atlanta's proportion of population age 18 and younger will decline from 23.3% in 2010 to 20.2% in 2030. The population aged 30 to 49 (which are the households most likely to have children in them) will decline from 32.7% in 2010 to 31.1% in 2030. The population ages 50 to 64, will increase from 14.1% in 2010 to 19.1% in 2030. The proportion of that City's population over the age of 65 will increase from 9.4% in 2010 to 14.7% by 2030.
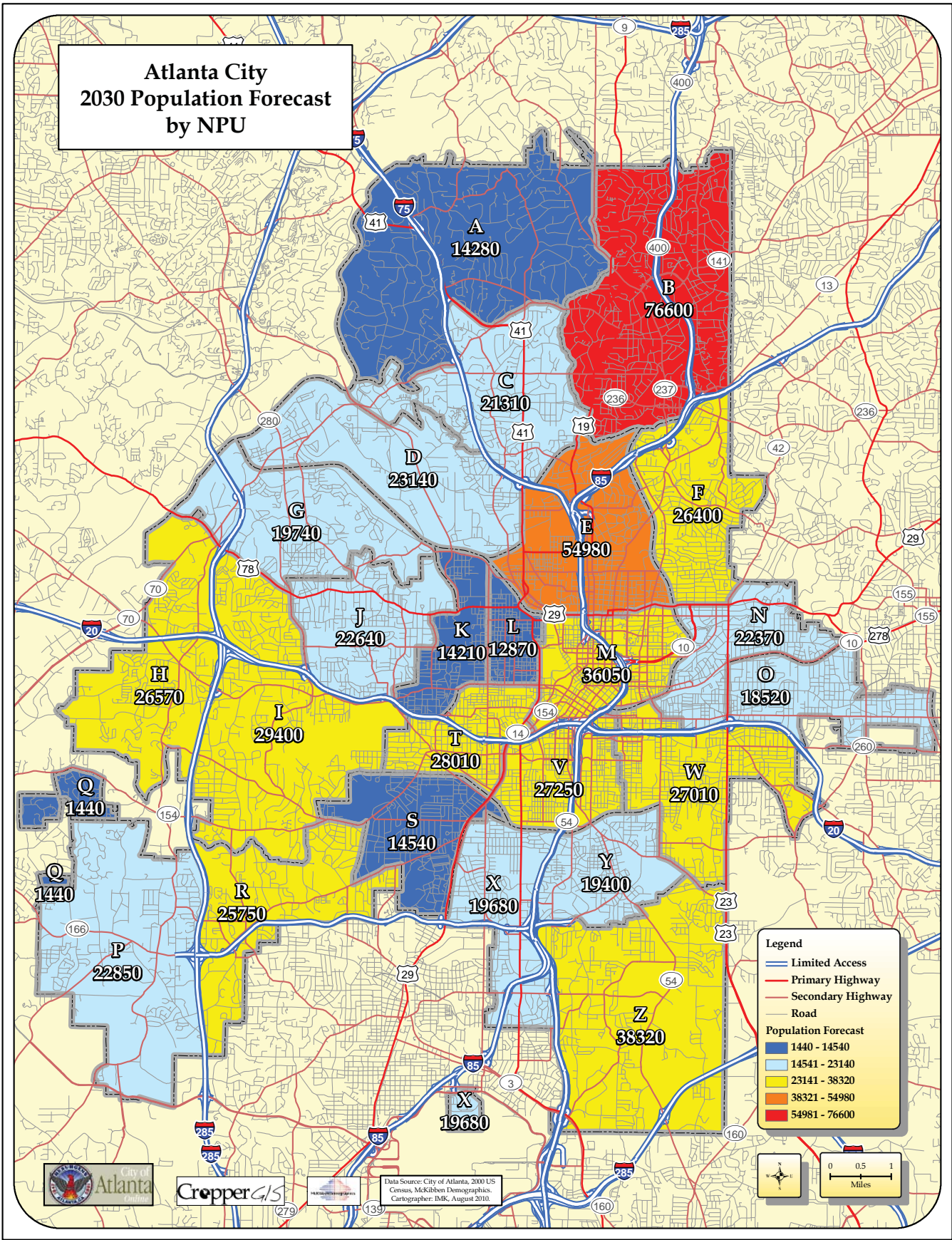
Race and Ethnicity

The race and ethnic composition of the City of Atlanta for 2010 is estimated to be 58.8% Black, 33.9% White, 2.9% Asian, and 4.4% Other and 5.5% of Hispanic origin. The racial composition across the City varies. In NPUs A, B, C, D, E, F, and N the majority of the population is White. In NPUs G, H,I, J, K, L, M, O, P, Q, R, S, T, W, V, X, Y, and Z the majority of the population is Black. The highest concentrations of residents of Hispanic origin are in NPU D (18.7%), NPU Y (12.7%) and NPU B (10.9%). The Asian population is concentrated in NPU E (9.1%) and in NPU M (4.4%).

Based on the population forecast, the race/ethnicity forecasts calculated for the years 2010, 2020, and 2030 indicate small changes to the racial composition of the City. By 2030, the City's population will be 57.4% Black, 34.1% White, 3.3% Asian, 5.2% Other and 6.5% of Hispanic origin.

Income

The City of Atlanta Median Household Income in 2010 was $50,443. Household Incomes ranged from $161,988 in NPU

Atlanta City
2030 Population Forecast
by NPU

A 14280
B 76600
C 21310
D 23140
G 19740
E 54980
F 26400
J 22640
K 14210
L 12870
M 36050
N 22370
H 26570
O 18520
I 29400
T 28010
V 27250
W 27010
Q 1440
Q 1440
S 14540
Y 19400
R 25750
X 19680
P 22850
Z 38320
X 19680

Legend
— Limited Access
— Primary Highway
— Secondary Highway
— Road

Population Forecast
- 1440 – 14540
- 14541 – 23140
- 23141 – 38320
- 38321 – 54980
- 54981 – 76600

Data Source: City of Atlanta, 2000 US Census, McKibben Demographics. Cartographer: IMK, August 2010.

Map 1: City of Atlanta 2030 Forecasted Population by NPU

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Table 1: City of Atlanta Population Forecast 2000-2030											
Age	2000			2005			2010			2015		
	Males	Females	Total	Males	Females	Total	Males	Females	Total	Males	Females	Total
0-4	13,425	13,247	26,672	15,760	15,150	30,910	16,790	16,170	32,960	16,540	15,910	32,450
5-9	13,866	13,530	27,396	13,640	13,440	27,080	15,810	15,200	31,010	16,370	15,720	32,090
10-14	12,743	12,283	25,026	13,670	13,330	27,000	13,220	13,040	26,260	15,540	14,980	30,520
15-19	15,074	14,966	30,040	17,160	16,270	33,430	17,890	17,060	34,950	17,720	16,600	34,320
20-24	19,884	19,281	39,165	25,790	23,400	49,190	27,630	24,400	52,030	25,930	23,160	49,090
25-29	22,629	20,821	43,450	23,750	23,640	47,390	29,360	28,160	57,520	27,020	26,270	53,290
30-34	20,959	17,672	38,631	24,400	22,360	46,760	25,860	25,670	51,530	28,430	27,720	56,150
35-39	18,749	15,740	34,489	21,860	18,970	40,830	24,800	23,150	47,950	25,460	25,540	51,000
40-44	15,639	14,493	30,132	18,820	16,290	35,110	21,790	19,340	41,130	24,110	22,840	46,950
45-49	13,387	13,365	26,752	15,260	14,430	29,690	18,760	16,560	35,320	20,890	18,750	39,640
50-54	11,337	12,043	23,380	13,050	13,220	26,270	14,890	14,260	29,150	17,630	15,750	33,380
55-59	8,252	8,896	17,148	10,760	11,860	22,620	12,430	13,060	25,490	13,820	13,750	27,570
60-64	6,093	7,502	13,595	7,520	8,720	16,240	9,860	11,660	21,520	11,200	12,620	23,820
65-69	4,827	6,328	11,155	5,480	7,340	12,820	6,750	8,490	15,240	8,830	11,350	20,180
70-74	3,797	5,896	9,693	4,260	5,870	10,130	4,830	6,790	11,620	6,000	7,910	13,910
75-79	2,753	5,100	7,853	3,330	5,340	8,670	3,750	5,330	9,080	4,220	6,140	10,360
80-84	1,813	3,979	5,792	2,380	4,280	6,660	2,840	4,640	7,480	3,180	4,610	7,790
85+	1,458	4,574	6,032	1,570	4,730	6,300	1,910	5,080	6,990	2,330	5,620	7,950
Total	206,685	209,716	416,401	238,460	238,640	477,100	269,170	268,060	537,230	285,220	285,240	570,460
Median Age			32.1			32.5			33.3			34.8

Age	2020			2025			2030		
	Males	Females	Total	Males	Females	Total	Males	Females	Total
0-4	15,650	15,050	30,700	16,990	16,390	33,380	16,460	15,830	32,290
5-9	16,030	15,400	31,430	15,180	14,590	29,770	16,600	15,970	32,570
10-14	16,020	15,410	31,430	15,740	15,110	30,850	14,870	14,290	29,160
15-19	18,940	17,570	36,510	18,930	17,630	36,560	18,650	17,170	35,820
20-24	26,090	22,590	48,680	25,570	21,990	47,560	24,840	21,480	46,320
25-29	26,470	25,160	51,630	26,070	23,870	49,940	25,670	23,210	48,880
30-34	25,570	25,620	51,190	25,300	24,670	49,970	25,420	23,780	49,200
35-39	27,480	27,340	54,820	24,890	25,440	50,330	24,700	24,560	49,260
40-44	24,690	25,020	49,710	26,920	27,040	53,960	24,380	25,210	49,590
45-49	23,300	22,300	45,600	23,860	24,490	48,350	25,920	26,380	52,300
50-54	19,820	18,070	37,890	22,330	21,610	43,940	22,790	23,690	46,480
55-59	16,520	15,350	31,870	18,770	17,730	36,500	21,070	21,180	42,250
60-64	12,620	13,440	26,060	15,130	15,000	30,130	16,910	17,080	33,990
65-69	10,090	12,330	22,420	11,360	13,150	24,510	13,590	14,610	28,200
70-74	7,850	10,600	18,450	8,960	11,510	20,470	10,090	12,290	22,380
75-79	5,270	7,130	12,400	6,870	9,580	16,450	7,820	10,420	18,240
80-84	3,620	5,340	8,960	4,500	6,190	10,690	5,880	8,300	14,180
85+	2,680	5,830	8,510	3,090	6,310	9,400	3,710	7,070	10,780
Total	298,710	299,550	598,260	310,460	312,300	622,760	319,370	322,520	641,890
Median Age			36.6			38.3			39.7
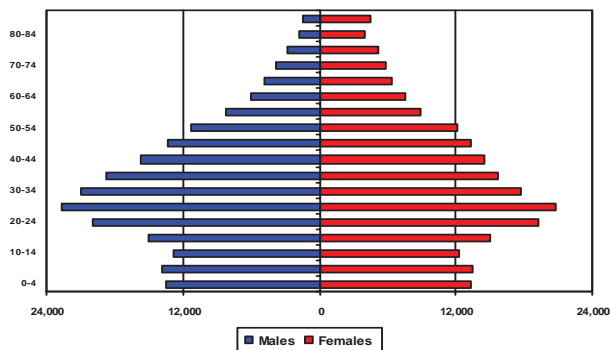
A to $20,848 in NPU T. The forecasts for median household income for the City of Atlanta and the NPUs were calculated using the information from 2000 U.S. Census as a base value. Estimates for 2005 and 2010 were calculated using U.S. Bureau of Economic Analysis trends and calibrated to change age structure changes at the NPU level. Forecasts for 2015 through 2030 assume an inflation rate of no more the 3% annually and again are calibrated to the forecasted changes in age structure for each NPU.

Population Forecast Methodology

The 2010-2030 City of Atlanta population forecasts are the result of using the Cohort-Component Method of population forecasting. The population forecasts were made for the City of Atlanta and for each of its twenty-five Neighborhood Planning Units by McKibben Demographics and Cropper GIS.

Some of the characteristics of the population, such as age structure and household size are important factors in developing the 20 year forecasts. The average household size is 2.3 persons per households. About 38% of all households are single person households, 27.3% of all households have children under 18 and 16% of householders are aged 65 or older (see Table 2). In addition, a housing permit data set model was used in this analysis as an indicator of population growth for the City. From 2000 to 2009, an average of 4,806 net new housing units was permitted per year.

NPU	Average Age	Persons Per Household	% of Single persons Households	% of Single persons Households over 65	% of Households with children under 18	% of householder aged 65 and Older
A	42.4	2.4	25.3	23.8	31.5	20.1
B	35.3	1.8	51.2	26.5	12.7	20.1
C	34.4	2	40.9	26.8	19.5	18.1
D	29.5	2.3	38.4	13.4	25.4	9.0
E	28.1	1.6	58.5	6.7	6.9	5.9
F	34.4	1.8	47.5	9.9	13.1	8.6
G	22.4	3.2	19.3	27.0	57.3	16.6
H	29.5	2.9	22.7	27.6	45.8	18.1
I	37.8	2.6	26.8	36.8	33.5	29.4
J	34.3	2.7	29.2	37.3	36.2	28.0
K	35.9	2.5	33.1	38.3	31.3	28.5
L	30.8	2.4	38.7	23.4	33.3	17.3
M	33.3	1.8	58.4	20.0	17.5	15.3
N	34.4	1.9	45.8	8.2	15.0	7.5
O	33.7	2.7	28.8	29.9	34.2	24.0
P	34.8	2.7	24.0	21.7	39.2	15.2
Q	37.6	2.5	29.8	51.7	35.5	23.3
R	30.7	2.4	32.9	32.2	38.9	17.2
S	35.1	2.8	25.8	25.2	38.9	20.0
T	24.1	2.5	37.6	27.5	32.1	19.9
V	27.4	2.7	33.0	25.6	42.4	17.0
W	33	2.5	30.3	18.5	29.0	13.0
X	33.8	2.7	35.6	32.3	35.6	19.6
Y	29.5	3.3	22.0	29.6	50.5	16.1
Z	25.6	3.2	16.8	22.6	54.0	12.6
City wide	31.9	2.3	38.4	21.4	27.3	16.6

Table 2: City of Atlanta Household Characteristics by NPU - 2000 Census

Source: US Census

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Community Assessment Executive Summary

2. ECONOMIC DEVELOPMENT

The Economic Development section includes an analysis of the City's economic base, or jobs in the City; the labor force, or those workers who live in the City; and the City's economic development resources, including agencies and programs dedicated to creating economic growth in Atlanta; and economic trends affecting the City. The intent of this section is to integrate economic development into the community comprehensive planning process so that the City can identify its priorities in economic needs, facilities, land uses and goals.

During the past two decades the City of Atlanta has experienced a resurgence which has further established its dominance as the central city and main economic force in the rapidly growing Atlanta region and the State's economy. Atlanta's population has been growing strongly. After experiencing a declining population in the 1970's and 1980's Atlanta added 1,200 residents in the 1990's and from 2000-2009 Atlanta added 124,500 residents, growing by 29.9%. The City's tax digest grew from $13.0 billion in 2000 to $25.7 billion by 2008, an annual increase over 12%.

The City of Atlanta contains the largest concentration of office employment in the region. The City of Atlanta has 157 million square feet of office space, or 55% of the MSA's 281 million square feet. Atlanta dominates key sectors of the office market including- government, banking, legal and accounting, professional service firms, regional offices and international businesses and consulates.

Atlanta's employment base has been in decline. From 2001 to 2004 the City lost 67,016 jobs, or 14.2%. Since the fall of 2007, the city of Atlanta has lost 44,084 jobs, or 10.4% of its employment base, a decrease of 19.3% from 2000 to the 2nd quarter of 2009. Significant job losses in many key sectors of the economy were felt with construction, real estate and hospitality sectors significantly impacted. An unprecedented level of home foreclosures and the effects of the sub-prime mortgage crisis have also severely affected the City (see Figure 1).
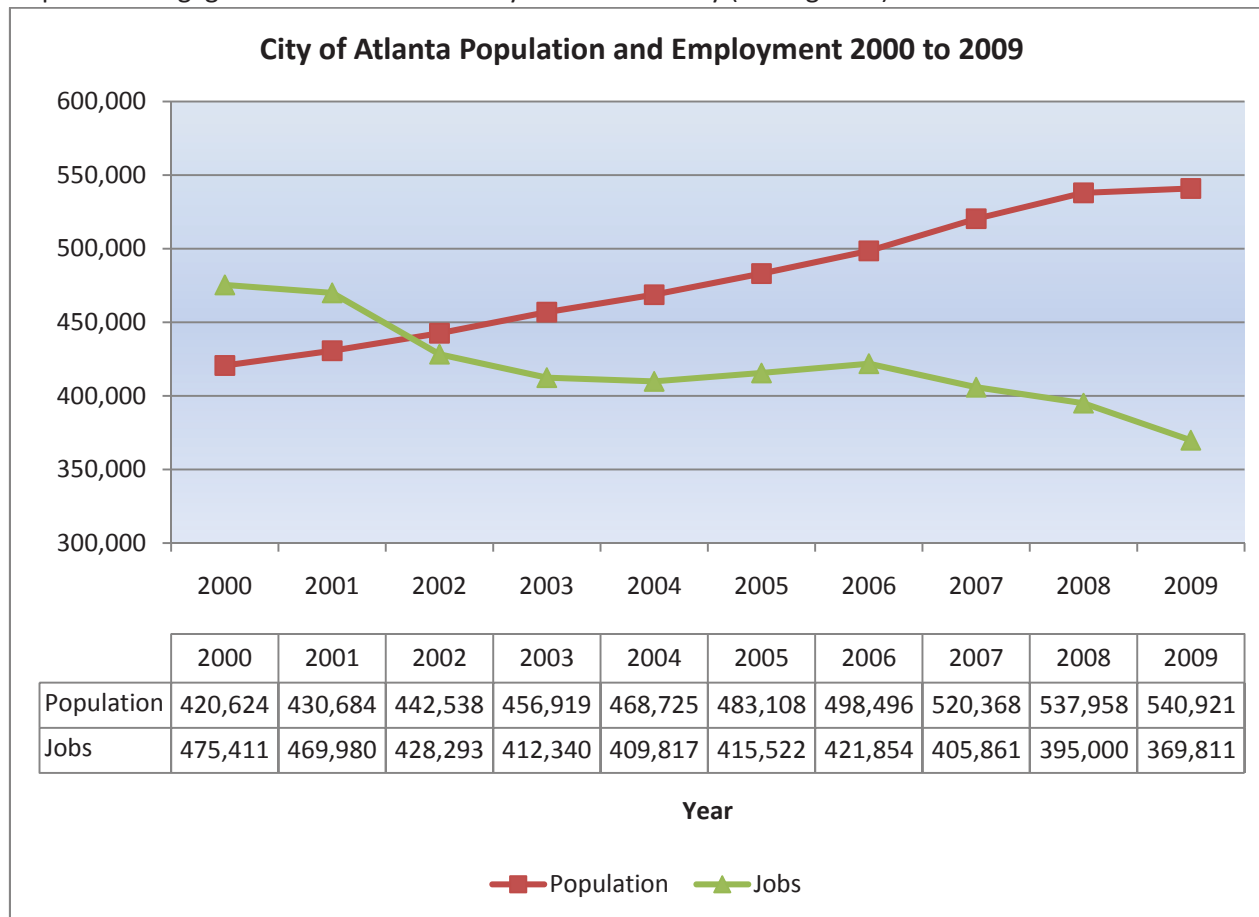

City of Atlanta Population and Employment 2000 to 2009

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Population	420,624	430,684	442,538	456,919	468,725	483,108	498,496	520,368	537,958	540,921
Jobs	475,411	469,980	428,293	412,340	409,817	415,522	421,854	405,861	395,000	369,811

Figure 1: City of Atlanta Population and Jobs 2000 to 2009

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Economic Base

In 2009, the City of Atlanta had 378,109 jobs. The largest number of jobs (47,722) were in Professional, Scientific and Technical Services, followed by Accommodation and Food Services (38,167 jobs), Health Care and Social Assistance (35,012 jobs), Educational Services (33,012 jobs) and Public Administration (29,086 jobs).

The City of Atlanta earnings remain high. In the 2nd quarter of 2000, average monthly earnings were $3,607, or 7.2% higher than the MSA as a whole. In the 2nd quarter of 2009, average monthly earnings were $4,621, an increase of 28.1% since 2000. Finally, in 2009, the City's average monthly earnings were 18.9% higher than the MSA as a whole.

Atlanta attracts a disproportionate share of high skill and high wage jobs. 40% of the City of Atlanta's workforce is in high wage industries such as Manufacturing, Wholesale Trade, Information, Finance, Insurance, Real Estate and Professional services. 36% of the workforce is in the middle wage industries of Educational Services, Arts, Entertainment and Recreation, Agriculture and Construction and 24% is in low wage industries of Retail, Transportation, Public Administration and other services.

The Atlanta Regional Commission anticipates that regional employment will increase to 4.5 million in 2040, an increase of 1.8 million jobs, or 65.7% over the thirty year period. Currently, the City of Atlanta represents 17.1% of the region's employment. If the City captures 17.1% of these projected new jobs, the City's employment base will increase by 303,100 jobs to 681,209 total jobs by 2040.

In 2006 the Georgia Department of Labor predicted the top five fastest growing industries are anticipated to be professional and technical services, food services and drinking places, educational services, hospitals and administrative and support services. The Department projected the highest job loss in the following subsectors: management of companies and enterprises, merchant wholesalers and durable goods, performing arts and spectator sports, State Government and printing and related support activities.

Atlanta's economy is based on three major areas, national businesses which export their services nationally and internationally, region serving entities which draw income into Atlanta's economy from around the region and local spending by city residents, businesses and local government, which supports the secondary employment created by the first two categories of jobs.

Labor Force

In 2009, there were 237,815 residents of Atlanta in the labor force, an increase of 17.1% from 2000, when there were 203,109 people in the labor force. On average, there was a 1.6% increase in the labor force each year from 2000 to 2009. Atlanta's labor force covers a broad spectrum of educational attainment. 43% of Atlanta residents have a bachelor's or post-graduate degree; 19% have either an associate's degree or attended some college; 23% have a high school diploma and 16% lack a high school diploma.

In 2009, the number of Atlanta residents employed was 213,241 persons, which represents an increase of 20,142 from 2000 when there were 193,033 Atlanta residents employed. Overall, this is a growth of 10.4% over the period, an average annual rate of growth of 1.0%. In 2009, the number Atlanta residents in the labor force who were unemployed was 24,574, an increase of 14,564, or 145.5%, from 2000 when there were 10,010 unemployed residents. The annual unemployment rate in 2009 was 10.3%, more than double the unemployment rate of 4.9% in 2000.

According to the American Community Survey, the median earnings for Atlanta residents was $35,730. Of Atlanta residents who are employed, 36.7% are in low-earning occupations, defined as 80% of the City's median earnings (less than $28,584), compared to 24.9% in the MSA, 20.4% in the state and 16.3% in the nation. Of Atlanta residents who are employed, 24.5% are in occupations earning between 80% and 120% of the median income ($28,584 to $42,876), compared to 45.8% in the MSA, 49.0% in the State and 53.8% in the nation.   Finally, 38.7% of residents are in high-earning occupations (more than $37,730), compared to 29.3% in the MSA, 30.5% in the state and 30.0% in the nation
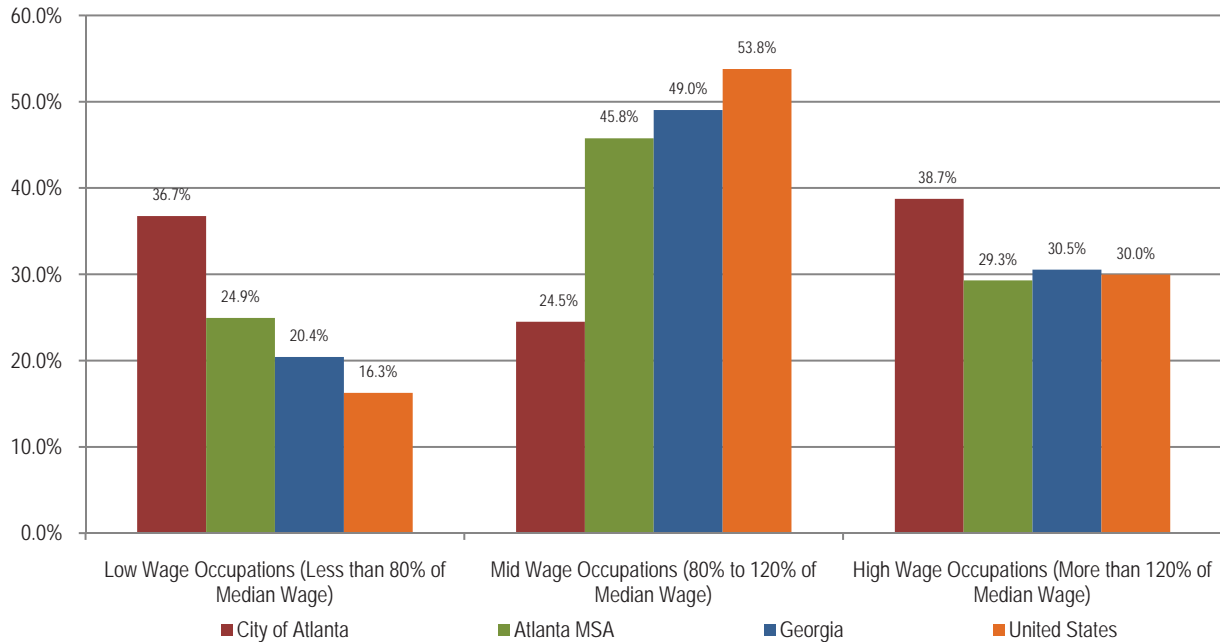
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Figure 2: Percent of Labor Force by Wage Category

Only 42% of the labor force, representing 213,240 city of Atlanta residents, work in Atlanta. Approximately 14% work in DeKalb County, 13% work in other parts of Fulton County, 10% work in Cobb County and 21% work elsewhere. Of the 378,109 people that work in the City of Atlanta, 18% are Atlanta residents, 20% come from DeKalb, 10% come from other parts of Fulton, 13% from Cobb and 39% from elsewhere. Almost 60% of Atlantans work outside the City when there are more than twice as many jobs in the City as people in the labor force (see Figure 3).
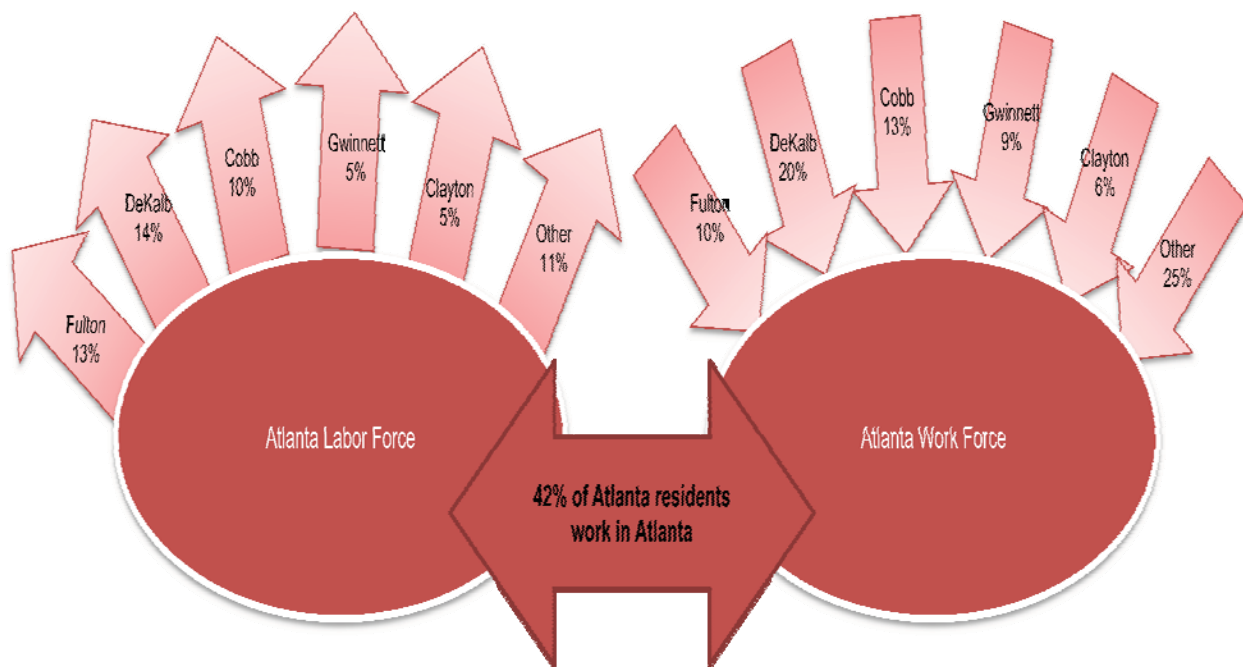
Figure 3: Atlanta Labor Force and Work Force Commuting Patterns

Economic Resources

Traditionally, economic development focused on programs designed to encourage business growth and development with the goal of creating wealth for local residents. However, as the economic environment has grown increasingly complex and competitive, local governments have extended their economic activities to encompass a much broader range of strategies, including job growth through local business expansion and business recruitment, workforce training programs, infrastructure improvements and broader quality of life initiatives like expanding housing options, improving primary and secondary education, public safety and expanding greenspace and community recreation opportunities.

The City of Atlanta has several departments and agencies devoted to economic development activities. In addition, there are several non-governmental organizations which also work towards economic growth and expansion in the City. These organizations and programs are supplemented by broader economic development departments at the State and Regional level which include the City of Atlanta in their geographic area. The economic resources are listed below.

The Atlanta Development Authority (ADA) is the official economic development agency of the City of Atlanta ADA and its partners administer a wide variety of programs and initiatives. Some of these are listed below.
- Bond Programs – Revenue Bonds, Bond Financing, 501(c)3 Bonds.
- Loan Programs – Opportunity Loan Fund, SBA 504 Loans, Business Improvement Loan Fund, The Phoenix Fund and the Housing Opportunity Bond Fund.
- Tax Allocation Districts (Tax Increment Financing) of which there are ten in the City.
- Tax Credits – New Markets Tax Credits
- Commerce and Entrepreneurship- business retention and recruitment, marketing, small business program, among others.

Department of Planning and Community Development (DPCD) spearheads a number of the City's economic development activities, both through the administration of specific economic development incentives and through long-range plans to improve the City's infrastructure which supports both business activities and residential quality of life. DPCD administers the Atlanta Urban Enterprise Zone program. The Department also developed a Comprehensive Transportation Plan (CTP) known as *Connect Atlanta* which insures mobility, continued economic growth and desired quality of life for citizens and visitors alike. In partnership with the Department of Parks, Recreation and Cultural Affairs, DPCD developed *Project Greenspace* in recognition of the integral part greenspace plays in a City's quality of life.

Department of Aviation – Hartsfield –Jackson Atlanta International Airport (H-JAIA) has been one of the primary drivers of Atlanta's economic expansion since the airport's founding. The Department of Aviation has invested significant resources in expanding and improving the facility for both passenger and commercial use. In 2000, H-JAIA embarked on a $6 billion-plus Capital Improvement Program, which included several capital improvements either recently completed or under construction.

The Atlanta Workforce Development Agency (AWDA), under the Workforce Investment Act (WIA), is a One-Stop Center where workforce development services are universally accessible. Additionally, AWDA partners with state, community colleges, public schools, community and faith based organizations in the delivery of workforce development services. AWDA is responsible for the management of the day-to-day workforce development activities. Some of their programs are listed below.
- The Atlanta One-Stop Center
- Employment and Business Relations (EBR)
- Business Services
- Vocational Rehabilitation Program (VR)
- Youth Program
- Job Seeker Program
- Job Training

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- Atlanta Housing Authority/Catalyst Program
- GOODWORKS!
- Cyber Centers – AWDA
- New Beginning
- Community –Based Healthcare Job Training Grant

Other Economic Development Organizations working with the City of Atlanta:

In addition to the City of Atlanta and their departments and agencies working towards economic development, there are many other organizations, governmental entities and nonprofit partners working towards the goal of economic growth in the City of Atlanta. Some of these are listed below.
- Metro Chamber of Commerce
- Development Authority of Fulton County
- Advisory Committee on International Relations
- Fulton County/City of Atlanta Land Bank Authority
- Women's Economic Development Agency (WEDA)
- Atlanta Public Schools
- Atlanta Convention and Visitors Bureau
- MARTA
- Atlanta Neighborhood Development Partnership, Inc. (ANDP)
- Central Atlanta Progress (CAP) / Atlanta Downtown Improvement District (ADID)
- Midtown Alliance / Midtown Improvement District
- Buckhead CID
- Buckhead Coalition
- Georgia World Congress Center

State and Regional Economic Development Organizations

The Georgia Department of Economic Development (GDEcD) is the State's sales and marketing arm and lead agency for attracting new business investment, encouraging the expansion of existing industry and small businesses, developing new domestic and international markets, attracting tourists to Georgia, and promoting the state as a location for film, video, music and digital entertainment projects, as well as planning and mobilizing state resources for economic development. To meet their goals the Department offers several initiatives such as various types of Tax Credits, Tax Exemptions, Assistance for Small Business and Entrepreneurs. GDEcD also offers unique programs that existing Georgia firms can take advantage of.

The Georgia Department of Community Affairs assists in economic development activities through incentive programs to recruit new businesses and expand existing Georgia businesses. Some of their programs are listed below.
- Industrial Development Bonds and Mortgage Revenue Bonds
- Community Development Block Grant Program (CDBG)
- Life Science Facilities Fund
- Recovery Zone Bonds
- Opportunity Zones

Economic Trends

More than ever, Atlanta's economy is being affected by larger trends, including impacts from Globalization and the Great Recession, regional trends affecting the Southeast and the State of Georgia and demographic trends which impact the labor force and businesses throughout Atlanta. There is accelerated competition on a global basis with U.S. corporations increasingly turning their focus outward from the U.S. marketplace to global opportunities. Atlanta is no longer competing for opportunities just in the Atlanta region or southeast but globally. Atlanta's appeal is not just its access to regional markets, but ready access to global markets, the knowledge base of its workforce, and its ability to

innovate in a world operating at an accelerated pace of change and innovation.

The Great Recession has had a devastation impact on Atlanta's growth-oriented economy. The economic policies of the City need to focus on dealing with the short term negative effects of the Great Recession (the substantial impacts of sub-prime lending, foreclosures, overbuilding of condos and commercial structures), while aligning the City's economy with the emerging drivers of the 21st Century economy which will define its growth opportunities for the coming decade.

The internet is transforming whole sectors of the economy from an orientation to physical facilities and processes to virtual business. Atlanta's role as a data hub, information, telecommunication and banking and financial center is changing – emerging opportunities will be found in consulting, logistics, software and outsourced business management. This trend may also cause a long term decline in business travel which could impact Hartsfield-Jackson Atlanta International Airport, major airlines, and the hospitality sector.

Atlanta continues to rise as a Global Portal for the southeastern U.S. economy. The City sits at a nexus of air, sea and interstate transportation unmatched in the region. Atlanta's dominance as a portal for international business continues to strengthen as more businesses choose to relocate to the City for that reason. The continuing strong appeal of Atlanta to the "Creative Class" or "Knowledge workers" is essential if the City is to continue to lead in the industries of the mind.

U.S. business organizations continue to flatten their operations. This is lessening the demand for traditional office space in the urban core of the City based on large scale corporate bureaucracies. Atlanta needs to maintain its leading position as home to the remaining large scale office uses while appealing to the new mix of office users for the 21st Century.

The Atlanta region will continue to have strong growth potential over the coming decades. The City needs to capture its fair share of the region's future growth not just in population but also in employment to remain the essential economic core of the region. Atlanta is shifting from a region with a single core to a multi-centered region. The City is dominant in key economic sectors within the region and state (professional and technical firms, financial, insurance and real estate, hospitality) and needs to continually work to maintain that dominance in an increasingly competitive region.

Increasing "friction" in regional mobility is caused by rising congestion, transportation and energy costs. The lack of adequate funding and over reliance of the automobile has created a substantial lag in transportation infrastructure to support the region's growing population. Gasoline costs are projected to rise dramatically in the future and the average household in the Atlanta region spends 60%-65% of its income on shelter and transportation costs. The resurgent interest in living in the City will continue over the coming decades as long distance commuting becomes more and more costly and difficult. The challenge will be to assure a significant range of housing options are available across the income spectrum to allow all segments of the workforce to live near their place of work.

Part of the strengths of Atlanta's economy is those special and unique activities which are included in National and Region serving entities. Four of these economic activities are tourism, higher education, sports and entertainment and Hartsfield-Jackson Atlanta International Airport, which not only draws in visitors to take advantage of these three categories, but also supports Atlanta as a business location for manufacturing and related firms, as well as a location for business who require significant travel of their employees, particularly those in knowledge-based firms.

Atlanta is the hub of regional tourism due to the concentration of a wide array of sports, entertainment, retailing and hospitality facilities to serve visitors to the City and region. An estimated 35 million visitors come to Atlanta each year, including 11.8 million business visitors and convention delegates.

Tourism is an important industry in the City of Atlanta. Data from the Atlanta Convention & Visitors Bureau showed a decrease in Room Occupancy in the Atlanta region of 53% in 2009. Despite these recent downward trends, the City of

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Atlanta is one of the highest ranking destinations in the US for international travelers. From 2008 to 2009, visitation to Atlanta increased 7%, one of the only major international destinations to see an increase over the period. In 2009, 83% of the State's visitors traveled to Atlanta.

The City of Atlanta is home to numerous major educational institutions both at the college and technical school levels. There are also several major schools and universities surrounding the City. The graduates of these institutions provide a major portion of the intellectual capital for Atlanta's growth in the future.

The City of Atlanta is home to five major sports franchises – the Atlanta Braves, Falcons, Hawks, Thrashers and, most recently, the WNBA's Atlanta Dream. In 2009 attendance at the five sports franchises home games averaged from 68,173 to 7,107. In addition, the City is home to several major venues which host arts and entertainment events and several major sights and attractions which draw visitors to Atlanta.

Hartsfield Jackson Atlanta International Airport, with over 90 million passengers per year, provides unparalleled access to both national and international markets and accounts for 58,000 direct jobs and 434,434 direct, indirect and induced jobs and generates $58.2 billion in business revenue.

A successful economic development strategy for the City of Atlanta will depend on the leadership of the City working to expand its economy, focusing on economic development within the City and with alliances with the major economic development organizations at the state and regional level. In an increasingly complex global environment, the interaction of Atlanta with these partners in the growth of the City and region will be essential.

3. HOUSING

Since 2000, the City of Atlanta has witnessed two housing market trends that have significantly affected housing and planning policy. One, being in tangible forms such as the demolition of substandard housing units, the continued development of new housing types (lofts, condominiums, townhomes), and the construction of mid and high-rise multi-family developments to meet the demand from new residents moving into the growing city. The other housing trend has been the collapse of the financial and real estate markets and the doubling of the number of unemployed households. This has resulted in a large number of property foreclosures and a glut of unoccupied housing along with an oversupply of undeveloped or partially developed lots and buildings. The purpose of the Housing section is to inventory the existing housing stock, analyze certain housing characteristics and provide information on affordable housing programs.

Housing Type and Mix

The City of Atlanta has witnessed a growth in the number of housing units. Presently there are 220,730 housing units, nearly half (102,224) of which are single family dwellings or townhouses (see Table 3). Multi-family dwellings in developments containing more than 50 units have nearly tripled since 1990 from 15,700 units to 40,901. In the past 20 years there have been reductions in the numbers of dwellings in developments containing 3- to 4 units and 5- to 9 units while the number of duplexes

Table 3: Types of Housing Units in the City of Atlanta						
Type of Housing Unit	1990		2000		2008	
	Number	Percent	Number	Percent	Number	Percent
Single Unit, Attached and Detached	83,793	45.9	87,165	46.6	102,224	46.3
Duplex	8,088	4.4	7,871	4.2	8,031	3.6
3 to 4 units	13,769	7.5	14,358	7.7	9,313	4.2
5 to 9 units	26,137	14.3	19,496	10.4	19,449	8.8
10 to 49 units	32,365	17.7	27,455	14.7	39,811	18
50 or more units	15,700	8.6	29,723	15.9	40,901	18.5
Other*	2,902	1.6	930	0.5	1,001	0.5
Total Units	182,754	100	186,998	100	220,730	100

* Other includes 1990 "Mobile home or trailer" and "Other" categories and 2000 / 2008 "Mobile home" and "Boat, RV, van, etc." categories. Source: U.S. Census, 1990 and 2000, US Census American Community Survey 2008

and developments containing 10- to 49 units has remained steady. Since 1990, the types of housing being built within the City of Atlanta have changed. Demand for housing has led to the conversion of duplexes and other large residential dwellings into single family housing, the conversion of small multi-family rental housing developments (less than ten units) into owner-occupied condominiums, and the conversion of former industrial and institutional buildings (churches, schools, office, commercial and industrial warehouse buildings) into loft housing for sale or rent. During the 2000's, developers were building mid-rise and high-rise mixed use buildings with residential uses in Downtown, Midtown, Buckhead and in the City's newest neighborhood Atlantic Station. Other neighborhoods such as the Old Fourth Ward, Kirkwood, Grant Park, and Reynoldstown are undergoing the same process although at much lesser densities.

Atlanta Housing Authority

The Housing Authority of the City of Atlanta (AHA), a diversified real estate company with a public mission and purpose, is the largest affordable housing provider in the City of Atlanta. AHA facilitates housing opportunities to over 20,000 low-income and very-low income households in opportunity-rich mixed-income communities.

During the past 15 years, AHA has transformed the delivery of affordable housing resources to low-income families in the City of Atlanta from the large-scale public housing projects owned by AHA to a diversified portfolio of housing

opportunities in mixed-income arrangements owned by third parties. AHA's Housing Choice Voucher Program (Section 8) has grown approximately 400% since 1996.

In early 2010, the Atlanta Housing Authority (AHA) completed a major strategic initiative: the Quality of Life Initiative (or QLI). Under QLI, AHA facilitated the relocation of approximately 3,000 households from ten large, obsolete and distressed family projects and two obsolete and distressed elderly developments. Families have now relocated to better communities and neighborhoods via AHA's various programs including the Housing Choice Voucher Program. As market conditions warrant, AHA will conduct a competitive procurement process to invite proposals from private sector developers and investors to develop mixed-use, mixed-income communities at these sites. AHA still owns and operates 11 public housing-assisted developments, which serve primarily elderly persons and two small public housing assisted-family developments.

AHA employs a combination of the following strategies as part of each community's Master Plan: (1) major revitalization using HUD funds as seed capital and AHA-owned land, as equity, to attract private sector developers and investors; (2) major revitalization using Project Based Rental Assistance and the value of AHA-owned land as equity to attract private sector developer participation and private investment; (3) sale of AHA-owned land (including land swaps); (4) land banking; and/or (5) acquisitions. AHA and its partners will continue to advance phases under the various Master Plans for the ongoing revitalization developments already underway, and pursue new mixed-income arrangements utilizing Project Based Rental Assistance as a development tool.

AHA has designed a comprehensive Project Based Rental Assistance (PBRA) subsidy arrangement which AHA has been able to use as a financial incentive for private developers to create new quality affordable housing in healthy residential mixed-income communities. The PBRA subsidy is administered at the site level by the owner's professional property management company. AHA provides training, oversight and monitoring activities to ensure the sustainability of the communities and the business relationship between AHA and the private sector owners.

Atlanta Housing Authority operates programs to facilitate homeownership as part of its revitalized communities and through its Housing Choice Voucher Homeownership Program. AHA's comprehensive Homeownership Program facilitates low to moderate income families becoming successful homeowners and develops affordable homeownership opportunities in healthy, mixed-income communities.

Occupancy, Tenure and Condition

According to the 2008 American Community Survey, 49.3% (86,414) of the occupied housing units are owner occupied and 50.7% (88,796) of the units are renter occupied. 69.5% of all owner-occupied housing is single family dwellings while only 17.0% of the rental properties in the City are single-family dwellings. The numbers of owner-occupied townhouses, duplexes and single family dwellings have been growing steadily over the past 20 years. The introduction of large-scale multi-unit developments (20 units or more) such as lofts, condominiums, and apartments have drawn more both homeowners and renters to the City. As of 2008, over one-fourth of the rental housing stock was located in developments containing more that 50 units (24,500 units/27.8%) (see Table 4).

During the past 20 years, the City of Atlanta has witnessed an increase in the construction of new housing units which accelerated between 2000 and 2008. However, recent downturns in the financial and real estate markets have led to the existence of a large glut of vacant housing units. The large supply of vacant housing units in the City that remain unsold or not rented has created a large backlog of vacant housing development sites which are in various stages of completion.

The 2008 American Community Survey (ACS) indicates that all categories of housing types have seen an increase in the number of vacant units. In 2008, there were 45,520 vacant housing units in the City of Atlanta, equal to 20.6% of all housing units. This breaks down to an 11.6% vacancy rate for owner-occupied units (10,006) and an 18.0% vacancy rate for renter-occupied units (16,002). Of the vacant units, 12,667 units (27.8%) were listed for rent, 3,335 units (7.3%) were for sale, and 17,738 units (39.0%) were listed as other (condemned / under renovation / abandoned). Also, 8,512 units

Table 4: Unit Type by Tenure for Occupied Housing Units, City of Atlanta, 1990 - 2008												
Type of Housing Unit	1990				2000				2008			
	Owner		Renter		Owner		Renter		Owner		Renter	
	#	%	#	%	#	%	#	%	#	%	#	%
Single unit, detached	57,236	85.2	13,647	15.4	59,164	80.5	15,822	16.7	60,062	69.5	15,083	17
Single unit, attached	3,384	5	2,393	2.7	4,555	6.2	2,350	2.5	8,188	9.5	1,565	1.8
Duplex	1,024	1.5	5,661	6.4	984	1.3	5,659	6	1,657	1.9	4,285	4.8
3 or 4 units	811	1.2	10,738	12.1	1,148	1.6	11,148	11.8	772	0.9	5,973	6.7
5 to 9 units	956	1.4	18,953	21.4	1,169	1.6	16,131	17	2,140	2.5	12,399	14
10 to 19 units	929	1.4	17,484	19.7	1,433	2	13,876	14.6	2,772	3.2	15,375	17.3
20 to 49 units	680	1.1	6,537	7.4	1,301	1.8	7,478	7.9	2,868	3.3	9,078	10.2
50 or more units	1,091	1.6	11,721	13.2	3,320	4.5	21,984	23.2	7,620	8.8	24,500	27.6
Manufactured home*	278	0.5	164	0.2	382	0.5	255	0.3	335	0.4	383	0.4
Other*	770	1.1	1,295	1.5	19	0	64	0.1	0	0	155	0.2
Total Occupied Units	67,159	100	88,593	100	73,475	100	94,767	100	86,414	100	88,796	100

*In 1990, categories included "Mobile home or trailer" and "Other." In 2000 and 2008, categories included "Mobile home" and "Boat, RV, van, etc." Source: U.S. Census, 1990, 2000, 2008. This data is based on a sample and is subject to sampling variability. So while to total number of housing units is shown to be 220,730 in Table 1, in Table 2, the total number of units is 175,210.

(18.7%) were listed as rented or sold, but not currently occupied. Out of that stock, 17,324 were vacant single family units, 2,089 were duplexes, 7,478 were in 3- to 9-unit developments, 9,718 were in 10- to 49-unit developments, and 8,781 were in 50 or more-unit developments (see Table 5).

The Fulton County Tax Assessors Office, as part of their field survey of properties, evaluates the exterior condition residential structures. They mainly evaluate single family homes. Values are assigned to each property ranging from Excellent to Uninhabitable.

Table 5: Vacancy Status, City of Atlanta, 1990 to 2008						
Status	1990		2000		2008	
	Number	Percent	Number	Percent	Number	Percent
For rent	15,617	57.8	7,609	40.6	12,667	27.8
For sale only	2,981	11.1	3,715	19.8	3,335	7.3
Rented or sold, not occupied*	--	--	1,872	10	8,512	18.7
Seasonal, recreational or occasional use*	383	1.4	1,714	9.1	1,494	3.3
Other	8,021	29.7	3,846	20.5	17,738	39
Total Vacant Units	27,002	100	18,756	100	45,520	100
Total Occupied Housing Units	155,572	85.2	168,242	90	175,210	79.4
Total Vacant Housing Units	27,002	14.8	18,756	10	45,520	20.6
Total Housing Units	182,754	100	186,998	100	220,730	100

In 1990, "Rented or sold, not occupied" category was not used. Source: U.S. Census, 1990, 2000 and American Community Survey 2008

According to the latest tax digest, the number and percentage of single family homes in each category is: Excellent (20,303 / 16%), Very Good (34,300 / 27%), Good (22,255 / 18%), Average (36,908 / 29%) , Fair (7,409 / 6%), Poor (1,262 / 1.0%), Very Poor (124 / 0.1%), and Uninhabitable (263 / 0.2%).

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Cost of Housing

Housing costs can vary greatly throughout the City of Atlanta. Location, type of housing, condition and transportation are all factors in the cost of housing. The median value for all owner occupied housing in the City of Atlanta is $254,600. Dwellings built prior to 1940 have the highest median value at $405,800. Dwellings with the lowest median value were typically built during the 1960s and often constructed as modest ranch houses. The median rent for renter-occupied housing was $867 a month. Rental housing with the highest median monthly rents ($1,059) were built after 2005. Fulton County Tax Assessors median appraised value of homes was analyzed by NPU. The appraised values range from $856,426 to $112,240.

Cost Burdened Households

In 2008, 81,269 City of Atlanta households (46% of all households) had one or more housing needs. That is they are either cost burdened, overcrowded or live in units that lack basic plumbing and kitchen facilities (see Table 6).

There are 33,866 owner-occupied units and 47,483 renter-occupied units for which the household has been determined to have at least one form of housing needs. The majority of the housing problems for these residents are related to being burdened with housing costs exceeding 30% of their monthly household income. Nearly three out of eight homeowners and one half of renters are paying more than a third of their yearly income on housing costs. Only one out of fifty homeowners in the City has problems with overcrowding or lacking adequate plumbing or kitchen facilities.

Table 6: Housing Needs in Atlanta by Tenure - 2008				
Housing Needs	**Owner Occupied**		**Renter Occupied**	
	Number	**Percent**	**Number**	**Percent**
Cost Burdened	18,858	56.00%	22,304	47.00%
Severely Cost Burdened	12,248	36.20%	19,713	41.50%
Overcrowded	1,227	3.60%	2,965	6.20%
Lacking Facilities	1,109	3.30%	2,281	4.80%
Multiple Needs	324	1.00%	220	0.50%
Total Needs	33,866		47,483	
Source: 2008 US Census American Community Survey				

Special Housing Needs

This section refers to a subsection of the population in the City of Atlanta who, under normal circumstances, are not able to provide for their own housing because of homelessness, physical disability, mental disability, and AIDS-related illness. The Atlanta Housing Authority (AHA) has partnered with numerous developers and property owners to provide housing opportunities for the elderly, disabled and other special needs populations. AHA provides rental assistance for over 600 special needs units in mixed-income, communities. AHA also has a voucher program that is used for persons with mental disabilities. Supporting the goals of the Regional Commission of Homelessness, AHA committed 500 housing vouchers as a resource to provide project based rental assistance to homeless and other special needs populations. Special need populations are listed below.

- **Needs for Persons with Mental Disabilities:** The Georgia Department of Behavioral Health and Developmental Disabilities (DBHDD) provide services and treatment for persons with mental illness as well as those with mental retardation and substance abuse. The DBHDD 2010 Block Grant Application reported that the population of persons with mental illness, mental retardation or with a substance abuse problem is continuing to increase. On January 23, 2009, a Metro Atlanta Tri-Jurisdictional Homeless Census was conducted to document the unmet residential treatment and other supportive housing needs of homeless persons. The majority of this group of persons earns less than $10,000 per year and also need a housing subsidy as well as supportive services in order to live in the community. A review of the characteristics of those needing housing indicated a need to expand levels of care to the residential continuum and to increase the capacity of existing and available services.

- **Needs for Persons with Cognitive Disabilities**: The 2008 US Census American Community Survey estimated

that 22,263 individuals (5.0% of City's population) live with cognitive disabilities as a consequence of brain injury, and 32,004 individuals (7.2% of City's population) live with ambulatory disabilities as a consequence of accident, trauma, or birth. In several instances, many of these disabilities can overlap. Due to the unique nature of a brain injury, individuals with this condition have very different needs for services and housing. The largest groups of individuals who sustain brain injuries are young males, ages 16-24 years. Over 65% of the persons served by Brain Injury Services have incomes less than $12,000 and rely on SSI or other governmental supports. Transitional living programs attempt to reduce the structure and supervision needed in carrying out activities of daily living and to increase an individual's ability to function independently.

- **Needs for Persons with Physical or Sensory Disabilities**: The 2008 US Census American Community Survey estimated that 11,134 individuals (2.5%) in Atlanta have a hearing disability and 14,018 individuals (3.2%) have a visual disability.

- **Elderly Needs:** The elderly are a significant segment of Atlanta's population. According to the 2008 US Census American Community Survey, nearly one out of ten (38,741/9.1%) of the City's residents are over the age of 65. Over two-thirds (68.4%) of Atlanta's seniors aged 65 and over live alone (26,517). In 2008, the median income in Atlanta for households over 65 was $27,374. In 2008, 20.6% (6,636) of Atlanta seniors lived below the poverty level. The 2008 American Community Survey estimated the number of seniors living with a disability and living below the poverty level to be 4,236. Over a third of senior headed households are costs burdened, 36% of senior owners and 37% of senior renters are cost burdended. Affordable housing for this growing population group is an on-going need (see Population section for forecasts of the elderly population).

- **Needs for Persons with Substance Abuse-related Disabilities**: The supply of housing dedicated to persons who are in recovery from alcohol or other drug abuse is limited. Substance abuse and physical and mental disabilities affect an estimated 2,912 people who are chronically homeless in Atlanta. A continuum of treatment and housing options, including emergency, transitional and permanent housing, with access to community services, employment and public transportation are essential to successful community reintegration.

- **Needs for Persons with HIV/AIDS**: The City of Atlanta is the entitlement grantee for the HOPWA program that covers the 28-county metropolitan Atlanta area. The Georgia Department of Human Resources estimates that the 28-county metropolitan Atlanta area had 13,457 diagnosed and reported HIV cases as of December 31, 2007. The majority of diagnosed cases (94%) were in 5 central metro area counties: Fulton, DeKalb, Gwinnett, Clayton, and Cobb; 81% of the cases were reported in Fulton and DeKalb Counties. According to the Metro Atlanta Tri-Jurisdictional Collaborative on Homelessness Census (2009), 7% of the estimated 7,019 homeless persons living on the streets, shelters, or transitional housing were infected with HIV.

- **Homeless Needs:** The City of Atlanta participates with Fulton and DeKalb counties in the Metro Atlanta Tri-Jurisdictional Collaborative on Homelessness, known as the Tri-J, to coordinate homeless planning, policy development, research, and funding for homeless assistance services and housing. The 2009 Metro Atlanta Tri-Jurisdictional Collaborative Homeless Census report stated: "On the morning of January 23, 2009, a total of 7,019 unsheltered and sheltered (emergency shelters and transitional housing) homeless people were found in the Tri-J area." The 2009 Tri-J census report included an analysis of changes in the homeless population over time, and found that from 2003 when the first count was conducted to 2009, the total Tri-J Homeless Census count increased by 462 people (6.6%). In addition to those persons and families who are already homeless, many households in the City of Atlanta are at risk of homelessness.

Jobs-Housing Balance

According to the 2008 US Census Bureau Center for Economic Studies, of the 171,292 employed residents that lived in the City of Atlanta in 2008, 71,270 (41.6%) of them worked inside the city limits while the remainder worked outside of the City. In addition, there are 388,747 jobs inside the city limits of Atlanta. Out of that number, 317,477 are held by people who do not live in the City of Atlanta. Stated another way, four out of five jobs located within the City of Atlanta are held by persons who do not live in the city.

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While 388,750 people commute to work in Atlanta from outside its boundaries, the City sends 100,022 residents to work outside its borders. Thus, the net in-migration of employed persons into the City is 217,458.

If there were more affordable workforce housing in the City of Atlanta, more people that work in the City would also have the opportunity to live there. There are likely other issues affecting housing choice by individuals who commute into the City of Atlanta for employment. Commuters may believe that the suburban counties have better quality schools, lower property taxes, higher public safety and greater quality of housing at lower price than could be found within the City of Atlanta.

According to the 2008 US Census Bureau for Economic Studies, 43,982 employees who reside in the City and 78,459 commuters to the City for employment earn less than $1,250 per month. This amount, roughly $15,000 per year, would be earned by someone working a minimum wage job or receiving unemployment benefits. At this income level, the housing costs that an individual could afford before they are considered cost-burdened (30% or more of income) would be only $375 a month. In 2008, there were 59,073 employees who reside in the City and 128,123 commuters to the City employment that earn between $1,250 and $3,333 per month. At this income range, the housing costs that an individual could afford before they are considered cost-burdened (30% or more of income) would be $1,000 a month. This yearly salary, which is less than $40,000, is 67% of the Metropolitan Atlanta median family income of $61,000. In 2008, three out of five (60.2%) employed persons who reside in the City of Atlanta and over half (53.2%) of the commuters into the City for work earn less than this $40,000 annual wage.

Foreclosures

Over the past several years, with the collapse of the housing industry and financial market, subprime mortgage lending practices and the Great Recession, home foreclosures have become one of the biggest housing issues in the Country and in the City of Atlanta. Many foreclosed properties are the result of sub-prime mortgages, a widely used financing tool used during the housing boom.

Some of the recent foreclosed properties can be placed in two categories. Some foreclosures are related to an overabundance of condominiums, lofts, townhomes, and single-family dwellings that have yet to be sold or occupied. The depressed real estate market has reduced demand on these properties and has left the builder/developer with no means to repay the financing for these projects, eventually leading to their foreclosure. In addition, in some instances banks/financial institutions that provided financing for the development have gone bankrupt leading to the foreclosure of the development. The second category is scattered foreclosures related to homeowners being financially unable to pay their current mortgages due to a variety of reasons.

All Atlanta neighborhoods have been adversely impacted by the current foreclosure crisis. According to Equity Depot, 48,584 foreclosure notices have made in the City of Atlanta between 2006 and 2009. That represents 22% of housing units in the City of Atlanta.

Foreclosure activity is affecting homeowners of all income levels and sectors throughout Atlanta. Between May 2009 and May 2010, intent to foreclose notices were given to 11,964 properties. The highest numbers of foreclosures notices were in NPU B (1,345), NPU E (1,152) and NPU V (755).

Current Housing Programs in the City of Atlanta

Affordable housing programs are funded primarily through Community Development Block Grant (CDBG) funds, the Home Investment partnership Program (HOME), Low Income Housing Tax Credits, Tax Exempt Bonds, Housing Opportunity Bonds, Hope VI Program, HUD's financing programs (202, 203k, 221d, etc.), Housing Opportunities for Persons with AIDS (HOPWA) program, and the various private and public foundations that fund private, nonprofit agencies working on affordable housing.

City of Atlanta Affordable Housing Programs

The Office of Human Services (OHS) works to improve and enhance the delivery of services to all citizens of Atlanta through coordination, program development, advocacy and resource mobilization. Many of these activities are funded through Community Development Block Grants (CDBG), Emergency Shelter Grants (ESG) and Housing Opportunities for Persons with AIDS Grants (HOPWA) and administered through contractual arrangement with human service providers. Affordable housing programs managed by the Department of Planning and Community Development are listed below.

- **HOME Program:** The Federal HOME program's primary objective is to expand home buyer opportunities, Homeowner Rehabilitation Assistance, provide rental rehabilitation assistance and provide assistance in homelessness prevention.
- **Mortgage Assistance Program**: Parcels in Empowerment Zone neighborhoods are eligible for up to $50,000.
- **CDBG Owner Occupied Rehabilitation**: Limited emergency rehabilitation assistance is provided to elderly and disabled homeowners
- **Housing Enterprise Zone Program**: This program, administered through the Office of Planning, provides ten-year tax abatement on real property taxes as an incentive for private enterprise to invest in areas of the City of Atlanta that are economically and socially depressed.
- **Landmark Building Tax Freeze Program**: This program allows a local tax freeze for an eight-year period on income producing landmark buildings.
- **Neighborhood Stabilization Program**: This federal program provides funds to address foreclosures.

Atlanta Development Authority (ADA)/Urban Residential Finance Authority (URFA) Affordable Housing Programs

- **Tax Exempt Bonds:** The Urban Residential Finance Authority (URFA) is empowered to issue tax exempt bonds to make below market interest rate loans to developers for affordable rental housing and to issue bonds to fund single family mortgages.
- **Housing Opportunity Bond Fund:** The $75 million Housing Opportunity Bond Fund was created by the City of Atlanta, Atlanta Housing Authority and Atlanta Development Authority to serve affordable rental housing needs in the City of Atlanta.
- **BeltLine Affordable Housing Trust Fund:** Fifteen percent of all bond proceeds from the BeltLine TAD are dedicated to the creation and preservation of affordable housing around the BeltLine. It is anticipated that this program will create or save 5,600 housing units.
- **HOME Multifamily Financing:** The Urban Residential Finance Authority (URFA) is administering $800,000 dollars in HOME Funds on behalf of the City of Atlanta Office of Housing. The program funds costs associated with new construction, acquisition and rehabilitation of multifamily housing for low and moderate income families.
- **Atlanta Affordable Homeownership Program (AAHOP) HOME Single Family:** The Atlanta Affordable Homeownership Program (AAHOP) provides $10,000 mortgage assistance.
- **Vine City Trust Fund:** The Community/Housing Development Trust Fund was established to support the revitalization of communities adjacent to the Dome Stadium and the Georgia World Congress Center.
- **Tax Allocation Districts:** A Tax Allocation District (TAD) is established for the purpose of catalyzing investment by financing certain redevelopment activities in underdeveloped or blighted areas using public dollars.
- **Homeless Opportunity Fund:** The Homeless Opportunity Fund provides grants for supportive rental housing, assessment centers for women and children, public toilets and other homeless related facilities consistent with the ten year plan to end homelessness.

Community Assessment Executive Summary

4.1 NATURAL RESOURCES

The Natural Resources section examines the natural resources identified under the State's environmental planning criteria, environmentally sensitive lands and significant natural resources. In addition, Regionally Important Resources, brownfields and sustainability are also discussed in this section.

Environmental Planning Criteria

Environmental conditions place certain opportunities and constraints on the way that land is utilized. Many areas and resources that are vulnerable to the impacts of development require protection by government regulation and by other measures. As the City of Atlanta and the surrounding areas continue to grow, the conservation of existing and finding opportunities for the creation of new environmentally-sensitive and ecologically-significant resources is becoming increasingly important. The City of Atlanta's vision is to balance growth and economic development with protection of the natural environment. 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: water supply watersheds, groundwater recharge areas, wetlands, protected river corridors and mountains.

Water Resources

The City of Atlanta has abundant and valuable natural resources including streams, rivers, lakes, and wetlands. These natural water features within the City support a wide variety of uses for its citizens, from drinking water to recreation and irrigation. Additionally, water provides wildlife habitat for both aquatic (water living) and terrestrial (land living) animals. Both animals and humans depend on having a clean water source for survival. Therefore, the forces that impact the health of the local water supply are important to understand. The inventory of the City's water resources includes its watersheds, rivers and streams, water supply watersheds, wetlands and floodplains.

Watersheds

Atlanta is the meeting point for ten major stream drainage basins and smaller portions of 5 additional drainage basins, which supply two River basins—the Chattahoochee River and the Ocmulgee River (see Map 2).

Programs and Regulations

- **The Metropolitan River Protection Act:** The act established a 2,000-foot river corridor along both banks of the river as well as its impoundments. This act requires that local governments implement the plan by issuing permits, monitoring land-disturbing activities around the corridor.

- **Chattahoochee River Project:** The Chattahoochee River Project is an effort to establish a river greenway park along the entire Chattahoochee River Corridor in the City of Atlanta.

- **Greenway Acquisition Project**: Under a Supplemental Environmental Program that was established by a federal consent decree, the City of Atlanta invested $25 million in the purchase of property and easements along selected portions of streams in Metro Atlanta that flow into the Chattahoochee and South Rivers. The land has been converted to and/or preserved as "greenways", which are undeveloped and undisturbed corridors along stream banks that serve as natural filters to trap sediment and other pollutants carried by stormwater before they reach the streams.

- **Clean Water Atlanta Program**: The Clean Water Atlanta Program includes five components: 1) professional management of the Consent Decree Program; 2) the strategy to reduce flooding and pollution from stormwater by implementing a stormwater utility; 3) the Sanitary Sewer Overflow (SSO) Consent Decree compliance; 4) water quality monitoring; and 5) Combined Sewer Overflow (CSO) Consent Decree compliance.

- **Metropolitan Atlanta Urban Watershed Initiative**: Another program for the protection of City streams is the Metropolitan Atlanta Urban Watershed Initiative (MAUWI), which is a joint initiative by the City of Atlanta, Fulton County, and Dekalb County. Its overall goal is to determine the current conditions and uses of Atlanta's urban streams, to assess the sizes and impacts of the different pollution sources, and to evaluate options for improving water quality. The outcome of MAUWI was the MAUWI Watershed Management Guidance Document, which established a vision and goals intended to guide the City and community groups in the care and development of the City's watersheds.

- **Stormwater Management:** The City is required to address non-point source pollution through its National Pollution Discharge Elimination System (NPDES) Municipal Separate Storm Sewer System (MS4) permit. The permit, first issued in 1991, requires the City to develop a Stormwater Management Program (SWMP) that outlines the activities the City will conduct to address stormwater runoff. Stormwater management is also addressed through the City's participation with the Metropolitan North Georgia Water Planning District. The City is required by EPD to implement the District's Watershed Management Plan. The Watershed Management Plan provides strategies for watershed management and the control of stormwater runoff and includes specific tasks and milestones for implementing these strategies.

Water Supply Watersheds

The Department of Natural Resources defines water supply watersheds as the areas of land that drain to a public drinking water supply intake. The City's public drinking water supply intake is located on the Chattahoochee River just north of Peachtree Creek. The portion of the City that falls within the boundaries of its water supply watershed is the Chattahoochee River drainage basin north of Peachtree Creek, also known as the Long Island Creek Watershed. Water supply watersheds in Atlanta are protected by ordinance. The ordinance regulates uses within a seven-mile radius up stream of any public drinking water supply intake, which would handle hazardous materials.

Floodplains

Floodplains serve three major purposes: 1) natural water storage and conveyance, 2) water quality maintenance, and 3) groundwater recharge. The 100-year floodplain (for areas with > 1 square mile drainage) is delineated by the Federal Emergency Management Agency (FEMA) to define land areas that are prone to flooding. These maps constitute the flood hazard district maps for the City and have been incorporated into and made a part of the City's official zoning map.

Programs and Regulations

The City's current Flood Area Regulations Ordinance prohibits the construction of any structures within 2 vertical feet and 15 horizontal feet of any 100-year flood limit. Additionally no new structures on stilts, construction involving cantilevering or cut and fill compensation is permitted in floodplain limits or its buffer.
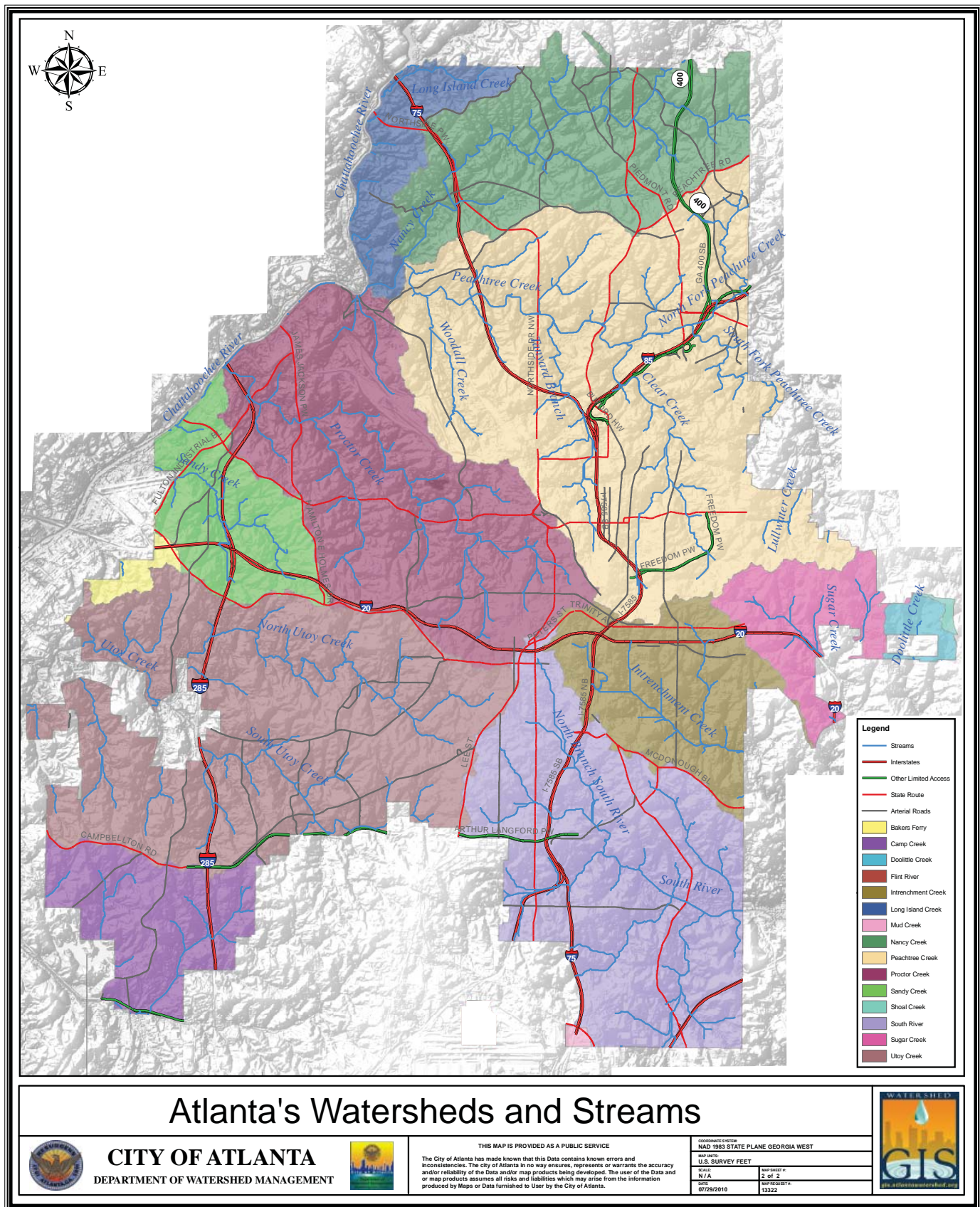
Wetlands

Freshwater wetlands are defined by federal law as those areas that are inundated or saturated by surface or groundwater at a frequency and duration sufficient to support, and under normal circumstances do support a prevalence of vegetation typically adapted for life in saturated soil conditions. Wetlands generally include swamps, marshes, bogs and similar areas. According to the National Wetlands Inventory conducted by the U.S. Fish and Wildlife Service, wetlands within Atlanta occur generally in the areas along the Chattahoochee River and the City's major streams and creeks, though some non-stream corridor wetlands do exist in the City.

Programs and Regulations

The City of Atlanta has identified three main goals for wetlands protection and preservation. They are: 1) identify

Map 2: Atlanta's Watersheds and Streams

significant wetland resources, both on public and private land; 2) strengthen the protection of wetland areas; and 3) continue to comply with the Federal wetlands program under section 404 of the Clean Water Act.

Environmentally Sensitive Areas

Environmentally sensitive lands include steep slopes, soils and plant and animal habitats. The environmentally sensitive lands were mapped as part of Project Greenspace and include undeveloped areas (excluding existing city parks and including some areas of golf courses and cemeteries) greater than five (5) acres in size that exhibit high environmental and greenspace value in terms listed below (see Map 3).

- Water Quality: based on proximity to water bodies, floodplains, and wetlands; and proximity to "priority" stream segments designated in the City of Atlanta Greenway Acquisition Plan.
- Forest Cover: based on canopy area percentage and the relative mix of evergreens and hardwoods. Greater canopy area and greater stand purity (either evergreen or hardwood) resulted in higher values.
- Connectivity: based on proximity to existing parks, schools, cemeteries and the size of the parcel.

The proximity and/or environmental relationship of environmentally sensitive land to the land areas that compose the City's drainage system represent a significant opportunity to expand Atlanta's greenspace.

Steep Slopes

All of Atlanta is located within the Atlanta Plateau. One of the most striking features of Atlanta is the valley of the Chattahoochee River, which runs along its northwestern boundary. Rolling to hilly and broad, smooth uplands characterize the general surface features of the City.

Elevations in Atlanta range from 960 to 1,050 feet above sea level and slopes range from nearly level to 60 percent. The steeper slopes (greater than 15 percent) are generally located in the north, southwest, and southeast quadrants of the City and overall consist of 2,356 acres. 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 that are greater than 15 percent is anticipated as development pressure in the City in these areas continues.

Soil Types

The soils in Atlanta are generally red in color and, with the exception of soils that are located in floodplain areas, are well-drained. These soils were formed from metamorphic and igneous rocks and range in texture from stony loams, gravelly-and-sandy loams, to clay loams. The soil associations found in Atlanta are listed below.

- Nearly-level soils on bottomlands and low stream terraces;
- Gently-sloping and moderately-sloping soils of uplands; and
- Strongly-sloping and steep soils of uplands.
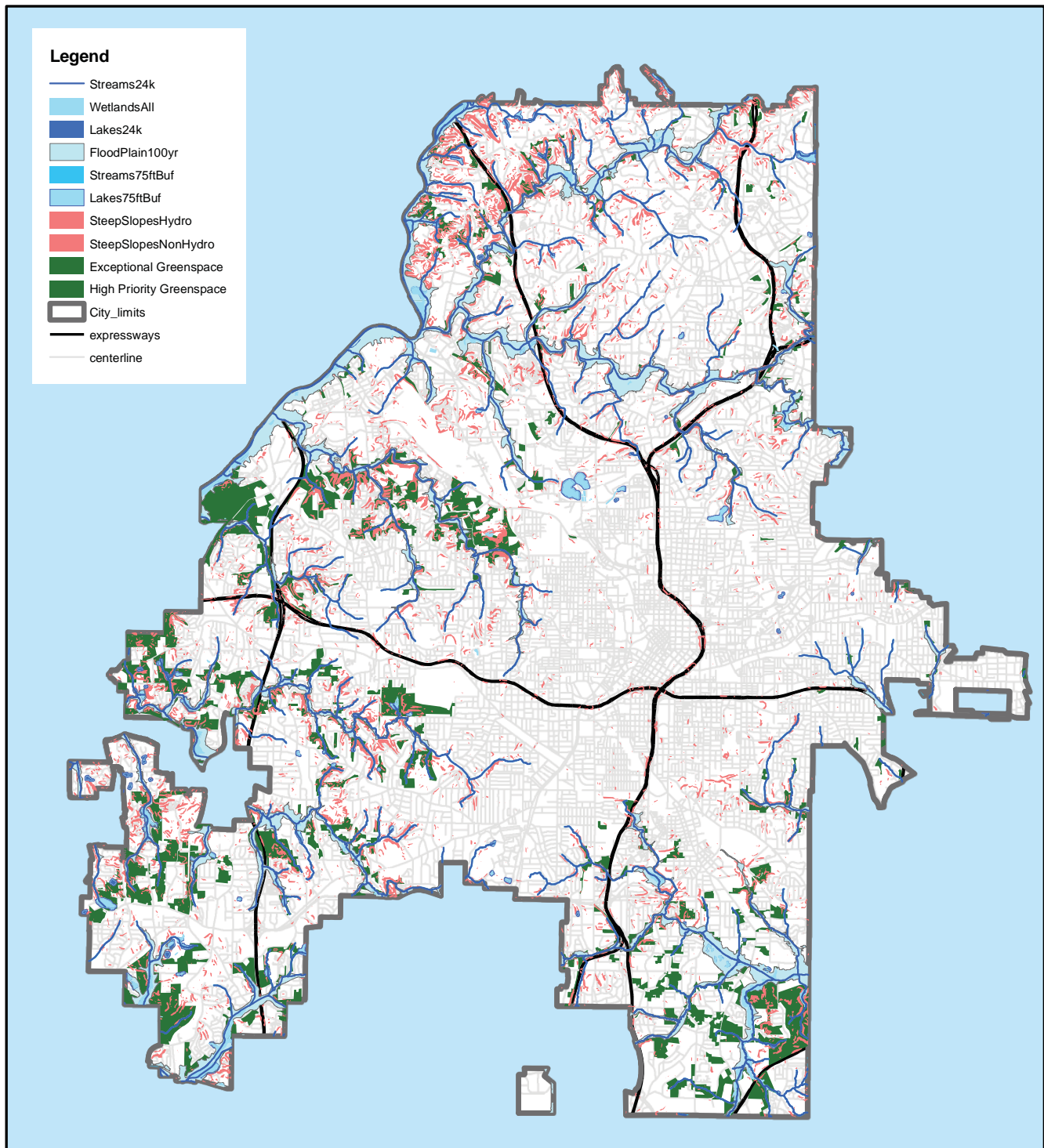
Programs and Regulations

The City of Atlanta Erosion and Sedimentation Control Ordinance (Chapter 74, Article II of the City Code) provides legal authority to enforce soil erosion and sediment control measures for land-disturbing activities that apply to all features of a particular site, including street and utility installations, drainage facilities and other temporary and permanent improvements. The City's ordinance also includes the statewide requirement that at least twenty-five feet along stream banks remain as undisturbed vegetation. Additionally, the City requires a seventy-five foot buffer protection along perennial and intermittent streams. These provisions reduce the sediment load in area creeks and rivers.
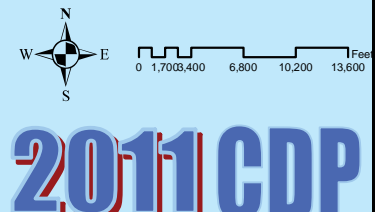
Plant & Animal Habitats

Development and prior agricultural use have disrupted Atlanta's natural wildlife corridors and destroyed most of

Environmentally Sensitive Areas

Legend

- Streams24k
- WetlandsAll
- Lakes24k
- FloodPlain100yr
- Streams75ftBuf
- Lakes75ftBuf
- SteepSlopesHydro
- SteepSlopesNonHydro
- Exceptional Greenspace
- High Priority Greenspace
- City_limits
- expressways
- centerline

Map 3: Environmentally Sensitive Areas

the habitats that many animal species need in order to survive. Invasive and less desirable species, such as rodents, pigeons, privet and kudzu are adaptable to stressful urban environments and have replaced many of the native species that are found in the Piedmont plateau geographic region. Loss in the diversity of wildlife, plants and aquatic species due to contaminated and sediment-filled creeks and streams is a major environmental challenge for the City. Without measures to encourage diversity of wildlife, the City's wildlife will continue to be displaced. Rare plants, animals, and natural habitats are particularly vulnerable to the effects of development and should be recognized and protected to the extent that is possible.

The City of Atlanta complies with the various federal and state laws for the protection of plant and animal habitats. The Federal Endangered Species Act of 1973 and Georgia's Rules offer protection for endangered species, for the Department of Natural Resources (DNR) (see 391-4-13.02).

Significant Natural Resources

Scenic areas, agricultural and forest land, protected mountains, major parks and conservation areas are considered significant natural resources. Atlanta's streams and drainage ways are potentially the City's most valuable natural resources.

Scenic Areas

The City of Atlanta has not identified "scenic" views or sites requiring special management.

Prime Agricultural/ Forest Land

Prime agricultural and forestland refers to those areas in which the soils and topography are conducive to agricultural production and to natural vegetative growth. As a result of increased urbanization, neither of these land use types can be found in any great quantity within the Atlanta City limits.

Major Parks, Recreation, and Conservation Areas

Approximately 3,754 acres of city owned parkland, which represents 4.38% of the City's total geographical area, are located within the City of Atlanta. In addition, there are 2,675 of other types of privately and publicly owned greenspaces. 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.

Regionally Important Resources (RIR)

The Atlanta Regional Commission identified Regionally Important Resources as part of developing Plan 2040, the Atlanta Region's Comprehensive Plan. Regionally Important Resources are defined as "any natural or cultural resource area identified for protection by a Regional Commission following the minimum requirements established by the Department".

The RIRs in the Atlanta Region are divided into three categories: Areas of Conservation and/or Recreational Value, Historic and Cultural Resources and Areas of Scenic and/or Agricultural value. The resources were then evaluated based on their Value and Vulnerability. ARC also identified General Management Strategies to guide its involvement in the stewardship of the RIR.

The RIRs located in the City of Atlanta in the Conservation and Recreation category include: 3 trails, 2 river corridors and 7 water supply watersheds. In the Historic and Cultural Resources category, the RIRs in the City of Atlanta include: 3 civil war sites, 1 Olympic legacy, 1 cemetery, 5 National Historic Landmarks and 45 National Register Districts.

Community Assessment Executive Summary

Brownfields

Brownfields are properties that are abandoned or underutilized because of actual or perceived contamination. Whether the contamination is real or perceived, the redevelopment of these properties tends to be difficult and complex. In a city like Atlanta, encouraging the reuse of brownfield properties through planning and economic incentives is critical to promoting smart and sustainable growth.

As Atlanta's population continues to grow, a greater emphasis is being placed on rejuvenating brownfield properties in order to accommodate this growth. The interest in property redevelopment has spurred interest in the development of the BeltLine, several transportation corridors in the city, and several federally designated Renewal Communities (RC). Redevelopment of brownfields throughout the City will create thousands of new jobs, bring new housing to the city, help increase the tax base, and stimulate public and private investment.

The City's involvement in the cleanup of brownfield sites can be traced to 1996 when it received funding from the United States Environmental Protection Agency (EPA) to conduct a pilot project in select communities. It is estimated that Atlanta has over 6,000 acres of Brownfield sites. The overall economic, health, and land use will impact the City for decades to come as brownfield revitalization moves ahead under the City's current EPA grants. The primary goal is to make every property in the City of Atlanta safe, productive, sustainable and attractive.

Programs

Grants have enabled the City to identify new sites for development, assist in an increase in the City's greenspace acreage and aided the City in identifying new sites for affordable housing. However, there is much more work to accomplish in the City's neighborhoods with respect to redeveloping and revitalizing abandoned, underutilized, and environmentally impacted properties. The continued funding of the City's Brownfield Assessment and Revolving Loan Fund grants will be an added step in this process to assist in the formulation of a more comprehensive Brownfield implementation plan. The current brownfield programs are listed below.

• Brownfield Assessment Program: The purpose of the Assessment program is to perform timely and cost efficient brownfield assessments that will ultimately promote site development including the creation and preservation of greenspace.

• Brownfield Revolving Loan Fund Program: The City of Atlanta was selected by the U.S. Environmental Protection Agency to receive a 2009 Revolving Loan Fund (RLF) grant of $1,000,000. The purpose of the Revolving Loan Fund program is to help clean up brownfield sites in the City.

• Brownfields Area-Wide Planning Pilot Program: This pilot program is focusing on a 3,282-acre project area in southwest Atlanta. It consists of five redevelopment locations within two miles of each other, connected by commercial and industrial corridors.

Climate Protection and Sustainability

Since the start of the 21st century, the word "sustainability" has become common-speak in the U.S. and around the world. For the City of Atlanta, sustainability means making Atlanta a community that lives within the self-perpetuating limits of its environment while maintaining high standards for economic development, environmental integrity, and social justice. Sustainability is a concept that challenges one to consider the impact of decisions on the triple bottom line: economy, equity, and environment.

For the City of Atlanta government, working to be more sustainable means reconciling the City's developmental goals with its environmental limits over the long term. In order to do this, all City government activity needs to be filtered through the lens of ensuring that its consumption is maintainable in perpetuity. The Division of Sustainability works to

balance the City of Atlanta's economic growth with environmental protection while being mindful of social justice.

The City's sustainability initiative officially began in February 2008 with a program focus on internal government and municipal facilities operations. Thanks to help from the Georgia Institute of Technology and ICLEI (Local Governments for Sustainability), Atlanta was the first City in the State to determine its municipal carbon footprint, and by 2010, Atlanta reduced it by 12.5 percent. This surpassed a 2012 goal by five and half percentage points that was set when Atlanta joined the U.S. Mayor's Climate Protection Agreement in 2006. Mayor Reed has set the goal for Atlanta to become one of the top ten sustainable cities in the U.S.

The Office of Sustainability and Atlanta's Sustainability Plan

The City of Atlanta is currently ranked 19 among the SustainLane U.S. City Rankings. The survey benchmarks each City's performance in 16 areas of urban sustainability, including Air Quality, City Commuting, Natural Disaster Risk and Tap Water Quality.

Atlanta's plan to achieve the top 10 City ranking is to continue successful and funded programs and undertake new projects and policy initiatives that have been successful in benchmark cities. The specific measurements in the Sustainability Plan are: Transportation, Fleet Fuels, Climate Change, Water Conservation, Water Quality, Waste, and Greenspace.

Sustainable Atlanta

Sustainable Atlanta works to advance a comprehensive vision for Atlanta's future as a healthy, just, and economically thriving city by developing actionable policies and programs, measuring progress and building diverse coalitions. Sustainable Atlanta's core focus lies in convening leaders from academic, business, civic, governmental sectors and non-profits to develop sustainable policy and programs for those who live, work, and play in Atlanta.

Making Atlanta a more sustainable city requires a strong focus on all aspects of Sustainable Atlanta's Sustainable City Framework, including: air, energy, wellness, material resources, transportation, water food, and community vitality; always considering the lenses of equity, economy, and wellness.

Measuring the Movement

Measuring the Movement is Sustainable Atlanta's online sustainability dashboard that will provide a centralized database and resource for tracking and improving all elements of the Sustainable City Framework. Atlanta's *Measuring the Movement* initiative seeks to track health, equity, and economic indicators for Atlanta and their correlation with the status of eight impact areas: air, water, land, food, energy, transportation, material resources, and community vitality. Establishing a data-driven resource, informed by extensive peer City research and stakeholder engagement, will enable residents to easily evaluate and act upon Atlanta's status, needs, and progress. The final product of this public process will be a web-based sustainability dashboard that will serve as a resource to Atlanta's businesses, citizens, City government, leaders, non-profits, and universities.

Community Assessment Executive Summary

## 4.2 HISTORIC RESOURCES

City of Atlanta Historic Resources

The City's historic fabric is a diverse collection of buildings, sites, and districts that reflect all decades of the City's past and has significance for all of the City's residents, workers, and visitors. The current condition of the City's historic fabric is best described through the following inventories and designations listed below.

- **"Atlanta's Lasting Landmarks":** Published in 1987, this is the City's last official inventory of historic properties within the City. At the time of its publication, the inventory listed over 275 buildings, sites and districts that met the minimum criteria necessary to be considered for historic designation. The inventory includes railroad, industrial, business, government, religious, and school buildings, as well as single-family and multifamily residential buildings. There are also numerous districts that contain a similar cross section of buildings. These properties are located throughout the City.

	Table 7: Landmark, Historic and Conservation Districts Designated under the 1989 City of Atlanta Historic Preservation Ordinance			
Map #	District Name	Major Streets	Designation Date	Designation Type
1	Adair Park	Mayland, Elbert, Metropolitan, Tift, Allene, Catherine, Pearce, Brookline	8/9/1994	Historic
2	Atkins Park	St. Augustine, St. Charles, St. Louis, Briarcliff	7/5/2007	Historic
3	Baltimore Block	Baltimore Place	6/19/1989	Landmark
4	Brookwood Hills	Huntington, Palisades, Wakefield, Brighton, Northwood, Montclair	11/28/1994	Conservation
5	Cabbagetown	Berean, Tye, Estoria, Gaskill, Carrol, Wylie, Powell, Pearl, Savannah	6/19/1989	Landmark
6	Castleberry Hill	Peters, Walker, Nelson, Fair, Haynes, Mangum	3/16/2006	Landmark
7	Druid Hills	Ponce de Leon, S. Ponce de Leon, Fairview, Oakdale, Springdale, Lullwater	6/19/1989, exp. 1/25/2001	Landmark
8	Grant Park	Boulevard, Cherokee, Hill, Grant, Glenwood, Atlanta, Confederate, Woodward	4/11/2000, exp. 11/10/2003	Historic
9	Hotel Row	Mitchell, Forsyth	12/23/1991	Landmark
10	Inman Park	Euclid, Edgewood, Dekalb, Elizabeth, Austin, Sinclair, N. Highland, Lake	4/10/2002	Historic
11	Martin Luther King, Jr.	Auburn, Edgewood, Boulevard, Howell, Randolph, Irwin, J.W. Dobbs	6/19/1989	Landmark
12	Oakland Cemetery	N/A	6/19/1989	Landmark
13	Oakland City	Oakland, Avon, Peeples, Lawton, Donnelly, Arlington, White Oak	11/10/2004	Historic
14	Washington Park	N/A	6/19/1989	Landmark
15	West End	Oak, Holderness, Oglethorpe, Lawton, Peeples, Lucile, White, Beecher	12/7/1991, exp. 8/19/2002	Historic
16	Whittier Mill	Whittier, Layton, Butler, Parrot	10/28/1994	Historic

- **Designations under the City's Historic Preservation Ordinance:** Since 1989, the City has designated 76 buildings, sites and districts to the various zoning categories of protection established by the Historic Preservation Ordinance of 1989. There are Landmark and Historic levels of designation for both districts and individual buildings/sites in the City; and, for districts only, Conservation. Landmark designation is associated with buildings or districts that have the highest levels of significance to the City and thus have the most historic preservation-related requirements. Historic buildings or districts have a slightly less significance and thus slightly less historic-preservation related requirements. Conversation districts have the fewest requirements. The Urban Design Commission must review and approve projects for properties with Landmark or Historic designation, but only review and comment on projects in Conservation districts. Like the inventory catalogued in "Atlanta's Lasting Landmarks", the City's current local designations reflect the wide variety of buildings and districts in the City (see Table 7 and Map 4).

- **National Register of Historic Places and National Historic Landmarks:** 182 historic resources in the City have been listed in the National Register of Historic Places. The National Register of Historic Places is the country's list of historic places worthy of preservation and a US Department of the Interior, National Park Service
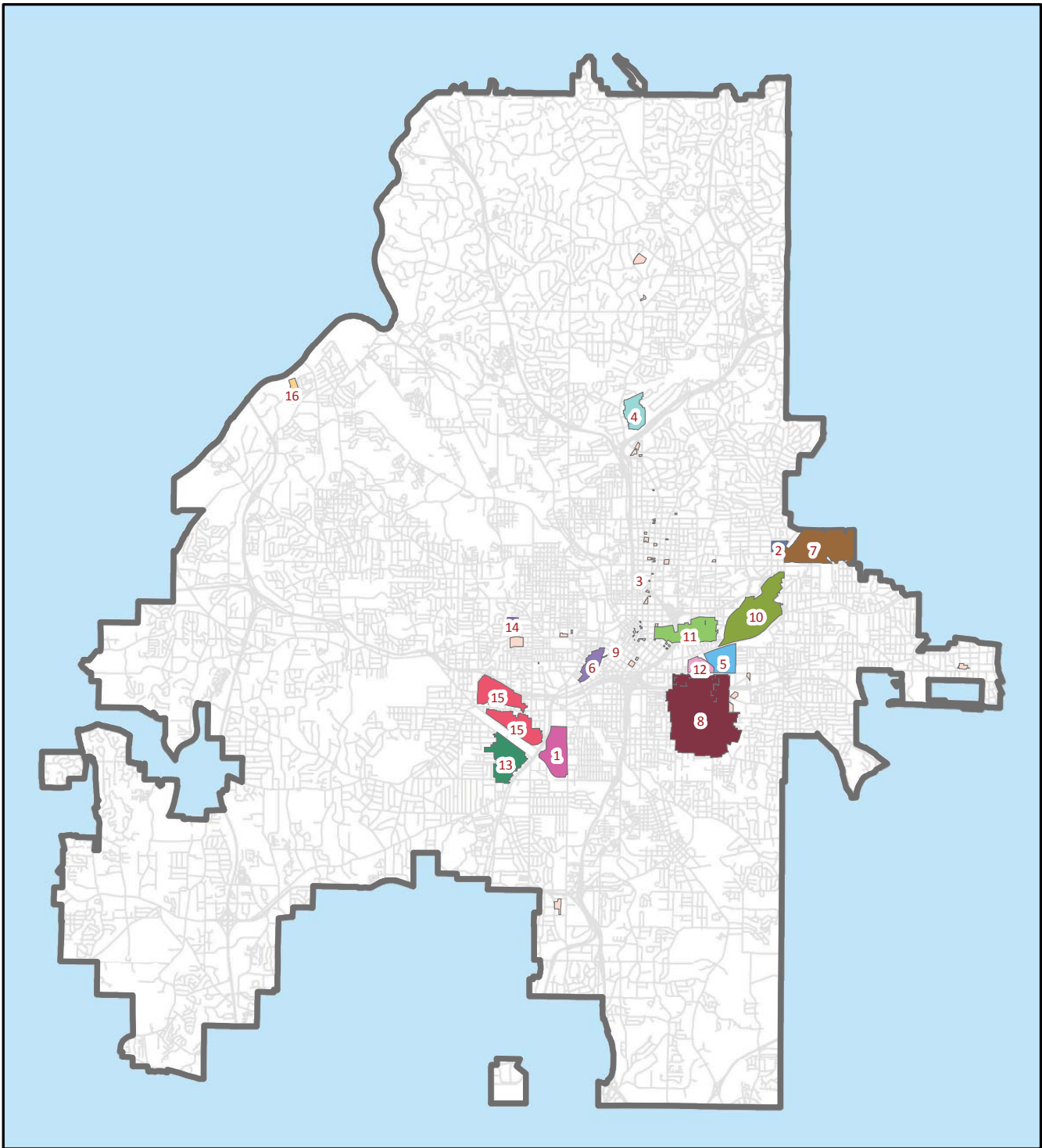
Map 4: City of Atlanta Designated Conservation, Historic and Landmark Districts
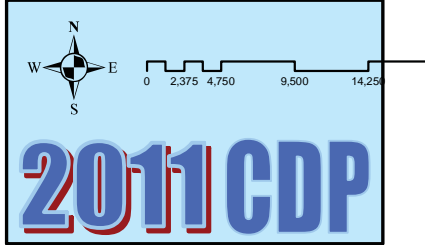
City of Atlanta Designated Conservation, Historic and Landmark Districts

administered program. 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. The listing of 182 properties and districts does not include those historic resources that are considered eligible for listing in the National Register of Historic Places. In addition, six buildings and two districts in the City of Atlanta are designated as National Historic Landmarks.

Economic Incentives

Another part of the City's historic preservation program are the various economic incentives. These economic incentives include the transfer of development rights, the Landmark Historic Property Tax Abatement Program, the City/County Housing Enterprise Zone Tax Abatement Program (see Housing section), and the development impact fee waiver. Additionally, the Rehabilitated Historic Property Tax Abatement Program, the State Income Tax Program, and the Federal Tax Credit Program are available through the Historic Preservation Division of the Georgia Department of Natural Resources. Privately, facade easements can be donated to Easements Atlanta, a local non-profit, private corporation.

National Register Eligible Properties

From May to December of 2005, Office of Planning staff and the Georgia State University Heritage Preservation program studied the proposed BeltLine study area and its impact on potential historic resources. This field survey and study identified over 1,000 listings. The Planning staff targeted about 125 listings for additional research and analysis.

Over 60 pre-World War II neighborhoods in the City could also be considered eligible for the National Register of Historic Places as potential historic districts. These neighborhoods were substantially developed before World War II and are mostly located adjacent to or near the City's Downtown area. However, there are also now many "Post-World War II" neighborhoods that because of the passage of time would also be considered National Register eligible.

There are 19 park sites owned by the City and managed/maintained by the Department of Parks and Recreation that have major historic significance. The parks' significance includes history, landscape architecture, archeology, architecture, park design, and community planning. There are also at least 39 properties for which facade easements have been donated to the private, non-profit organization Easements Atlanta, Inc. that have historic significance

Current Programs and Activities

Survey and Identification of Historic Resources

From 2000 to 2005, the Commission and Planning staff implemented the Comprehensive Historic Resource Survey (CHRS) for the entire City. As noted above, a comprehensive survey was last completed in the late 1980s and culminated in the publishing of *Atlanta's Lasting Landmarks* in 1987.

As noted earlier, from May to December of 2005, the Planning staff and the Georgia State University Heritage Preservation program studied the proposed BeltLine study area and its impact on potential historic resources. There were several keys findings of this BeltLine research:
- The BeltLine was developed in the period from 1871 to 1905 as a railroad bypass around the City;
- It had a notable influence on Atlanta's later development, particularly early-to-mid 20th century;
- More than 75% of the sites surveyed were consider to be potentially historic;
- Historic resources are roughly equally distributed along all portions of the BeltLine; and
- Many of the areas proposed for new development have potential historic resources.

Local Designation and National Nomination of Historic Resources

The Historic Preservation Ordinance of 1989 establishes several categories of zoning designation for both districts and

individual buildings/sites in the City: Landmark; Historic; and, for districts only, Conservation. It is expected that the number of neighborhoods and individual property owners seeking listing in the National Register of Historic Places and designation by the City will increase.

Review and Regulation of Historic Resources

The Urban Design Commission and Planning staff administer the Historic Preservation Ordinance by issuing Certificates of Appropriateness within designated districts of building/sites (and some SPI districts) as the first step in the building permits process for new construction, additions, renovations, demolitions, and site work. In addition, the Commission reviews and comments on projects that involve City capital funds, property (including parks), right-of-way or air rights, or public art.

The Planning staff assists other City agencies 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 its Section 106 responsibilities for certain federally-funded, City-implemented projects without seeking input from the Georgia State Historic Preservation Officer, as it normally would.

Public Outreach and Interpretation

The Staff occasionally makes presentations to neighborhoods and Neighborhood Planning Units (NPU), civic and professional associations, and school classes' at all educational levels from elementary to graduate school. There is minimal easy accessible information regarding the City's historic resources for visitors and residents alike, especially guides for foreign tourists and those interested in the Civil Rights movement in Atlanta.

Awards of Excellence

The Commission conducts an annual awards event to recognize outstanding projects, programs, individuals and organizations that have significantly contributed to the preservation of Atlanta's physical heritage or the enhancement of the urban environment. This recognition program has been conducted for over 30 years.

Community Assessment Executive Summary

5. COMMUNITY FACILITIES and SERVICES

Water Supply and Treatment

The City of Atlanta's water supply and treatment system is owned and operated by the City of Atlanta Department of Watershed Management (DWM). It serves a population of more than 1.2 million people, including approximately 540,291 residents and a work force of 378,109.

Service Area

The geographic area served by the City of Atlanta's water treatment and distribution system covers an area greater than 650 square miles. It includes the City of Atlanta, Hartsfield-Jackson Atlanta International Airport, Fort McPherson and all local governments and jurisdictions in Fulton County south of the Chattahoochee River, with the exception of East Point and College Park. Within this area, the City of Atlanta provides water on a wholesale basis to the cities of Fairburn, Hapeville and Union City as well as Coweta, Clayton and Fayette counties. All of Sandy Springs and the City of Chattahoochee Hill Country, along with a portion of Fairburn and Union City are within the retail area served by the City of Atlanta. The City also provides water to Fulton County north of the Chattahoochee River.

Water Supply Facilities

The City of Atlanta's water supply and treatment system consists of multiple facilities and an extensive network of water mains. Key to this system are two intake structures, two raw water pumping stations, three reservoirs, three treatment plants, fifteen pump stations, 12 storage tanks, five major administrative facilities and approximately 2,700 miles of water mains and pipes.

The Atlanta-Fulton County Water Treatment Plant (AFCWTP) is a joint venture plant owned by the City of Atlanta and Fulton County. Each entity is entitled to 50% of the total supply of water treated by the plant at any time or fifty percent of the capacity, whichever is greater.

Water Distribution System

The City of Atlanta owns and operates the distribution system within the City of Atlanta, including the portion of the City that lies within DeKalb County, and within the portion of unincorporated Fulton County which is located south of the Chattahoochee River.

City of Atlanta Growth and Development and Water Supply

The water treatment plants have adequate capacity. Water is routinely distributed throughout the distribution system to the City's customers, and the City's drinking water meets all water quality standards. Although the City of Atlanta's water treatment supply and distribution facilities currently meet system demands, significant capital improvements are needed to ensure the ongoing delivery of water throughout the service area and to develop and maintain the system to meet future demands.

The Department of Watershed Management has developed a Watershed Master Plan. Fundamental to the City of Atlanta's development plans is the 180 million gallons per day (mgd) currently specified in the City's current permit for the Peachtree Creek water intake and the 135 mgd water withdrawal rate currently proposed for the intake at the AFCWTP.

Consent Decree(s) & Clean Water Atlanta

In July of 1998, the City signed a Federal Consent Decree committing the City of Atlanta to an accelerated program of activities designed to further improve water quality in metro Atlanta streams and the Chattahoochee and South Rivers.

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The Consent Decree specifically directed the City of Atlanta to develop and implement, by 2007, a solution that would end water quality violations resulting from combined sewer overflows (CSOs). The Consent Decree was amended in May 1999 to add projects that would eliminate water quality violations from sanitary sewer overflows (SSOs). Sanitary sewer related improvements are to be completed by the Consent Decree deadline of July 1, 2014. Clean Water Atlanta (CWA) is a comprehensive, coordinated initiative to improve the region's water quality and address the terms of the consent decree. Upon completion of all CWA tasks, the City will have invested almost $4 billion in Atlanta's environment.

Sewerage System and Wastewater System

Service Area

The City of Atlanta's wastewater treatment and collection system serves a geographic area of approximately 225 square-miles, including the City of Atlanta, as well as portions of Fulton, DeKalb and Clayton counties, and the cities of College Park, Hapeville, East Point and Sandy Springs. The City of Atlanta's service area is divided into three individual service areas, each of which is served by one of the City's three permitted water reclamation centers (WRCs).

Wastewater System

The City of Atlanta's wastewater collection and treatment system consists of multiple facilities and an extensive network of pipelines and tunnels. Key to this system are four water reclamation centers (WRCs), six permitted combined sewer overflow (CSO) facilities, sixteen pump stations, four administrative facilities and approximately 2,126 miles of water mains and pipes. The City owns and operates three permitted water reclamation centers – the RM Clayton WRC, the Utoy Creek WRC and the South River WRC (see Table 8).

Table 8: City of Atlanta Water Reclamation Centers- Summary of Capacity			
Water Reclamation Centers	Average Annual Daily Flow (mgd)	Maximum Monthly Capacity (mgd)	Peak Hourly Hydraulic Capacity (mgd)
R.M. Clayton	103	122	240
Utoy Creek	36	44	90
South River	43	54	85

Wastewater Collection System

The City's wastewater collection system consists of separate sanitary sewer systems and combined sewer systems. There are 86 miles of combined sewers, 1,610 miles of separate sanitary sewers (exclusive of sewer lines serving the Hartsfield-Jackson Airport) 430 miles of service laterals in public rights-of-way and 8 miles of force main.

CSO Facilities

The City currently owns and operates six permitted CSO facilities and two regulators. The CSO facilities are grouped into the East Area CSO Facilities and the West Area CSO Facilities. The West Area CSOs are those CSO's that discharge into creeks which are part of the Chattahoochee Basin.
These CSO's include the:
- Clear Creek CSO Treatment Facility,
- Greensferry CSO Treatment Facility,
- North Avenue CSO Treatment Facility, and
- Tanyard Creek CSO Treatment Facility.

The East Area CSOs are those CSO's which discharge into creeks which are part of the Ocmulgee River Basin. These CSO's include the:
- McDaniel Street CSO Treatment Facility,

- Custer Avenue CSO Treatment Facility, and
- Intrenchment Creek CSO Treatment Facility.

Other CSO assets include the:
- Confederate Avenue CSO regulator, and
- Boulevard Avenue CSO regulator.

CSO Abatement Improvement Plan

In an effort to minimize direct overflows to receiving water bodies during rain events, the City implemented a number of projects to "separate" its combined system into separate sanitary sewers and stormwater pipes. As part of this plan, additional pipelines were laid in the East CSO area such that the combined sewers in the Greensferry and McDaniel basins, and the Stockade sub-basin, were separated.

Administrative Facilities

In addition to its water reclamation centers and pump stations, the Department of Watershed Management utilizes multiple permanent and temporary facilities to support its water, wastewater and soon-to-be stormwater functions. The Department faces considerable space shortages and maintenance facilities for both its water and wastewater operations are needed.

City of Atlanta Growth and Development and Wastewater Services

To address both current and future needs, the City is currently involved in the extensive capital improvement program outlined in the 2011-2015 Capital Improvement Program and Short Term Work Program. In addition, the Department of Watershed Management has recently developed a Watershed Master Plan.

Stormwater Management

Service Area

The City of Atlanta's stormwater service area is the City of Atlanta boundary, which consists of a geographic area of approximately 132 square miles. Although the City's stormwater service area includes the entire City of Atlanta, the City of Atlanta is not responsible for the entire stormwater system within Atlanta's city limits. Rather, the majority of the stormwater system is privately owned. Only about 35% of stormwater infrastructure within the City of Atlanta is dedicated to public use, and is the responsibility of the City of Atlanta. It has been constructed to drain water from municipal streets.

Definition of Atlanta's Stormwater Assets

The City manages two broad types of stormwater assets:
- Combined Stormwater and Sanitary Sewers Assets: These are primarily limited to an 11 square mile area within the downtown business district where stormwater flows into a combined sewer system and is transported to the City's Water Reclamation Facilities for treatment along with the sanitary waste stream (see Sewerage System and Wastewater Treatment).
- Separate Stormwater Assets: These assets are designed primarily to remove stormwater runoff and direct flow into the City's network of streams.

Most of the existing stormwater infrastructure has been developed for the benefit of private properties (an estimated 65% of the total stormwater infrastructure) and is not dedicated to public use. Further, the City of Atlanta also only has jurisdiction over stormwater infrastructure that is municipally-owned and does not include systems installed to facilitate travel along state and federal roads and highways. Typically, the Municipal Separate Storm Sewer System (MS4) includes infrastructure that:

- Is located within the City of Atlanta's right-of-way along municipal roadways; or
- Discharges directly to or through a municipally-owned stormwater outfall; or
- Has been formally deeded to the City of Atlanta; or
- Was constructed by the City of Atlanta; or
- Is located on private property and for which a formal easement has been recorded.

Stormwater Facilities

Within the City of Atlanta, this system includes portions of fifteen drainage basins, including the land and all of the structures constructed on the land. It includes all water bodies and waterways. It also includes the structures and piping used to convey and manage this water. Of these components, the City of Atlanta is responsible for only those components of the system that are owned by the City as described above.

Public Safety

The Atlanta Police Department (APD), Atlanta Fire Rescue Department (AFRD), Department of Corrections, and the Atlanta Fulton County Emergency Management Agency (AFCMA) are responsible for the maintenance and effective delivery of public safety services in the City of Atlanta. AFCMA is a joint cooperative effort between the City of Atlanta and Fulton County responsible for the Emergency Operations Plan.

Atlanta Police Department

The City of Atlanta Police Department (APD) provides services to City residents, businesses and visitors citywide. The Atlanta Police Department also provides service in all areas that are not policed by another law enforcement agency such as the Georgia State University Police, MARTA Police, Georgia Tech University Police, and the Atlanta University Center Police. APD works with these agencies on issues of mutual concern.

The APD continues its emphasis on crime reduction, combining aggressive crime-fighting strategies and problem-solving capabilities, and other crime-fighting initiatives to prevent crime and improve the quality of the life in the City. The Atlanta Police Department performs at a high level of service in responding to calls for service, arresting criminals, and solving crimes. "Part I Crimes" are the major crime categories identified by the FBI. Part I Crimes have been steadily decreasing, 2005 and 2006 had the lowest crime totals since 1969. Notwithstanding, the Atlanta Police Department plans to continually improve its service delivery strategies.

Facilities

Services are managed and supported through the Public Safety Headquarters, six patrol precincts, 19 mini-precincts, the training facility, the airport, the Public Safety Annex building and other APD facilities. Each precinct is responsible for a police patrol zone (see Map 5). Twelve mini-precincts are located throughout the City. A major project for the APD involves the development of a new crime lab that will be co-located at the Public Safety Annex building. This project is expected to be complete and to be occupied by the end of 2011.

Programs and Initiatives

Crime Reduction

- COBRA: The command staff of the Atlanta Police Department gathers weekly to review crime statistics, identify problems, and develop crime reduction strategies.

- The Atlanta Police Department invites all neighboring law enforcement agencies and jurisdictions, to include federal, state, local law enforcement, and the Fulton County District Attorney. These partnerships allow the APD to develop effective joint crime fighting strategies.

Community Assessment Executive Summary

Legend

Police Zones
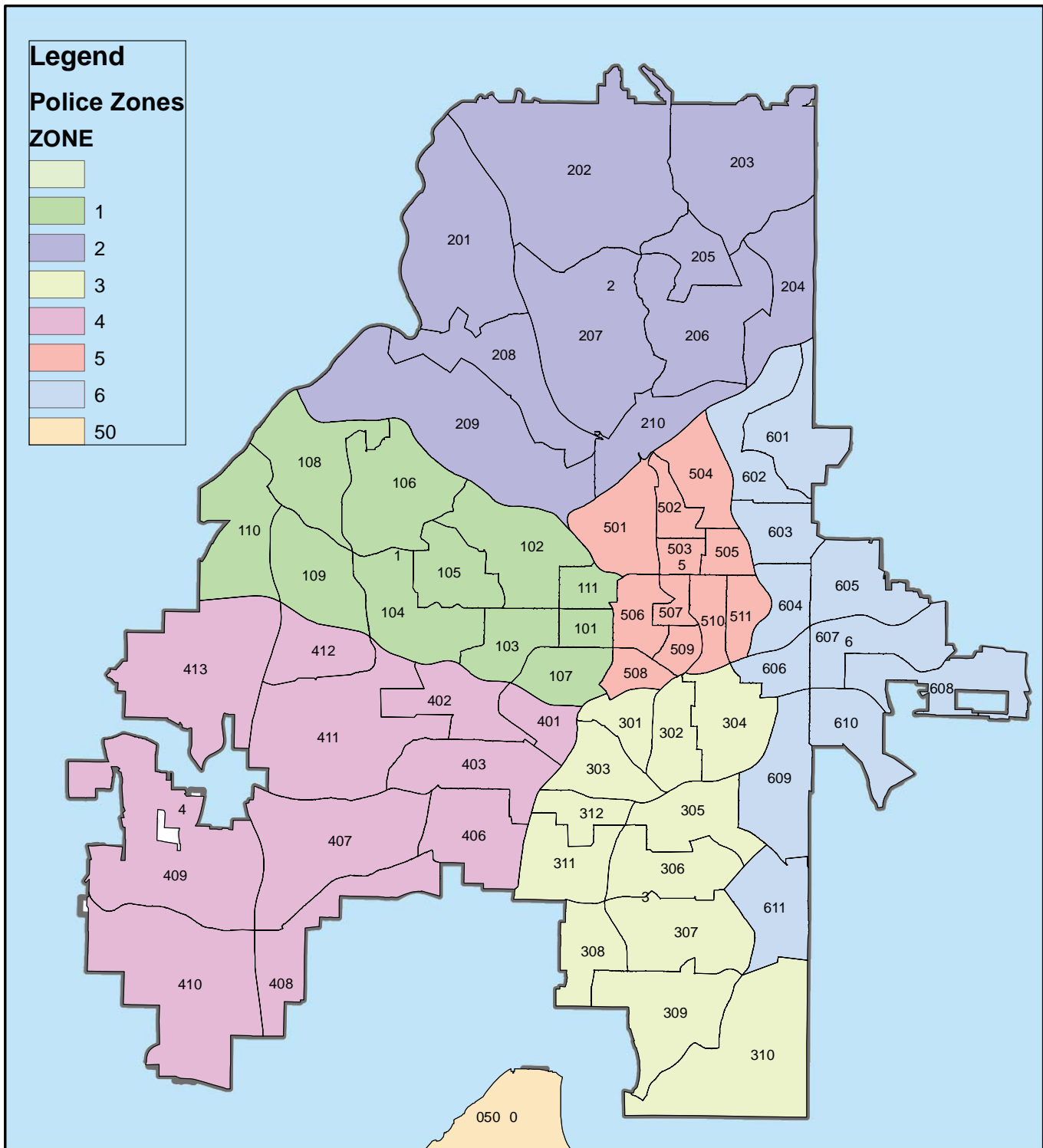
ZONE
- 1
- 2
- 3
- 4
- 5
- 6
- 50

Atlanta Police Department
Police Zones and Beats
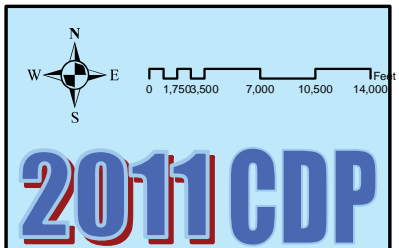
Map 5: Atlanta Police Department Zones and Beats

- **Gun Reduction Strategy:** Weapons-related violence remains a serious concern. As a result, the APD is participating in a multi-faceted approach to reduce gun violence by decreasing juvenile demand for guns and/or decreasing the supply of guns to youth.

- **Gang Strategy:** The Gangs Unit was formed to investigate and prevent gang violence. The Department works actively with other law enforcement agencies to reduce gang activity.

- Community Policing: Although community policing is spearheaded by the Atlanta Police Department, partnerships are required with other departments of City government and community resources to effectively address many of the underlying causes of crime and violence.

- The Community Affairs Liaison informs the community constituents of crimes issues, safety awareness and ensures effective communication and cooperation between APD and the community.

- Hispanic Liaison: The newly appointed Hispanic liaison officer meets with the community to resolve any issues.

The Atlanta Police Department operates the Citizen's Police Academy to provide positive interaction between community leaders and the police by educating them about the crime issues, how the police are trained and directed to reduce crime, and what the community can do to prevent crime.

The Atlanta Police Department actively works to keep public areas safe for citizens and visitors. The Department maintains a strong program of Neighborhood and Business watches.

Initiatives to Address the Needs and Challenges of Atlanta Youths

The Atlanta Police Department, in partnership with the community and other social service providers, offers Atlanta's youth alternatives to violence, drug usage, and other criminal activities as well as initiatives aimed at helping youths to make good life choices. Expansion of the Police Athletic League (PAL) program has included not only athletics, but also academic and life skill initiatives.

The Department continues its truant efforts to reduce the likelihood of juveniles becoming crime victims or perpetrators and to reinforce the schools' efforts at education. The Field Operations Division (FOD) commander assigns one officer to a truant detail in each police zone. In addition, the Department enforces the curfew ordinance for children under sixteen. APD youth programs include:

- CADET Program: This CADET program gives Atlanta's youth exposure to the APD and its operations.

- G.R.E.A.T. Training: The *G.R.E.A.T* (Gang Resistance and Education Training) program provides a school-based program that includes classroom instruction and various learning activities.

Maintain Police Visibility Downtown

Police visibility tends to reduce the community perceptions of fear and crime. The Atlanta Police Department will maintain the visibility of police officers Downtown through the two programs listed below.

- COMNET: is a radio communications network between the Atlanta Police Department (APD) and private security agencies.

- Downtown Improvement District (DID): The DID provides additional security through the Ambassador program to enhance the existing level of police service.

Aggressive Recruiting to Fill Vacancies

At the end of 2009, the Atlanta Police Department had 1,656 police officers in all ranks, a 28.5% increase since 1999. The Department also experienced an 8.45%, attrition rate in 2009, as compared with 10% in previous years. In 2010, the Department received 100 new police officer positions.

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Enhance the Quality of Police Service through the Improvement in Technology

- CJIS (Criminal Justice Information System): This is the cornerstone for sharing crucial information about all types of incidents between police, corrections, and Municipal Court.

- Crime lab: The Police Department's Crime Lab supplements the services of the Georgia State Crime Lab, giving priority to critical and time sensitive cases within the APD.

- Laptop Computers: The new ICIS software supports incident and accident reporting, production of citations electronically and provides for the management of the investigation of cases.

- Computerized Mapping: Computerized mapping has significantly improved the Department's ability to electronically map and analyze crime data, for more effective deployment of resources and analysis of crime patterns.

- Networking: The Department has created a Web page to share information with other agencies and the community, and will continue to expand the available information through the Internet and internal networks.

- Social Media: *Facebook* and *Twitter* allows the Atlanta Police Department to communicate (real-time) important law enforcement related activities that impact Atlanta's communities.

- Automatic Vehicle Locators allow the dispatchers to have real-time information about the whereabouts of each patrol vehicle to improve operational dispatch efficiencies and patrol officer safety.

Emergency-911

The goal of the E-911 Center is to answer all calls within 10 seconds in accordance with National Emergency Numbers Association (NENA) standards. Atlanta's new E-911 center is an all digital (one of the country's first) public safety call center that provides 911 telephone services to the citizens of Atlanta.

Partnerships with Other Agencies

The Department continues to maintain and increase its partnerships with other agencies, in law enforcement, public safety, criminal justice, and social services. The Department participates in numerous interagency task forces targeted on particular problems. Continued cooperation between federal, state, and other law enforcement agencies is essential to effective law enforcement.

Park Atlanta

Park Atlanta is responsible for parking meter enforcement within the City of Atlanta. Off-duty Atlanta Police officers are hired to assist with the parking enforcement efforts in the city.

Vehicles for Hire Regulation

The Section of Taxicabs and Vehicles for Hire is responsible for the enforcement of the Vehicles for Hire Ordinance to ensure safe, courteous, and professional service. The Vehicles for Hire Section issues permits and routinely inspects the taxicabs and horse-drawn carriages for compliance with City ordinances regarding inspections, insurance, and operator permit validity.

Homeland Security

The APD Homeland Security Unit (APDHSU) is tasked with conducting threat, risk, and vulnerability assessments. Atlanta's Homeland Security Mission is to enhance local and regional preparedness and ensure a coordinated local, state and federal response to future acts of terrorism in the City of Atlanta. APDHSU has conducted threat assessments

for various events in the City and has started conducting vulnerability assessments on the City's critical infrastructure. The Unit has identified 85 sites that it considers critical infrastructure and has conducted vulnerability assessments on 27 of those sites; however, 7 of the assessments are over 5 years old and need to be updated.

City of Atlanta Threat and Vulnerability

The City of Atlanta Homeland Security Plan is based on the standards set by the National Strategy for Homeland Security. The areas identified as requiring special attention include: Commercial Aviation, Public Transportation, Critical Physical and Electric Infrastructure, Military Headquarters, Diplomatic Facilities, Corporate Symbols, High Symbolic Value, High Fatalities, and High Economic Impact.

Homeland Security Programs

- Georgia Israel Law Enforcement Exchange Program (GILEE): GILEE was established with the following objectives (1) to enhance inter-agency cooperation between State of Georgia law enforcement agencies and the police force of the State of Israel (2) to offer an educational professional program to senior Israeli law enforcement officials in Georgia, primarily in the area of community policing and (3) to offer an educational professional program to senior Georgia law enforcement officials in the areas of counter-terrorism and drug interdiction.

- Preparedness and Training: The City of Atlanta has been working on a variety of anti-terrorism training and planning efforts. First responders have specialized chemical/biological training and are trained to deal with a weapon of mass destruction incident.

- Organizing for a Secure Homeland: The Homeland Security Council is composed of several City Departments.

- Intelligence and Warning: The City of Atlanta follows the Atlanta-Fulton County Emergency Warning Plan.

- Domestic Counterterrorism: The City of Atlanta Police Department participates on the FBI's Joint Terrorism Task Force.

- Protecting Critical Infrastructure: The City of Atlanta has conducted several vulnerability assessments of critical infrastructure sites in Atlanta. These assessments have been conducted in cooperation with the U. S. Department of Homeland Security, the Georgia Emergency Management Agency, and the private stakeholders of most of the critical infrastructure sites.

- Defending against Catastrophic Threats: A natural disaster or terrorist attack can cause medical consequences that exceed local and state capabilities. Federal, state, local and private agencies coordinate the response depending on the threat.

- Emergency Preparedness and Response: The Atlanta-Fulton County Emergency Operations Plan is the basis for all emergency support response activities within the City of Atlanta.

- DeKalb-Fulton Bioterrorism Response Plan

The Urban Area Security Initiative (UASI)

Urban Area Security Initiative (UASI) is a Federal grant issued through the National Department of Homeland Security and awarded to cities facing the greatest risk for a terrorist attack and demonstrating the greatest need for funding. UASI provides resources for the unique equipment, training, planning, and exercise needs of select high threat urban areas. The Urban Area Security Initiative (UASI) encompasses Atlanta, Fulton, DeKalb, Gwinnett, Cobb, and Clayton Counties.

Community Assessment Executive Summary

Department of Corrections

The Department of Corrections is responsible for the effective delivery of public safety services to the citizens and business community of the City of Atlanta. The Department of Correction's mission is to protect the public, staff and offenders while maintaining an efficiently managed facility which assists offenders with reintegration back into the community. The Department of Corrections is comprised of the following three major offices.

- The Office of the Chief manages functions associated with background investigations, agency accreditation; internal investigations and inspections; records management; media and community relations; research and legal affairs; and administrative and support services for the department as a whole.

- The Office of Detention Facilities is responsible for the security and care of both persons arrested for crimes in the City and awaiting pretrial court proceedings or trial, and those persons convicted of ordinance and misdemeanor offenses and sentenced to serve time.

- The Office of Correctional Administration is responsible for managing functions associated with staff recruitment, information technology, development and training providing a variety of inmate services and programs, including mental health services, religious programs, inmate classification, substance abuse programs, literacy training, offender grievance and complaint system and assessment services for Community Court, and institutional food services. This office is also responsible for providing medical and dental care to offenders.

Programs

- Inmate Programming: The Department of Corrections provides rehabilitation programs, funded by inmate service charge backs, grants and inter-agency agreements, to promote successful offender integration into the community upon release from incarceration.

- Technology Initiatives: The Department of Corrections progressively seeks to enhance Department efficiency and accountability, expand interdepartmental and inter-agency communication and augment management decision-making using available information systems.

- Revenue Generating Programs: The Department of Corrections continuously seeks opportunities to shift jail system costs from taxpayers to financially able offenders and other system users.

- Community Relations: In an effort to increase youth awareness about the importance of making quality life decisions, staff provides tours of the facility to at-risk teenagers and students from local area schools, churches and other civic groups. The facility also participates in the community during Annual Fire Safety Awareness Month.

Atlanta Fire Rescue Department

The Atlanta Fire Rescue Department (AFRD) is organized to provide communities with the resources necessary to meet their needs at the highest level of proficiency and quality attainable. The AFRD vision is "to strive for excellence in emergency preparedness and response, to enhance our customer-focused, innovative role as industry leaders, while overcoming expanding risks" and the mission is to "provide prompt, quality services to our stakeholders that promote safety, security, enhances sustainability, and enriches quality of life through professional development and dedication to service". Currently, 930 personnel are employed – including civilian members and sworn members – serving the City of Atlanta and Hartsfield-Jackson Atlanta International Airport.

In 2009, AFRD responded to over 56,000 emergency incidents within a service area of 134.6 square miles. AFRD protects the busiest airport in the world; over one million people in the City each workday; and over 17 million visitors

each year. This protection covers over 3,000 high-rise buildings; 23 miles of heavy rapid rail system; over 60 miles of interstate highways; and the country's ninth largest rail yard.

The Atlanta Fire Rescue Department is separated into the four divisions of labor listed below.

- The Office of the Fire Chief includes the Fire Chief's administrative staff; Medical Director; Chaplaincy Program; Capital Improvement Projects (CIP); Public Information Officer (PIO); the Office of Assessment & Planning; the Office of Professional Standards; Background and Recruitment section; and the Homeland Security Liaison.

- The Support Services division consists of an administrative staff; oversight of Fiscal and Human Resource functions; Emergency Medical Services (EMS) section; Training section; Fire Prevention – Fire Inspections, Community Affairs, Fire Investigations sections; Resource Management; Member Services; and the Real Property Liaisons.

- The Field Operations division is responsible for the mitigation of emergency and disastrous incidents when they occur. This division consists of an administrative staff, and oversight of fire suppression and special operations and personnel.

- The Airport Administration and Operations division is responsible for the reduction, prevention and mitigation of emergency and disastrous incidents occurring at the Hartsfield-Jackson Atlanta International Airport. This division consists of an administrative staff; oversight of fire suppression, EMS, and special operations and personnel; Training section; and Airport Fire Inspections section.

The strategic approach to accomplish the AFRD vision and mission includes: Human Resource Management, Professional Development, Emergency Preparedness and Response, Facilities, Equipment, Supplies, and Technology, Customer Service Programs, Public Information, Education, and Relations. These are detailed below.

Human Resources Management

The AFRD strategic approach addresses the following:

- Recruit the most qualified persons for employment;

- Employ enough personnel for adequate staffing;

- Provide wellness programs consistent with the IAFC/IAFF Wellness Fitness Initiative;

- Address employee concerns promptly and in good faith;

- Promote good faith labor/management relations;

- Assure personnel safety;

- Establish human resource programs and services that meet the needs of personnel;

- Improve internal communication processes; and

- Improve personnel assignment processes.

Professional Development

The AFRD strategic approach addresses the following:

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- Develop training programs for officer training, supervision, management, planning skills appropriate to each rank;

- Enhance emergency management with regard to the Incident Command System (ICS) and the National Incident Management System (NIMS); pre-incident planning and post-incident analysis;

- Enhance emergency operations efficiency in accordance with National Fire Protection Association (NFPA) Standards and departmental standard operating guidelines and protocols;

- Enhance driver training adaptive to all emergency response vehicles and their specific functions;

- Enhance verbal and written communication skills, administrative and technical skills appropriate to each rank;

- Develop probationary skills assessments with documentation during employee probation periods;

- Provide training to enhance customer service skills; and

- Create a professional development and succession plan for all ranks.

Emergency Preparedness and Response

Standards of response coverage (SORC) are statements that combine service-level objectives with staffing levels to define how and when resources will respond to a call for service. In essence, SORC statements identify criteria for trained personnel and response times needed to effectively mitigate an incident. AFRD identifies these SORC targets and goals for major hazards such as fires, EMS, technical rescue, and hazardous materials incidents. Measuring performance against standards of response coverage allows AFRD to determine if current resources and service objectives effectively address the assessed risks within the City of Atlanta.

An efficient pre-fire survey and inspection program not only secures property insurance rating, but also increases emergency management efficiency through having prior knowledge of buildings before their involvement in fires. Fire and life safety hazards noticed and corrected during a fire inspection can eliminate a hazard and prevent loss. Through these processes, the overall emergency response needs for the City of Atlanta can be achieved.

Emergency Medical Services

The Atlanta Fire Rescue Department is an integral part of the Emergency Medical Services (EMS) system for the City of Atlanta. It has the fastest response time of all EMS responders in the area. When critical incidents occurs affecting City residents, the Atlanta Fire Rescue Department is the first on the scene with an average response time of just over five minutes.

AFRD has made substantial advancements to enhance the quality of EMS response capabilities. First, all personnel receive state-of-the-art training and continuing education sufficient to meet State of Georgia and national standards. Secondly, all AFRD engines are minimally equipped and staffed to offer Basic Life Support (BLS) capability, including Hartsfield–Jackson Atlanta International Airport. Furthermore, twelve in-town engines provide Advanced Life Support (ALS) capability, staffed with Paramedics.

Specialized Project: Domestic Terrorism

The Atlanta Fire Rescue Department has received a sizeable Domestic Preparedness Equipment Support grant from the U.S. Department of Justice (DOJ). The intent of that grant is for the Atlanta Fire Rescue Department and the Atlanta Police Department to acquire the specialized equipment that each will need to carry out its mission in the event of a terrorist assault within the City of Atlanta.

Other Programs and Initiatives

- Provide 24-hour/365-day emergency response to emergencies and disasters.

- Provide 24-hour/365-day emergency warning and notification to multiple emergency response agencies and to the public.

- Provide coordination and support for the Fulton County Local Emergency Planning Committee (LEPC), which includes business and industry in the City.

- Provide coordination and support for the Atlanta Metro Medical Response System (MMRS) and the Domestic Preparedness Program.

- Develop and coordinate emergency management presentations, brochures, pamphlets, public service announcements and other information.

- Develop and coordinate mutual aid agreements with other local, state, federal and private agencies.

- Provide liaison with local, state and federal authorities during major emergencies and disasters.

- Develop, coordinate and conduct emergency management training and exercise programs.

- Coordinate with individual volunteers and volunteer organizations to provide information and training, including utilization in emergency and disaster situations.

Facilities, Equipment, Supplies and Technology

Facilities

Atlanta Fire Rescue Department (AFRD) maintains thirty-five (35) fire stations. Thirty (30) stations are within the City's limits and five (5) are at Hartsfield-Jackson Atlanta International Airport (see Map 6).

Fire Station Replacement

Although Atlanta Fire Rescue Department (AFRD) has replaced and constructed five (5) new fire stations in the last fifteen years, the remaining inventory of stations is over 50 years of age and past their designed life-cycle. Historically and currently, AFRD did not possess the capital funds necessary to maintain a replacement and renovation schedule to keep pace with its aging facilities. In 2009, AFRD moved into a new administrative headquarters and support services annex. Airport Fire Station 24 was completely renovated and staffed in 2009. Fire Station 13 was rebuilt and staffed in 2010.

Based on an independent study, it was determined that fire station facilities should endure a 30 year life cycle. Currently, 14 of 35 fire station facilities are beyond the 30 year cycle. There are nine fire stations scheduled for replacement over the next ten years.

Fire station replacement and the updating of emergency fire vehicles are key anticipated actions. Both initiatives are paramount to the continued efficient and expanded services provided by the AFRD. Construction of new fire stations has been identified through a Station Replacement Schedule.

Fire Apparatus Replacement

The Atlanta Fire Rescue Department maintains a fleet of sixty-five (65) vehicles. The average age of the fleet is 20 years. The National Fire Protection Association (NFPA) provides the fire protection industry with standards and guides to follow for procurement, maintenance, and disposal of fire apparatus. NFPA recommends that fire apparatus have a useful life of approximately ten (10) years, depending upon maintenance and response activity. AFRD received delivery of 38 apparatus in 2000-2001. Additional apparatus replacement is important and anticipated in the future.

Map 6: Fire Station Territories

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The implementation of the basic life support engine concept provided each engine with the capacity to respond to medical emergencies has extended the services provided to the public. In 2009, there were over 28,000 EMS responses.

Customer Service Programs

Some of AFRD's community oriented programs span the areas listed below.

- Cadet Program**:** Cadets participate in activities to familiarize them with the services provided by the Atlanta Fire Rescue Department. Special emphasis is placed on encouraging participating youth to consider a career in the fire service.

- Fire/Disaster Safety Education Programs**:** The Atlanta Fire Rescue Department has implemented new and innovative fire safety, education and fire prevention programs in cooperation with the Atlanta Public Schools.

- Car Safety Seat Installation: To facilitate the process of checking child safety seats and ensure that the children are properly secured in safety seats, AFRD will establish 25 Fitting Stations within the city limits of Atlanta.

- Smoke Detector Distribution: Through the Atlanta Smoke Alarm Program (ASAP), AFRD has distributed smoke detectors to residents throughout the City.

Public Information, Education and Relations Program (PIER)

The AFRD strategic approach addresses the following:

- Establish a comprehensive community education program with a strong focus on injury prevention, heart health, stroke prevention, and management of diabetes;

- Fine-tune fire prevention and fire survival programs to target children and elderly citizens;

- Develop community wellness programs in cooperation with local health care systems;

- Adopt more effective life safety codes;

- Use operational personnel to conduct neighborhood education and fire prevention;

- Develop a more effective relationship with the media;

- Provide better information to elected and appointed leadership and community leadership; and

- Enhance public education in schools, nursing homes, and independent living communities for the elderly.

Accreditation and ISO Rating

The Commission on Fire Accreditation International is dedicated to assisting fire and emergency service agencies throughout the world in achieving excellence through self assessment and accreditation in order to provide continuous quality improvement and the enhancement of service delivery to their communities.

AFRD used the accreditation system as a mechanism to improve the ability to recognize and understand potential fire risks and hazards and other emergency protection needs; to reevaluate the allocation of resources needed in providing emergency service delivery; improving the quality of life in communities served; and to achieve excellence in service delivery and establishing a plan for continuous improvement.

Atlanta Fire Rescue received an "Award of Accreditation," on March 23, 2002. This 5 year international accredited status was rewarded again to Atlanta Fire Rescue Department in August, 2008. Presently AFRD is designated as the

2011CDP

Community Assessment Executive Summary

54th fire service entity so commended in the country. Such designation bestows "World Class" status for Atlanta's fire service.

In addition to Accreditation, AFRD monitors its activities for ISO assessment and rating. The Insurance Services Organization (ISO) rating for the Atlanta Fire Rescue Department is Class 3. ISO rating measures Fire Protection (50%), Water Supply (40%) and Communications. AFRD is working with Watershed Management and Atlanta Police Departments (Communications) to improve the City of Atlanta rating to Class 2.

Solid Waste Management

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.

Solid Waste Services

The City of Atlanta collects residential single and multi-family solid waste within the City of Atlanta city limits. The City services approximately 96,000 single-family units and 25,200 multi-family units weekly.

Solid Waste Generation

The residential waste generation rate in the City of Atlanta is 2.23 pounds per capita per day. The estimated residential recycling rate in the City of Atlanta for 2008 was approximately 0.09 pound per capita per day. In 2008, the City of Atlanta collected 45,521 tons of Construction and Demolition (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.

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).

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.

Collection System

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 operates from four substations located throughout the City.

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. 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.

General Government

General government facilities are those City-owned and/or City-operated structures and grounds that provide the City with office, storage, maintenance, courts, and gathering space for the carrying out of community and government functions. The Office of Enterprise Asset Management (OEAM) has facilities management responsibility for many of the general government facilities.

The neighborhood centers, Dunbar, Georgia Hill, and John C. Birdine, serve residents in the surrounding neighborhoods and the City generally by providing a one-stop shop for a variety of social services. They provide office space to 35 public and private agencies.

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.

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.

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.

Project Greenspace, adopted in 2009, is a plan to create a framework of policies and strategies for managing its green infrastructure through 2030. 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; five indoor pools and 17 outdoor pools; five 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 three Community Centers administered by the Office of Enterprise Asset Management. 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 and provides instructional programs in swimming. The Athletics Division operates the City's youth athletic leagues. The Special Population Division offers programs for senior citizens and for persons who are both physically and mentally disabled.

In 2010, the Office of Cultural Affairs launched its "Culture Club" after-school program at the three Cultural Centers. The Culture Club initiative combines after-school tutoring, character education and cultural experiences in partnership

Community Assessment Executive Summary

Parks Facilities

The Atlanta public green space system consists of developed and undeveloped parks, nature preserves and protected greenway lands. 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 totaling 3,754 acres. However, only 147 have any type of improvement (see Map 7 and Table 9).

The Atlanta BeltLine, in addition to providing a multi-use recreational trail and streetcar/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.

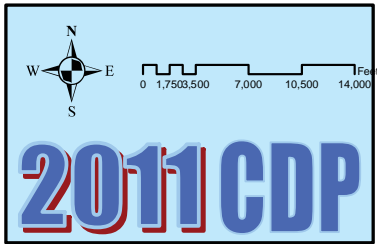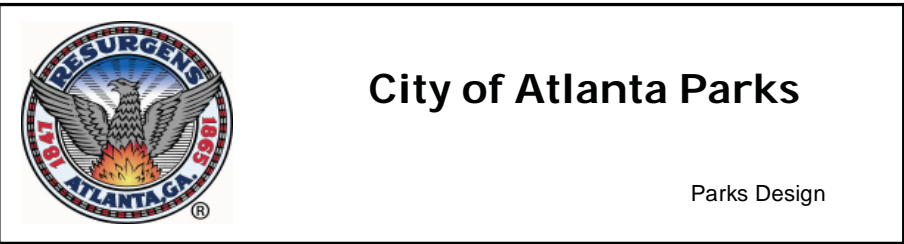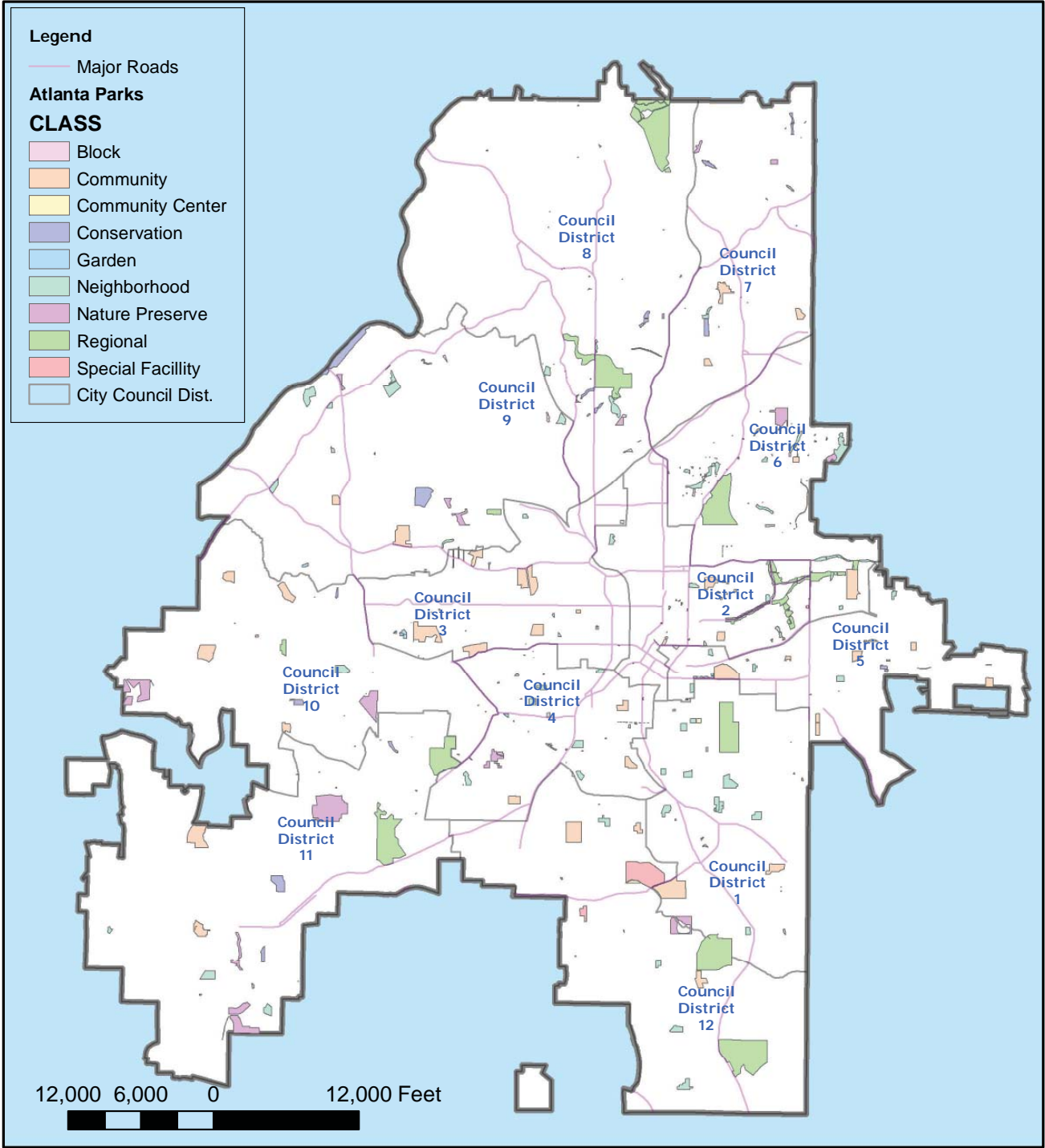| Table 9: Atlanta City Parks Existing Acreage	
Park Type	**Acreage**
Regional Park	1626 acres
Community Park	773 acres
Neighborhood Park	489 acres
Block Park	32 acres
Garden Spot	44 acres
Nature Preserve	398 acres
Conservation Park	210 acres
Special Facility	175 acres
Community Center	7 acres
TOTAL	3754 acres
Source: DPRCA park acreage as of Dec 2008	

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. Currently these facilities total more than 2,675 acres. These are:

- National Park Service (NPS) sites – 16.24 acres;

- State and DeKalb County Parks – 20.22 acres;

- Greenways Acquisition Project (Consent Decree acquisitions) - 680 acres;

- Golf Courses (privately owned) - 91.3 acres;

- Cemeteries - 560 acres;

- Atlanta Public Schools – 911 acres;

- Private Schools – 396 acres; and

- Colleges and Universities.

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. Other large special events are held in parks. 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. Special events make a significant contribution to the City's economic vitality. 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.

Legend

⎯ Major Roads

Atlanta Parks

CLASS

▉	Block
▉	Community
▉	Community Center
▉	Conservation
▉	Garden
▉	Neighborhood
▉	Nature Preserve
▉	Regional
▉	Special Facillity
▉	City Council Dist.

Council District 8

Council District 7

Council District 9

Council District 6

Council District 3

Council District 2

Council District 5

Council District 10

Council District 4

Council District 11

Council District 1

Council District 12

12,000 6,000 0 12,000 Feet

RESURGENS 1865 1847 ATLANTA,GA.

City of Atlanta Parks

Parks Design

N
W E
S
0 1,750 3,500 7,000 10,500 14,000 Feet

2011 CDP

Map 7: City of Atlanta Parks

2011 CDP

Community Assessment Executive Summary

Parks and Recreation Partners

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

- Park Pride Inc.;
- PATH Foundation;
- Piedmont Park Conservancy;
- Grant Park Conservancy;
- Olmsted Linear Park Alliance;
- Chastain Park Conservancy;
- Historic Oakland Foundation;
- Little Five Points Business Association;
- West Atlanta Watershed Alliance (WAWA); and
- Atlanta Downtown Improvement District/ Central Atlanta Progress.

Park and Recreation Plans

A number of prior plans and initiatives have addressed greenspace issues in the City of Atlanta, sponsored by the City of Atlanta, Park Pride, and other partners.

- **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. Project Greenspace is organized into broad strategic directions and associated strategies under three major categories:

  - Growing the Greenspace System
  - Managing the Greenspace System
  - Building Capacity

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

  - Project Greenspace Technical Report
  - State of Atlanta's Greenspace Report
  - Community Survey Findings Report
  - Benchmark Analysis Findings Report
  - Needs Assessment Report
  - Park Accessibility Study

The priority Greenspace needs identified in Project Greenspace are listed below.
  - 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

o Greenspace Connections

- Greenways

- Multi-use trails

- **Atlanta BeltLine:** The Atlanta BeltLine initiative proposes to transform a 22-mile loop of abandoned and 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.

- **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 a departmental mission, vision, and strategies to guide policy and resource decisions over a five-year period.

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

- **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.

- **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.

- **Georgia Community Greenspace Program**: The Georgia Greenspace Program was established by the Georgia General Assembly in 2000 to encourage eligible counties to initiate community greenspace programs.

- **Parks, Open Space and Greenways Plan**: 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, to facilitate the parks planning process.

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. A goal of 10 acres of core park land per 1,000 residents has been established (see Table 10).

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.

Community Assessment Executive Summary

	Table 10: 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				

Project Greenspace - Greenspace System Concept

The Greenspace System Concept, introduced in Project Greenspace, can broadly be characterized as consisting of greenspaces and connections. 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.

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 (DPRCA), was established in 1974 to encourage and support Atlanta's cultural resources.

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.

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.

- 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.

- 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.

- Gilbert House: Gilbert House is one of the City's arts and crafts centers geared to all age groups.

- South Bend Arts Center: The South Bend 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, include 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 also provides staffing and technical support for a wide range of art projects. The programs are listed below.

- 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.

- 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.

- 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.

- 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.

Community Assessment Executive Summary

6. INTERGOVERNMENTAL COORDINATION

Intergovernmental Coordination allows local governments to inventory existing mechanisms and processes with other local governments and governmental entities that can impact the success of implementing the Comprehensive Development Plan.

Adjacent Local Governments

Atlanta is the most populous city in Georgia. 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. Other cities in Fulton County are: 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. The Service Delivery Strategy for Fulton and Dekalb Counties details the intergovernmental coordination between the Cities and Counties.

Independent Special Authorities and Districts

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

- Advisory Committee on International Relations
- Atlanta Conventions and Visitors Bureau (ACVB)
- Atlanta Development Authority (ADA)
- Atlanta Housing Authority (AHA)
- Atlanta Planning Advisory Board (APAB)
- Metropolitan Atlanta Rapid Transit Authority (MARTA) Board of Directors
- Urban Design Commission
- Zoning Review Board (ZRB)

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. 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 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.

Atlanta Airport, Police, Corrections and Fire Departments

- 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, including significant interaction with federal agencies. Additionally, due to the Airport's location outside of the City

of Atlanta, the Department of Aviation has intergovernmental agreements with: 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.

- The Atlanta Police Department: 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 agencies including Fulton County Sheriff's Office, Georgia Tech Police, Georgia State University Police, the various Atlanta University Center jurisdictions, MARTA Police, Fulton County Emergency Management Agency (EMA, etc. This 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 and intelligence sharing and training. The Homeland Security also works with the Georgia Information Sharing & Analysis Center (GISAC).

- Atlanta Fire Department: The Fire Department maintains external system relationships with the Atlanta Fulton County Emergency Management Agency (AFCMA) and 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 to assist in emergency situations.

- Department of Corrections: 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.

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.

- Georgia Regional Transportation Authority (GRTA): GRTA, created by the General Assembly in 1999, is charged with addressing air pollution and transportation in the non-attainment areas of Atlanta region. The City of Atlanta coordinated Development of Regional Impact reviews with ARC and GRTA.

- The Metropolitan North Georgia Water Planning District (MNGWPD): The Department of Watershed Management participates in MNGWPD activities. The City is required by EPD to implement the District's Watershed Management Plan. The Watershed Management Plan provides strategies for watershed management and the control of stormwater runoff and includes specific tasks and milestones for implementing these strategies.

- Service Delivery Strategy (SDS): 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 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 goal of the Service Delivery Strategy is:

  o To minimize any duplication or competition among local governments and authorities providing local services.

  o To provide a method of resolving disputes among service providers regarding service delivery, funding equity and land use.

  o To provide a flexible framework for local governments and authorities to agree on service delivery arrangements.

Community Assessment Executive Summary

7. TRANSPORTATION

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. The Transportation section includes discussion on the road networks, such as the roadway system, congestion management, and road diets; modes of transportation, including bicycle, pedestrian, and public transportation modes; parking; railroads, trucking, and aviation; and transportation planning. The purpose of this section is to identify the system components for serving the multimodal transportation needs for the City's residents, workers, and visitors.

Road Network

Roadway System and Jurisdictional Responsibilities

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 the City's road network. For roadway segments owned by the City of Atlanta, the Department of Public Works (DPW) is responsible for road construction, maintenance of rights-of-way, operation of the street system as well as including the installation and maintenance of roadway lighting, traffic signals, traffic signs, pedestrian crossings and pavement markings.

Congestion Management

The Atlanta Regional Commission (ARC) identifies the most congested locations in the region through the Congestion Management Process. The most severe expressway congestion inside the City of Atlanta occurs on the I-75/I-85 Downtown Connector. The City's Comprehensive Transportation Plan, also known as the Connect Atlanta Plan, includes 12 turn lane projects, 16 intersection reconfigurations and 6 roundabouts to ease congestion. Beyond this, the 2011-2015 STWP lists an additional 47 intersections recommended for reconstruction in adopted plan. 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.

Functional Classification

Differences in route classification (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. The City of Atlanta's roadway functional classification includes a single arterial category. In commercial areas, the Connect Atlanta Plan Street Design Guide recommends one travel lane per direction for collectors and two travel lanes per direction for arterials, so the right-of-way implications for the design of corridor enhancements can be significant. For local streets in a single family residential land use context, right-of-way needs range from 44 feet in the Connect Atlanta Plan to 50 feet with the addition of on-street parking and wider sidewalks in the BeltLine Zoning Overlay.

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 2011-2015 Capital Improvements Program (CIP). In addition, many of 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. 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. The 2011-2015 STWP project list includes three phases of a citywide bridge replacement and repair program as well as a dozen specific locations for new or replacement bridges recommended in adopted plans, including five ranked in the Connect Atlanta Plan.

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. Variable message signs provide opportunities to provide motorists with real time information about highway traffic conditions. The current locations are over expressway travel lanes. More locations are needed 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. The goal for signal communication is the design and implementation of a multimedia network to support traffic signal communication, dynamic traffic system devices resulting in an Intelligent Transportation Management System (ITMS) with system integration to the Atlanta Traffic Control Center to fully manage traffic in the City. 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.

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 STWP projects aim to eliminate the backlog in maintenance needs to street light wiring, poles, shrouds, and paint.

School Crossings

The 2011-2015 Short Term Work Program identifies the need to replace all 110 of the school flasher signals that warn drivers of crossing students. Traffic calming needs around Atlanta Public Schools in each City Council District are also noted.

Accessible Curb Ramps

Many intersections lack curb ramps for wheel chair users that comply with the Americans with Disabilities Act Accessibility Guidelines (ADAAG). Funding ($3.6 million) for the installation of accessible curb ramps and connecting sidewalks around MARTA rail transit stations and bus stops came from MARTA's capital budget as an offset to federal stimulus funding used to support transit operations. The 2011-2015 Capital Improvements Program allocates about $2 million from the remaining Quality of Life (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 STWP projects 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. Excess lanes and lane width encourage high vehicle speeds that degrade quality of life and neighborhood livability. 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 crossing pedestrians. 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 also provide opportunities to correct misaligned sidewalks between blocks.

Transportation Modes

Bicycle Transportation
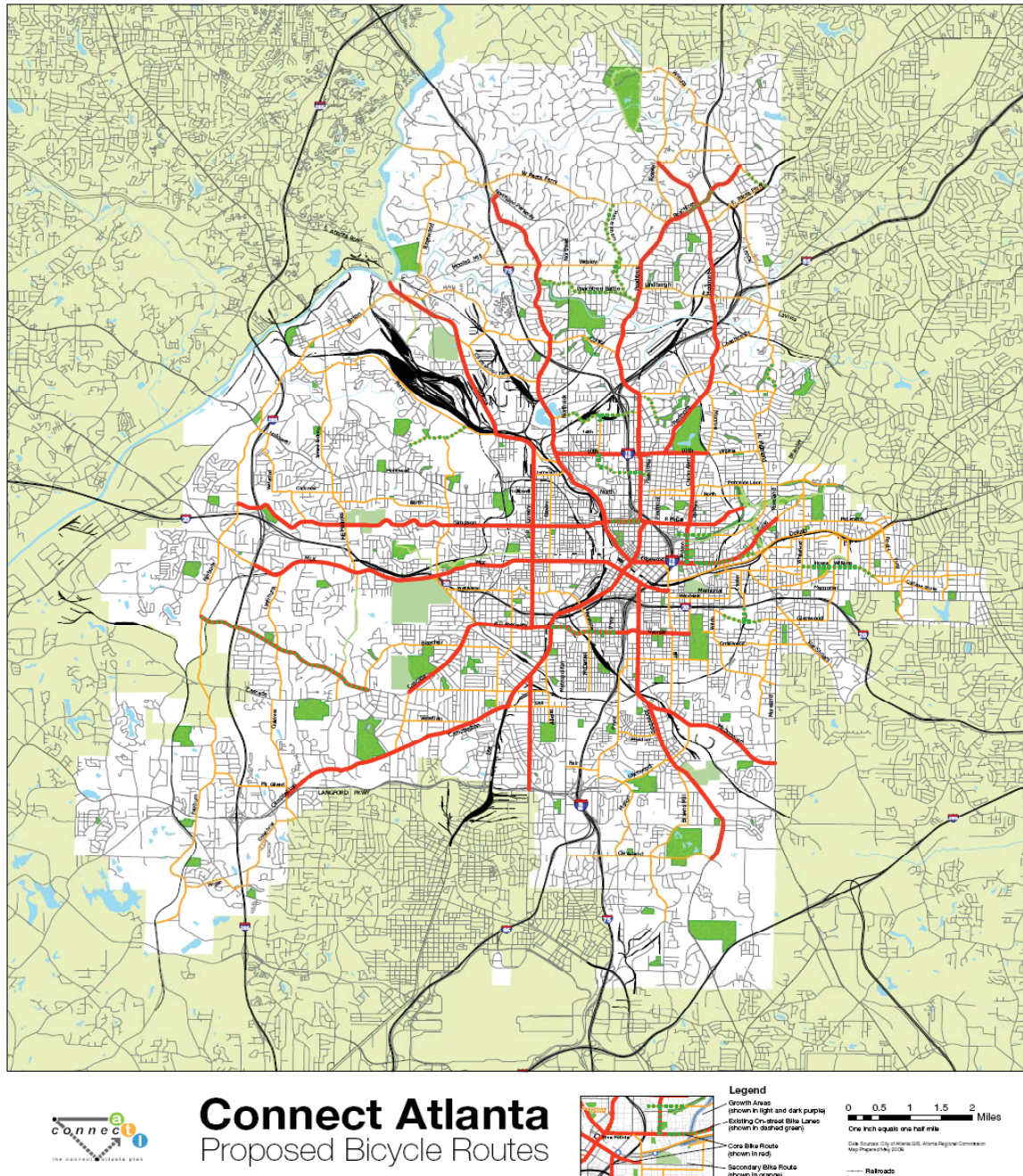
Map 8: Connect Atlanta Bicycle Routes

Facilities for safe and efficient cycling include dedicated bicycle lanes, bike route signage and pavement markings, and off-road multi-use trails that promote public health, improve access to transit, reduce vehicle miles traveled (VMT), and lower household transportation costs and energy use. Project Greenspace 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. The guiding principles 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 (See Map 8).

Currently, there are approximately 11 miles of on-street bike lanes. 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.

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. Moreover, bicycle racks are provided on all MARTA and the suburban bus systems that include routes with all-day service to destinations within the City of Atlanta.

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.

Standards in the more recent zoning districts 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 suggests a more proactive role for the City in systematically monitoring and maintaining sidewalks to achieve an accessible network citywide.

Public Transportation

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.

MARTA launched its rail service in 1979 following passage of a 1971 sales tax referendum in Fulton County, DeKalb County, and the City of Atlanta. The 38 stations of the 48-mile MARTA rail rapid transit system serve many of the region's largest trip attractors such as jobs and flights at Hartsfield-Jackson Airport. 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. 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.

In October 2010 the second round of U.S. Department of Transportation's (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 with service beginning in 2013. A vehicle maintenance facility is proposed for the Auburn Ave/Edgewood Ave underpass below the Downtown Connector for the Streetcar and is also designed to serve BeltLine transit as well.

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.

The proposed Downtown MMPT in the railroad gulch in the Central Business District 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.

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 Tax Allocation District and the BeltLine Overlay Zoning District. The BeltLine 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 oversupply and low cost of parking is the chief challenge to realizing the City's vision for an active urban environment with attractive multimodal transportation options. 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. 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. Surface lots for patron parking at MARTA stations outside the core business districts present opportunities for Transit Oriented Development (TOD). Livable Centers Initiative (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. Additionally, the Zipcar fleet of by-the-hour car sharing vehicles is spread across Atlanta in dedicated parking spaces near many MARTA stations and colleges. 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 that present opportunities for increased residential density with quality recreation facilities and reduced space devoted to parking in surrounding developments with the block park-over-parking deck concept.

At the beginning of 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.

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. Atlanta remains central to the national freight rail networks of Norfolk Southern and CSX Transportation.

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 "Western Trunk" corridor was identified 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. In addition to the Congressionally Designated High-Speed Rail (HSR) corridors that are eligible for federal stimulus funding, GDOT is also studying a northwest 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.

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

In 2010, the Atlanta Regional Commission developed the Atlanta Strategic Truck Route Master Plan (ASTRoMaP). This process narrowed down a larger set of candidate freight corridors into the straight forward network of north-south, east-west, and connector routes for cross-regional truck movements. 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 Piedmont Road.

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 program provided for the expansion of the airport facilities to accommodate the growth in the region and the forecasted demand for origination and destination as well as connecting air services, 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 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 are at or near 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

Hartsfield-Jackson Atlanta International Airport, "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 with a total economic impact on the State of $68.3 billion. The H-JAIA is also considered to be one of the largest employment centers in the southeastern United State with over 58,000 on-airport jobs. The Airport is comprised of runways, a 130 acre terminal complex, an Automated People Mover System which consists of nine, four car-trains, more than 30,000 parking spaces, three main cargo complexes, ground transportation infrastructure, including shuttle bus services as well as taxi, limo, and sedan services, and lastly a newly constructed rental car center.

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, via 37

airlines serving domestic and international passengers and 18 airlines that transport cargo exclusively.

Future and Potential Airport Transit Access

H-JAIA, working with MARTA officials, has 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 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 to the international terminal facility.

Meeting Future Demand

The Federal Aviation Administration (FAA) 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 $1 million 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 H-JAIA in the future. This study is not considering a site that would replace H-JAIA.

Transportation Planning

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 covers a 25-30 year horizon and each associated 5-6 year TIP allocates federal transportation funding assistance to the Atlanta Region and coordinate the relevant construction work program of GDOT. The City of Atlanta participates in the development of the RTP and TIP.

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. 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 (see Map 9).
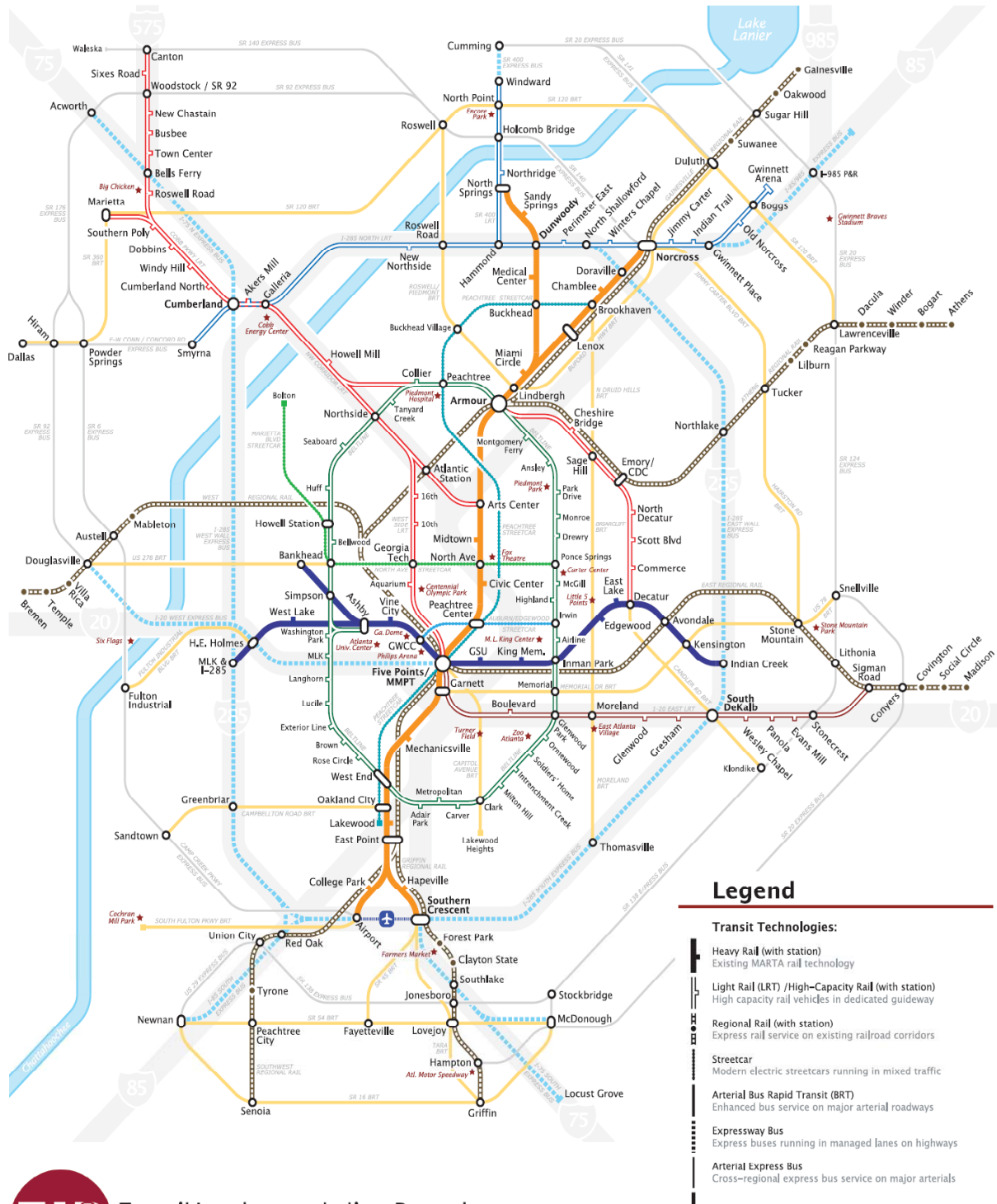
Transportation planning initiatives for the City include the LCI programs, Connect Atlanta, the City's first citywide Comprehensive Transportation Plan, Project Greenspace, and the State of the City's Infrastructure Report. Since 2000, the City has adopted many plans into the CDP as well as the transportation related capital project recommendations from those plans. 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 program. Development impact fees revenues added an average $2 million per year for new projects. In addition to these existing sources of local funds for transportation projects and the ability to leverage federal assistance, near-term possibilities for new revenue sources include a regional sales tax, a municipal sales tax, and levies on parking.

Transportation, Land Use Connection, and Community Health

Recognizing the connection between land use and transportation has implications for facility design guidelines, multimodal level of service standards, system-wide transportation performance measures, development regulations, and thoroughfare master planning. 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. A major update of the Comprehensive Transportation Plan 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.

Concept 3

The Atlanta Region's Long-Range Transit Vision

Map 9: Concept 3

Community Assessment Executive Summary

Community Health

One of the critical public health challenges related to community design, particularly transportation planning, is the interaction between motorized and non-motorized transportation. When 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. 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. Increasing physical activity is also relevant to vehicle use reduction 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. In addition, healthy community design 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.

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.

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. It is the design of the public and private realms which are created by the public spaces and the buildings that define them. It includes physical elements such as streets, sidewalks, parks, and buildings and focuses on:

- The relationship of buildings to each other as well as the street, from street façade to street façade;
- The design of streets such as the width of streets, block sizes, street grid connectivity, sidewalks and pedestrian crosswalks, and placement of on-street parking;
- The interaction of the sidewalks, street trees, street lights, and street furniture within the streetscape and their relationship to adjacent buildings; and
- The design of active and passive parks and plazas.

Urban design is how all of these elements are tied together to form the built and natural environments. These physical relationships affect the social structure of a community and communicate a value and role for each of these elements within the community.

Urban design can also enhance the function and beauty of communities with careful consideration of building design (form, scale, placement and orientation), visual characteristics, and the relationships between each physical 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 healthier, humane and enjoyable place to live, work, shop, recreate, and raise children.

Urban Design Elements

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

1. **Tree Canopy**: Atlanta is often called "the City of trees" due to its extensive canopy of mature forests. These trees soften harsh building and pavement surfaces, reduce radiant heat, provide shade, improve air quality, and enhance the visual aesthetics of the urban landscape to beautify the City.

2. **Neighborhoods**: There are a total of 241 distinct neighborhoods in Atlanta. All of them have a wide variety of architectural styles and provide housing options that serve every economic level. Several are within blocks of towering commercial high-rises, yet they are protected from incompatible development by strict zoning codes and land use policies, the street network, 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 mixed-use district that begins Downtown, just north of I-20, and runs through Midtown and Buckhead to the northern City limits.

4. **Major Travel Corridors**: The City has several major transportation corridors with sections that have developed into fragmented, suburban-style commercial strips with no relation to nearby residential neighborhoods. The implementation of new zoning districts along these corridors offers the opportunity during property redevelopment 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 high density skyscrapers that are clustered around MARTA rail stations located in Downtown and Midtown, along Peachtree Street and along the Lindbergh and Lenox stations. On a smaller scale, nodes created around commercial intersections (e.g. Little 5 Points, Benjamin E. Mays Drive at Cascade Avenue, Campbellton Road at Delowe Drive, East Atlanta Village, etc.) are opportunities to focus and enhance low density 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, a connected street pattern, and a mixture of land uses which supported 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 due to zoning regulations that placed the emphasis on the automobile and required 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. To reverse this trend and re-establish a pedestrian-oriented city, several new zoning categories known collectively as the Quality of Life zoning districts have been created. 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, but all of these zoning districts share common urban design characteristics to ensure a quality built environment by requiring sidewalks and street trees, buildings adjacent to sidewalks with articulated facades and building entrances that face the street, on-site parking placed to the rear or side of buildings, and mixture of land uses in appropriate areas, among other things.

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. Construction of the MARTA transit system during the 1970's and 1980's has also impacted the City's development. 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 the 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.

8. **BeltLine**: Currently under design, the BeltLine will combine greenspace, trails, transit, public art, and new development along 22 miles of historic rail segments that encircle the urban core. As a catalyst for economic and community development, the BeltLine 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.

9. **Creeks, Watersheds, Forests and Landforms**: The City of Atlanta has a vast array of creeks, watersheds, forests and other natural resources. However, these resources are threatened by new development. The City must 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; and
   - 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 include:

- Expanding central role of Atlanta in the region;
- Expanding global role of Atlanta;
- Increased dependence on multi-modal transportation;
- Increased demand for pedestrian and bicycle facilities;
- Increased demand for parks, open space and greenways; and
- Greater emphasis on security and safety in urban design utilizing principles of "CPTED," Crime Prevention Through Environmental Design.

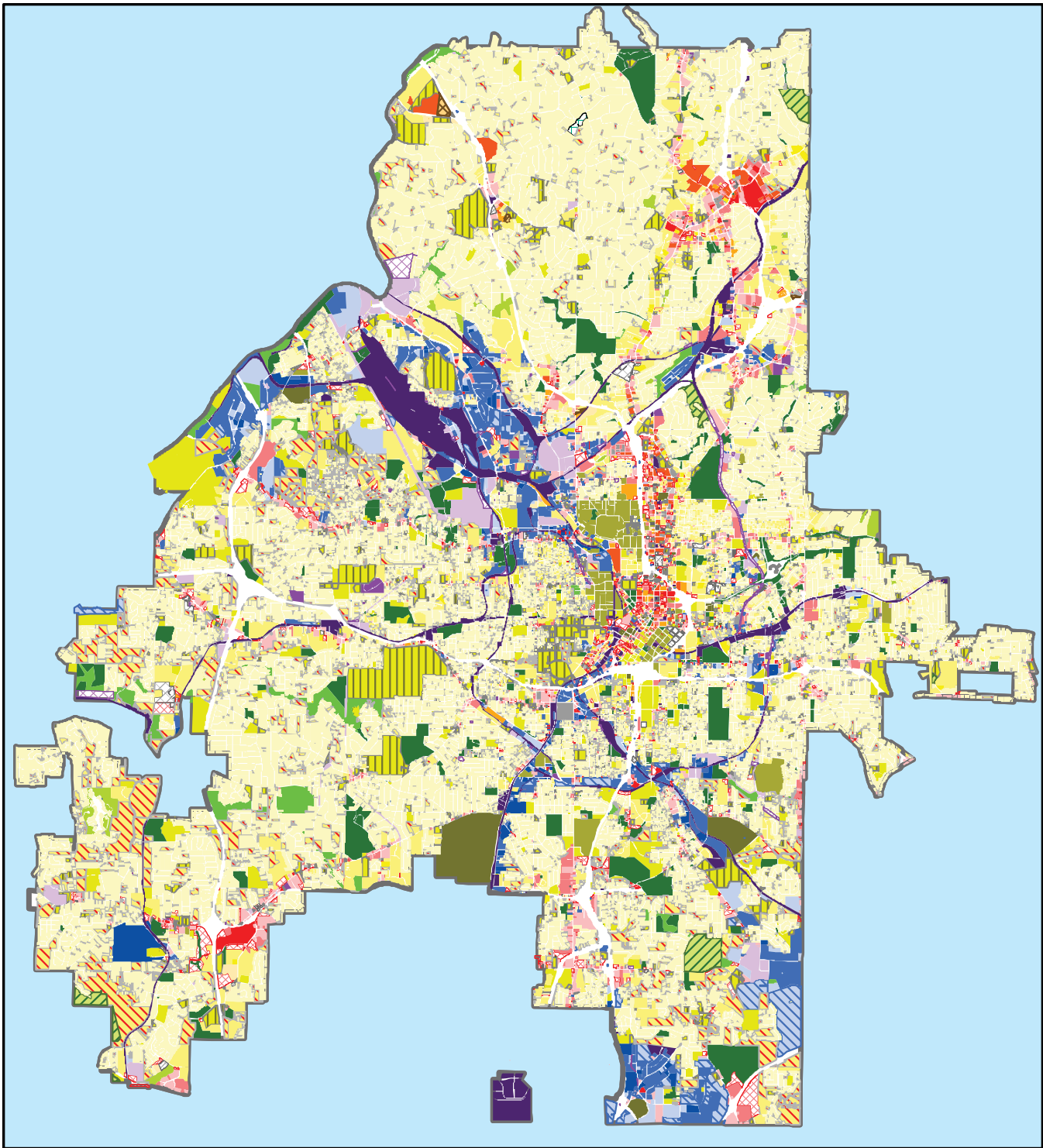# Community Assessment Executive Summary

9. LAND USE

Existing 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 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 and Utilities (TCU) and Right of Way. 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 existing land use categories are listed below and shown in Map 10 and in Table 11.

- Residential Land Use: This category includes parcels used for all types of residential activity. It is divided into Low, Medium and High Density.
- Commercial: This includes all parcels used for retail stores, restaurants, services, neighborhood commercial centers, hotels, strip shopping center and regional malls.
- Office: This category includes parcels with an office use ranging from one story office buildings, to high rise office towers to office parks.
- Industrial: Parcels with manufacturing, wholesale,

Table 11: 2010 CITY OF ATLANTA EXISTING LAND USE INVENTORY		
Existing Land Use	Acres	%
TOTAL RESIDENTIAL	45,570	53.18%
RESIDENTIAL - LOW DENSITY	33,140	38.68%
RESIDENTIAL - MEDIUM DENSITY	5,256	6.13%
RESIDENTIAL - HIGH DENSITY	165	0.19%
RESIDENTIAL - VACANT	7,004	8.20%
TOTAL COMMERCIAL	4,549	5.31%
COMMERCIAL	3,393	4.00%
COMMERCIAL - VACANT	1,154	1.34%
TOTAL OFFICE	958	1.12%
OFFICE	345	0.40%
OFFICE - VACANT	35	0.04%
TOTAL MIXED USE	218	0.25%
TOTAL INDUSTRIAL	5,048	5.89%
INDUSTRIAL	4,114	4.80%
INDUSTRIAL - VACANT	934	1.09%
TOTAL INSTITUTIONAL	8,404	9.81%
INSTITUTIONAL - LOCAL	2,941	3.43%
INSTITUTIONAL - STATE	863	1.01%
INSITUTIONAL FEDERAL	804	0.94%
INSTITUTIONAL - PRIVATE	3,583	4.18%
INSTITUTIONAL - MEDICAL	213	0.25%
TOTAL PARKS/OPEN SPACE	5,083	5.93%
PARKS - ACTIVE	3,500	4.08%
PARKS - GOLF	401	0.47%
CONSERVATION	862	1.01%
PARKS - PRIVATE	324	0.40%
AGRICULTURAL	23	0.03%
TOTAL TCU	3,892	4.54%
TCU - COMMUNICATION	138	0.16%
TCU - TRANSPORTATION (RAIL)	2,419	2.82%
TCU - UTILITIES	1,082	1.26%
TCU - VACANT	252	0.29%
TOTAL ROW	13,405	15.64%
Total Acres	85,687	100.00%

2011CDP

City of Atlanta
2010 Existing Land Use
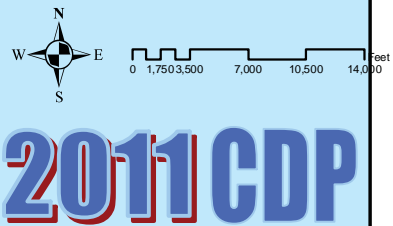
Map 10: Existing Land Use

distribution and construction uses are classified as industrial.

- Parks/Recreation/Conservation: This category includes the four sub-category listed below.
  - o Parks Active: This category includes public open space used for recreation.
  - o Golf Courses: Both public and private golf courses are in this category.
  - o Private Recreation: These are privately owned facilities.
  - o Passive Park/Conservation: These parcels are protected lands.
- Institutional: This broad category shows land owned by governments, private institutions/non-profits as well as hospitals and medical clinics. The government category is further divided into:
  - o Federal, state and local institutional; and
  - o Institutional Private: Parcels owned by private institutions such as churches, non-profit 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 utility services.
- Mixed Use: Buildings that have two or more uses are designated as mixed use.
- Agricultural: Parcels with active agricultural activity have this designation.
- Right-of-Way: The public right of way (ROW) is the land dedicated for streets, sidewalks and highways.

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 as well as a land use amendment made in conjunction with a rezoning application or 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 (NPUs).

Nineteen land use designations are recognized and portrayed on the City's land use maps. The land uses categories do not specify units/per acre or density limits. Each land use category has a number of compatible zoning categories.

The acres and percent in each land use category are shown in the Table 12. Residential land

Table 12: 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		

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 remainder. 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
- 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
- Open Space
- Private Open Space
- Transportation, Communications and Utilities
- Community Facilities

City of Atlanta Plans

The City of Atlanta has conducted Redevelopment Plans, Livable Centers Initiative Plans, Corridor Plans, Small Area/ Neighborhood Plans, BeltLine Subarea Plans and Citywide plans. Plans in collaboration with other agencies have also been created and adopted as well. The 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 in the CDP and the list of projects and programs are added to the Short Term Work Program (STWP) also referred to as the CDP Project List. The 75 plans that have been adopted since 1999 are listed below.

- **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 the 18 redevelopment plans listed below.

  o Atlanta Urban Redevelopment Area Plan – 2010
  o Chosewood Park Redevelopment Plan – 2010
  o Edgewood Redevelopment Plan – 2009
  o Old Fourth Ward Neighborhood Development Plan -1989 & Old Fourth Ward Community Redevelopment Plan – 1994 and the Old Fourth Ward Master Plan - 2008
  o NPU Z Redevelopment Plan – 2007
  o Campbellton/ Cascade Corridors Redevelopment Plan – 2006
  o English Avenue Redevelopment Plan – 1998, Updated 2006
  o Jonesboro Road Redevelopment Plan – 1998, Updated 2006
  o Peoplestown Redevelopment Plan – 1996, Updated 2006
  o Pittsburgh Redevelopment Plan – 2001, Updated 2006
  o Simpson Road Redevelopment Plan – 1995, Updated 2006
  o Summer Hill Redevelopment Plan – 1993, Updated 2006

- o   BeltLine Redevelopment Plan – 2005
- o   Butler/ Auburn Redevelopment Plan – 1994, Updated 2005
- o   DL Hollowell Parkway (aka Bankhead Hwy) Redevelopment Plan – 2004
- o   Mechanicsville Redevelopment Plan – 2004
- o   Vine City Redevelopment Plan – 2004
- o   Southside Redevelopment Plan – 2000

- **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. 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. The adopted TAD plans are listed below.

  - o   Westside Redevelopment Plan (TAD) 1998 – TAD #1
  - o   Atlantic Steel Redevelopment (TAD) 1999 – TAD #2
  - o   Northwest Atlanta Redevelopment Plan / Perry Bolton (TAD) 2002 – TAD #3
  - o   Princeton Lakes Redevelopment Plan (TAD) 2002 – TAD #4
  - o   Eastside Atlanta Redevelopment Plan (TAD) 2003 – TAD #5
  - o   BeltLine Redevelopment Plan (TAD) 2005 – TAD #6
  - o   Campbellton Road Redevelopment Plan (TAD) 2007 – TAD #7
  - o   DL Hollowell Parkway (AKA Bankhead Hwy) Redevelopment Plan (TAD) 2004 – TAD #8
  - o   Metropolitan Parkway Redevelopment Plan (TAD) 2006 – TAD #9
  - o   Stadium Neighborhoods Redevelopment Plan (TAD) 2006 – TAD #10

- **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. 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 LCI have been adopted and incorporated in to the CDP. Below is a list of LCI communities.
  - o   Donald Lee Hollowell Parkway and Veterans Memorial Highway LCI – 2010
  - o   Imagine Downtown Encore Plan – 2009
  - o   Vine City /Washington Park LCI – 2009
  - o   South Moreland Avenue Corridor LCI – 2008
  - o   Moreland Avenue Corridor LCI – 2007
  - o   Ponce de Leon Avenue Corridor LCI – 2007
  - o   Westlake MARTA Station LCI – 2006
  - o   Bankhead MARTA Station Transit Area LCI – 2005
  - o   Oakland City/ Lakewood LCI – 2004
  - o   Upper Westside LCI – 200
  - o   JSA-McGill LCI – 2003
  - o   Memorial Drive-MLK Drive Area Revitalization Study – 2003
  - o   Bolton Road/Moores Mill LCI – 2002
  - o   Hamilton E. Holmes MARTA Station Area LCI – 2002
  - o   Buckhead Action Plan LCI – 2001
  - o   City Center LCI – 2001
  - o   Blueprint Midtown LCI – 2001
  - o   Greenbriar Mall Area LCI – 2000
  - o   West End Historic District LCI – 2000

- **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.
  o Cleveland Avenue Corridor Plan – 2009
  o Martin Luther King Jr. Drive Corridor Transportation Study – 2005
  o Northside Drive Corridor Plan – 2005
  o Cheshire Bridge Road Study – 1999

- **Community Plans:** The following community plans have all been adopted by the City of Atlanta and incorporated into the Comprehensive Development Plan.

  o Poncey-Highland Neighborhood Master Plan - 2010
  o NPU X Comprehensive Plan - 2005
  o NPU S Comprehensive Plan - 2005
  o Home Park Master Plan - 2003
  o District 2 Rail Corridor Study - 2001
  o Reynoldstown 2000 and Beyond – A Neighborhood Master Plan- 2000
  o East Atlanta Village Plan - 2000
  o Lindbergh Transportation Urban Design Plan - 2000
  o Northwest Atlanta Framework Plan -2000
  o Southwest Atlanta Framework Plan - 2000
  o Castleberry Hill Master Plan - 2000
  o North Highland Avenue Study - 1999

- **Beltline Master Plans** (2009 and anticipated adoption in 2010 and 2011): 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 necessary level of detail, the BeltLine was divided into ten subareas. These are listed below.

  o Subarea 1 (Abernathy-Cascade)
  o Subarea 2 (Heritage Communities of South Atlanta)
  o Subarea 3 (Boulevard Crossing)
  o Subarea 4 (Memorial -Glenwood)
  o Subarea 5 (Freedom Parkway)
  o Subarea 6 (Monroe-Piedmont)
  o Subarea 7 (Northside-Peachtree-Piedmont)
  o Subarea 8 (Upper Westside- Northside)
  o Subarea 9 (Upper Marietta-Westside Park)
  o Subarea 10 (Boone-Hollowell)

- **City Wide Plans**

  o Project Greenspace – 2009
  o Connect Atlanta Plan – 2008
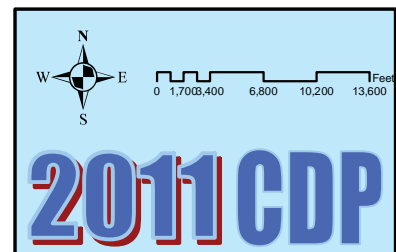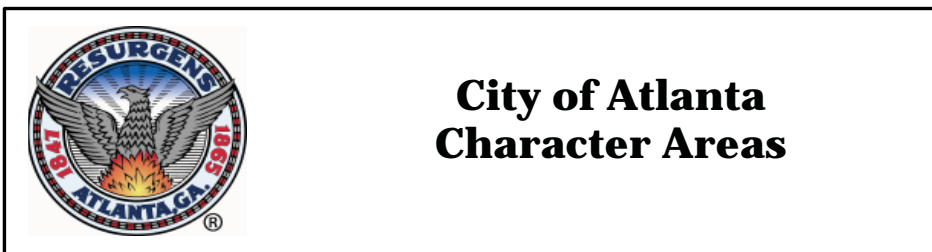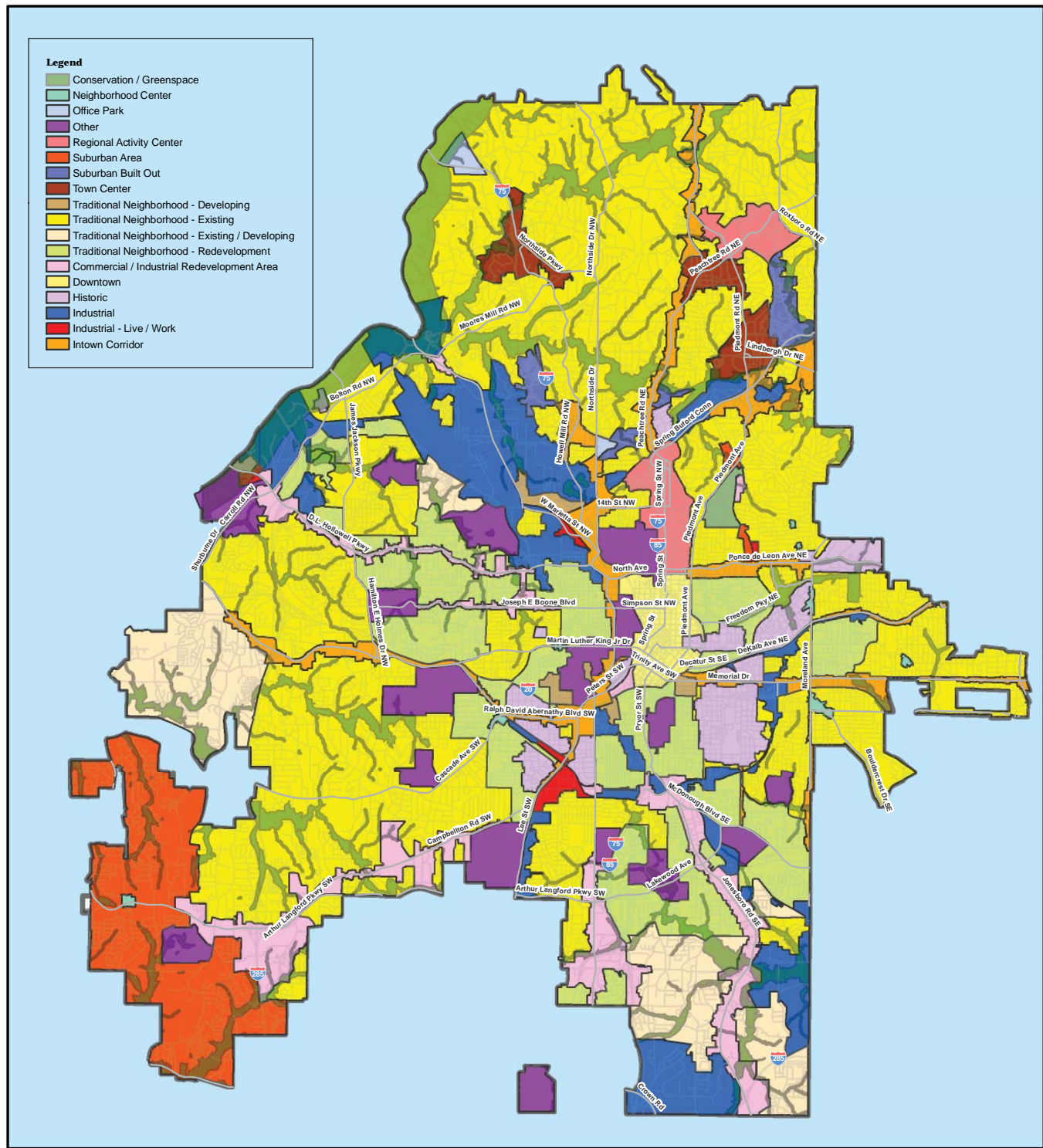 o Parks Open Space and Greenways Plan - 1994

Character Areas

Character areas are a new component in the 2011 Comprehensive Development Plan. 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.

Legend
- Conservation / Greenspace
- Neighborhood Center
- Office Park
- Other
- Regional Activity Center
- Suburban Area
- Suburban Built Out
- Town Center
- Traditional Neighborhood - Developing
- Traditional Neighborhood - Existing
- Traditional Neighborhood - Existing / Developing
- Traditional Neighborhood - Redevelopment
- Commercial / Industrial Redevelopment Area
- Downtown
- Historic
- Industrial
- Industrial - Live / Work
- Intown Corridor

**City of Atlanta
Character Areas**

2011 CDP

Map 11: City of Atlanta Draft Character Areas

Table 13: City of Atlanta 2010 Comprehensive Development Plan Character Areas		
Character Area	**Description**	**Location**
Conservation Area and Greenspace	Natural lands and environmentally sensitive areas that are not suitable for development.	Streams, 75 ft stream buffer, floodplains, wetlands and the Chattahoochee River Corridor.
Linear Greenspace, Trail and Pedestrian Bike Network	Areas of protected open space that follow natural and man-made linear features for recreation, transportation and conservation purposes.	Properties purchased by the Department of Watershed Management to protect water quality under the consent decree, off-street paths.
Suburban Area	Areas where typical types of suburban development pattern have occurred or are likely to occur. Characterized by low pedestrian orientation, limited transit, predominantly residential land uses with curvilinear street pattern, scattered civic buildings. High degree of building separation.	Southwest part of the City, suburban type development scattered throughout the City and suburban shopping centers like Ansley Mall.
Traditional Neighborhood-Existing	An existing residential area with high pedestrian orientation, sidewalks, street trees, on-street parking, small regular lots, building close to or at the front, often with sidewalks and street trees, neighborhood scaled business scattered through the area, a neighborhood with well maintained housing, distinct identity through architectural style, lot and street design.	Many City of Atlanta neighborhoods.
Traditional Neighborhood Developing	A developing residential area with high pedestrian orientation, sidewalks, street trees, on-street parking, small regular lots, building close to or at the front, often with sidewalks and street trees, neighborhood scaled business scattered through the area.	Many Atlanta Housing Authority properties and areas of NPU H and Z
Residential Redevelopment Area	Areas with most of its housing stock in place but have worsening housing conditions and neglect of property maintenance. There may be areas of vacant land or deteriorating unoccupied structures.	Neighborhoods with adopted Redevelopment Plans: such as Vine City, English Avenue, Chosewood Park, Edgewood, Mechanicsville, Peoplestown, Summerhill, Pittsburg, Old Fourth Ward as well as others
Neighborhood Center	A neighborhood focal point with a concentration of activities such as retail, school, services, professional office, higher density housing. Their areas also have open space and are easily accessible to pedestrians. Many are NC zoned districts.	Neighborhood commercial districts with Neighborhood Commerical zoning such as Kirkwood, East Atlanta Village, Little Five Points, Virginia Highlands, Cascade and Beecher, among others.
Town Center	A focal point of several neighborhoods that has a concentration of activities such as retail, commercial, professional office, higher density housing, open space, and accessible to pedestrians.	Lindbergh, Northside Drive and the Buckhead Village
Regional Center	Concentration of regionally marketed commercial and retail centers, office and employment areas, higher education facilities, sports and recreational complexes. High degree of access by vehicular traffic, high transit use, high floor area ratio, large tracks of land and campus or unified development.	Buckhead/Lenox Square and Midtown
Downtown	Traditional central business district with surrounding commercial, industrial or mixed-use areas.	Downtown Atlanta

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Table 13: City of Atlanta 2010 Comprehensive Development Plan Character Areas		
Character Area	**Description**	**Location**
In –Town Corridor	Developed land along street or highway that is already or likely to experience uncontrolled strip development with on-site parking, moderate floor-area-ratio, high vehicular accessibility.	Corridors such as Ponce De Leon Ave MLK Jr Drive, Ralph David Abernathy Blvd, Peachtree/Roswell Roads, North Ave, Moreland Ave, Boulevard, Memorial Drive among others
Commercial Redevelopment Area	Corridor with declining, unattractive, vacant or underutilized strip shopping center.	Corridors with Redevelopment Plans such as: DL Hollowell, Campbellton Road, Jonesboro Road, Metropolitan Parkway,
Employment Center/Office Park	Campus style development with predominant office use with high degree of access by vehicular traffic, on-site parking, moderate floor	Northside Drive and I-75
Industrial Area	Area used in manufacturing, wholesale trade, distribution and construction that might generate truck and freight traffic, noise, vibration, fumes, odors etc.	Industrial areas such as the Southside Industrial District, Chattahoochee Industrial District, Atlanta Industrial Park, South Moreland Ave, Armour-Ottley, and the rail yards.
Live Work	Areas with industrial uses as well as residential and commercial uses.	Murphy Triangle and other areas alont the BeltLine
Historic Area	Designated historic district, area containing landmarks, civic or cultural resources.	AUDC regulated Districts such as Cabbagetown, Druid Hills, Grant Park,
Other/Special	A district or area that doesn't fit into the above categories. It is an area with singular characteristics, usually an institutional use, such as a military installation, university, or airport.	Fort McPherson, Federal Penitentiary, Universities–AU Center & GA Tech, Large Cemeteries- Westview, Westside Reservoir and Park, Large State Facilities and Turner Field.

Character Areas can be identified by examining development characteristics such as:
- Natural features;
- Transportation network;
- Land use; and
- Lot Configuration and site design features.

The Office of Planning staff was developed draft Character Areas based on the existing land use, adopted plans and knowledge of the community. A description of the draft Character Areas and locations are included in Table 13 and Map 11. These Character Areas will be modified based on stakeholder perspectives about desired future development patterns during the development of the Community Agenda. Character Areas will have: a specific vision, written descriptions, pictures and illustrations that show the types of forms, styles and patterns of development that are to be encouraged in the area.

Areas Requiring Special Attention

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

Natural Resources: Environmentally sensitive areas are affected by urbanization; in particular water resources and environmentally sensitive lands.

Cultural Resources: the range of cultural resources that are vulnerable to development pressure are summarized below.

- Beltline Historic Resource Survey: From May to December of 2005, City staff studied the proposed Beltline project and its impact on potential historic resources. The study identified structures, buildings, areas, and districts ("sites") that would meet the criteria for listing in the National Register of Historic Places. This field survey and study identified over such 1,000 sites. The staff og Atlanta Urban Design Commission targeted about 125 listings for additional research and analysis.
- 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. 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; archeological and Civil War related sites; and sites associated with the Civil Rights Movement.

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.
- Neighborhood Planning Units (NPUs) B, D, E, M, and P: Over the past 10 years, most of the residential development in the City occurred in these NPUs. 7,458 net new housing units were permitted in NPU B. This area has experienced a significant amount of high-rise development around the Buckhead Loop and along the Peachtree Corridor. In NPU E, 8,586 net new housing units were permitted. The majority of new construction for single-family housing units was located within NPU-P boundaries. Downtown also experienced a large amount of construction of both residential and office buildings.

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 areas 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 have had less investment in infrastructure investment in the past and will quickly show an acute lack of community facilities and services.

Areas in need of redevelopment and/or significant improvements to aesthetics or attractiveness

Through its planning activities, the City of Atlanta has recognized many areas and corridors which could benefit from redevelopment and aesthetic improvements. These include both areas that are currently economically viable, yet are not reflective of a first-class urban environment; as well as areas that are currently economically depressed, yet have potential for improvement through redevelopment and public investment. All of these areas would benefit from spe-

cial attention to encourage and manage redevelopment. All areas that have been part of a redevelopment plan are in need of redevelopment.

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. 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. Based on 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.

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, is vacant or undeveloped. Most of that land, 7,000 acres or 8.2%, 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 (16.2% of the planning area), and in the Southside Planning area with 2,168 acres (18.7%).

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 Atlantan's falling into poverty has increased along with the increase in unemployment and the deteriorating economy. According to the 2008 American Community Survey, 22.4% of the population is below the poverty level, but for people under 18, the rate goes up to 31.7%.

Unemployment: During the current recession, the City of Atlanta has consistently had above national average unemployment rates. In September 2010, the unemployment rate was 10.9%. 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 and the state.

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. Overall, the City of Atlanta development patterns, policies, adopted plans and practices are consistent with these Quality Community Objectives. The Community Assessment has full analysis of each QCO. The Quality Community Objectives are listed below.

Development Patterns

- Traditional Neighborhoods
- Infill Development
- Sense of Place
- Transportation Alternatives
- Regional Identity

Resource Conservation

- Heritage Preservation
- Open Space Preservation
- Environmental Protection

Social and Economic Development

- Appropriate Business

- Employment Options
- Housing Choices
- Educational Opportunities

Governmental Relations

- Local Self Determination
- Regional Cooperation

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10. ISSUES AND OPPORTUNITIES

Population

- Between 2000 and 2009, the U.S. Census estimates that the City of Atlanta added 124,447 residents, an increase of almost 30%. The City of Atlanta population is forecasted to grow from 537,230 to 641,890, an increase of 104,660 and a growth rate of 19.5% over the next twenty years.

- From 2000 to 2010, about 70% (84,520/121,090) of the increase in population was due to net migration. The percent of City's growth from net migration is forecasted to fall to a little over 50% (55,120/104,380) over the next twenty years.

- The average household size is 2.3 persons per households. About 38% of all households are single person households, 27.3% of all households have children under 18 and 16% of householders are aged 65 or older.

- The population forecasts a steady increase in the median age of the population in the City of Atlanta. The City as a whole will see the median age of its population increase from 33.3 in 2010 to 39.8 in 2030.

- Atlanta's proportion of population age 18 and younger will decline from 23.3% in 2010 to 20.2% in 2030. The population aged 30 to 49 (which are the households most likely to have children in them) will decline from 32.7% in 2010 to 31.1% in 2030. The population ages 50 to 64, will increase from 14.1% in 2010 to 19.1% in 2030. The proportion of that City's population over the age of 65 will increase from 9.4% in 2010 to 14.7% by 2030.

- Atlanta will experience significantly reduced in and out migration flow over the next 20 years as mobility continues to be at much lower level than were seen over the last 20 years.

- The race and ethnic composition in 2010 is estimated to be 58.8% Black, 33.9% White, 2.9% Asian, 4.4% Other and 5.5% of Hispanic origin. Over the next 20 years, there will be some small changes to the racial composition of the City. The population forecast show that by 2030 the City's population will be 57.4% Black, 34.1% White, 3.3% Asian, 5.2% Other and 6.5% of Hispanic origin.

- The City of Atlanta Median Household Income in 2010 was $50,443. Median household incomes ranged from one NPU to the other with the highest being $161,988 and the lowers being $20,848.

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 Atlantan's living in poverty decreased over the decade.
  - The percentage of Atlantan'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.

Community Assessment Executive Summary

- There has been disinvestment along commercial and industrial corridors and districts.

- 3 out 5 working Atlantans leave the city for work while 4 out 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 BeltLine will adversely impact logistics and industrial uses.

- The quality of schools might be a deterrent to some from moving in to the City of Atlanta.

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 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.

- Atlanta has a diversified economy, some industries are clearly growing.

- Opportunity Zone Designation in select areas of the City will provide state job tax credits and will provide incentives for job growth and creation.

- Commercial Tax Allocation Districts (TAD) will revitalize priority economic development corridors and redevelopment areas.

- 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 Fort McPherson.

- 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 H-JAIA, 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.

- Film, TV, music and video production continue to grow.

- New Market tax credits in distressed areas provide low cost loans for commercial development.

- Recently completed Industrial study is a guide to retention, growth and will lead to the creation of an industrial

council.
- Southside and Zip industrial should 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 Atlanta 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, universities, applied research facilities, and 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 BeltLine and Fort McPherson which can reposition key areas of the City for the future.

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 afford-able.

- 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.

- 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.

- There are many neighborhoods with concentrations of homes in foreclosure and abandoned due to the problems in the sub-prime mortgage industry. These unoccupied units are likely to become targets for vandalism, squatters, theft, and deterioration. Additionally they drain City resources and destabilize neighborhoods.

- Several affordable properties suffer from low economic occupancy which can leads 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.

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.

- 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 incorpo-

rate 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 standards within BeltLine areas.

- There are opportunities to create new ways to use traditional tools that create affordable housing. Looking at housing use, i.e. rental, as opposed to type, i.e. 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 of 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.

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.

- Ongoing litigation between Georgia, Alabama and Florida regarding water rights has left the Atlanta Metro Region uncertain of future availability of water supplies.

Opportunities
- The City of Atlanta adopted the Flood Area Regulations, which are more stringent than the Metropolitan North Georgia Water Planning District's Model Floodplain Protection Ordinance.

- Map current 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.

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.

Soil Erosion

Issues

- Soil 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.

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Agricultural and Forest Lands

Issues

- Urban forest land 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 DPRCA Bureau Forestry division to help implement urban forest management plan.

- Develop a citywide streetscape master plan to include tree planting details.

- Promote locally grown foods.

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:

- It is estimated that there are approximately 950 brownfield sites in the City, ranging in size from less than one acre to more than 100 acres.

- Over 140 known or suspected brownfield properties were identified along the 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 Fund 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.

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 denser, transit-oriented development.

- Improve the city's transportation infrastructure including the Atlanta BeltLine and Peachtree Streetcar.

- Implement Connect Atlanta, the City's first comprehensive transportation plan, and undertake innovative pilot projects such as 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.

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- 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 conversation 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 carbon 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.

Historic Resources

Awareness and Education

Issues

- All of the historic resources worthy of protection or formal recognition have not been identified and re-searched.

- City's historic resources still need to be mapped or compared to areas of likely future development or areas that are targeted for development by the City.

- 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.

- There is no ongoing 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.

Opportunities

- 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 developments 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 de-stroyed.

- Create long-term and sustainable strategies to prevent the demolition of abandoned and/or deteriorated (but

salvageable) residential structures in City-designated districts.

Implementation and Enforcement

Issues

- The City has limited resources (financial, staff, etc.) to respond to requests for the protection of historic resources, 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.

- Historic resources are not always thoroughly considered in the City's development-related decisions or major projects.

- The City has limited programs to directly assist with the improving or enhancing historic resources.

- The City has no program to promote the City's historic resources and their value to the City's future to the general public, potential developers, or other interested parties.

Opportunities

- Research opportunities to update the City's regulatory tools and enforcement techniques.

- Create efficiencies to allow the City's limited resources to effectively manage 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.

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 South 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.

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- Issue: Providing emergency or redundant water supplies.

- Opportunity: Investigate with other jurisdictions the potential of providing emergency backup services.

- 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 the City has implemented a Security Surcharge rate to provide funding of security projects.

- 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 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 and College Park. The City also provides water to portions of Fayette, Coweta, Clayton and north Fulton County. Improve communication and coordination to facilitate the sale of water to these customers, and pursue opportunities to provide service to East Point, College Park and North Fulton County as well as new retail customers.

- 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: 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. A significant step in this direction was the creation of a utility coordination program within the City of Atlanta that seeks to bring all franchised utilities to discuss their capital projects in the public right of way in order to better schedule and coordinate the work.

- 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.

- Issue: Reducing meter installation time.

- Opportunity: The Department has revised its procedures to reduce the wait time required to receive meter installation. Implementation of the customer information system, which will track meter installation requests and promote follow-up, will bring further improvement.

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. 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: Complete the development of an integrated capital projects management and controls 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). The use of this system will enable DWM to be more transparent and accountable in tracking the schedule and costs associated with capital projects that improve the water infrastructure.

Educating the Public

- Issue: Ongoing public education needed

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- 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: Expand the City's interaction with its wholesale partners to include discussions of future water supply and to renegotiate expired agreements or out-of-date requirements included in current agreements.

Sewerage System and Wastewater Treatment

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 Consent Decree.

- The City has filed a request for extension of consent decree deadlines through 2029. 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 2029 are included in the 2011-2015 CIP-STWP.

- 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 2029 are included in the 2011-2015 CIP-STWP.

- 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 organization – the Office of Safety and Security, reporting directly to the DWM Commissioner, to direct the City's effort. The City has implemented a Security Surcharge rate to provide funding of security projects.

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.

- Issue: Maintain Grease Management Program

- Opportunity: Continue support of the City's Grease Management Program.

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 2029 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 and DWM budget includes the projects and funding to address this issue through 2014.

- 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 2029 are included in the 2011-2015 CIP-STWP.

- 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.

- Opportunity: 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.

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 been applied to a limited

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number of pipelines.

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, 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 the staff necessary to staff the call center, investigate complaints and field crews to address field problems.

- 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 scheduling and tracking permit, inspection, and compliance requirements.

Providing Cost-Effective Services

- Issue: Development of in-house work crews

- Opportunity: The current DWM budget provides for the development of an 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 work-order 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. A significant step in this direction was the creation of a utility coordination program within the City of Atlanta that seeks to bring all franchised utilities to discuss their capital projects in the public right of way in order to better schedule and coordinate the work.

- Issue: Development of an integrated capital projects management and controls system.

- Opportunity: Complete the development of an integrated capital projects management and controls 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, and Project Scheduling). The use of this system will enable DWM to be more transparent and accountable in 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 wastewater collection, treatment and project issues. 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.

Supporting AHA Projects

- Issue: Need for AHA project funding.

- Opportunity: Where wastewater systems require replacement in AHA housing development areas, funding of the wastewater portion of the work is provided as part of the DWM's wastewater projects.

Coordinating with Neighboring Jurisdictions

- Issue: Ongoing coordination and communication with the City's Interjurisdictional Partners.

- Opportunity: Expand the number of issues discussed as DWM continues to meet on a regular basis with the City's Interjurisdictional Partners.

- Opportunity: Continue to participate in the MNGWPD and take advantage of the resources it has to offer.

Stormwater 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.

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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.

- 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. The DWM intends to 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. The DWM intends to 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. The DWM intends to 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.

- 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, and 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. The DWM will coordinate the City's public education efforts to maximize the impact.

- 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.

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Public Safety- Atlanta Police Department

Facilities, Equipment, & Technology

- Opportunity: Automatic Vehicle Locator (AVL) technology will allow the communications dispatcher to constantly track the whereabouts of each patrol unit to ensure efficient dispatch operation and improved officer safety.

- Cameras in Patrol: Police vehicles will be equipped with video technology that will enable patrol officer 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.

Coordination and Collaboration among first responders and other agencies.

- 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 occurance.

Officer Recruitment, Retention, and Compensation

- Opportunity: APD 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.

Crime and the Community's Perception of Crime

- Opportunity: The total part one crime for 2009 was the lowest since 2006.

Public Safety- 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.

Public Safety- Atlanta Fire Rescue Department

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. AFRD 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 AFRD's ability to meet response targets. This puts the public and the department at an 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.

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, i.e., 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 service 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.

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General Government

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.

City Hall Complex, City Hall East, 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. 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 require specialized cleaning/lifting/ restoration which is expensive but is needed on a quarterly basis to prevent slip and trip hazards.

In addition, the exterior panels of the Tower are terra cotta 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. 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.

Solid Waste Management

Issues
Equipment
- Equipment has exceeded the life cycle resulting in higher maintenance cost.
- The number of vehicles used daily and shopped for repairs limits the number of units available for back up.
- Current budget restraints have adversely impacted parts orders from vehicle manufactures.

Personnel
- High accident/injuries have limited the amount of personnel available to perform the daily assigned task resulting in overtime being expended.

Customer Service Response
- The current parameters for responding to customer requests are outdated due to time constraints.
- Real time technology has to be incorporated to increase the responsive of the staff.

Revenue Generation
- The unlimited collection of household municipal solid waste (MSW) does not cover the expenditure of personnel and equipment.
- Commercial collection activities have been limited or reduced
- Current billing and collections processes have to be reviewed and revised to provide essential data of points of collection and cost per collection activity.

Emergency Management Action Plan
- 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
- 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.
- Supervisor training for development and enhancement of their skills and abilities in employee evaluation, customer resolution, accident investigation and basic computer skills.

Opportunities

Equipment
- Equipment replacement using available leasing options.
- Just In Time parts management to reduce overstocking.
- Partnerships with local, state, federal agencies for equipment usage.

Personnel
- Allocation of personnel in an effective and efficient manner to provide the level of services adequately throughout the City limits.
- 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
- Provide lap top computers for field supervisors with real time customer service request and account information.
- Consolidation of current routing format to improve one on one relations with customers.
- Website data updated to provide the customer the ability to enter a location and find out the service

schedule for their areas.

Revenue Generation

- Seek commercial opportunities and promote the services offered by the City of Atlanta versus private haulers.
- Grants from local, state, federal and private funding to enhance the services being offered.
- Bulk collection fees for the removal of large amounts of debris.
- Code enforcement fees to be assessed for non-compliance with established Ordinances.

Public Awareness

- Attend and participate in community activities to understand the desires of customers.
- Educational opportunities in the school system from the elementary level to the university settings.
- Provide the customers updates on service changes and upcoming events using current utilities new letters.

Recycling

- Closing the loop on the purchase of recycled products.
- Find alternative uses of the landfill gas system.
- Private and governmental funding opportunities for waste reduction.
- Educational initiative to start the recycling process at the lowest possible levels.

Parks, Greenspace 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 recreational facilities and programs that are not being fully met by the City's existing parks. The provision of recreational facilities and programs could be improved to better meet citizens' needs and ensure a more financially sustainable operating environment.

- Measures, both with physical infrastructure and at an operational level, to promote public safety in Atlanta's parks need continuing improvement.

- While much previous planning focused on individual City parks, major opportunities exists to integrate parks into a larger greenspace network providing multiple environmental, social, and economic benefits.

- 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.

- Environmental resources would benefit from improved stewardship. Protection of environmental resources and processes is an essential function performed by the greenspace system.

- Roads and utilities are impacting 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 needs in renovation and redevelopment. A dedicated funding source that allows systematic management is needed.

- The City's green infrastructure is a system that provides many benefits for Atlanta's citizens and encourages economic investment. These need to be evaluated as part of any development proposal reviews and decisions.

- Urban design standards related to greenspace visibility and access to projects receiving City incentives are needed.

- There is a lack of resources for planning, acquisition, development, and management of the City's Park system.

- The lack of sidewalks and in many areas their poor condition, limit access to community greenspace.

- On-going drought in past years has resulted in no outdoor watering and the cancellation of major special events in City parks. Resolution of the region's water supply by the court mandated 2012 will be of concern in planning for operations for parks and in planning for future parks and facilities.

- Lack of adequate special event space puts undo pressure on existing signature parks and causes lost opportunities for additional events, concerts and festivals.

- 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 need continuing improvements.

- 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. Current funding does not allow a programmatic approach to life cycle re-placement or renovation.

Opportunities

- Development and redevelopment pressures provide the opportunity to "grow" Atlanta's greenspace.

- Expanded access to core park land: with Geographic Information System (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.

- Public participation in resolution of parks and public open space issues: The City helps fund Park Pride, an auxiliary nonprofit 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 BeltLine initiative and continued environmental awareness, can be leveraged into an even wider range of partnerships with local community driven nonprofit and volunteer organizations, contributing to planning,

development, maintenance and programming in parks and recreation facilities.

- A City Council adopted Park Master Plan for each park site would guide the pursuit of funding, project coordination of small projects, and generate project lists for the capital improvement plan. Park master plans developed as a collaborative effort between site stakeholders and staff lead to increased communication, development of working relationships and understanding of the issues and opportunities related to each site. 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 or the Atlanta BeltLine provide "once in a generation" opportunities to provide Special Events Park sites. Major outdoor festivals 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. The coordinators seeking potential events often find other locations when their organizers learn that Atlanta does not have a suitable site for their event.

- 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, and greenways 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 opportunities.

- Land set aside as open space or commonly owned land 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: In 1993, the City adopted a multi-use trail master plan. The City needs a dedicated trails coordinator to leverage funding and manage the planning and implementation process for specific trail alignments. Formalization of the relationship with the PATH Foundation as well as dedication of even limited staff resource 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 would greatly enhance the ability to manage these properties.

- 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 activities.

- Develop strong interdepartmental coordination to address a coordinated program of stormwater management, Complete Streets, greenways, trails, parks and greenspace.

- Focused revitalization of the Chattahoochee River Corridor to incorporate new and expanded parks, trails, greenways, improved water quality and economic development.

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.

- Adopt an updated 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.

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- 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 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.

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.

Community Assessment Executive Summary

School Board

- Issue: Increase the number of city youth that get their high school diploma.

- Opportunity: Work with the school board to adopt policies and program that lead to a higher graduation rate.

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.

Service Delivery Strategy

- Issue: The City and several municipalities in the County continue to have differences about the City's delivery of water service.

- Opportunity: Utilize the mediation method required under the Service Delivery Strategy to resolve these issues.

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 poor 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.

Opportunities
- 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 BeltLine will reduce single occupant vehicle use.

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.

Opportunities

- 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.
- Adopt zoning requirements that promote pedestrian activity.

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 stations are underutilized and underdeveloped.
- The current funding structure limits MARTA resources for operating support.

Opportunities

- Streetcars, arterial bus rapid transit, and enhanced bus service will attract more riders and boost urban development.
- 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.

Community Assessment Executive Summary

- 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
- Intercity passenger rail service in Atlanta is currently limited.
- Lack of sufficient ADA accessibility, parking, and direct MARTA rail access.

Opportunities
- The existing New Orleans – New York Amtrak Crescent route could function better with a new Atlanta station along its current alignment. Rerouting it to serve the MMPT in downtown Atlanta would require using the north-east BeltLine.
- 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 existing 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.

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 H-JAIA in order to provide for the forecasted growth in both passengers and cargo demand.

Opportunities
- The forecasted growth in air cargo that is expected to take place at H-JAIA 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.
- 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.

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 pedestrian or bicycle-oriented spaces.

- 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.

- Suburban Sprawl: The sprawling urban form of the Atlanta region could be remedied with vibrant Downtown, Midtown, and Buckhead activity centers that would refocus pedestrian-oriented development into the City core and along major corridors that link together established residential neighborhoods.

- *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.

- Public art, parks, boulevards, and fountains are often missing elements in Atlanta's urban cityscape.

- 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.

Opportunities

The following represent opportunities for Atlanta:

- Tree Canopy: The expansion and maintenance of the tree canopy enhances the 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.

- 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 new mixed-use and residential, pedestrian-oriented developments in the near future. Many of the recent mixed use developments around Centennial Olympic Park and Georgia Tech's Midtown Campus were previously surface parking lots.

- 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.

- 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.

- 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.

- 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.

Land Use

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.

Mix of Land Uses

- There is an 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.
- 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.

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.