

City of Atlanta 2011 Comprehensive Development Plan Community Agenda



2011CDP



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June 2011 DRAFT



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2011 Comprehensive Development Plan Community Agenda

June 2011 Draft

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<http://www.atlantaga.gov/government/planning/cdp.aspx>



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2011 COMPREHENSIVE DEVELOPMENT PLAN
COMMUNITY AGENDA

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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.

Comprehensive planning is the foundation for quality growth management. The comprehensive plan brings together and addresses all aspects of community and economic functions with the objective of sustaining and improving these functions in the future. In addition, the Comprehensive Development Plan:

- Is the City's guide for growth and development;
- Sets forth a vision for the City;
- Provides information on the characteristics of the community;
- Identifies issues/opportunities to be addressed over the next five years;
- Sets forth policies for the City and for communities;
- Provides a framework for evaluating zoning/development proposals;
- Identifies projects that assist in addressing issues/opportunities or in implementing its policies;
- Includes Character Area Maps which complements/implements policies; and
- Incorporates all of the City Council adopted plans such as the Belt-Line Subarea plan, LCI, Redevelopment Plans, Connect Atlanta Plan, Project Greenspace, etc

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 sections: a Community Assessment, a Community Participation Program and a Community Agenda.

The Community Assessment and the Community Participation Program were transmitted by the City of Atlanta to the Atlanta Regional Commission and the Department of Community Affairs in December 2010. These documents are online at the Office of Planning website at <http://www.atlantaga.gov/government/planning/cdp.aspx>. After their review was completed in January 2011, implementation of the Community Participation Program was initiated in order to develop the Community Agenda.

The Community Agenda is the third part of the 2011 Comprehensive Development Plan. It is the implementation component of the Comprehensive Development Plan. It includes a citywide vision, issues and opportunities, poli-

The 2011 Comprehensive Development Plan Sections

The Community Assessment is an objective and professional assessment of data and information about the community.

The Community Participation Program describes the activities that will be undertaken to ensure adequate 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.



Community Agenda - Introduction

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2011 Comprehensive Development Plan 101 Training Workshop

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

CDP 101 Workshop: Saturday, January 29, 2011
9:30 A.M. to 12:00 P.M. at Helene Mills Senior Center
515 John Wesley Dobbs Avenue, N.E.

This meeting will provide information on the framework for the CDP Study Area meetings planned during the months of January-May 2011. These meetings will be held throughout the City and will allow stakeholders participation in shaping the final document, to be subsequently adopted by the Atlanta City Council. Meeting schedules will be emailed to NPUs, neighborhood associations and other stakeholders in mid January and will be on the Office of Planning's web page:
<http://www.atlantaga.gov/government/planning/cdp.aspx>

For more details, please contact Jessica Lavender at jlavender@atlantaga.gov (404-865-8522), Jewelle Kennedy at jkennedy@atlantaga.gov (404-865-8551), or Garrett Brown at gbrown@atlantaga.gov (404-330-6724).

Quick Facts:

- The purpose of the CDP is to set forth policy to guide the growth and development of the City.
- The first draft of the CDP must be sent to the Georgia Department of Community Affairs and the Atlanta Regional Commission no later than July 5, 2011.
- The City of Atlanta Charter mandates the preparation of a CDP every 5 to 6 years.
- The Georgia Planning Act of 1989 requires all cities and counties to create a comprehensive plan.
- The Atlanta City Council must adopt the CDP by October 31, 2011.

cies, character area maps and implementation recommendations. The Short Term Work Program portion of the 2011-2016 Capital Improvements and Short Term Work Program also includes programs, initiatives and projects to implement the vision and policies of the Comprehensive Development Plan over the next twenty years.

Community Participation and Plan Development

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

Training 101 Workshop

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

Round 1 Meeting: Vision, Issues and Opportunities

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

Round 2: Character Areas


Round 2 meetings were all held in each of the seven Planning Areas from March 1 to March 24th, 2011. All of the vision, issues and opportunities discussed during the Round 1 meetings were compiled and organized by each planning topic and printed in poster sized sheets. People that attended the meetings were asked to "vote" on their top six visions, issue and opportunity by placing an adhesive dot next to the statement that expressed their views. Anyone could write in additional vision, issues and opportunities statements. Atlanta Planning Advisory Board (APAB) members and NPU leaders that attended the APAB training on February 19, 2011 also "voted" on their top issues and opportunities. The results of the voting are in the Appendix.

The second part of the meeting focused on character areas. After a presentation introducing the concept of character areas, meeting participants reviewed the draft Character Area maps prepared by City of Atlanta staff and

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COMMUNITY MEETINGS

ROUND 1:
ISSUES AND
OPPORTUNITIES



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

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

For more information visit: <http://www.atlantaga.gov/government/planning/cdp.aspx>
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Round 2 meeting in the Intown South Planning Area.

included in the Community Assessment. They also discussed the key characteristics that are present, the desired characteristics, as well as what to preserve/maintain, change/redevelop, create and connect for each Character Area.

Round 3: Implementation

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

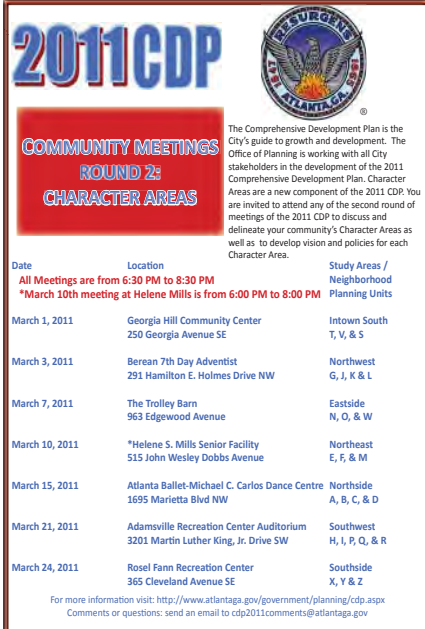
Meeting and Presentations

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

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

Atlanta Planning Advisory Board: According to the City of Atlanta Code of Ordinances, the Atlanta Planning Advisory Board (APAB) may serve as an advisory board on to the preparation and updating of the CDP. APAB, composed of two representatives of each of the 25 Neighborhood Planning units, facilitated education and participation in the development of the 2011 CDP. APAB allocated time during some of their regular monthly meetings, a retreat and training to the CDP. Presentations made at APAB meetings include: an introduction to DCA's Standards and Procedures for Local Comprehensive Planning, the proposed schedule to formulating the 2011 Comprehensive Development plan as well as some initial findings (August 21, 2010), presentation on the Community Participation Program and Character Areas (October 16, 2010), presentation on Character Areas as well as "voting" on top issues and opportunities (February 19, 2011), presentation on the top vision, issues and opportunities (May 21, 2011).

Mayors Cabinet: The Mayor's staff as well as the City Department Commis-



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**COMMUNITY MEETINGS
ROUND 2:
CHARACTER AREAS**

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

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

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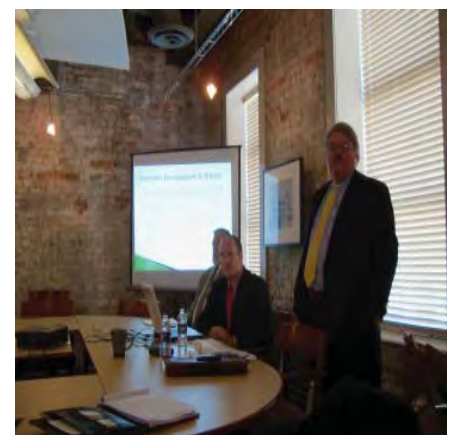
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**COMMUNITY MEETINGS
ROUND 3:
IMPLEMENTATION**

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

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

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2011 CDP Presentation at the Economic Development Subcabinet





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



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



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

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

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

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

On-Line Survey

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

City Departments and Agencies

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

- Issues and Opportunities: reviewing the list of Issues and Opportunities from the community and incorporating some of these into the list of Issues and Opportunities from the Community Assessment.
- Implementation Strategies: Articulating a 5 year strategy to addressing Issues and Opportunities
- Policies: Creating, reviewing or revising the policies included in the 2008 CDP.

Review and Approval Process

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



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COMMUNITY VISION

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

VISION STATEMENT

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

Atlanta will:

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



Community Agenda - 1. Vision

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

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

ISSUES AND OPPORTUNITIES

Population

- 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. Some areas of the City have experienced increased growth while others have had very slow growth. Policies, programs and incentives need to be examined to ensure an equitable distribution of growth throughout the City.
- 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 City's population in aging. 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. Better planning for an aging population in terms of transportation, housing and access to goods and services are needed.
- 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. The City of Atlanta should work to continue to attract a young, educated and talented workforce.
- 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. There are concentrated pockets of poverty in the City of Atlanta.

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



Community Agenda - 2. Issues and Opportunities

- Industrially zoned land has been rezoned for non-industrial uses resulting in conflicting land uses, loss of industrial uses and loss of jobs
- There has been disinvestment along commercial and industrial corridors and districts as well as neighborhood commercial districts. There is a lack of grocery stores and retail in many areas of the City. The retail in some corridors do not serve the needs of the adjacent communities (i.e. too many auto salvage, adult business liquor stores).
- 3 out of 5 working Atlantans leave the city for work while 4 out of 5 workers in Atlanta come from elsewhere.
 - 58% of Atlanta residents that are in the workforce work outside of the Atlanta city limits. 82% of the people that work inside of the Atlanta city limits, live outside of the city.
- Atlanta has a high share of high skill jobs and low wage jobs but a low share of jobs in middle wage industries.
- A high percentage of residents (46%) have a college degree. At the same time, high percentage of residents (39%) only have high school diploma or lack a high school diploma.
- Development of the BeltLine will adversely impact logistics and industrial uses.
- Quality of life in the City needs to be improved to support recruitment and retention of firms

Opportunities

- The City of Atlanta is still the premiere job center for the Atlanta MSA and the state of Georgia.
 - In 2009, jobs in the City of Atlanta, represented 17.1% of the Atlanta MSA's jobs (2.2 million) and 9.9% of the State's jobs (3.8 million).
- Atlanta has a diversified economy, some industries are clearly growing.
- Atlanta is a regional and national serving economy for Tourism, Higher Education, Sports and Entertainment and through Hartsfield-Jackson Atlanta International Airport and its supported industries.
- Opportunity Zone Designation in select areas of the City will provide state job tax credits and will provide incentives for job growth and creation.
 - Thirty three proposed opportunities zones were submitted to the Georgia Department of Economic Development for designation. Areas submitted include portions of Downtown, Midtown, activity nodes in various commercial corridors, industrial areas including Atlanta Industrial and Southside Industrial Parks, the Chattahoochee District. The Fort McPherson site is also part of the proposed submitted sites.
 - The Southside Park and City Hall East received Opportunity Zone designation in 2011 making these areas potential targets for development and redevelopment.
- Commercial TADs play an important role in helping revitalize priority economic development corridors and redevelopment areas. There should also be a focus on neighborhood economic development.
- Four commercial corridors including portions of Campbellton Road, Metropolitan Parkway, D. L. Hollowell, Martin Luther King Drive and the Stadium Neighborhoods have commercial tax allocation district designation. This economic development tool is helping revitalize these corridors
- Tax Allocation districts will continue to play an important role in leveraging private investments that contribute to the City's revitalization.
- There is a coordinated effort to attract/retain and grow biosciences around research institutions, medical facilities and Ft. McPherson.

- Technology Enterprise Park at Georgia Tech is already home for many life science businesses and should be supported
- Concentration of colleges, universities, research institutions will promote innovation, research, jobs and attract a talented and well educated workforce.
- With the expansion of cargo capacity at HJIA, Atlanta will continue and expand its capacity for freight and cargo transportation.
- The City of Atlanta will continue and expand its role as a tourist and meeting destination.
 - o Capitalize on the Hartsfield-Jackson Atlanta International Airport is the world's most-traveled airport serving over 90 million passengers annually. 80 percent of the U.S. can be reached within a two-hour flight and 90 international destinations in 55 countries can be reached nonstop.
- Morehouse School of Medicine is developing a life science incubator and a Global Health center
- The Georgia Entertainment Industry Investment Act that provides as much as 30 percent tax credits for qualified production and post production expenditures has played a key role in the TV, music and video production growth.
- Television, music and video production continue to grow.
 - o The Georgia Film and Television Center best known as Screen Gems invested \$7.5 Million at Lakewood Fairgrounds in the renovation of four buildings and construction of production facility into 211, 500 square foot film, television and digital production studio
 - o Panavision, the worldwide market leader in the design, manufacture and rental of camera systems opened a 10,000-square-foot facility, full service camera rental office, in West Midtown in 2011
- Atlanta has become a target market for investors in the Federal New Markets Tax Credit program, which attracts private capital to finance commercial development in distressed neighborhoods.
- New Market Tax Credits provide low cost loans for commercial development in distressed areas.
- Federal resources to support healthy food retail are now available through the Healthy Food Financing Initiative, a new collaboration between the department of the Treasury, Agriculture, health and Human Services. Active steps to attract grocery stores and fresh food to underserved areas is needed.
- Capitalize on the abundance of available class A office space to attract new corporate headquarters
- Recently completed Industrial study is a guide to retention, growth and will lead to the creation of an industrial council.
- Southside Industrial Park and Zip industrial should be revitalized to attract developers to build more facilities to capitalize on the proximity to the airport's cargo facility.



Community Agenda - 2. Issues and Opportunities

Housing

Issues

- The availability of quality affordable housing has become scarce as living intown closer to the job market has become increasingly desirable, the prices of residential real estate particularly new construction, has risen above threshold for what the Department of Housing and Urban Development (HUD) considers to be affordable. There is a need for affordable senior housing.
- Many of the affordable housing developments in the City are being replaced with market rate housing, thus decreasing the number of available affordable housing units. In addition, affordable housing, Section 8 housing appear to be concentrated in some parts of the City.
- Many of the new housing units, both for rent and for sale, are not affordable to those earning the median household income.
- Historically, the city's residential market consisted of mostly single family homes. It wasn't until the 1990s that the housing market expanded significantly to include a variety of apartment complexes, townhome communities and both low and high rise condominiums. This has provided some variety in the city's housing market to meet residents' needs at all stages of life, but it still falls short of optimum. The city also lacks available housing for the Special Needs community.
- As more residential options become available intown, the gap between housing and major employment centers is closing. There is still a major disparity in the location of housing and the location of employment centers. This leads to increase commuting distances and longer travel times.
- The City's ability to provide housing code enforcement is out-paced by the rate at which code violations occur and can be addressed therefore, substandard housing persists.
- Given the increases in energy costs, the current housing market has not responded sufficiently towards the production of energy efficient homes. This is particularly true in affordable housing where most developers see energy efficiency as an added cost that cannot be passed on to the end user.
- There are many neighborhoods, particularly the south and west side with concentrations of homes in foreclosure, vacant and abandoned, with an average vacancy rate of almost 30%, due to the problems in the sub-prime mortgage industry. This issue directly impacts the quality of life in these neighborhoods. These unoccupied units are likely to become targets for vandalism, squatters, theft, and deterioration. Additionally they drain city resources and destabilize neighborhoods.
- While the numerous vacant properties are a challenge today, allowing them to persist in the coming years will magnify the problem exponentially as buildings and neighborhoods become increasingly blighted with neglect. A normal response will not suffice, particularly since the traditional resources are shrinking. The federal Neighborhood Stabilization Program, the single financial tool used so far to support recovery of foreclosed properties, is a small federal resource and will be largely used up within two years. The new federal budget fully cancels all funding for homebuyer counseling and will further reduce Atlanta's HOME and CDBG funding allocations.
- Several affordable properties suffer from low economic occupancy which can 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.

Community Agenda - 2. Issues and Opportunities

- Atlanta's economy is built on low-paying jobs: more than a third of the City's jobs are in this category. Many if not most of these workers are transit-dependent, emphasizing the need for housing affordability near transit. Housing is also an integral component of a strong economic development strategy.

Opportunities

- Efforts are underway and some programs are in place such as the UEZ's, TAD's, LCI's, Quality of Life Districts, Tax Exempt Bonds, Housing Opportunity Bonds, Homeless Opportunity Funds and Low-Income Housing Tax Credits to maximize the number of affordable housing units produced annually.
- Through the Livable Centers Initiative (LCI) and the Atlanta Beltline, Inc., MARTA, ARC, the Livable Communities Coalition and other, transit oriented development has become a focus in the city's planning efforts. This not only encourages residential development at new and existing transit stations, it encourages mixed income residential, job creation and economic development. This helps close the gap between place of work and place of residence as well as provides a variety of housing for all sections of the community. TOD near existing and proposed transit stops is critical to build that ridership for sustainable transit operations. It is also imperative that new TODs respond equitably to the needs of low and moderate income families, which are the most transit-dependent for employment mobility, and comprise over half of Atlanta's households. The ability to provide new access to housing and job opportunities for this significant portion of Atlanta's population is precisely why transit and affordable housing must expand together.
- There are new policies in place to increase the level of response to housing code violations. Improvements in the coordination between the Atlanta Police Department and the Office of Code Compliance (identify squatters and drug houses) to improve the identification of suspect properties is ongoing.
- Efforts are ongoing within the existing Housing Codes Ordinance of 1987 (as amended) to update and incorporate changes in policy, court proceedings etc., for new and existing housing.
- New policies and regulations will be developed to address the creation of energy efficient affordable housing units, which have been funded through the Atlanta Development Authority, that meet minimum Earthcraft standards within Beltline areas.
- There are opportunities to create new ways to use traditional tools that create affordable housing. Looking at housing use, e.g. rental, as opposed to type, e.g. single family, could lead to utilizing existing financing abilities to acquire, rehabilitate and lease affordable single family residences and ultimately stabilize neighborhoods.
- There are opportunities to coordinate among agencies and governmental entities to have a more profound impact on targeted communities. Areas where the City of Atlanta, the Atlanta Development Authority, the Atlanta Housing Authority and State of Georgia's Department of Community Affairs can collaborate and make a joint investment can spur significant interest from the private development community; thus becoming a model for neighborhood stabilization and revitalization.
- There are opportunities to work with banks with REO (real estate owned) properties to reposition foreclosed multifamily rental and for-sale housing into a variety of affordable housing options for the workforce. This would allow the workforce to live closer to where they are employed and create a better quality of life by reducing time spent commuting.
- Opportunities exist to issue the remaining \$40 million for the Housing Opportunity Bond Program and to amend its program policies to provide additional incentives for developers who make workforce housing available in this market. Additionally there are opportunities to seek non-traditional funding sources to complement current capital pools to fund affordable workforce housing throughout Atlanta.
- The historic scale of the foreclosures, vacant and abandoned homes call for a strategic, coordinated, and targeted approach. Atlanta must aggressively pursue community stabilization in highly impacted neighborhoods,



Community Agenda - 2. Issues and Opportunities

which will maximize and leverage all available tools and resources, both public and private.

- Continue to provide incentives to encourage homeownership. In particular, work to promote homeownership opportunities in the City of Atlanta to City of Atlanta employees.

Natural Resources

Water Resources

Issues:

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

Opportunities:

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

Watersheds

Issues:

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

Opportunities:

- Continue implementation of the District-wide Watershed Management Plan developed by the Metropolitan North Georgia Water Planning District.
- Develop a Watershed Protection Plan as required by the Environmental Protection Division pursuant to the City's National Pollution Discharge Elimination System (NPDES) Industrial permits.
- Implement the Total Maximum Daily Load (TMDL) implementation plans as required by the Environmental

Protection Division.

- Promote inter-departmental coordination in the development of stormwater management policies and plans.
- Educate the public on non-point source pollution; include developers, private and commercial businesses and institutions; target watershed protection strategies to specific groups' needs.
- Promote environmentally-sensitive site design to protect environmentally sensitive areas and prevent mass grading and clear cutting.
- Create a dedicated funding source for stormwater management.
- Acquire floodplains along city streams where feasible in conjunction with FEMA grant program.

Soil Erosion

Issues:

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

Opportunities:

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

Steep Slopes

Issues:

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

Opportunities:

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

Agricultural and Forest Lands

Issues:

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

Opportunities:

- Provide adequate city resources for urban forestry management.



Community Agenda - 2. Issues and Opportunities

- Provide adequate city resources for the enforcement of Atlanta's Tree Ordinance.
- Enforce the parking lot landscaping ordinance.
- Implement and enforce the new amendments to the Tree ordinance which includes protection of the urban forest.
- Implement up-to-date computerized tree maintenance program.
- Develop urban forest management plan for the City that addresses invasive plant species removal.
- Expand Parks Bureau Forestry division to help implement urban forest management plan.
- Develop a citywide streetscape master plan to include tree planting details.
- Promote locally grown foods.
- Promote and facilitate urban agriculture, green roofs, community gardens and rainwater harvesting and particularly use of vacant land for community gardens.

Plant and Animal Habitat

Issues:

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

Opportunities:

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

Brownfields

Issues:

- From previous assessment work completed by the City it is estimated that there are approximately 950 brownfield sites in the City, ranging in size from less than one acre to more than one hundred acres.
- Over 140 known or suspected brownfield properties were identified along the 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.

Community Agenda - 2. Issues and Opportunities

- Promoting long-term availability of the Revolving Loan Fund funding enhances, on a community-wide basis, the number and types of sites to be remediated and promotes sustainable projects for many communities. Financially, long-term availability becomes a dependable source of funding for many communities that are doing planning or need fund availability for short-term project gap financing.
- Nomination of brownfield sites for the Revolving Loan Funds will be solicited from a wide variety of community representatives and organizations including citizens, NPOs, 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 more dense, transit-oriented development
- Improve the city's transportation infrastructure including Atlanta BeltLine and Peachtree Streetcar
- Implement Connect Atlanta, the city's first comprehensive transportation plan, and undertake innovative pilot projects pedestrian-only zones
- Implementing Project Greenspace, a long-term plan for growing and managing Atlanta's greenspace system that will connect people with public spaces, nature preserves, parks, plazas, and streetscapes.

Climate Change

Issue:

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

Opportunities:

- Conduct a Community Climate Mitigation and Adaptation Plan
- Reduce dependence on carbon intense fuels in city facilities by shifting to renewable energy use
- Improve the energy efficiency of city facilities and expand residential and commercial energy efficiency programs for Atlanta citizens and businesses
- Complete the conversion of traffic light and street light infrastructure to LED lights



Community Agenda - 2. Issues and Opportunities

- 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

Issues- Awareness and Education

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

Issues- Implementation and Enforcement

- The City does not have adequate resources to proactively recognize, support the preservation of, and/or officially protect potential historic properties and/or districts, including the City's African-American neighborhoods.
- The City's local designation process (particularly for potential districts) requires extensive time, financial, and other resource commitments to complete, limiting its potential application across the City.
- The City has limited resources (financial, staff, etc.) to respond to requests for the protection of historic resources (particularly from neighborhood groups), to update existing regulations and to manage the subsequent processing of development-related applications for projects.

Community Agenda - 2. Issues and Opportunities

- Further improvement is needed in the enforcement of regulations that protect historic resources, particularly the City's designated districts.
- In some cases, the City's current regulatory tools to protect historic resources provide outdated or inadequate solutions to some of the development circumstances that exist in the City, including the ability for contemporary, but compatible infill development in otherwise historic areas.
- Additional consideration is needed for historic resources and historic preservation issues in the planning of the City's development-related decisions or major projects.
- The City has very limited programs to directly assist with the maintaining, physically improving or enhancing historic resources, particularly historic homes and those with substantial deterioration.
- The City has no on-going, comprehensive program to promote the City's wide range of historic resources and their value in the City's future to the general public, home owners, property owners, potential developers, or other interested parties.
- The does not have an on-going, comprehensive program to promote the currently available economic incentives programs for historic preservation.
- The City does not maximize its participation in and partnership with various state and federal historic preservation programs due to its limited funding and staffing resources.
- Older (and possibly historic) cemeteries are abandoned and/or neglected.
- Undesignated, but potentially historic buildings, are demolished too frequently.

Opportunities- Awareness and Education

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

Opportunities- Implementation and Enforcement

- Research opportunities to update and expand the range of the City's regulatory tools and enforcement techniques that relate to historic properties.
- Create efficiencies and partnerships that would allow the City's limited resources to effectively implement



Community Agenda - 2. Issues and Opportunities

(and potentially enhance) the City's historic preservation ordinance and programs.

- Develop a program to promote the City's historic resources and their value to the City's future to City agencies, the general public, potential developers, or other interested parties.
- Promote existing financial resources, technical assistance programs, and economic incentive programs to the owners of historic properties in particular and potential historic districts in general.
- Partner with existing organizations to identify, revitalize and if need be protect operating or abandoned private or public cemeteries.
- Through partnerships with other local organizations, increase participation in state and federal programs and processes.

Community Facilities

Water Supply and Treatment

Providing Water

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

in leak detection and reducing of leaks.

Treating Water

- Issue: Maintain high quality treatment at cost-effective rate
- Opportunity: Ongoing improvements to the City's Water Treatment Plants are required to ensure high quality treatment at a cost-effective rate. Continue to support the City's Clean Water Atlanta Program which provides funding for the projects to achieve this objective.
- Issue: Develop additional raw water storage.
- Opportunity: Develop the Bellwood Quarry to meet the City's collective raw water storage, greenspace, recreational and development needs. Upgrade the raw water system to serve the Bellwood Quarry and to allow the Bellwood Quarry to serve the Chattahoochee Water Treatment Plant.

Maximizing Water Revenue

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

Improving Customer Service

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



Community Agenda - 2. Issues and Opportunities

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

Educating the Public

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

Coordinating with Neighboring Jurisdictions

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

Sewer & Wastewater

Achieving Environmental Compliance

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

- Issue: Address capacity issues
- Opportunity: Continue to support the Clean Water Atlanta program and DWM's operational budget. The projects identified to date that are required to achieve these objectives through 2027 are included in these programs.
- Issue: Provide security
- Opportunity: Continue to support the development of the security upgrades and emergency planning required to protect the City's utility systems. DWM has a dedicated team, the Office of Safety and Security reporting directly to the DWM Commissioner, to direct the City's effort and has secured funding for security projects the City through the Security Surcharge.

Providing Wastewater Treatment

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

Providing Wastewater Collection and Storage

- Issue: Provide storage for the CSO system
- Opportunity: Continue to support the Clean Water Atlanta program and DWM's operational budget. The projects identified to date that are required to achieve this objective through 2027 are included in these programs.
- Issue: Replace aging collection system
- Opportunity: Continue to support the City's collection system rehabilitation and relief program. The City's Clean Water Atlanta Program in combination with DWM's anticipated operational budget includes the projects and funding to address this issue through 2027.
- Issue: Maintain pump station capacity
- Opportunity: Continue to support the Clean Water Atlanta program and DWM's operational budget. The projects identified to date that are required to achieve this objective through 2027 are included in these programs.
- Issue: Protect pipelines
- Opportunity: Streambank restoration and protection is required to protect pipes which are located in close vicinity of streambanks (this includes many wastewater pipelines). Support and develop DWM's streambank restoration group that is developing practices and implementing projects to facilitate streambank protection and restoration.



Community Agenda - 2. Issues and Opportunities

- Issue: Access to Pipelines
- Opportunity: Continue to support the acquisition and documentation of easements. Through ongoing interdepartmental communication, where feasible and appropriate, facilitate the development of linear corridors (sewer easements, bikeways, pathways, animal migration routes, etc.) that provide pipeline access, greenspace, recreational opportunities, alternative transportation modes, and animal habitat and migration pathways.

Maximizing Revenue Collection

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

Improving Customer Service

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

Providing Cost-Effective Services

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

ture.

Educating the Public

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

Coordinating with Neighboring Jurisdictions

- Issue: Ongoing coordination and communication with the City's Interjurisdictional Partners
- Opportunity: Continue to participate in the MNGWPD and take advantage of the resources it has to offer. Expand the number of issues discussed as DWM continues to meet on a regular basis with the City's Interjurisdictional Partners.

Stormwater Water Management

Balancing Needs

- Issue: Determining City priorities and policy with respect to stormwater management.
- Opportunity: The primary issues associated with stormwater management are reducing stormwater runoff, preventing soil erosion and stormwater contamination, and maintaining and developing the stormwater system so as to prevent stormwater damage and flooding. These are extremely difficult and expensive issues to address. The issue is further complicated by the fact that less than 35% of the stormwater system within the City is in the public domain. Policy discussions of the cost, benefit, and timing of developing the City's stormwater management program are required to move forward in a significant manner beyond the level of activity outlined in the City's current ordinances.

Obtaining Stormwater Funding

- Issue: Lack of funding
- Opportunity: Develop a dedicated stormwater management program funding source

Developing a Stormwater Management Program

- Issue: Develop a stormwater management program from the ground up
- Opportunity: Development of the program from the ground up allows the program to build upon the knowledge gained from other programs, and to wrap together the required components of the program. Currently there is no funding for program development.

Achieving Regulatory Compliance

- Issue: There are significant Federal, state, and local compliance requirements associated with the City's stormwater system, including the NPDES Phase I Municipal Separate Storm Sewer System (MS4) permit and the Metropolitan North Georgia Water Planning District (MNGWPD) requirements set forth in their Water Supply and Conservation, Wastewater Management and Watershed Management plans, which were amended in May 2009.
- Opportunity: Support the development of the City staff and systems necessary to cost-effectively comply with



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

Inspecting & Constructing Stormwater Facilities

- Issue: Maintenance of the City's stormwater system (including pipelines resulting from the combined sewer separation program).
- Opportunity: At a minimum, DWM is required to maintain the City's existing structures including the new stormwater system that results from the sewer separation of the combined sewer area. Support the development of additional in house construction crews to address this work in a cost-effective manner.
- Issue: Implementation of select stormwater facility construction projects.
- Opportunity: The regulations and the City's approach to stormwater management, including the amount of available funding, will dictate the timing and extent to which the City will be designing and constructing stormwater management projects.
- Issue: Streambank restoration & protection.
- Opportunity: Streambank restoration and protection is required to prevent erosion, protect existing facilities, including stormwater facilities. Support the development of DWM's streambank restoration group that is developing practices and implementing projects to facilitate streambank protection and restoration.

Improving Customer Service

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

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- Issue: Streamline permitting processes.
- Opportunity: Facilitate the development of a streamlined inter-department permitting process by linking the development of the process with the development of a permit management system that is capable of tracking permitting, inspection, and ongoing compliance requirements.

Providing Cost-Effective Services

- Issue: Development of document management system.
- Opportunity: Complete the development of a DWM document management system, taking advantage of the lessons learned and building upon the development of computer applications that are currently used by DWM (GIS, Customer Information Billing System, Maximo, Hansen, Project Scheduling).

Educating the Public

- Issue: Ongoing public education needed.
- Opportunity: Increase public awareness of the options and costs associated with the development of a stormwater management program including the fact that less than 35% of the stormwater system in the City is in the public domain. Coordinate the City's public education efforts to maximize the impact of its public education efforts.
- Opportunity: Continue to participate in the MNGWPD public education program and take advantage of the resources it has to offer.

Coordinating with Neighboring Jurisdictions

- Issue: Ongoing coordination and communication with neighboring jurisdictions.
- Opportunity: Continue to participate in the MNGWPD and take advantage of the resources it has to offer.

Public Safety - Atlanta Police Department

Facilities, Equipment, & Technology

- Issue: Many of APD's current precincts and facilities are in immediate need of repair or replacement
- Opportunity: As the Department's resources continue to be stretched thin during tough economic times, much of the routine maintenance on facilities has been overlooked. In addition, as the Department continues to grow in personnel, the current space allocated within the precincts becomes inadequate. Several precincts also lack sufficient interview rooms, gun lockers, security and other components necessary to perform proper police work.

In conjunction with the City's Office of Enterprise Asset Management (OEAM), the Atlanta Police Department will begin the process of conducting a comprehensive building and facility assessment in order to determine the maintenance and replacement needs of all facilities.

- Issue: The lack of enhanced technology prevents the Department from maximizing safety and promoting transparency
- Opportunity: The use of Automatic Vehicle Locator (AVL) technology has long been used by law enforcement agencies and is a practice widely encourage by law enforcement oversight agencies. Installing this technology on all Atlanta police vehicles will allow the communications dispatcher to constantly track the whereabouts of each patrol unit to ensure efficient dispatch operation and improved officer safety. The use of this technology



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is especially pertinent to APD operations because most of our officers are not partnered.

- Opportunity: Cameras in Patrol: Police vehicles will be equipped with video technology that will enable patrol officers to record vehicle stops and other police citizen encounters during his/her tour of duty. The cameras will help improve the officer's courtroom testimony and improve officer safety as well as increase transparency in police operations.

Coordination and Collaboration among first responders and other agencies

- Issue: Inadequate technology prevents coordination between APD and other law enforcement and community organizations
- Opportunity: APD is working to improve the interoperable radio communications and the incident command system. Better coordination will occur as APD gets these system improvements. UASI grant and other Homeland Security initiatives support these efforts. All command staff will receive ICS Training in order to work more efficiently and unified during an unusual occurrence. In addition, the Department is currently developing a comprehensive video surveillance system which will provide the avenue necessary to allow interoperability between APD and various other local law enforcement and community organizations.

Officer Recruitment, Retention, and Compensation

- Issue: Attract and retain a diversified and experienced workforce.
- Opportunity: The Department has planned a career ladder for the development and retention of sworn employees and needs a similar career ladder for civilian employees. The Department continually evaluates its recruitment plan and makes the necessary adjustment to improve its effectiveness.
- Issue: Atlanta's population continues to grow at a rate much higher than comparable jurisdictions, thereby requiring a larger police presence
- Opportunity: According to the U.S. Census Bureau, the population for the City of Atlanta grew by 32.8% between 2000 and 2009, (from 416,474 to 552,901). In comparison, the population for similarly sized cities (including Boston, Baltimore, Chicago, St. Louis, Washington D.C., New York, Detroit, and Philadelphia) grew by 0.6% over the same time period. By the year 2014, the City's population is expected to increase by another 17.4%. As the City of Atlanta continues to grow and expand, the Atlanta Police Department will need to grow in order to meet the needs of all citizens and ensure that the City is safe. In FY2011, APD added an additional 100 officers to its ranks and plans to add another 44 in FY2012. The Department's ultimate goal is to reach 2000 officers by FY2013.

Crime and the Community's Perception of Crime

- Issue: Crime Reduction
- Opportunity: Crime fighting and public safety remain the most important responsibilities for the Atlanta Police Department. In recent years, the Department has taken strategic measures to ameliorate crime, promote public safety and engage the community in crime fighting efforts. Over the past year, APD successfully reduced Part I crime by 10 percent, created a Community Oriented Policing section dedicated to collaborating with the community on numerous initiatives and continued to grow its sworn ranks. This notwithstanding, crime in the City remains prevalent. As criminals become more sophisticated and bold, the Atlanta Police Department recognizes that the typical gun and badge are not enough and must therefore employ more strategic measures to achieve departmental goals. These measures include, (but are not limited to), creating specialized units to combat specific types of crime and ensuring that police zones and beats are staffed and distributed proportionately. The total part one crime for 2009 was the lowest since 2006.
- Issue: Insufficient long term planning

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- Opportunity: APD is in the process of developing a 5 year plan to help better plan for the future.

Department of Corrections

Issues

- The Atlanta Department of Corrections will continue to address the impact of the high volume of quality of life and mental health offender population on operations; particularly, in the context of budget reductions. An increased emphasis will be placed on programming to reduce offender re-arrest and on technology to improve operational efficiency.

Opportunities

- The priorities of the Department will be to board out underutilized bed space to generate revenues; divert mentally ill arrestees charged with minor, non-violent offenses to community based treatment programs; expand addiction treatment programs for convicted substance abusing offenders; and implement technological initiatives supporting correctional and criminal justice system goals.

Atlanta Fire Rescue

Staffing

- Issue: Lack of sufficient staff has been identified as one of the critical issues for the Atlanta Fire Rescue Department (AFRD). The AFRD lacks personnel for various areas in the department including but not limited to the specialist officers, administrative staff, researchers and fire fighters. Ideally, there should be four firefighters on each truck deployed to respond to a fire call. It is acceptable to allow a truck with at least three firefighters to respond to a fire call.
- Standards of response coverage (SORC), or response targets, have been identified for fire, EMS, technical rescue, and hazardous materials emergencies. AFR fire SORC, or fire response targets, are the arrival of 4 firefighters at the incident within 5 minutes or 14 firefighters in 9 minutes. Low staffing and high response times affect AFR's ability to meet response targets. This puts the public and the department at increased risk.

The shortage of Specialist Officers affects the AFRD's ability to conduct the annual inspection of commercial buildings. Given the number of inspectors on staff (six) and the ever increasing number of commercial buildings in the City, this is not feasible; resulting in buildings not being inspected for several years.

Research staff is also deficient, putting the preparation and filing process for accreditation in jeopardy.

- Opportunity: The opportunity here is for the city to prioritize funding that would allow sufficient staffing in all areas of the department. The budget must include provisions for the recruitment, training, and retention of more fire officers and supportive personnel in the AFRD.

Salaries and Compensation

- Issue: Atlanta firefighters' salaries and compensation are not competitive with other municipalities within the Atlanta Region. In addition to ranking close to the bottom in terms of starting pay, the cost of living (real estate) within the City is above the other municipalities resulting in less disposable income for Atlanta firefighters relative to other municipalities. Many of the City firefighters are not able to afford to live within the City. This is a growing problem for Atlanta's workforce.
- Opportunity: There is opportunity to develop a recruitment and retention strategy. Establish a more competitive compensation package that would attract more firefighters to AFRD as well as allow City firefighters to live and work within the City.



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Fire Stations, Facilities & Equipment Maintenance

- Issue: There are a number of fire stations that are in disrepair and require major renovation and/or replacement. Some of the equipment is aging and needs enhancement. Radio equipment is failing and the coordination system needs improvement. There is a need for investment in acquiring and installing the Advanced Life Support (ALS) systems on more fire engines. Currently the AFRD has basic life support equipment on its trucks. In all of the Atlanta Fire Department, only six trucks are equipped with advanced life support (ALS) equipment. There are no provisions in the budget for acquiring the ALS equipment.

The lack of Fire Stations in some parts of the city is evident in the Fire Department's inability to reach areas of the City within the required response time. Also, new developing areas of the city, ie, office parks and residential subdivisions, increases the demand on fire protective services, and thus have to be looked at in terms of increasing AFRD's capacity accordingly in order to services these areas.

- Opportunity: the Opportunity is for the City to budget for the building of additional fire stations. More fire stations spatially distributed throughout the City will shorten actual response times and increase AFRD's ability to always arrive to a scene within the required response time; and increase AFRD's capacity to service newly developing areas. Priority must be placed on the purchase of up to date ALS equipment to enhance the effectiveness of the AFRD in saving lives. The issue of aging equipment is being addressed by an apparatus-leasing program.

Accreditation

- Opportunity: AFRD was re-accredited in 2008 by the Commission on Fire Accreditation International. A good ISO score results in lower fire insurance rates for Atlanta residents and businesses. Atlanta Fire Rescue Department has maintained an ISO rating of Class 1.

A new facility was built to house the Headquarters for both the Police and Fire departments. This represents a great opportunity for better coordination and communication between agencies. It also provides a centralized location that maximizes agglomeration economies

General Government –Office of Enterprise Asset Management

Provided that current projects and new projects continue to track the City's needs as planned, future issues, problems, trends and opportunities should be addressed adequately and in a timely manner. Programs and projects are planned with the goal of addressing issues throughout the next 20 years.

Overall Issues

- Financing all current, planned, and emergency projects and programs.
- Maintenance, renovation, and automation of general government facilities.
- Providing adequate parking for government operations.
- Office space at satellite and remote facilities.
- Aging infrastructure. The designed life cycle of at least (50%) of City building designs have become obsolete for the intended purpose.
- Need to expand police presence in neighborhoods
- Fire Stations are aging beyond their useful life, needing multiple base building repairs and (in some instances) cannot accommodate current equipment.

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- The City has signed a Consent Decree with the Department of Justice to correct several noted ADA issues.

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.

Because of the architectural design, facility maintenance is an ongoing problem. The large amount of interior marble and brass present a constant need for custodial attention beyond day-to-day cleaning. As an example, the marble floor types in the Tower and Annex are different; cleaning each requires different applications. Specialized cleaning/lifting/restoration is expensive but is needed on a quarterly basis to prevent slip and trip hazards.

The exterior panels of the Tower are terra cotta panels and therefore extremely porous. The size of the panels is small, resulting in a larger area of caulked joints that are vulnerable to weather and age deterioration. Joint areas and panel porosity create continuing moisture invasion/leak problems. The exterior of the new City Hall Annex is a pre-cast and marble panel- that was limited in size selection, due to weight factors. Thus, a higher volume of marble panels was used. Also, the Annex was constructed using a high volume of glass panels. As with the Tower, there is a large surface of caulked joints. The panel structure was built with a shift/movement factor. Therefore the problem of water invasion at the joints is exacerbated by the caulking, which deteriorates due to constant panel movement.

Neighborhood Centers Issues

Maintaining and increasing the occupancy at the centers during this economic downturn, while improving our collections from the current 90% level.

While they have been generally well maintained, the neighborhood centers do suffer from some deferred maintenance with respect to their heating, ventilation and air-conditioning (HVAC) systems. The projected maintenance projects for the foreseeable future are in the 2011-2015 Capital Improvements Program and Short Term Work Program.

Opportunities

- The Office of Enterprise Assets Management is on schedule this fiscal year and next fiscal year to address a multitude of required projects: City Hall Facade/Renovations/Re-roofing, Citywide Americans with Disabilities Act Compliance Upgrades, 818 Washington Capital Improvements, Decommissioning of City Hall East, Crime Lab Design and Construction, Fire Station 28 Construction and Upgrade of the APD Firing Range. The complete list of projects is in the 2011-2015 Capital Improvements Program and Short Term Work Program.
- With the ongoing realignment of its zones, we will be working with the APD to identify possible new Locations that would be better situated for their service delivery.
- The City needs to design and build adequate Fire Stations to fit the needs for future decades.
- ADA accessibility needs to be improved at all City locations.



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Solid Waste Management

Equipment

- Issue: Equipment has exceeded the life cycle resulting in higher maintenance cost
- Issue: The number of vehicle used daily and shopped for repairs limits the number of units available for back up
- Issue: Current budget restraints have limited the responsive of parts orders from vehicle manufactures
- Opportunity: Equipment replacement using available leasing options.
- Opportunity: Just In Time parts management to reduce overstocking
- Opportunity: Partnerships with local, state, federal agencies for equipment usage

Personnel

- Issue: High accident/injuries have limited the amount of personnel available to perform the daily assigned task resulting in overtime being expended.
- Opportunity: Allocation of personnel in an effective and efficient manner to provide the level of services adequately throughout the corporate limits.
- Opportunity: Route management software to assist in the fair distribution of personnel and equipment for collection, disposal, right-of way maintenance and code enforcement activities.

Customer Service Response

- Issue: The current parameters for responding to customer requests are outdated due to time constraints.
- Issue: Real time technology has to be incorporated to increase the responsive of the staff.
- Opportunity: Provide lap top computers for field supervisors with real time customer service request and account information
- Opportunity: Consolidation of current routing format to improve one on one relations with the customer
- Opportunity: Website data updated to provide the customer the ability to enter a location and find out the service schedule for their areas.

Revenue Generation

- Issue: The unlimited collection of household MSW does not cover the expenditure of personnel and equipment.
- Issue: Commercial collection activities have been limited or reduced
- Issue: Current billing and collections processes have to be reviewed and revised to provide essential data of points of collection and cost per collection activity.
- Opportunity: Seek commercial opportunities and promote the services offered by the City of Atlanta versus the private hauler.
- Opportunity: Grants from local, state, federal and private funding to enhance the services being offered
- Opportunity: Bulk collection fees for the removal of large amounts of debris.

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- Opportunity: Code enforcement fees to be assessed for non-compliance with established Ordinances

Emergency Management Action Plan

- Issue: Any employee assigned to respond in an emergency has to have certification for National Incident Management Systems in accordance with Federal Emergency Management criteria.

Safety and Training

- Issue: Personnel have to be provided the opportunities to gain the knowledge of best practices utilized in the industry to reduce the potential of accidents/injury.
- Issue: Supervisor training for development and enhancement of their skills and abilities in employee evaluation, customer resolution, accident investigation and basic computer skills.

Public Awareness

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

Recycling

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

Other

- Issue: Litter and illegal dumping.

Parks and Recreation

Issues

- Atlanta lacks sufficient acreage of parkland and other greenspace. Studies have repeatedly found the City of Atlanta to have less greenspace than other cities of comparable size and density using accepted benchmarks.
- Population growth is magnifying the need to address park and greenspace issues. Population projections by the City indicate that Atlanta's population will increase sharply between 2000 and 2030.
- Atlanta's population has diverse needs for facilities and programs that are not being fully met by the City's existing parks and recreational facilities. The provision of recreational programs and both multi-use and specialized facilities could be improved to better meet citizens' needs and ensure a more financially sustainable operating environment.
- Many of Atlanta's youth remain at risk – low school graduation rates, lack of engagement in positive life-building experiences – wasting valuable human resources vital to the City's long term economic and social



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prosperity, and leading to high unemployment, crime and anti-social behavior. Well designed and thoughtfully programmed parks and recreation facilities, offering life-building experiences are needed.

- While much previous planning focused on individual City parks, major opportunities exist to integrate parks into larger greenspace networks providing multiple environmental, social, health and economic benefits have not yet been fully exploited.
- Greenspace is a major contributor to Atlanta's economy. Based on numerous national studies, the positive economic impacts of greenspace include increased property values, economic activity, and reduced costs for energy, healthcare, and engineered infrastructure. Parks can be significant "destinations", providing not just outlets for residents' recreation opportunities, but as tourist attractions.
- Environmental resources would benefit from improved stewardship. Protection of environmental resources and processes is an essential function performed by the greenspace system.
- Roads and utility easements impact greenspace resources.
- Parks and other greenspaces could play greater roles as community gathering places.
- Development and redevelopment pressures provide the opportunity to "grow" Atlanta's greenspace. Atlanta's existing regulations do not provide the tools needed to ensure that the greenspace needs of residents of new developments are met.
- The City's planning, operational and management processes related to greenspace can be strengthened and coordination improved.
- Much of what parkland is in the inventory is not suitable for the provision of athletic fields and other recreational facilities which require significant area and minimal topographic constraints.
- Atlanta's park infrastructure suffers from a historically low level of investment even in routine maintenance and now faces continuous overwhelming needs in repair, renovation and redevelopment. A dedicated funding source that allows systematic management is needed.
- The City's green infrastructure including parks and multi-use recreational trails, is a system that provides many benefits for Atlanta's citizens – social, educational and health - and encourages economic investment as a measure of the importance of "Quality of Life" preferences. Green infrastructure, parks and trail connectivity need to be evaluated as part of any reviews and approvals of private sector development proposals and other City infrastructure investments.
- Design standards related to sustainable, visible and user friendly greenspace are needed. and
- There is a lack of adequate resources for planning, acquisition, development, and management of the City's Park system.
- The lack of sidewalks in many areas, and the poor condition of many sidewalks and pathways already in place, limit pedestrian access to parks and other community greenspaces.
- Many parks are not easily accessible to pedestrians from nearby neighborhoods because of lack of direct street access – many neighborhoods do not meet the goal of a ½ mile direct walking distance to a park. Sub-urban model road patterns and lack of street frontages can make parks which are geographically close, have a walking route of unacceptable length. Additional acquisitions of strategically located parcels to provide more direct access is required at many parks.
- On-going patterns of drought in recent years has resulted in outdoor watering prohibitions and the cancellation of major special events in City parks. Resolution of the region's water supply – especially Lake Lanier and the Chattahoochee River - by 2012 as mandated by the Courts, as well as the increasing cost of water, will

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be of concern in planning for ongoing operations for parks and for future provision and design of parks and recreation facilities.

- Lack of adequate special event space puts undo pressure on existing signature parks and causes lost opportunities for additional events, concerts and festivals. Coordinators and Promoters for regionally or nationally significant festivals and concerts, often find other locations when they learn that Atlanta does not have a suitable site for their event, resulting in lost economic and cultural opportunities.
- Compliance with ADA standards is a goal for the recreation and parks facilities in the City's inventory. Many buildings and their surrounding landscapes do not meet current ADA requirements. The City entered into an agreement with the US Department of Justice in 2009 for the completion of work over a period of three years to advance renovation programs to ensure ADA compliance.
- Historic lack of consistent strategic planning for Recreation programs and facilities has yielded a system with a large spectrum of facility types and service area coverage. Coupled with closures in recent years, services to at risk youth and other vulnerable segments have been compromised. Mayor Reed's "Centers of Hope" vision challenges for the expansion of programming to more holistically encompass academic, emotional and physical realms for Atlanta's youth.
- The increase of the senior citizen demographic as the Baby Boom generation ages will provide additional challenges in meeting the specific park and recreational needs of this cohort.
- Public safety in Atlanta parks is an ongoing concern with the public and requiring continuing improvements in design, operations and enforcement.
- Current funding does not allow a programmed, systematic Asset Management approach to life cycle replacements or renovation. The useful life of parks and recreation facilities varies widely. As a rule of thumb parks should have a major renovation every 20 to 30 years. Preventative maintenance for parks and facilities needs to be an area of investment in order to lengthen the life span of assets and lessen the "reactive" response mode for maintenance and repair.

Opportunities

- Development and redevelopment pressures provide the opportunity to "grow" Atlanta's greenspace through additions of public, semi-public and private plazas, parks and other green spaces.
- Expanded access to core park land: with GIS technology the City will be able to map network connectivity to core parkland access points. This can be used to determine park access by demographic segment and provide analysis of acquisitions that increase access to existing facilities.
- Opportunities now exist, due to depressed real estate values from 2008 onwards, to add additional parkland for more modest investments than have been required in more than a decade. Acquisition of key abandoned or unoccupied residential parcels on the edge of some parks would allow for monumental improvements to accessibility for previously unconnected neighborhoods and future retrofitting of additional needed outdoor facilities or amenities.
- Public participation in resolution of parks and public open space issues: The City helps fund Park Pride, an auxiliary non-profit organization that coordinates volunteer and advocacy projects within the park system. Profile on parks and recreation issues, raised by Park Pride, the Mayor's Centers of Hope initiative, the Atlanta Belt-Line and increasing environmental awareness, can be leveraged into an even wider range of new partnerships with local community driven non-profit and volunteer organizations, contributing to planning, development, maintenance and programming in parks and recreation facilities.
- City Council adopted Park Master Plans for each park site would guide the pursuit of funding, project coordi-



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nation of small projects, and generate realistic project lists for the CDP/STWP and the CIP. Park master plans developed as a collaborative effort between stakeholders and staff not only bring understanding of the issues and opportunities related to each site but increase communication, and develop working relationships which are invaluable to future implementation and stewardship. . Illustrated plans framed and hung in Recreation Centers or other facilities could help keep the City's long term needs for park improvements in focus in local communities.

- Major redevelopments such as Fort McPherson and the Atlanta BeltLine provide “once in a generation” opportunities to provide new Special Events Park sites. Major outdoor festivals of all sizes are popular and the demand for such events continues to grow. These venues have been shown to have tremendous positive economic impacts both in the support of the hospitality industry and as a stimulus for redevelopment. Creation of an Open Space incentives program: Review of zoning and development codes provides opportunities to adopt new measures to encourage the creation of public open space and protection of sensitive lands as part of the development process.
- Planning resources for management and coordination of opportunities to create parks, open space, greenways and trails as part of the development process are needed. As City revenues increase in the future, staff resources are needed to work with developers during the conceptual, approval and implementation stages of proposed projects. Standard policies and procedures are needed that provide for a systematic review of project submittals and result in the capture of open space and trail connectivity opportunities.
- Land set aside as open space or commons, as part of conditional zoning, needs to be tracked. Improvements in information technology could assist. Requirements for the submission of a digital boundary survey that is compatible with the City's GIS system for all land designated as open space would allow digital files to be created which may facilitate regular reports that have information on the land's condition and make staff retrieval and review of such reports less labor intensive.
- Development of Multi-Use Trails: The City needs a dedicated trails coordinator to manage the planning and implementation process, including leveraging funding opportunities for the overall trail program. Formalization of the relationship with the PATH Foundation could greatly assist in creating a more sustainable model.
- Common source of shared data: The City currently is increasing its ability to use available technology such as GIS/CAD to reduce duplication of effort and to enhance services to residents. Capital investment in technology is essential.
- Tracking of city owned real estate: GIS mapping of city owned real estate with linked data and web based document management programs would greatly enhance the ability to manage these properties and their associated information.
- Protection of water quality and increased community connectivity through streambank restoration and the acquisition of wide stream buffers that could be used for multi-use trails and other outdoor recreation and educational opportunities.
- Develop strong interdepartmental coordination to address storm water management, “Complete Streets”, greenways and trails, parks and other greenspaces.
- Revitalization of the Chattahoochee River Corridor can incorporate new and expanded parks, trails, greenways, improved water quality and economic development.
- Investments in what is becoming more affordable “green” technology and building improvements, results in savings in expenditures for electricity, natural gas and water, which in turn can be made available for other operating, maintenance or replacement needs in parks or recreational facilities.
- Broad support for parks and greenspace amongst residents, businesses and the philanthropic community

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suggest that opportunities to grow parks and greenspaces through donations of easements, land, volunteer efforts and monetary and in-kind donations can be successfully encouraged and expanded.

Arts and Cultural Affairs

Issues

- Lack of a dedicated public revenue source to support arts and cultural programs, initiatives and implementation of other plan initiatives.
- Lack of financial support available to arts organizations and neighborhoods.
- Lack of appropriate art venues and a need for more arts venues throughout the City's many neighborhoods.
- Lack of accessibility of arts and culture events for all.
- Lack of an awareness of arts and culture programs, events and activities on a consistent basis.
- Lack of a stabilized funding source. Approximately 60 percent of the OCA operating budget is generated from outside earned and contributed sources.

Opportunities

- Increase funding for Contracts for Art Services.
- 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.
- 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.

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.



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- Atlanta's major roadway corridors suffer from unattractive utility clutter, excessive signage, and outdated urban design.
- Redundancies and connectivity within road networks are lacking in parts of Atlanta.
- Right-of-way constraints limit flexibility to change the design or operation of roadways in the City of Atlanta.
- The reliance of the Atlanta Region's population on personal automobiles consumes valuable urban land for roadways and parking facilities.
- Atlanta's current transportation systems contribute to air and water pollution.
- Focus on long distance travel and a lack of targeted planning have combined to create an uneven utilization of all components of Atlanta's transportation system. Expressways and arterial roadways experience the greatest traffic congestion and have thus historically been the focus of capital improvement efforts, though local streets in the street network are underutilized. As a result, many of Atlanta's main streets, which have historically provided access to commercial and civic uses, have been engineered for vehicle mobility. Atlanta's transit system is also utilized considerably below its capacity.

Opportunities

- Establishment of an annual infrastructure maintenance budget through the general fund or other strategic funding will allow the city to address long standing maintenance issues.
- Private-public partnerships, i.e. Community Improvement Districts (CIDs) and (TADs) in conjunction with federal funds are possible funding sources for updating major corridors to meet complete street design standards inclusive of between pedestrian, bicycle, transit, and road facilities.
- The Connect Atlanta Plan encourages the construction of new street connections via redevelopment to provide needed redundancies and connectivity within road networks.
- Car-sharing programs increase the utility of transit and permit valuable urban land to be converted from parking to dense development.
- The City of Atlanta has implemented a car-sharing program to reduce fleet maintenance costs.
- The implementation of additional transit modes i.e. the streetcar and the BeltLine will reduce single occupant vehicle use.
- Establish Commercial Solid Waste provider Street Use Fee (franchise) to fund street maintenance and compensate for wear and tear on local roads.

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.

Community Agenda - 2. Issues and Opportunities

- Greater education and enforcement are needed to improve safety for cyclists, pedestrians, and motorists alike.
- Additional bicycle parking provisions located along popular bicycle corridors will be encouraged in Atlanta.

Pedestrian Facilities

Issues

- Annual funding is needed to maintain ADA compliant sidewalks and ramps.
- Pedestrian crosswalks are insufficient; investments in pedestrian amenities and safety features are not adequate.
- Sidewalks are not currently provided with all new development.
- In general, the pedestrian environment of Atlanta proper does not provide equitable coverage of sidewalks throughout the city, and existing facilities for aging and disabled persons are not adequate to allow for their mobility. A recent inventory of sidewalks by the City of Atlanta Department of Watershed Management suggests that only about sixty-percent (60%) of city streets (relative to street length) have sidewalk coverage.

Opportunities

- Establishment of an annual infrastructure maintenance budget through the general fund or other strategic funding will allow the city to address ADA issues.
- A hard policy requiring sidewalk construction for all new development and sidewalk repair by adjacent property owners as required per code.

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

- Atlanta's transit system is the country's ninth-largest transit system in terms of daily ridership, averaging 470,000 riders per day, and includes the largest urban rail transit system in the Southeast.
- Streetcars, arterial bus rapid transit, and enhanced bus service will attract more riders and boost urban development.
- One of the most exciting initiatives in any American city, the Beltline provides an opportunity for increased park area, new recreational opportunities, and enhancements to Atlanta's transportation system.
- The Regional Transportation Plan and Transportation Improvement Program could provide further financial support to transit by transferring more highway funds from federal programs designated as flexible.



Community Agenda - 2. Issues and Opportunities

- Phase 1 of the Streetcar project will demonstrate the viability of on-street rail in Atlanta.
- The value added to real estate surrounding rail stations should be captured to support transit system enhancements.
- Land use policies and zoning regulations, particularly the SPI districts, promote transit oriented development.
- MARTA has been actively involved in the development of Transit Oriented Development around transit stations.
- Many of the plans funded by ARC's Livable Center's Initiative program are centered around MARTA stations and improve connectivity.
- Making seamless transit network connections by adding "infill" MARTA stations at strategic locations can promote economic development and foster redevelopment in Atlanta's core to accommodate increased density.
- Existing railroad corridors present opportunities for both regional commuter rail and local circulator transit service.
- A Multimodal Passenger Terminal (MMPT) will link the City, state, region, and beyond and set the stage for intense mixed-use development in the railroad "gulch" area of downtown.

Commuter Rail

Issues

- Existing railroad corridors are primarily used for goods movement with little regional commuter rail and no local circulator transit service.

Opportunities

- The existing New Orleans – New York Amtrak Crescent route could function better with a new Atlanta station along its current alignment. 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.
- Atlanta is a preeminent freight hub for the Southeast, but this means that freight infrastructure is present throughout the City, often in close proximity to neighborhoods and other areas sensitive to its impacts.

Opportunities

- A study by the State Road and Tollway Authority (SRTA) indicates that truck only toll (TOT) lanes would provide greater congestion mitigation than HOV lanes or high-occupancy toll (HOT) lanes alone.

Aviation

Issues

- Funding for large aviation projects may be an issue in the short-term. It will be important to identify new revenue opportunities as well as new funding sources to enable continued development at Hartsfield-Jackson in order to provide for the forecasted growth in both passengers and cargo demand.

Opportunities

- Atlanta is the home to the world's busiest airport as measured by aircraft operations (takeoffs and landings) and in terms of passengers served.
- The forecasted growth in air cargo that is expected to take place at Hartsfield-Jackson will provide new job opportunities for Atlanta and the State of Georgia.

Transportation, Land Use and Health Connections

Issues

- The regional land use planning structure is not integrated within a larger transportation network built around transit, but instead one built around expressways.
- Interaction between motorized and non motorized transportation is a critical public health challenge related to community design, particularly transportation planning.
- 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



Community Agenda - 2. Issues and Opportunities

of a project or policy before it is built or implemented. HIAs can provide recommendations to increase positive health outcomes and minimize adverse health outcomes.

- Atlanta has employment centers where intense development, a mix of land uses and a demand for short trips coincide.

Intergovernmental Coordination

Independent Special Authorities and Districts

- Issue: Increase efforts to spur economic development in south and west Atlanta.
- Opportunity: Increase agreements with the Atlanta Development Authority to lead these efforts.
- Issue: Need for more affordable housing in the City.
- Opportunity: More funding and collaboration with AHA to seek public and private funding for the same.

School Board

- Issue: Increase the number of city youth that get their high school diploma.
- Issue: Lack of coordination between school board and the City for school locations in related planning decisions.
- Opportunity: Work with the school board to adopt policies and program that lead to a higher graduation rate.
- Opportunity: The City should seek legislative authority to assist the school board in planning and spending decisions.

Community Improvement Districts

- Issue: The community improvement district model should be replicated in other parts of the City where commercial development has been successful.
- Opportunity: Form an Advisory Task Force from those successful Community Improvement District to assist in other commercially developed areas of the City.

Service Delivery Strategy

- Issue: The City and several municipalities in the County and surrounding counties continue to have differences about the City's delivery of water service and transportation issues.
- Opportunity: Utilize the mediation method required under the Service Delivery Strategy to resolve these issues.

Regional Planning

- Issue: Lack of Neighborhood Planning Unit participation in regional planning.
- Opportunity: Neighborhood Planning Unit leadership should seek appointment to various Atlanta Regional Commission boards and commission on regional planning issues.

Urban Design

Issues

Atlanta's urban form is missing several elements that could improve the quality of life for Atlantans and help to attract employers and visitors.

- **Public Space:** Many of Atlanta's public spaces have given priority to automobiles and lack appropriate usable space for pedestrians and bicyclists.
- **Public Art:** Atlanta lacks public art along its streetscapes, outdoor plazas, parks and greenways.
- **Surface Parking Lots:** Acres of uninterrupted surface parking in Downtown, Midtown and other areas in the City create an inhumane, environmentally unsound and visually disruptive condition. These desolate areas of extensive pavement break the continuity of development, disrupting the urban fabric and discouraging pedestrian activity. Demolition of buildings to create surface parking lots should be discouraged.
- **Suburban Sprawl:** Atlanta's conventional zoning districts allow suburban-style, automobile-oriented strip development. This development pattern is not conducive to walking and has contributed to increased traffic and dependence on the automobile, reduced air quality, and disruption of the traditional pedestrian-oriented urban fabric of many city neighborhoods.
- **Public Health:** The existing built environment promotes automobile usage and discourages walking and other physical activity, resulting in a decline in health and an increase in obesity.
- **Public Safety:** Many of Atlanta's real and perceived public safety problems are adversely affected by poor urban design. Public spaces that are not visible and accessible for informal policing by residents, workers, and visitors; and a lack of legitimate street life are undesirable.
- **Visual Clutter:** Visual clutter from billboards, signage, and overhead utilities creates unsafe conditions on roadways and deteriorates the quality of life in Atlanta's neighborhoods.

Opportunities

The following represent opportunities for Atlanta:

- **Tree Canopy:** The expansion and maintenance of the tree canopy enhances Atlanta's image, ameliorates the climate, and mitigates environmental problems in the City.
- **Neighborhood Identity:** A strong sense of neighborhood identity exists in Atlanta and should be capitalized on in any urban design plans. Many of the most successful residential neighborhoods are focused around parks and small historic retail centers, and provide street connectivity and sidewalk infrastructure.
- **Usable Public Space:** Amendments to the Land Subdivision ordinance to allow the creation of parks adjacent to streets flanked by single-family and two-family homes overlooking the parks. Neighborhoods such as Grant Park, Ansley Park, and Candler Park include single-family and two-family homes that front onto parks with street frontage. Amendments to the usable open space requirements in the zoning ordinance to establish minimum criteria for usable green space in new multi-family residential development.
- **Public Space and Public Art:** new public spaces and the redesign of existing underutilized spaces provide opportunities for usable community gathering spaces that serve as the backdrop for unique public art in the form of murals, sculptures, lighting, water features, landscaping, etc.
- **Surface Parking Lots:** The inordinate amount of surface parking in Downtown, Midtown and along major cor-



Community Agenda - 2. Issues and Opportunities

ridors is currently a negative attribute for these areas, but it could also be seen as an opportunity for their redevelopment into new pedestrian-oriented mixed-use and residential developments. Many of the recent mixed use developments around Centennial Olympic Park and Georgia Tech's Midtown Campus were previously surface parking lots.

- **Transportation:** The expanding MARTA system, and new pedestrian and bicycle facilities provide transportation alternatives to the automobile. As these systems expand so do the transportation possibilities.
- **BeltLine:** comprised of 22 miles of historic rail segments that encircle the urban core. The BeltLine represents the opportunity for new transit, trails and parks linking together 45 city neighborhoods. It also provides the opportunity for installation of new public art that is visible and accessible to the general public.
- **Historic Districts:** Existing historic districts provide a continuity with Atlanta's past that contributes to the image, unique character, and architectural heritage of Atlanta.
- **Population growth:** as Atlanta's population continues to grow there are opportunities for infill and new development as well as redevelopment and revitalization of existing neighborhoods.
- **Cultural facilities:** New cultural facility offerings with the Georgia Aquarium, the new World of Coca-Cola Museum, Imagine It Children's Museum, the expansion of the High Museum, and the proposed Center for Civil and Human Rights Museum, among others, will serve to attract additional cultural institutions and venues to Atlanta.
- **Quality of Life Zoning Districts:** Implementation of quality of life zoning districts recommended by recent corridor studies and redevelopment plans would provide zoning controls for new development to create traditional, walkable communities and prohibit suburban-style, automobile-oriented strip development. Several areas in the City have implemented these zoning changes and have already begun to re-establish the urban fabric with new pedestrian-oriented development.

Land Use

Issues and Opportunities

Infill and Design

- Not all neighborhoods have design guidelines to ensure appropriate new and infill development that complements the character of the community.
- Some new subdivisions do not follow the same platting pattern as existing neighborhoods, particularly in the street layout, orientation and design.
- Older homes are being replaced with newer homes that are incompatible in scale, height, massing, size and design.
- Major roadways are developed with unattractive suburban/auto oriented type development.
- Development regulations allow suburban type development in the City.
- The city is still rebuilding from the urban disinvestment of the 1970's and 1980's. Some parts of the city still have a significant amount of blight.
- Some infill development is not in keeping with the character of the neighborhood.
- There is a lack of rehabilitation in some neighborhoods and some corridors.

Mix of Land Uses

Community Agenda - 2. Issues and Opportunities

- There is inadequate mix of uses (like corner groceries or drugstores) within neighborhoods.
- There are not enough neighborhood centers to serve adjacent neighborhoods.
- In some cases there is not enough transition between land uses.
- Industrial uses are being lost and redeveloped for non-industrial uses.
- Some industrial buildings are obsolete.
- Residential and mixed use developments in industrial areas are creating land use conflicts.

Approval and Permitting Process

- Developers complain about local development approval process, especially for innovative projects.
- At times there is neighborhood opposition to new/innovative or higher density developments.

Transportation

- Development patterns do not create a pedestrian oriented environment.
- In some cases major centers and corridors do not have enough density to support transit.
- Land Use and transportation policies need to be coordinated in order to complement each other.
- There is too much land dedicated to parking or other paved areas, particularly in Downtown and Midtown.
- Parts of the City are spread out and only accessible by car.
- Need to support Transit Oriented Development.

Open Space

- Public space/open space is not incorporated into new developments, particularly in Downtown, Midtown and Buckhead.
- Public spaces sometimes are not designed for gathering and social interaction.
- Some of the remaining greenfields are being developed.
- New developments in greenfields clear cut trees prior to development.

Housing

- There is a lack of housing, particularly workforce housing, at employment centers.
- Land Use policies do not promote affordable housing throughout the City.
- Some of the affordable housing stock is being lost.

Other

- Lack of balanced development in the City. Over the past 10 years, most of the development has been concentrated north of I-20.
- More effort needed to implement adopted community plans listed in the Community Assessment.



Community Agenda - 2. Issues and Opportunities

- Improved zoning and code enforcement is needed.

Character Areas

Character Areas, a new requirement in the 2005 Standards and Procedures for Comprehensive Planning, are an important component of the Community Agenda. The Department of Community Affairs defines Character Areas as: a geographic area in a community that:

- Has unique or special characteristics to be preserved or enhanced;
- Has potential to evolve into a unique area with more intentional guidance of future development through adequate planning and implementation; and
- Requires special attention due to unique development issues.

Another definition of a Character Area is: a geographic area which is unique and distinguishable from other areas due to its natural features, predominant land uses, mix of land uses, economic relationships and/or design characteristics of the built environment and for which a common vision can be articulated regarding its preservation, growth or change.

Character Area maps, narrative and policies along with the Future Land Use Map serve as a guide for the future development and future rezoning of a parcel. In addition, the Character Area Maps will be used as a guide when evaluating Future Land Use Map amendments. The allowed land use designations in each Character Area are shown in the Future Land Use Map. In addition, the zoning categories that are compatible with each land use designation are shown in Table 9-6 (page 348) in the Community Assessment. The Quality Community Objectives that will be pursued in each Character Area are shown in Table 3-1.

The first draft of the Character Areas maps was prepared by the Office of Planning staff and were included in the Community Assessment. The draft Character Areas maps were based on the existing land use, future land use, adopted plans, zoning, existing and emerging development patterns, location of existing and proposed transit stations and location of natural resources. The Character Area boundaries were modified, Character Area designation changed and Character Areas defining narratives were composed based on comments provided during the Round 2 and Round 3 meetings.

The sixteen Character Areas in the City of Atlanta are grouped in to 5 categories that have similar development patterns and characteristics. These are listed below and shown in Table 3-2.

- Open Space
 - Parks, Conservation and Greenspace
- Neighborhood
 - Traditional Neighborhood Existing
 - Traditional Neighborhood Developing
 - Traditional Neighborhood Redevelopment
 - Suburban Area
 - Live Work
- Center
 - Neighborhood Center
 - Town Center
 - Regional Center
 - Downtown



Community Agenda - 3. Character Areas

- Corridor
 - Intown Corridor
 - Redevelopment Corridor
- Special Districts
 - Industrial Areas
 - Historic Areas
 - Other/Special
 - Transit Oriented Development

For each Character Area a map shows the location of that Character Area in the City of Atlanta. The City of Atlanta Character Areas Map is shown in Map 3-1. Character Area narratives for each of the sixteen Character Areas describe the vision and policies and incorporate the components listed below.





- General Characteristics: This describes the existing condition and the existing development patterns both that should be preserved or changed.
- Location: The locations within the City of Atlanta where the Character Area is found.
- Preferred development pattern: this is the vision and development pattern in terms of transportation, land use and economic development encouraged in the area.
- Primary Land uses: this is a list of land uses that are recommended in the Character Area. Specific land use categories and zoning categories are shown in the Future Land Use Map and the Zoning Map.
- Policies: These are the policies that will help achieve the desired vision and development pattern for the Character Area.
- Implementation Strategies: These are initiatives, projects and programs that will achieve the desired development pattern for the Character area.
- Adopted Plan: This is a list of mostly plans adopted by the City of Atlanta that includes all or a portion of the Character Area. These plans have more information about the vision, policies and development patterns for a specific the study area.

Table 3-1: Character Areas and Quality Community Objectives									
Quality Community Objectives	Conservation and Greenspace	Traditional Neighborhood Existing	Traditional Neighborhood Redevelopment	Traditional Neighborhood Developing	Suburban Area	Live Work	Neighborhood Center	Community Center	
Development Patterns									
Traditional Neighborhoods		X	X	X			X		
Sense of Place		X	X	X			X		
Transportation Alternatives								X	
Regional Identity									
Infill Development		X	X	X	X	X		X	
Resource Conservation									
Heritage Preservation									
Open Space Preservation	X								
Environmental Protection	X								
Social and Economic Development									
Growth Preparedness									
Appropriate Businesses								X	
Employment Options								X	
Housing Choices		X	X	X	X	X		X	
Educational Opportunities									
Governmental Relations									
Local Self Determination									
Regional Cooperation									

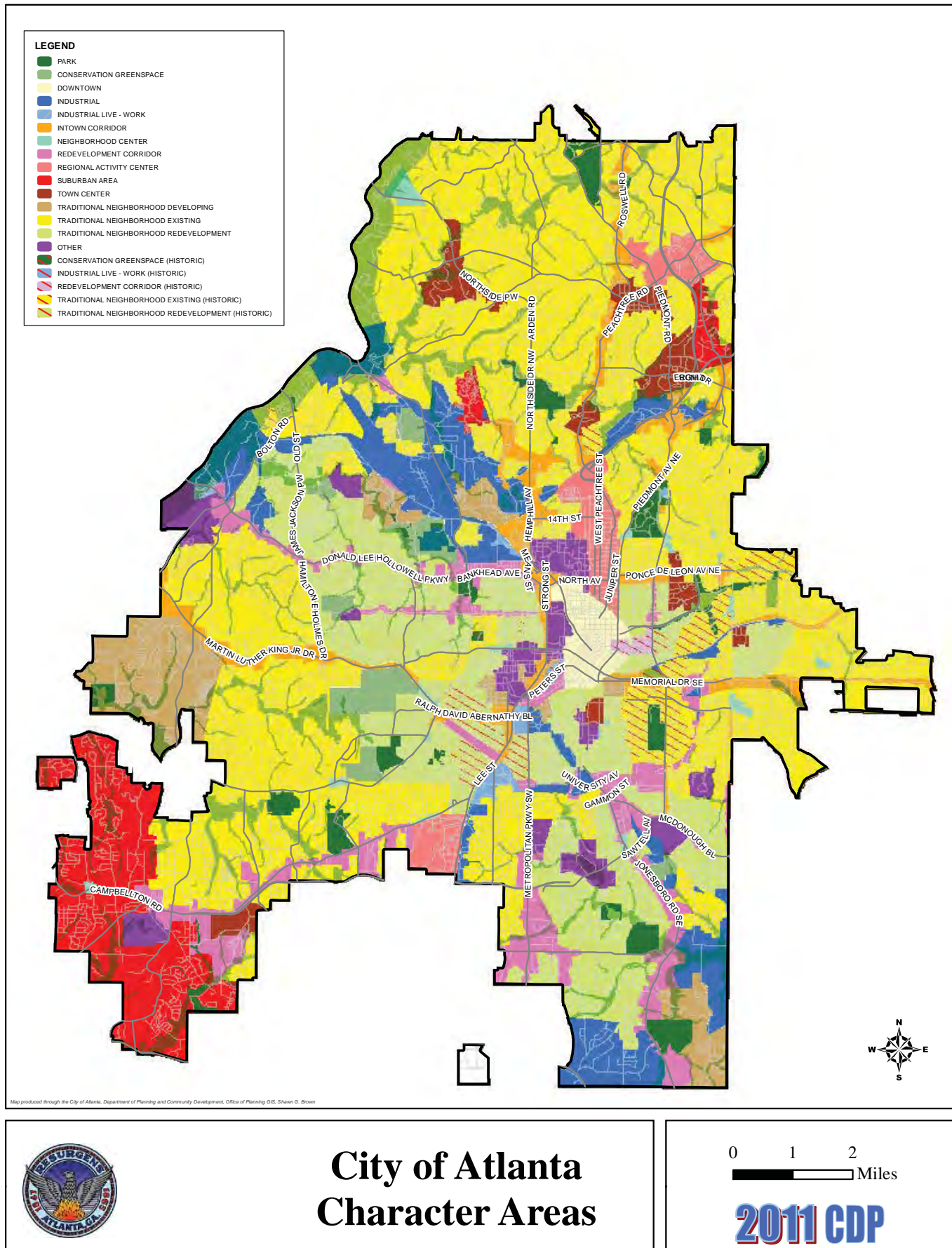


Table 3-1: Character Areas and Quality Community Objectives

Quality Community Objectives	Regional Center	Downtown	Intown Corridor	Redevelopment Corridor	Transit Oriented Development	Industrial Areas	Historic Areas	Other/Special Areas
Development Patterns								
Traditional Neighborhoods								
Sense of Place							X	
Transportation Alternatives	X	X	X	X	X			
Regional Identity		X						X
Infill Development	X	X	X	X	X			
Resource Conservation								
Heritage Preservation							X	
Open Space Preservation								
Environmental Protection								
Social and Economic Development								
Growth Preparedness								
Appropriate Businesses	X	X				X		
Employment Options	X	X				X		
Housing Choices	X	X	X	X	X			
Educational Opportunities	X	X						X
Governmental Relations								
Local Self Determination								
Regional Cooperation								X

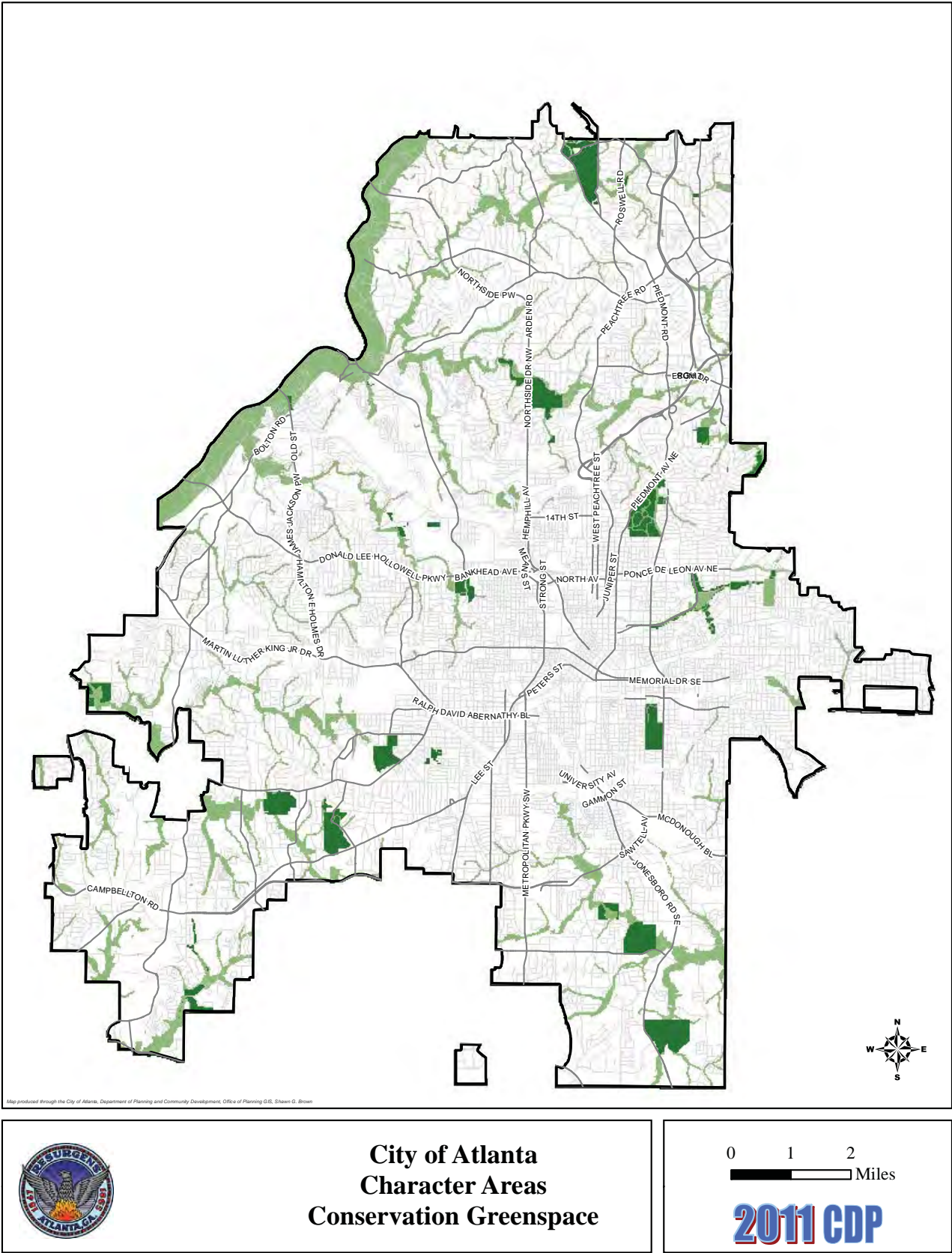
Table 3-2: Character Area Categories		
Character Area Category	Description	Illustration
Open Space	Limited or no development Natural areas, regional parks and cemeteries	
Neighborhood	Primarily residential Diversity of housing Community facilities, institutional uses, smaller parks, limited commercial	
Centers	Gathering places Location for many retail, services, jobs Higher intensity of development Often served by transit	
Corridor	Link between centers and neighborhoods Transportation corridors, mainly road but also rail Includes many retail, services and institutional uses	
Other	These Character Areas do not fit neatly into the other four character area types	

Community Agenda - 3. Character Areas



Map 3-1: City of Atlanta Character Areas

Character Areas - Parks, Conservation and Greenspace



Map 3-2: Conservation Greenspace



Community Agenda - 3. Character Areas

EXISTING GENERAL CHARACTERISTICS:

The City's most important natural resources and some of the most celebrated spaces, whether privately or publicly-owned, are located in the Conservation and Greenspace Character Areas. These lands can be owned outright by public agencies, secured through conservation easements or protected from development through regulations. These natural lands and environmentally sensitive areas are the least developed or not suitable for development, whether by design, regulation or necessity, and are intended to remain as open space or where development is severely limited.

Areas included in Conservation and Greenspace are the Chattahoochee River and the Chattahoochee River Corridor, streams and their 75 ft stream buffer, floodplain areas, wetlands and City of Atlanta regional parks and nature preserves. (Note: many other parks are classified as community, neighborhood, block and gardens are embedded in the context of other Character Areas) Also, included are large cemeteries, and properties or easements purchased by the Department of Watershed Management to protect water quality under the consent decree. Also included are areas of protected open space that follow natural or man-made linear features for recreation, transportation and conservation purposes such as the BeltLine trails and PATH trails.

Many of the City's streams and water resources are have poor water quality resulting from polluted stormwater, erosion, sewer overflows, trash and illegal dumping. With the increase in impervious surfaces, streams have more frequent flooding. They also have scoured stream banks caused by soil erosion, increased flooding and fast-moving flood waters. Invasive species have over taken and threaten the native vegetation.

The City's regional parks and trails provide a variety of passive and active recreational opportunities for all people. Moreover, many of Atlanta's parks serve as a viable use in otherwise undevelopable flood plain areas. Although, the current system of trails is lacking, great strides have been made in recent years with the BeltLine related trails which have begun to tie communities back together. However, many of the City's undeveloped and/or isolated parks and natural areas that lack street visibility attract homeless and vagrants contributing to the perception of being unsafe and uninviting to other potential users of the space.

LOCATIONS

Streams, stream buffers, floodplains, wetlands and the Chattahoochee River Corridor spread out in a vein like fashion across the City and are shown as a semi-transparent green layer in the Character Area map. Regional parks include Adams Park, Atlanta Memorial Park, Chastain Memorial Park, Browns Mill Golf Course, Freedom Park, John A. White Park, Piedmont Park, and Southside Park. Nature Preserves include Cascade Springs, Daniel Johnson, Herbet Green, Lionel Hampton, Morningside, Swann, Blue Herron, as well as the Outdoor Activity Center, Tanyard Creek Urban Forest, and Herbert Taylor Park and Westside Park. Greenway Trails include off street trails such as the Lionel Hampton, Freedom Park, Tanyard Creek and other trails located in parks. Large private cemeteries such as Westview, Greenview and Southview are also included as Conservation and Greenspace (see map 3-2).

PREFERRED DEVELOPMENT PATTERN

The Conservation and Greenspace areas are the City's most important natural resources and shared outdoor spaces. The Chattahoochee River, streams, stream buffers, wetlands and floodplains should remain in their natural state. A multitude of regulations protect these areas from development. Improved erosion control and stormwater management practices can improve water quality consistent with EPD standards and keep streams clean and litter free. These areas provide important habitat for native plants and animals. Invasive species should be eradicated. The amount of impervious surfaces should be limited. Low-impact stormwater detention facilities can be located in these conservation areas to address flooding.

Conservation and Greenspace areas are important for the community's health and to address public health issues like obesity. These areas offer a connection and views to the natural environment. They are calming places to retreat and also provide community gathering places. Nature trails, pedestrian trails and paths provide safe opportunities for walking, bicycling, education and recreation and provide connectivity between communities. Trails can be are located along utility easements such as sewer and power easements. Trails along the Chattahoochee River would make the Region's

most important water resource accessible and increase the awareness of its importance.

Conservation and Greenspace areas provide opportunities for urban agriculture, community gardens and rain gardens. Publically accessible, Conservation and Greenspace areas should remain safe due to visible police presence; appropriately scale lighting and call boxes. Safety and sense of security are also promoted with crime-preventative design and active use that provides eyes on the greenspace that offer users a sense of security.

Parks provide opportunities for active and passive recreation and therefore should be accessible and usable. Opportunities to expand parks should be explored. Parks should set the standard for sustainability and alternative energy use. Signage in parks with information on the area's history, non-programmed and programmed open spaces, picnic areas, dog parks, playgrounds and restrooms are some of the features that should be present in parks.

Land Uses

- Undeveloped areas left in their natural state
- Passive recreation (for environmentally constrained areas)
- Active recreation in regional parks (including programmed and non-programmed spaces)
- Urban agriculture
- Energy collection
- Established Cemeteries

POLICIES

- Preserve and prevent the degradation of natural resources and habitats especially along watercourses.
- Protect water resources and quality and reduce flood hazards by proactive natural stormwater management.
- Protect/preserve green infrastructure in order to maintain and improve water quality, allow for natural drainage and for flood control.
- Provide opportunities for active and passive recreation for all neighborhoods.
- Employ high standard for sustainability and alternative energy use.
- Provide connectivity between greenspaces through trail/pedestrian connections.
- Preserve Conservation and Greenspace areas to protect and provide wildlife habitat.

IMPLEMENTATION STRATEGIES

- Implement master plans for parks.
- Implement the BeltLine trail system and improve pedestrian connectivity to the BeltLine trails.
- Make the Chattahoochee River more accessible by implementing Chattahoochee River trail strategic improvements.
- Explore purchase of parcels with frequent flooding.
- Establish improved connections to the Silver Comet Trail.

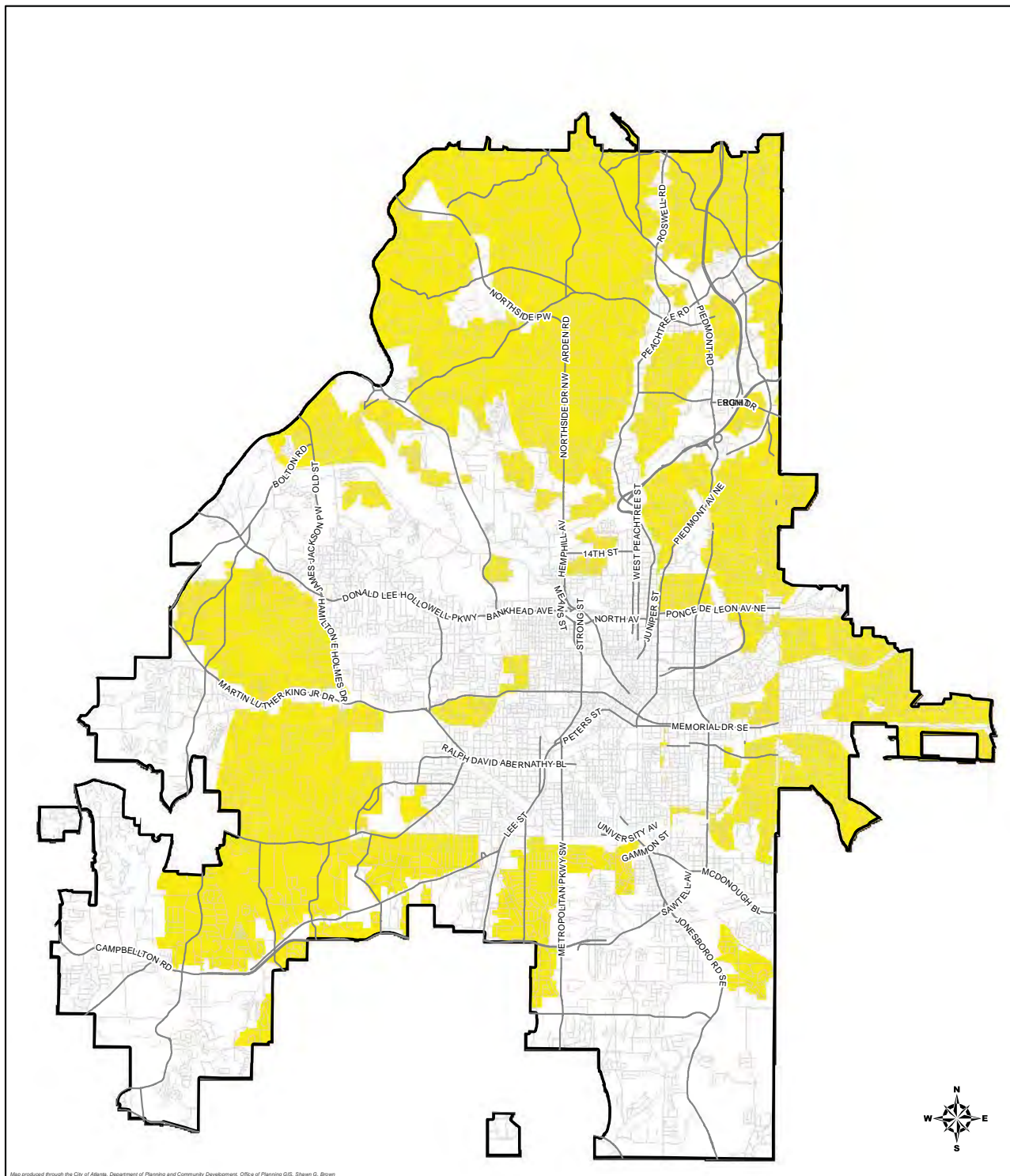
ADOPTED PLANS

- Atlanta's Project Greenspace (2009)
- BeltLine Subarea Plans
- Buckhead Greenspace Action Plan (not adopted)



Community Agenda - 3. Character Areas

Character Areas - Traditional Neighborhood Existing



Map produced through the City of Atlanta, Department of Planning and Community Development, Office of Planning GIS, Shawn G. Brown



City of Atlanta Character Areas Traditional Neighborhood Existing

0 1 2
Miles

2011 CDP

Map 3-3: Traditional Neighborhood Existing

2011 CDP



GENERAL CHARACTERISTICS:

Traditional Neighborhood Existing Character Areas are residential areas primarily developed before 1960. To many, neighborhoods are the jewel and one of the character defining features of the City of Atlanta. They generally have sidewalks, tree lined streets, on-street parking, an interconnecting street network, regular lots with well maintained housing and a distinct identity through architectural style and diversity, lot and street design. Although predominantly single-family, duplex, triplex and multi-family housing is also found in existing traditional neighborhoods, providing diverse housing options. Many of these neighborhoods have elderly homeowners who wish to age in place or need affordable senior housing. In general they have high rates of homeownership. Some neighborhoods, particularly the older ones, may also have neighborhood scaled commercial/retail areas scattered through the area with buildings close to or at the front of lot with parking at the rear or on the street. Traditional neighborhoods have well established tree canopies, community centered schools, churches and other institutional uses, neighborhood parks, pocket parks, streams and other natural resources. Many neighborhoods wish to increase green space by developing pocket parks. Many are willing to maintain them. Many of the neighborhoods are listed on the National Register of Historic Places. Several of them are locally designated historic districts while many of them are potential historic districts. Appropriate transition between single family residential and multi-family uses as well as between residential and non-residential uses is important to maintaining the character and stability of neighborhoods.

Over the past decade, with a limited supply of vacant lots and increased interest in living in Traditional Neighborhoods, numerous homes have been torn down and replaced with homes that are incompatible with the character of the neighborhood in terms of scale, height and design and subdivision layout. The proliferation of “McMansions” led to the adoption of the infill ordinance. Incompatible infill housing out of character with its surrounding neighborhood is still a concern. Traffic speed on many neighborhood streets, the poor condition and lack of sidewalks, lack of connectivity to nearby retail and neighborhood services are also a concern.

LOCATIONS:

Atlanta’s existing Traditional Neighborhoods are found throughout the City. Some examples are Kirkwood, East Atlanta, Inman Park, Grant Park, Virginia Highland, Morningside/Lenox Park, Ansley Park, Ormewood Park, Poncey Highland, Candler Park, Lake Clair, Berkley Park, Collier Hills, Ardmore Park, Garden Hills, North Buckhead, Chastain Park, Peachtree Hills, Peachtree Heights, Tuxedo Park, Audubon Forest, Cascade Heights, Peyton Forest, Southwest, and Riverside among many others (see Map 3-3).

PREFERRED DEVELOPMENT PATTERN:

Transportation

Existing Traditional Neighborhoods should be walkable and bikeable. They should have complete sidewalk networks in good repair, well lit, safe and with well marked pedestrian cross walks. Bicycle facilities should be provided particularly along roads designated as a *Core Bicycle Connection* and a *Secondary Bicycle Connection* identified in the Connect Atlanta Plan. The street design should be consistent with Residential Boulevard, Residential Avenue and Residential Street included in the Connect Atlanta Street Design Guide. New residential development should be integrated with the existing interconnected street network and not have cul-de-sacs or limited street connectivity. The speed of traffic should be slow in order to increase the use and safety of cyclists and pedestrians. Maintaining, improving and expanding existing greenspace and parks, street trees and the tree canopy are also desired. Improved transit options, connectivity to the BeltLine and BeltLine trails, and improved walkability to transit and neighborhood services are envisioned.

Land Use

Maintaining the existing character, preserving the housing stock of neighborhoods and preventing the encroachment of incompatible uses are very important. The development pattern should be supported by infill housing construction that is compatible with the existing scale and character of the neighborhood. There should be emphasis on reinforcing the stability of the neighborhood by encouraging more homeownership and maintenance or improvements of exist-



Community Agenda - 3. Character Areas

ing properties as well as by creating and maintaining neighborhood identity. Neighborhoods should have a diversity of housing types to meet the needs to the community, particularly seniors. Appropriately-scaled retail establishments serving neighborhood needs are encouraged in certain neighborhoods as indicated the Future Land Use Map.

Primary Land Uses

- Single-family residential
- Low-density residential
- Low-density commercial (very limited, pedestrian oriented and neighborhood serving commercial in some neighborhoods, refer to Future Land Use map and zoning map for locations)
- Institutional uses

POLICIES:

- Preserve the residential character of Traditional Neighborhoods.
- Promote diversity of housing types.
- Protect single-family detached residential neighborhoods from encroachment by non-residential uses, incompatibly scaled residential development.
- Encourage new housing development that is compatible with the character of existing neighborhoods. "Character of neighborhoods" is defined by attributes of the platting pattern, including the layout of streets and blocks, street connectivity, the shapes and sizes of lots, the natural topography, and the presence of mature trees.
- Ensure that the size and scale of new homes are commensurate with lot sizes in order to provide adequate open space, permeable surfaces and tree cover on each lot.
- Maintain, rehabilitate and replace the existing housing stock where appropriate.
- Provide Traditional Neighborhoods - Existing with nodal neighborhood commercial areas, which are of such a size and character that all uses are within convenient walking distance of one another.
- Protect and enhance natural resources.
- Support local historic designation of potentially eligible historic neighborhoods.
- Support the preservation and the development of senior housing units and particularly affordable housing units.
- Prioritize installation of pedestrian and bicycle around parks, schools and public facilities.

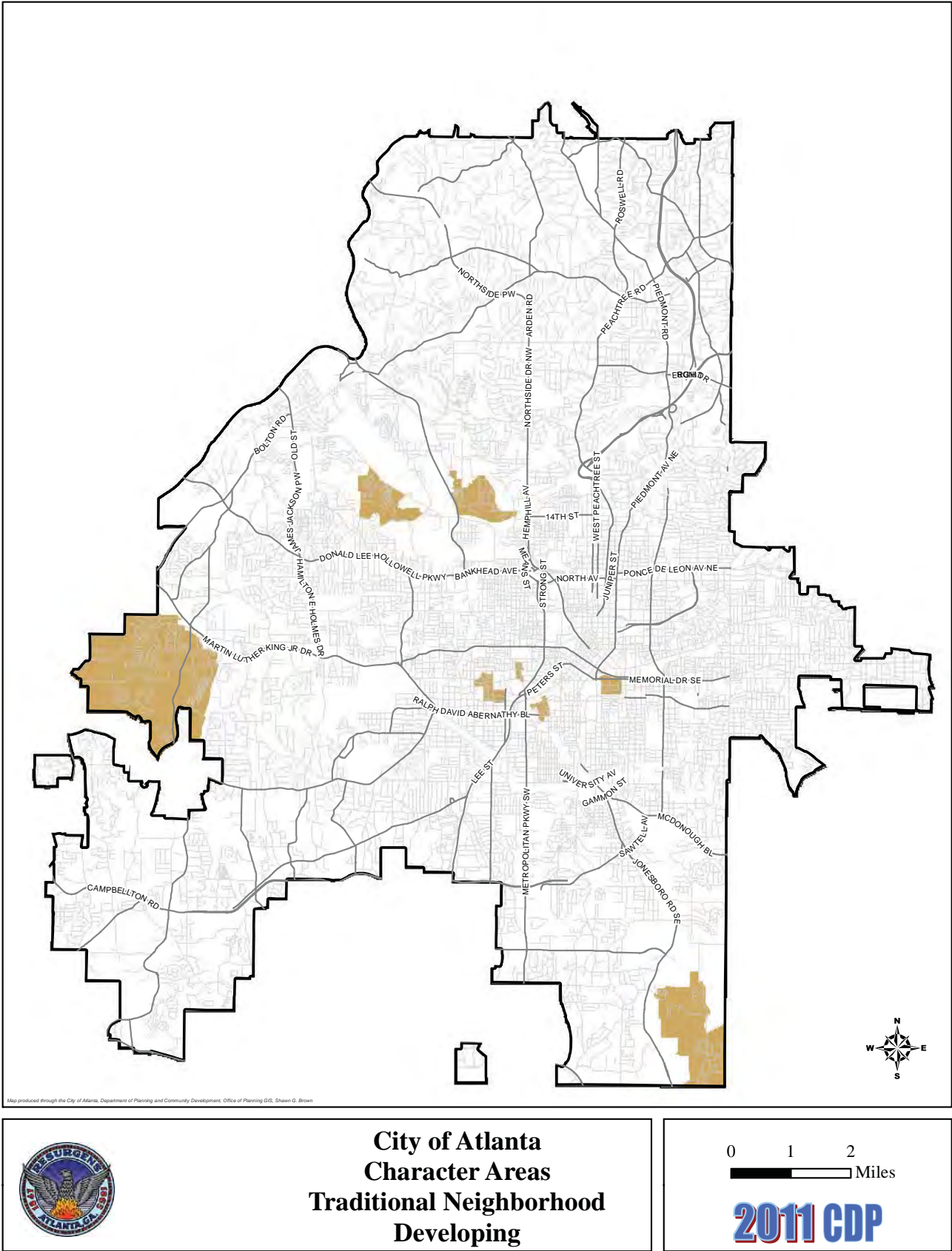
IMPLEMENTATION STRATEGIES:

- Develop and adopt development guidelines to promote and encourage compatible infill-development.
- Strengthen the City of Atlanta Tree Ordinance
- Ensure sidewalks are constructed with new development
- Ensure adopted bike routes are signed and marked
- Improve walkability of neighborhoods by repairing existing sidewalks and ADA ramps installing new sidewalks.
- Research and implement the Atlanta Regional Commission Life Long Communities program and policies

ADOPTED PLANS:

- Poncey-Highland Master Plan (2010)

Character Areas - Traditional Neighborhood Developing



Map 3-4: Traditional Neighborhood Developing



Community Agenda - 3. Character Areas

GENERAL CHARACTERISTICS:

Traditional Neighborhood - Developing are mostly residential. They have been primarily developed since the 1960s, and many areas have seen an increase in development over the past 10 years. These areas have significant amounts of residentially zoned vacant land where there is opportunity for infill development. These areas in NPU H and Z predominantly single family with lots larger than typical Traditional Neighborhoods. These neighborhoods look to increase greenspace through the development of pocket parks and to encourage new development that incorporates greenspace into the development plan. Some areas are not well served by retail and services. The residential developments are frequently internally oriented. The area along Huff Road and former AHA properties are predominantly multi-family residential with some limited commercial. Some of these are developing in a pattern similar to Traditional Neighborhood-Existing.

Local streets often lack adequate street lighting. Some residential subdivisions have limited access/connectivity to the street network. Portions of this character area might be served by bus. Sidewalks might be present along some roads while others lack sidewalks. This forces people to walk on the street or adjacent to the street. In addition, many sidewalks are in poor condition

Since the bottoming out of the housing market, some subdivisions/development in Traditional Neighborhood-Developing have unfinished roads, undeveloped lots, vacant houses, foreclosed lots and housing. Lack of adequate oversight over the undeveloped lots has resulted in a neglected and overgrown appearance.

LOCATIONS:

This character area includes land formerly developed as Atlanta Housing Authority communities, Huff Road and areas of NPU-H and Z (see Map 3-4)

DEVELOPMENT PATTERN:

Transportation

These areas should be connected to the surrounding neighborhoods by extending the existing street networks and providing sidewalks, bike lanes and lighting. They should have complete sidewalk networks in good repair, well lit, safe and with well marked pedestrian cross walks. Bicycle facilities should be provided particularly along roads designated as a *Core Bicycle Connection* and a *Secondary Bicycle Connection* identified in the Connect Atlanta Plan. The street design should be consistent with Residential Boulevard, Residential Avenue and Residential Street included in the Connect Atlanta Street Design Guide. New residential development should be integrated with the existing interconnected street network and not have cul-de-sacs. The speed of traffic should be slow in order to increase the use and safety of cyclists and pedestrians. The existing tree canopy should be preserved and increased with additional plantings along with improved streetscapes. Existing greenspace should be improved and better maintained.

Land use

The development pattern should be supported by preserving and rehabilitating what remains of the original housing stock while rebuilding on the remaining land following the principles of traditional neighborhood development. AHA properties should be developed as mixed income housing to provide a diverse range of housing opportunities. Homeownership assistance and redevelopment incentives should be focused where needed to ensure that neighborhoods become more stable. A priority in this Character Area is to complete partially completed residential development.

Primary Land Uses

- Single family residential
- Low and medium density residential

- Low density commercial

POLICIES:

- Preserve the residential character of Traditional Neighborhoods- Developing.
- Protect single-family detached residential neighborhoods from encroachment by non-residential uses, incompatibly scaled residential development.
- New residential development in should be more integrated to the street network and provide as much connectivity as possible.
- Ensure that the size and scale of new homes are commensurate with lot sizes in order to provide adequate open space, permeable surfaces and tree cover on each lot.
- Maintain, rehabilitate and replace the existing housing stock where appropriate.
- Identify methods to protect and enhance natural resources.
- Promote opportunities for mixed-income housing developments throughout the City.
- Increase opportunities for home ownership for low and moderate-income residents.
- Improve connectivity and transportation options/safety.
- Prevent encroachment of incompatible commercial uses.
- Aggressively enforce Housing Code and Demolition to remove slum and blight.
- Support the preservation and the development of senior housing units and particularly affordable housing units.

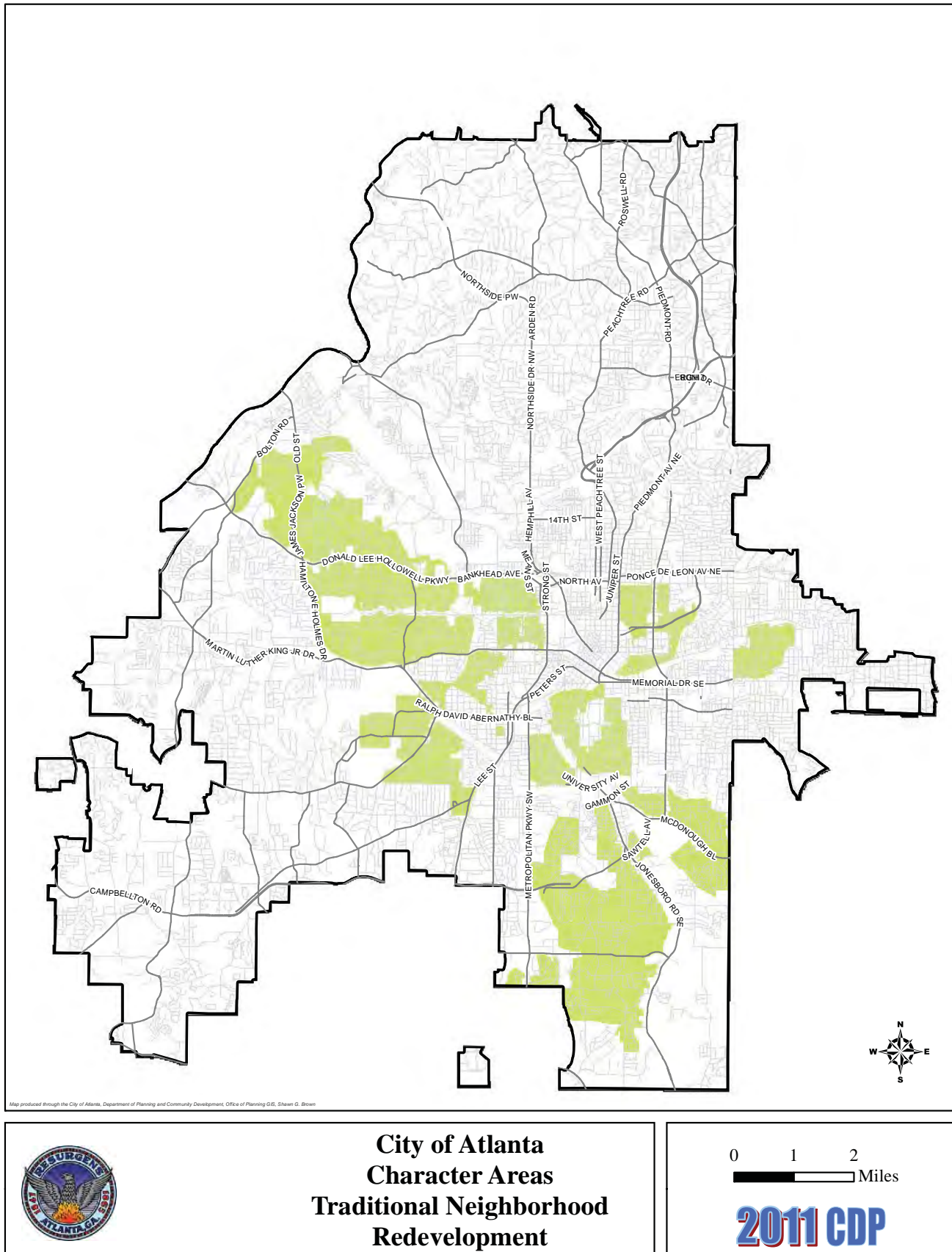
IMPLEMENTATION STRATEGIES:

- Strengthen code enforcement.
- Maintain, rehabilitate and replace existing housing stock where appropriate.
- Strengthen the Tree Ordinance.
- Ensure sidewalks are constructed for all new development.
- Redevelopment of AHA properties should engage the surrounding community.
- Improve walkability of neighborhoods by repairing existing sidewalks and ADA ramps installing new sidewalks.
- Research and implement the Atlanta Regional Commission Life Long Communities program and policies.



Community Agenda - 3. Character Areas

Character Areas - Traditional Neighborhood Redevelopment



Map 3-5: Traditional Neighborhood Redevelopment

GENERAL CHARACTERISTICS

Traditional Neighborhoods-Redevelopment areas are residential areas developed before 1960 with historic homes, high pedestrian orientation, sidewalks, street trees, on-street parking, small regular lots and an interconnected street network. Neighborhoods have a unique identity through the residential architectural style, lot and street design. Although predominantly single-family, duplex, triplex and multi-family housing is also found in existing traditional neighborhoods, providing diverse housing options. Many of these neighborhoods have elderly homeowners who wish to age in place or need affordable senior housing. Some neighborhoods have small scaled commercial/retail areas scattered throughout with buildings close to or at the front of the lot with parking at the rear or on the street. They have well established tree canopies, neighborhood parks and pocket parks and they may have community centered schools. Many of the neighborhoods are listed on the National Register of Historic Places. Several of them are locally designated historic districts while many of them are potential historic districts. Appropriate transition between single family residential and multi-family uses as well as between residential and non-residential uses is important to maintaining the character and stability of neighborhoods.

While Traditional Neighborhoods-Redevelopment areas have, for the most part, maintained their original housing stock, they have experienced worsening housing conditions, neglect of property maintenance and disinvestment. They typically contain vacant land or deteriorating, unoccupied structures that act as magnets for vagrants, dumping, and illegal activities. Some infill development has occurred with incompatible land uses and inappropriate development intensity that conflicts with neighborhood's traditional residential character. Neighborhood commercial nodes scattered throughout the neighborhood have converted to undesirable uses and no longer offer quality, basic retail, but instead offer a prevalence of liquor stores. Poor street and sidewalks conditions, inadequate street lighting, and a lack of code enforcement are also prevalent. Lower levels of owner occupancy occur in these neighborhoods. There has been a concentration of foreclosures in recent years.

LOCATIONS

Traditional Neighborhoods-Redevelopment are found primarily to the west, east and south of downtown of the City and particularly in the following neighborhoods: Edgewood, Vine City, English Avenue, Old 4th Ward, Summerhill, Peopletown, Mechanicsville, Chosewood Park and Pittsburgh as well as others (see Map 3-5).

PREFERRED DEVELOPMENT PATTERN

Transportation

Traditional Neighborhoods Redevelopment should be walkable and bikeable. They should have complete sidewalk networks in good repair, well lit, safe and with well marked pedestrian cross walks and ADA ramps. Bicycle facilities should be provided particularly along roads designated as a *Core Bicycle Connection* and a *Secondary Bicycle Connection* identified in the Connect Atlanta Plan. The street design should be consistent with Residential Boulevard, Residential Avenue and Residential Street included in the Connect Atlanta Street Design Guide. New residential development should be integrated with the existing interconnected street network and not have cul-de-sacs or limited street connectivity. The speed of traffic should be slow in order to increase the use and safety of cyclists and pedestrians. Maintaining, improving and expanding existing greenspace, parks and pocket parks, street trees and the tree canopy are also desired. Improved transit options, connectivity to the BeltLine and BeltLine trails, and improved walkability to transit and neighborhood services are envisioned.

Land Use

The existing development pattern should be supported by increased code enforcement and compatible infill housing construction. Preserving and rehabilitating the original housing stock while rebuilding on vacant lots following the principles of traditional neighborhood development should be a focus. The existing tree canopy should be preserved and increased with additional plantings along with improved streetscapes. Existing greenspace should be improved and better maintained. Homeownership assistance and redevelopment incentives should be focused where needed to ensure that the neighborhood becomes more stable and to provide for appropriately-scaled retail establishments



Community Agenda - 3. Character Areas

to serve the community. The small commercial nodes should be rehabilitated and compatible with the neighborhood character. They should have uses that serve the needs of the neighborhoods.

Land Uses

- Single-family residential
- Low and medium density residential, to include senior housing
- Low-density commercial (very limited, pedestrian oriented and neighborhood serving commercial in some neighborhoods, refer to Future Land Use map and zoning map for locations)
- Institutional uses
- Urban gardens/community gardens

POLICIES

- Preserve the residential character of Traditional Neighborhoods.
- Protect single-family detached residential neighborhoods from encroachment by non-residential uses and incompatibly scaled residential development.
- Promote diversity of housing types.
- Encourage new housing development that is compatible with the character of existing neighborhoods. "Character of neighborhoods" is defined by attributes of the platting pattern, including the layout of streets and blocks, street connectivity, the shapes and sizes of lots, the natural topography, and the presence of mature trees.
- Ensure that the size and scale of new homes are commensurate with lot sizes in order to provide adequate open space, permeable surfaces and tree cover on each lot.
- Maintain, rehabilitate and replace the existing housing stock where appropriate.
- Provide Traditional Neighborhoods –Redevelopment with nodal neighborhood commercial areas, which are of such a size and character that all uses are within convenient walking distance of one another.
- Protect and enhance natural resources.
- Support local historic designation of potentially eligible historic neighborhoods.
- Support the preservation and the development of senior housing units and particularly affordable housing units.

IMPLEMENTATION STRATEGIES

- Develop and adopt development guidelines to promote and encourage compatible infill-development.
- Increase public, private funds to help construct, acquire and rehabilitate housing and commercial nodes.
- Strengthen code enforcement and establish mechanism for compliance and clean up.
- Maintain, rehabilitate and replace existing housing stock where appropriate.
- Strengthen the Tree Ordinance.
- Ensure sidewalks are constructed for all new development.
- Aggressively enforce Housing Code and Demolition to remove slum and blight.
- Work on the implementation of adopted plans.
- Improve walkability of neighborhoods by repairing existing sidewalks and ADA ramps installing new sidewalks.
- Research and implement the Atlanta Regional Commission Life Long Communities program and policies.

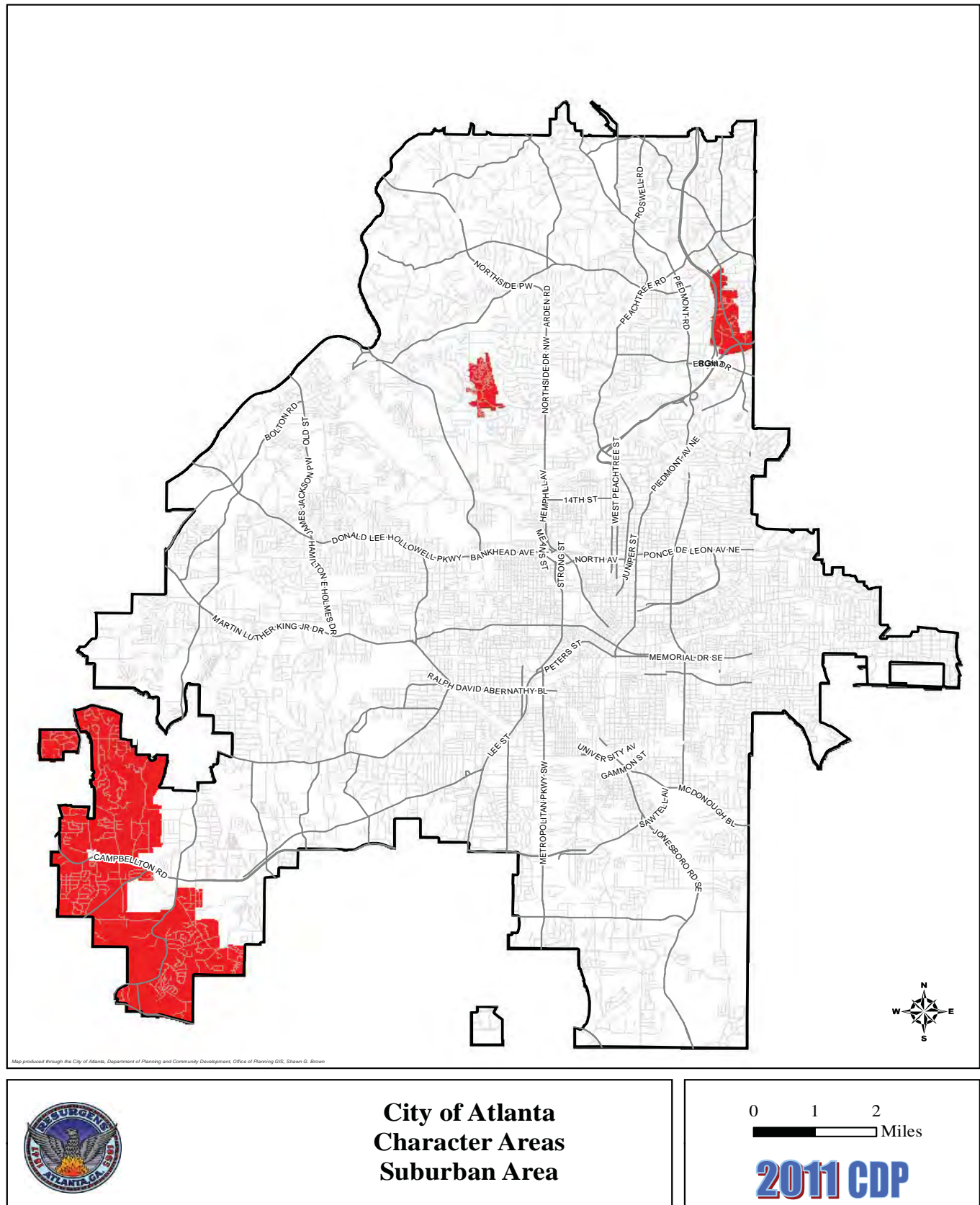
ADOPTED PLANS:

- Chosewood Park Redevelopment Plan (2010)
- Edgewood Redevelopment Plan (2009)
- English Avenue Redevelopment Plan Update (2006)
- Mechanicsville Redevelopment Plan (2004)
- NPU-Z Redevelopment Plan (2007)
- NPU X Comprehensive Plan (2005)
- Old 4th Ward Master Plan (2008)
- Peoplestown Redevelopment Plan (2006)
- Pittsburgh Redevelopment Plan (2001)
- Southside Redevelopment Plan (2000)
- Summer Hill Redevelopment Plan (2006)
- Vine City Redevelopment Plan (2004)
- Vine City Washington Park LCI (2009)
- Westview Master Plan (2010)



Community Agenda - 3. Character Areas

Character Areas - Suburban



Map 3-6: Suburban Area

GENERAL CHARACTERISTICS:

Suburban Areas are areas that have primarily developed since the 1960s. These areas are mostly residential and predominantly single family with lots larger than typical Traditional Neighborhoods. They are frequently internally oriented. In general they have high rates of homeownership. These newer homes are in good condition and well maintained. Some of these neighborhoods haven't developed their own identity and are not as well-known as many of the Traditional Neighborhoods. Non-residential uses are located along main roads and have developed in an auto-oriented pattern. Some areas are not well served by retail and services. Local streets are often curvilinear that terminate in a cul-de-sac. They often lack adequate street lighting. Residential subdivisions have limited access/connectivity to the street network. Portions of Suburban Areas might be served by bus. Sidewalks might be present along some roads while others lack sidewalks. This forces people to walk on the street or adjacent to the street. In addition, many sidewalks are in poor condition.

Since the bottoming out of the housing market, some subdivisions in Suburban Areas have unfinished roads, undeveloped lots, vacant houses, foreclosed lots and housing. Lack of adequate oversight over the undeveloped lots has resulted in a neglected and overgrown appearance.

LOCATION:

Suburban Areas are located in Southwest part of the City in portions of NPU P and NPU Q. In addition, suburban type development is scattered throughout the City particularly along Lenox Road and Defoors Ferry (see Map 3-6)

PREFERRED DEVELOPMENT PATTERN

Transportation

Suburban areas should be walkable and bikeable. They should have complete sidewalk networks in good repair, well lit, safe and with well marked pedestrian cross walks. There should be more sidewalk connectivity between subdivisions and to nearby retail and services, within retail areas, greenspace and to community facilities. Bicycle facilities should be provided particularly along roads designated as a *Core Bicycle Connection* and a *Secondary Bicycle Connection* identified in the Connect Atlanta Plan. The street design should be consistent with Residential Boulevard, Residential Avenue and Residential Street included in the Connect Atlanta Street Design Guide. New residential development should be integrated with the existing interconnected street network and not have cul-de-sacs or limited street connectivity. The speed of traffic should be slow in order to increase the use and safety of cyclists and pedestrians. Streets should be well lit.

Land Use

Preserving the housing stock of neighborhoods and preventing the encroachment of incompatible uses are very important. The development pattern should be supported by infill housing construction that is compatible with the existing scale and character of the neighborhood. There should be emphasis on reinforcing the stability of the neighborhood by encouraging more homeownership and maintenance or improvements of existing properties. Neighborhoods should have a diversity of housing types to meet the needs to the community, particularly seniors. Appropriately-scaled retail establishments serving neighborhood needs are encouraged in certain neighborhoods as indicated the Future Land Use Map.

Primary Land Uses

- Single-family residential
- Low-density residential
- Low-density commercial (very limited, pedestrian oriented and neighborhood serving commercial in some neighborhoods, refer to Future Land Use map and zoning map for locations)



Community Agenda - 3. Character Areas

- Institutional uses

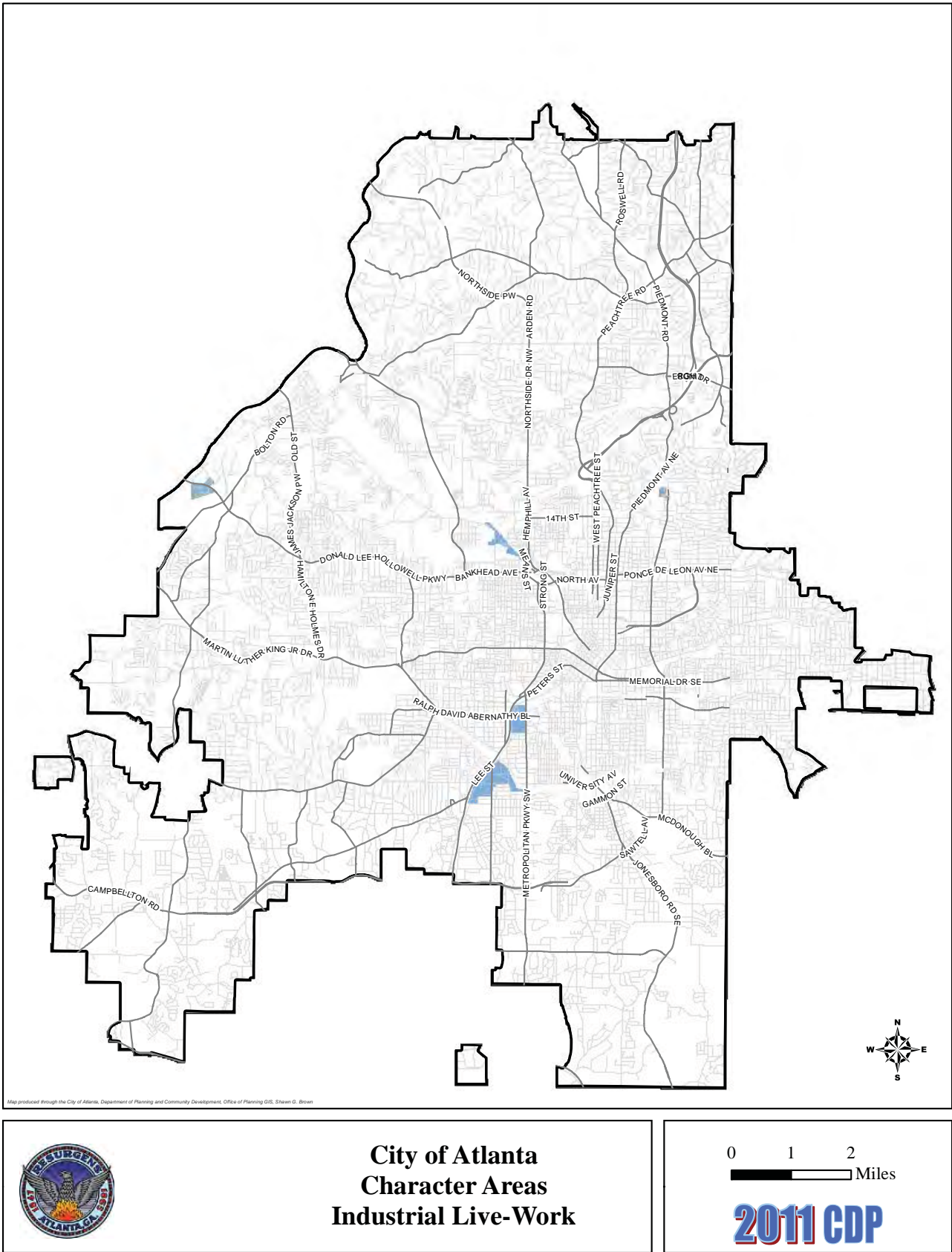
POLICIES:

- Protect single-family detached residential neighborhoods from encroachment by non-residential uses, incompatibly scaled residential development.
- New residential development in Suburban Areas should be more integrated to the street network and provide as much connectivity as possible.
- Ensure that the size and scale of new homes are commensurate with lot sizes in order to provide adequate open space, permeable surfaces and tree cover on each lot.
- Maintain, rehabilitate and replace the existing housing stock where appropriate.
- Provide Suburban neighborhoods with nodal neighborhood commercial areas, which are of such a size that all uses are within convenient walking distance of one another.
- Protect and enhance natural resources.
- Support the preservation and the development of senior housing units and particularly affordable housing units.

IMPLEMENTATION STRATEGIES:

- Strengthen the City of Atlanta Tree Ordinance.
- Ensure sidewalks are constructed with new development.
- Improve walkability of neighborhoods by repairing existing sidewalks and ADA ramps installing new sidewalks.
- Ensure adopted bike routes are signed and marked.
- Research and implement the Atlanta Regional Commission Life Long Communities program and policies.

Character Areas - Live-Work



Map 3-7: Live-Work



Community Agenda - 3. Character Areas

GENERAL CHARACTERISTICS

The Live Work Character Areas are older/historic industrial districts with industrial uses as well as residential, office and commercial uses. The Murphy Triangle area still has active industrial uses with a combination of heavy and light industrial. The area also has vacant lots and buildings as well as unkept, overgrown lots, illegal dumping and brown-fields. In general, these areas are transitioning away from industrial uses to non-industrial uses. The old industrial buildings are being renovated and converted to lofts apartment, offices or retail stores. Many creative professionals have a preference for office space in former industrial buildings. Buildings are close together and in many cases front the sidewalk.

LOCATIONS : (see Map 3-7)

- Castleberry Hill
- Murphy Triangle
- Candler Warehouse
- West Marietta
- Areas along the BeltLine

PREFERRED DEVELOPMENT PATTERN

Live Work Character Areas will continue to transition from industrial uses to a mix of uses that includes loft residential uses, retail, galleries, live-work spaces, small offices, and pocket parks/small greenspace areas. Older and potentially historic industrial buildings should be preserved and rehabilitated to new uses. Brownfields should be remediated in order to promote redevelopment. Industrial uses should be allowed to continue to operate. New construction should be compatible with the industrial heritage of the area in terms of design and density. It should also have a compact pedestrian oriented urban form. Smaller blocks and an interconnected street should be created as large industrial parcels redevelop. There should be appropriate transitions to any adjacent residential uses. Improved transit options, connectivity to the BeltLine and BeltLine trails, and improved walkability are envisioned.

Primary Land Uses

- Light industrial
- Live-work
- Multi-family residential
- Office
- Commercial
- Mixed Use

POLICIES

- Promote the preservation and rehabilitation of historic and potentially historic buildings
- Encourage remediation of Brownfields to promote redevelopment
- Preserve industrial land uses, as appropriate, in order to promote industrial employment in the City.
- Ensure that new construction is compatible with the industrial heritage of the area in terms of design and density
- Promote a compact pedestrian-oriented urban form with smaller blocks and an interconnected street network when large industrial parcels redevelop to other uses

- Maintain or provide for appropriate transitions from live/work uses to any adjacent residential uses
- Encourage increased transit options
- Promote connectivity to the BeltLine and BeltLine trails, where appropriate

IMPLEMENTATION STRATEGY

- Implement adopted plans

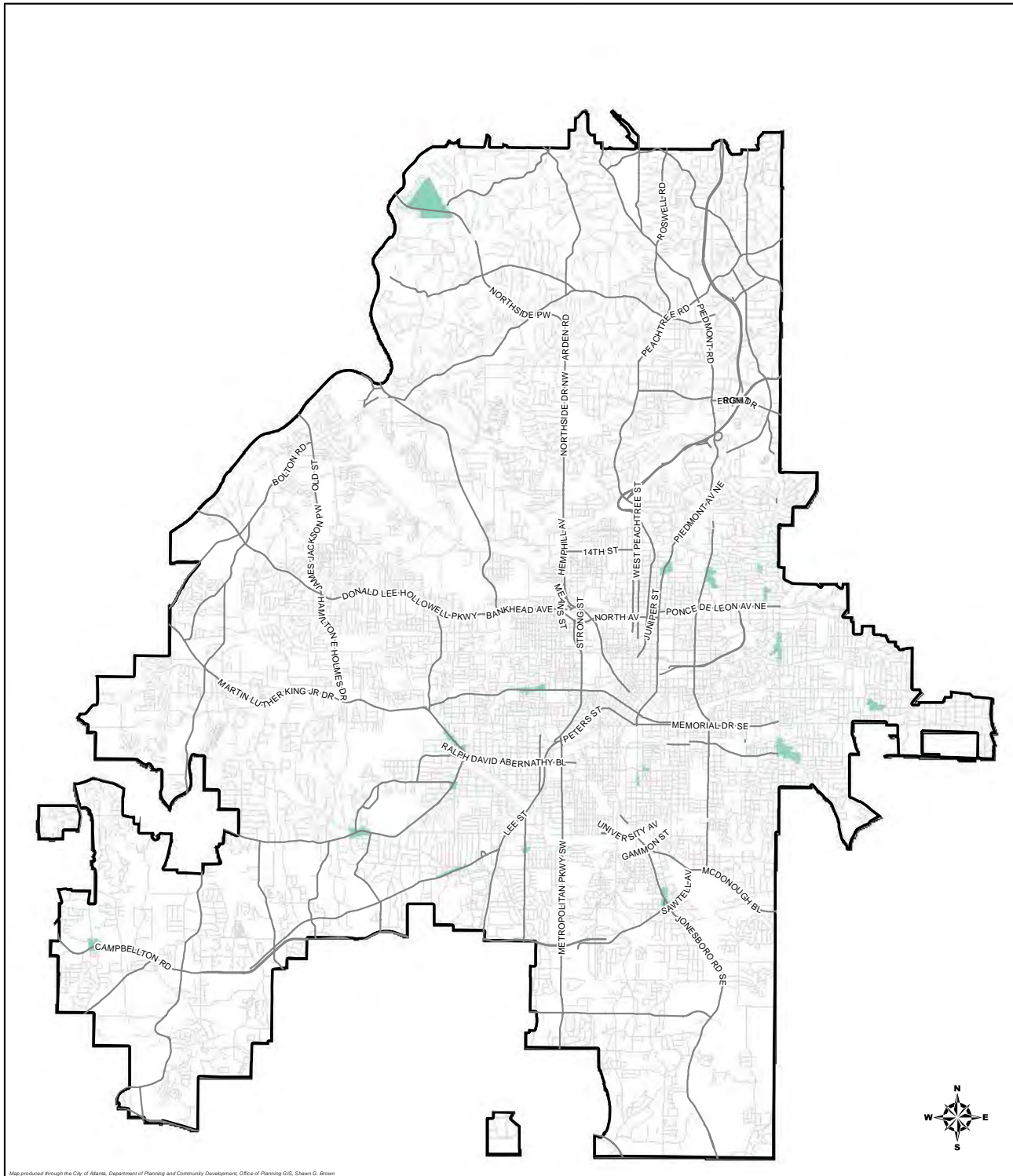
ADOPTED PLANS

- BeltLine Subarea 2 (2009)
- Castleberry Hill Master Plan (2000)
- Oakland City/Ft McPherson LCI (2004)
- Upper West Side LCI (2004)



Community Agenda - 3. Character Areas

Character Areas - Neighborhood Center



City of Atlanta Character Areas Neighborhood Center

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2011 CDP

Map 3-8: Neighborhood Center

2011 CDP



GENERAL CHARACTERISTICS

Neighborhood centers are focal point of a neighborhood or group of neighborhoods. They have a concentration of activities including neighborhood orientated commercial business almost always including retail, personal services and restaurants and don't have big box retail. Many of these shops are locally owned. Other uses often include medium density housing, offices, schools and other institutions. The centers often are not more than a few square blocks near the intersection of well traveled local streets with a relatively low travel speed. Also, they typically have historic or traditional building stock at a pedestrian scale of not more than three to four stories in height. The neighborhood centers are characteristically highly walkable with abundant sidewalks, street trees, street furniture, on-street parking, and nearby accessible public or green spaces such as plaza and parks. Over time, Neighborhood Centers have developed their own individual character and identity. Neighborhood festivals and markets are often held in Neighborhood Centers.

LOCATIONS

There are many neighborhood centers around the City. Moving clockwise starting in Midtown, these include areas at the intersection of 10th St. and Piedmont Ave., Monroe Dr. and 10th St., Morningside, Virginia-Highland, Atkins Park, Little Five Points neighborhood, Inman Park Village, Kirkwood, East Atlanta Village, Georgia Avenue, Lakewood and Jonesboro Road, Dill Avenue, Cascade Heights, Westview, Capitol View and the Historic Westside Village (see Map 3-8).

PREFERRED DEVELOPMENT PATTERN

Transportation

The neighborhood centers often are located at or near the intersection of well traveled defined local or collector streets. These streets are usually only two or three lanes wide with two-way flow and a relatively low travel speed, on street parking and typically removed from major highways. With the exception of the Historic Westside village, these areas are not directly served by MARTA rail and instead are only served via local bus lines. Almost all of the neighborhood centers are sized that they can be traversed entirely within a pleasant walking distance in comfort with abundant sidewalks and shade trees. Nevertheless, many of these existing sidewalks are in need of at least minor repair. Neighborhood Centers should have streetscapes with wide sidewalks, street trees and street furniture. Good pedestrian connectivity between the neighborhood centers and surrounding residential areas is important to improve their walkability and patronage by nearby residents. Parking should be shared to the extent possible and should be located predominately to the side and rear of buildings.

Land Use

Neighborhood centers are a hub of activity and give a neighborhood a defining character. There is a concentration of uses including neighborhood orientated commercial business almost always including retail, personal services and restaurants. Other uses often include medium density housing, offices, schools and other institutional uses. The locations of the school and institutional uses often are home for community gathering spots. Also, the neighborhood centers typically have historic or traditional building stock at a pedestrian scale of not more than three to four stories in height, however, usually surrounded by well established low density residential neighborhoods. Although the neighborhood centers do not typically have large green spaces, there are often urbanized public gathering places such as plazas within them and are nearby other accessible larger public parks.

Economic Development

Although the City's neighborhood centers offer a concentration of neighborhood orientated uses and services, they still have a large number of either underutilized or vacant sites which offer the opportunity for infill redevelopment. Also, the charm of these neighborhood centers is at least in part due to the historic or traditional building stock. Therefore, it would be imperative that the existing character and building be maintained as much as possible through renovation efforts and adaptive re-use. Furthermore, public safety should be paramount utilizing a variety of means



Community Agenda - 3. Character Areas

and technologies. The majority of these identified centers are zoned within the City of Atlanta's Neighborhood Commercial (NC) District such that redevelopment and new infill construction would occur in a similar scale and higher design standard as any other readily identifiable historic neighborhood center and be reasonably protected from higher density and commercial externalities such as increased parking demands. Also, in some cases, certain neighborhood centers have had an overabundance of particular uses such as restaurants or personal services or have been burdened by prohibitive alcohol licensing requirements which does not allow for full diversity of neighborhood-orientated commercial uses as well as quality businesses to serve the surrounding residential neighborhoods. Locally owned businesses should be encouraged in Neighborhood Centers.

Primary Land Uses

- Commercial
- Office
- Residential
- Institutional
- Educational

POLICIES

Neighborhood Centers have policies intended to maintain and enhance their vitality including:

- Maintain and improve upon public safety.
- Preserve and restore existing, traditional and pedestrian scale and character of buildings in established neighborhoods.
- Promote a balance of retail, service, office, dining and residential uses serving the adjacent neighborhoods.
- Place controls on the development of larger scale strip development which are intended to serve larger areas than a single neighborhood or a small group of neighborhoods.
- Encourage integrated modes of transportation including pedestrian, bicycle, auto and the use of public transportation including MARTA by promoting "complete streets".
- Require new infill development to be compatible with the scale, height and character of adjoining neighborhoods and discourage auto-orientated uses.
- Provide attractive pedestrian oriented storefronts and activities adjacent to sidewalks such as outdoor cafes/markets.
- Facilitate safe, attractive and convenient pedestrian circulation with wide tree lined sidewalks that is part of an integrated transportation network.
- Encourage the rehabilitation or development of neighborhood commercial areas to include proportionately significant residential uses.
- Protect existing commercial areas from uses and building forms which are incompatible with the scale, character and needs of the adjacent neighborhoods.
- Minimize the use of adjacent neighborhood streets for commercial area parking by establishing adequate parking requirements and encouraging shared parking arrangements.
- Encourage the adaptive re-use of existing building stock.
- Encourage public/institutional uses such as community centers and libraries that encourage community gathering.
- Encourage mixed-use vertical buildings providing residential uses above retail uses.
- Prevent the expansion of non-residential uses into residential areas.
- Provide diverse and more affordable housing opportunities accessible for all ages.

IMPLEMENTATION STRATEGIES

All neighborhood centers are in continuous efforts to maintain and enhance for their respective neighborhood centers. These specific activities include:

- Improve public safety with a variety of means and technologies.
- Improve vehicular and pedestrian connectivity and ADA access.
- Employ additional on-street parking and traffic calming measures.
- Promote locally owned businesses.
- Encourage more small scaled grocery stores and or fresh food options.
- Provide for a wider variety of commercial uses that meets the needs of the neighborhoods.
- Provide means to improve balance of retail, services, and restaurants.
- Improve the pedestrian environment by having well maintained and wide sidewalks with street trees and street furniture such as trash receptacles and benches.
- Enhance opportunity for access to public transportation to minimize traffic.
- Allow shared parking opportunities for one-stop parking to serve multiple off-site uses.
- Allow for unique character of individual neighborhood centers including signage and gateway features as much as possible.
- Provide for stronger enforcement to maintain and improve dilapidated structures.
- Adopt Neighborhood Commercial zoning in Neighborhood Centers.

ADOPTED PLANS

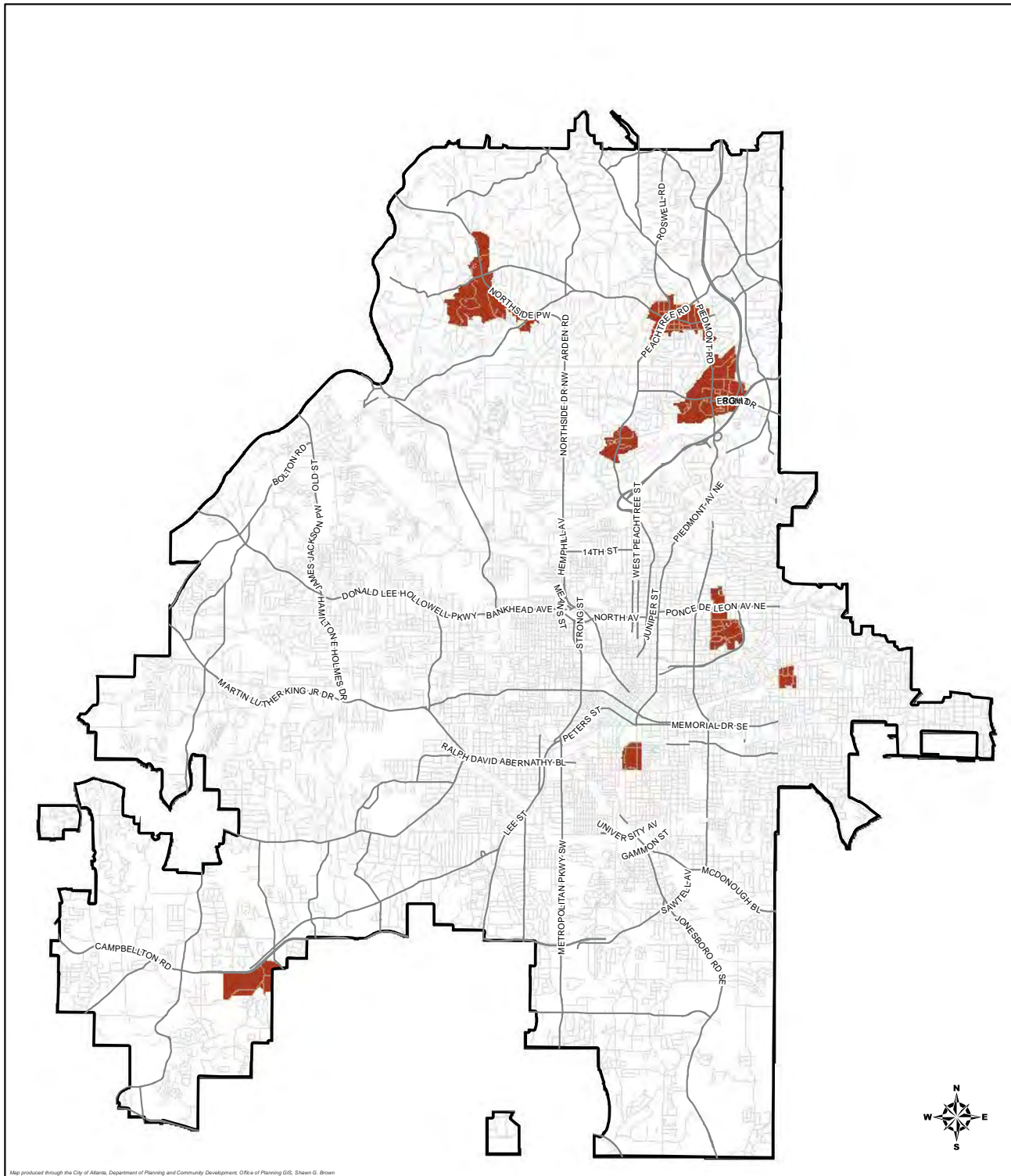
The City of Atlanta has undertaken many planning studies and redevelopment plans that include recommendations for zoning and land use changes to support the maintenance of neighborhood centers and foster the creation of new centers which include:

- BeltLine Subarea Plans (2011)
- Campbellton/Cascade Corridors Redevelopment Plan (2006)
- East Atlanta Village Study (1999)
- Jonesboro Road Redevelopment Plan Update (2006)
- Mechanicsville Community Redevelopment Plan (2004)
- North Highland Avenue Study (1999)
- Pittsburgh Community Redevelopment Plan (2001)
- Vine City Redevelopment Plan (2004)
- Westview Neighborhood Plan (pending adoption)



Community Agenda - 3. Character Areas

Character Areas - Town Center



City of Atlanta
Character Areas
Town Center

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2011 CDP

Map 3-9: Town Center



GENERAL CHARACTERISTICS

Town Centers are focal points of several neighborhoods that have a concentration of activities such as retail, big box retail, commercial, professional office, higher density housing, and open space. Other uses often include medium density housing, offices, schools and other institutions. They typically are accessible to pedestrians and are served by transit.

Atlanta's town centers have a variety of development patterns, however many are developed with large blocks, a limited street network and a suburban/auto oriented development pattern dominated by large parking lots fronting the street and numerous curb cuts along sidewalks. The uses usually include commercial strip shopping centers or specialized large uses such as malls and hospitals. Some lack sufficient pedestrian accessibility and can often be traffic congested. Also, in some cases, Town Centers may have an overabundance of particular uses such as restaurants or personal services which does not allow for a full diversity of quality community orientated commercial uses to serve the surrounding residential neighborhoods.

LOCATIONS

Atlanta contains several existing and emerging Town Centers throughout the City which include: Lindbergh City Center, Buckhead Village, and Northside Parkway at I-75, Greenbriar Mall, the Edgewood retail district and other areas including near Piedmont Hospital, the former City Hall East and Turner Field area (see Map 3-9).

PREFERRED DEVELOPMENT PATTERN

Transportation:

Town Centers should serve all transportation modes including pedestrians, bicyclists, motorists, and transit users. The street design should be consistent with the Connect Atlanta Plan Street Design for Commercial Boulevards. The Plan recommends the redesign of existing corridors in order to create a more livable streetscape with complete streets and traffic calming while still providing mobility. There should also be improved signage and wayfinding signs along corridors to facilitate travel.

Town Centers should be accessible by transit, bicycle routes, highways and other major roads. Transit options should be increased as opportunity arises. Sufficient parking should be provided in an unobtrusive manner including new on-street parking. All streets having bus routes should include bus shelters.

Sidewalks should be ADA accessible, wide and in good repair with street trees to serve as buffers between travel lanes and pedestrians in addition to providing shaded areas for convenient walking. Intersections at wide streets should include medians to make street crossings safer. Streetscapes with street furniture including pedestrian lighting, benches and trash receptacles improve the pedestrian accessibility of the center. Streetscape improvements should be implemented along key sections of Town Centers. Good pedestrian connectivity between the neighborhood centers and surrounding residential areas is important to improve their walkability and patronage by nearby residents. Bike facilities should be provided particularly along roads designated as a *Core Bicycle Connection* and a *Secondary Bicycle Connection* in the Connect Atlanta Plan.

As large parcels redevelop the new development should include new streets to create smaller more walkable blocks. The new streets should provide connections to the existing street network. Driveway curb cuts should be minimized in number and size and access to parcels should be provided from side streets whenever possible. Traffic calming measures such as on street parking, roundabouts, medians should be implementing to slow down vehicular and improve the pedestrian environment.

Land Use:

Town Centers should provide services and facilities that serve area. Building placement, mass and orientation should create a pedestrian-oriented urban form. The front building façade should be built to the back edge of the sidewalk and the main building entrance should open to the sidewalk to frame the streetscape and encourage pedestrian activity.



Community Agenda - 3. Character Areas

Surface parking lots should be located to the side and/or rear of buildings, and when adjacent to the sidewalk should be screened with vegetation. Buildings should wrap multi-story parking decks. Public parking should be encouraged to be developed as attractive structures to support retail and prevent encroachment of parking in adjacent residential areas. Buildings should be sustainable and constructed of quality materials and design.

Multi-story buildings, high density and mixed use buildings/developments are appropriate in Town Centers. However, existing historic and potentially historic structures should be preserved. At the same time, there should be appropriate transitions and buffers to adjacent character areas, particularly in areas without an intervening street and surrounded by low-density residential neighborhoods. Greater residential housing density should be encouraged to provide a range of housing types and prices accessible for all ages, particularly senior housing. Sustainable design should also be encouraged. Although Town Centers do not typically have large greenspaces, there are often more urbanized public gathering places such as plazas within them.

Economic Development

While Town Centers offer a concentration of uses and services, they still have a large number of either underutilized or vacant sites as well as vacant and underutilized big box retail which offer the opportunity for infill redevelopment. Town Centers should provide jobs and economic opportunities for the City residents surrounding them.

Primary Land Uses:

- Vertical Mixed Use
- Commercial
- Office
- Multi-Family Residential
- Institutional
- Cultural

POLICIES

Town Center policies are intended to maintain and enhance their vitality including:

- In Town Centers, the highest densities should be at the center and transition to lower densities at the edges to protect and buffer surrounding neighborhoods. Surrounding neighborhoods should be buffered from noise and lights.
- Maintain and improve upon public safety.
- Preserve and restore the existing, traditional and pedestrian scale and character of buildings.
- Promote a balance of retail, service, office, dining and residential uses serving the adjacent neighborhoods.
- Place controls on the development of larger scale strip development which are intended to serve larger areas than a single neighborhood or a small group of neighborhoods.
- Encourage complete streets and integrated modes of transportation including pedestrian, bicycle, auto and the use of public transportation including MARTA.
- Provide attractive pedestrian oriented storefronts and activities adjacent to sidewalks such as outdoor cafes/markets and minimize surface parking lots.
- Facilitate safe, attractive and convenient pedestrian circulation with wide tree lined sidewalks, safe pedestrian crossings, on-street parking and minimize conflicts between pedestrians and vehicles.
- Minimize the use of adjacent neighborhood streets for commercial area parking by establishing adequate parking requirements and encouraging shared parking arrangements. Encourage well designed public parking to support retail.
- Promote a variety and diversity of uses and good quality businesses.

- Provide diverse and more affordable housing opportunities accessible for all ages.
- Promote the redevelopment of vacant sites, surface parking and underutilized big box retail and deteriorating buildings.

IMPLEMENTATION STRATEGIES

- Improve public safety with a variety of means and technologies;
- Improve vehicular and pedestrian connectivity with ADA access;
- Employ additional on-street parking and traffic calming measures;
- Promote locally owned businesses;
- Encourage more grocery stores and or fresh food options;
- Provide for a wider variety of commercial uses;
- Encourage mixed-use vertical buildings providing residential uses above retail uses;
- Provide means to improve balance of retail, services, and restaurants;
- Improve sidewalk conditions including well maintained and wider sidewalks with street trees and street furniture such as trash receptacles and benches; Improve sidewalk connectivity from surrounding areas to Town Centers.
- Enhance opportunities for access to public transportation to minimize traffic;
- Improve parking opportunities to allow one-stop parking to serve multiple off-site uses;
- Allow for unique character of individual neighborhood centers including signage and gateway features as much as possible;
- Encourage the adaptive re-use of existing building stock;
- Provide for stronger enforcement to maintain and improve dilapidated structures;
- Increase amount of accessible park space;

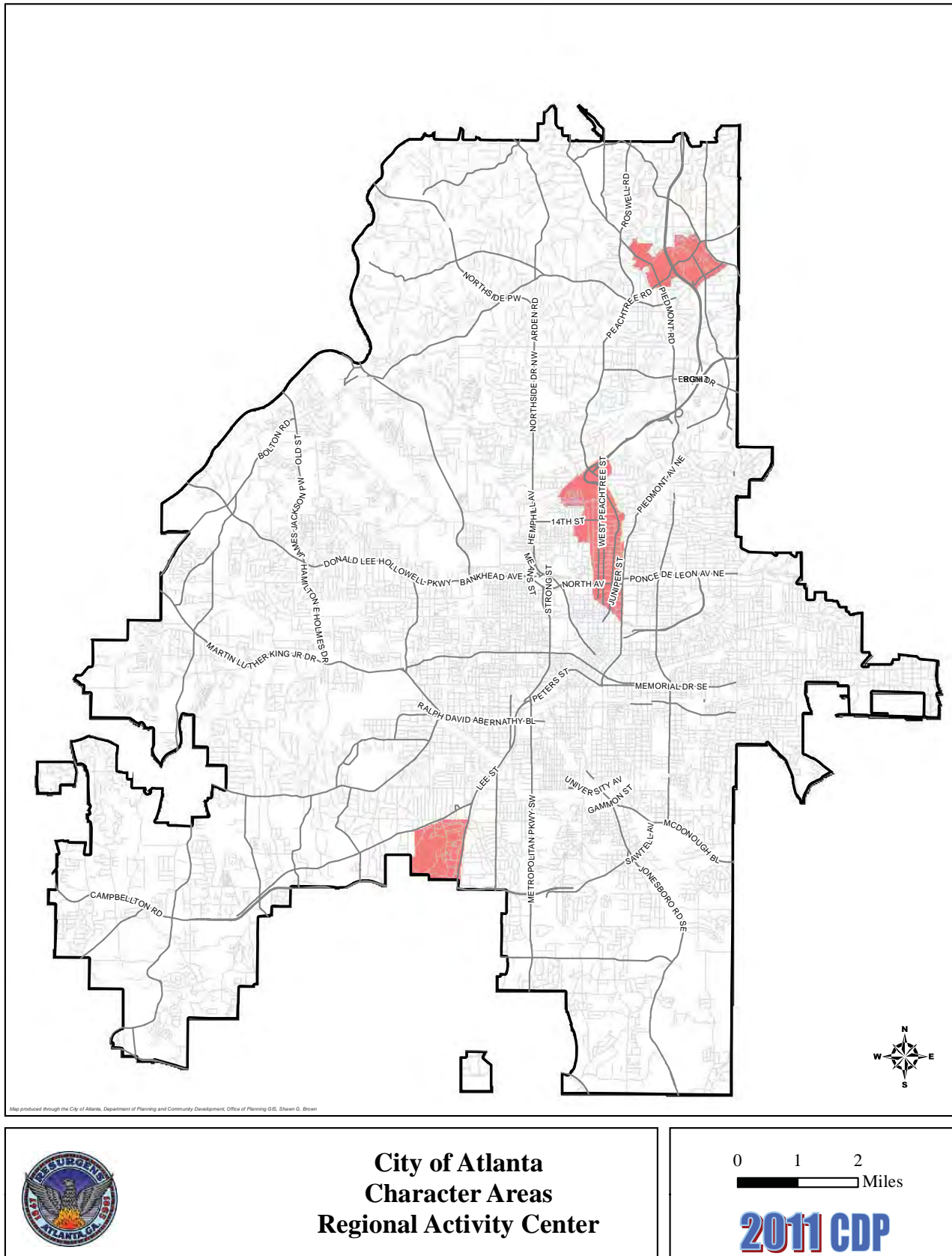
ADOPTED PLANS

- Beltline Subarea Plans
- Buckhead Pedestrian Connectivity Study (2011)
- Buckhead Greenspace Action Plan (2011)
- Buckhead Action Plan Livable Centers Initiative (LCI) Report (2002)
- Connect Atlanta Plan (2008)
- District 2 Rail Corridor Study (2001)
- Greenbriar Town Center Livable Communities Initiative (LCI) Study and Concept Plan (2001)
- Edgewood Redevelopment Plan (2009)
- Lindbergh Transportation Area Development Study (2001)
- Old Fourth Ward Master Plan (2007)
- Piedmont Road Corridor Study (2008)
- Ponce De Leon/Moreland Avenue Corridors Study (2005)
- Stadium Neighborhoods Tax Allocation District – Redevelopment Plan (2006)
- Summerhill/Peoplestown Redevelopment Plan Update (2006)



Community Agenda - 3. Character Areas

Character Areas - Regional Center



Map 3-10: Regional Center

GENERAL CHARACTERISTICS

Regional Centers have a concentration of regionally marketed commercial and retail centers, office and employment areas, high density housing, entertainment and attractions, cultural and institutional uses which may also include higher education facilities. These centers have a high degree of access by vehicular traffic and public transportation. They include properties with higher densities on large tracks of land developed as part of a campus or unified development plan.

The City of Atlanta has two primary Regional Centers in Midtown and Buckhead which are readily accessible from major highways- I-75/85 for Midtown and GA-400 for Buckhead. Fort McPherson, currently operating as a military base until its September 2011 closure, will be redeveloped as a Regional Center Character Area with access also from I-75/85 and arterial streets – Lee St. and Campbellton Road.

In some instances, the highways and streets for these Regional Centers serve a physical barrier limiting auto access and severely limiting pedestrian access. These Regional Centers are also accessible by mass transit including metro Atlanta's commuter rail system- MARTA- which provides three stations in Midtown, two stations in Buckhead and two accessible from Fort McPherson. In addition, these areas are well served by MARTA bus and connecting local and regional commuter bus systems. Major streets in the regional areas typically run north-south and are at four to six lanes wide and classified as either state routes (such as Peachtree Rd. in Buckhead) or city arterial streets (such as 10th Street in Midtown and Lee Street adjacent to Fort McPherson). Secondary streets typically run east-west and are usually at least three to four drive lanes wide. In Midtown, some of these streets such as Spring St., West Peachtree St. are one-way and serve in tandem to access the adjacent highways. As a whole, Midtown is characterized by a standard street grid system with small block sizes and on-street parking options, but Buckhead and Fort McPherson has predominately large superblocks with limited connectivity and on-street parking options in comparison. This leads to congested streets, in particular during peak rush hour traffic and during special holiday seasons especially in Buckhead. The Regional Centers do not offer consistent dedicated bicycle lanes or routes. Pedestrian tree-lined sidewalks are provided on virtually all public streets in Midtown and along Peachtree Road and Piedmont Road in Buckhead, however, they are found less consistently overall throughout Buckhead and are virtually non-existent in Fort McPherson. Moreover, the sidewalks are also broken by numerous driveway curb-cuts which make walking on the sidewalks less than desirable.

Land uses for Atlanta's Regional Centers are medium to high density mixed uses including a blend of office, retail, institutional, hotel, residential, cultural, recreational, educational and research orientated. These uses are encouraged in vertical mixed-use structures. Industrial uses, adult businesses and independent surface parking lots are either discouraged or directly prohibited. These land uses allow these Regional Centers to provide a very high number of jobs in comparison to available housing. The greatest density of these uses is found along the Peachtree spine and along the adjacent highways; although there are still scattered areas of low density residential development on or adjacent to this spine. In general, development densities gradually decline toward adjacent single-family neighborhoods which surround the respective Regional Centers. Buckhead parcels are developed as larger tracks of land with uses being less residential and having more orientation toward financial and commercial uses due to the large regional malls of Lenox Square and Phipps Plaza. In comparison, Midtown is developed with smaller parcels with land uses more focused with institutional, cultural and entertainment uses including the visual and performing arts. This is characterized by the location of notable regional art offerings such as the Fox Theatre, the Woodruff Arts Center which includes the High Museum of Art, Atlanta Symphony Orchestra and the Alliance Theatre and the Center for Puppetry Arts. However, it should also be noted that Atlantic Station, a large mixed-use master planned redevelopment project located on the west side of Midtown regional center has quickly become a significant retail center. The proposed redevelopment of Ft. McPherson will allow land uses would include high density mixed-use, office-institutional, bio-tech research facilities, single-family and medium-density residential, as well as open space. The Regional Centers are well served by high rise office buildings serving as headquarters for major international companies. Atlanta's most iconic park – Piedmont Park - is adjacent to the Midtown regional center, although Buckhead's regional center has no large natural green spaces, ironically, the parking lots of Lenox Mall serve as regional public gathering spots to celebrate holidays such as the 4th of July. The historic Parade Ground and a planned 30-acre Event Space would serve as public greenspaces in Fort McPherson.



Community Agenda - 3. Character Areas

LOCATIONS:

Regional Centers in the City of Atlanta are located in the core portions of the larger areas known as Midtown, Buckhead and Fort McPherson. These Regional Centers are easily accessible and adjacent from the local highways or roads. Midtown's regional center boundary roughly follows I-75/85 to the west and south, I-85/Buford Highway to the north and one to two blocks east of Peachtree St. to the east. Buckhead's regional center is focused upon major regional malls- Lenox Square and Phipps Plaza; and follows the major thoroughfares Peachtree Rd. which runs from southwest to northeast and Piedmont Rd. to the northwest from its intersection at Peachtree Rd. Fort McPherson is Fort McPherson nearly 500 acres centrally located between Downtown and the Hartsfield-Jackson Atlanta International Airport adjacent to Lee Street to the east and Campbellton Road to the north. All of the Regional Centers are served by heavy rail (see Map 3-10).

PREFERRED DEVELOPMENT PATTERNS:

Transportation:

Regional Centers often serve the City and/or neighborhood within a reasonable driving distance or a 5-10 minute walk. Regional Centers should serve the needs of motorists, transit users, bicyclists and pedestrians. The street design should be consistent with the Connect Atlanta Plan Street Design for Commercial Boulevard. The Connect Atlanta Plan recommends the redesign of existing corridors in order to create a more livable streetscape and provide mobility for motorists, bicycles and pedestrians. There should be improved signage and wayfinding signs along corridors to facilitate travel. Transportation Management Associations should be integral element is promoting all modes of transportation and reducing congestion.

Regional Centers should be accessible by transit, highways, and arterial roads with transit options to be increased as much as possible. Bus stops should provide shelters, route information and trash receptacles. Sufficient parking should be provided, however, in an unobtrusive manner.

Sidewalks should be wide, free of obstructions and in good repair, and should be lined with street trees to serve as buffers between travel lanes and pedestrians in addition to providing shaded areas to walk. Intersections should be ADA accessible, clearly marked with crosswalks and for larger streets, medians to make street crossings safer. Streetscapes with pedestrian lighting, street furniture, trash receptacles and wide sidewalks improve the pedestrian accessibility of Regional Centers. Streetscape improvements should be implemented along key sections, and in concentrated activity areas (nodes), of Regional Centers. Bicycle facilities should be provided particularly along roads designated as a *Core Bicycle Connection* and a *Secondary Bicycle Connection* identified in the Connect Atlanta Plan.

As large parcels redevelop, new development should include smaller walkable blocks with frequent intersections. The network of streets should connect to the existing street network. Curb cuts should be minimized in size and number and access to parcels should be provided from side streets wherever possible. Overall, Regional Centers should entail a planned relationship between the development and public infrastructure, including the pedestrian-oriented environment and transportation network systems.

Land Use

Regional Centers should provide services and facilities that serve the greater area. Building placement, mass and orientation should create a pedestrian-friendly urban form. The front building façade should be built to the back edge of the sidewalk, and the main building entrance should open to the sidewalk to frame the streetscape and encourage pedestrian activity. Surface parking lots should be discouraged. If present, they should be located to the side and/or rear of buildings, and when adjacent to the sidewalk should be screened with vegetation. Parking decks should be screened with liner buildings. Buildings should constructed of quality materials and design.

Multi-story buildings, high density and mixed use buildings/developments are appropriate in Regional Centers. At the same time, there should be appropriate transitions in building scale and buffers to adjacent character areas, particularly in areas without an intervening street and surrounded by low-density residential neighborhoods. . Existing

historic and potentially historic structures should be preserved. Single-family neighborhoods which surround Regional Centers should also be protected. Greater residential housing density should be encouraged and should include a range of housing types and prices to include workforce and affordable housing accessible for all ages as well as senior housing. Sustainable living including greener buildings, roof-top gardens, greener streets and accessibility to public spaces should also be strongly encouraged.

Economic Development

- Provide jobs and economic opportunities for the City residents surrounding the Regional Centers
- Promote international businesses and headquarters to locate in the Regional Centers

Primary Land Uses

- Vertical Mixed-Use
- Commercial
- Office
- Residential
- Institutional (Government, Educational)
- Cultural (Museums, Visual & Performing Arts)

POLICIES:

- Enhance Regional Centers, encouraging their redevelopment as intense mixed use areas that serve multiple communities as well as the entire City with supporting land uses that create opportunities to live, work, shop and recreate;
- Improve the pedestrian environment and minimize conflict between pedestrians and vehicles;
- Improve pedestrian, bicycle and vehicular connectivity;
- Facilitate safe and convenient bicycle access;
- Provide appropriate pedestrian oriented uses and activities adjacent to sidewalks;
- Encourage the use of public transportation including MARTA with high-density mixed-use Transit Oriented Development near MARTA stations;
- Support shared parking and alternative modes of transportation options,
- Supply sufficient parking in an unobtrusive manner;
- Maintain and improve upon public safety;
- Encourage opportunities for economic development where there is a planned relationship between the transportation system and development;
- Encourage a compatible mixture of residential, commercial, cultural and recreational uses;
- Provide greater residential housing density for improved jobs/housing balance;
- Offer a range of housing types, including senior housing, and prices to include affordable and workforce housing accessible for all ages to meet different housing needs;
- Preserve, protect and enhance single-family neighborhoods which surround the Regional Centers;
- Support sustainable living including greener buildings, public green spaces and tree lined streets;
- Improve the aesthetics of the built environment.
- Preserve and protect the City's historic buildings and sites thru rehabilitation and reuse.



Community Agenda - 3. Character Areas

- Provide expanded cohesive urban outdoor street level retail uses along strategic streets.
- Provide more publically accessible green spaces with shade trees.

IMPLEMENTATION STRATEGIES:

Midtown, Buckhead and Fort McPherson are in continuous efforts to plan for their respective regional areas. This includes being within the initial stages of updating their zoning regulations to turn their vision into reality. Recommendations include:

- Revise and update SPI-16 zoning regulations in Midtown that were adopted in 2001 based in part, upon Blueprint Midtown II
- Improve streetscape elements on major Midtown streets identified in the Midtown Cityscape project
- Expand and revise SPI-12 zoning regulations in Buckhead that were adopted in 1996.
- Implement the plans and policies in the 2011 completed 'Pedestrian Connectivity Study' and larger Buckhead area 'Greenspace Action Plan' for park and greenspace opportunities and 2008 'Piedmont Area Transportation Study' for area transportation improvements.
- Adopt the 2010 Fort McPherson Master Plan, land use and SPI zoning regulations

PLANS:

More specific information is included with the plans listed below:

For the Midtown Regional Center completed plans include:

- Blueprint Midtown II (2004)
- Midtown Retail Site Analysis (2006)
- Midtown Mile Market Overview & Retail Leasing Plan (2008)
- Midtown Mile Parking Assessment (2008)
- Connect Atlanta Plan (2008)
- Project Greenspace (2009)
- Midtown Mile Market Research Study (2011)
- I-75/85 Connector Transformation Study (underway)
- Midtown Cityscapes (ongoing)

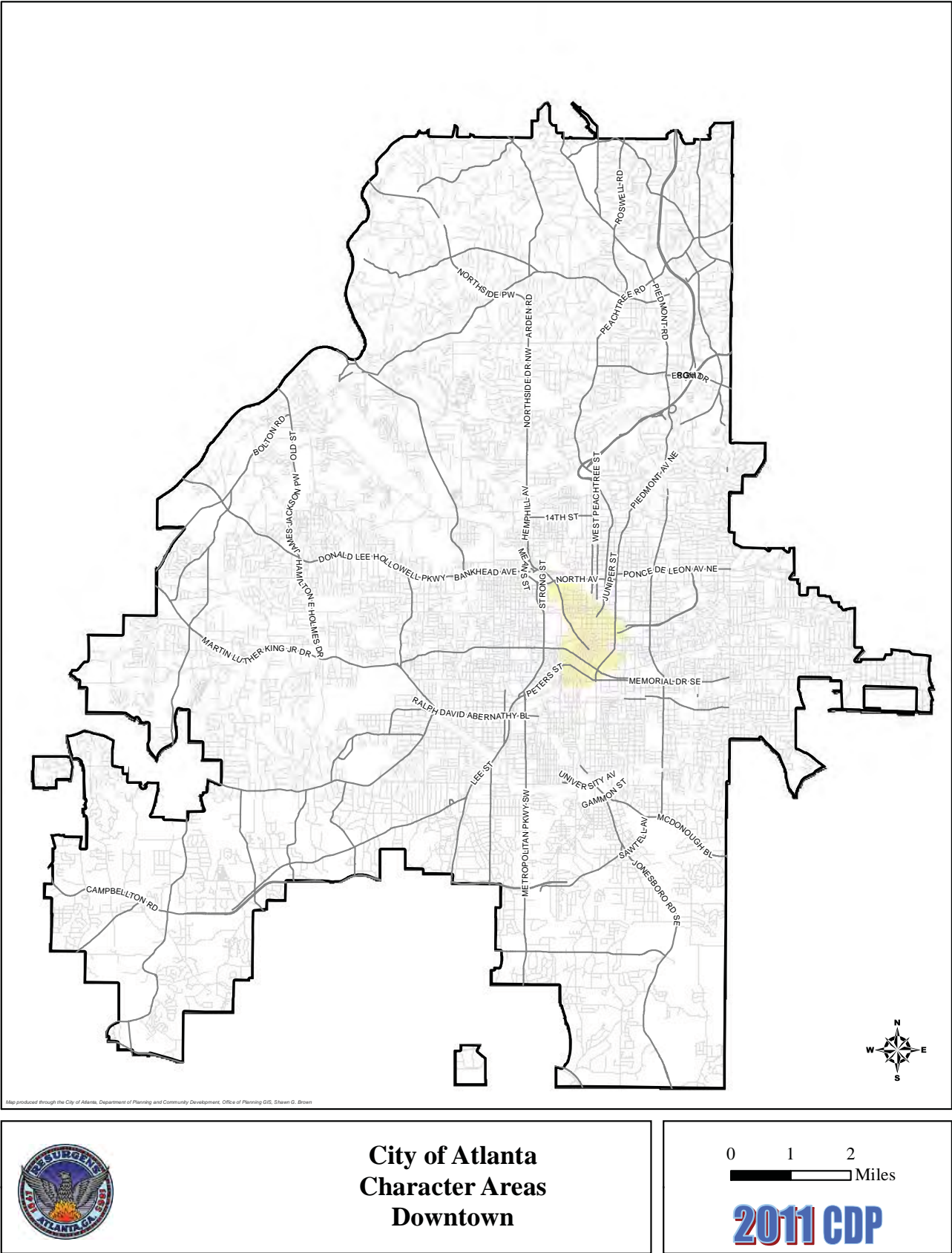
For the Buckhead regional center plans include:

- Buckhead Livable Centers Initiative Report (Peachtree Corridor Project) (2002)
- Piedmont Road Corridor Study (2008)
- Buckhead Pedestrian Connectivity Study (2011)
- Buckhead Greenspace Action Plan (2011)
- SPI-12 Rezoning Effort (underway)
- Buckhead Shuttle Operations Evaluation (underway)

For the Fort McPherson regional center plans include:

- Fort McPherson Outreach and Land Use Plan (2007)
- Fort McPherson Master Plan (2010)
- SPI-2 Zoning Regulations (underway)

Character Areas - Downtown



Map 3-11: Downtown



Community Agenda - 3. Character Areas

GENERAL CHARACTERISTICS

Downtown Atlanta serves as the symbolic center of the Atlanta region and the state of Georgia. It has a high concentration of regionally marketed commercial, office and employment, entertainment and attractions, and also contains cultural and institutional uses that include higher education facilities. It is also the government center of the southeast United States with federal, state, county and city government agencies located there.

Downtown is readily accessible from major highways- I-75/85 and I-20. In some instances however, the highways serve a physical barrier limiting auto access and severely limiting pedestrian access from other areas of the City. Downtown is also accessible by mass transit including metro Atlanta's rail system, MARTA, which provides six transit stations. In addition, Downtown is well served by MARTA bus, Greyhound and several regional commuter bus systems. The Atlanta Streetcar and the Multi-Modal Passenger Terminal will increase transit options in downtown as well as redevelopment opportunities.

As a whole, Downtown is characterized by a standard modified street grid system emanating from Five Points and includes several primary corridors such as Peachtree Street, West Peachtree Street, Spring Street, Centennial Olympic Park Drive, Northside Drive, Courtland Street, Piedmont Avenue, Ivan Allen Boulevard, Baker Street, International Boulevard, Auburn Avenue/Luckie Street, Marietta Street/Decatur Street, Mitchell Street, Trinity Avenue, and Memorial Drive. These primary corridors are typically four to six lanes wide. Secondary streets are usually two to four lanes wide. Some streets such as Spring St., West Peachtree St., Peachtree Center Ave., Piedmont Ave, and Courtland St. are one-way and serve in tandem to access the adjacent highways or intended to filter traffic quickly through Downtown. In general, traffic flows smoothly, however is congested during peak rush hours and during special entertainment or sporting events on certain streets located adjacent to the interstate access ramps and those events.

Pedestrian sidewalks are provided on virtually all public streets, however, in some locations sidewalks are in disrepair. Downtown does not offer consistent dedicated bicycle lanes or routes. On-street parking is available primarily on secondary streets in the government center, Fairlie-Poplar, Terminus and Centennial Hill areas of Downtown.

Land uses for Downtown are predominately medium to high density mixed uses including a blend of office, retail, institutional, hotel, residential, educational, cultural, and recreational. These uses are found and encouraged in vertical mixed-use structures. Industrial uses, adult businesses and independent surface parking lots are either discouraged or directly prohibited. These land uses allow Downtown to provide a very high number of jobs in comparison to available housing in the immediate area. The greatest density of these uses is found along the Peachtree spine, in Fairlie-Poplar and adjacent to Centennial Olympic Park; although there are still scattered areas of surface parking lots throughout Downtown.

Residential uses are also scattered and include converted former office buildings to lofts, new mid and high-rise mixed use predominately residential development adjacent to Centennial Park and the Civic Center MARTA station and mid-density residential directly north of Centennial Park. New student housing is concentrated in the east side of Downtown around Georgia State University. Ground-floor accessory retail uses primarily serve nearby office workers and often close after 6 pm and most are not open on the weekends. Retail serving residents and students is lacking.

Cultural and entertainment uses including the visual and performing arts such as the Rialto Performing Arts Center, Balzer Theatre, and the Georgia Aquarium and Phipps Arena are concentrated in Fairlie-Poplar and around Centennial Olympic Park. Nearby and in the southwest portion of Downtown is the Georgia Dome and Georgia World Congress Center which serving local to international visitors. Educational facilities are concentrated east of Five Points, and government agencies are generally located south of Five Points in the Terminus area. Peachtree Street, formerly Atlanta main retail shopping street and theatre district has given way to ground floor office uses and financial institutions, although in recent years new restaurants have opened along the corridor.

Downtown Atlanta also contains several urban parks such as Woodruff Park, Hurt Park, Ivy Hard Park, and Centennial Olympic Park. Throughout the year several musical events and festivals are held in Woodruff Park and Centennial Olympic Park.

LOCATION

Downtown Atlanta is located in the central part of the city and contains the central business district which is generally bounded by North Avenue on the north, Piedmont and I-75/85 on the east, I-20 on the South, existing rail lines and Martin Luther King Dr. on the southwest and Northside Drive on the northwest (see Map 3-11).

PREFERRED DEVELOPMENT PATTERN

Transportation

Downtown is predominately comprised of small block sizes and an extensive street grid system connecting to other parts of the City. Downtown should not only serve the needs of motorists, but should also serve transit users, pedestrians, and bicyclists. The street design should be consistent with the Connect Atlanta Plan, which recommends the redesign of existing corridors in order to create a more livable streetscape and provide mobility for motorists, bicycles and pedestrians. This includes: streetscape repairs and enhancements, upgrading crosswalk facilities, the conversion of one-streets to two-way traffic flow, increasing the amount of on-street parking, opening Upper Alabama Street to traffic, and increasing wayfinding signage along major corridors to facilitate all modes of travel.

Streetscape improvements should include ADA accessible and wider pedestrian clear zones (sidewalks), new pedestrian street lighting, and street furniture such as trash receptacles, to improve pedestrian accessibility and convenience. Street trees should also be planted to serve as buffers between travel lanes and pedestrians in addition to providing shaded areas for pleasant walking. As parcels redevelop, driveway curb cuts should be minimized in size and number to minimize pedestrian conflicts and improve safety and traffic flow.

Bicycle facilities should be provided particularly along roads designated as a *Core Bicycle Connection* and a *Secondary Bicycle Connection* identified in the Connect Atlanta Plan. The Multi-Modal Passenger Terminal will be a major transportation hub and will be catalyst for redevelopment.

Land Use:

Downtown Atlanta should be a vibrant urban environment where people can live, work, meet shop and play serving not only the immediate area but also the Atlanta region. The future vision of Downtown should include: building new walkable, high density mixed-use developments on and around the MARTA transit stations, Centennial Hill, Terminus and South of North Avenue (SoNo) neighborhoods, bridging gaps in Downtown created by the Interstate, re-affirming Peachtree as the premier street of the Southeast, connecting the region through a multi-modal transportation hub, and supporting the Centennial Olympic Park district as a world-class destination with outstanding cultural and entertainment venues.

Building placement, mass and orientation should create a pedestrian-friendly urban form and engage the street. The front building façade should be built to the back edge of the sidewalk, and the main building entrance should open to the sidewalk to frame the streetscape and encourage pedestrian activity. Surface parking lots are discouraged. If present, they should be located to the side and/or rear of buildings, and when adjacent to the sidewalk should be screened with vegetation. Parking decks should be screened with liner buildings. Buildings should be constructed of quality materials and design. Active ground-floor uses and outdoor cafes/markets should be provided wherever possible adjacent to sidewalks to enliven the street.

Multi-story buildings, high density and vertical mixed-use developments are appropriate in Downtown. However, existing historic and potentially historic structures should be preserved and rehabilitated. Also, there should be appropriate transitions in building scale and buffers to adjacent character areas, particularly in areas without an intervening street and surrounded by low-density residential neighborhoods. Greater residential housing density should be encouraged and should include a range of housing types and prices accessible for all ages. Special emphasis should be made to promote student housing. A greater opportunity to access grocery as well as neighborhood serving retail and entertainment uses (to include a movie theatre) should be provided. These should be open later in the day and on the weekends to serve students, residents and hotel guests. Sustainable living including greener buildings, green rooftops,



Community Agenda - 3. Character Areas

streets and accessibility to public spaces should also be strongly encouraged. Portions of downtown, mainly south of Five Points and particularly around the Garnett Street MARTA station have suffered from neglect and disinvestment. Rehabilitation of existing buildings and development of the numerous surface parking lots should be a priority.

Economic Development

- Provide jobs and economic opportunities for the Atlanta region and City residents.
- Promote international businesses and headquarters to locate Downtown.
- Promote more cultural and entertainment facilities to locate Downtown.
- Promote more high-rise predominately residential development.
- Encourage accessible grocery and retail uses.

Primary Land Uses

- Vertical Mixed-Use
- Commercial
- Office
- Multi-family Residential
- Institutional (Government, Hospital, Educational)
- Cultural (Museums, Visual & Performing arts)
- Large Special Entertainment (Sports and Events in Arenas)

POLICIES:

- Preserve, protect and enhance Downtown's role as the civic and economic center of the Atlanta region.
- Create a 24-hour urban environment where people can live, work, meet, shop and play.
- Encourage the development of major commercial uses and high density housing.
- Encourage a compatible mixture of residential, commercial, entertainment, cultural and recreational uses.
- Encourage a range of housing types and prices accessible for all ages to meet different housing needs. Encourage student housing.
- Improve the aesthetics of street and built environments.
- Promote pedestrian activity and safety by ensuring and revitalizing pedestrian-oriented buildings and street fronting areas which create a sense of activity and liveliness along their sidewalk-level façades.
- Facilitate safe, pleasant, and convenient sidewalk-level pedestrian circulation that minimizes impediments by vehicles.
- Encourage the use of public transportation with high-density mixed-use development near MARTA stations and other transit facilities.
- Enhance the efficient utilization of accessible and sufficient parking facilities in an unobtrusive manner including encouraging shared parking and alternative modes of transportation while discouraging surface parking lots.
- Provide safe and accessible parks and plazas for active and passive use including protecting Centennial Olympic Park as an Olympic legacy and a local and regional civic resource.
- Preserve and protect Downtown's historic buildings and sites through adaptive rehabilitation and re-use.
- Support sustainable development including greener buildings, roof top gardens, public green spaces and tree-lined streets.

- Recognize the special character of Fairlie-Poplar and Terminus through the administration of specific standards and criteria consistent with the historic built environment as recognized by the inclusion of several blocks and buildings on the National Register of Historic Places.

IMPLEMENTATION STRATEGIES:

Recommendations for Downtown's continued growth and redevelopment include:

- Implement the transportation projects outlined in The Connect Atlanta Plan and Imagine Downtown Plan such as the conversion of one-way streets to two-way traffic flow, installation of bicycle facilities, and streetscape improvements.
- Promote the installation of temporary and permanent public art displays throughout the urban plazas and parks.
- Increase the amount of on-street parking throughout all streets.
- Revise the sign regulations in the Downtown SPI-1 district to identify entertainment areas and primary corridors to allow more vibrant signage opportunities.
- Develop urban design solutions to bridge the gaps over the I-75/85 connector to beautify and connect areas of Downtown to each other and Midtown.
- Create improved partnership with institutions such as universities to foster greater coordination and cooperative improvements.

ADOPTED PLANS

Several plans combining the findings, vision, and goals for Downtown's redevelopment have been introduced by the City, Central Atlanta Progress, and the Atlanta Development Authority in partnership with community stakeholders. These plans provide guidance for future private and public investment to create a more vibrant and vital Downtown. These include:

- Urban Redevelopment Plan (2010)
- Imagine Downtown and Imagine Encore (2004 and 2009, respectively)
- Connect Atlanta Plan (2008)
- Project Greenspace (2009)
- Northside Drive Corridor Study (2005)
- JSA-McGill Corridor LCI (2003)
- City Center LCI Plan (2001)
- Green Line Plan
- Central Area Action Plan (CA2P, 2000)

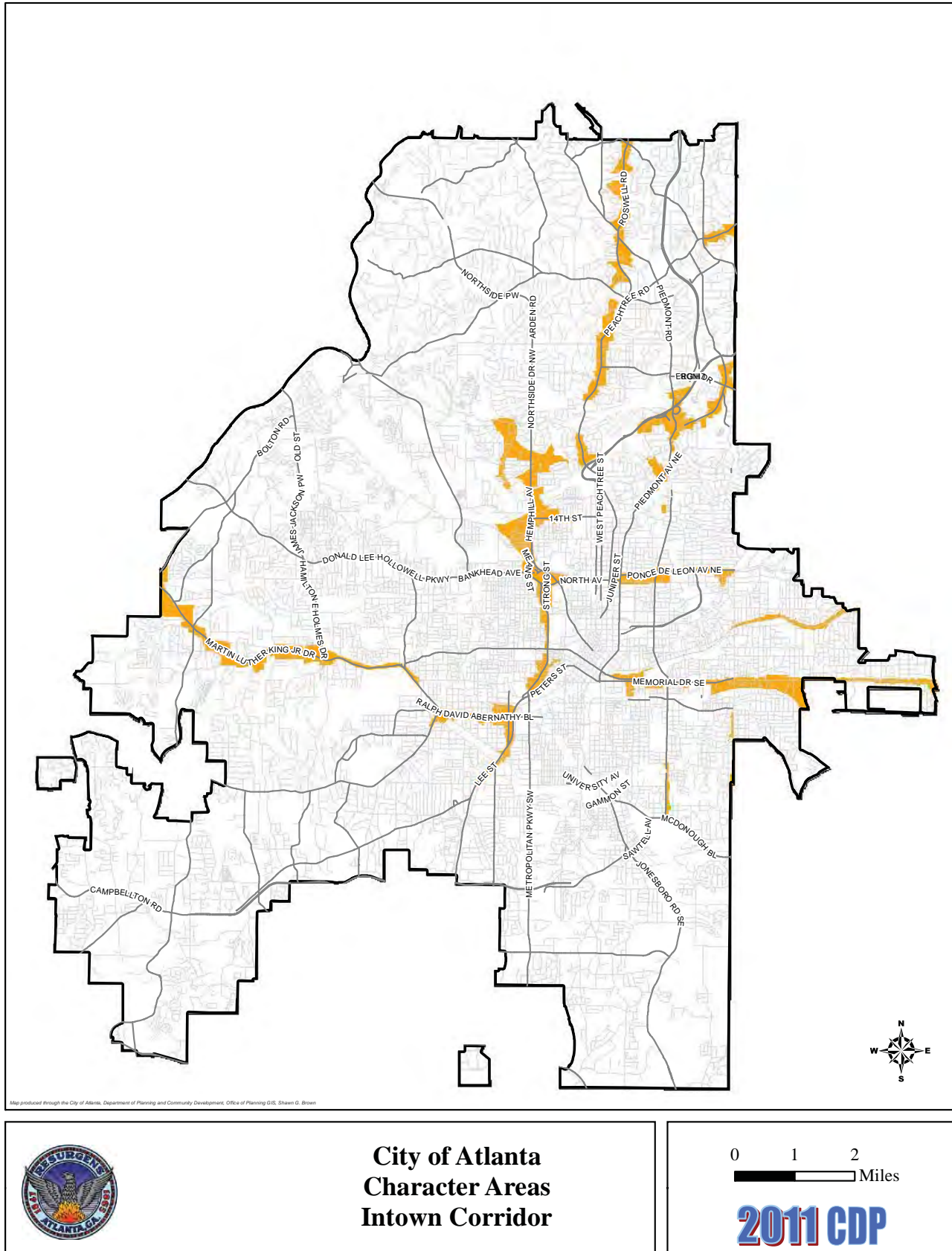
The City of Atlanta has adopted several tax allocation districts (TADs) to provide financial assistance to eligible public and private redevelopment efforts within an officially designated TAD area. Increases in property tax revenues, which are generated primarily from new investment in each TAD district, are allocated to pay infrastructure costs or certain private development costs within each TAD. This is primarily done through the issuance of tax allocation district bonds. Approval to establish a TAD must be obtained from all governments with tax authority within the district (City, County, and school) in order to use all portions of property tax revenues. Adopted TADs in portions of Downtown include:

- Westside (1992, and expanded in 1998)
- Eastside (2003)



Community Agenda - 3. Character Areas

Character Areas - Intown Corridor



Map 3-12: Intown Corridor

GENERAL CHARACTERISTICS

Intown Corridor Character Area includes the land on both sides (and sometimes the land adjacent to the parcels fronting on a corridor) of a street that serves as an arterial, collector or State Highway or a railroad corridor. The road corridors are generally wide, with multiple lanes and no medians. They carry a high volume of fast-moving traffic. Bus service is often provided along the corridor. Facilities for pedestrians and bicyclists may be present but are often inadequate, in poor condition, unsafe or lacking. ADA ramps may not meet ADA standards. Excessive curb cuts breakup the sidewalks and make walking along the corridors unsafe and unpleasant. The proliferation of overhead power lines and billboards add to the unattractive appearance of the corridor. Some streets that have had streetscapes installed have wide sidewalks, street trees, medians, benches and lighting. In some instances, there is on-street parking. These streets provide important connections in the City of Atlanta. However, they are often a barrier between neighborhoods. In many cases, there is limited transition between the uses fronting an Intown Corridor and an adjacent residential use.

Land uses along Intown Corridors range from multi-family residential, to institutional, office and commercial uses. Many houses of worship are located along In-Town Corridors. Land fronting on Intown Corridors consists generally of an automobile-oriented strip commercial development pattern. Single use, generally one-story buildings separated from the street by parking lots with few shade trees tend to characterize individual properties along these corridors. In some other areas, development has a more urban form with buildings that front the street and offer a mix of uses. Older and potentially-historic apartments, homes, churches, and retail stores line Intown Corridors in many areas, particularly along Ponce de Leon Avenue and Peachtree Street. Although many of the commercial uses are franchises (i.e. national chains), the corridors also typically include a variety of locally-owned stores. Adult entertainment establishments are concentrated along some of the Intown Corridors. Many parcels along Intown Corridors are in need of redevelopment.

LOCATIONS

Intown Corridors include properties fronting Ponce de Leon Avenue, Martin Luther King, Jr. Drive, Ralph David Abernathy Boulevard, Peachtree Road, Roswell Road, North Avenue, Monroe Drive, portions of the Atlanta BeltLine, Moreland Avenue, Boulevard, Memorial Drive, Marietta Street and 14th Street (see Map 3-12).

PREFERRED DEVELOPMENT PATTERN

Transportation

Intown Corridors often serve as City and/or neighborhood gateways. Intown Corridors should serve the needs of motorists, transit users, bicyclists and pedestrians. The street design should be consistent with the Connect Atlanta Plan Street Design for Commercial Boulevard, *Commercial Avenue* and *Commercial Street*. The Connect Atlanta Plan recommends the redesign of these existing corridors in order to create a more livable streetscape while still providing mobility. There should be improved signage and wayfinding signs along corridors to facilitate travel. On-street parking should be provided to the extent possible. Parking in adjacent neighborhoods should be minimized.

Intown Corridors should be walkable and bikeable. The speed of traffic should be slower in order to increase the use and safety of cyclists and pedestrians. Traffic calming measures such as on street parking, roundabouts, medians should be implementing to slow down vehicular and improve the pedestrian environment. Intown Corridors should be served by transit. Bus stops should have trash cans and bus shelters. Transit options, including express transit service, should be increased as opportunity arises.

Sidewalks should be wide, free of obstructions and in good repair with street trees to serve as buffers between travel lanes and pedestrians in addition to providing shaded areas to walk. Intersections should be ADA accessible, with crosswalks and, where possible, medians to make street crossings safe. Streetscapes with pedestrian lighting, street furniture, trash cans and wide sidewalks improve the pedestrian accessibility of the corridor. Streetscape improvements should be implemented along key sections, and in concentrated activity areas (nodes), of Intown Corridors. Bike facilities should be provided particularly along roads designated as a *Core Bicycle Connection* and a *Secondary Bicycle*



Community Agenda - 3. Character Areas

Connection in the Connect Atlanta Plan.

As large parcels redevelop the new development should include small walkable blocks with frequent intersections. The network of streets should connect to the existing street network. Cub cuts should be consolidated, and access to parcels should be provided from side streets.

Land Use

Intown Corridors should bring neighborhoods together by providing services and facilities that serve them and enhance connectivity. Existing historic and potentially historic structures (including homes, apartments, and institutional, commercial and religious buildings) should be preserved and renovated. Building placement, mass and orientation should create a pedestrian-friendly urban form. The front building façade should be built to the back edge of the sidewalk, and the main building entrance should open to the sidewalk to frame the streetscape and encourage pedestrian activity. Parking lots should be located to the side and/or rear of buildings, and when adjacent to the sidewalk should be screened with vegetation. Buildings should wrap multi-story parking decks. Buildings should have quality materials and design.

Multi-story buildings, high density and mixed use buildings/developments, and multi-family residential (including senior and workforce housing) are appropriate along Intown Corridors. Businesses such as grocery stores and other retail uses are appropriate along these corridors. At the same time, there should be appropriate transitions and buffers to adjacent character areas, particularly in areas without an intervening street. Although In-Town Corridors do not typically have large greenspaces, there are often more urbanized public gathering places such as plazas within them.

Primary Land Uses

- Multi-family residential
- Commercial uses such as grocery stores, retail stores, restaurants and other entertainment
- Offices
- Mixed Use
- Institutional

Economic Development

- Promote locally owned businesses along Intown Corridors
- Provide jobs and economic opportunities for City residents
- Limit the number of gas stations, adult businesses and convenience stores
- Enforce grandfathering regulations in order to limit adult businesses

POLICIES

- Encourage revitalization and redevelopment of Intown Corridors that improves the sense of place and community, creates a well functioning corridor that facilitates traffic flow, provides transportation options, and supports a variety of land uses.
- Promote and encourage the redevelopment of vacant, underutilized and auto-oriented development along Intown Corridors.
- Promote more dense pedestrian-oriented development at activity nodes and major intersections.
- Discourage continuous automobile-oriented development along Intown Corridors.
- Promote and encourage mixed use (residential, retail and office uses) and multi-family residential development with a pedestrian-friendly urban form.
- Preserve and rehabilitate historic and potentially historic buildings located in Intown Corridors.

- Encourage integrated modes of transportation including pedestrian, bicycle, auto and the use of public transportation including MARTA by promoting “complete streets”.
- Along Intown Corridors, the highest densities should be along the street or rail transition to lower densities at the edges to protect and buffer surrounding neighborhoods. Surrounding neighborhoods should be buffered from noise and lights.

IMPLEMENTATION STRATEGIES

- Develop corridor plan for Memorial Drive from Moreland Avenue east to the City Limits.
- Develop corridor plan for Roswell Road from Peachtree Road north to the City Limits.
- Develop corridor plan for portions of Martin Luther King Jr. Drive, west of the HE Holmes LCI.
- Adopt the Brookwood Alliance plan, extend SPI-9 from Buckhead Village to I-75 and include a Design Review Board.
- Streetscape improvements along Intown Corridor intersections.
- Implement recommendations from adopted corridor plans

ADOPTED PLANS

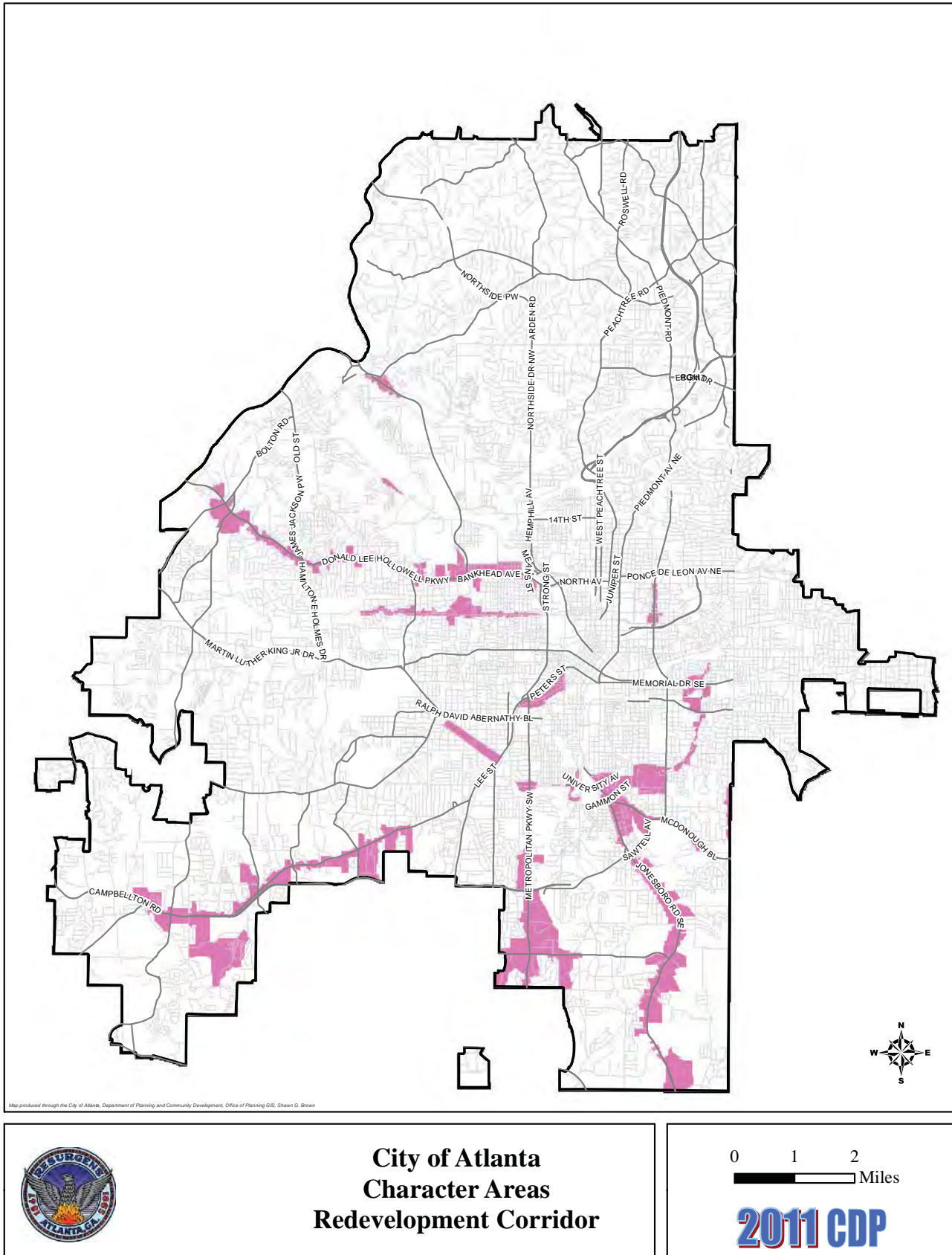
More information and specific recommendations for Intown Corridors are included in the adopted plans listed below.

- Campbellton/Cascade Corridors Redevelopment Plan (2006)
- Cheshire Bridge Road Study (1999)
- Connect Atlanta Plan (2009)
- Hamilton E. Holmes MARTA Station Area LCI (2002)
- Martin Luther King Jr. Drive Corridor Transportation Study
- Memorial Drive-MLK Drive Area Revitalization Study LCI (2003)
- Moreland Avenue Corridor LCI (2007)
- Northside Drive Corridor Plan (2005)
- Oakland City/ Lakewood LCI (2004)
- Ponce de Leon Avenue Corridor LCI (2007)
- South Moreland Avenue Corridor LCI (2008)
- Upper Westside LCI (2004)
- West End Historic District LCI (2000)
- The Piedmont Area Transportation Study— completed by Buckhead Community Improvement District (CID) and the Buckhead Area Transportation Management Association (BATMA) but not adopted by the City of Atlanta.



Community Agenda - 3. Character Areas

Character Areas - Redevelopment Corridor



Map 3-13: Redevelopment Corridor

GENERAL CHARACTERISTICS

Redevelopment Corridor Character Area includes the land on both sides of a street (and sometimes the land adjacent to the parcels fronting on a corridor) that serves as an arterial, collector, or State Highway, or a railroad corridor. The corridors are generally made up of automobile-oriented strip commercial development that is scattered, declining, unattractive, in poor condition and/or vacant or includes underutilized strip shopping centers. Redevelopment corridor also includes land along a rail corridor that is in need of redevelopment because it is vacant, has vacant and underutilized buildings or has been identified as such in an adopted plan. In addition, graffiti and crime or the perception of crime is prevalent throughout Redevelopment Corridors. Overall, there is a lack of employment for nearby residents.

They are characterized by single-use, generally low density buildings that are separated from the street and sidewalk (though there generally is a lack of sidewalks) by surface parking lots. In addition, the majority of surface parking lots lack landscaped areas. The streets are generally one to two lane roads with no medians that carry a high degree of traffic congestion. Bus service is often provided along the corridor; however, the number of bus shelters, trash cans and street lights are not sufficient to provide for pedestrian safety. A multitude of curb cuts break-up the sidewalks and make walking along the corridors unsafe and unpleasant. Facilities for pedestrians and bicyclists are often inadequate, in poor condition, unsafe or lacking. ADA ramps may not meet ADA standards. Litter, overgrown vegetation, the proliferation of illegal dumping activity, overhead power lines and billboards add to the unattractive, blighted and neglected appearance of the corridor. The streets provide important connections in the City of Atlanta. However, they are often a barrier between neighborhoods. In many cases, there is limited transition between the uses fronting a Redevelopment Corridor and an adjacent residential use.

Land uses along Redevelopment Corridors are typically commercial and may be light industrial uses (auto salvage), in particular automotive services (auto repair, used car sales, tire shops), adult businesses, personal service establishments (i.e. barbershops, beauty and nail salons), struggling businesses and underutilized or vacant buildings. In many areas and particularly in the Southside and Southwest Atlanta areas, there is a lack of quality retail stores located along Redevelopment Corridors to serve the surrounding residents. Although many of the commercial uses are retail chain stores, some are locally owned stores. Many of the parcels along Redevelopment Corridors are in need of redevelopment to improve the quality of life and serve the needs of adjacent neighborhoods. There are often older multi-family residential buildings in poor condition.

LOCATIONS

Redevelopment Corridors include many of the major corridors in the City of Atlanta, to include: Donald Lee Hollowell, Campbellton Road, Jonesboro Road, Metropolitan Parkway, Joseph E. Boone Boulevard, Boulevard (Between North Avenue and Highland Avenue) University Avenue, Perry Boulevard, and Whitehall Street. Some of these have been designated as priority corridors in the New Century Economic Development Plan (see Map 3-13).

PREFERRED DEVELOPMENT PATTERN

Transportation

Redevelopment Corridors often serve as City and/or neighborhood gateways. They should be convenient and accessible to the Downtown, Regional, and Town Center Character Areas. Redevelopment Corridors should serve the needs of motorists, transit users, bicyclists and pedestrians. The street design should be consistent with the Connect Atlanta Plan Street Design for Commercial Boulevard, Commercial Avenue and Commercial Street. The Connect Atlanta Plan recommends the redesign of these existing corridors in order to create a more livable streetscape while still providing mobility. The Redevelopment Corridors should provide streetscape enhancements such as landscaping, street furniture, sidewalks, and decorative streetlights to improve the overall appearance and pedestrian accessibility of the corridor. Streetscapes improvements should be implemented along key sections and in concentrated activity areas (nodes) of Redevelopment Corridors. There should be improved signage and wayfinding signs along corridors to facilitate travel. On-street parking should be provided to the extent possible. Parking in adjacent neighborhoods should be minimized.



Community Agenda - 3. Character Areas

Redevelopment Corridors should be walkable and bikeable and be served by transit. Transit options should be increased as opportunity arises. Bus stops should have trash cans and bus shelters. Enhancing neighborhood connections to the corridors will improve pedestrian activity. The speed of traffic should be slower in order to increase the use and safety of cyclists and pedestrians. Traffic calming measures such as on street parking, roundabouts, medians should be implemented to slow down vehicular and improve the pedestrian and cycling environment. Bike facilities should be provided particularly along roads designated as a *Core Bicycle Connection* and a *Secondary Bicycle Connection* in the Connect Atlanta Plan.

Sidewalks should be wide, free of obstructions and in good repair with street trees to serve as buffers between travel lanes and pedestrians in addition to providing shaded areas to walk. Intersections should be ADA accessible, with crosswalks and where possible medians to make street crossings safe.

As large parcels redevelop the new development should include small walkable blocks with frequent intersections. The network of streets should connect to the existing street network. Cul-de-sacs should be consolidated, and access to parcels should be provided from side streets. A cluster of high-density development should be located at nodes along the corridor, such as major intersections.

Land Use

Redevelopment Corridors should bring neighborhoods together by providing services and facilities that serve them and enhance connectivity. Development of vacant lots with neighborhood commercial centers, community gardens, farmers market should serve the surrounding neighborhood. Existing historic and potentially historic structures should be preserved. Building placement, mass and orientation should create a pedestrian-friendly urban form. The front building façade should be built to the back edge of the sidewalk, and the main building entrance should open to the sidewalk to frame the streetscape and encourage pedestrian activity. Parking lots should be located to the side and/or rear of buildings and when adjacent to the sidewalk, should be screened with vegetation. Buildings should wrap multi-story parking decks. Buildings should have quality materials and design.

Multi-story buildings, high density and mixed use buildings/developments, and multi-family residential (including senior and workforce housing) are appropriate along Redevelopment Corridors (along some corridors, residential uses may not be appropriate or desired). Businesses such as grocery stores, medical facilities and other retail, entertainment and service uses that meet community needs are appropriate along these corridors. At the same time, there should be appropriate transitions and buffers to adjacent character areas, particularly in areas without an intervening street.

Clear physical boundaries and transitions between the edge of the Redevelopment Corridor Character Area and adjacent character areas, in particular those that include residential uses should be included. There should be increased landscaping along the corridor, including along parking lots to provide shade, reduce impervious surfaces, shield parking areas, and improve the appearance of individual sites. Although Redevelopment Corridors do not typically have large greenspaces, there are often more urbanized public gathering places such as plazas within them.

Economic Development

- Promote revitalization of Redevelopment Corridors to include grocery store, more retail diversity, and restaurants.
- Promote locally owned businesses along Redevelopment Corridors.
- Provide jobs and economic opportunities for City residents.
- Limit the number of billboards, gas stations, auto service uses, convenience stores, and personal service establishments.
- Enforce grandfathering regulations in order to limit adult businesses.
- Revitalize multi-family residential.

- Layer incentives such as Opportunity Zone designation and Urban Enterprise zone to attract and retain commercial and residential development.

Primary Land Uses:

- Community facilities,
- Commercial uses such as grocery stores, quality and diverse retail stores, restaurants and other entertainment,
- Institutional,
- Medium-density mixed use residential/commercial,
- Medium-density residential to include senior housing, and
- Offices.

POLICIES

- Encourage revitalization and redevelopment of Redevelopment Corridors that improves the sense of place and community, creates a well functioning corridor that facilitates traffic flow, provides transportation options, and supports a variety of land uses.
- Promote and encourage the redevelopment of vacant, underutilized and auto-oriented development along Redevelopment Corridors.
- Promote more intense pedestrian-oriented development at activity nodes and major intersections.
- Discourage continuous automobile oriented development along Redevelopment Corridors.
- Promote and encourage mixed use (residential, retail and office uses) and development with a pedestrian-friendly urban form.
- Promote a balance of retail, service, office, dining and residential uses serving the adjacent neighborhoods.
- Provide sidewalks and a more pedestrian-oriented environment by incorporating landscaped buffers between the roadway and sidewalks and placing buildings closer to the street.
- Preserve and rehabilitate historic and potentially historic buildings located in Redevelopment Corridors.
- Encourage redevelopment that permits minimal building setbacks, parking to the rear of a building, and requires quality materials and design (related to the building, the site, and signage).
- Provide sidewalk connections to adjacent residential areas.
- Coordinate land use planning and connectivity with bike, pedestrian and transit opportunities.

IMPLEMENTATION STRATEGIES

- Demolish and redevelop abandoned, underutilized or vacant buildings in disrepair.
- Enforce zoning regulations, code enforcement and design guidelines.
- Adopt MARTA Transit Oriented Development Guidelines.
- Connect to the BeltLine where appropriate.
- Seek to attain the vision established in the adopted Redevelopment Plans and Connect Atlanta Plan.
- Encourage more grocery stores and or fresh food options.
- Streetscape improvements along Redevelopment Corridor intersections.
- Implement recommendations from adopted corridor plans.

ADOPTED PLANS

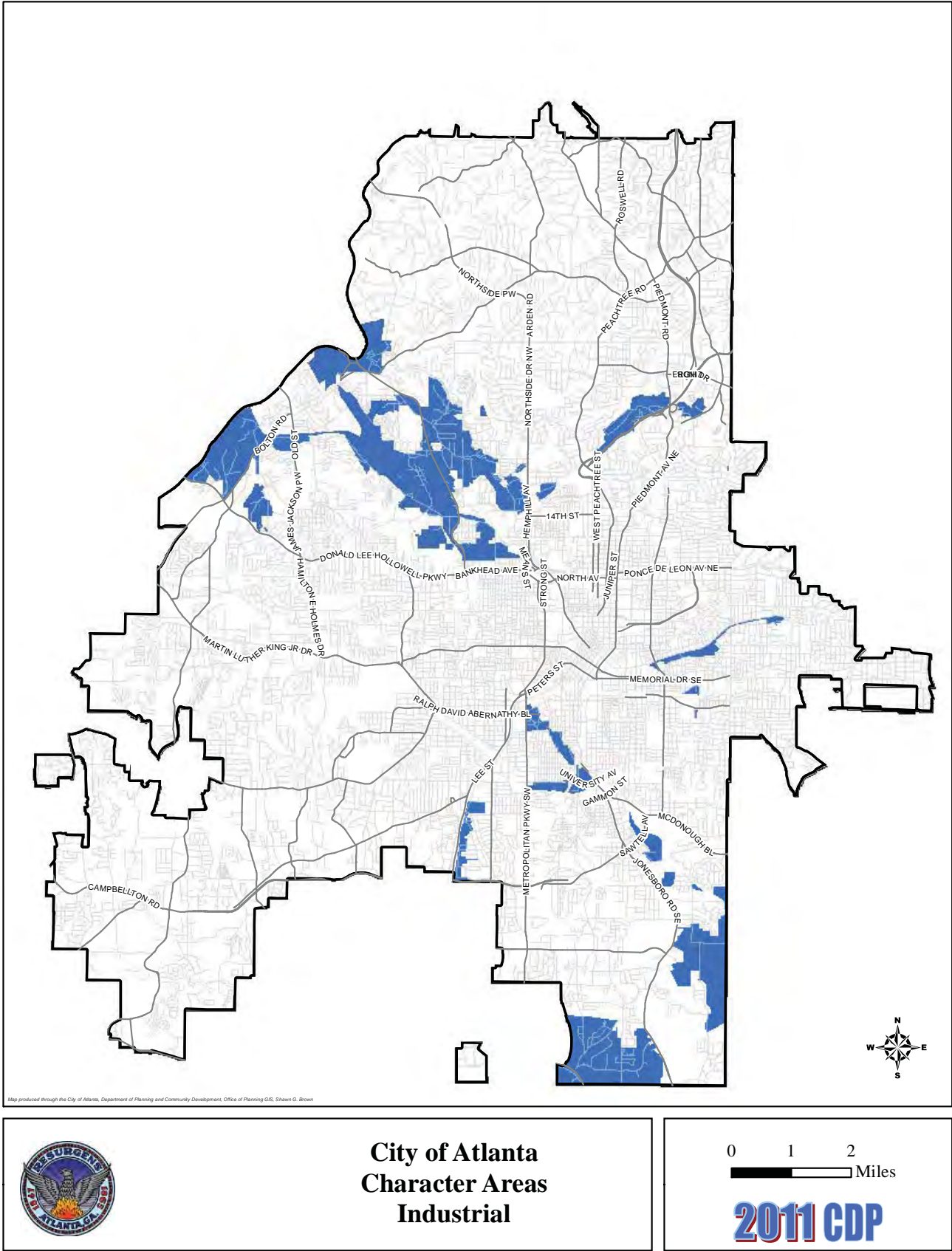


Community Agenda - 3. Character Areas

More information and specific recommendations are included in the adopted plans listed below:

- Bankhead MARTA Station Transit Area Livable Centers Initiative (2005)
- BeltLine Subarea 1 Plan (2009)
- Campbellton/Cascade Corridors Redevelopment Plan (2006)
- Campbellton Road Redevelopment Plan (TAD) (2007)
- Connect Atlanta Plan (2009)
- Cleveland Avenue Corridor Plan (2010)
- DL Hollowell Parkway (aka Bankhead Highway) Redevelopment Plan (2004)
- DL Hollowell Parkway (aka Bankhead Highway) Redevelopment Plan (TAD) (2004)
- DL Hollowell Parkway and Veterans Memorial Highway Livable Centers Initiative (2010)
- English Avenue Redevelopment Plan (2008)
- Greenbriar Mall Area Livable Centers Initiative (2000)
- Jonesboro Road Redevelopment Corridor (2006)
- Memorial Drive-MLK Drive Area Revitalization Study
- Metropolitan Parkway Redevelopment Plan (TAD)
- Northwest Atlanta Framework Plan (2000)
- NPU S Comprehensive Plan (2005)
- NPU X Comprehensive Plan (2005)
- NPU Z Redevelopment Plan (2007)
- Old Fourth Ward Master Plan (2008)
- Simpson Road Redevelopment Plan (2006)
- Southside Redevelopment Plan (2000)
- Southwest Atlanta Framework Plan (2000)

Character Areas - Industrial Area



Map 3-14: Industrial Areas



Community Agenda - 3. Character Areas

GENERAL CHARACTERISTICS

The Industrial Character Area includes areas that are primarily used in manufacturing, wholesale trade, distribution and construction. Industrial areas play a significant role in the City's economy and are essential to sustain and support the needs of an urban environment.

Industrial land uses support not only customary industrial activities but also a range of users that require industrially-zoned land to conduct business such as catering businesses, doggy daycares. Due to the lower rent in most industrial areas, it is not uncommon to find start-up and entrepreneurial businesses in industrial areas. Jobs in production, distribution, and repair (PDR) businesses are often located in industrial areas because of the need to be near their clients. Lastly, Atlanta's city operating departments rely on industrial areas for staging and storage associated with providing City services.

Industrial sector is an important part of Atlanta's economy and needs to be encouraged to continue. Atlanta is considered to be one of the major "inland" ports in the US. According to the North American Industry Classification System (NAICS) that is used to classify business establishments, the industrial sector is comprised of transportation and warehousing, construction, wholesale trade, and manufacturing. In 2008 industrial employment accounted for 57,327 jobs in the City of Atlanta and represented 14.57% of the City's workforce. In addition to the significant number of employees in Atlanta's industrial sectors, industrial jobs are also relatively well paying. However, residential of nearby industrial uses are not trained or employed to work in surrounding industrial jobs.

In the past ten years, there has been increasing pressure to reduce industrially zoned land in the City of Atlanta. The pressure to convert industrial acreage has come from a variety of sources led mostly by increased demand for residential housing—multifamily and single family. Developers are attracted to industrial properties for their relatively low cost and desirable location, albeit often on the fringes of already established neighborhoods. In addition, it is anticipated that future development around the Beltline will result in further displacement of industrial businesses and conversion of industrial acres.

Since 2004, there has been a 12% reduction in the number of acres zoned for industrial use in the City of Atlanta. Furthermore, since 2002, approximately 1,040 acres (14% of industrially designated land) has been re-designated from industrial to another land use. Some of the re-designations were recommended in the Upper Westside LCI and the Bankhead MARTA LCI, the Lakewood/Oakland City LCI, Northside Drive and the Jonesboro Road Corridor studies. The redevelopment of industrial land to other uses is creating land use conflicts between the new uses, particularly residential uses and the existing industrial uses and has resulted in the displacement of industrial businesses. Some of the parcels with Industrial zoning and an Urban Enterprise designation need to have their land use and zoning designations changed back to Industrial.

The City of Atlanta needs to provide employment opportunities that allow for people of varying educational backgrounds to earn living wages. There is a need to have a range of industries and firms to create a variety of opportunities for employment requiring different skill levels. In order to foster a diverse employment base, there needs to be a supply of job-producing land—land on which economic opportunities can be made available to both current and future residents. To protect and strengthen the industrial sector, it is critical to maintain an inventory of land where industrial and manufacturing businesses can locate.

The older industrial land uses are primarily located around rail lines and particularly around the large rail yards in Northwest Atlanta. Newer industrial parks are located near interstates and at the edge of the City. Many industrial uses have an inadequate pedestrian environment, are poorly lit and the streets are in deteriorating condition in part due to truck traffic. In addition, there is often illegal dumping on industrial parcels. Some of the older industrial parcels may also be brownfields, which are contaminated properties. Many industrial uses are in proximity of residential uses and have very little screening or buffering as land uses transition from industrial to another use.

LOCATION (see Map 3-14)

- South Side Industrial Park

- Zip Industrial
- Chattahoochee Industrial District
- Atlanta Industrial Park & Fulton Industrial
- South Moreland Avenue
- Armour Ottley Industrial District
- Industrial uses along rail yards, rail lines and intermodal facilities such as Inman and Hulseby yards
- Industrial uses along Lee Street, Jonesboro Road, Marietta Boulevard, DeKalb Avenue

PREFERRED DEVELOPMENT PATTERN

Transportation

An efficient and intermodal transportation system is a key requirement for the majority of industrial businesses. Access to industrial buildings, truck routes in and out of industrial areas and access to rail yards, interstates and the airport need to be maintained and improved to meet the needs of industrial users, to improve mobility and to reduce congestion. At the same time, freight traffic should not adversely impact adjacent neighborhoods. Many of the streets in industrial areas are in poor condition due to the heavy wear and tear of heavy trucks. The transportation infrastructure needs to be improved to support freight traffic. In addition, the bike, pedestrian and transit infrastructure should be improved to provide transportation options to the employees. As large parcels redevelop the new development should include new streets to increase redundancy in the street network. The new streets should provide connections to the existing street network.

Land Use

The need to preserve and protect industrial land uses is important in order to retain industrial based jobs. There is strong support and interest in attracting “green industrial jobs” (recycling/renewable energy) and light industrial/light manufacturing businesses.

At the same time, industrial uses should not encroach into non-industrial areas and in particular residential areas. Auto salvage yards and other heavy industrial uses should be located in the center of industrial districts and transition to light industrial uses. Some of the older industrial uses are now brownfields. These contaminated sites need to be remediated in order for the parcel to have a productive use. Zoning and Code Enforcement need to be improved in industrial areas in order to maintain and improve the appearance of industrial areas. The appearance of many industrial districts could be improved to have more cohesive character. Landscape buffers and screening should be used around industrial uses to minimize their adverse effects on adjoining properties. Office parks, green businesses are encouraged in Industrial Character Areas.

The D.L. Hollowell/Veteran’s Memorial LCI, A Plan for Industrial Land and Sustainable Industry in the City of Atlanta, prepared for the Atlanta Development Authority, some of the BeltLine Subarea Plans and input from CDP community meetings recommended creating a Mixed-Use Industrial land use category that would allow for residential uses.

Economic Development

- Retain existing industrial jobs, encourage their expansion and attract new industrial jobs.
- Encourage a concerted effort to hire residents that live in proximity of industrial businesses.
- Provide job training and employment training centers to recruit and train City of Atlanta residents.
- Encourage organization of manufacturers, businesses and industrial developers to promote policies that protect jobs in the City.
- Layer incentives such as Opportunity Zone designation and Urban Enterprise zone to attract and retain industrial uses.



Community Agenda - 3. Character Areas

Primary Land Uses

- Industrial
- Commercial
- Office

POLICIES

The City of Atlanta has many important industrial areas that should be protected from incompatible land uses, particularly residential uses, in order to be able to continue operations and have the ability to expand. These policies are intended to retain and promote industrial land uses and industrial businesses.

- Promote the adaptive reuse or redevelopment of vacant, underutilized, obsolete, or structurally-deteriorated industrial and commercial properties in order to increase the possibilities for introducing modern industrial uses to increase the compatibility of these areas with the surrounding land uses.
- Provide sufficient and attractive buffering, screening, landscaped or architectural buffers between existing and proposed industrial uses and outdoor storage and activity areas and residential areas and non-industrial areas.
- Encourage the redevelopment of underused industrial areas which have sufficient existing street and utility infrastructure rather than the expansion of development in areas that are undeserved by streets and utility connections.
- Promote the redevelopment of brownfield sites for new industrial uses.
- Maintain industrial land uses by discouraging encroachment of incompatible land uses in industrial areas, particularly residential uses, and encouraging redevelopment of obsolete industrial buildings to new industrial uses instead of a non-industrial uses.
- Discourage the conversion of industrial land uses to non industrial land uses (except for buildings over 50 years old).
- Encourage light industrial and office parks uses in industrial areas in close proximity to residential uses
- Incorporate new “green” features to reduce environmental impacts and improve the appearance of industrial districts.

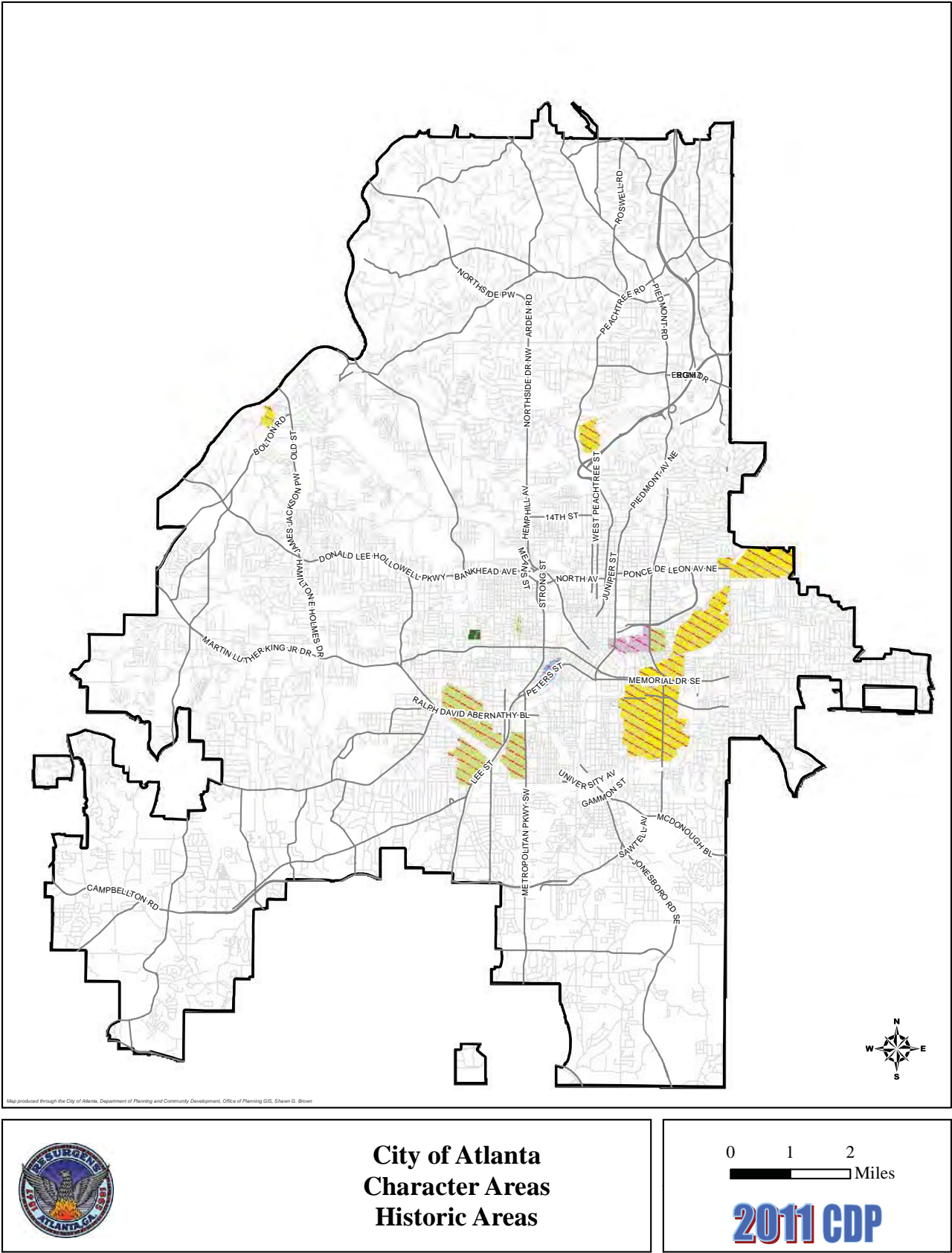
IMPLEMENTATION STRATEGIES

- Amend the Industrial Zoning District to eliminate some allowed uses not compatible with industrial uses.
- Develop a Mixed Use Industrial or Planned Manufacturing Employment District (PMED) land use category that allows for industrial and residential uses
- Re-evaluate previous changes to Future Land Use Map and Urban Enterprise Zones (UEZ). Consider changing to industrial the 2,133 acres of industrially zoned land not supported by the Future Land Use Map
- Review and update truck/freight routes
- Adopt design standards for industrial areas to address screening and buffering
- Create the Atlanta Industrial Council
- Work on Brownfield remediation
- Focus on retention and expansion of existing industrial businesses.
- Promote training and educational opportunities for city residents

PLANS

- A Plan for Industrial Land and Sustainable Industry in the City of Atlanta (not adopted)
- DL Hollowell/Veteran’s Memorial LCI (2010)
- NPU G Plan (not adopted)

Character Areas - Historic Areas



Map 3-15: Historic Areas



Community Agenda - 3. Character Areas

GENERAL CHARACTERISTICS

The City of Atlanta currently has 16 areas designated under the City of Atlanta's Historic Preservation Ordinance. There are three types of designation under the Historic Preservation Ordinance, from highest to lowest level: Landmark, Historic, and Conservation. While Landmark and Historic Districts require approval by the Atlanta Urban Design Commission of many development and construction activities, Conservation Districts only require the Commission to comment on such activities.

In addition, there is one currently proposed Historic District, along Sunset Avenue in the Vine City neighborhood. Further, there are several other neighborhoods that are considering and have completed tasks related to becoming a Historic District. The designation process requires archival and data research, a public awareness campaign, consensus building at the neighborhood level, a variety of public notice steps, review by the Atlanta Urban Design Commission, and completion of the City's standard rezoning process.

LOCATIONS

With a few notable exceptions, the City's designated districts are located in the Urban Core (example: Hotel Row and Baltimore Block), immediately adjacent to Downtown (Martin Luther King, Jr. and Castleberry Hill), and within 2 miles of Downtown (West End, Cabbagetown, Oakland Cemetery). This pattern reflects the general development pattern of the City of Atlanta (from historic core outward) and the existence of several outlying cities, towns, and "suburbs" (Whittier Mill, Atkins Park, Druid Hills, and Inman Park) that were incorporated into the City as it grew. The following are the 16 designated districts (see Map 3-15).

- Adair Park
- Atkins Park
- Baltimore Block
- Brookwood Hills
- Cabbagetown
- Castleberry Hill
- Druid Hills
- Grant Park
- Hotel Row
- Inman Park
- Martin Luther King, Jr.
- Oakland Cemetery
- Washington Park
- West End
- Whittier Mill
- Sunset Avenue

PREFERRED DEVELOPMENT PATTERN

The designated districts fall into four general development patterns: pre-World War II residential neighborhoods with little or no commercial activity within the district (examples: Atkins Park, West End, Whittier Mill, Oakland City), pre-World War II residential neighborhoods with significant commercial activity within or on the edge of the district (Inman Park, Adair Park, Cabbagetown, Martin Luther King, Jr.), areas with all commercial buildings with mixed-uses (Castle-

berry Hill, Hotel Row, Baltimore Block) , or public or open space (Oakland Cemetery and Washington Park).

While there are these four relatively distinct development patterns to the designated districts, the vision for these districts is relatively consistent, as evidenced by the themes contained in the statements of intent of the zoning regulations for those designated districts:

- Retain, revitalize, and renew existing historic buildings, structures, certain significant site and landscape features, and the relationship between all these elements.
- Encourage compatible new construction, additions, and alterations.
- Support economic and community development that reinforces the historic context and character of the designated districts.
- Support the retention of viable commercial activities and long time residents.

POLICIES

The Historic Preservation Ordinance, adopted by City Council and signed by the Mayor in 1989, establishes and outlines the City's historic preservation program. The ordinance delineates the responsibilities of the Urban Design Commission and its staff, as well as outlines its procedures. The policies of the City of Atlanta Historic Preservation Ordinance are:

- Effect and accomplish the protection, enhancement and perpetuation of such buildings, sites and districts, which represent or reflect special elements of the City's cultural, social, economic and architectural history.
- Safeguard the City's historic aesthetic and cultural heritage, as embodied and reflected in such buildings, sites and districts.
- Stabilize and improve property values of such buildings, sites and districts.
- Foster civic pride in the beauty and noble accomplishments of the past.
- Protect and enhance the City's attractions to tourists and visitors and thereby support and stimulate business and industry.
- Strengthen the economy of the City.
- Promote the use of such buildings, sites and districts for the education, pleasure and general welfare of the people of the City.
- Promote attention to sound design principles in areas of new development and redevelopment.
- Raise the level of community understanding and expectation for quality in the built environment.
- Implement the City's comprehensive development plan.

IMPLEMENTATION STRATEGIES

The Commission staff is currently working with pertinent community representatives for many of the districts to revise and update their zoning regulations to better support the respective visions of the designated districts. These revisions are expected to increase the efficiency of the review of projects in the designated districts, address situations not anticipated by the original regulations, and eliminate confusing or contradictory requirements and language. There should also be an effort to promote economic development and job creation through the rehabilitation and redevelopment of historic buildings and districts particularly in non-residential historic districts such as Hotel Row and along Auburn Avenue.

ADOPTED PLANS

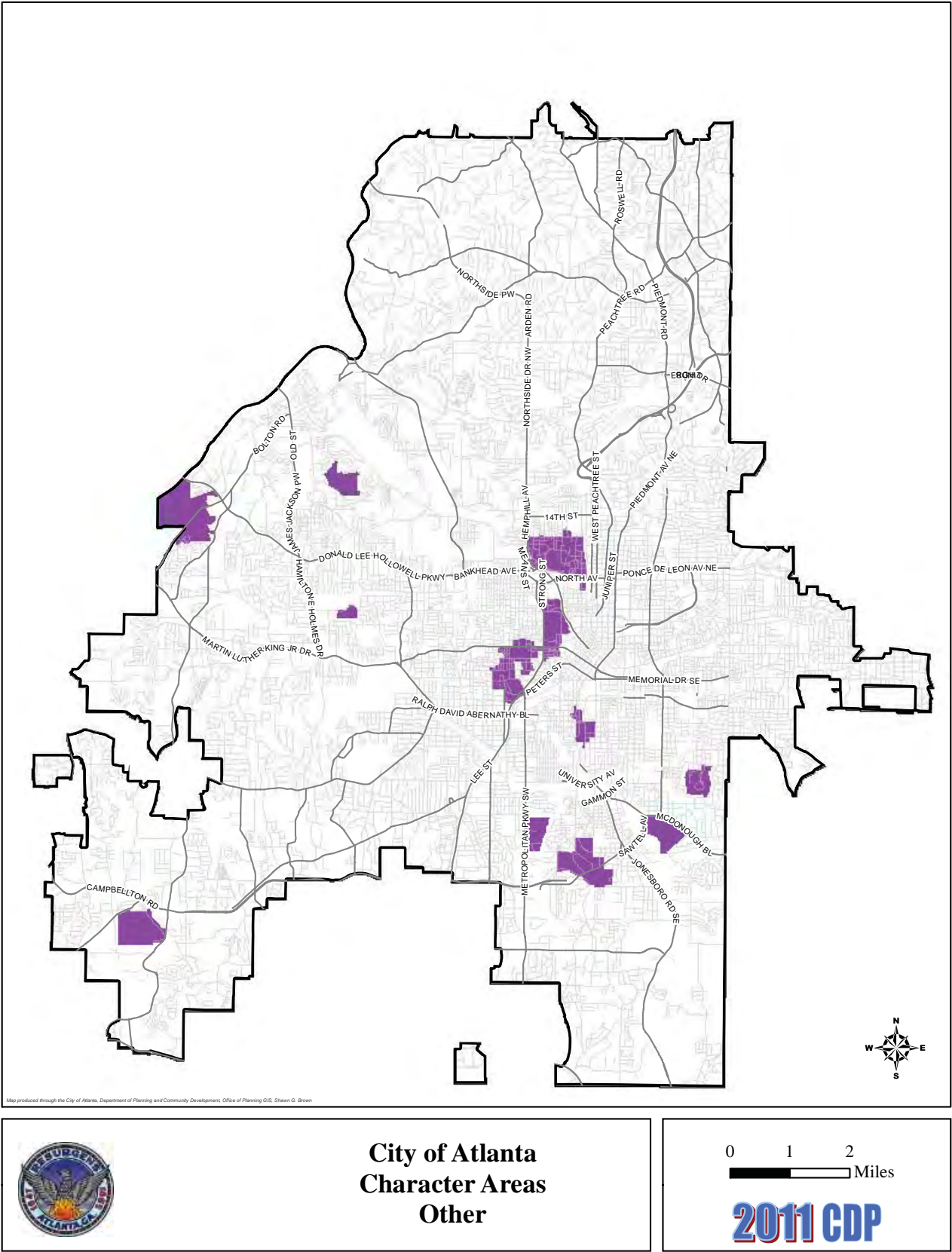
The following adopted plans incorporate or otherwise affect the following designated districts:



Community Agenda - 3. Character Areas

District Name	Plan Name
Adair Park	Beltline Redevelopment Plan (2005), West End LCI (2000)
Atkins Park	Beltline Redevelopment Plan (2005)
Baltimore Block	Imagine Downtown (2009)
Brookwood Hills	Beltline Redevelopment Plan (2005)
Cabbagetown	Beltline Redevelopment Plan (2005)
Castleberry Hill	Imagine Downtown (2009), Castleberry Hill Master Plan (2000)
Druid Hills	
Grant Park	Beltline Redevelopment Plan (2005)
Hotel Row	Imagine Downtown (2009)
Inman Park	Beltline Redevelopment Plan (2009)
Martin Luther King, Jr.	Imagine Downtown (2009), Butler –Auburn Redevelopment Plan (2005), Old Fourth Ward Redevelopment Plan, (2008) Beltline Redevelopment Plan (2005)
Oakland Cemetery	Beltline Redevelopment Plan (2005)
Oakland City	Beltline Redevelopment Plan (2005)
Sunset Avenue	Vine City Redevelopment Plan (2004), Vine City Washington Park LCI (2009)
Washington Park	Vine City Washington Park LCI (2009), BeltLine Subarea Plan (2005)
West End	West End LCI (2000), Beltline Redevelopment Plan (2005)

Character Areas - Other



Map 3-16: Other



Community Agenda - 3. Character Areas

GENERAL CHARACTERISTICS:

The Other/Special Character Areas are generally large geographic areas with singular characteristics, usually an institutional use. They do not have the same development pattern in terms of lots size and street network as surrounding areas. Each district has its own built character as well as its own land use needs. An Other/Special Character Area interacts differently with the surrounding Character Areas.

These large institutional uses should minimize their negative impacts, in terms of transportation, land use and future expansion needs, on adjacent neighborhoods. When possible they should complement the surrounding development patterns.

LOCATIONS (see Map 3-16):

- Universities, such as Atlanta University Center, Atlanta Tech College and Georgia Institute of Technology
- Large federal, state and local government facilities such as the Federal Penitentiary, the Georgia National Guard, the Georgia World Congress Center, the Fulton County Airport and Lakewood Fairgrounds.
- Large sports facilities such as Turner Field and Georgia Dome

Primary Land Uses

- Institutional uses

POLICIES

- Minimize impact of facilities and expansion in surrounding neighborhoods
- In these areas, the highest densities should be at the center and transition to lower densities at the edges to protect and buffer surrounding neighborhoods. Surrounding neighborhoods should be buffered from noise and lights.
- Minimize the use of adjacent neighborhood streets for parking by establishing adequate parking requirements and encouraging shared parking arrangements. Encourage well designed public parking.

IMPLEMENTATION STRATEGIES

- Implement adopted plans

ADOPTED PLANS

- Chosewood Park Redevelopment Plan (2010)
- Imagine Downtown (2009)
- Stadium Neighborhoods Redevelopment Plan (2006)
- Summerhill Redevelopment Plan (2006)
- Vine City/Washington Park LCI (2009)
- Vine City Redevelopment Plan (2004)

Character Areas - Transit Oriented Development

GENERAL CHARACTERISTICS

Transit Oriented Development (TOD) is a mixed use commercial and residential area designed to promote and improve the use of public transportation, with a focus on pedestrian accessibility and circulation. TOD is typically the area within ½ mile from an existing or proposed transit station. TOD is used as a means for promoting smart growth, revitalizing neighborhoods, and making efficient use of the City's transit investments. It is also a way of counteracting ill effects attributed to both urban and suburban sprawl.

Most TOD's include the following design strategies:

- Increased densities – Increased employment and population densities position potential riders within ½-mile walking distance of transit stations/stops;
- Mixed-uses – Office, retail, entertainment, education, residential, and public space promote concentrations of activity around transit stations/stops, which increase the prominence of transit within a community as well as serving as trip generators;
- Pedestrian orientation – Placing daily goods and services within walking distance of residents reduces the need for the use of a car.

There is much the City, MARTA, and the private sector can do to improve the areas within ½ mile of existing and proposed transit stations. Many of the station areas have relatively low residential or employment densities. There are hundreds of acres of underutilized land available for redevelopment including MARTA surface parking lots. Many station areas are overly oriented towards cars and buses and lack adequate pedestrian and bicycle facilities.

LOCATIONS

Atlanta's TOD areas include all of the land within ½ mile of the MARTA heavy rail stations, forthcoming Atlanta Streetcar stops, and proposed Atlanta BeltLine transit stations. As other proposed transit lines gain momentum, additional TOD areas may be added to the CDP – including lines proposed in the Connect Atlanta Plan or the Atlanta Regional Commission's Concept 3 Transit Plan.

PREFERRED DEVELOPMENT PATTERN

Transportation:

TODs should operate as mixed-use centers serving the needs of pedestrians, bicyclists, transit users and motorists. They should connect with sidewalks to adjacent neighborhoods and maximize pedestrian activity by providing clear way-finding signage and several access points for pedestrians to utilize transit. Sidewalks should be wide, free of obstructions and in good repair, and should be lined with street trees to serve as buffers between travel lanes and pedestrians and provide shade. Intersections should be fully accessible, clearly marked with crosswalks and, where possible, medians to make street crossings safe. Streetscapes with pedestrian lighting, street furniture, trash receptacles and wide sidewalks improve the pedestrian accessibility of TODs. Streetscape improvements should be implemented along key sections, and in concentrated activity areas (nodes) of TODs. Bicycle facilities should be provided particularly along roads designated as a *Core Bicycle Connection* and a *Secondary Bicycle Connection* identified in the Connect Atlanta Plan.

As parcels redevelop, new development should include smaller walkable blocks with frequent intersections. The network of streets should connect to the existing street network of adjacent neighborhoods. Overall, TODs should entail a planned relationship between development and public infrastructure, including the pedestrian-oriented environment and transportation network systems. TODs should be consistent with BeltLine plans and MARTA TOD plans.



Community Agenda - 3. Character Areas

Land Use

TODs should provide services and facilities that serve the area and enhance connectivity. Existing historic and potentially historic structures should be preserved. Existing, stable, single-family neighborhoods which surround the TODs should also be protected. In TOD, the highest densities should be at the center and transition to lower densities at the edges to protect and buffer surrounding neighborhoods. Surrounding neighborhoods should be buffered from noise and lights. Building placement, massing and orientation should create a pedestrian-friendly urban form. The front building façade should be built to the back edge of the sidewalk, and the main building entrance should open to the sidewalk to frame the streetscape and encourage pedestrian activity. Surface parking lots should be located to the side and/or rear of buildings, and when adjacent to the sidewalk should be screened with vegetation. Structured parking should be encouraged and should be screened with liner buildings. Buildings should be constructed of quality materials and design.

Multi-story buildings, mid-to-high density and vertical mixed-use buildings are appropriate in TODs. At the same time, there should be appropriate transitions in building scale and buffers to adjacent character areas, particularly in areas without an intervening street and surrounded by low-density residential neighborhoods. Greater multi-family residential housing density should be encouraged and should include a range of housing types and prices and workforce and affordable housing. Additional primary land uses should include retail, grocery stores, restaurants, office, hotels higher education, and other entertainment uses as well as services that meet the needs of transit riders such as coffee shops, sandwich/lunch places, dry cleaners, food carts, newsstands and drugstores. Community and government uses such as Police mini-precincts, arts/cultural and community centers should also be located in TODs. TODs should also include usable public spaces, plazas and small parks designed in accordance with CPTEDS (crime prevention through environmental design) principles and should include active ground-floor uses adjacent to such spaces.

Transit Station Typologies

The development patterns in TOD areas have been organized into several different station types. As a planning tool, station typologies are meant to be forward looking and aspirational by helping guide future redevelopment and infrastructure investments around the transit stations. The typologies are also important in providing an understanding of the mix of development, transit function and density that each station will be able to accommodate. The City of Atlanta's station typologies build on work by MARTA and Atlanta BeltLine, Inc. They are intended to consider future growth rather as well as account for stations that do not fit into a classic TOD mold but perform important regional transportation functions.

The typologies focus on thematic similarities and differences, instead of a specific definition meant to categorize a station as one type of station. The main objectives in the station typology are to ensure that the typology reflects not only land use, location, and density, but the transit operations as well.

Urban Core:

Urban core stations are located in the densely developed nodes of the transit system network. Urban core stations are surrounded by a mix of urban uses, primarily civic, institutional, hotel and office uses; however there is an effort being made to increase residential and retail uses in these areas. Pedestrian's connectivity is crucial to urban core stations, which tend to be closely spaced to allow people the option of walking or taking transit to nearby activities. An advantage of the urban core stations are their proximity to the center of the system and ability to process high volumes of riders. Examples of Urban Core stations include Five Points, Peachtree Center, Arts Center, and Buckhead MARTA stations.

Town Center:

The town center stations are nodes of dense, active, mixed-use development. Town center stations are located in two types of settings. Some are located in focus areas for new town centers which are TOD nodes that are built in response to current and future transit opportunity, while others are in historic downtown areas where transit will create the opportunity for the town center to expand without excessive traffic congestion. They differ from urban core stations

because the development around these stations is of a lesser scale. Access to local bus service, automobile access and pedestrian connectivity are important for town centers as these are all ways that local circulators/buses connect the transit station to other destinations within the town center as well as the surrounding neighborhoods. Examples of

Table 3-3: Existing and Planned City of Atlanta Transit Stations by Type			
Transit Station Type	MARTA Heavy Rail Stations	TIGER II Atlanta Streetcar	Atlanta BeltLine Stations
Urban Core	Arts Center Buckhead Civic Center Five Points Garnett Georgia State Lenox Midtown North Ave Peachtree Center	All Stations along the route from Centennial Olympic Park to the King National Historic Site. Station locations and names TBD.	None
Town Center	Bankhead Lakewood-Ft. McPherson	None	Allene Ave Collier Rd Fairmont Ave Hill St Memorial Dr Peachtree Rd Ponce de Leon Ave
Commuter Town Center	Hamilton E. Holmes Lindbergh Center	None	None
Transit Community	King Memorial West End	None	Ansley Boone Infill Boulevard Crossing Echota Dr Edgewood Ave Glenwood Ave Highland Ave Hollowell Pkwy Lawton St Lee St McDaniel St McDonough Blvd Metropolitan Pkwy Northside Dr Pryor Rd 10 th St Waterworks W. Marietta Wylie St
Neighborhood	Ashby East Lake* Edgewood-Candler Park Inman Park-Reynoldstown Oakland City Vine City West Lake	None	Abernathy Blvd Confederate Ave Enota Park Fairhaven Montgomery Ferry Mozeley Park Martin Luther King Dr
Special Regional Destination	Dome/GWCC Airport*	None	Armour Infill Piedmont Park



Community Agenda - 3. Character Areas

Town Center stations include the Bankhead and Lakewood-Fort McPherson MARTA Stations and the Peachtree Road and Memorial Drive Atlanta BeltLine stations.

Commuter Town Center:

Commuter town centers share many of the same characteristics of town center stations; however they also serve as a primary point where commuters transfer to the rapid transit system. This requires a large park-and-ride capacity in order to accommodate the large volumes of commuters arriving by automobile and local and regional bus service. Structured parking should be used to accommodate the commuter demand. There are two Community Town Center Stations in the City of Atlanta: Hamilton E. Holmes and Lindbergh Center MARTA stations.

Transit Community:

Transit community stations are more intense than neighborhood-type stations and less intense than town center-type stations. They typically include under-utilized land appropriate for redevelopment near the existing or future transit station, surrounded by single-family residential neighborhoods. The redevelopment should be transit-supportive, consistent with local station area plans, and properly transition to the single-family areas. Transit riders are likely to arrive at a transit community station by walking, bicycling, or taking local bus service. Most of the Transit Community stations are along the Atlanta BeltLine such as Boulevard Crossing, Lawton Street, and Northside Drive stations.

Neighborhood:

Neighborhood stations are located in residential areas and primarily provide transit for people who live near the station. The proximity of transit allows residents to get to work, school, entertainment, shopping, and other destinations accessible through the transportation network. The area closest to the station would be able to accommodate higher-density housing or neighborhood scale mixed-use development. Neighborhood stations are local stations where people most often arrive on foot or by bicycle. Examples of neighborhood stations include the Edgewood-Candler Park MARTA station and the Martin Luther King, Jr. Drive BeltLine station.

Special Regional Destination:

Special Regional Destinations are not traditional TODs as they have a single dominant use. These most often times are sports and entertainment venues, educational or medical campuses, airports, and large commercial or industrial complexes. Since these areas are trip generators, transit alignments are often created to serve as many of their users as possible. Some examples are the Dome/GWCC MARTA station and the Piedmont Park BeltLine station.

POLICIES

Land Uses and Intensity (see Table 3-4)

- Support a complementary, well-integrated mix of land uses within ½-mile walking distance of the transit station.
- Provide a range of relatively higher intensity uses that are transit supportive.
- Encourage retail and service establishments that serve users daily needs.
 - Predominantly residential station areas should offer neighborhood commercial services such as dry cleaning, prepared dinners, grocery stores, and child care.
 - Predominantly employment station areas should offer daytime services such as coffee shops, restaurants, and business service establishments.
- Provide uses that attract and generate pedestrian activity, especially at the ground-floor level.
- Consider special traffic generators – such as educational, cultural, entertainment, and recreational uses.
- Encourage multi-use and mixed-use developments that include a mixture of uses on the same site or building.

- Encourage a mixture of transit-supportive housing types and prices.
- Encourage development and preservation of workforce and affordable housing and a mixture of income-levels within each station area.
- Protect existing, stable single family residential neighborhoods.
- Encourage retrofitting and improving existing uses to improve their pedestrian and transit orientation.
- Discourage automobile-dependent uses such as automobile sales lots, car washes, drive-through service windows
- Discourage low-density and land consumptive uses such as junkyards, telecommunications equipment storage centers, self- or mini-storage centers, urban agriculture, and warehouse-distribution centers.
- Discourage new single-family or townhome developments on properties suitable for denser development.

Table 3-4: Transit-oriented Development Policies by Station Type						
	Urban Core	Commuter Town Center	Town Center	Transit Community	Neighborhood	Special Regional Destination
Target Minimum Gross Res Density	25	15	20	15	9	N/A
Target Min Mean Net Res Density for Infill Development	75	50	65	60	45	N/A
Height (in stories above grade)	None	20	20	15	9	N/A
Target Nonresidential FAR	3.0+	2.0+	2.0+	1.0	0.5	N/A
Parking	No min	Ample	No min	No min	Limited	N/A

Pedestrian and Bicycle System

- Establish a thorough pedestrian system throughout the station area which will minimize the walking distance for pedestrians.
- Provide pedestrian and bicycle connections between the surrounding neighborhoods and the station areas.
- Primary and secondary pedestrian routes should be identified in the TOD station area.
- Group buildings together to allow for easy pedestrian access between buildings and to frame the pedestrian network.
- Eliminate gaps in the station area pedestrian networks, make sure the pedestrian network is short, continuous, and barrier free.
 - Bring sidewalks up to the building line and prohibit parking between the sidewalk and the building.
- Provide an accessible and safe pedestrian system that is attractive for all users; make sure routes are easily navigable.
- Insure that the pedestrian network will be able to accommodate large groups.



Community Agenda - 3. Character Areas

- Require the provision of bicycle parking facilities, and other bicycle amenities.
- In developments with secure, structured parking, locate bicycle parking in a premium location in the secure area.
- Encourage the use of planting strips/street trees, on-street parking, and/or bicycle lanes to separate pedestrians from vehicles.

Street Network

- Within a ½ mile radius of the station areas, design the streets to be multi-modal with an emphasis on pedestrian and bicycle circulation.
- Set vehicular levels of service to reflect an emphasis on pedestrian and bicyclists.
- Expand street connections by creating intervening streets to break up large blocks.
- Block faces should not exceed 600 feet in length.

Parking

- Reduce parking requirements within the station area.
- Establish parking maximums.
- Parking facilities should accommodate retail or other active uses at the ground floor.
- Reduce large surface parking lots within ¼ mile of the station.
- Well-designed structured and subterranean parking is preferred over of surface parking lots.
- Encourage shared parking facilities where different uses require parking at different times of the day.
- Proximity to Park n' Ride sites which could possibly accommodate parking during off-peak hours.

Building and Site Design

- Make each station area a “place” - Make each station a unique environment, with distinctive design features that can be easily identified.
- Design buildings to face open spaces or public streets, with minimal setbacks and with windows and doors at street level, avoid the use of expansive blank walls.
- Minimize the walking distance between the transit station and buildings, by locating building entrances on the street.
- Locate all surface parking, with the exception of on-street parking, to the back of buildings and where necessary, provide pedestrian paths through surface parking to the station.
- Locate the tallest and most intensely developed structures near the station, have buildings that are adjacent to established neighborhoods limited to low-rise structures.
- Screen and limit unsightly elements (i.e. dumpsters, service entrances, outdoor storage, loading docks) from the public streets.
- Take into account safety and security concerns during the design process.

Streetscape

- Place utilities underground whenever possible.
- Design streetscape to encourage pedestrian activity.
- Include pedestrian scale lighting, benches, and street trees in streetscape design.

Open Space

- Establish public open spaces that serve as focal points around transit stations as well as development catalysts.
- Develop open space to complement the transit stations.
- Design open spaces to be centers of activity that include items such as public art, benches, and fountains.
- Design buildings to open into the open spaces.

IMPLEMENTATION STRATEGIES FOR STATION AREAS

- Develop or complete master plans for all BeltLine and MARTA station areas.
- Prepare a TOD Strategic Plan.
- Focus sidewalk, bicycle, and connectivity improvements in station areas.
- Amend BeltLine Overlay district and improve zoning around the transit stations that do not have Quality of Life zoning districts in place.
- Work with MARTA to redevelop excess surface parking around MARTA stations.
- Improve ADA accessibility within a ½ mile of transit stations.
- Expand street network by private developers in conjunction with redevelopment projects.
- Utilize tax allocation district funds to finance transit supportive development and area infrastructure improvements.
- Target financial, economic development, and regulatory incentives.
- Support efforts to use land banking for affordable housing and transit oriented development.



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2011 Comprehensive Development Plan Implementation Strategies

The Comprehensive Development Implementation Program includes the overall strategies for achieving the Vision and for addressing the Issues and Opportunities. The implementation program has two components: the Short Term Work Program and the Policies. The 2012-2016 Capital Improvements Program (CIP) and Short Term Work Program (STWP), a component of the Comprehensive Development Plan is updated annually and submitted to the Atlanta Regional Commission and the Department of Community Affairs for review.

The City of Atlanta's Capital Improvements Program (CIP) is an implementation plan for the construction, maintenance, and renovation of public facilities and infrastructure. The CIP shows the allocation of projected expenditures for capital projects expected over the next five years. The CIP includes those items typically considered as "infrastructure"—streets, sewer lines, bridges, etc., as well as facilities through which city government provides services directly to citizens or in support of city operations. The Short Term Work Program (STWP), also known as the Comprehensive Development Plan (CDP) Project List, is a key implementation tool of the Comprehensive Development Plan. It is a list of the major actions to be undertaken by the City of Atlanta to implement the CDP recommendations over the next 15 years.

The STWP/CDP Project List includes a description of community and economic development initiatives, programs, major capital improvements, infrastructure expansions, regulatory measures, and land development regulations to be adopted or amended. The STWP/CDP Project List includes capital projects that are fully funded (these are also in the five year Capital Improvements Program), partially funded, as well as unfunded projects. A project must be in STWP/CDP Project List for it to move to the CIP.

For each item listed in the STWP/CDP Project List, the project name, a description of each project as well as the time frame for completion, party responsible for implementation, estimated project cost, funding sources, Council Districts and Neighborhood Planning Units (NPU) are listed, as provided.

Listed below are implementation strategies development by City Departments and Agencies to address the Issues and Opportunities identified through the comprehensive planning process as well as other planning initiatives. Additional implementation strategies are listed in the Short Term Work Program.

Economic Development Implementation Strategies

New Century Economic Development Plan

- Create a five-year plan for promoting job creation and economic growth. Capitalize on the City's assets/opportunities, address the challenges and create an innovative approach and the appropriate strategy/strategies for building a sustainable economy.
- Address global trends affecting Atlanta's economy to ensure global competitiveness key to long term economic success of businesses

Center for Global Health

- Capitalize on the presence of several premier national and international organizations, medical facilities, universities, health-related companies and non-profits. Top on Atlanta list is the Center for Disease Control and Prevention (CDC), a federal agency that is based near Emory University. There is also the Carter Center, CARE, Emory Rollins School for public health, the American cancer society, the Morehouse School of Medicine, Georgia Institute of Technology, University of Georgia and Georgia State University among others
- Strengthen the City's reputation and recognition as an international center for global health by bringing national/international organizations collective power/scope to the attention of the international health/science community

Neighborhood Business Vitality

- Scale small businesses with high growth potential such as urban agriculture



Community Agenda - 4. Implementation Strategies

- Commercial Corridor revitalization –Main Street program

Retention, Expansion and Attraction of Industrial Businesses

- Industrial sector is an important part of Atlanta’s economy and needs to be encouraged to continue. Atlanta is considered to be one of the major “inland” ports in the USA
- Expand the Atlanta and the Southside Industrial Parks created in the 1980s as City’s Urban Enterprise Zones. Explore the possibility to establish State Urban Enterprise Zones in these two zones as the City’s UEZs expires.
- Utilize Urban Enterprise Zones and Opportunity Zones to retain/expand/attract industrial businesses as well as other appropriate incentives for industrial development
- Provide financial incentives to redevelop/retrofit existing old industrial buildings
- Explore the possibility to provide 100% Freeport exemption citywide as provided by the surrounding counties/cities
- Create a City-wide industrial land Use policy to promote, attract and retain industrial businesses
- Create the Atlanta Industrial Council
- Develop a Mixed Use Industrial District that will allow for industrial, commercial and residential uses including zoning incentives to provide dense industrial and mixed-use new development; targeting “New Economy” clean industrial uses; including design standards that support compatibility of mixed and adjacent uses
- Amend the Industrial Zoning District to eliminate some allowed uses not compatible with industrial uses.
- Adopt design standards for industrial areas to address screening and buffering.

Grocery Stores

- Support existing grocery stores to finance healthy, affordable nutritious food. The healthy food financing initiative would leverage private investment through federal loans and grants to create fresh food outlets in “food desserts” in underserved communities
- Establish a joint venture with Food Trust. The Food Trust strives to make healthy food available to all and has developed a comprehensive approach that combines nutrition education and greater availability of affordable, healthy food by working with neighborhoods, schools, grocers, farmers and policymakers.
- Together with local partners the Food Trust will successfully address the lack of supermarket access. The Food Trust combines rigorous research and policy advocacy to forge innovative public/private partnerships that bring supermarkets and other fresh food retail markets to areas in need.
- Explore the possibility to provide tax exemptions utilizing the urban enterprise zones and business license fee reduction/ exemption for grocery stores located in the City’s priority development areas
- Utilize the New Markets Tax Credit (NMTC) to finance retrofit existing stores to add fresh produce and/or to finance new grocery stores or other initiatives.
- Explore the possibility to provide zoning incentives such as additional development rights when the grocery store is part of a mixed use development. Reduction in required parking when grocery store is in mixed-use district with ground floor retail while located in the City’s priority development areas

Urban Agriculture

- Develop policies and programs to promote and finance urban agriculture and food entrepreneurship
- Encourage urban agriculture by providing green planning and policy initiatives to support it, including the creation of green overlay zones as part of the zoning ordinance.
- Need to use incentives as well as regulations to fight for healthy food choices. Enlisting mobile vendors in the effort, seeking spaces for community gardens in produce-deprived areas and expanding farmers markets locations-all of this while urging corner stores to carry healthier foods and providing tax incentives for green roofs
- Work with the City of Atlanta to explore opportunities to open up scraps of underused public land for urban gardening/urban agriculture, including lawns of public buildings, utility rights -of-way, and even parts of underused parks.
- Partner with Access to Capital for Entrepreneurs (ACE) for Healthy Food Financial Initiative. ACE was created in response to the lack of available start-up capital. ACE is an SBA Microloan Intermediary and a certified Community Development Financial Institution creating jobs and opportunities for low income and under-served populations

Commercial Corridor Revitalization

- Utilize the Commercial Tax Allocation Districts (CTADs): The commercial tax allocation districts create financial incentives that support public-private partnerships to facilitate the resurgence of the areas by encouraging new substantial private commercial, industrial and retail investment in the Canmpbellton Road, Metropolitan Parkway, D. L. Hollowell/ M. L. King and the Stadium neighborhoods.

Green Business

- Partner with the Office of Sustainability to support development of green business and eco-industrial parks
- Capitalize on opportunities to attract renewable energy businesses to Atlanta
- Work with the Office of Sustainability and Public Works to find opportunities for green businesses to support the zero waste plan

Business Creation /Expansion

- Partner with the Atlanta University Center to promote and support the creation of a business accelerator
- Leverage initiatives from Georgia Institute of Technology, Georgia State University. Morehouse School of Medicine and Emory University efforts to fund companies that emerge/graduate from Innovation Centers and to attract large companies with R&D requirements

Capitalize on Lakewood Fairgrounds and Fort McPherson

- Explore possibility to submit application for Screen Gems LCI designation as an emerging activity node
- Explore possibility to request grandfather designation for Campbellton road East including Fort Mac

Housing Strategies

- Improve Code Enforcement : Collaborate with other COA community based programs and quality of life services for more effective and strategic and service delivery The vision is to enhanced performance and proactive enforcement as well as effective workload measures, increase staffing and City Ordinance Re-evaluation. The collaboration of City Departments in Strategic & Proactive Enforcement includes



Community Agenda - 4. Implementation Strategies

- o Integrated Data Mapping (crime & code data)
 - o Team Approach / Coordinated Details
 - o Collaborative Court Testimony
 - o Research Training Resources
 - o Structured Para-military Environment
 - o Enhanced Crime Prevention through Environmental Design
 - o Improved Public Relations
 - o APD Support Partnership
 - o Improved Constituent Response
- Create a 5-10 year Neighborhood Transformation plan focused on community stabilization through effective and equitable redistribution of vacant homes. Provide dedicated resources, specific benchmarks, and aggressive but realistic goals. Synchronize investments and programs strategically to create revitalized hot spots from which future market-based revitalization can pick up and continue.
 - o Intentionally streamline inter-departmental and partner communications, and remove barriers to implementation to maximize efficiency and impact of partnerships. Begin with strategic interventions that leverage existing community assets or amenities, to ignite market activity.
 - o Specifically link Code Enforcement and Office of Housing work to the Fulton Atlanta Land Bank Authority's ability to acquire and bank land for future stabilization and affordable housing development. Support this work with a Vacant Property Registration Ordinance.
 - o In response to the current fiscal environment, pursue strategic public and private partnerships to broaden investment and accelerate stabilization. Partners should include Fulton Atlanta Land Bank Authority, the city's Community Housing Development Organizations (CHDOs) and community-based organizations, the Atlanta Land Trust Collaborative, Enterprise Community Partners, NeighborWorks America, banks, philanthropy, and private sector stakeholders.
 - o Collaborate with Atlanta's functioning CHDOs and Community Development Corporations (CDCs) which represent an important component of the City's stabilization response. They have the knowledge to leverage and layer important resources, and are intimately familiar with conditions on the ground in some of the most challenged neighborhoods. They are grass-roots mission-based organizations with a vested interest in improving quality of life in Atlanta neighborhoods, and bring a comprehensive approach to addressing the housing crisis.
- Target the preservation of existing affordable housing units Market conditions have left many existing affordable units in default or in danger of it, many of which are multi-family rental units, and difficult to produce. Redouble efforts to work in coordinated fashion with the GA Dept. of Community Affairs, intermediaries (Enterprise, NeighborWorks) and private investors to reduce losses of these units to the market or vacancy, retaining them or re-programming them for supportive housing needs.
- Prioritize affordable housing in new transit oriented developments. Ensure a strong, equitable economic development infrastructure in transit corridors and nodes by supporting the symbiotic relationship between affordable housing and transit. Put policies and resources in place, and assert political will to ensure that the two are developed together. Target a minimum of 20% of TOD residential units for affordability, including for very low incomes.
- Community Land Trusts (CLR) are a tool for providing long-term affordable housing with a single investment, and a track record of sustainability and success across the country, when properly supported. New to Atlanta

Community Agenda - 4. Implementation Strategies

in the last year, this model of land stewardship for housing is currently recognized within the City's NSP as an affordable housing option, and is actively supported in NSP work in the Pittsburgh neighborhood. To reap maximum benefit of the CLT model, it should be fully recognized within all applicable City policies and programs, and become an integral part of them. CLT units should become an important component of the City's stabilization, preservation and TOD housing strategies.

- **Housing Investment commitment.** Recognizing that housing is a critical component of economic development, pass legislation requiring a minimum 15% of all future economic development initiatives to fund affordable housing, similar to the commitment within the BeltLine TAD.
- **Supportive / homeless housing and care.** The State of Georgia has signed a Settlement Agreement with the Department of Justice to provide approximately 9000 new supportive housing units by July 1, 2015. Homelessness continues to be a problem for many families and individuals in Atlanta. It is far more cost effective to provide housing and care for these populations than to rely on emergency services. A recent study for the Partnership to End Homelessness shows that the per-person cost for supportive housing in Atlanta averages \$33 a day, compared to \$53 for jail, \$335 for mental hospital care and \$1,637 for a day's hospital stay. AHAND proposes that the City work with supportive housing providers to design specific policy and financial investment commitments to support the agreement and reduce needless overspending and chronic homelessness. This initiative that could also often align well with preservation activities described above.
- **Employer Assisted Housing.** Currently only about one third of city employees live in the city of Atlanta. To meet goals to increase the number of city employees living in the city, AHAND proposes collaborating with the City to create an Employer Assisted Housing program that would provide incentives for city employees to buy or rent homes in the city. Consultants with the Metropolitan Planning Council from Chicago have been engaged by AHAND and our partner Association, the Georgia State Trade Association of Non-profit Developers, to begin assessing possibilities for such a program.
- **Build upon the upcoming inventory of housing** by creating a system or mechanism for continually tracking the affordable housing inventory in Atlanta. Include annual production data from all public housing subsidy resources including the AHA, Office of Housing, HOME and CDBG recipients, ADA and DCA financing recipients, as well as data from the Office of Buildings, to track the number, location, and availability of affordable housing in the City.
- **Integrate community benefits agreements into the City's, the ADA's, and the AHA's developer incentives and financing agreements** for large development projects, to maximize beneficial economic development impacts.
- **Create a 5-10 year resource-reduction or net-zero strategy for residential utility use in the City of Atlanta.** Collaborate with the Office of Sustainability and Southface to set aggressive, attainable goals.

To support these goals, also include the following:

- **Create a \$100 million (minimum) Transformation Trust Fund** which leverages City of Atlanta bond funds to draw additional private investment. Dedicate the use of this fund to the work of the Neighborhood Transformation Plan.
- **Revise the City's CDBG guidelines** to support homeownership counseling. The federal budget no longer will fund this service by non-profits, which has a track record for reducing mortgage delinquency and producing responsible homeowners.
- **Create an affordable housing fund specifically for TOD projects** (i.e. Denver TOD fund). Seek leveraging from potential financing partners to build a fund for integration of low-income housing.

Natural Resources Implementation Strategies

- **Future Condition Floodplain Mapping:** Mapping the future flood potential in all sub-watersheds less than 640



Community Agenda - 4. Implementation Strategies

acres throughout the City's jurisdictional area. This is a requirement of the Metropolitan North Georgia Water Planning District Watershed Protection Plan.

- **Watershed Protection Plan:** Plan analyzing existing watershed conditions within the City of Atlanta and identifying plans, programs, projects, activities and outreach needs to mitigate existing impacts and improve overall health of the City's urban watersheds. This is a requirement of the City's WRC NPDES Industrial Operations Permit.
- **Municipal Separate Storm Sewer System (MS4) Permit Program:** Ongoing implementation of stormwater management compliance requirements per the City's Municipal Separate Storm Sewer System (MS4) NPDES Permit.
- Continue to implement Department of Watershed programs to include:
 - o Public Education Program--Water Resources Protection
 - o Water Conservation Program
 - o Soil Erosion and Sedimentation Control Inspection
 - o Development of Elementary School Curriculum
 - o Greenway Property Habitat Conservation Plans
 - o Stream Bank Stabilization and Biorevetment Program
 - o Watershed Prioritization Study
 - o Watershed Improvement Project
 - o Greenway Property Management Program
 - o Stream Buffer and Wetland Mitigation Program
 - o Erosion and Sediment Control Program
 - o Stormwater Infrastructure Mapping
 - o Stormwater Management Implementation Plan
- Implement City of Atlanta 2010 Sustainability Plan
- Implement Brownfield Programs

Historic Resources Implementation Strategies

The implementation strategy for Historic Resources consists of a three part approach that answers the following three questions:

- What and where are the historic properties and places in the City of Atlanta and what "stories" to they have to tell about the varied aspects of the City of Atlanta's history? (Part 1 – Research and Information Gathering)
- Who can benefit from knowing this history and these stories, and what are the methods to best communicate that message such that the information can be acted upon in a meaningful way? (Part 2 – Outreach, Education, and Awareness)
- How can the City and its varied community and development partners retain, promote, revitalize, reutilize, and protect the physical markers of that history and of those stories for future generations? (Part 3 – Resource Protection, Revitalization and Regulation)

The three parts of the strategy can occur simultaneously creating an overlapping cycle of research, outreach, and ac-

tion. This also allows the implementation strategy to be executed in a phased manner, take into account new information generated from previous cycles and scaled to fit particular themes or priorities.

Research and Information Gathering

- Partner with other public and private organizations to document, in a manner accessible to the general public, the City's history, including all of its varied topics and themes.
- Graphically compile existing historic resource survey information to determine those areas in the most need of new survey work.
- While focusing on the City's least known resources and historic themes, restart the "City-wide Historic Resource Survey" at a limited level to capitalize on the previous research work and move the project forward.
- Through partnerships with other local organizations, increase participation in state and federal programs and processes.

Outreach, Education, and Awareness

- Partner with other public and private organizations to promote all aspects of the City's history, historic resources, and heritage tourism through websites, brochures and the tours.
- Integrate the City's existing historic resource information in a clear and useful way into the City's enterprise GIS system.
- Distribute historic preservation-related economic incentive program information at the City's economic development-related forums, open houses, and interagency workshops.
- Supply information and technical assistance to neighborhood associations, business groups, and advocacy organizations for their distribution about the City's historic preservation ordinance.
- Participate in efforts by other organizations that have interpretive panel / sign systems to expand those systems and at the same time incorporate lesser known themes from the City's history.

Resource Protection, Revitalization and Regulation

- Create a design guidelines "template" for new development and renovations in historic, but unprotected, neighborhoods and commercial areas that could be used by other organizations to create fully-developed design guidelines documents.
- Investigate regulatory and incentive tools to protect the few remaining rural areas within the City against incompatible development patterns.
- Using models from around the State of Georgia, develop a City ordinance to ensure potentially historic archeological sites and Civil War trenches are protected.
- Encourage and participate in all Master Planning efforts related to historic and/or significant City facilities and parks.
- Create long-term and sustainable strategies to prevent the demolition of abandoned and/or deteriorated (but salvageable) residential structures in City-designated districts.
- Research opportunities to update, expand, and strengthen the range of the City's regulatory tools and enforcement techniques that relate to historic properties.
- Strengthen communication with the City's zoning and building code enforcement personnel through training sessions and improvements in information sharing.



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- Continue to create efficiencies and partnerships that would allow the City's limited resources to effectively implement (and potentially enhance) the City's historic preservation ordinance and programs. Including both designations and design review processes.
- Develop a simple, easily distributed document that explains the existing financial resources, technical assistance programs, and economic incentive programs available to the owners of historic properties in particular and those with an interest in potential historic districts.
- Partner with existing organizations to identify, revitalize and if need be protect operating or abandoned private or public cemeteries.

Community Facilities- Implementation Strategies

Water/Wastewater/Stormwater System Implementation Strategies

The Department of Watershed Management (DWM) strives to maintain the highest possible level of service while maintaining affordable water and wastewater rates. Recognizing the decline in revenue available to address the Department's operating and capital needs, the DWM has modified its approach to implementing its Capital Improvement Program (CIP) to incorporate a pay-as-you go philosophy. The department has also revised its prioritization system to include a more a balanced approach to maintaining and upgrading the City's water and wastewater systems. At the present time, DWM's funding is restricted to the operation and maintenance of the City's water and wastewater systems. Funding to address the City's stormwater assets* is provided on an emergency-only basis and is being paid out of the General Operating Fund, which does not have sufficient resources to provide funding on an ongoing basis. As such, a dedicated and reliable funding source to address the City's municipal stormwater assets is needed.

The fundamental components of the Department's Implementation Program for its Capital Improvement Projects are as follows:

- Obtain EPA/EPD approval of a Schedule Extension for fully implementing the First Amended Consent Decree. (The requested schedule extension provides for a decreased level of expenditures over the next several years, and improves the balance between maintaining and improving the City's water and wastewater systems, including both its facilities and its pipelines.)
- Based on projected revenue, move forward to implement DWM's top priority CIP projects.
- Continue to identify project needs.
- As new projects are identified, re-evaluate the prioritization of the existing projects to appropriately incorporate the new projects into the project queue.
- Continue to update revenue projections.
- Based on projected revenue, move forward to complete the highest priority projects.
- Repeat bullet point #3 through #6 above.

In addition moving forward with pay-as-you go project financing, the DWM's strategy for moving its CIP program forward includes the following:

- Capital improvement projects will be managed from project initiation through construction by a single project manager.
- Project evaluation and prioritization will be performed by both technical and executive committees spanning a broad range of disciplines (e.g. operations, engineering, communications, finance, procurement, human resources, etc.)

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- Re-evaluation of the timing and sequencing of CIP projects based on the reduction in demand over the last several years.
- Continued emphasis is placed on improving coordination within DWM and across City Departments to improve business knowledge and to share information so as to maximize the benefits created from resources provided to the City.
- Ongoing development of an asset management approach to capital project planning which focuses on the ongoing collection and analysis of existing data, for the purpose of streamlining and prioritizing projects and which incorporates both rehabilitation and replacement technologies.

*The City's municipal stormwater assets include approximately 35 percent of the stormwater system located within the limits of the City of Atlanta. The remainder of the stormwater system is owned by private entities.

Public Safety – Atlanta Fire and Rescue Implementation Strategies

The implementation strategy for Atlanta Fire Rescue Department (AFRD) would provide a safer city by:

- Enhancing firefighting services
- Strengthening emergency medical capabilities
- Increasing special operations and hazardous materials response capabilities
- Improving facilities, fleet and working conditions
- Enhancing firefighters' health and wellness

Consequently, these strategies would culminate in reducing loss of life, property and harm to the environment while providing a safe, wholesome atmosphere for AFRD personnel to grow and thrive, both personally and professionally. More information can be found in the Atlanta Fire Rescue Department's FY 2012 – FY 2016 Atlanta Fire Rescue Strategic Plan Version 2.0—All Hazards Edition.

Enhancing Firefighting Services

- Increase of prevention-driven mandates such as installation of residential fire sprinklers, smoke alarms, and greater requirements for analysis and documentation of current trends and practices.
- Homeland Security requires partnerships with government, private industry and other emergency management entities, as well as community involvement. As a result of these partnerships and community involvement, AFRD will increasingly be seen as a Homeland Security resource for the Metropolitan Atlanta Region.
- AFRD will seek and maintain partnerships with Federal, State and Local agencies to maximize all funding opportunities.

Strengthening Emergency Medical Capabilities

- Enhance the level of Emergency Medical Services in the City of Atlanta by 2016. It is recommended that AFRD re-implement the dedicated field medical supervisor program to enhance the Federal/State compliance and delivery of EMS to the City of Atlanta. The Paramedic supervisors would be responsible for appropriate Unit Response Management and would be capable of serving as a rehabilitation resource and safety officer on working incidents, as needed, by the incident commander to support Operations, and monitor the appropriate response for both dispatched advanced life support (ALS) and basic life support (BLS) units.
- Increased advanced life support (ALS) engines strategically placed to achieve the nationally recognized standards for ALS intervention.



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- Continue to explore alternate methods of EMS delivery in high call-volume areas. There are several options for service delivery that can be employed during peak times and high call-volume to increase “in-service” time apparatus and thus increase ALS response coverage.
- AFRD will place greater emphasis on shared responsibility, collaboration, coordination and decision making between the Department of Homeland Security, FEMA and with the U.S. Fire Administration for prevention, preparedness, response, and recovery.
- As a part of emergency preparedness, AFRD will play a greater role in citizen awareness and public education to enhance readiness and community-level survival.
- In an effort to provide training and programs to our EMS partners, there will be greater commitment to engage Federal, State, Regional, and Local EMS organizations. These efforts will support local community’s life safety strategies and educate the public on emergency medical services.
- Increase staffing for the AFRD Fire Training Academy for EMS in-service training to maintain a sufficient number of instructors capable of delivering the appropriate number of training hours to meet all training needs.

Increasing Special Operations and Hazardous Materials Response Capabilities

- Ensure that AFRD is effective and efficient in its Emergency Preparedness and Response System as it relates to Domestic Preparedness including, but not limited to, all Hazards, natural or man-made, and any terroristic-type disasters.
- Expand the AFRD Homeland Security Unit (HSU) in order to deal with event planning, intelligence gathering, and conduct domestic preparedness exercises. Expansion allows for HSU to assist Field Operations in actively preparing for natural, man-made, and terroristic attacks, in addition to the City’s non-emergency events such as the Peach Drop, King Day Celebration, or other occurrences.
- Properly staff and organize special operations.
- Develop a strategy to re-commission heavy rescue/hazardous-material Squad 4.
- Develop a command infrastructure to include an Assistant Chief and a battalion command team.
- Implement a plan for activation of a second heavy rescue.
- Develop support task forces
- Implement and support budget and infrastructure
- Build a system which is robust enough to support our departmental needs for deployment, command, administrative, training, and logistical support.
- Develop depth within the community to ensure upward mobility, professional development and sufficiency for succession planning.
- Pursue potential cost recovery avenues or grant funding initiatives.

Improving Facilities, Fleet and Working Conditions

- Greater emphasis on appropriate maintenance and adequate space will be required to meet the increasing needs of our stakeholders.
- Improve all current facilities conditions for fire services in the City of Atlanta by 2016. AFRD must build support

Community Agenda - 4. Implementation Strategies

among its stakeholders for a successful public safety bond referendum necessary to fund a comprehensive program to replace or renovate its backlog of aging facilities and to add new facilities necessary to improve training, response coverage and Insurance Service Office (ISO) ratings.

- Establish a replacement schedule for engines, aerial apparatus, specialty apparatus (heavy duty trucks) and staff / support (light duty cars and trucks) vehicle fleet. AFRD must develop and implement a staggered replacement plan based upon age for those engines most in need of replacement with priority given to heavy fire apparatus followed by specialty apparatus and support staff vehicles.
- Continue the replacement cycle on an annual basis beginning in FY 2012, so that the fleet remains in dependable condition and that a large number of engines are not due to be replaced at the same time in the future.

Enhancing Firefighters' Health and Wellness

- Prevention will become the focus of occupational safety and health programs. AFRD will play a pivotal, advocacy role for a culture of health, fitness and behavior that enhances emergency responder safety and survival.
- The introduction of annual health physical examinations for all personnel to develop baseline information for personnel and develop programs to enhance their overall fitness.
- To manage such programs would also require the purchase of software that could record information needed to identify trends and establish a database for future queries. The training and development of twenty-five Peer Fitness Trainers is essential with the overall goal impacting all personnel in the development of personal fitness programs.
- Create a dedicated Health and Safety Officer (HSO). The HSO position provides a direct point of contact addressing departmental needs related to safety and focuses on the department's greatest asset- human resources. The HSO identifies, develops, manages, maintains and implements a comprehensive department health and safety program.

General Government Implementation Strategies

- Atlanta Police Department needs to expand police presence in neighborhood. Office of Enterprise Asset Management is working with the APD to identify possible new precinct locations that would be better situated for their service delivery. They are currently investigating new locations for both Zones 3 and 6, and are ready to acquire and prepare new sites and facilities as they are identified and funded.
- The designed life cycle of at least (50%) of city owned building designs have become obsolete for the intended purpose. OEAM plans on making various building, cosmetic and landscaping changes to update the City facilities. The facilities will undergo changes in the form of: interior & exterior painting, waterproofing, roof replacement, HVAC upgrades, glass cleaning, lighting replacement, parking lot maintenance, carpet cleaning, security upgrades, sign replacement and CCTV upgrades.
- Fire Stations are aging beyond useful life, needing multiple base building repairs and (in some instances) cannot accommodate current equipment. The City needs to design and build adequate stations to fit the needs for future decades. Two new stations are planned. The design for station 28 is complete and construction should begin in FY12. A site search is underway to identify a suitable location to replace station 22. Several large repair projects are planned for FY12.
- ADA accessibility needs to be improved at all City locations. The City has signed a Consent Decree with the Department of Justice to correct several noted issues. A complete list of all issues is reviewed weekly, with assignments for corrective actions. To date, a large number of the issues have been repaired and work continues on the remaining issues.



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Parks and Recreation Implementation Strategies

Recreation

- Complete Concept Development, Programming and Implementation Plans for Centers of Hope.
- Develop and Implement Staffing changes, and training to support better facility maintenance and the more robust programming inherent in the Centers of Hope vision.
- Develop a more robust quality control program covering both facilities and programming.
- Implement security features to secure indoor and outdoor recreation facilities from vandalism and copper theft.
- Undertake Provision Level/Service Distribution analysis for recreation facilities and parks.
- Conduct market analyses and feasibility studies for new facilities and programs.
- Invest in strategically located artificial turf football/soccer fields to expand capacity through more intensive use.
- Continue to explore and work with private sector non-profit entities to rationalize service provision, expand program breadth and maximize user experience at recreation centers.

Parks, Open Space, & Greenways

- Design and anticipate preliminary basic development of a special events venue(s) at Fort McPherson.
- Acquire additional neighborhood and community parkland as opportunities come on the market and funding allows. Acquisitions should focus on sections of the City that are currently underserved and in increasing accessibility, visibility and the ability to provide needed facilities in existing parks.
- Investigate the feasibility of utilizing other City owned land assets as parkland.
- Undertake or facilitate Master Planning for parks as resources permit. Ensure all Regional Parks have Master Plans or Vision Plans.
- Continue partnering with Park Pride to create Vision Plans and rehabilitate existing parks.
- Work with Atlanta BeltLine Inc and Atlanta BeltLine Partnership to continue land acquisition, planning, design and development of parks and trails associated with the Atlanta BeltLine corridor, including but not limited to: Enota Park, Perkerson Park, Lang Carson, Historic Fourth Ward Park, the Benoit site, Chosewood Park, Four Corners, Westside Park and Boulevard Crossing.
- Continue working with the Atlanta Development Authority on the assemblage, interim development and long range planning for the Memorial Drive Greenway (Mall) from Oakland Cemetery to the Capitol.
- Continue working with the Buckhead CID on the implementation of the 2011 Buckhead Greenspace Action Plan
- Undertake Provision Level/Service Distribution analysis for parks and facilities.
- Continue development of city-wide Multi-use Recreational Trail system in conjunction with partners such as the PATH Foundation, Atlanta BeltLine Inc, and others

Maintenance and Management

- Improve staff capacity by providing technical, supervisory and managerial training.
- Increase staff and equipment as new park land and facilities are acquired to ensure adequate, sustainable and consistent maintenance levels.
- Hire a Parks & Trails Planner in the Office of Park Design.
- Develop an Asset Management system for all Park and Facility assets, develop life cycle replacement programs and proactive preventative maintenance schedules.
- Develop and adopt uniform design guidelines or standards for park and facility planning, design and construction.
- Continue to develop and utilize web-based data base repositories such as Sharepoint, for plans and other documents to facilitate easier, more efficient access
- Develop clear, cohesive sign standards for parks and natural areas including identification, wayfinding, regulatory and interpretive sign typologies.
- Develop management plans for nature preserves, parks and other greenspaces with significant natural and/or cultural resources. Cascade Springs Nature Preserve, Herbert Taylor, Herbert Greene and Swann Nature Preserve would be candidate sites.
- Continue evaluating prototype efforts for “green” management materials and techniques including organic turf management and goat kudzu removal started in 2010 at Boulevard Crossing Park.
- Identify park areas for “naturalizing”, in order to reduce maintenance costs, and overall carbon foot print generated through maintenance activities.
- Produce park management plans that include staffing, maintenance schedules, equipment, training, quality control, and annual cost.
- Identify underutilized, underperforming parks with safety challenges such as Midtown’s Central Park, to incorporate trails, spray pads, playgrounds, athletic fields and other activity generating facilities, to increase activity and visibility.
- Work with the Atlanta Police Department with respect to the establishment a Park Ranger or similar program. Continue support for the Graffiti task force and efforts to minimize removal times. Limit vehicular access in parks where “cruising” has become a problem. Continue to investigate housing of APD officers on sites where appropriate and feasible.
- Continue building relationships with private sector and non-profit partners for the development, maintenance and programming of facilities.

Funding

- Work with the Atlanta Development Authority and Atlanta BeltLine Inc to facilitate acquisition of open space which can be redeveloped in projects including a portion as parkland that could be financed through sale of remaining land for residential or mixed use development. Continue to use tax allocation districts (TADs) to increase the quantity of parks and public open space.
- Pursue city objectives to acquire and manage land adjacent to streams for both water quality and outdoor recreation. Utilize conservation easements for greenway preservation.
- Pursue separate independent tax levy funding stream(s).



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Intergovernmental Coordination Implementation Strategies

Independent Special Authorities and Districts

- Increase the number of Development Agreements with the Atlanta Development Authority to work in specific districts throughout the City.
- Assist the Atlanta Development Authority in seeking public-private funding that promote economic development.
- Assist the Atlanta Housing Authority in land identification throughout the City through the Atlanta Land Bank Authority to deed land to the Atlanta Housing Authority to make affordable housing less expensive to build.

Community Improvement Districts

- To form a blue ribbon commission to make recommendations to the Mayor and City Council.

Service Delivery Strategy

- Work closely with the Atlanta Regional Commission to resolve local issues that have now become regional issues.

Transportation Implementation Strategies

Transit

The City must take charge of the transit environment within its borders. A system that is attractive, functional, safe and convenient is a necessity for Atlanta's economic future. The City's purview over transit will fall into two categories:

- City-managed: The City may consider entry into a transit development role. This is particularly likely for systems which are wholly within the City such as the Atlanta Streetcar and Beltline Transit. The City clearly requires staff that is knowledgeable and competent in advancing the City's agenda in constructing these systems and managing the ultimate operators of the systems.
- Managed by others: Even with systems that are wholly managed by other entities, the City has a vested interest in the physical design and operation of the system. The City's economic interests are impeded by bad rapid station designs such as those at Civic Center and King Memorial. Bus stops and signage are a highly visible element of the City's public realm and should not be left under the control of others. Poorly conceived bus operating schemes such as the express bus layovers on West Peachtree Street cannot be tolerated. Atlanta requires staff whose role it is to identify these issues and seek remedies that are in the economic and social interest of the City.

Streets

The City currently owns and maintains a significant amount of public right-of-way in the form of streets. Within the City's boundaries are also numerous streets managed and maintained by the Georgia Department of Transportation and State Road and Tollway Authority. In recent years, developments such as Atlantic Station have also engaged in the practice of constructing private streets. The disjointed nature of the policies and practices of the different entities have harmed the function and image of the City in numerous instances. City responsibilities and policies for all of the following conditions need to be clarified and escalated.

- City-owned/maintained: The City must do a better job of maintaining both the condition of its streets and the work flow of those streets under repair. Interminable placement of metal plates and long-term closures of streets and sidewalks cost residents time and money and erode confidence in the City's staff. Maintenance of traffic signal infrastructure such as the repair of broken detection loops must be a funded and managed

priority.

- **GDOT-owned/maintained:** The City must take a more proactive role in the design and operation of state routes within the City. The destructive, high-speed designs of streets like Spring Street and West Peachtree Street and unbalanced traffic signal timing favoring vehicle movement on state routes substantially harms the City's livability and economic vitality.
- **Private:** The City must adopt policies that do not allow the closure of private streets that are a part of the functional street system. As the City enacts policies that require new developments to build parts of the City's street network, any streets that are to be closed at various times should not be considered responsive to these City requirements for network and street redundancy.

Quality of Life

The City should fundamentally rethink how it builds, finances and maintains the elements of its system that are the lifeblood of a successful urban place.

- **Sidewalks:** The City's current policy assigning responsibility for sidewalks to the adjacent property owners is ineffective and is, therefore, poor public policy. The result has not been a shift of costs, but a degradation of the public realm, the results of which fall disproportionately on citizens with disabilities or transit dependency. Atlanta must fund a program of construction and maintenance of its sidewalks if it wishes to be viewed as a livable, desirable City.
- **Neighborhood Solutions:** The City's traffic calming program has achieved admirable results in mitigating high vehicle speeds in neighborhoods, but could still be refined. Tools that detract from neighborhood value such as speed humps and unwarranted stop signs should be eliminated. The City should also consider a set-aside budget (perhaps 10%) for neighborhood traffic solutions to accompany major vehicle capacity projects adjacent to single-family neighborhoods.
- **Bicycles:** Implement the bicycle network identified in the *Connect Atlanta Plan* using the *Connect Atlanta Street Design Guide* to add bicycle facilities during all roadway projects (including resurfacing).
 - **Prioritization:** The bicycle component of the *Connect Atlanta Plan* is based on a core system of routes with supporting secondary connections. The core system should be the City's first focus, and routes that need to be added through roadway widening should be programmed as separate projects.
 - **Construction:** Construction of bicycle facilities should be carried out in conjunction with other projects on the same street or as other projects developed in the same general area of the city serving a similar purpose are implemented.
 - **Maintenance:** The City should adopt as policy a maintenance priority for bicycle streets. Any street with a constructed bicycle facility should receive higher priority in street sweeping, debris removal and maintenance of drainage facilities.

Maintenance and System Management

- **Bridges:** The City's bridge infrastructure is aging and in need of substantial repair. If any of these structures becomes so deficient as to be decommissioned, a substantial loss of mobility and increase in congestion can be expected. If any of these structures were to fail, the results could be more catastrophic. The City should partner with the State of Georgia to undertake a proactive program of bridge modernization and repair. The City should be a full participant in this partnership in both design and funding. Prioritization should consider not just bridge condition, but the relative importance of the link to drivers, pedestrians, transit users, residents and business owners. Each case should also consider whether the bridge is still required or whether an at-grade solution could serve today's needs and lower future infrastructure obligations.



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- **Traffic Signals/Intelligent Transportation Systems:** The City should identify funding to adequately maintain and time traffic signals. The timing of these signals should consider modifications that not only better manage vehicle flow, but that account for the needs of pedestrians; particularly in the development nodes.
- **Travel Demand Management:** The City should undertake and oversight and gap-filling role that seeks to coordinate the efforts of the existing Transportation Management Associations (which are business-based) and supplements them with neighborhood-based initiatives. A City coordinator position should be funded and staffed.

Transportation Management and Cross-Department Coordination

Even if revamped, the City's transportation staff will not be able to effect the needed changes alone. Fundamental physical changes in Atlanta will require clear alignment and teamwork among all of the City's departments. That alignment can be formalized in organization and policy as follows.

- **Development Response Teams:** Atlanta could implement an idea that has worked well for the City of Charlotte, North Carolina. Before a property owner within one of the priority development nodes submits plans for redevelopment, a cross-departmental team of City staff is assembled for a work session to clarify objectives and reconcile differences. The advantage to the City is alignment of departmental objectives and lower levels of dispute or acrimony with the applicant. The advantage to the developer is faster approval and better time certainty.
- **Staffing:** The City's transportation responsibilities should be split into groups with core competencies that are likely to reside in people that can be found on the labor market. In other words, if the City is unlikely to find one person skilled in both transit station area development and street drainage, these functions should be separated. Most likely, this means that the responsibilities for maintenance should generally be managed in a different division of the City services than Planning. Elements of design should probably span the two groups.

Setting Policies

The integration of transportation and land use is more involved than simply placing the correct land uses around the appropriate transportation investments. The true integration of transportation and land use involves incorporating all the elements of community building that influence land use, as well as those that place demands on the transportation infrastructure. This integration framework identifies four key elements of city building and the many sub-areas that influence Atlanta's ability to create a sustainable community with a balanced transportation system.

- **Land Use and Community Character:** A review of the currently allowed land uses within 2500 feet of each transit node should be conducted. It is encouraged that automotive dependant land uses such as large format retail, industrial and low density residential not be encouraged within walking distance of the existing and proposed transit nodes.
- **Mixture of Uses:** Mixing land uses should be encouraged in areas expecting the highest density and intensity of development. In areas where the market is weak, allowing a mixture of land uses will provide needed flexibility to the development community.
- **Residential and Commercial Densities:** Encouraging new development to concentrate the highest densities closest to the transit station and transitions to lower densities adjacent to existing single-family neighborhoods is recommended. It is recommended that the City consider establishing density minimums rather than maximums in areas within walking distance of transit corridors and maintaining maximums in areas underserved by transit.
- **Transitions between New and Existing Neighborhoods:** Every effort should be made to intensify development while preserving the existing residential communities.
- **Block Dimensions:** Block dimensions within transit nodes should be small (300 to 500 foot block faces) to pro-

mote human scaled development. The block dimensions should include a maximum block-face length as well as a maximum block perimeter for each of the development conditions.

- **Building Heights:** It is recommended that densities outside the city core be influenced by building heights.
- **Parking:** It is recommended that the City modify its parking regulations to shift away from parking minimums and establish parking maximums in areas served by premium transit. These maximums should be aggressively low in upcoming years to help drive down the oversupply of parking and allow the market to raise costs. The City should also consider policies such as decoupling parking from residential development; allowing those who choose not to drive to avoid the cost of a mandatory parking space which makes homes less affordable.
- **Surface Parking:** Given that Atlanta currently has an over-supply of parking, the City should remove surface parking as a permitted use. Further, the methods for assessing the improved value of existing surface parking facilities should be revisited to assess whether they can be taxed at rates in line with other retail uses.
- **Floor Plates:** It is important that building floor plates are smaller in rapid transit zones than areas more dependent on the automobile.
- *Mass and Scale, Building Orientation and Architectural Design Guidelines:* Architectural design elements should not dictate architectural styles, but instead should inform fundamental architectural elements based on human proportions and the quality of the pedestrian experience at the street level. These design guidelines should be based on a street typology, or hierarchy based on desired pedestrian activity serving the proposed development. The *Connect Atlanta Plan Street Design Guidelines* links these elements together and should be the guiding document for the development and design of new streets.

Mobility and Access

The surrounding and desired land use context should inform the quality of the transportation system's design even if it means transportation efficiency is compromised because of adjacent development opportunities.

- **Station Amenities:** For system identification and customer comfort, station amenities should remain constant within the various development conditions within Atlanta. This is too large an issue to be left solely to the discretion of an outside party such as the transit operator. The City must take a proactive role (possibly including funding) to assure that transit facilities add to the value of communities.
- **Transit Interchange.** The placement and design of the potential transit interchanges at rail stations should be guided by the context of its surroundings and be enabled by flexibility in the City's design criteria to allow for inventive solutions that encourage private development adjacent to the rail stations, not separated by an inappropriately designed transit interchange. The City should not allow outside agencies to decide that all express buses will terminate at one location such as Arts Center Station or that buses will layover on a city street such as West Peachtree Street. The City's local needs and policies should be preeminent with regard to the location of such activities. Areas of high property and community value and economic development potential such as the Arts Center Station area, should be designated with livability and community value as the primary goals.
- **Park and Ride Lots:** Every park and ride lot's viability should be tested against immediate development prospects. If the parking need is greater than the immediate development opportunities, then the facility should be designed to transition overtime to structured parking and eventually transit-oriented development. Given that Atlanta is the region's central City, it is likely that there are very few stations that are appropriate for long-term use as a park and ride lot.
- **Right-of-Way and Transit Operation:** The various development conditions and development opportunities along the corridor should be additional factors that influence future rapid transit operations.
- **Traffic Signal Cycle Lengths/Pedestrian Buttons/Pedestrian Phases:** The City should eliminate pedestrian push buttons in the core city and pedestrian phases concurrently during every cycle. The City should proactively



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pursue shorter traffic signal cycles in pedestrian areas to help balance movement of different modes.

- **Police Traffic Control:** To the extent the practice of private contracting of police traffic control is allowed to continue, it should require temporary permits issued by the City's Department of Public Works after careful consideration of the public good. The City should also consider funding dynamic signal timing equipment that could more effectively serve some of the same needs such as special events.
- **Roundabouts:** The use of roundabouts as traffic control devices should be strongly considered where appropriate in the City. It is recommended that the City adopt a policy of "roundabouts first" outside of the core city. The use of a roundabout should be eliminated as a possibility before the installation of a traffic signal is considered.
- **Right-of-way Manual:** The City should strictly enforce the new *Department of Public Works Right-of-way Manual*.
- **Preserve Network/Walkable Blocks:** Continue to follow policy opposing the abandonment of City right-of-way and streets in order to preserve short walkable blocks.
- **Traffic Calming Toolbox:** The City should adopt a set of acceptable calming tools that add, rather than detract, from the value and character of communities. Punitive tools such as speed humps and unwarranted stop signs should no longer be among the tools the City uses.
- **Minimum Level of Service (LOS) Standards:** It is recommended that the City work with the Georgia Regional Transportation Authority to develop a flexible level of service standard for Developments of Regional Impact (DRIs), by allowing a lower motor vehicle level of service within transit station areas
- **Connectivity Index:** The City should develop a connectivity index as it reviews private development proposals, especially within areas served by premium transit.
- **On-street Parking:** It is important in transit-oriented development areas that on-street parking be allowed and encouraged regardless of a street's function and classification.
- **Sidewalks:** Sidewalk design dimensions should vary with anticipated pedestrian volumes and changing contexts as outlined in the Connect Atlanta Street Design Guidelines.
- **Bicycle Facilities:** The City should encourage the construction of bicycle infrastructure to and from transit nodes, including: off-road multi-use paths, on-road bicycle lanes, and more innovative facilities and solutions. In addition, the City should encourage the provision of bicycle amenities, including bicycle parking, within activity centers and within transit station areas.
- **Freight and Goods Movement:** The City's overriding policy should be to preserve freight rail corridors and capacity and to incentivize rail freight movements, including maximizing throughput in existing corridors. The City should continue to support goods movement along freeway corridors and to and from industrial properties in accordance with an updated truck route map. This updated map should seek to balance the livability and goods movement needs of Atlanta in a comprehensive way.

Parks, Public Spaces and Civic Infrastructure

The policies and actions of the City in the development of parks, public spaces and civic infrastructure need to be incorporated into the integrated transportation and land use framework.

- **Parks:** The City's policies for the sizing and placement of parks should be consistent with the urban principles and investments described in this document. These policies should include consideration of public edges (streets) to parks and redevelopment of underused or unsafe park edges

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- Community Venues: It is vital that these facilities be located in core city and served by premium transit.
- Government Offices: The placement and design of these facilities in the future must take into account their proximity to premium transit.
- Libraries and Schools: Libraries and schools should be placed within areas served by premium transit whenever possible. However, smaller branch libraries and elementary schools may be located in areas served by local bus service.
- Public Housing and Assisted Living: Public housing and assisted living facilities should be located near premium transit facilities.
- Maintenance Facilities: The facilities should not be located in areas served by premium transit.

Aviation Implementation Strategies

Hartsfield-Jackson Atlanta International Airport continues to be ranked as the “world’s busiest” airport and is considered to be the economic engine for the metro Atlanta area and the State. However, Hartsfield-Jackson is also one of the smallest airports (in total acres) and is faced with growing demand. According to forecasts by the Federal Aviation Administration and the Department of Aviation, Hartsfield-Jackson Atlanta International Airport (Hartsfield-Jackson) will reach capacity by approximately 2025.

In response to the forecast the Department of Aviation has conducted three studies:

- *The Atlanta Metropolitan Aviation Capacity Study Phase I* – This study investigated and identified airfield improvement projects that would increase the capacity of the existing airfield. This study was completed approximately three years ago and the projects identified have been implemented. However, while these projects provided some ability to provide for increased airfield traffic, additional capacity is still needed.
- *Comprehensive Development Plan Update* – In 2009 the Department of Aviation Bureau of Planning & Development undertook a study which incorporated several previous planning efforts in an effort to examine potential scenarios to meet a 2030 forecast. This study examined not only improvements to the airfield but also gate capacity solutions, landside and cargo improvements necessary to accommodate demand through 2030. At the request of the airlines the study included a review of the potential for a 6th Runway.
- *The Atlanta Metropolitan Aviation Capacity Study Phase II (AMACS 2)*– In the fall of 2010 at the request of and in partnership with the Federal Aviation Administration the Department of Aviation began an eight month study of the feasibility of a second commercial service airport to accommodate the increase in the Origin & Destination market that may not be able to be accommodated at Hartsfield-Jackson. The study investigated 29 potential sites and found that given present conditions, the estimated costs and benefits, there are currently no feasible sites.

The outcome of AMACS 2 places further importance for the Department of Aviation to investigate additional means by which to add capacity at Hartsfield-Jackson. Toward that end, Aviation plans to undertake a Master Plan Update. This effort will begin in the fall of 2011 and take approximately 18 months. The Master Plan Update will investigate opportunities to achieve full build out of Hartsfield-Jackson including adding additional airfield capacity, terminal/gate capacity, as well as cargo capacity to create a balanced facility.

Following the Master Plan Update it is anticipated that an Environmental Impact Study may be necessary prior to the implementation of the next development program.

In the interim, the Department will continue to focus on its customers by developing and implementing improvements which will enhance our customer’s experience. The Department of Aviation will also develop a comprehensive asset management program which will assist in maintaining the existing facilities.



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2011 Comprehensive Development Plan Policies**Economic Development Policies**

- Support the growth of target industries such as transportation, distribution, logistics, higher education, health services, hospitality, arts & culture, tourism and entertainment.
- Emphasize and create business, retention, recruitment and expansion through connectivity with employers, corporate relocations, foreign direct investments, a global commerce center; industrial business, job creation incentives and workforce development.
- Increase the capital available for development and business growth through the Economic Opportunity Fund, New Markets Tax Credits, Small Business Loans and Urban Initiative Funds.
- Utilize federal grants, below market loans, loan guarantees and tax credits to attract private sector capital for investments in projects to create jobs and revitalize distressed communities.
- Aggressively pursue opportunities to expand the amount of New Markets Tax Credits available to attract private capital for commercial development in Atlanta's distressed neighborhoods.
- Expand the capacity of local community development entities to improve their ability to win awards of funding allocations and deploy the resources more effectively.
- Strengthen Atlanta as a convention and tourism center by increasing the number and improving the quality of visitor attractions and support facilities.
- Aggressively work for local, state and federal policies that enhance the relative advantage of Atlanta, and pursue local means of making the City a more desirable and competitive environment.
- Encourage the growth of minority business enterprises.
- Ensure the continued availability of technical assistance on business skills to small businesses, using private and public resources.
- Support policies to retain young professionals in the City.
- Champion Major Projects such as the Atlanta Beltline, the Peachtree Corridor, and Downtown Development.
- Capitalize on the redevelopment of Lakewood Fairgrounds and Fort McPherson.
- Increase the economic vitality of underdeveloped areas with development incentives, appropriate infrastructure capacity; transit oriented development; urban enterprise zones, renewal communities and enhancing the existing tools to revitalize vacant and abandoned properties.
- Facilitate quality development in the City by annually monitoring the permitting process, holding developer workshops, continuing to review and update current zoning codes through 2008.
- Increase the availability of affordable workforce housing through homeownership opportunities, inclusionary zoning; implementing a land bank authority, development incentives (URFA bonds and Opportunity Bonds), supportive housing, and establishing the Affordable Workforce Housing Trust Fund.
- Collaborate with the Public School System to facilitate improvements by continuing to support Atlanta Reads, providing cultural experiences to APS students; assisting APS in community-based health and science education programs.
- Encourage City and business leaders to work with local colleges, universities and public schools to address the growing imbalance between the education and skills possessed by residents and the education and skills



Community Agenda - 5. Policies

required by employers.

- Enable lower-income residents to attain middle-income status by emphasizing job creation, job training and job placement for unemployed and under-employed City residents.
- Retain, grow and attract middle-income residents by promoting the development of middle-income housing within the context of mixed-income neighborhoods and the creation of jobs for City residents.
- Promote employment and job training efforts consistent with Atlanta's needs.
- Actively monitor and enforce the City's First Source Jobs policy legislation to reduce the high unemployment of City residents.
- Continue programs which support neighborhood commercial revitalization.
- Emphasize the preservation, maintenance, rehabilitation and reuse of existing facilities that are in sound condition.
- Pursue and encourage developments that recognize the mutually supportive roles of the Central Area, the neighborhood commercial areas, and the retail centers.
- Use federal funds to support programs and projects that provide decent housing and suitable living environments and expand economic opportunities, principally for persons of low and moderate income.
- Grow parks and protected greenspace through the update to the City-wide Project Greenspace Plan, utilizing Opportunity Bond funds for acquisitions, increasing funds for park maintenance, and inventorying and tracking public and private greenspace. Develop partnerships in an effort to take advantage of the premiums that can be expected for property near quality parks as well as providing a competitive advantage in retaining and attracting businesses.
- Create a City-wide Industrial Land Use Policy to promote, attract and retain industrial business
- Make Atlanta one of America's safest cities by providing affordable housing for police officers, improving emergency response, and increasing and retaining police officers.

Housing Policies

The City, through its principle policy documents (Comprehensive Development Plan and Consolidated Plan) has sought to address objectives that relate to an assortment of Federal requirements and local needs. The vision consists of revitalized, sustainable, urban village communities, populated with mixed-income households within the city's redevelopment areas.

In promoting housing opportunities, the City of Atlanta is committed to fairness toward all of its citizens and neighborhoods. As the City strives to preserve and revitalize its neighborhoods, it is committed to educating the public regarding fair-share housing. Fairshare housing is a policy that encourages proportionate and equitable distribution of a range of housing choices and types, including low-income housing throughout the City. Housing choices also include conventional, public, publicly assisted and special needs housing. The City's goal in this regard is to encourage the development and preservation of mixed-income residential areas.

General Housing Policies

- Promote opportunities for mixed-income housing developments throughout the City.
- Focus on rehabilitating and utilizing existing vacant housing stock.
- Increase opportunities for home ownership for low and moderate-income residents.

- Promote housing affordability in order to minimize the number of households that must pay more than 30 percent of their income in rent or mortgage payments.
- Promote the creation of new housing in appropriate locations.
- Increase public, private funds to help construct, acquire and rehabilitate housing.
- Promote full implementation of all fair housing laws.
- Promote a wide range of housing types to meet different housing needs and income levels within the BeltLine Corridors and along major employment centers: Downtown, Midtown and Buckhead.
- Promote in-town living for public sector employees and first responders by aggressively marketing down payment assistance programs and acquisition/rehabilitation loans.
- Utilize federal and private dollars to assist in the revitalization of neighborhoods affected by the heightened number of foreclosures.

Low/Moderate Housing Policies

The following policies legislate federally (CDBG, HOME, NSP, HOPWA etc.) financed housing projects. The policies support the Consolidated Plan, which is based on the needs of defined population groups (low/moderate income individuals, homeless persons, public housing tenants, etc.). The Policies establish priorities based largely on the conditions and needs of the City's housing stock. The Consolidated Plan's housing priorities are as follows:

- Assist "special needs" persons living in substandard apartments and rental units by making low or no cost acquisition and rehabilitation loans available.
- Assist extremely low- and very low-income homeowners living in substandard single- family units by making rehabilitation loans and grants available.
- Assist very low and low-income persons with home ownership by making acquisition and rehabilitation loans available to individuals.
- Promote new housing development through in-fill housing construction.
- Aggressively enforce Housing Code and Demolition to remove slum and blight.
- Encourage development of alternative forms of ownership, including cooperatives, mutual housing and lease purchase programs.
- Support housing opportunities for persons with special needs.
- Develop a program to provide equal access to credit and fair housing opportunities for low to moderate-income people.
- Diversify housing choice for low and moderate income persons by creating areas for targeted investment for affordable housing away from neighborhoods that already have a high concentration of affordable housing.
- Fund down payment assistance program that serve persons below 80% AMI.

These policies set priorities addressing the most serious problems with existing housing stock.



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Natural Resources Policies

Protection and Conservation of Natural Resources

- Include the protection of unique and sensitive natural resources in neighborhood open space framework plan.
- Support and promote opportunities for establishing conservation easements as authorized in the City of Atlanta Tree Ordinance.
- Continue data acquisition and implementation of the inventory, to include geographical informational system (GIS) data, of Atlanta's natural resources, in coordination with local, state, regional and federal agencies.
- Identify priority natural resources and methods to protect and enhance natural resources.
- Create a protected greenway along the Chattahoochee River from the northern city limits at the National Park Service Recreational Area to southern city limits at the Fulton County Airport.
- Evaluate the use of performance standards in the city-zoning ordinance to address impacts of commercial and industrial uses on the environment.
- Optimize educational opportunities related to natural resources protection.
- Preserve and enhance the City's environmental resources through the implementation of the Parks, Open Space, and Greenways Plan, the Clean Water Atlanta program and Project Greenspace.
- Preserve and enhance the City's environmental resources through the development and implementation of a City-wide Watershed Protection Plan.
- Permit development based upon the carrying capacity of available infrastructure and the natural environment.
- Integrate natural resource conservation and greenspace creation into the planning for and siting of City facilities.
- Establish consistent and coordinated environmental criteria for interdepartmental use for construction during all development, economic and facilities plans, land use policies and codes.
- Encourage and support all citizen participation and environmental education programs.
- Ensure that all development within the City complies with applicable Regional, State and Federal Environmental Policies.

Protection and Enhancement of the Function and Integrity of the City's Floodplains

- Continue to assist and support the Metropolitan North Georgia Water Planning District's development of watershed management guidelines.
- Develop map for current and future conditions floodplains for areas with 100 acres or more of drainage area.
- Preserve, enhance, and expand the undeveloped floodplain along the Chattahoochee River as public open space.

Protection and Preservation of the City's Wetlands

- Continue to comply with the Federal wetlands program under section 404 of the Clean Water Act.

- Strengthen protection of wetland areas.
- Identify significant wetland resources, both on public and private land.

Achievement of Water Quality Standards in Streams and Creeks

- Support and enforce the City's Erosion and Sedimentation Ordinance, the Riparian Buffer Ordinance, Floodplain Management, and the Illicit Discharge and Illegal Connection Ordinance.
- Continue to assist and support the Metropolitan North Georgia Water Planning District's development of watershed management guidelines.
- Implement the Long-Term Watershed Monitoring Program in coordination with the United States Geological Survey.
- Implement the Total Maximum Daily Load (TMDL) Monitoring Program.
- Develop a City-wide Watershed Protection Plan.
- Continue to implement the MS4 (Municipal Separate Storm Sewer) Stormwater Management Program that addresses non-point source pollution.
- Promote Green Infrastructure, Low Impact Development (LID) techniques and environmentally-sensitive site design to reduce the amount of impervious surfaces in a development.
- Continue to support Clean Water Atlanta and the regional Clean Water Campaign.
- Create a dedicated funding source for stormwater management

Protection and Enhancement of the City's Urban Forest

- Provide adequate City resources for the management of the urban forest.
- Provide adequate City resources for the enforcement and implementation of the City of Atlanta Tree Ordinance.
- Implement and enforce the parking lot landscape ordinance.
- Implement and enforce the City of Atlanta Tree Ordinance.
- Implement an up-to-date computerized tree maintenance program for parks and public rights-of-ways.
- Develop an urban forest management plan for the City including planting, maintenance, protection, promotion, and staffing levels. Protecting the urban forest, street trees, and landscape buffers to reduce stormwater runoff from impervious surfaces are key elements of the new tree ordinance.
- Expand the Bureau of Parks Forestry Division staff to implement and promote the urban forest management plan.
- Update the existing Arboricultural Specifications and Standards of Practice.
- Develop a citywide streetscape master plan, including tree planting details and prioritized streetscape projects.
- Develop citywide streetscape specifications and standards as part of the above master plan, include on-site stormwater management practices were applicable.



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- Continue to review proposed development projects for their provision of adequate vegetative buffering and their compliance with the City's Tree Ordinance to preserve trees and to plant replacement trees.
- Within the Special Public Interest (SPI) zoning districts in the central areas of the City, issue Special Administrative Permits (SAPs) only after adequate provision has been indicated on developers' site plans for the planting of street trees adjacent to City streets, among other requirements.

Protection and Enhancement of Wildlife and Native Plant Habitats

- Identify and protect adequate natural wildlife habitats and corridors.
- Identify and protect endangered, rare and native plant habitats.

Achievement of Air Quality Standards

- Continue to support all programs and projects at the state, regional and local level which reduce air pollution from stationary and non-stationary sources.
- Support the programs of the Clean Air Campaign.

Sustainable Development

Being more sustainable as a city not only protects and preserves the environment, it makes economic sense. It helps drive financial savings and efficiency and creates jobs. Becoming a top ten sustainable city will increase Atlanta's competitive advantage for economic growth by positioning the city as a magnet for talent and for like-minded companies looking to relocate.

For Atlanta citizens, the effort to become a top ten sustainable city will provide many benefits:

- Energy security will ensure multiple, reliable, affordable, local, and renewable energy sources.
- Improved air and climate quality will enhance citizens' health and stabilize contributions to climate change.
- Water conservation will ensure availability of high quality water.
- Land preservation will ensure plentiful natural lands and green spaces.
- Resource protection will eliminate wasteful resource uses and ultimately save the consumer money on utilities and other services.
- Improved transportation infrastructure and access to transit will relieve traffic congestion.
- Encouraging sustainable food systems and pedestrian and outdoor activity will combat obesity.

Historic Resources Policies

Since the early 1970's, it has been the policy of the City to delegate to the Urban Design Commission the responsibility for the protection of the City's historic resources and most other historic resource and historic preservation-related issues. The City's current policies regarding historic resources are embodied in several documents.

Policies of the Comprehensive Historic Preservation Program - 1988

The current preservation policies for the protection of historic resources in the City are based on The Atlanta Comprehensive Historic Preservation Program, adopted in 1988. This program incorporates eight technical papers as appendices. The program document and the following eight supporting technical papers are hereby incorporated by reference into this Comprehensive Development Plan:

- Freilich, Robert H. and Terri A. Muren, Growth Management and Historic Preservation.
- Howard, J. Myrick, Using a Revolving Fund for Downtown Preservation: Recommendations for Atlanta.
- Howell, Joseph T., Creative Financing Techniques to Facilitate the Renovation of Historic Properties in Atlanta.
- Petersen, John E. and Susan G. Robinson, The Effectiveness and Fiscal Impact on Tax Incentives for Historic Preservation: A Reconnaissance for the City of Atlanta.
- Roddewig, Richard J., Economic Incentives for Historic Preservation in Atlanta.
- Williamson, Frederick C., Atlanta and Historic Preservation.
- Winter, Nore' V., The Atlanta System of Definitions and Criteria for Designating Historic Preservation Resources.
- Winter, Nore' V., Design Guidelines for Historic Districts in the City of Atlanta.

Policies of the Historic Preservation Ordinance - 1989

This ordinance, adopted by City Council and signed by the Mayor in 1989, establishes and outlines the City's historic preservation program. The ordinance delineates the responsibilities of the Urban Design Commission and its staff, as well as outlines its procedures. The policies of the City of Atlanta Historic Preservation Ordinance are:

- Effect and accomplish the protection, enhancement and perpetuation of such buildings, sites and districts, which represent or reflect special elements of the City's cultural, social, economic and architectural history.
- Safeguard the City's historic aesthetic and cultural heritage, as embodied and reflected in such buildings, sites and districts.
- Stabilize and improve property values of such buildings, sites and districts.
- Foster civic pride in the beauty and noble accomplishments of the past.
- Protect and enhance the City's attractions to tourists and visitors and thereby support and stimulate business and industry.
- Strengthen the economy of the City.
- Promote the use of such buildings, sites and districts for the education, pleasure and general welfare of the people of the City.
- Promote attention to sound design principles in areas of new development and redevelopment.
- Raise the level of community understanding and expectation for quality in the built environment.
- Implement the City's comprehensive development plan.

Historic Resource-related Policies of the Parks, Open Space, and Greenways Plan

The City's most recently adopted parks, open space and greenways plan, called "Project Greenspace" includes the following:

Planning and Design Principle: "History, Culture, and Public Art The greenspace system should incorporate history, culture, and public art and connect Atlanta's rich heritage to the present and the future."

Goal: "Integrate Atlanta's history, cultural heritage, and the arts into the greenspace system to express community



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identity.”

Other Supporting Policies

The following historic preservation-related policies apply to all aspects of historic preservation topics in the City, as well as how City agencies and property owner relate to historic resources:

- Protect, promote, and revitalize currently recognized historic resources.
- Identify and research other potential historic resources particularly those that are currently under recognized.
- Regularly update the City’s official inventory of historic resources.
- Share all facets of the City’s history with a wide range of audiences.
- Utilize economic incentives to encourage historic preservation.
- Promote historic sites and corridors in order to enhance their economic benefits and contributions to the City’s future.
- Improve the nomination and regulation processes provided for by the Historic Preservation Ordinance.
- Utilize the Zoning Code and other regulatory tools to support historic preservation policies.
- Generate additional support for historic resources, historic preservation and heritage tourism through education, outreach programs, and partnerships with other agencies and organizations.
- Promote the development of Master Plans for all historic parks and other significant City facilities that will protect the resources and guide the enhancement of their appearance and recreational potential.
- Adopt suitable legislation to prevent the destruction or deterioration of currently under-protected historic resources, including: Civil Rights-related properties and Civil War-related trenches, properties, and/or archaeological sites.
- Develop mechanisms for supporting historic resource-sensitive development along the Beltline corridor.
- Develop historic transportation corridors, abandoned railroad and trolley lines similar to the Beltline for use as heritage corridor greenways and promote use of these corridors during cultural festivals.
- Expand working relations with other groups and agencies responsible for Atlanta’s historic resources, including the Atlanta Preservation Center, the Georgia Trust for Historic Preservation, the Atlanta History Center, the State of Georgia Division of Historic Preservation, the National Park Service, and citizen-based advocacy groups.

Community Facilities Policies

Water Supply and Treatment Policies

It is the policy of the Department of Watershed Management (DWM) to ensure that:

- All potable drinking water meets the requirements of the Federal Safe Drinking Water Act, and the U.S. Environmental Protection Agency lead and copper rule.

- The water pressure within the distribution system is adequate to meet fire protection requirements.
- The City's drinking water system and the associated construction sites are designed and operated so as to prevent accidents and property damage.
- All customers are treated fairly and respectfully.
- The cost and benefits of the construction and operation of the City's drinking water system are equitably distributed.
- A safe work environment and equitable treatment is provided for all DWM employees.
- The Department of Watershed Management maintains the highest possible level of service possible while maintaining an affordable water rate. Within these constraints the Department seeks to balance the following objectives in accordance with the desires of its customers and stakeholders:
 - Implement improvements to the City's water treatment and distribution facilities to assure that water quality, quantity and pressure are available to meet customer needs.
 - Protect the water system from failure or attack.
 - Effectively resolve customer needs.
 - Promote environmental awareness, conservation, and the protection of water resources.
 - Support the City's Economic Development Plan while protecting the City's watersheds.
 - Assure the availability of short-term and long-term water resources.
 - Provide for the construction and operation of DWM facilities and systems in a manner that appropriately protects the environment and minimizes nuisances, inconvenience, and business impacts.

Sewerage System and Wastewater Treatment

It is the policy of the Department of Watershed Management (DWM) to ensure that:

- The collection and treatment of its wastewater complies with all state and federal regulations.
- All Consent Decree requirements and deadlines are met.
- The industrial and commercial pre-treatment programs managed by the City comply with state and federal regulations.
- The City's wastewater system and the associated construction sites are designed and operated so as to prevent accidents and property damage.
- All customers are treated fairly and respectfully.
- That the cost and benefits of the construction and operation of the City's wastewater system are equitably distributed.
- A safe work environment and equitable treatment is provided for all of our employees.
- The Department of Watershed Management maintains the highest level of service possible while maintaining an affordable sewer rate. Within these constraints the Department seeks to balance the following objectives in accordance with the desires of its customers and stakeholders:



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- Implement improvements to the City's wastewater treatment and collection facilities to assure that capacity is available to accommodate current and future wastewater treatment, collection and conveyance requirements.
- Protect the DWM wastewater system from failure or attack
- Effectively resolve customer needs.
- Promote environmental awareness and the protection of water resources.
- Support the City's Economic Development Plan while protecting the City's watersheds.
- Provide for the construction and operation of DWM facilities and systems in a manner that appropriately protects the environment and minimizes nuisances, inconvenience and business impacts.
- Continue to expand the wastewater system to include areas currently served by septic tanks as the affected residents' request that expansion.

Stormwater Management

It is the policy of the Department of Watershed Management to ensure that the municipal responsible stormwater system be operated in a safe manner that complies with all state and federal requirements. At the present time there is no dedicated source of funding for the stormwater program. As a result the program is limited to stormwater infrastructure maintenance activities that are required to maintain safety along with stormwater related activities that are required to comply with the City's MS4 and wastewater permits.

At the present time, DWM is working to develop a Stormwater Utility which will provide a dedicated funding source for the maintenance and development of the City's stormwater infrastructure, and the development of policies and programs to protect the City's water resources, improve the management of the City's watersheds, and facilitate compliance with the increasing requirements associated with managing the City's watersheds and stormwater infrastructure.

Public Safety – Atlanta Police Department

- To reduce crime and the fear of crime, including domestic violence, gun related crimes and youth crimes.
- To further expand the Department's community policing efforts.
- To address the needs and challenges of Atlanta youths.
- To maintain police visibility downtown.
- To enhance service through improvement in technology.
- To recruit aggressively to fill vacant positions.
- To develop working partnerships with other agencies.
- To properly regulate the City's vehicles for hire.

Atlanta Fire Rescue - General Policy

The Vision: *"Atlanta Fire Rescue strives for excellence in emergency preparedness and response, to enhance our customer-focused, innovative role as industry leaders, while overcoming expanding risks."* The AFRD vision statement is the focal point of the department. Through continuous environmental scanning, staff will analyze trends, programs, and services to provide to AFRD's external and internal customers.

The Mission: *“Atlanta Fire Rescue shall provide prompt quality services to our stakeholders that promotes safety, security, enhances sustainability, and enriches quality of life through professional development and dedication to service.”* The AFRD mission statement is the roadmap. AFRD exist as an organization to serve the citizens of Atlanta. Ultimately, AFRD’s customers decide the services it delivers. AFRD personnel have an obligation to provide those services in the most professional and efficient manner.

The Atlanta Fire Rescue Department is organized to provide the community with the resources necessary to meet their needs at the highest level of proficiency and quality attainable. Responsive, quality public safety services provided by committed AFR personnel build community equity, which determines the degree of trust that stakeholders have in leadership to make decisions in their best interest. AFRD will continue to become more intimately involved with its customers by establishing stronger relationships, through meaningful interaction beyond emergency response. AFRD will always listen to their needs and develop a reputation of responsiveness. The Department will be marketed as a model for all-hazard response and other community services.

It is the policy of the Atlanta Fire Rescue Department (AFRD) to develop solutions and management plans which will enhance its ability to save lives and property and to increase service to the citizens by way of Atlanta Fire Rescue’s Strategic Plan for Cost Effective Fire Protection. It is the AFRD’s policy to assess and maintain the upkeep and safety of its capital facilities. Atlanta Fire Rescue Department has established the following policy statements:

- To provide responsive service to all emergency incidents.
- To provide quality customer service and a safe work environment for the employee.
- To exemplify and demonstrate professionalism and respect when conversing with citizens.
- To advise and educate citizens through community based programs and workshops.
- To monitor and enforce the state and city fire ordinances and mandates, and to inspect and permit those activities that will provide a safe and risk free environment.

Atlanta Fire Rescue Department- Impact Fee Policy

Fire rescue and emergency medical services impact fee policies presented in this section are a summary of policies provided in two source documents: (1) “Technical Analysis of Public Safety Facilities for Impact Fee Policy Purposes,” based on findings of the Impact Fees Study, City of Atlanta, Georgia, by James Duncan and Associates and others, and (2) a city Council resolution establishing policies for the use of public safety impact fees.

- Service Areas
 - One service area, encompassing the entire city is used for fire/EMS impact fees calculations.
- Capital Costs
 - There are three classes of capital facilities: stations, equipment and support facilities.
 - Only fire stations and equipment with a useful life of ten or more years are used in calculation of impact fees. Support facilities are excluded due to the uncertainty regarding future plans for them.
 - It is City policy to routinely maintain current stations through renovations. When a station becomes obsolete, it is replaced.
 - The cost of major renovations and station replacement is not used in calculation of development



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impact fees.

- Level of Service
 - The City uses square feet of fire station building space per 1,000 functional population as its level of service measure.
 - The City has adopted a level of service standard of 470 square feet of fire station space per 1,000 24-hour functional population.
- Use of Fire Rescue Fee Revenues
 - Recoupment based impact fees can be used to recover the cost of previous capital-facility investments that produced excess capacity. (The current level of service exceeds the standard 470 square feet of fire-station space per 1,000, 24-hour functional population.) Thus, until the existing excess capacity is consumed by population growth, Fire/EMS impact fees will be recouping previous investments.
 - It is the policy of the City to deposit Fire/EMS recoupment fees in an account to be used to finance Fire/EMS capital facilities. Such funds shall also be used as needed to reimburse other impact fee accounts for lost revenues due to waivers of qualifying development. Such recoupment fees may be waived for qualifying developments without reimbursement of the recoupment-fee account from other revenue sources.
 - To the extent that recoupment fees are not necessary to reimburse the City for transportation impact fee exemptions, the City shall only use public safety impact fee revenues to fund projects that (1) involve a capital improvement with a useful life of ten years or more, (2) is identified in the City's comprehensive development plan, and (3) will expand the service capacity of the City's public safety facilities so as to accommodate future development, and is identified as such in the City's Capital Improvements Program.
 - The City shall assign priority to projects for which City funds will leverage equal or greater amounts of state, federal and / or private funds.
 - The City shall reserve three percent of public safety impact fee revenues to fund administrative costs associated with the collection and use of those revenues.

Department of Corrections

The goal of the department of Corrections is to provide a safe, humane and efficiently managed correctional institution: to provide meaningful correctional programs which successfully reintegrate offenders into the community. To increase youth awareness about the importance of making quality life decisions. As well as forming partnerships with communities in Atlanta. Policies to promote this goal are as follows:

- Maintain a safe and secure facility that is in compliance with State and National Standards
- Maintain American Correctional Association Accreditation
- Continue to partner with educational institutions and community organizations to provide tours of the facility and presentations to civic, school and business organizations
- Continue to use Inmate Work Details to clean public spaces and remove graffiti from community structures.

General Government -Office of Enterprise Asset Management Policies (OEAM)

Security Policy

In the interest of ensuring the safety and security of City Hall OEAM delineates applicable sections of the Security Policy. The security measures and procedures are enforced at all times. In the event of a heightened security alert, additional precautions will be exercised if or when appropriate. The Office of Enterprise Assets Management strictly enforces these policies. These policies apply to both employees as well as members of the public utilizing City Hall's facilities. OEAM Security Policy includes the following :

- Employee Identification (ID)
- Sign In/Out Security Screening
- City Hall Loading Dock
- X-ray and Magnetometer Scanning
- Soliciting
- Loitering & Disruptive Conduct
- Be Alert & Report

Parking Facilities Policy

The Office of Enterprise Assets Management - Facilities Management Division has direct responsibility and oversight for the administration of the City of Atlanta's parking facilities, including enforcement of applicable laws, policies and regulations. Management includes providing data regarding employee's payroll deduction process, authorizing and allocating employee permit parking cards and hang tags, and maintaining the parking facilities infrastructure. This policy applies to COA-owned and leased parking facilities; and to the COA employees and general public who utilize these parking lot facilities.

City Facilities News Media Access Policy

This City Facilities Media Access Policy ("Policy") sets forth the policies and guidelines to be followed at all times by City of Atlanta employees in regulating and approving access to city facilities by members of the news media. The City of Atlanta is committed to effectively working with the news media to provide appropriate access to City facilities. The objective of this Policy is to establish rules for the receipt, review, approval and management of requests and visits from members of the news media seeking access to city facilities. This policy applies to all employees, city facilities, City of Atlanta departments and agencies and members of news media organizations.

Personal Appliance and Electrical Device Policy

This policy applies to all personal appliances and electrical devices used at the following locations: City Hall Complex, City Court, Municipal Court Complex, Atlanta Work Force Development Facility and the Birdine, Dunbar and Georgia Hill Neighborhood Centers. This policy is applicable to office environments such as individual or group offices and cubicles. It does not include common areas such as break areas, cafeterias or special events where such appliances are used on a temporary basis. This policy does not apply to normal small, non-heating-element, electrical products typically used at desks to support office activities, such as pencil sharpeners, task lights, hole-punchers, small desk fans, cell phone chargers, personal clocks, etc.

City Hall Facilities Meeting and Event Usage Policy

OEAM is responsible for providing coordination and oversight of public and private functions held within the Atlanta City hall Complex. This centralized responsibility ensures that all meetings and events held at City Hall facilities are appropriately scheduled and managed in an effective manner.



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Parks and Recreation Policies

Recreation Policies

- Complete Concept Development, Programming and Implementation Plans for Centers of Hope.
- Develop and Implement Staffing changes, and training to support better facility maintenance and the more robust programming inherent in the Centers of Hope vision
- Implement security features to secure indoor and outdoor recreation facilities from vandalism and copper theft.
- Conduct market analyses and feasibility studies for new facilities and programs, especially high capital and operating cost facilities like pools, natatoria, centers and sports complexes.
- Spray fountains should be provided at strategic locations to offset the perceived need for outdoor swimming pools. Identify resources for completing conversions of closed, derelict outdoor pools to spray pads.
- Invest in provision of athletic facilities for which the City is underserved as resources allow:
 - A football athletic complex should be established to accommodate league play for adults and youth.
 - A basketball athletic complex should be provided to accommodate league play. Covered pavilions should be provided for smaller court facilities where possible.
 - A baseball/softball athletic complex should be established to accommodate tournament or league play for adults and youth. This complex should be located as close to the urban core as possible to accommodate leagues that organize after business hours.
 - A soccer athletic complex should be established to accommodate tournament or league play for adults and youth.
 - Multi-use fields dimensioned to allow for variable future use for different field sports(eg football, soccer, rugby etc), should be included in selected park master plans.
 - Skateparks and BMX bicycle facilities
- Invest in strategically located artificial turf football/soccer fields to expand capacity through more intensive use.
- Additional courts should be provided or courts relocated from neighborhoods with an identified surplus to serve underserved communities in the northwestern part of the City.
- Explore opportunities to work with private sector non-profit entities to rationalize service provision, expand program breadth and maximize user experience at recreation centers.
- Consolidate operations where feasible.

Project Greenspace Goals

Goal 1: Significantly increase the acreage of greenspace and improve its distribution throughout Atlanta.

- Protect a minimum of 20% of the City's land area as greenspace
- Provide a minimum of 10 acres of public parkland per 1,000 residents
- Provide publicly accessible greenspace within 1/2 mile walk of every resident

Goal 2: Establish connections between parks and greenspaces as part of the overall greenspace system, including Greenway Corridors, Multi-Use Trails, and Complete Streets.

Goal 3: Provide the highest quality of recreational facilities and programs within the greenspace system to meet citizens' needs.

Goal 4: Maintain parks and recreational facilities to “best-in-class” standards and ensure that parks and other greenspaces are safe and secure.

Goal 5: Protect environmentally sensitive lands as part of the greenspace system.

- Protect at least 75% of sensitive lands via ownership and/or development regulations
- Manage sensitive lands to maintain their environmental values

Goal 6: Protect and restore Atlanta’s tree canopy in order to meet a target of 40% coverage.

Goal 7: Promote the use of greenspaces as community gathering places, including a major outdoor events site.

Goal 8: Integrate Atlanta’s history, cultural heritage, and the arts into the greenspace system to express community identity.

Goal 9: Establish sustainable sources of funding for greenspace acquisition, development, and management.

Goal 10: Promote public and private partnerships to grow and manage the greenspace system.

Goal 11: Promote and coordinate the dedication of greenspace within new development and redevelopment projects.

Achieving The Vision: A 12-Point Program For Action

Grow the Greenspace System

- Develop a citywide greenway network.
- Establish new greenspaces to meet priority needs.
- Create a citywide trail system incorporating the BeltLine Loop Trail. The BeltLine will establish a trail system around Downtown and Midtown Atlanta.
- Revise Atlanta’s development regulations and processes to promote greenspace dedication in new developments.

Manage the Greenspace System

- Implement a phased program to meet citizens’ needs for recreational facilities and programs over time.
- Continue to improve park maintenance and security to “best-in-class” standards.
- Integrate stormwater and greenspace management through the use of natural, multi-functional stormwater solutions.
- Increase Atlanta’s tree canopy to meet the goal of 40% coverage through a “Green City” initiative.

Build Capacity

- Identify a sustainable greenspace funding program, including funding sources dedicated to growing and man-



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aging the greenspace system.

- Increase city resources devoted to greenspace planning, design, and implementation.
- Build public and private partnerships to grow and manage the greenspace system.
- Initiate a communications and outreach program to inform and involve the Atlanta community in implementation of Project Greenspace recommended initiatives as they are undertaken.

Parks, Open Space, & Greenways Policies

- Unify the City by developing Multi-Use Recreational Trails.
- Preserve, enhance, and expand undeveloped flood plains as public open space.
- Identify greenspace opportunities to achieve multiple objectives such as flood control, water quality improvement, groundwater recharge, passive recreation, and connectivity
- Create a special events venue(s).
- Acquire additional neighborhood parkland, meeting the City's adopted park design standards. Acquisitions should focus on sections of the City that are currently underserved and in increasing accessibility, visibility and the ability to provide needed facilities in existing parks.
- Provide park sites within a .5 mile travel distance.
- Provide incentives for the development of community open spaces within development projects.
- Evaluate existing park sites against park planning, design and CPTED guidelines.
- Protect Atlanta's tree canopy through appropriate policies and procedures and enhance through planting. Aim for goal of minimum 40% coverage.
- Establish measurements and reporting for public open space within projects receiving city funding or incentives.
- Preserve and protect currently designated greenspaces, neighborhood parks and play lots.
- New picnic pavilions should be provided, sites consolidated or new ones created in appropriate parks, consistent with a hierarchy of picnic pavilions (i.e., small to large) that accommodate all ranges of gatherings from small family gatherings to large corporate picnicking events.
- Investigate the feasibility of utilizing other City owned land assets as parkland

Maintenance and Management Policies

- Improve staff capacity by providing technical, supervisory and managerial training.
- Ensure the efficient maintenance of existing park land and facilities by providing an adequate dedicated revenue stream.
- Increase staff and equipment as new park land and facilities are acquired to ensure adequate, sustainable and consistent maintenance levels.
- Adopt uniform design standards to simplify maintenance and create uniform visual identity.
- Develop and utilize Park Planning Guidelines in the design of all parks and public open spaces.

- Continue to develop and utilize web-based data base repositories such as Sharepoint, for plans and other documents to facilitate easier, more efficient access
- Develop clear, cohesive sign standards for parks and natural areas including identification, wayfinding, regulatory and interpretive sign typologies. Clearly post park identification, rules and regulations signs in all parks and facilities.
- Develop management plans for nature preserves, parks and other greenspaces with significant natural and/or cultural resources
- Adopt where feasible, “green” management materials and techniques and “naturalizing” areas of parks currently mowed, in order to reduce maintenance costs, and overall carbon foot print generated through maintenance activities
- Produce park management plans that include staffing, maintenance schedules, equipment, training, quality control, and annual cost.
- Utilize trails, spray pads, playgrounds, athletic fields and other activity generating facilities, to increase activity and visibility in parks and neighborhoods.
- Educate all police on park issues and regulations per the City Code, to increase enforcement and sense of ownership.
- Parks and Recreation Facilities need dedicated monitoring and enforcement presence. Consider establishment of a Park Ranger Program in cooperation with the Atlanta Police Department.
- Proactively seek partnerships and implement measures to mitigate or limit anti-social or criminal behavior and vandalism at parks and facilities. Support anti-graffiti programs. Limit vehicular access in parks where “cruising” has become a problem. House caretakers or APD officers on site where appropriate and feasible.
- Continue building relationships with private sector and non-profit partners for the development, maintenance and programming of facilities.
- Determine the true cost of services of all programs and special events, including direct and indirect costs, and align fees to better reflect cost recovery.

Funding Policies

- Work with the Atlanta Development Authority and Atlanta BeltLine Inc to facilitate acquisition of open space which can be redeveloped in projects including a portion as parkland that could be financed through sale of remaining land for residential or mixed use development.
- Utilize conservation easements for greenway preservation.
- Use special taxes and districts such as community improvement districts (CIDs), special tax districts (STDs), and tax allocation districts (TADs) to increase the quantity and improve the maintenance of parks and public open space.
- Utilize the existing Planned Development (PD) zoning regulations as a means to maximize public open space potential.
- Pursue city objectives to acquire and manage land adjacent to streams for both water quality and outdoor recreation.
- Pursue separate independent tax levy funding stream(s).



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Arts and Cultural Affairs Policies

Policies that guide the Office of Cultural Affairs are included in the Municipal Arts Ordinance and the Public Arts Master Plan in addition to general policies. These are detailed below.

- **Municipal Arts Ordinance:** This policy, established in 1977 and amended in 2001 and 2008, stipulates that all city-funded construction projects must include an amount equal to one half percent of the estimated cost of the project for works of art.
- **Public Arts Master Plan:** The City's Public Art Master Plan recommends policies, procedures, administration, and funding for public art. In addition, the plan increases the ability of local artists to contribute in significant and beneficial ways to a broad range of matters involving aesthetics and public spaces, urban redevelopment and land use planning.
- **Other policies include:**
 - Foster public interest and participation in the arts.
 - Educate citizens and public officials as to the value and contribution that arts and cultural events have made and can make to the community.
 - Encourage private financial support of the arts.
 - Promote local artists and involve citizens of all economic and social levels in arts and cultural planning and programming.
 - Foster and support local artists and grass roots arts groups such as theater, dance, music, literary, and visual arts organizations.
 - Heighten Atlanta's image as one of America's cultural leaders.
 - Expand the base of support for the arts.
 - Provide technical assistance to artists and organizations for the purpose of enhancing their impact on the community.
 - Maintain a strong staff capability to nurture and support the arts.

Intergovernmental Coordination

- Foster annual summits with the School Board to discuss issues and opportunities concerning maintaining a quality education for all City students.
- Use a dash board approach to measure the progress of economic development activities in the City on an annual basis.
- Promote best practices principles to City neighborhoods and communities to attract new residential and commercial development.
- Utilize the state and federal resources located in the City to promote enhancement of the quality of life of City residents.
- Continue to work with the Atlanta Regional Commission on Plan 2040 as it addresses regional issues that impact local governments.

Transportation Policies

Beyond the subject specific policy goals articulated below, the following concepts are overarching principles that guide City of Atlanta transportation planning and daily operations:

- Maintain and optimize existing transportation infrastructure
- Enhance accessibility and mobility within City
- Support regional access and connectivity
- Create a walkable city with affordable transit options
- Link development to transportation infrastructure
- Exceed standards for air, water, and environmental quality
- Ensure a balanced multi-modal transportation approach
- Link transportation strategies to jobs, land use, recreational, and environmental systems
- Identify funding, and other resources, to realize priorities
- Promote Economic Development

The primary goals of the *Connect Atlanta Plan*, the City's comprehensive transportation plan, are:

- Build transit infrastructure
- Improve existing transit service
- Promote sustainable travel modes
- Untangle "hot spots"
- Achieve a state of good repair
- Develop new funding sources

Bicycle and Pedestrian Facilities

Develop an effective sidewalk and bicycle program: If the City is to be truly walkable, existing sidewalks must be better maintained and more safely designed. Many areas that do not currently have sidewalks must be added to the network and existing sidewalks, network, rather than a few disconnected links, of bicycle facilities must be developed. This should include supportive facilities such as bike racks at key destinations.

- Provide a network of on-street bikeways and bike friendly streets that is accessible to all neighborhoods and serves residents, commuters and visitors.
- Include on-street bicycle facilities with resurfacing, reconstruction, and capacity-adding roadway projects on all arterials and collectors where feasible.
- Support the promotion of bicycle safety, education and awareness, and sponsor and engage in community bicycle programs for children and adults.
- Provide efficient and effective maintenance of all on-street bike facilities, thereby providing optimal commuting and recreational opportunities.



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- Promote the provision of pedestrian and bicycle transportation facilities in redevelopments and new mixed use, commercial and residential developments.
- Develop a system of multi-use recreational trails within the open space and greenways system, for use by all ages.

➤ Pedestrian Facilities

Improve walkability: Continuing to improve pedestrian environments, including access to transit stations, not only serves existing residents (many of whom are transit dependent), but also increases the likelihood of attracting residential and office growth.

- Require sidewalks for all new development and sidewalk repair for new construction.
- Incorporate sidewalks into design plans for all transportation improvements where feasible and provide pedestrian crossing signals.
- Support the enforcement of posted speeds citywide through the use of appropriate traffic and speed control devices. Discourage pedestrian bridges and tunnels, except over limited access/grade separated highways, railway corridors and other public rights-of-way where pedestrians are prohibited, to emphasize pedestrian safety and encourage pedestrian activity at the street level.
- Minimize the number of curb cuts and encourage the use of private alleys or drives to access parking and loading areas

Centers, Corridors, and Transit

Continue to promote centers-oriented development: As the City is projected to increase in population density, the opportunity exists to promote growth in appropriate activity centers, particularly those with existing transit infrastructure. This is particularly critical for areas surrounding the low-performing heavy rail stations.

Invest in activity centers: The people expected to move into the City in the future can best be accommodated in areas that are able to redevelop at higher densities. Many of these areas will require additional connected street networks, sidewalks and high capacity transit service if they are to be able to support this growth. Failure to invest wisely could dim the prospects for the desired development.

Improve and coordinate transit service headways: While overall transit coverage throughout the City needs improvement, service characteristics along growth corridors are particularly critical. Areas with high amounts of transit-dependent riders, projected population increases, and higher transit mode share are not only needed from a mobility perspective, but from an equity perspective as well.

Increase choice transit ridership: Sustained growth within the City is not feasible with transit based solely on the movement of more automobiles. Atlanta has a low rate of choice transit riders when compared to cities of similar size. Better service, coverage and amenities are needed to increase fare-box revenues from choice riders, which helps create a balance in major transportation systems.

Increase premium transit service: Given the redevelopment activities projected within the City, the need for premium transit services would be supported by the current and projected populations. This is particularly true for the redevelopment corridors. Moreover, current and projected employment would suggest the need to explore commuter rail. The provision of premium commuter services enhances the potential to increase choice ridership by providing a viable alternative to automobile travel to the City's employment centers.

Small bus service enhancements: In areas with poor performing fixed-route service and those in need of neighborhood circulation service, there is a need to enhance the Small Bus Service as a much less costly alternative.

- Encourage and support restoration of MARTA rail and bus systems.
- Encourage and support development of regional transit.
- Support the accessibility of transit to city residents at a reasonable cost.
- Develop a grid of frequent surface transit including streetcars, arterial BRT, and enhanced bus services.
- Establish mixed-use zoning around all transit stations addressing minimum development density, maximum parking, bicycle and pedestrian facilities requirements, and urban design guidelines.
- Promote transit investments oriented to development of walkable communities around station nodes over transit in highway corridors that require a vehicle to access.

Driving and Parking

Build street network to support redevelopment: Given the City's large block sizes and low street connectivity relative to future planned densities, a plan is needed for the construction of new streets and connections to existing streets as redevelopment occurs.

Modernize connections and transitions – More urban-friendly transitions and connectivity to the large highway infrastructure legacy will be required if the City is to reach its development potential. Outdated designs in high intensity areas not only encourage anti-city, high-speed vehicular traffic, but they use up valuable land that could be put on the tax rolls.

Re-evaluate street designs: Given the goals of creating more modal balance, safer environments and quality places, the practice of building streets that accommodate high vehicular speeds must be reconsidered. This will include consideration of narrower travel lanes, lane reductions, conversions of one-way to two-way streets, and various signalization policies.

➤ Surface Streets

- Support the efficient movement of traffic with sensitivity to all modes of transportation and neighborhood integrity.
- Support pedestrian activity as a preferred mode of transportation in densely developed areas with accommodation for the handicapped.
- Support on-street metered parking where feasible.
- Use traffic signalization improvements and intersection improvements to slow traffic and improve the safety and quality of the pedestrian environment.
- Assure compatibility of freight operations with existing neighborhoods and streets.
- Promote the paving of all unpaved city streets to control dust pollution and reduce city maintenance costs.
- Promote and plan for greater street connectivity in major travel corridors.
- Promote street repaving and expand street cleaning program to improve traffic operations and safety, and enhance the visual environment.
- Require final asphalt course for all new streets dedicated by new development

➤ Limited Access Highways



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- Support essential highway improvements, which would improve safety, relieve traffic on City streets and contain provisions for neighborhood protection.
- Support provisions for high occupancy vehicles (HOV) in freeway design.
- Support the installation of Changeable Message Signs on all highways.
- Support projects to reconnect city streets across highways.

➤ **Parking Facilities**

- Encourage additional on-street parking throughout Downtown, Midtown and other centers as appropriate.
- Encourage the redevelopment of surface parking lots into higher-density, mixed-use developments , with shared parking amongst the different uses
- Encourage mixed-use developments with shared parking amongst the different uses.
- Encourage the construction of parking decks with retail/commercial, office, or residential uses at the ground level.
- Encourage participation in Transportation Management Associations to encourage alternative modes of travel, promote shared parking, and reduce traffic congestion and the demand for parking.
- Limit off-street parking ratios for certain uses within transit station areas.
- Reduce parking requirements for developments providing car sharing.
- Create a parking environment which encourages and supports the use of transit.

Equity, Efficiency, and Environmental Quality

➤ **Transportation Equity**

- Weigh costs vs. benefits in public decisions, including qualitative assessment of benefits and burdens or projects and impacts to directly impacted populations as well as secondary impacts.
- Promote projects that directly serve City residents as well as commuters coming into the City such as better sidewalks and bike paths, improving local bus headways, neighborhood parking programs, and installing pedestrian signals.
- Spread the cost of transportation services across all beneficiaries.

➤ **Transportation Efficiency**

- Collect data on all transportation systems and facilities in the City in order to measure multi-modal level of service (MM-LOS), to create improved infrastructure management systems, and to guide investment decisions.
- Improve linkage and transparency of infrastructure spending decisions with land use decisions and development permission.
- Use Intelligent Transportation Systems (ITS) and congestion management strategies to improve traffic flow on the arterial network in the City without adding roadway capacity.
- Promote an improved understanding of the full costs of the different development types and locations, including identifying economic factors, considering infrastructure costs, and identifying service costs (police, fire, sanitation, etc).

Transportation Environmental Impact

Look for “Green” opportunities: In order to improve the City’s historically poor water quality practices as well as to send a message about environmental commitment, “green” streets should be developed where possible. This means not just the addition of trees to streets (though this is important), but finding sustainable ways to process water runoff.

- Provide alternatives to automobile dependency, such as prioritizing transit.
- Mitigate polluted stormwater runoff from impervious surfaces such as roadways and parking lots through sewer system modernization and stormwater infiltration (green infrastructure) techniques; encourage conservation and reduced water consumption in new development.
- Identify historical sites and sensitive environmental areas such as wetlands, parks, urban forests, and habitats for protection.
- Provide incentives for development in areas with existing infrastructure; preserve greenfield areas.
- Increase the number of City vehicles using clean fuel systems.
- Promote telecommuting to reduce vehicle emissions.

Funding Transportation Projects

Investigate innovative funding strategies: Not only are all travel modes underfunded in the Atlanta region, the trends of increasing population densities and elderly populations indicate a significant increase in the demand for transit services. However, funding shortfalls in recent years have led to cutbacks in transit service. Therefore, with no additional transit revenue sources in the foreseeable future, there is a clear need to investigate innovative strategies, such as public private partnerships, parking tax and other user fees, to meet its future demand.

- Seek and utilize a broad range of federal, state, regional, and local funding sources and financing mechanisms to plan, design, construct, operate, and maintain an effective and safe multimodal transportation network within the City and the Region.
- Support capitalization of a State Infrastructure Bank (SIB) to fund multimodal transportation projects.
- Increase the proportion of the 1-cent sales tax that can be used for transit operations and expand the participating jurisdictions.
- Promote a referendum on a regional sales tax eligible for spending on transit and other local priorities
- Study viability of joint public-private partnerships to expand rail capacity in and around Atlanta for the movement of people and goods.
- Add requirements for construction of sidewalks and bicycle facilities with new development in all zoning districts.
- Consider the use of parking fees, congestion pricing, and tolls to support public transit system operations and to discourage SOV driving.
- Revisit the impact fee ordinance and realign it to provide more resources for financing public projects to mitigate the impacts of new development.
- Establish area-specific benefit districts to accumulate development impact fees, tax increment financing, parking fees, grant funds, and community improvement district funds, to implement larger scale capital projects with greater impacts than incremental improvements.



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- Support public investments in privately owned common carrier freight rail corridors to create expanded capacity for shared use with passenger trains.

Goods Movement

Update the City's 1952 freight plan: A comprehensive update of the City's truck route map that is responsive to a 21st century economy and compatible with the City's neighborhoods is greatly needed.

- Maintain and improve accessibility and connectivity for in-city and through-city freight traffic, provided that the City's residents and businesses are not unreasonably impacted by freight-related traffic, noise, or air pollution.
- Encourage seamless integration of freight movement across modes.
- Review appropriateness of existing designated heavy vehicle routes and disseminate updated truck map to the freight industry and the public.
- Create a maintenance and improvement program for designated truck thoroughfares.
- Ensure sufficient capacity on access roads for Hartsfield-Jackson Atlanta International Airport including the potential for dedicated truck-only routes for air cargo.
- Support grade separation projects and initiatives for railroad crossing safety enhancements.
- Ensure that locations of inter-modal terminals and truck-related facilities are environmentally acceptable.

High Speed, Intercity, and Regional Commuter Rail

- Support development of intercity and regional commuter rail and bus service centered on the downtown Multi-modal Passenger Terminal (MMPT) as the primary hub.
- Encourage implementation of north-south passenger rail alignments by adding platforms on the western side of the MMPT build-out design near Philips Arena.
- Link Atlanta to cities across the Southeast and Gulf Coast with a network of High Speed Rail in existing freight corridors.

Implementing Transportation Projects

- Maintain all capital project status information in a comprehensive interdepartmental database.
- Make information available to the community through the Internet on project location, design, schedules, budgets, and public involvement opportunities.

Regional Transportation Policies

Coordinate with regional and local activities: As noted herein, there are several existing and planned regional street and transit projects in and around the City that will impact the demand for transit services and traffic operations. As these projects are planned and implemented, regional coordination is imperative.

Airport Policies

- Enhance and Deliver Best-In-Class Customer Experience
- Support the airport's role as an economic generator for the Atlanta metropolitan area, Georgia and the Southeastern United States.

- Maintain high levels of customer service and satisfaction for our passengers and those that transport or meet/greet them in a safe and secure environment
- Ensure that the airport's focus on efficiency and customer service is supported by the business partners who provide services at ATL.
- Implement an on-schedule and on-budget capital development plan that focuses growth and environmental responsibility.
- Develop and implement a renewal and replacement strategy and support organization.
- Develop an on-going strategic planning process which maximizes ATL as a major air carrier hub and international service facility and supports long-term expansion of existing airport facilities and construction of new facilities to accommodate future demand.

Urban Design Policies

The vision for Atlanta is a City that is a humane and enjoyable place to live, work, play, grow and raise children. The following policies are grouped under eight major goals designed to realize that vision. These goals are:

- Preservation of neighborhoods.
- Preservation of cultural, historic and natural resources.
- Strengthening of Downtown Atlanta as a regional center.
- Expansion of Atlanta's role as an international city.
- Encouraging pedestrian, bicycle, and mass transportation.
- Providing opportunities for human association.
- Enhancing the visual quality of Atlanta.
- Implementation of the BeltLine

Neighborhood Preservation

Atlanta's greatest pride is found in its neighborhoods. They are not simply places to live, but communities for building friendship and mutual support. Safe parks, good schools, historic architectural character and vital neighborhood commercial districts create stable neighborhoods. Urban design supports these elements by enhancing them individually and improving their relationship with one another. Policies to promote this goal are as follows:

- Preserve the boundaries and architectural character of Atlanta's existing neighborhoods.
- Create stable neighborhoods by protecting and enhancing their historic character and enhancing neighborhood parks, schools and commercial areas.
- Discourage land speculation and disinvestment that lead to neighborhood buy-outs, demolition of significant buildings (historic or otherwise) or land vacancy (including surface parking lots).
- Protect and preserve existing boundaries between neighborhoods and commercial areas.
- Provide primarily single-family neighborhoods with nodal commercial areas, which are of such a size, that all uses are within convenient walking distance of one another.



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- Protect existing neighborhood-oriented commercial areas from uses and building forms, which are incompatible with the scale, character and needs of the adjacent primarily single-family neighborhoods.
- Prevent encroachment of incompatible commercial uses and minimize commercial parking into residential neighborhoods.
- Promote the nodal form of commercial and multi-family development to relieve development pressure on existing neighborhoods and to avoid development or expansion of strip commercial areas.
- Alleviate development pressure on existing neighborhoods by placing reasonable controls on the development and expansion of strip commercial areas within primarily single-family neighborhoods.
- Place reasonable controls on the development of larger scale highway-oriented retail, service, office and dining uses which are intended to serve larger areas of the City than a single neighborhood or a small group of neighborhoods.
- Create new neighborhood commercial nodes, in areas so indicated in the Comprehensive Development Plan, which are pedestrian-oriented and provide uses, which primarily serve adjacent neighborhoods.
- Discourage the development of gated communities or those otherwise physically and symbolically separated from the surrounding urban social and physical fabric.
- Integrate new developments into the existing urban fabric, providing connectivity into and expansion of the existing street grid system.
- Encourage multi-family and neighborhood-oriented commercial development that is built up to the public sidewalk or respects historic setbacks, faces the public sidewalk, and has entrances to ground floor units directly accessible to the public sidewalk.
- Encourage the development of multi-family housing within commercial areas, along major corridors, and adjacent to transit.
- Discourage invasive or insensitive roadway projects and the land speculation that surrounds them. Minimize negative impacts of roadway projects on neighborhoods and encourage an interconnected street system to provide a variety of route choices and lessen pressure to widen arterial and collector streets.

Preservation of Cultural, Historic and Natural Resources

Cultural, historic and natural resources preservation and enhancement have become a priority that is woven throughout the City's development policies. Inclusion of these resources in the daily experience enriches the lives of all citizens and generates economic activity and investment in protected areas. Policies to promote this goal are as follows:

- Preserve and protect the city's historic buildings and sites.
- Enhance Atlanta's culture and sense of place by honoring notable citizens through creation of new public art and/or green space dedicated to these individuals.
- Preserve historic, cultural and natural resources by integrating them into new and existing developments, parks, greenways and special-event sites while protecting their distinctive qualities.
- Encourage retention and adaptive reuse of historic buildings to promote sustainability.
- Discourage land speculation and disinvestment that lead to neighborhood buy-outs, demolition of significant buildings (historic or otherwise) or land vacancy (including surface parking lots).
- Encourage infill and rehabilitation development within traditionally commercial areas that include proportion-

ately significant residential uses.

- Improve the quality of air and water through provisions for the planting of trees, greenspace protection, bicycle routes and parking, and alternative fuel vehicle parking.
- Associate future development, both type and intensity, with environmentally sustainable locations and infrastructure.
- Conservation Area Boundaries policies:
 - Adopt conservation-area boundaries with guidelines and regulations to minimize the impact of adjacent development.
 - Support the principle of maintaining neighborhoods and conservation-area boundaries through the use of natural and man-made features, which act as barriers and buffers to protect areas that the City has identified for conservation, protection or preservation.
 - Support the use of transition areas as a buffering device where natural or man-made buffers do not exist.

Strengthening of Downtown Atlanta as a regional center

Atlanta provides a central place with which the region identifies and which unifies the region. New Downtown parks, plazas and streetscapes will become spaces where people of the region gather to share common experiences and special events. Increased housing Downtown will benefit the existing Downtown neighborhood and continue to promote vitality and safety at all hours. Support for an improved pedestrian environment throughout the City is growing as Atlanta strives to be a world-class city. Policies to promote this goal are as follows:

- Develop Atlanta as the central, unifying place for the region.
- Encourage a compatible mixture of residential, commercial, entertainment, cultural and recreational uses in Downtown that creates a vital and safe community at all hours.
- Encourage a greater intensity of land use in Downtown through the revitalization of underutilized buildings and the use of upper-story space, and the redevelopment of vacant lots and surface parking lots.
- Promote high density housing in Downtown to continue to strengthen and revitalize Downtown as a complete and sustainable community.
- Provide a range of housing types and prices to meet different housing needs.
- Ensure new development, including new cultural facilities, engage the street with buildings that are built up to the public sidewalk and provide active ground-floor uses and transparent ground-floor building facades and building entrances that face and are accessible to the public sidewalk.

Expansion of Atlanta's role as an international city

Atlanta's vision of its role in the 21st century includes expanding its role as an international city. Policies to promote this goal are as follows:

- Preserve and enhance Atlanta's sense of place and heritage expressed through its built environment and existing, notable public space names.
- Aspire for award-winning architectural design in all buildings, cultural facilities, parks, plazas and streetscapes.



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- Encourage preservation and creation of existing and new signature streets that define the city's identity.
- Promote sustainability and the continued use of environmentally-friendly "green" building techniques.
- Promote the use of public art on the exterior of buildings and in parks, plazas and streetscapes.
- Enhance all modes of transportation by providing more opportunities for pedestrian, bicycle and transit usage and enhancing street grid connectivity.
- Expand way-finding signage to improve access, identification and connectivity within the City, and create a memorable experience that enhances Atlanta's business, cultural and historic attractions.
- Implement the BeltLine as a cultural ring, emerald necklace and a multi-modal transportation system to weave the City's urban fabric together.

Encouraging pedestrian, bicycle, and mass transportation.

A vision for the future of Atlanta includes improving the pedestrian environment and encouraging the use of mass transit and alternative modes of transportation, and reducing the dependency on the automobile. Policies to promote this goal are as follows:

- Promote multi-modal transportation, including rail, bus, airplane, bicycle and pedestrian modes.
- Elevate the status of the pedestrian by creating safe, enjoyable, accessible and usable parks, plazas, streetscapes and greenways.
- Develop a system of greenways throughout the City to connect all major parks, stream corridors, and public spaces.
- Develop a system of multi-use trails to link greenways and parks and streetscapes. Multi-use trails should be paved concrete and minimum of 12 feet in width.
- Provide for a pedestrian-scale environment on streets and sidewalks.
- Facilitate development of a pedestrian system with sidewalks, street lights, and street trees.
- Provide sidewalks along all public streets consisting of two zones: a street furniture and tree planting zone located adjacent to the curb, and a pedestrian clear zone.
 - Street Furniture Zone – a minimum width of five feet. Said zone is reserved for the placement of street trees and street furniture including utility poles, waste receptacles, fire hydrants, traffic signs, traffic control boxes, newspaper vending boxes, transit shelters, bicycle racks, benches and similar elements in a manner that does not obstruct pedestrian access or motorist visibility.
 - Pedestrian Clear Zone – a minimum width of six feet along local streets and 10 feet along arterials/collector streets. Said zone is reserved for pedestrian circulation and passage and shall consist of continuous hardscape that is unobstructed by any permanent objects for a minimum height of eight feet.
- Reserve the space between the building and the sidewalk for pedestrian related uses.
- Ensure pedestrian-oriented building forms with articulated facades and pedestrian entrances accessible from adjacent sidewalks.
- Promote public safety through the provision of pedestrian-oriented street-level active uses accessible from adjacent sidewalks.

- Encourage street-level retail activities adjacent to the sidewalk in commercial nodes and along major corridors, and ensure that nearby residents have pedestrian access to such uses.
- Encourage mixed-use developments with residential uses to promote walkable communities.
- Control and limit strip-commercial development along arterial roads oriented solely to the automobile.
- Facilitate safe and convenient bicycle usage by providing multi-use trails and on-street dedicated or shared-use lanes, and bicycle parking along bicycle corridors and at commercial nodes.
- Prohibit pedestrian bridges and tunnels, except over limited access/grade separate highways, railway corridors and other public rights-of-way where pedestrians are prohibited, to emphasize pedestrian safety and encourage pedestrian activity at the street-level.
- Facilitate safe, pleasant and convenient pedestrian circulation and access management:
 - Encourage a grid of connected streets to improve access and reduce congestion.
 - Encourage creation of pedestrian-scale block sizes to enhance circulation and connectivity.
 - Minimize the number of curb cuts and encourage the use of private alleys or drives to access parking and loading areas.
 - Limit the width of curb cuts to ensure safe pedestrian movement.
 - Minimize conflicts between pedestrians and vehicles by encouraging curb cut consolidation and shared driveways.
 - Reduce vehicular congestion by encouraging a smooth, uninterrupted and low-speed flow of traffic.
- Establish maximum parking requirements, encourage shared parking and alternative modes of transportation.
- Maximize opportunities for on-street parking.
- Encourage the use of MARTA through the location of mixed-use development and regional entertainment and cultural facilities around MARTA rail stations.

Providing opportunities for human association

The growth and change that Atlanta has experienced over the past decade has attracted many newcomers, and has created a city of strangers. Urban design efforts are therefore aimed towards providing greater opportunities for human association. Pedestrian-friendly streetscapes, parks, greenways and plazas encourage social engagement by providing opportunities for interaction during recreation, special events and daily activities. Policies to promote this goal are as follows:

- Promote socialization and neighboring by knitting the City together with pedestrian and bicycle corridors and by providing a range of recreational, cultural and special event opportunities throughout the City.
- Promote a mix of land uses in Downtown, Midtown, Buckhead, and at a smaller scale in neighborhood commercial nodes to create a vital and safe community at all hours.
- Encourage a built environment that fosters mixed-uses where people can live, work, meet and play.
- Maximize opportunities for pedestrian amenities, including parks, plazas, greenways and public art.
- Provide safe and sufficient pedestrian-accessible streetscapes, plazas, parks and greenways for active and pas-



Community Agenda - 5. Policies

sive enjoyment.

Enhancing the visual quality of Atlanta

The visual quality of Atlanta affects all other goals. Visual quality helps to preserve and strengthen neighborhoods and civic identity, it contributes to Atlanta's sense of place and its image as an international city, it enhances the pedestrian and vehicular environment, it promotes economic development and stability, and attracts visitors to Atlanta. Policies to promote this goal are as follows:

- Create a more beautiful city by enhancing the visual quality of all public spaces.
- Enhance the visual quality and beauty of the City through landscaping, varied building and streetscape materials, placement of overhead utilities underground, greater sensitivity to building scale, and a clearer and less obtrusive system of signage.
- Aspire for award-winning architectural design in all buildings, cultural facilities, parks, plazas, bridges and streetscapes.
- Preserve high points where the city skyline can be viewed and enjoyed.
- Encourage the creation of visual focal points along corridors, parks and plazas.
- Encourage the installation of public art in corridors, parks and plazas throughout the City.
- Improve the aesthetics of street and built environments.
- Promote visual continuity and an enhanced street environment with street trees and street lights.
- Provide citywide streetscape standards to promote pedestrian safety and connectivity, efficiency of maintenance, continuity and beauty of design, and handicapped accessibility.
- Emphasize gateways with the use of architecture, landscaping and or public art.
- Encourage the underground placement of overhead wires along parade routes, visually and historically important streets, such as Peachtree Street and Auburn Avenue, and key retail areas, such as Downtown, Midtown, Buckhead and other neighborhood commercial nodes.
- Promote landscaping in surface parking lots, landscaped sidewalk areas and landscaped buffers as a means of lessening the negative visual impacts of strip development.
- Encourage site development that creates visual continuity and interest along streets and sidewalks by placing building facades and storefronts adjacent to sidewalks and locating parking to the rear of buildings.
- Preserve Atlanta's tree canopy and encourage on-site tree replacement as part of any new development. Create spaces appropriate and adequate for large shade trees.
- Establish an Urban Design Policy document as a framework for infill and new development to create pedestrian-friendly buildings, streets, streetscapes, and parks and plazas.
- Standardize the location and design of street signs and methods for promoting continuity in street names and street identity.

Implementing the BeltLine

The BeltLine will combine greenspace, trails, transit, public art and new private development within the boundaries of the BeltLine Overlay zoning district. Policies to promote the development of the BeltLine with all of these components

are as follows:

- Preserve a continuous corridor along the BeltLine route of sufficient dimension for the implementation of transit, multi-use trails and greenspace.
- Preserve opportunities for connecting trails that reach out beyond the BeltLine to create a broad network of trails throughout the City.
- Encourage a grid of smaller blocks and connected streets to improve access to the BeltLine, reduce congestion, and further the urban character of the area.
- Preserve the historic physical character of the industrial districts that follow the BeltLine by promoting adaptive re-use of historic structures and encouraging new construction to be consistent with the size, scale and/or character of those buildings.
- Promote opportunities for parks, open space, and cultural and institutional buildings in the BeltLine district;
- Encourage opportunities for public art and promote the concept of a cultural ring to unify the City's cultural institutions.
- Ensure that new construction is compatible with the scale and character of adjacent single family neighborhoods.
- Create new mixed-use nodes at BeltLine station areas that are pedestrian and transit-oriented;
- Maximize air and water quality, including that which supports the planting of trees, greenspace and watershed protection, and bicycle parking.

Land Use Policies

See Character Areas



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NPU-A Policies

- A-1: Preserve the single-family character of NPU 'A', including the following neighborhoods: Paces, Mount Paran-Northside, Chastain Park, Tuxedo Park, Moores Mill, Margaret Mitchell, Randall Mill, and West Paces Ferry-Northside. Maintain the historic and residential character of West Paces Ferry Road.
- A-2: Maintain the boundaries of the I-75/West Paces Ferry commercial node. Incorporate pedestrian amenities and encourage street-level retail uses in order to maximize pedestrian activity. Treat low- and medium-density residential areas as buffers for surrounding single-family neighborhoods. Maintain the existing scale of the structures in the commercial district.
- A-3: Preserve the single family residential character of the neighborhoods surrounding Chastain Park, a unique single-family residential and historic area, as well as the only significant park and green space in North Atlanta. Maintain the boundaries of the Roswell Road commercial area as a medium density corridor. Maintain the maximum allowable density of the Chastain Park Civic Association neighborhoods at the current R-3 zoning. Recognize the historic Sardis Church and the Georgia Power substation as the established buffers between Roswell Road commercial area and the single-family residential areas surrounding Chastain Park. Preserve the current residential zoning of all gateway streets from Roswell Road to Chastain Park, including West Wieuca, Interlochen, Laurel Forest, Le Brun, and Powers Ferry Roads.
- A-4: Limit the development of office-institutional uses to the northwest quadrant of the I-75/Mount Paran Road/I-75 Interchange and prevent the development of additional commercial use property in this area.
- A-5: Preserve the single-family residential character of existing neighborhoods surrounding the I-75/Moores Mill Road Interchange.
- A-6: Protect the environment and preserve the character of the Paces neighborhood west of Nancy Creek by promoting single-family residential development having a maximum density of 0.5 units per acre.
- A-7: Limit multi-family uses on Northside Parkway from the Cobb County Line to Moores Mill Road.
- A-8: Preserve the existing zoning boundaries of the Paces Civic Association neighborhood.
- A-9: Maintain the existing zoning boundaries of the Randall Mill neighborhood in which the Paces West Town Homes and the Longcourte cluster housing development serve as the transitional use between the office/commercial center and the one-acre, single family housing along West Paces Ferry Road, East Beechwood Drive and Randall Mill Road.
- A-10: Establish a broader scope Chastain Park Trust or amend the existing Chastain Park Amphitheatre Trust- to be funded, in part, by additional event-based impact fees- for the additional purpose of mitigating event-related costs (park and adjacent neighborhood infrastructures, noise, traffic, safety and waste issues from more than 60 concerts in a six-month season) as well as supporting the full implementation of the Chastain Park Master Plan.
- A-11: Prevent the further degradation of the residential neighborhoods in NPU-A by opposing the conversion of residential properties to non-residential uses, except in those very limited situations where such conversion is required by applicable law due to the existing, established non-residential use of all surrounding property.
- A-12: Encourage the development of a trailhead at the Northeast Corner of Mount Paran Road and Northside Parkway so as to facilitate the extension of the Silver Comet Trail into this area.
- A-13: Preserve the existing residential and historic character of Tuxedo Park and maintain the existing zoning boundaries with a maximum density of R-3 zoning. Preserve the woodland and park-like character of Tuxedo Park. Promote the subdivision of land in accordance with conservation development standards. Preserve the residential character of all gateway streets from Roswell Road to Tuxedo Park and South Tuxedo Park including Blackland Road, Karland Drive and Lakeland Drive. Preserve the historical and residential character of Blackland Road.



Community Agenda - NPU Policies

NPU-B Policies

B-1: Implement minimum standards for “open” space and “green space” in lieu of “open space” only. Minimum standards should be based on square feet of development in all categories except single family residential (R-1 through R-4).

B-2: Protect the boundaries of the single-family and low density residential uses of the Brookhaven, Buckhead Forest, Chastain Park East, Garden Hills, North Buckhead, Peachtree Heights East, Peachtree Heights West, Peachtree Hills, Peachtree Park, Pine Hills, Ridgedale Park and South Tuxedo Park Neighborhoods.

B-3: Preserve the historic integrity of the Brookhaven, Garden Hills, Peachtree Heights East, Peachtree Park, and Tuxedo Park neighborhoods, as well as the West Paces Ferry Road commercial district.

B-4: Maintain the CSX Railroad and MARTA tracks as the firm southern boundary of the Lenox station development node. Do not allow non residential uses to encroach upon the Pine Hills neighborhood south of this boundary. Maintain current CDP zoning and land-use designation in Pine Hills (single family and multi-family). Protect single-family uses in the interior of the neighborhood and limit multi-family uses to those properties having frontage along Lenox Road.

B-5: Maintain residential-only uses along both sides of the Roxboro Road corridor from Peachtree Road to East Paces Ferry Road. Permit only low-density development (O-8 U/A) on lots on the east side of Roxboro Road and medium-density development on the west side of Roxboro. Maintain the existing uses and densities along the Peachtree Road corridor from Roxboro Road to the Dekalb County Line. Permit no nonresidential use to encroach upon Ridgedale Park or Brookhaven neighborhoods.

B-6: Maintain Lenox Road/Phipps Boulevard (also known as the Buckhead Loop/ Wieuca Road Connector) as the firm boundary between residential land use north of the boundary and mixed-use land use south of the boundary. Permit no non-residential uses to encroach upon the single-family uses of the North Buckhead neighborhood north of Lenox Road, also known as the Buckhead Loop/Phipps Boulevard/Wieuca Road Connector.

B-7: Within the capacity of the existing sewer, transportation, and storm water systems, permit development of high-density residential and mixed-uses development in the development nodes that are associated with the Buckhead, Lenox, and Lindbergh MARTA stations. Encourage development that is located in designated mixed-use districts to consist of residential and commercial (office and /or retail) uses that have a ratio of at least 1:1 with development to be phased so that residential space is developed in advance or concurrent with, an equivalent amount of commercial (office and retail) space.

B-8: Contain strip commercial use along Peachtree, Piedmont and Roswell Roads. Promote the redevelopment of existing commercial strips along these corridors so as to enable the reduction of curb cuts and turn-lanes, as well as the improvement and consolidation of points of automobile access to the development and the utilizing of Neighborhood Commercial Zoning. Maintain existing land use and densities along the Roswell Road corridor. Protect the integrity of R-LC (Residential-Limited Commercial) Districts on East Paces Ferry Road, east of the Buckhead Village and west of Piedmont Road, East Shadowlawn, Pharr Road at Hardman Court, Hardman Court, Lookout Place, Grandview Avenue, North Fulton Drive and Piedmont Road between Pharr Road and East Wesley Road from encroachment by commercial zoning districts. Encourage pedestrian connectivity and bicycle lanes along all major connections.

B-9: Encourage all development in the area covered in the “Buckhead Greenspace Action Plan” (also known as “The Buckhead Collection”) to be in accordance with the guidelines set forth in the final adopted version of the “Buckhead Greenspace Action Plan” by incorporation appropriate elements into the CDP.

NPU-C Policies

- C-1: Maintain the commercial development node at Howell Mill Road and Northside Parkway, with the inclusion of existing low and medium density designations surrounding it as buffers for single family neighborhoods.
- C-2: Protect and preserve existing single family land uses throughout NPU C. This includes, but is not limited to, the following single family areas: 1) the intersection of Howell Mill Road and Collier Road to the intersection of Howell Mill Road and Greendale Road; 2) eastward and northeastward from the intersection of Howell Mill Road and Collier Road to the intersection of Collier Road and Anjaco Drive; and 3) eastward and northeastward from the intersection of Moores Mill Road and the right of way of Seaboard Railroad to West Paces Ferry Road. Maintain the single family residential character of properties surrounding the Moores Mill Interchange on Interstate 75.
- C-3: Provide landscaped or architectural buffers that are of sufficient scale and depth between diverse land uses in order to minimize higher-density impacts on single-family residential areas.
- C-4: Prevent the intrusion of non-residential uses in established residential areas. This includes the commercial and industrial land uses which lie along and adjacent to the Peachtree Road, Collier Road/Howell Mill and Bolton Road/Moores Mill corridors
- C-5: Address the following needs for Peachtree and Tanyard Creeks:
- Enhance stormwater management to reduce runoff, prevent soil erosion, contamination and prevent flooding.
 - Find solutions to the odors emanating from the Woodward Way sewer chamber.
 - Eliminate sewer spills.
 - Pursue streambank restoration and protection.
- C-6: Encourage the redevelopment of the retail districts in the Howell Mill/Collier Road (“Collier Village”) and the Bolton Road/Moores Mill areas into pedestrian friendly and attractive retail areas serving surrounding neighborhoods rather than a larger service area. Comprehensive master planning should be undertaken for these areas in order to encourage unified, rather than parcel by parcel, planning and projects. New development in Collier Village should be consistent with the recommendations of the spring 2008 Blueprint for Collier Village sponsored by the Georgia Conservancy.

NPU-D Policies

- D-1: Protect the single-family and low-density residential areas in NPU-D, including the following neighborhoods: Underwood Hills Park, Bolton, Riverside, Whittier Mill Village, Hills Park, and Berkeley Park.
- D-2: Restrict commercial and further multi-family development on the East Side of DeFoor Avenue. Encourage residential land use on the west side of DeFoor Avenue as the industrial uses become obsolete.
- D-3: Maintain low-density residential land use in the area of the Berkeley Park Neighborhood that lies between Howell Mill Road and Northside Drive, pending clarification of MARTA’s plans for the Northwest Line and the proposed Northside Station.
- D-4: Preserve the historic and single-family integrity of the Whittier Mill Village Historic District.
- D-5: Introduce a transitional buffer zone between single-family uses and industrial uses to help to protect the Whittier Mill Historic District from adjacent development.
- D-6: Encourage the re-designation of properties that are in proximity to the Whittier Mill site and the Chatta-



Community Agenda - NPU Policies

hoochee River from industrial to open space to enable the development of a recreation and conservation district within the Chattahoochee River Corridor and floodplain.

D-7: Review the industrially-classified properties to determine the potential for vacant and underutilized to be reclassified to residential.

D-8: Where industrial uses are to remain, provide landscaped or architectural buffers to minimize their impacts on residential areas.

D-9: Encourage the addition of a second roadway through Riverside to handle industrial and by-pass traffic.

D-10: Encourage the development of James Jackson into a major commercial corridor in the NW quadrant.

D-11: Encourage the utilization of undeveloped land along the Chattahoochee River for a park and bike trail.

D-12: Encourage the re-zoning of the Riverside area from R-4A to R-4.

D-13: Support the creation of neighborhood commercial zones within the Riverside community.

D-14: Support improvements to Bolton Road with the addition of sidewalks and other streetscape measures.

NPU-E Policies

E-1: Maintain Tenth Street as the boundary between the Georgia Tech campus and the Home Park Neighborhood.

E-2: Promote the development of housing and accessory commercial uses in the Upper Midtown area in accordance with density, height, and design guidelines that serve to protect the character of Piedmont Park and adjoining residential neighborhoods. The Upper Midtown area is bounded by Fourteenth Street on the west. Promote low-rise, high-density residential development in the portion of the Upper Midtown area that is bounded by Piedmont Park, Tenth Street, and Piedmont Avenue; and mid-rise, high-density residential development along the western frontage of Piedmont Avenue (North of 10th Street). Promote residential development elsewhere in the Upper Midtown area at densities, heights, and scale that increase from Piedmont Avenue to Juniper Street. Protect views of and from Piedmont Park and Downtown Atlanta through design guidelines relating to setbacks and the orientation of buildings.

E-3: Promote medium-density residential use (17-29 units/acre) in the area that is bounded by Piedmont Avenue, Westminster Drive, and the Southern Railroad.

E-4: Preserve the historic integrity of the Ansley Park, Brookwood Hills, Georgia Tech, Midtown, Morningside, Brookwood, and Piedmont Park neighborhoods.

E-5: Encourage mixed-use nodal development that is centered on the MARTA stations which are located within the Peachtree Road corridor. Promote the use of the Midtown Development Guidelines.

E-6: Encourage street-level retail uses in order to maximize pedestrian activity and facilitate the development of a pedestrian system.

E-7: Provide mixed-use development (with residential space at a 1:1 ratio with non-residential) in the area that is located west of the Southern Railroad between City Hall East (formerly known as "the Sears site") on Ponce de Leon Avenue and Midtown Plaza. Maintain the low-density residential (0-8-units/acre) character of the Midtown neighborhood along St. Charles Avenue and Greenwood Avenue.

E-8: Preserve the single-family and low-density residential character of the Ansley Park, Sherwood Forest, Brookwood Hills, Ardmore, Loring Heights, Midtown, Brookwood, and Home Park neighborhoods.

E-9: Protect the residential character of the Inwood Circle neighborhood.

- E-10: Support the long-range use of the Southern Railroad right-of-way that exists between Ansley Mall and Ford Factory Square for open space usage. Secure this right-of-way if or when the railroad use is abandoned.
- E-11: Provide landscaped or architectural buffers between diverse land uses in order to minimize impacts on residential areas.
- E-12: Preserve the existing light industrial character of Armour Drive Industrial District. Prohibit further industrial uses that require heavy industrial (I-2) zoning in this area due to the potential adverse impacts on the surrounding single-family residential neighborhoods.

NPU-F Policies

- F-1: Protect the historic integrity and single-family character of Virginia-Highland, Atkins Park, Morningside-Lenox Park, Piedmont Heights and Lindridge Martin Manor neighborhoods and the low density residential character of the St. Charles-Greenwood neighborhoods.
- F-2: Consolidate strip commercial uses in order to create unified development having a minimum number of curb cuts. Discourage the occurrence of further strip development on Ponce de Leon Avenue, Monroe Drive, Piedmont Avenue, and Cheshire Bridge Road.
- F-3: Contain the small commercial districts along North Highland Avenue and Virginia Avenue within existing boundaries. Discourage uses having parking requirements that would adversely impact adjacent single-family and low-density residential neighborhoods.
- F-4: Preserve the single family neighborhoods in NPU F and provide density, height, and design guidelines to act as appropriate buffers between diverse land uses that serve to protect the characters of existing single-family residential neighborhoods.
- F-5: Support low density residential land uses with a density of 1-8 units per acre along Ponce de Leon and Briarcliff where it is adjacent to single family residential uses.
- F-6: Encourage a balanced mix of uses to promote mobility and foster pedestrian access. Encourage development along NPU F arterial streets of Ponce de Leon and Piedmont Avenues and collector streets of Monroe Drive and Cheshire Bridge Road that is pedestrian-oriented and provides neighborhood services.
- F-7: Create appropriate connectivity between new mixed-use developments and surrounding neighborhoods and parks.
- F-8: Encourage pedestrian mobility by completing the sidewalks through the NPU and upgrading and adding crosswalks. Improve pedestrian amenities such as street trees and wide sidewalks to further encourage pedestrian travel. Encourage safe and responsible driving patterns throughout the NPU through implementation of traffic calming measures and enforcement of speed limits.
- F-9: Maintain commercial uses in areas designated as Low Density Commercial and not support High Density Residential uses in the areas designated Low Density Commercial.
- F-10: Preserve existing Open Space.
- F-11: Recognize that property purchased with public monies/funds should be kept in the public realm for the purpose of expanding public use.
- F-12: Provide for concurrent redevelopment along our transit corridors with respect to housing, commercial, and transit uses.
- F-13: Support the long-range use of the Southern Railroad right-of-way within NPU-F boundaries for open space usage.



Community Agenda - NPU Policies

NPU-G Policies

- G-1 Support and promote the NPU-G Community Master Plan
- G-2 Preserve and protect the existing single-family and low-density residential character of NPU-G, including the following neighborhoods: Almond Park, Bolton Hills, Brookview Heights, Carey Park, Carver Hills, English Park, Lincoln Heights, Monroe Heights and Scotts Crossing.
- G-3 Prevent the encroachment of industrial and commercial uses into residential areas.
- G-4 Retain industrial uses (Atlanta Industrial Park and Inman Yard) and provide landscaped or architectural buffers to minimize their potential impacts on adjacent residential areas.
- G-5 Where industrial uses are to remain, provide landscaped or architectural buffers to minimize their impacts on residential areas.
- G-6 Create low-density commercial land use on the northeast side of Perry Blvd adjacent to the Inman rail yard.
- G-7 Introduce mixed-use medium to high-density land-use and zoning on Atlanta Housing Authority (former Bowen Homes Housing Project) site in the Brookview Heights neighborhood.
- G-8 Encourage the redevelopment of the Atlanta Housing Authority (former Bowen Homes Project) site to a mixed-use medium to high-density land-use and zoning to encompass multi-family housing, commercial, entertainment and hotel facilities. Additionally, introduce high-density commercial on the current industrial land-use surrounding Watts Road in Brookview Heights. Protect and preserve existing single family land uses in Brookview Heights along Northwest Drive.
- G-9 Contain strip commercial use along Donald Lee Hollowell Parkway. Consolidate strip commercial uses so as to create a unified development having a minimum number of curb cuts and turn lanes.
- G-10 Implement Special Public Interest (SPI) District regulations using recommendations by NPU-G Community Master Plan relating to land use, transportation, pedestrian safety and streetscape. Maintain the diversity of low-density commercial uses and promote a mix of multi-family residential housing types in the same building. Encourage the adoption of local design standards that would enhance the identity of the retail community.
- G-11 Encourage mixed-use medium density development along James Jackson Parkway bounded by the Brookview Heights, Carey Park, Lincoln Heights, Monroe Heights and Scotts Crossing neighborhoods. Promote transitional zones between mixed-use medium density developments along James Jackson Pkwy corridor to existing single family residential neighborhoods using mid to low-rise mixed-use development.
- G-12 Introduce medium-density residential or mixed-use medium density land-use and zoning on Atlanta Housing Authority (former Hollywood Courts Project) site in the Scotts Crossing neighborhood. Promote transitional zones between medium densities development along Hollywood Road corridor to existing single family residential neighborhoods using mid to low-rise mixed-use development.
- G-13 Encourage the utilization of undeveloped land along the Chattahoochee River for a park and bike trail.
- G-14 Encourage pedestrian mobility by completing the sidewalks through NPU-G and upgrading and adding crosswalks. Improve pedestrian amenities such as street trees and wide sidewalks to further encourage pedestrian travel. Encourage safe and responsible driving patterns throughout the NPU-G through implementation of traffic calming measures and enforcement of speed limits.
- G-15 Discourage infill development that is not compatible with the existing character of the neighborhood (e.g. rear or side-of-the-house driveways, garages or carports; lot coverage, floor-to-area ratio, building height, and wall/fence height of nearby homes.)

G-16 Control the development of businesses, such as liquor stores and non-tax contributing entities.

G-17 Open space land use that preserves for Public Park, cemetery, or greenspace the following: Gun Club Park, Gun Club Landfill and the old Finch school site.

NPU-H Policies

Residential Housing

H-1: Preserve the single-family residential character of NPU-H in all neighborhoods especially the Carroll Heights, Fairburn Heights, Adamsville, and Boulder Park Neighborhoods.

H-2: Encourage infill development that is compatible with surrounding uses.

H-3: Middle to high income housing is encouraged to establish a more diverse housing market in NPU-H.

H-4: Martin Luther King Jr. Drive and Fairburn Road are areas in the community that may be used for multifamily dwellings, mix use development, and supportive housing.

H-5: Low income housing construction is not encouraged due to the large volume of unoccupied low income single and multi-family dwellings that currently exist in NPU-H.

H-6: Encourage multi-family development of 2/3 acres or more such as apartments, duplexes, senior facilities to include a section of greenspace & play area; efforts should be made to include outdoor quiet spots with benches for residents, with walking trail for larger developments

Commercial - Industrial

H-7: Support unified development of the Adamsville commercial area and its associated community facilities without encroaching into adjacent residential areas.

H-8: Encourage the development of office-institutional uses along Martin Luther King Jr.

Drive from the Adamsville commercial area to the existing commercial use at the I-285 interchange without encroaching into adjacent residential areas.

H-9: Encourage the re-zoning from RG-3 to Mixed Use Development from on Martin Luther King Jr. Drive from Bolton Road to Fulton Industrial Boulevard without encroaching into adjacent single family residential areas.

H-10: Discourage shabby unkept commercial storefronts. Encourage adding when possible, greenery such as grass, flowers and or shrubbery.

H-11: Encourage new business with acceptable storefront designs according to guidelines identified in the NPU-H-Adamsville 2011 Comprehensive Development Master Plan

H-12: Maintain the boundaries of commercial, industrial, and institutional uses without encroaching into low-density residential areas.

H-13: Consolidate strip commercial uses in order to create a unified development having a minimum number of curb cuts and turn lanes.

H-14: Retain industrial uses. Provide landscaped or architectural buffers to minimize their potential impacts on adjacent residential areas.

H-15: Preserve, protect, and maintain flood plain areas in their natural states.

Safety Issues (bikes, cars, pedestrians)



Community Agenda - NPU Policies

H-16: Encourage the Maintenance of public and private greenspace areas

H-17: Encourage developers and private owners to install sidewalks throughout NPU-H which will eliminate residents, especially children walking in the street.

H-18: Encourage the City to install pedestrian crossings equipped with count down signals, bright street lighting, and well defined crossing walk.

H-19: Encourage the City to install Traffic Calming techniques and devices in community areas where traffic violation issues are creating problems for community safety and well being.

Transportation

H-20: Encourage additional storm drains on streets where street flooring occurs during heavy rain.

H-21: Encourage the creation of turn lanes on major thoroughfares (M. L. King Jr. Drive, Fairburn Road, Bolton Road, Boulder Park Drive, Bakes Ferry Road, Delmar Lane) at all intersections.

H-22: Encourage the creation and designation of Bike Lanes on major thoroughfares (M.L. King Jr Drive & Fairburn Road).

H-23: Encourage the creation of Bus Stop Lanes in front of shopping areas, apartment complexes, churches, medical facilities, and other properties where large numbers of riders may load and unload the bus on M.L. King Jr. Drive and Fairburn Road; shall be included in the development plans of all new retail/commercial projects and multifamily housing complex in NPU-H

H-24: Maintain/Coordinate the regular repair of potholes on city streets and park driveways to avoid biker, car and pedestrian accidents. Follow-up on citizen online and telephone call input, especially regarding Wilson Mill Park Driveway.

H-25: Maintain/Correct broken pavement on major arteries especially at major intersections, specifically,

- Fairburn Road at Collier Road
- Collier Road at Bolton Road
- Bolton Road at Martin Luther King Jr. Drive.

Planning and Urban Design

H-26: In new development or re-development of properties green space is encouraged for play area for families.

H-27: In multifamily development, a community/family activity center is encouraged to allow for residents to host small events, meetings, etc.

H-28: Residential or Commercial Development that stops or alters the natural flow of water in creeks, streams, or lakes is not encouraged.

H-29: New Development with three story homes that rise two stories above the nearest homes within 300 yards of the new development is not encouraged.

H-30: New Development below street level that will require sewage to be pumped up to the main sewage line is not encouraged.

Planning and Urban Design/Parks Recreation & Cultural Affairs Coordination

H-31: Correct/Maintain/Coordinate hazardous flooding in parks, specifically Wilson Mill Park behind the basketball court. This is a safety issue that involves youth play areas. Pictures of the flooded park area have been submitted to Planning and Urban Design Customer Service via email.

H-32: The development of a park area at Tatum Lake on Boulder Park Drive is encouraged to preserve the lake and allow public access to the lake property.

H-33: Historical Landmark Property should be preserved. Encroachment by new development on to historical property is not encouraged.

H-34: Encourage community center and recreation center development of 2/3 acres or more include a section of greenspace & play area. Senior facilities - efforts should be made to include outdoor bench(s)/quiet spot for residents. Walking trail(s) would be encouraged for larger developments.

NPU-I Policies

I-1: Preserve the single-family residential character of NPU-I, including the Collier Heights, Westhaven, Peyton Forest, Chalet Woods, Florida Heights, Westwood Terrace, Beecher Hills, Audubon Forest, Cascade Heights, and West Manor neighborhoods.

I-2: Encourage infill development that is compatible with surrounding areas.

I-3: Consolidate strip commercial uses in order to create a unified development having a minimum number of curb cuts and turn lanes.

I-4: Support redevelopment and unification of commercial and multifamily uses along Martin Luther King Jr. Drive and Bankhead Highway without encroachment into adjacent low density and single-family residential areas.

I-5: Encourage concentrated, high-intensity mixed-use development in the Hightower /Hamilton E. Holmes Station development node.

I-6: Support expansion of the Cascade Springs Nature Preserve in order to protect its integrity.

I-7: Protect the integrity of all greenways. Protect, preserve and maintain waterways and maintain the 75 foot stream buffer; do not allow encroachment in the buffer.

I-8: Encourage construction of conservation subdivisions.

I-9: Encourage and support improvements, including resurfacing of gravel road on the MLK end of Willis Mill Road, to the Lionel Hampton gateway and bike trail.

NPU-J Policies

J-1: Preserve the single-family and low-density residential character of the Grove Park, West Lake, Dixie Hills, and Center Hill neighborhoods.

J-2: Encourage medium-density commercial and residential uses in proximity to the Bankhead MARTA Station.

J-3: Consolidate strip commercial uses in order to create a unified development having a minimum number of curb cuts and turn lanes.



Community Agenda - NPU Policies

NPU-K Policies

K-1: Preserve the single-family and low-density residential character of the following neighborhoods: Hunter Hills, Mozley Park, Knight Park/Howell Station, Bankhead, Westin Heights, and Washington Park Historic District.

K-2: Provide landscaped and/architectural buffers between commercial/industrial and residential uses.

K-3: Prevent encroachment of commercial uses into residential areas, and discourage higher density uses in designated single family and low density residential areas.

K-4: Support the redevelopment/revitalization of neighborhood commercial nodes. Support the creation of Neighborhood Commercial Nodes around commercial intersections with a focus on retail and mixed-use development serving nearby neighborhoods in NPU-K.

NPU-L Policies

L-1: Preserve and maintain in the Traditional Neighborhood Development areas of NPU L the following (generally including the interiors of English Avenue and Vine City neighborhoods):

- Historic character of area
- Greenspaces
- Historic buildings, including but not limited to:
 - Morris Brown College
 - English Avenue Elementary School
 - Alonzo Herndon Home
 - Herndon Stadium
 - Historic Churches (Cosmopolitan, Beulah, West Hunter St/Grace Covenant, Mt. Gilead/Higher Ground, St. Marks, Lindsay Street, others)
 - Neighborhood Union Health Center

L-2: Preserve and maintain in the Historic Areas of NPU L the following (generally around Sunset Avenue Historic District, English Avenue Elementary School, Morris Brown College, historic churches and other historic structures, English Avenue, and Northside Drive):

- Historic buildings and homes
- Stories
- Grace Town Hamilton House, 587 University Place
- Alonzo Herndon Home, University Place
- George Towns House
- Bronner Brothers properties along ML King and JE Lowery
- West Hunter St Baptist Church (1881-1973)/Grace Covenant Baptist Church/Ralph David Abernathy Civil Rights Museum (775 M.L. King Jr. Dr)
- Lindsay Street Baptist Church Heritage Hall
- Preserve all houses of faith and develop funding for renovations

- L-3: Preserve and maintain in the In-Town Corridor areas of NPU L the following (generally along the streets of ML King, Northside Dr., DL Hollowell, JE Boone):
- Bethune School (enhance)
 - Churches
 - Antioch North BC
 - Mt. Vernon BC
 - Friendship BC
 - W. Mitchell Street CME
 - Central Ministries UMC
 - All houses of faith with support to secure renovation funding
- L-4: Preserve and maintain in the Industrial Areas of NPU L the following (generally in the area of English Avenue North):
- Existing jobs
 - Quality buildings
 - Preserve buildings that can be retrofitted, renovated, or rehabilitates
- L-5: Change, redevelop, or create in the Traditional Neighborhood Development areas of NPU L the following (generally including the interiors of English Avenue and Vine City neighborhoods):
- Build on vacant lots family housing in accordance with existing zoning
 - Add neighborhood level commercial that is compatible with neighborhood
 - Decrease foreclosed, stressed, vacant, boarded homes
 - Address flood, sewer, stormwater, brownfields
 - Comprehensive sidewalk and handicap accessibility, and adjacent retaining wall repairs (including Magnolia St from Brawley to Sunset, Rhodes St from Sunset to Walnut, Thurmond St from Sunset to Walnut, and Newport St from Boone to Thurmond)
 - Economic opportunities and partnerships
 - Urban gardens/farms
 - Funding/implementation mechanisms for redevelopment plans
 - State of the art multi-purpose centers in Vine City and English Avenue (including creative arts and recreation)
 - Solutions to hardest to reach populations (i.e. homeless, drug addicts, mentally disabled, poor, undereducated, non employed)
 - Senior Citizens Housing (e.g. 587 Griffin, others)
 - Drug Free Zone for entire NPU
 - Vine City Promenade, the multi-use trail through Vine City connecting the existing Westside multiuse trail with downtown and the GWCC/Georgia Dome, as described on p.98 of May 2009 Vine City/ Washington Park LCI Study
 - Mixed use development at Magnolia-Vine intersection



Community Agenda - NPU Policies

- Comprehensive farmers market for the area
- Connect concepts of neighborhood redevelopment with Northside Dr. & GWCC/Dome/New Stadium
- Connect neighborhood with AUC
- Connect across Hollowell to link neighborhoods and industrial
- Connect at the key corridors – MLK, Boone

L-6: Change, redevelop, or create in the Historic Areas of NPU L the following (generally around Sunset Avenue Historic District, English Avenue Elementary School, Morris Brown College, historic churches and other historic structures, English Avenue, and Northside Drive):

- Streetscape improvements
- Sidewalks (including handicap accessibility features at all corners per government regulations)
- Lighting
- Public safety
- Improvements to historic African-American owned businesses
- Improvements to historic African-American churches
- Heritage tourism promotion that involves local residents/partners
- Tourist destination as historic/cultural
- Interpretive signage/markers
- Marker for Alonzo Herndon at former Herndon Homes property
- Rhodes Street merchants and visitors pavilion
- History/Tourist center (Sunset, MLK)
- Support a Martin L. King Jr. Drive Corridor Historic District
- Support the historic designations of English Avenue areas for Maynard Jackson, Marvin Arrington, Gladys Knight.
- Include as part of broader tour routes
- Legacy Promenade to connect Historic Washington Park and Historic Vine City with Centennial Park
- Improve connectivity (pedestrian/bike/auto) between NPU L and downtown across railroad tracks at ML King, JE Boone, North Ave

L-7: Change, redevelop, or create in the In-Town Corridor areas of NPU L the following (generally along the streets of ML King, Northside Dr., DL Hollowell, JE Boone):

- Put transmission power lines underground and/or farther from neighborhoods
- Friendship Towers senior housing (improve for seniors)
- Encourage revitalization of Friendship Apartments
- Limit number of gas/convenience stations
- Herndon Homes site for mixed-use redevelopment including housing
- Traffic routing, scheduling and street improvements to minimize truck and delivery impact of business operations (WalMart impact on MLK, JE Lowery, Carter St, Mayson Turner, JP Brawley)
- Parking systems (on and off-street spaces, decks, etc) that effectively allow customers access to busi-

nesses while minimizing impact on neighborhood streets and residents. (Walmart, GWCC/Ga Dome/ New Stadium)

- On MLK in Historic Westside Village area, a parking structure that can serve all businesses along the corridor.
- Economic opportunities
- Job opportunities with living wages for neighborhood residents
- Entrepreneurship with training and incubators
- “Education Corridor” on James P. Brawley from AUC (MLK) to Georgia Tech with greenspaces, mixed income housing, intergenerational activity park, history library at St. Marks, upscale business renovation and development complex at Alexander/Brawley crossroad maintaining current historic business(es) anchored by new relevant education oriented businesses, relevant anchor businesses (book stores, music stores, etc.).
- Businesses serving current and future residential base (cleaners, beauty parlors, barber shops)
- Anchor food store in northern area of NPU
- Gateway plazas that are historically focused and artistically relevant on J.E. Boone/Northside Dr. and J.E. Boone/J.E. Lowery
- Connect NPU L with NPU M at Northside Dr. line
- Encourage economic development along the JE Boone corridor (formerly Simpson Road).

L-8: Change, redevelop, or create in the Industrial Areas of NPU L the following (generally in the area of English Avenue North):

- Environmental cleanup
- Improve infrastructure (roads, sidewalks, sewers, handicap accessibility, greenspace)
- Streetscape improvements
- Implement enforcement of existing codes
- Increase existing jobs filled by community residents
- Living wage jobs
- Cohesive character
- Create business park environment where possible incorporating landscaping, trees, lights, street furniture, etc.
- Link to neighborhood to south
- Transportation systems with surrounding neighborhoods
- Connect to jobs and contracting opportunities

NPU-M Policies

M-1: Encourage high-density mixed-use development in the commercial areas that are associated with the Civic Center and Civic Center MARTA Station. Residential uses that are associated with these areas should be provided at a 1:1 ratio with nonresidential uses.

M-2: Promote the preservation of Castleberry Hill as a loft housing residential use within a commercial district.

M-3: Promote a low-density mixed-used (commercial, office, entertainment, and residential) develop-



Community Agenda - NPU Policies

ment pattern along Auburn and Edgewood Avenues in the Butler Street/Auburn Avenue neighborhood.

M-4: Preserve the historic integrity of the Fairlie-Poplar, Sweet Auburn, Old Fourth Ward, Terminus, and Grady Memorial neighborhoods, as well as the Castleberry Hill National Register District and the Baltimore Block and Martin Luther King Jr. landmark districts.

M-5: Promote the highest density of development in the Central Business District around the MARTA transit stations: Garnett, Five Points, Dome/GWCC/Philips Arena/CNN Center, Georgia State, Peachtree Center, and Civic Center.

M-6: Encourage street-level retail uses in order to maximize pedestrian activity and to facilitate vibrant and active public spaces that link neighborhoods with Downtown.

M-7: Promote and expand low- and medium-density residential uses in the Old Fourth Ward neighborhood, emphasizing increased single-family home-ownership.

M-8: Encourage the reuse or redevelopment of vacant, under-utilized, obsolescent, and/or structurally deteriorated industrial and commercial properties that are associated with the historic railroad corridors bordering the Butler Street/Auburn Avenue and Old Fourth Ward neighborhoods. Promote mixed-use developments that would increase compatibility with the surrounding residential land uses while generating modern industries, businesses, and employment opportunities for center-city residents.

M-9: Control the development of businesses, such as liquor stores, labor pools, and adult entertainment establishments as well as social service providers to ameliorate their concentration within the City Center and encourage their geographic distribution throughout the entire city.

M-10: Expand opportunities for green and open space within Downtown by promoting and regulating a process for the consolidation of small privately owned plazas and spaces into functional and usable parks.

M-11: Encourage cultural, entertainment and visitor destinations and attractions to support Downtown's prominent role within the city's important economic engine – the hospitality industry.

M-12: Discourage the visual blight, underutilization of land and loss of historic resources caused by the proliferation of surface parking lots by regulating independent park-for-hire surface parking facilities.

NPU-N Policies

N-1 General Policies - NPU-N is made up the following neighborhoods:

- Cabbagetown
- Candler Park
- Druid Hills
- Inman Park
- Lake Claire
- Poncey-Highland
- Reynoldstown

These primarily residential neighborhoods are bounded by major transportation corridors and interspersed with commercial nodes and large and small parks. The following policies shall apply throughout NPU-N.

-
- The character of each of the neighborhoods shall be preserved. Specific objectives are detailed in the

sections that follow.

- The renovation of existing structures shall be the preferred option over demolition and new construction where feasible.
- Infill development within the neighborhoods of NPU-N shall be compatible with and complementary to the structures in the immediate vicinity.
- Limit development of mixed-use project to parcels zoned for such use.
- Encourage the use of existing neighborhood alleys for parking access to private homes, trash pickup and utility lines. Where and when appropriate, encourage and support such expanded use.
- Afford equal importance to watershed and drainage impacts in land use and development decisions and other planning functions, such as transportation. Request this consideration take place well before the construction permit stage.
- Preservation of the existing tree canopy is encouraged as is the planting of new trees.
- Maintain the integrity of the designated Landmark and Historic Neighborhood Districts by improving enforcement of District regulations and promoting education about these and all City historic resources.
- Encourage new development to have pedestrian- and bicycle-friendly street frontages.
- Support the development of a master plan for Hulsey Yards located within the Reynoldstown and Cabbagetown neighborhoods will be made available for development.

N-2 Cabbagetown

- Encourage development in Cabbagetown consistent with and in support of the specific guidelines established by the Cabbagetown Landmark Designation Regulation adopted by the Atlanta City Council as an ordinance entitled 20A, Cabbagetown Landmark District.
- Encourage the continued development of vacant infill lots in Cabbagetown as single-family and duplex residences compatible in scale and character with the existing fabric of the neighborhood.
- Encourage the development of the Memorial Drive edge of Cabbagetown in keeping with the commercial nature of the area and in conjunction with the overall vision of the Memorial Drive/MLK Drive Revitalization Plan adopted by City Council 10/1/01 (01-R-0921).
- Encourage development on Memorial Drive between Boulevard and Pearl Street in a mixed-use urban pattern with housing and retail uses and with a maximum building height of 2-3 stories in keeping with the scale of adjacent residences.
- Encourage development along Carroll Street in Cabbagetown with shops at street level and residential above through the continued renovation of mixed-use buildings, the construction of new infill buildings and the development of the parking area immediately west of Carroll Street, currently owned by Fulton Bag and Mill Lofts.
- Encourage redevelopment of the block containing the existing truck yard (Memorial, Estoria, Tye, Pearl and Gaskill Streets) in accordance with the adopted Memorial Drive/MLK Drive Revitalization Plan with particular attention to the context of new development with the adjacent residential structures and the possibility of extending Chastain Street to provide additional access and sites for residential development.
- Encourage the redevelopment of Pearl Street as an internal neighborhood street of single-family and duplex housing. New development should be accomplished with sensitivity to both the scale and character of existing single family and duplex structures.



Community Agenda - NPU Policies

N-3 Candler Park

- Preserve the single-family residential character of the Candler Park neighborhood
- Promote the rezoning of non-residential properties fronting on DeKalb Avenue from Moreland Avenue to Clifton to Neighborhood Commercial or a quality of life zoning district in order to encourage destination oriented and pedestrian friendly activity through mixed use development.
- Support funding for a study of the impact of a road diet on DeKalb Avenue turning the reversible lane into a left turn lane.
- Support greater density around the Candler Park MARTA Station
- Maintain and improve existing green space in Candler, Iverson and Freedom Parks.
- Support the current RG-2 zoning and low density residential land use for properties located at the intersection of Euclid Avenue and Goldsboro Road.
- Support the continued naturalization of the creek in Candler Park.
- Support the continued construction of walking/bike trails with emphasis on connecting Candler Park Neighborhood with the Atlanta BeltLine.
- Support the continued development of NC-1 properties that would promote pedestrian safety.
- Support traffic calming measures that create safe bicycle lanes.
- Support reinstatement of funding for the L5P Police mini-precinct.
- Support funding for the rehabilitation of Atlanta Fire Station #12 on DeKalb Avenue.
- Support funding for public art in Freedom Park.
- Support findings and recommendations from the DeKalb Avenue Corridor Study created in 1990 and the Little 5 Points Study created in 1992.
- Support the recommendations of the Ponce de Leon Moreland Avenue North LCI study as approved by the City.

N-4 Druid Hills

- Encourage development in Druid Hills consistent with and in support of the specific guidelines established by the Druid Hills Landmark Designation Regulation adopted by the Atlanta City Council as an ordinance entitled 20B, Druid Hills Landmark District.

N-5 Inman Park

- Encourage development in Inman Park consistent with and in support of the specific guidelines established by the Inman Park Historic Designation Regulation adopted by the Atlanta City Council as an ordinance entitled 20J, Inman Park Historical District, and the applicable policy statements contained in the District 2 Railroad Corridor Study.
- Prohibit the expansion of industrial and commercial uses along DeKalb Avenue through Inman Park and prohibit the expansion of commercial uses at Hurt & Edgewood, at Austin & Elizabeth, at N. Highland & Copenhill, at Highland & Colquitt and at Waddell & Edgewood into the existing surrounding residentially zoned areas.
- Encourage mixed use, development and/or re-development of formerly industrial and commercial property along the DeKalb Avenue corridor through Inman Park, enhancing and encouraging compatibility with the “small-town/downtown” character of the neighborhood.
- Discourage “park for hire” surface parking lots within the Inman Park Historic District to insure against unsightly and incompatible development. This is not meant to discourage shared parking with existing surface parking lots and parking garages.
- Per the Atlanta Beltline District Overlay, encourage the mixed-use development at the Inman Park MARTA station with commercial uses fronting DeKalb Avenue.

N-6 Lake Claire

- Promote the re-zoning of commercial properties along DeKalb Avenue (from Clifton Road east to Ridgcrest) to Neighborhood Commercial in order to encourage destination-oriented and pedestrian-friendly activity through mixed-use development.

N-7 Poncey-Highland

- Encourage development and planning consistent with and in support of the specific guidelines established by the Poncey-Highland Master Plan (dated April 29, 2009, adopted June 21, 2010 by Atlanta City Council as ordinance 10-O-0933).

N-8 Reynoldstown

- Encourage and facilitate development within Reynoldstown that is consistent with principals and policies outlined in the Reynoldstown Master Plan, adopted by City Council January 16, 2001.
- Encourage the development of affordable housing as a high priority in Reynoldstown.
- Limit Commercial Zoning to the C-1 classification to eliminate commercial development out of scale with the Reynoldstown neighborhood.
- Encourage buffering of existing and new residential developments in the Reynoldstown area from more intensive non-residential development.
- Support mixed-income developments in Reynoldstown.
- Encourage the redevelopment of Pearl Street as an internal neighborhood street of single-family and duplex housing. New development should be accomplished with sensitivity to both the scale and character of existing single family and duplex structures.

N-9 Transportation Corridors – The neighborhoods in NPU-N are connected to each other and to other parts of Atlanta by the following transportation corridors:

- Moreland Avenue
- Ponce de Leon Avenue
- N. Highland Avenue
- DeKalb Avenue and the East-West MARTA rail line
- Freedom Parkway
- Clifton Road
- Oakdale Road
- McLendon Avenue
- North Avenue
- Atlanta BeltLine

The following shall be considered to ensure that development along these corridors is compatible with the surrounding neighborhoods.

- Moreland Avenue – The recommendations of the “South Moreland Avenue LCI Study: Final Plan Document” (dated March 31, 2008), approved by the Atlanta City Council July 7, 2008) should be implemented.



Community Agenda - NPU Policies

- Ponce de Leon/Moreland Avenue – The recommendations of the “Ponce/Moreland Corridors Study” (2005), especially with respect to the intersection of Ponce de Leon, Moreland Avenue and Briarcliff Road, should be implemented.
- Memorial Drive – The recommendations of the “Memorial Drive/MLK Drive Revitalization Plan” (October 1, 2001, adopted by City Council per 01-R-0921) should be implemented.
- Support the recommendations and implementations of the “North Highland Avenue Transportation and Parking Study” (December 1999).
- The recommendations of the applicable Atlanta BeltLine Subarea Plans should be implemented.
- The recommendations of Atlanta BeltLine Redevelopment Plan and Subarea Plan should be implemented.

N-10 Commercial Nodes – At major intersections throughout NPU-N are commercial nodes that provide shopping, services, entertainment, and eating and drinking establishments:

- Little 5 Points
- Clifton-McLendon
- Clifton-DeKalb
- North-North Highland
- Moreland-Ponce de Leon
- North Highland-Ponce de Leon
- Oakdale-McLendon
- Moreland-Memorial/I-20
- Hurt-DeKalb
- North Highland-Elizabeth

The following shall be considered to ensure that these areas remain compatible with the surrounding neighborhoods:

- Maintain the Little Five Points Neighborhood Commercial District (NC-1) boundaries to prevent the encroachment of non-residential uses into surrounding residentially zoned areas.
- Evaluate, promote and support development of a neighborhood sensitive parking garage within the boundaries of Little Five Points, NC-1, complying with the design guidelines established and included in the NC-1 Ordinance.

N-11 Parks – The neighborhoods of NPU-N benefit from large parks that draw people from throughout Atlanta and small parks used by those who live nearby:

- Freedom Park (Candler Park, Inman Park, Poncey-Highlands, Druid Hills)
- Candler Park (Candler Park, Druid Hills)
- Lake Claire Park (Lake Claire)
- Iverson Park (Candler Park)
- Springvale Park (Inman Park)
- Carter Center (Poncey-Highland, Inman Park)

- Bass Recreation Center/Bass Fields (Inman Park, Little 5 Points, Candler Park)
- Esther Peachey Lefevre Park (Cabbagetown)
- Cabbagetown Park (Cabbagetown)
- Lang-Carson Park (Reynoldstown)
- Manigault Park (Reynoldstown)
- Olmsted Linear Parks (Druid Hills, Candler Park, Lake Claire)
- Land Trust (Lake Claire)

The following shall be considered to ensure that these areas remain compatible with the surrounding neighborhoods:

- Encourage the development of a master plan for the Bass Playing Field that balances open space used for community recreation with the development along the Moreland Corridor and in Little Five Points.
- Support the rehabilitation/restoration of the Olmsted Linear Parks
- Implement the Springvale Park Master Plan.

NPU-O Policies

O-1: Support a Living Centers Initiative (LCI) study encompassing Memorial Drive from Moreland Avenue eastward to City of Atlanta limits.

O-2: Support the completion of the East Side Trolley Line bicycle route serving Kirkwood and Edgewood (Jaeger Plan, 1993) to include the incorporation of effective routes to serve East Lake as in the NPU-O Bicycle Route Plan (2009).

O-3: Support the Installation, repair, or replacement of critical sidewalks throughout NPU-O as identified in the NPU-O CDP's of 2007-2008 and 2011-2012.

O-4: Preserve the single family and low density residential character of NPU-O.

O-5: Promote transportation oriented development to include:

- Promote alternative transportation initiatives.
- Discourage the widening of roadways.

O-6: Promote installation of underground utilities.

O-7: Provide landscaped architectural and noise pollution buffers to minimize the impact of non residential and mixed uses on residential area.

O-8: Preserve and maintain all watershed buffers at a minimum 75 feet.

O-9: Prevent encroachment of commercial and other uses into single family and low density residential areas.

O-10: Reject administrative subdivides of parcels less than 10,000 square feet, including lots of record.

O-11: Discourage spot zoning.



Community Agenda - NPU Policies

O-12: Kirkwood Land Use Policies

- Promote mixed use residential-low density commercial uses of the western side of Rogers Street NE (90-206 Rogers Street NE).
- Promote the use of 225 Rogers Street NE as greenspace, historical site, and mixed use low density commercial and residential.
 - Promote preservation of the original Pratt-Pullman structures as a historical site in the northerly portion.
 - Promote mixed residential - light commercial uses in the southerly portion of 225 Rogers Street NE exclusive of greenspace.
 - Promote greenspace use of the eastern margin of 225 Rogers Street NE containing 75' stream buffer and mixed use path.
- Promote single family residential uses from 1758-1770 Wade Avenue.
- Promote higher density commercial and residential uses in the Memorial Drive Corridor from Eastside Drive to Howard Street SE.
 - Promote high density commercial uses of the Renaissance Plaza Shopping Center ("Wayfield's") site including 1511- 1655 Memorial Drive and extending south to I-20.
 - Promote very high density residential uses of the area bounded by 1675-1685 Memorial Drive, Maynard Terrace, Clifton Street, and I-20.
 - Promote mixed use residential - low density commercial uses from 1460-1648 Memorial Drive.
 - Promote medium density commercial uses from 1674-1770 and 1828-1950 Memorial Drive.
 - Promote single family residential use of 1800-1820 Memorial Drive.
- Preserve single family residential uses in the Memorial Drive Corridor from Howard Street SE to 1st Avenue.
- Promote medium density commercial uses of the Eastlake MARTA Station Commercial District from Leland Terrace and Park Place to Clifford Avenue and College Avenue with a maximum height of 3-4 stories.
- Promote low density commercial uses of College Avenue from Rocky Ford Road to Howard Street NE.
- Support the inclusion of 2023 Oakview Road SE within NC-3 District and uses.

O-13: Pratt Pullman Yard Development Plan

- Pratt Pullman Zones - Red Zone (historic buildings): maintain historic buildings as much as possible including transfer table. Utilize spaces between buildings for courtyards and garden areas. Restoration of building must retain original walls and ceiling as visible features to the occupants interior view as well as the exterior view.
- Blue Zone (Rogers St NE corridor): low rise or no buildings to block historic architecture. Development to be sensitive to existing neighbor's on Rogers Street NE
- Green Zone (conservation easement and stream buffer): conservation, passive use, and stream protection.
- Orange Zone (remaining property subdivided into sub-zones):
 - A. Inner Development: Rogers street side to have ground level office/retail space (if live/ work) and

nothing over 4 stories high (defined from ground level).

- Higher density maintained towards inner development.
- Taller buildings (maximum 6 stories) limited to southern part of parcel where land dips to limit negative impact on Warren Street. Parking to be maintained underground or in core of buildings.
- School Adjacent: buffer conservation area with school access. Any buildings in area to be low impact residential.
- Both the inner core and area adjacent to the School could be developed as recreation facilities and fields, such as soccer fields or baseball fields. These fields would need to allow for public access during off hours and limit the night lighting hours.
- Overall design to be sympathetic to existing structures and mixed use of residential/ neighborhood commercial.

O-14: Support Pratt-Pullman Land Use as described bellow

- Eastside of property to be sensitive to single family dwellings along Warren Street.
- Provide a mix of housing sizes, prices, both rental and for sale units to attract a diverse population. Include larger units with 3 to 4 bedrooms attractive to both independent seniors and families. Include workforce housing (as per the City of Atlanta definition), both rental and for-sale units.
- Provide commercial space that is retail and office oriented. Incorporate a mix of small to mid size retail and neighborhood based retail opportunities. Avoid a suburban retail feel to the design.
- 4. Consider development at street level and second story along Rogers Street NE to increase street traffic and visual interest. Both restaurant patio seating and public green space are suggested.
- Consider office space that has a live/work component that supports street level retail.
- Connectivity to neighborhood more than Rogers St NE alone to include links to Trotti, Warren, or Delano either as a street or walking bridge to connect to the rest of Kirkwood.
- Water reclamation should be used as an attractive feature of the property.
- The community would be open to supporting a change in zoning from industrial (I-1, I-2) to mixed use (MC 1 to 3) to allow redevelopment. The community will only be supportive of re-zonings when an owner/ potential owner presents a development model that is similar to the points described in this document.
- The community also sees the possibility for the development model to include multiple types of zoning and would be open to supporting multiple zonings on the parcel.
- Mixed use development of small scale neighborhood commercial (no big box), both owner occupied and rental residential with plans for patio areas for commercial spaces, live/ work units, water reclamation, and recreation areas.
- Tax abatement areas for low income/senior housing not more than 10%.

O-15: Kirkwood Historic Preservation

Promote preservation of the following historical structures and sites:

- Pratt-Pullman Yard original industrial structures, 225 Rogers St. NE



Community Agenda - NPU Policies

- Bailey's Hardware, 2161 College Avenue
- Kirkwood School, 138 Kirkwood Road
- Turner Monumental AME Church, 66 Howard Street, NE
- Israel Baptist Church, 2071 Hosea Williams Drive, SE
- Pentocostal Church of God, 110 Howard Street NE
- Ingram Temple Church of God in Christ, 1953 Hosea Williams Drive, SE
- Fleming Hardware and General Store, 260 Howard Street NE
- Crim High School, 256 Clifton Street SE
- Ice House, 239 Locust Street, NE
- Clay Cemetery, Clifton Street, NE

O-15: Kirkwood Parks and Greenspace

Preservation for public park and greenspace uses of the following:

- Bessie Branham Park, 2051 Delano Drive, NE
- R.F. Gilliam Park, 1650 Wade Avenue, SE
- Wesley Coan Park, 1530 Woodbine Avenue, SE
- Kirkwood Urban Forest Park, 1807 Dixie Street SE
- Dekalb Memorial Park, 353 Wilkinson Drive
- Oakview Park, the median of Oakview Road from it's origin to Rocky Ford Road SE and from Hosea Williams Drive to city limits.
- The Eastside Trolley PATH mixed use trail

O-16: East Lake

- Goals
 - Walkable, pedestrian-oriented neighborhood;
 - Primarily residential character, with attractive commercial hubs that serve neighborhood needs; and
 - A safe, attractive, clean environment.
- Implement existing plan for Cottage Grove, 4th & Memorial Business district improvement. Install water collection cisterns in lower field of East Lake Park and alongside the Zaban Recreation center to feed drip line irrigation system for trees, bushes, planting beds and planter boxes. Address drainage/watershed issues that cause flooding of the street and homes on Oakridge Avenue.
- Improve walkability.
- Promote viability of existing businesses and attract new and improved business development in East Lake's commercial hubs:
 - 2nd & Hosea: Promote development according to plan and neighborhood priorities.
 - Cottage Grove & Memorial Avenue: Implement plan for streetscape enhancements.
 - Candler & Memorial commercial district: Promote viability of existing businesses and attract new and improved business development.

- Glenwood Avenue (2201 Glenwood Ave to 2371 Glenwood Ave): Promote viability of existing businesses and attract new and improved business development.
- Improve neighborhood parks, green spaces and trees.
 - East Lake Park
 - Willow Wood Preserve Park
 - Arbor Avenue Park
 - Headwater streams of Doolittle Creek
 - Trees-Promote adherence to the city's tree protection ordinance and Appropriately select and site new street trees
 - Research locations and feasibility for a neighborhood dog park.
- 8. Promote, expand, and preserve mixed use path connections to other nearby green spaces and parks.
- 9. Grow a sense of community through existing community programs and events and foster new ones as needed to meet emerging community needs.
- 10. Improve city services in East Lake, especially police patrols and trash clean up in public ways/areas.

O-17: East Lake land use policies

- Discourage zoning changes that would convert residential-type zoning to a commercial-type zoning designation anywhere in the neighborhood.
- Promote inclusion of a low to medium density residential component in development of low density commercial land uses at the following:
 - Parcels bounded by Cottage Grove Avenue S.E., Third Avenue SE and Memorial Drive from 2410 to 2476 Memorial Drive
 - 2411 to 2465 Memorial Drive
 - Existing low density commercial uses in the Candler Road Corridor
- Promote low density commercial uses in the Memorial Drive Corridor at 2465 Memorial Drive.
- Promote low density commercial uses in the Memorial Drive Corridor from 2466 to 2476 Memorial Drive.
- Preserve current single family residential uses in the Memorial Drive Corridor from 1st Ave SE to Candler Road SE.
- Promote preservation of the following historic structures and sites:
 - 112 East Lake Drive (1925)
 - 132 East Lake Drive; William T. Gentry House, Inventor of Pay Phone (1910)
 - 199 East Lake Drive; possible home of Patty Hurst's mother, designed by Neel Reid
 - 226 East Lake Drive, Second Shepard Home (1920)
 - 227 East Lake Drive, Scott Hudson Home (Funeral Home, 1924)
 - 236 East Lake Drive, First Shepard Home (1914)



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- 245 3rd Ave SE, Flanagan Home (1917)
- 246 Daniel Ave SE (1898 & 1894), possible home of Bobby Jones (Charles Watts Meadors Boarding House)
- 249 Club Place (1913)
- 2420 Alston Drive (Meadow Nook)
- 2542 Alston Drive (1907)
- 2594 Alston Drive, Dr. Sterling Home (1907)
- 2704 Alston Drive (1912)
- 2724 Alston Drive, Senkbelt Home (1916)
- 2740 Alston Drive, Watts Gunn
- 2806 Alston Drive, Bailey Home (1931). First cinderblock home in Atlanta.
- 2811 Alston Drive (1910)
- 2820 Alston Drive, Fulbright Home (1907)
- 2740 Memorial Drive; Gentry's Daughters Home (1910)
- 2720 Memorial Drive; Gentry's Daughters Home (1912)
- 2641 Pharr Rd NE (1915)
- 2898 Salmon Avenue (1924)
- 98 Candler Rd (1900)
- Commercial Structure at SE Corner of 2nd Ave and Hosea L Williams Drive (1935)
- Commercial structure at SE Corner of 2nd Avenue and Hosea Williams Drive
- Victorian Residential Structure at 2348 Hosea L Williams Drive (1910)
- Zaban Community Center, 241 Daniel Ave. SE, East Lake Park
- Preserve existing open-space land uses for the following public parks and green spaces:
 - East Lake Park, including opposing the sale or division of any section of that park.
 - Willow Wood Green Space, located at the north end of intersection of Willow Wood Circle and Roseclair Drive.
 - East View Cemetery, 56 4th Avenue SE

O-18: Edgewood

- Edgewood land use and planning policies will be based on the "2011 Joint NPU-O Land Use Policies " above and the "Edgewood Community Master Plan" (2009).

NPU P Policies

P-1 Preserve the single-family and low density residential character of existing neighborhoods in NPU-P. Protect the existing single family land use designations throughout NPU-P by maintaining the current ratio (70%) of single family units to multi-family units as identified in the 2010 Community Assessment Population 20-Year forecast for NPU-P as the minimum threshold. Future residential growth should not diminish this minimum threshold.

P-2 Encourage residential infill development that is compatible with the character of adjacent areas regardless if the developer is a non-profit or profit entity. Discourage rezoning of existing residential property into commercial zoning.

P-3 Maintain the boundaries of existing commercial, industrial, retail districts, according to current land use maps adopted in 2008, and prevent the encroachment of commercial uses into residential areas. Support unified development within the current commercial areas in NPU-P without encroaching upon adjacent low density residential areas. Current commercial areas are: 1) Campbellton Road (Butner road to I-285); 2) Campbellton Road SW at County Line Road SW; 3) Welcome All Road (from Fairburn Road SW to Camp creek Parkway); 4) The portions of Camp Creek Market Place that are located within the Atlanta city limits.

P-4 Provide landscaped or architectural buffers that are of sufficient scale and depth between diverse land uses in order to minimize commercial and higher density impact on adjacent low density, single family residential areas.

P-5 Support unified development of the Ben Hill commercial areas along Campbellton Road SW and its associated community facilities in accordance with the adopted plans: Cascade Road Campbellton Road Corridor Plan and the Greenbriar Livable City Initiatives. Encourage street level retail uses with sidewalks and other streetscape improvements in order to maximize pedestrian activity.

P-6 Encourage the reuse and development of the existing rock quarry as a regional park with recreation facilities and pedestrian walking/bike trails according to reclamation plans such as the Atlanta Greenspace Plan (January 2007), State of the City's Greenspace (February 2008) and Atlanta Greenspace Needs Assessment (February 2008).

NPU Q policies

Q-1: Preserve the predominantly residential land use character of this suburban Midwest Cascade neighborhood composed of: Regency Park, Reunion Place, Guilford Forest, Niskey Lake Circle, Cascade Knolls and single-family homes.

Q-2: Maintain the contiguous boundaries created from the main thoroughfares of Danforth Road, Cascade Road, and New Hope Road. Use signage to denote the City of Atlanta designation.

Q-3: Promote the construction of sidewalks and green-space along the main thoroughfares to promote safer pedestrian traffic and aesthetic appeal. Strengthen the City of Atlanta Tree Ordinance.

Q-4: Support more adequate street-lighting, well marked pedestrian cross-walks, and more sidewalk continuity/connectivity to subdivisions and single-family standalone homes.

Q-5: Promote installation of bicycle facilities and signage

Q-6: Promote more street signage such as slower-speed-limit signs to increase safety and signs to identify the Midwest Cascade community and its predominantly single family residential character.

Q-7: Prevention of incompatible land uses. Maintenance of a predominantly housing neighborhood with possibly special-use styled schools or day care centers.

Q-8: Maintain, rehabilitate and replace housing stock where appropriate, especially the single standalone homes. Ensure home sizes and scales are standardized for lot sizes especially within subdivisions. Preserve the low-density nature of homes within the subdivisions.



Community Agenda - NPU Policies

NPU-R Policies

- R-1: Preserve the single-family residential areas of NPU-R, including the Adams Park and Southwest Atlanta neighborhoods.
- R-2: Encourage residential infill development that is compatible with adjacent development.
- R-3: Support unified development of the Campbellton Road commercial corridor, including Greenbriar Mall and Campbellton Plaza, without encroaching into adjacent residential areas.
- R-4: Consolidate strip-commercial uses in order to create a unified development having a minimum number of curb cuts and turn lanes.
- R-5: Support unified development in the Greenbriar commercial area, with an emphasis on concentrated mixed-use development.
- R-6: Promote business park type uses in areas designated Industrial. Such business parks shall include complementary groupings of office, warehousing, distribution, and light manufacturing uses, provided that such light manufacturing activity is limited to the processing or assembly of completed parts or components into finished or semi-finished products. Such uses shall not involve any hazardous materials or excessive noise, odor, vibration, or other negative impacts. Further, such uses shall exist in a park-like setting and shall be situated in such a manner as to preclude the occurrence of any adverse impacts on any nearby residential uses.

NPU-S Policies

- S-1: Preserve the single-family and low-density residential character of the Venetian Hills and Oakland City neighborhoods.
- S-2: Preserve the historic integrity of the Oakland City neighborhood.
- S-3: Prevent the encroachment of commercial uses into adjacent single-family and low-density residential neighborhoods.
- S-4: Create opportunities for commercial property owners and merchants to improve their properties through a uniform and coordinated method that links the character, design standards, and historic nature of the community.
- S-5: Support the installation and improvement of sidewalks throughout the NPU-S neighborhoods including the neighborhoods around the Oakland City MARTA Station and along Campbellton Road.
- S-6: Encourage the rezoning of properties within the NPU that are currently incompatible with residential uses to a more compatible zoning district.
- S-7: Encourage the development of a Neighborhood Commercial Zoning District for the Cascade/Beecher West, Cascade/Beecher East, Campbellton/Venetian-Centra Villa commercial nodes to promote new high quality retail services to the area.
- S-8: Encourage the adoption of local design standards that would enhance the identity of the retail community.
- S-9: Improve the pedestrian access by developing and improving sidewalks and streetscapes within the Cascade/Beecher commercial node.
- S-10: Encourage development of employment centers and promote economic development in order to attract more commerce into NPU S.
- S-11: Support the development of compatible infill housing that is consistent with the lot coverage, floor-to-area ratio, building height, and wall/fence height of nearby home.



- S-12: Preserve Historical Features in Venetian Hills
- S-13: Encourage preservation of the tree canopy in the area
- S-14: Control the vegetation encroachment on the right of way to include sidewalks
- S-15: Create standards governing size and appearance of “flea markets” along the commercial areas.

NPU-T Policies

General Development

- T-1: Support the execution of the West End LCI initiative
- T-2: Support the finalization and adoption of the West Lake LCI Initiative
- T-3: Encourage area retail to design store fronts in the historic style of the area.
- T-4: Support the Beltline initiative, encourage pedestrian mobility by completing the sidewalks through the NPU and upgrading and adding crosswalks
- T-5: Support the establishment at least two (2) youth focused community / recreation centers
- T-6: Support the application and implementation of a Weed & Seed program in Ashview Heights.

Enforcement

- T-7: Implement the housing code enforcement standards and abandon & abate all rooming houses
- T-8: Prohibit additional adult entertainment in NPU-T. Especially in SPI11 subareas and SPI21 subareas.

Infrastructure

- T-9: Support increase park space in the Westview neighborhood by developing 1) Enota Park as outlined in the 2010 BeltLine Master Plan, 2) Olympian Park - as outlined in the 2006 Campbellton-Cascade Corridors Redevelopment Plan, and 3) pocket parks on vacant parcels.
- T-10: Support installation of underground utility lines in NPU –T (Cable, Electric)
- T-11: Discourage the widening MLK and Lowery streets.
- T-12: Support handicap accessibility; install street level corner curb ramps throughout NPU-T
- T-13: Avoid additional commercial business curb cuts on interior residential streets. Have automobiles enter and exit on main streets.

Commercial

- T-14: Support the development of the street-level retail uses along Ralph D. Abernathy Drive from Lee Street and Joseph Lowery BLV
- T-15: Encourage the redevelopment of the Westview neighborhood commercial districts along 1) Ralph David Abernathy Blvd - between Westview Cemetery and Cascade Ave, and 2) Cascade Ave - between Ralph David Abernathy Blvd and Beecher St. This redevelopment should include a zoning change from C-1 to MRC or NC (neighborhood commercial).
- T-16: Support the redevelopment of Martin Luther King Jr. commercial district and the east end of Fair Street (an



Community Agenda - NPU Policies

intended retail area)-

T-17: Support the rezoning of commercial areas to NC: Neighborhood Commercial (NC) along RDA from Westview Dr to Willard Ave, MRC for the Kroger area, and NC for the Cascade Ave/Beecher St intersection

T-18: Encourage and support the redevelopment of Kroger CitiCenter

T-19: Prohibit additional adult entertainment in NPU-T. Especially in SPI11 subareas and SPI21 subareas.

T-20: Implement development plans for vacant structures at Lowery and Fair, White House Dr. and MLK, and Lowery and Mitchell.

Residential

T-21: Preserve the historic integrity of the communities within NPU-T, including the Atlanta University Center.

T-22: Preserve the single-family and low density character of the Westview, Just Us, Ashview Heights and West End neighborhoods.

T-23: Promote the residential quality of neighborhoods and foster and assist citizens with home ownership acquisition, rehabilitation/renovation, and sales of real property.

T-24: Prevent the intrusion of non-residential uses in established residential areas.

T-25: Encourage the restoration/ renovation of current housing stock over new Single Family developments.

NPU-V Policies

V-1: Preserve and promote the low-density residential character of the Adair Park, Pittsburg, Mechanicsville (south of Georgia Avenue), Summerhill (south of Georgia Avenue), and Peoplestown neighborhoods by encouraging a mix of incomes and housing types in the redevelopment of NPU-V.

V-2: Encourage mixed-use and neighborhood commercial development activities in the Georgia Avenue, Ralph David Abernathy Boulevard, Atlanta Avenue, and McDaniel Street (as were proposed in the respective neighborhood redevelopment plans) areas in order to reestablish the historical small-town ambiance of these areas.

V-3: Retain industrial uses that are compatible with their surrounding development patterns. Provide landscape or architectural buffers in order to minimize their impacts on residential areas.

V-4: Promote and expand low-density mixed-use (commercial, residential, office, and office) development patterns that are compatible with the surrounding residential areas and are located along major transportation routes.

V-5: Promote mixed-use and commercial development on Capitol Avenue in order to create a vital connection to the Downtown area.

V-6: Encourage the environmental rehabilitation and reuse or redevelopment of the Candler Warehouse. Promote light industrial, loft housing, and/or office usage of this property.

V-7: Maintain the land-use boundaries that were identified in the redevelopment plan for NPU-V in order to minimize the adverse effects of special events parking on neighborhoods.

V-8: Promote increased MARTA access to Turner Field (also known as Braves Stadium) in order to reduce the continued need for parking in NPU-V neighborhoods and to enhance the further development of the community.

NPU-W Policies

- W-1: Preserve the single-family and low-density character of the Ormewood Park, East Atlanta, Woodland Hills, Custer Avenue, McDonough, Guice, Benteen, Boulevard Heights, and Grant Park neighborhoods.
- W-2: Preserve the historic integrity of the Grant Park neighborhood and the Oakland Cemetery Historic District.
- W-3: Promote low-density residential development of the Hoke Smith High School property in a manner that preserves the historic integrity of the Grant Park neighborhood.
- W-4: Encourage mixed use development along the Memorial Drive and Moreland Avenue corridors. Consolidate strip- commercial uses in order to create a unified development pattern having a minimum number of curb cuts and turn lanes.
- W-5: Maintain the boundaries of the existing commercial uses along Hill Street from I-20 to Memorial Drive. Prevent the encroachment of these uses into adjacent residential areas.
- W-6: Support the development of a limited access road from I-20 to the CSX landport facility between Memorial Drive and Boulevard. Minimize the adverse impacts of the CSX landport facility on adjacent residential areas.
- W-7: Support and promote the continued commercial revitalization efforts for the East Atlanta business district.
- W-8: Encourage and foster the revitalization of NPU-W by annually reviewing the City's NPU-W 15-year Land Use Map.
- W-9: Promote the redevelopment of the Williams Brothers/Blue Circle property north of Glenwood Avenue and east of Boulevard as a mixed housing/retail commercial area. Promote this area as a viable location for major grocery and anchor stores, with supporting smaller retail/restaurant businesses. These new commercial uses should serve to provide an appropriate transition from commercial to adjacent residential areas.
- W-10: Support the adoptive reuse of the facilities comprising the former John B. Gordon School, John Slaton School, and Anne E. West School for residential and neighborhood-oriented commercial purposes, and preserve the historically significant components of the structures.
- W-11: Encourage the preservation and promote the use of the Entrenchment Creek floodplain as open space and the site of a 25-acre park and adjacent PDH housing.
- W-12: Support a restriction on the siting of impound lots, landfills, municipal trash transfer stations and other similar facilities in NPU-W.

NPU-X Policies

- X-1: Preserve the single-family character of the Capitol View, Capitol Manor, Sylvan Hills, Perkerson and Hammond Park neighborhoods.
- X-2: Preserve the historic integrity of the Capitol View neighborhood.
- X-3: Support unified development in the Cleveland Avenue/I-75 and the Lakewood Freeway/I-75/85/ Langford Parkway Interchange areas, with emphasis on concentrated mixed-use development.
- X-4: Consolidate strip commercial uses in order to create a unified development having a minimum number of curb cuts and turn lanes.
- X-5: Maintain the boundaries of industrial uses on Murphy Avenue and prevent industrial encroachment into adjacent single-family residential areas.



Community Agenda - NPU Policies

X-6: Encourage the creation and development of a Master Plan for NPU-X.

X-7: Encourage the support of Perkerson Park.

X-8: Encourage and promote low density commercial and neighborhood commercial land uses at the following intersections: Avon at Murphy, Dill Avenue at Murphy, Deckner at Murphy, Birch at Deckner, Lakewood at Murphy and Metropolitan Parkway west side immediately north of Casplan, across from the Atlanta Metropolitan College.

NPU Y Policies

Y-1: Preserve the single-family and low-density residential character of the Chosewood Park, High Point, Joyland, Betmar LaVilla, South Atlanta, and Lakewood Heights neighborhoods.

Y-2: Promote the redevelopment of the Lakewood Fairgrounds property as an entertainment/sports center. Preserve the historic fairground buildings.

Y-3: Consolidate strip commercial uses to create a unified development pattern having a minimum number of curb cuts and turn lanes.

Y-4: Promote commercial development nodes on Boulevard and Ellenwood.

Y-5: Promote redevelopment of industrially designated land south of the BeltLine with civic and institutional uses.

NPU Z Policies

Z-1: Promote MRC-3 land use along the Cleveland Avenue Corridor.

Z-2: Encourage the purchase of the two undeveloped lots to the right of the Cleveland Avenue Library and the purchase of property in front of Cleveland Ave Elementary school owned by APS (Atlanta Public Schools). This addition will encourage the Cleveland Avenue Park to be visible from Cleveland Avenue to aid in increasing public safety and curb appeal.

Z-3: Encourage all development in the Glenrose Heights community in the “Cleveland Avenue Corridor Plan” to be in accordance with the guidelines set forth in the final adopted version of the “Cleveland Avenue Corridor Plan” by incorporating appropriate elements into the CDP.

Z-4: Encourage pedestrian mobility by completing ADA (Americans with Disabilities Act) compliant sidewalks throughout the Glenrose Heights Community and upgrading and adding crosswalks. Improve pedestrian amenities such as street trees and wide sidewalks to further encourage pedestrian travel. Encourage safe and responsible driving patterns throughout Glenrose Heights through implementation of traffic calming measures and enforcement of speed limits.

Z-5: Prevent the encroachment of industrial and commercial uses into residential areas of the Glenrose Heights Community.

Z-6: Discourage the development of businesses in the Glenrose Heights Community, such as liquor stores, labor pools, and adult entertainment establishments as well as social service providers to reorganize their concentration within the City Center and encourage their geographic distribution throughout the entire city.

Z-7: Encourage more middle to high end housing to be introduced into the Glenrose Heights Community to help create a more diverse socioeconomic community. Discourage the development of new low income single family and multi-family housing in the Glenrose Heights Community. This is due to Glenrose Heights having the highest number of low income housing throughout NPU-Z and the City of Atlanta.

- Z-8: Discourage development of new single and multi-family planned communities until unfinished planned communities are completed in NPU-Z.
- Z-9: Support the development of compatible infill housing that is consistent with the lot coverage, floor-to-area ratio, building height, and wall/fence height of nearby homes in the Glenrose Heights Community.
- Z-10: Provide landscaped architectural and noise pollution buffers to minimize the impact of non residential and mixed uses on residential areas. Overhead utilities are encouraged to be buried or placed behind buildings as part of large scale redevelopments.
- Z-11: Encourage installation of better street lighting to encourage pedestrian safety along all Glenrose Heights Community Streets. Overhead utilities are encouraged to be buried or placed behind buildings as part of large scale redevelopments and urban design.
- Z-12: Enforce signage ordinance to minimize visual blight in the Glenrose Heights Community.
- Z-13: Preserve the residential, single family, low density character of South River Gardens.
- Z-14: Require infill development to conform to present character of the neighborhood (including Habitat for Humanity).
- Z-15: Encourage medium density commercial retail development at the Jonesboro Road – I-285 intersection with restrictions/control to type of businesses that can locate in that area.
- Z-16: Maintain South River and preserve its natural boundaries.
- Z-18: Encourage light industrial development in South River Industrial Pkwy and South River Industrial Parkway.
- Z-19: Promote mixed use development, including residential, on the 200+ acres owned by Waste Management (borders Live Oak Landfill) and Forrest Park Road.
- Z-20: Facilitate zoning, so that, all residential land is zoned as such and the Industrial zoning removed on Land Use map.
- Z-21: Preserve green space and provide care for trees along Forrest Park, Hutchens and Jonesboro Roads.
- Z-22: Support restrictions on landfills, recycling operations and waste transfer stations, and dumps.
- Z-23: Preserve Civil War cemetery on Katomarick Dr.
- Z-24: Limit multi-family housing to the existing level presently approved for the area.



APPENDIX

- **Community Vision, Issues and Opportunities**
- **Character Area Maps**



2011 CDP- Community Meetings: Vision, Issues and Opportunities	
	Total
POPULATION - Vision	
Planning for an aging population. Includes transportation, housing and accessibility to goods and services.	21
Diverse community thru out the city in terms of race, age and income	18
Attract young professionals	16
Focus on youth	14
Ability to age in place/planning for an aging population	13
Sustainable growth	7
Total	89
POPULATION- Issues	Total
Aging Population	14
Make City more attractive to young professionals to live and work	14
Lack of Residents downtown	13
Concentrated pockets of poverty	13
Need to plan for an aging population	11
Is the City family friendly	3
Plan for future and current city demographics	2
Need more diversity in the Southside	1
Total	71

POPULATION- Opportunities	
Attract a diverse mix of population to include singles, couples, children, retirees/seniors, empty nesters and families, as well as all ethnic backgrounds and income levels	15
Ability to age in place in all City Neighborhoods and affordably	10
Implement universal design for transportation, housing etc to address the needs of an aging population ie Senior friendly design/increased accessibility	6
Policies for aging in place to include affordability	5
Promote income diversity city-wide	3
Create policies for more equitable distribution of new growth	3
Create goals for people to become upwardly mobile	2
Continued increase in population	1
TOTAL	45



2011 CDP- Community Meetings: Vision, Issues and Opportunities	
	Total
HOUSING-Vision	
Placement of low income housing in balanced and not concentrated in any one area. Create balance of low-income housing and increase economic diversity	23
Adequate Infrastructure for homeless and mentally ill	11
True diversity of housing choices, including geographic proximity	3
Housing affordability	3
Variety of housing options by age, type and cost	3
Atlanta is the preferred residential area of the region	2
Jobs and housing close to each other	2
ADA guide middle class homeowners reclamation corporation like High Point on Hightower Road	
Total	24

Housing - Issues	
Vacant abandoned homes, code violation, absentee landlords	43
Code enforcement problems	24
Geographic concentration of Section 8 Housing	21
Vacant/abandoned/underutilized housing not contributing to the tax base.	12
City employees don't live in the City	10
Housing foreclosure crisis and its negative impact on neighborhoods	9
Open and vacant properties unaddressed	8
Need training for Section 8 renters	6
Ratio of homeowners to renters	5
Lack of diversity of housing types that meets the needs of singles, couples (young and empty nesters) and families	5
High vacancy rates	5
Homelessness/mentally ill discourage use of public facilities (library/parks)	4
Not enough/lack of affordable housing	4
Not enough quality rental housing	3
Affordability for public sector workers	2
Lack of housing for service providers (fire, police, water etc.)	2
Housing, the school system and types of jobs available affect growth and where it occurs	2
Affordable housing concentrated in some areas	2
Limit supportive housing/group homes	1

2011 CDP- Community Meetings: Vision, Issues and Opportunities	
	Total
Hurdles in affordable housing programs	1
Inventory of housing ample for new population (given high vacancy rate)	1
Low level of accountability for homebuilders/contractors	1
Mix/ratio of single family to multi family/apartments	1
Too much affordable housing	0
Inadequate controls for rental housing	0
Preservation of existing single family neighborhoods	
Total	172

HOUSING- Opportunities	
Increase/more efficient code-enforcement efforts	17
Attract homeowners to vacant housing	13
Maintain and promote affordable housing	10
Address open and vacant properties	8
Good housing stock, need recent graduates and professionals to move in.	8
Providing appropriate support services for homeless and mentally ill	8
More publicity of affordable housing programs	7
Develop multi-family for seniors/housing for aging population	6
Provide affordable housing for Atlanta Police, Fire and teachers, city employees – use foreclosed housing	5
Better code enforcement to improve housing stock	5
More diversity in housing by types and cost	4
Provide more affordable housing	4
Market housing and homeownership programs	4
Incorporate funding for In-rem properties	4
Better way to tract owner addresses/location	3
Coordinate with various agencies to encourage homeownership	3
NSP involvement to prevent foreclosure and keep families in homes.	3
Strong social safety net/ Increased services of homeless/mentally ill	3
Incentives for city employees to live in the City	3
Encourage home ownership	2
Address homeless with more single room occupancy rentals	2
Provide housing incentives to university staff	1



2011 CDP- Community Meetings: Vision, Issues and Opportunities	
	Total
Community land trusts (CLT) as a tool to provide affordable housing/redevelopment of vacant and foreclosed housing	0
Incentivize equitable development	0
TOTAL	123

2011 CDP- Community Meetings: Vision, Issues and Opportunities	
	TOTAL
NATURAL RESOURCES- Vision	
Preserve and enhance natural resources, especially streams, waterways, utility corridors)	12
Maintain the City's tree canopy	11
Sustainability in terms of energy, waste-recycling, water management, site design, land use and Green COA buildings	7
A clean and attractive City and neighborhoods	6
Promote urban agriculture	5
Lead the US in water resources and rainwater collection	5
Clean streams	3
Increase use of alternative energy options	3
Greener	2
Implement the adopted Greenspace Plan	1
Improve air quality	0
TOTAL	55

NATURAL RESOURCES- Issues	
Water pollution and air pollution	10
Brownfields and environmentally unhealthy land	7
Flooding	4
Erosion and stream bank erosion particularly along city creeks.	4
Flood zones need to be mapped/assessed and protected	4
Frequent flooding a consistent issue and quality of life issue	3
Natural resources not accessible (Chattahoochee River)	3
Covered streams	2
Lack of protection/preservation of trees and enforcement of regulations	2
Regulation and funding to address flooding lacking	2
Environment clean-up	2
Pollution of natural resources	2
Climate change - greenhouse gases	1
Lack of protection/preservation of resources	0
Total	46



2011 CDP- Community Meetings: Vision, Issues and Opportunities	
	TOTAL
NATURAL RESOURCES-Opportunities	
Greenways/waterways connections with economic development	8
Transformation of vacant land into urban gardens	8
Keep greenspace	7
Rainwater harvesting	7
Tree canopy preservation	6
Brownfield cleanup/remediation	5
Local food and community gardens, roof top gardens	5
Add trails and bicycle paths in natural areas	4
Daylight streams where appropriate to reduce flooding and provide floodplain	3
Better/more detailed floodplain mapping and flood protection	2
Promote green buildings and renewable energy sources – wind/solar	2
Sewer easements that can allow for trail use	2
Protect sewer easements for stream restoration.	2
Transformation of the Bellwood quarry into a new regional park	2
Create opportunities for fresh food, providing after school learning opportunities	2
More use of solar energy	2
Promote increased energy efficiency and sustainability	1
New approaches/attitudes toward watershed protection	1
Develop watershed plans for each basin	1
Protect and restore riparian corridors/stream banks	1
Trail use along sewer easements	0
"Lake terminus" in Gulch/downtown beach/reservoir	
TOTAL	73

2011 CDP- Community Meetings: Vision, Issues and Opportunities	
	TOTAL
HISTORIC RESOURCES- Vision	
Preservation of Historic African American neighborhoods and history. Preserve Westside neighborhoods and promote their development	21
Infill development preserves neighborhood character	9
Protect/preserve historic resources	8
Preserve and tell the story of our whole history what made us who we are	6
Historic resources are an attraction for the City	4
Neighborhoods rich in legacy	3
Recognition of local history with historical markers and recognizing significance	2
TOTAL	53

HISTORIC RESOURCES- Issues	
Lack of value of historic resources/lack of preservation of historic resources	10
Clean up of neglected cemeteries	7
Too much demolition of historic buildings	7
Deterioration of existing resources/buildings	7
City should be more proactive with recognizing and designating local historic districts	5
Difficult process for local designation	3
Lack of planning for historic and cultural resources	3
Lack of State/Federal support in historic/cultural resources preservation	3
Total	45

HISTORIC RESOURCES- Opportunities	
Support preservation of historic resources/structures/districts	7
Retain and enhance historic places and structures	7
Promote historic/heritage tourism through preservation (civil war to civil rights)	7
Restoration/rehabilitation of historic homes	6
Encourage adaptive use/ preservation of historic resources	6
Reuse of building stock and building facades	1
Increase number of interpretive signs/panels	0
Protect historic resources but allow architectural freedom in new construction	0
Buildg B*ATL trail before Battle of Atlanta 150 yr anniversary	
TOTAL	34



2011 CDP- Community Meetings: Vision, Issues and Opportunities	
	TOTAL
COMMUNITY FACILITIES- Vision	
General Government	
Fix City streets and infrastructure	23
More community centers (turn closed schools to community centers/charter schools)	8
Infrastructure keeps pace with the population growth	2
Water	
Long term water supply	10
Solve water issues	3
Water provision and cost	2
Public Safety	
Safe	12
Solid Waste	3
A clean City	4
Policies and programs that encourage cleanliness	3
Parks and Recreation	
More park space	5
Expansion and preservation of greenspace	4
Smart planning for parks/open space and greenspace. Some parks are not very useable	3
Small neighborhood oriented parks	3
More greenspace to improve community health	3
New parks, particularly West Side park	2
Abundant greenspace	2
Smart re-tooling of parks/open space and greenspace	0
Arts & Cultural Affairs	
An Atlanta Festival that attracts visitors from across the SE US for the arts, eating, drinking & fun	5
Woodruff Arts Center campus expansion	3
More Artistic (all arts)	2
Cultural center	2
Expansion of Cleveland Avenue Park	2
Authentic expression of culture	0
Empowerment of Adamsville Community Center rather than outsourcing	12

2011 CDP- Community Meetings: Vision, Issues and Opportunities	
	TOTAL
TOTAL	104
COMMUNITY FACILITIES- Issues	Total
General Government	
Need more investment to educate citizens about water use, energy use, recycling	6
Lack of funding for new infrastructure	5
Aging infrastructure	5
Service delivery at edge of City not adequate	2
Need more education about recycling, water use, energy use	0
Water	
Water fees too high	10
Drinking water availability	0
Sewer	
Sewer bills too high	15
Eliminate sewer spills	0
Stormwater	
Lack of stormwater management	4
Stormwater run-off and flooding	3
Limited stormwater budget	0
Too much impervious surface	1
Not enough drainage/clogged drains	1
Atlanta Police Department	
Drugs, prostitution, drug houses, open and vacant houses and thefts	20
Need more officers per beat	18
Perception of crime results from factors like abandoned homes, graffiti, low density areas that look "empty" and lack of sidewalks, parks and lighting	9
Need to expand police presence in neighborhoods with added precincts and patrols	8
Lack of street lighting is needed for neighborhood safety	7
High crime	6
Crime in neighborhood	6
Better police protection at MARTA stations	5
Crime is deterrent to community development	2
Size of the police force	2



2011 CDP- Community Meetings: Vision, Issues and Opportunities	
	TOTAL
Community policing needs to be improved/expanded	2
Atlanta Fire Rescue	
Fire Stations in need improvements	9
Keep fire stations open	9
Inefficient system of hydrant maintenance	4
Solid Waste	
Solid waste removal and pick-up of tires and illegal dumping	15
Litter and illegal dumping	10
Recycling service	3
Sanitation attention is lacking in some areas	3
Parks and Recreation	
Lack of greenspace/ per capita park acreage is insufficient	6
Lack of recreational facilities/active recreation	5
Not enough multi-purpose centers	5
Need well managed greenspace	5
Need better park maintenance	3
Some parks are neglected	3
Lack of planning for regional parks	2
Some parks are "left over property or flood areas with limited use. Their design makes them less attractive and safe.	2
More opportunities for parks needed in areas with higher density development where residents don't have yards	2
More recreational opportunities for youth	1
Inadequate coordination among various recreation facilities/services providers	1
Need improvements to parks	1
Arts & Cultural Affairs	1
Arts funding lacking and arts facilities lacking (including small scale)	5
Lack of a cultural resources development plan	4
Arts leaving the City	2
Cultural/arts opportunities aren't affordable	0
What are the issues with arts/attractions relocating out of the City.	0
Lack of regional coordination of public safety _____	0
More visibility from AFRD in creating a culture of wellness (EMS)	0
More collaboration with other quality of life groups/agencies/depts.	0

2011 CDP- Community Meetings: Vision, Issues and Opportunities	
	TOTAL
Schools and recreation centers as centers of hope. extend school and opportunity/recreational activities for youth	11
Rehabilitation of English Ave school as community ctr	8
Ensure that all parks are will maintained, recreation centers opened and staffed.	7
More parks/increased greenspace	6
Expand family-friendly facilities such as parks, paths, safe sidewalks, etc.	4
Increase greenspace/pocket parks/community gardens on vacant lots within residential areas	3
Implement West Side park	3
Increased programs for youth and seniors	2
More dog parks	1
Increased parks and trails along the BeltLine	0
Address specific needs such as areas for dog walking near condos and playgrounds.	0
Beautification programs, add landscaping in existing parks	0
Greenspace plan for District 7 as a mode citywide	0
Arts & Cultural Affairs	
Enhancing Cultural activities	3
Easy access to cultural venues	1
Clustering of attractions/amenities	1
New Cultural facilities	1
Promote public art	5
Cameras in urban areas	6
Increase number of fire fighters and EMTs	0
Increase resources for Fire special operations (rescue from high-rises, hazardous material containment)	0
Total	133



2011 CDP- Community Meetings: Vision, Issues and Opportunities	
	TOTAL
TRANSPORTATION- Vision	
Transit	
Expansion of MARTA and public transit service	22
Better regional transportation and connections with adjacent counties (from Midtown to Douglasville via Hollowell)	7
High speed rail to connect to the region	6
Focus on Transit Oriented Development	5
BeltLine tying into the neighborhood	4
Transit that is user friendly	2
Pedestrian/Walking	
Sidewalks are safe and in good condition throughout the City	19
More walkable city, increase awareness to share the road	8
Pedestrian friendly areas that are safe	2
Streets	2
No street name changes	19
Improved-increased street connectivity /better street connectivity between communities and neighborhoods	5
Smaller block sizes	4
Grid system of streets	2
New developments connecting to existing network	0
Other	
Use transportation and infrastructure investments to achieve linkages, community and economic development	13
A Healthy city in addition to being a walkable, viable city, focus on health with community gardens, urban agriculture	11
Improve transportation A city where a car is not required	6
Increased transportation options – better sidewalks and trails and move away from autos.	5
Expand/increase transportation options to include pedestrian, transit and bicycle infrastructure, block sizes	4
Easy movement across the city (for non-auto users)	4
Better connectivity/connections/walkability between neighborhoods	3
Improved transit/transportation options: BeltLine, trails, bike and sidewalks	3
Prepare neighborhood infrastructure for 21 st century modes of transportation	3
Address parking	2
Alternatives to car	1
Less emphasis on auto-based planning (parking requirements)	1

2011 CDP- Community Meetings: Vision, Issues and Opportunities	
	TOTAL
Reduce role of vehicles/car	1
More effective transportation	0
Transforms major corridors from barriers to linkages/ knit neighborhoods together	0
More bike lanes in Downtown Atlanta	
Make one transportation authority to oversee all of the public transportation	
TOTAL	164
TRANSPORTATION- Issues	
Lack of public trash receptacles and maintenance/street cleaning	14
Lots of potholes in streets	13
Roadways/infrastructure decay. There is overwhelming need for repair/maintenance	13
Lack of connectivity between sidewalks, bike trails and MARTA	12
Lack of sidewalk connectivity	12
gutters and poor/lack of street lighting, street trees, narrow sidewalks	12
Lack of funding for MARTA	12
Lack of ADA compliance and lack of funding for ADA	11
Connect neighborhoods with the BeltLine	10
Need more rail/ transit opportunities	10
Lack of walkability	8
Downtown parking is expensive and lacking	8
Lack of pedestrian accessibility. Not a walkable community	7
Sidewalks in poor condition	7
Sidewalk maintenance policy	6
Too many parking lots downtown	5
Traffic/congestion	5
Traffic congestion and unsynchronized traffic lights.	5
Transportation network needs improvement to foster economic development	5
higher density mixed use development.	5
Consistent standards for road repairs needed. Bonds for contractors needed.	4
Need to have ways to bike and walk safely	4
Bridges in the city are in disrepair and unsafe	4
Traffic congestion impact neighborhoods and businesses	4
Some streets are too narrow	3



2011 CDP- Community Meetings: Vision, Issues and Opportunities	
	TOTAL
No density around transit	3
Street maintenance	3
Lack of street network	3
Reliance on cars to get to parks and other places	3
Lack of bicycle facilities	3
Poorly maintained rights-of-way	2
Too car reliant	2
Lack/need better bus shelters	2
Park Atlanta is a deterrent to businesses	2
Walkability and safety of downtown	1
Losing out on federal funds due to lack of local matching funds	1
Transportation development is too disjointed	1
Less surface parking	1
Traffic calming harms cyclists	1
Lack of mobility options	1
School are not all connected with sidewalks	1
Lack of State funding	1
Need more east/west connectivity	1
Low flying airplanes impact neighborhoods	1
Streets have been built for high speed not as urban streets	1
Lack of infrastructure/resources for non-motorized transportation	0
City at disadvantage for regional policies that favor suburban development and urban sprawl	0
Downtown Connector	0
Major corridors bisect communities	0
Lack of synchronization of work in the right of way among departments/agencies.	0
Parking enforcement	0
Inadequate taxis and transit to support tourism	0
Need to consider cyclist facilities as transportation and not recreation	0
Total	233
TRANSPORTATION- Opportunities	Total
State support of MARTA	14
Improve public transportation (expand routes and hours of operation)	10

2011 CDP- Community Meetings: Vision, Issues and Opportunities	
	TOTAL
The BeltLine	10
Implement a commuter tax	9
Implement sidewalk and streetscape improvements	9
Implement the streetcar	8
Promote/increase walkability and pedestrian accessibility.	8
More streetscapes, lighting and trees	7
Wider sidewalks and narrower streets	6
Extend streetcar to other areas/activity centers	5
Increased financial support for MARTA	5
Trails/Beltline trails	5
Parking tax	5
Regional transportation tax (HB 277) to support transportation improvements	4
Increase lighting for pedestrian safety	4
Less emphasis on auto based planning	4
Increased walkability/pedestrian accessibility	3
Connect universities with streetcar	3
Commuter Rail	3
Increased street connectivity	3
Re think street design manual	3
Private/public cooperation	3
Expand biking facilities	2
Create a funding source to maintain sidewalks	2
Well maintained city streets, without metal plates	2
Need on-street parking policy that is supportive of small businesses	2
Focus transit around density	2
Improve transit connections to community destinations	2
Major corridors should knit/unite communities and neighborhoods	2
Coordinate with MARTA to keep MARTA stations and bus stops clean	2
Improved accessibility to Downtown	2
Extend MARTA's greenline to Cobb County	1
Improvement of main corridors with streetscape	1
Better transit	1
Better east/west connectivity	1



2011 CDP- Community Meetings: Vision, Issues and Opportunities	
	TOTAL
Cancel the BeltLine, redirect its resources	1
Complete streets policy	1
Improved sidewalk connectivity	0
Increased shared parking	0
Increased transportation funding thru HB 277	0
Better infrastructure for non-motorized transportation	0
Airport expansion	0
Coordinate utility work/improvements with street maintenance and improvements.	0
Smart tech transportation solutions	0
Parking authority	0
<u>Cancel Park Atlanta contract</u>	0
<u>Continue to price and enforce parking - ok to pay to park in public streets</u>	0
TOTAL	155

2011 CDP- Community Meetings: Vision, Issues and Opportunities	
INTERGOVERNMENTAL COORDINATION-Issues	TOTAL
Lack of coordination between APS and the city for school location decisions and the infrastructure needed such as sidewalks to reach schools	6
Lack of coordination with other governments	6
More NPU participation in Regional Planning	6
Lack of communication among other cities/areas of North Fulton.	1
Lack of public safety coordination	0
Total	19

INTERGOVERNMENTAL COORDINATION-Opportunities	TOTAL
Increase intergovernmental coordination	4
Improve intergovernmental cooperation in education – schools, technical colleges, universities, council on education. Take advantage of educational resources	3
Increase coordination between City and County	2
Consolidation of Atlanta and Fulton County	2
TOTAL	11

2011 CDP- Community Meetings: Vision, Issues and Opportunities	
	TOTAL
LAND USE- Vision	
Respect the character of the City's residential neighborhoods.	17
Promote neighborhood scaled nodes with retail goods, cultural opportunities	16
Preserve single family neighborhoods	15
Stable neighborhoods. Maintain the character of neighborhoods	11
Flexible development rather than big development to avoid vacant land when a development falls thru.	9
Respecting the character of our community and enhance that with the services that need to be there and include areas for employment	9
Rehabilitate existing neighborhoods to make them attractive to young professionals	7
Create synergy with adopted plans/ Comprehensive Plan that creates synergy between community desires and city implementation	6
Linked and connected – use amenities and connections to stitch together neighborhoods business center.	5
Allow managed growth without destroying neighborhood integrity	3
Density should be linked to true urbanization and change mode/project linkages	2
Form based planning	2
Balance in density and existing community character. Encourage infill and protect existing community character	2
More balanced distribution of growth, built upon the beltline as a way to make core areas stronger	1
Enhance neighborhood fabric	0
Housing scale should be appropriate/compatible	0
Focus on the in between	0
Vibrant urban core	0
Ensure quality growth	0
Low density City that had amenities of a larger city	0
Create greenspace with new density	
Total	105

	TOTAL
LAND USE- Issues	
Lack of zoning and code enforcement	38
Lack of balanced development in the City (north vs. south of I-20). Reverse lack of development south of I-20.	21
More effort needed in coordination/implementation of community plans (redevelopment plans, LCI, neighborhood plans, Beltline plans, corridor plans)	15
Lack of redevelopment and/or new investment in neighborhoods	10



2011 CDP- Community Meetings: Vision, Issues and Opportunities	
	TOTAL
Lack of community voice in land use/zoning/development	9
Ban cash parking in private lots	8
Limit the impact of high density development on adjacent lower density areas	5
More education needed in planning and development process	4
Weak enforcement of adult entertainment	4
More notice for land use amendments	4
Not enough density to support transit	3
Lack of sustainable vision in development	3
Too much parking	3
Increased buffer and landscaping between land uses/zoning is needed	3
Lack of flexibility in zoning code for older built-out areas.	2
Too much demolition of all types of structures	2
Lack of coordination and implementation	2
Need to balance office, residential and retail uses in downtown and other areas	1
I-2 zoning	1
Density is too low to support commercial uses	1
Total	139

LAND USE- Opportunities	Total
Redevelopment of blighted areas/corridors	15
Implementation of adopted plans and studies/ consider more short term items and phasing/ Coordinate plans and studies for more effective implementation	14
Support Transit Oriented Development/density around transit	10
Improved code enforcement of both commercial and residential development	10
Discourage demolition of single family residential and instead encourage preservation	9
Higher density and mixed use development needed along major transportation corridors	7
Develop commercial uses that is accessible to transit	5
Improve character of Southside	5
Balanced residential and retail/commercial growth	3
Need to balance density and neighborhood character	3
Enhance urban design	3
Preserve existing neighborhoods	3
Channel/direct project growth equitably throughout the City	2

2011 CDP- Community Meetings: Vision, Issues and Opportunities	
	TOTAL
Develop impact fees in line with true impact	2
Redevelopment of walled-off apartment communities with compatible mixed-use development	2
Attract better quality commercial/retail/services land uses	2
Need a more balanced approach to growth, look at regional perspective	1
Accommodate density and new development in appropriate places, balanced growth	1
Forging new relationships to address growth and development issues	1
Expand use of Transfer of Development Rights	1
Consolidate land to encourage larger development	0
Ability to build density where appropriate should be easier	0
Use transitional buffers	0
Clean up all areas of the City	0
TOTAL	99



2011 CDP- Community Meetings: Vision, Issues and Opportunities	
	TOTAL
OTHER- Vision	
Participation/engagement	
Community of neighborhoods that work together with the City	5
Have citizens take ownership	4
Tighter working relationships with various departments in the city	2
Better communication with the city and a process to ensure follow thru	3
Residents and communities take ownership of their city	3
Improved electronic communications in City Government. More on-line and streamlined services.	2
Create citizen committees for input	0
Education	
School: smaller scale to serve neighborhoods	13
Share recreational facilities between schools and city	3
City Government	0
More consolidated and coordinated City	0
Accountability and transparency	8
City needs to think more regionally	0
Implementation and phasing	0
Misc	
Heritage, history and hospitality	8
World class with international appeal/International renown	6
Housing, education and transportation are major factors in the City's livability	4
Livable City	3
International City – diversity, tolerance, history	2
Partners – public/private/non-profit	2
More alternatives to incarceration such as alternative sentencing, diversion and treatment.	2
Atlanta is the greatest city in the US	1
Atlanta is the epicenter for human and civil rights	1
Need a City slogan. Dream Big	0
Have a big picture	0
Social Safety net	0
Humane / Equitable /Intelligent	0
Cooperative/Collaborative	0

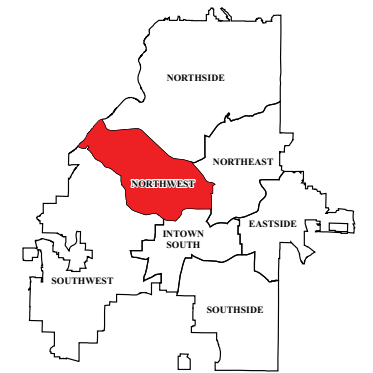
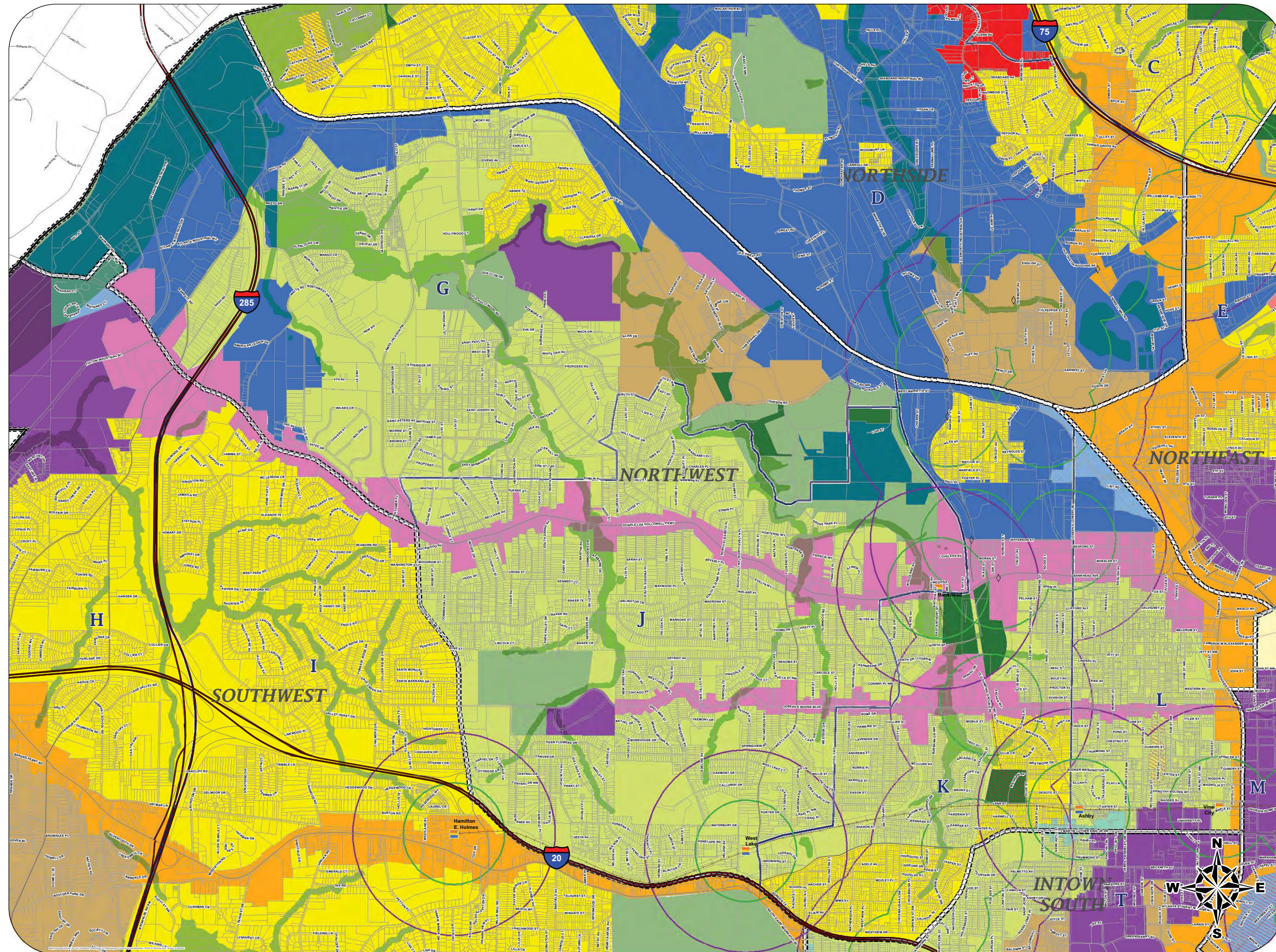
2011 CDP- Community Meetings: Vision, Issues and Opportunities	
	TOTAL
Heart of the region	0
Balanced	0
Well managed	0
Create an identity	0
Atlanta to be the leader in “_____”	0
A green walkable city that accommodates an aging population and provides and maintains adequate infrastructure	0
TOTAL	72
OTHER- Issues	TOTAL
Need to have better citizen involvement and education for meaningful input/NPUs not listened to	9
Younger community needs to be engaged	9
Lack of accountability	7
Health issues remain unaddressed at the local level due to lack of access and affordability issues	6
Major projects are not adequately sensitive to community stakeholders	4
Lack Communications from City Hall	3
Taxes in suburbs lower	2
Fractured city policies	1
Entrenched sources of influence	1
Issues are compounded by population growth	0
Lack of technical assistance for community groups to be able to adequately understand and address issues	0
EDUCATION	
Need to improve schools citywide	12
Quality of educational system/school board	9
Shools	9
Education should be integrated into the City’s comprehensive plan	6
Low graduation rates	4
Need to legislate APS and accountability	4
Local kids don’t benefit from the excellent higher education	3
Education system citywide isn’t producing graduates ready for work	2
Lack of collaboration with Universities and City Government	2



2011 CDP- Community Meetings: Vision, Issues and Opportunities	
	TOTAL
Total	91
OTHER- Opportunities	TOTAL
Allow greater public input to address neighborhood concerns	13
Focus on working with neighborhoods as asset	3
Civic participation	3
Clear direction of where the City is going and its needs	3
Create civic services program for youth (particularly high school students).	3
Strategies for improved City/neighborhood partnerships	3
Meaningful Community involvement, particularly regarding transportation corridors	2
Expand health and wellness campaign/information center	2
Additional funding sources such as commuter tax, income tax, city owned garages	1
More accountability and transparency regarding revenue	1
Civic involvement should be encouraged	1
More coordination between DPCD and DPW	1
Greater opportunity for partnerships to address certain issues	0
Have a more collaborative process instead of adversarial: pro/con	0
Modify process for organizing/recognizing new neighborhoods	0
Office of Planning can do more education with NPUs	0
Education	
Quality education at all levels and throughout the city	15
Expand and market programs for youth and adult training	3
Take advantage of educational institutions	2
Better public relations for educational system	1
Ensure better transition of service delivery, plans, government affairs and enhancements across administrations	1
TOTAL	58

STUDY AREA #1 - NORTHWEST

2011 CDP



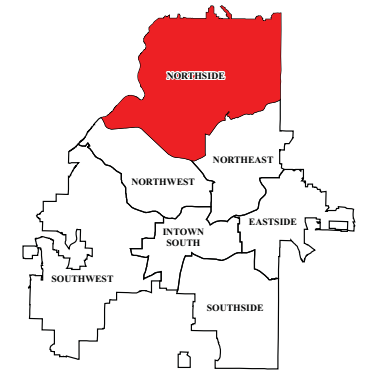
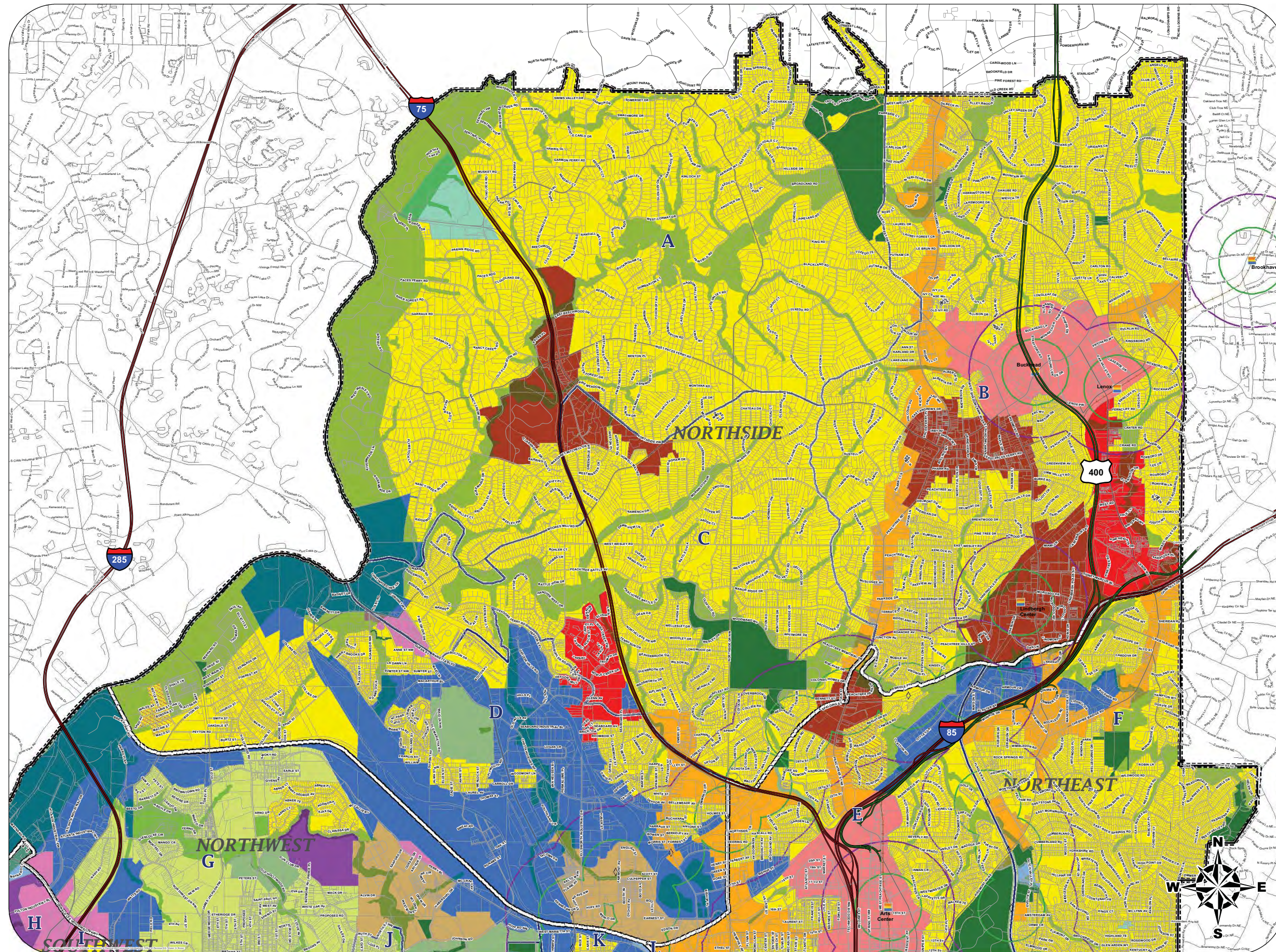
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- PROPOSED BELTLINE STATION
 - STREETCAR ALIGNMENT
 - MARTA RAIL STATION
 - MARTA Distance**
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 - 1/2 mile
 - STUDY AREA
 - NEIGHBORHOOD PLANNING UNIT
 - PARK
 - CONSERVATION GREENSPACE
 - DOWNTOWN
 - INDUSTRIAL
 - INDUSTRIAL LIVE - WORK
 - INTOWN CORRIDOR
 - NEIGHBORHOOD CENTER
 - REDEVELOPMENT CORRIDOR
 - REGIONAL ACTIVITY CENTER
 - SUBURBAN AREA
 - TOWN CENTER
 - TRADITIONAL NEIGHBORHOOD DEVELOPING
 - TRADITIONAL NEIGHBORHOOD EXISTING
 - TRADITIONAL NEIGHBORHOOD REDEVELOPMENT
 - OTHER
 - CONSERVATION GREENSPACE (HISTORIC)
 - INDUSTRIAL LIVE - WORK (HISTORIC)
 - REDEVELOPMENT CORRIDOR (HISTORIC)
 - TRADITIONAL NEIGHBORHOOD EXISTING (HISTORIC)
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STUDY AREA #2 - NORTHSIDE

2011 CDP



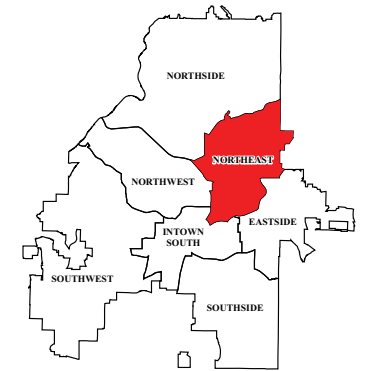
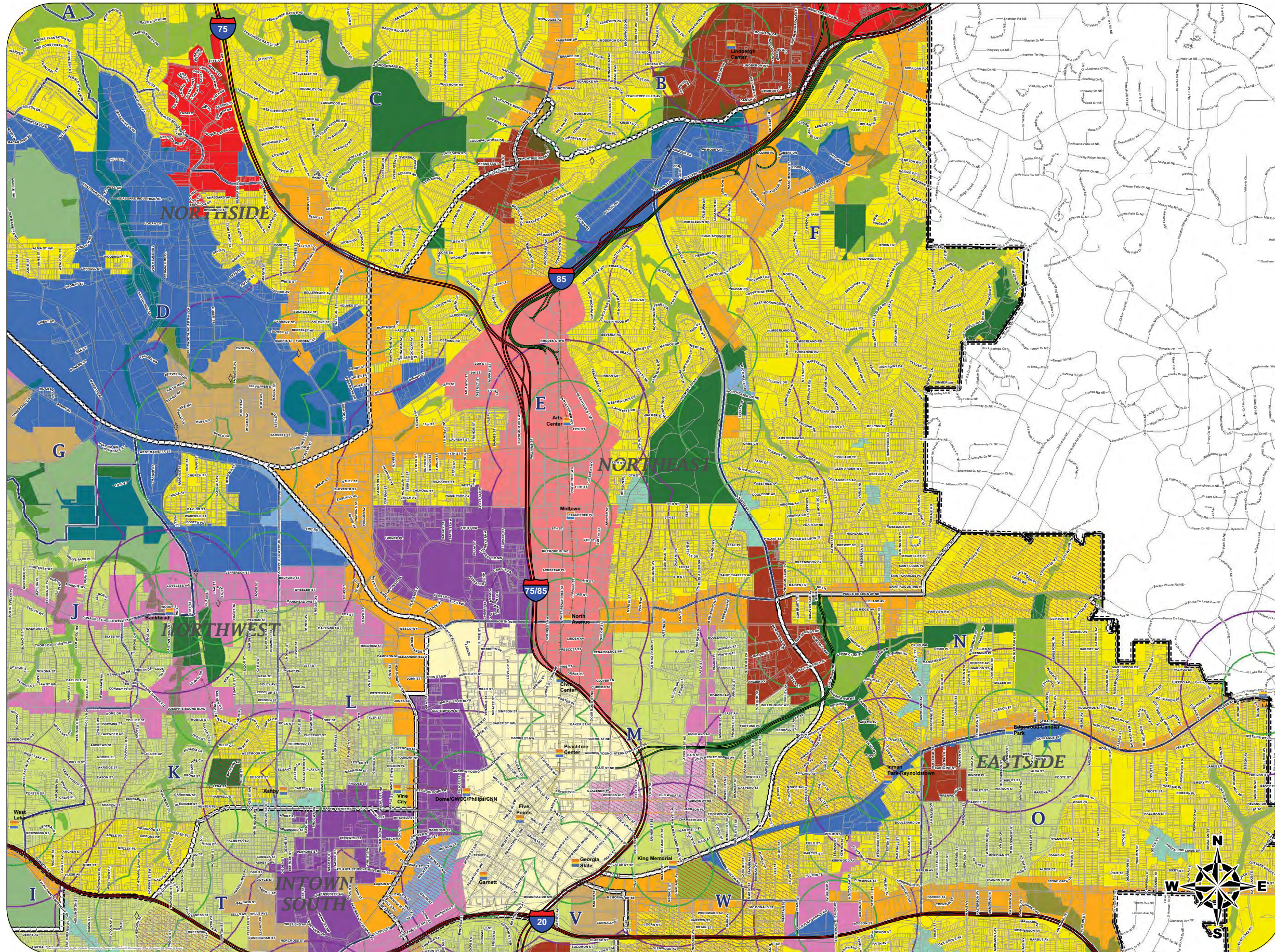
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STUDY AREA #3 - NORTHEAST

2011 CDP

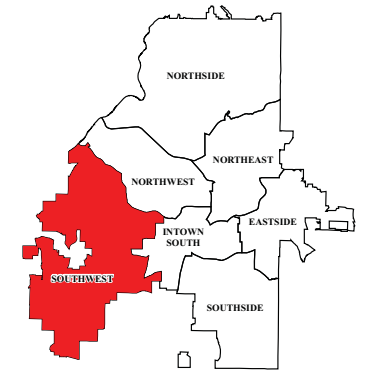
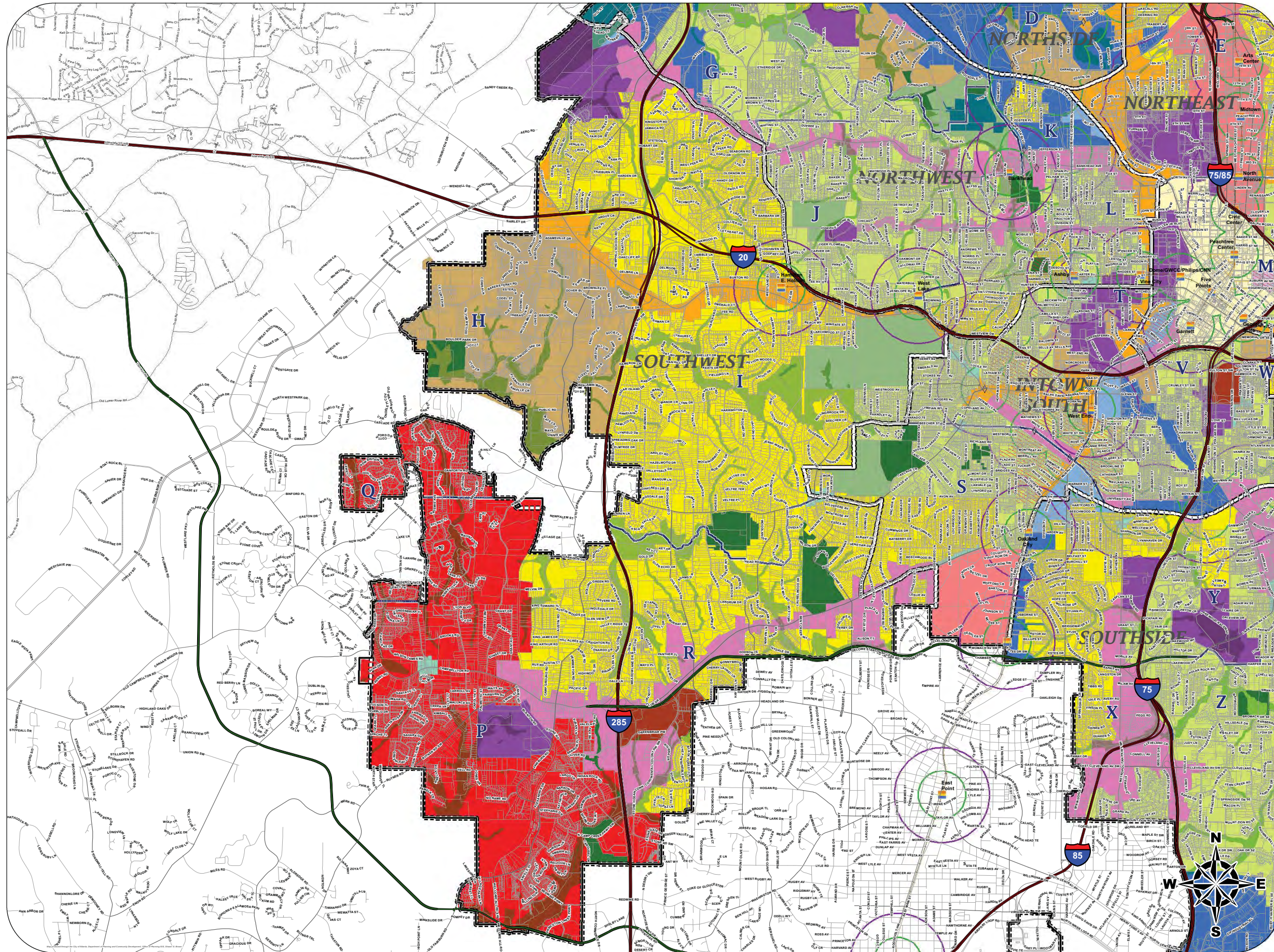


CHARACTER AREAS

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STUDY AREA #4 - SOUTHWEST

2011 CDP



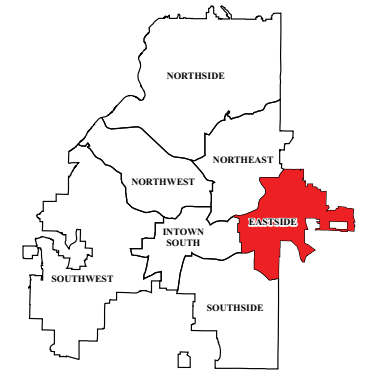
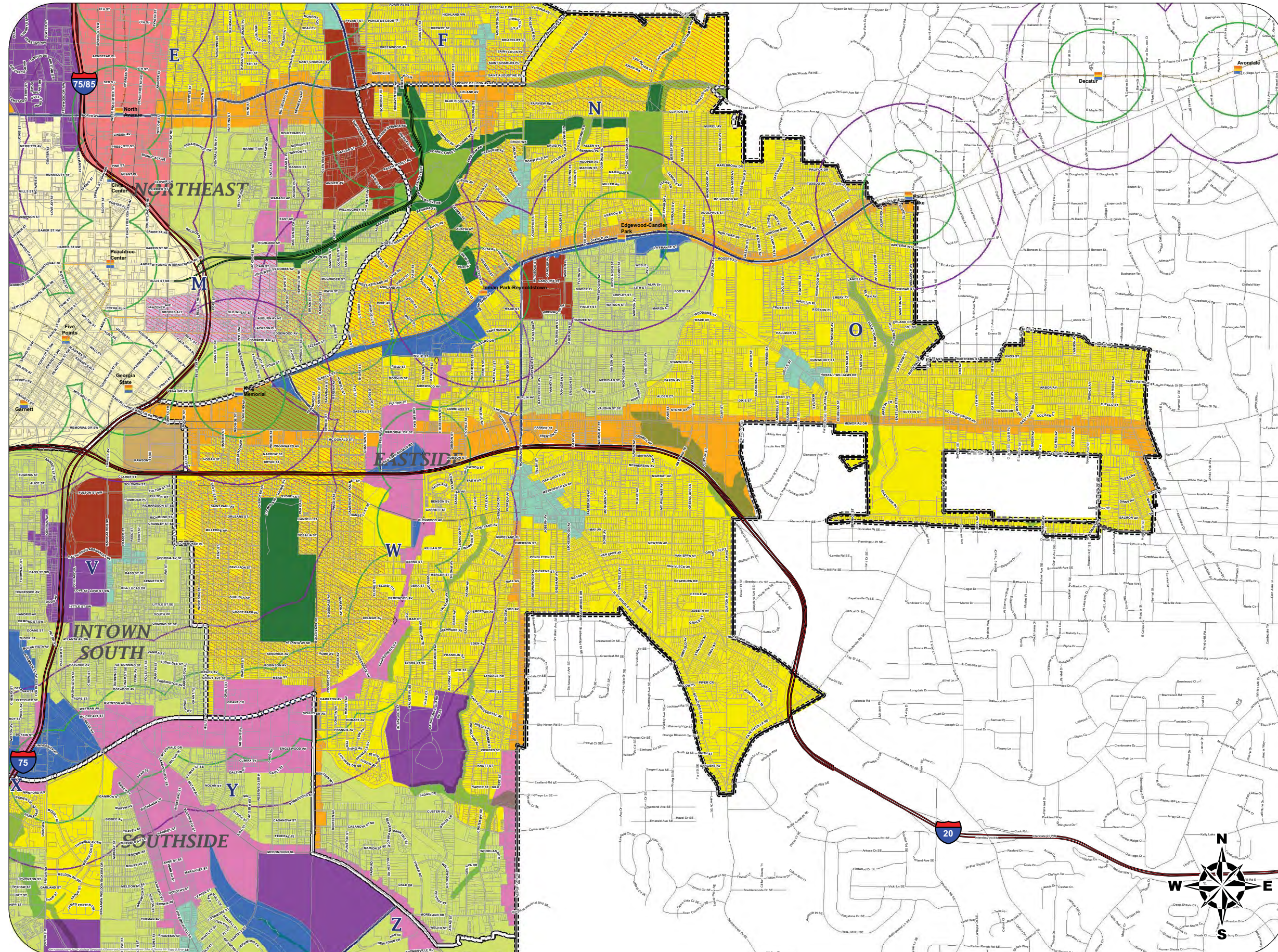
CHARACTER AREAS

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 - MARTA Distance
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 - 1/2 mile
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STUDY AREA #5 - EASTSIDE

2011 CDP



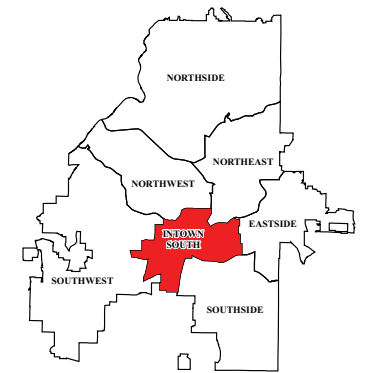
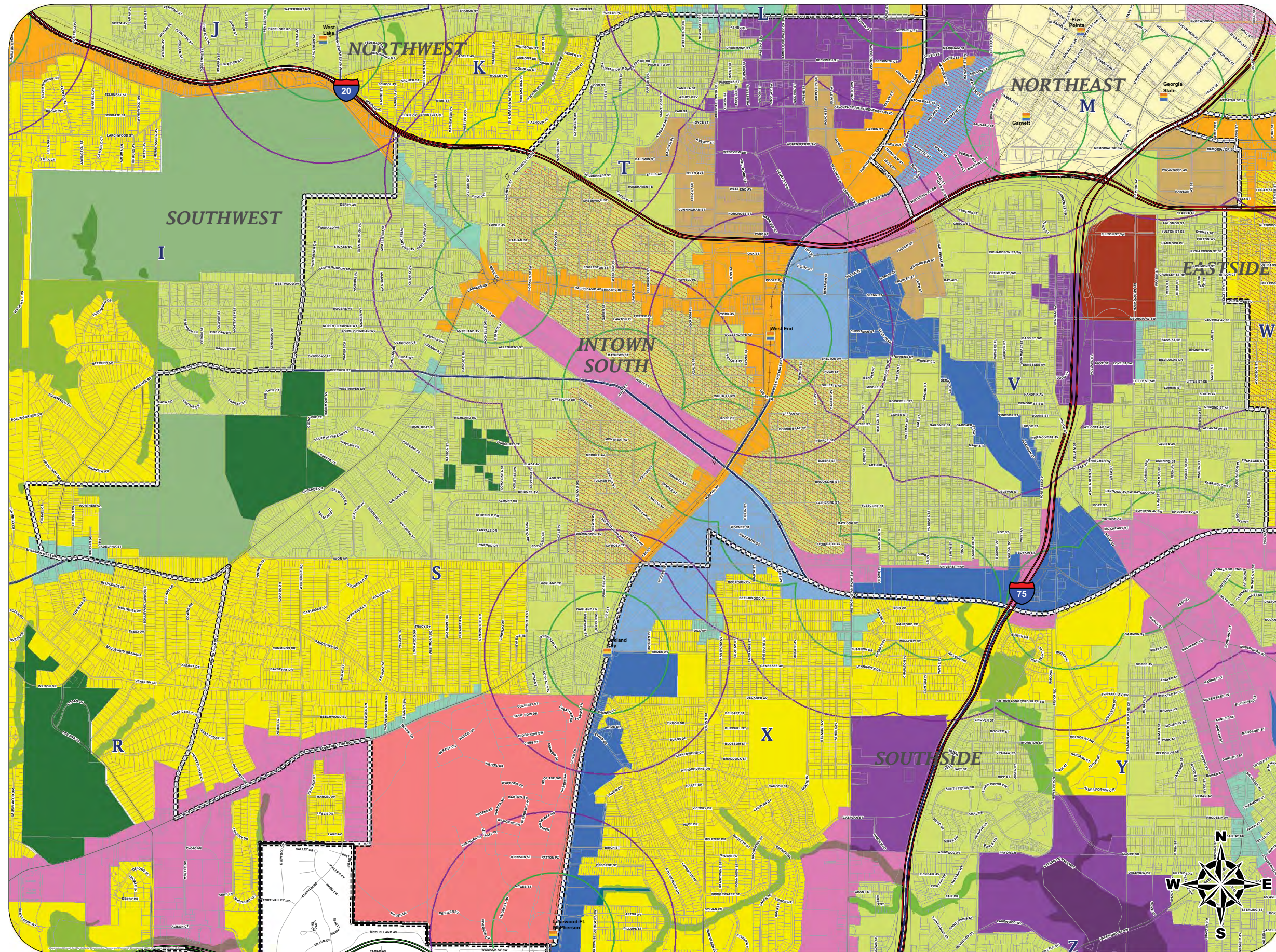
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STUDY AREA #6 - INTOWN SOUTH

2011 CDP



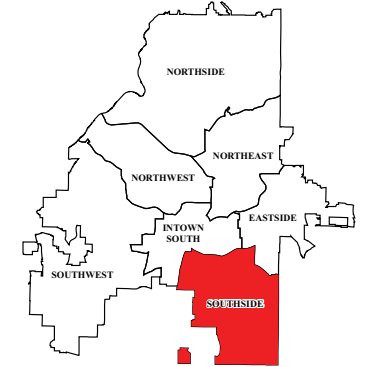
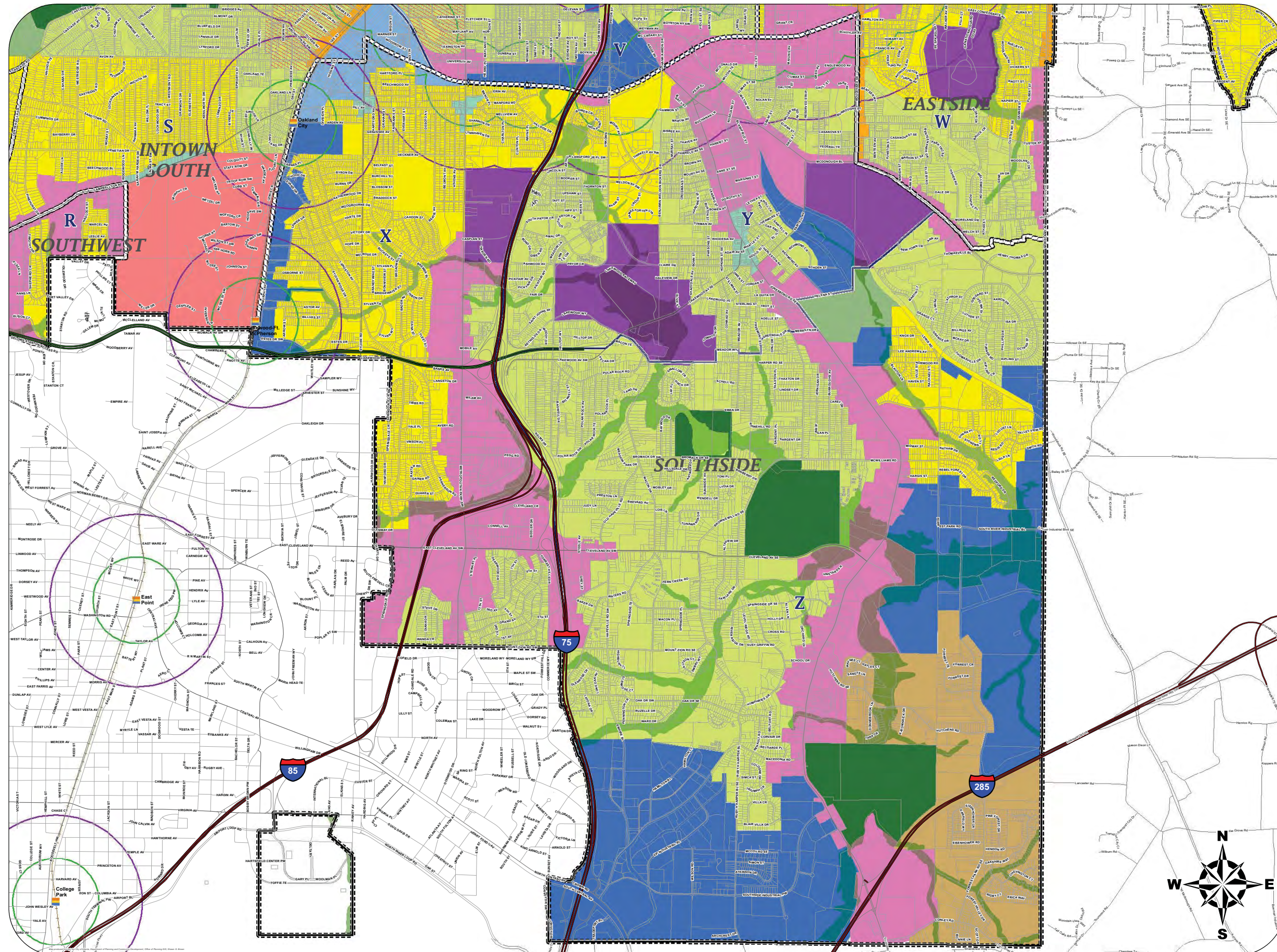
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 - MARTA Distance**
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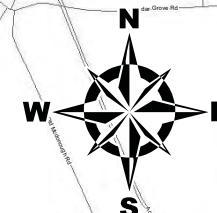
STUDY AREA #7 - SOUTHSIDE

2011 CDP



CHARACTER AREAS

- LEGEND**
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 - REGIONAL ACTIVITY CENTER
 - SUBURBAN AREA
 - TOWN CENTER
 - TRADITIONAL NEIGHBORHOOD DEVELOPING
 - TRADITIONAL NEIGHBORHOOD EXISTING
 - TRADITIONAL NEIGHBORHOOD REDEVELOPMENT
 - OTHER
 - CONSERVATION GREENSPACE (HISTORIC)
 - INDUSTRIAL LIVE - WORK (HISTORIC)
 - REDEVELOPMENT CORRIDOR (HISTORIC)
 - TRADITIONAL NEIGHBORHOOD EXISTING (HISTORIC)
 - TRADITIONAL NEIGHBORHOOD REDEVELOPMENT (HISTORIC)



0 0.25 0.5 Miles



2011CDP

