

WESTSIDE TAD NEIGHBORHOODS STRATEGIC IMPLEMENTATION PLAN FOR THE NEIGHBORHOODS OF VINE CITY AND ENGLISH AVENUE

LEGEND

- EXISTING USES
 - COMMERCIAL/RESIDENTIAL
 - INSTITUTIONAL
- PREVIOUS STUDIES PROPOSED/IMPLEMENTED USES
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Atlanta's central business district is bordered on the West by the two historic single-family neighborhoods of Vine City and English Avenue. Ravaged by decades of depopulation, disinvestment, escalating crime and social-ills, residents living in both neighborhoods face significant socioeconomic challenges:

- More than 50% of the population lives below the poverty line.
- Over 80% of the children attending school receive free or reduced lunch.
- The average median household income is approximately \$23,000.
- Only 17% of the housing units are owner occupied.

Numerous past planning efforts have failed to impact measurably these communities. In order to address ongoing economic disparity and enhance the quality of life for these residents, Invest Atlanta engaged APD Urban Planning and Management and its sub-consultants (the Team) to provide comprehensive, strategic and implementation planning services for these Tax Allocation District (TAD) communities (the Westside TAD Neighborhoods).

Despite the identified challenges, the Westside TAD Neighborhoods have many significant assets which can be leveraged to encourage reinvestment. Ideally located, the neighborhoods are adjacent to two MARTA stations, the Atlanta University Center, Fortune 500 companies, a major convention center, professional sports venues, and Atlanta's Central Business District. There are also significant historic and cultural assets in these communities, which were home to notable civil rights and civic leaders, including Martin Luther King, Jr., Julian Bond, Maynard Jackson, and Alonzo Herndon.

Shaped over an eight month period through a process designed to facilitate short-term catalytic

redevelopment and guided by a neighborhood master planning framework, the Westside TAD Neighborhood Strategic Implementation Plan (the Plan) builds on years of planning and community involvement. Inherent in this Plan are recommendations that leverage the strengths of these communities by stabilizing existing conditions in a manner that reinforces residential quality of life, maintains affordability, and establishes a foundation for reinvestment.

The primary goals of the Plan are to: 1) create a cohesive, sustainable vision for the Westside TAD Neighborhoods that will guide future redevelopment; and 2) build human capital and increase job creation as an economic development strategy. These goals will be accomplished by:

- Identifying specific recommendations for connections to downtown and surrounding areas
- Improving and increasing walkability within the project area
- Addressing watershed management issues while maximizing park and greenspace opportunities,
- Reducing crime within the project area
- Improving the quality and mix of housing stock
- Identifying three to five key short term development opportunities as priority projects
- Integrating job creation opportunities into redevelopment scenarios
- Promoting public/private partnership opportunities among developers and interest groups
- Identifying opportunities for development of a resource center in a central location that could provide access to the human services needed by residents.

The implementation strategy is organized into three distinct phases: stabilization, pre-development and execution.

EXECUTIVE SUMMARY

Stabilization

Neighborhood stabilization is essential for improving the quality of life for existing residents and to attract future investment. The stabilization strategy includes a three-pronged approach that 1) addresses safety, 2) supports existing residents and businesses, and 3) enables property control through acquisition, land banking and property management.

Four existing programs have been identified as key components to creating and maintaining safe communities: Code Enforcement, Atlanta Police Foundation Housing Incentive Program, Crime Prevention through Environmental Design (CPTED) and the In Rem Foreclosure Process. Code Enforcement offers the greatest visual impact through vacant lot maintenance and demolition of vacant and unsafe buildings. The Atlanta Police Foundation Housing Incentive Program acts as a deterrent to criminal activity by increasing police presence through incentivizing the residency of law enforcement officers. The MARTA Transit Oriented Development (TOD) Design Guidelines serve as an example of how CPTED has been previously implemented to support community safety. Lastly, the In Rem Foreclosure Process is a tool through which vacant and abandoned properties with specific liens can be foreclosed, transferred to the Land Bank Authority and then put back into productive use.

Low Income Housing Tax Credits (LIHTC), which can be used to fund affordable housing development in the Westside TAD Neighborhoods, is another tool which supports property control. Land banking can be also used by a municipality to acquire and hold property in order to redevelop and return it to the tax base. In contrast, the community land trust is a land banking model administered and overseen by the community rather than the municipality. Programs geared toward keeping existing residents in their homes and that support property management include: homeowner and rental rehab assistance with emergency repairs, financial assistance to address code violations and minor home repair.

Predevelopment

The predevelopment process outlines steps that need to occur before a project is ready to be built. Administrative and programmatic infrastructure must be established to undertake an effort of this scale. A project management governance structure that includes an ongoing Project Management Team is recommended to manage the wide range of predevelopment activities. These activities include: 1) establishing zoning that aligns with the vision, 2) designing guidelines that protect the fabric of the community and 3) developing human capital.

The Project Management Team will provide oversight of day-to-day operations, document and ensure that all processes adhere to the Plan, coordinate with existing programs and agencies and develop a marketing strategy to attract new businesses, investment and homeowners to the area.

Because rezoning processes can add months to the pre-development stage of a project, zoning often deters investors and serves as a barrier to development. Additionally, some zoning categories do not promote compatible redevelopment, as is the case for English Avenue. Rezoning recommendations provide for orderly and aesthetically pleasing development by establishing sufficient design and development standards and criteria for maximum public benefit. Design guidelines are tools that a community can use to ensure that new developments contribute to the community vision. The creation of a pattern book/design guidelines for new development will help encourage vibrant, safe and pedestrian-friendly communities while developing a sense of place and continuity, and also maintain the heritage of the area. These predevelopment strategies are important to ensure the protection of the historic fabric of the Westside TAD Neighborhoods and should be in place prior to development.

The strategy for human capital development focuses on using demographic data, needs assessment, and neighborhood economic analysis to assess the social service needs within the community. The strategy identifies existing service providers as well as potential agencies that could provide additional services.

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The establishment of the resource center will allow for all services to be co-located, accessible to both neighborhoods, and provide opportunities for current and future residents to benefit from redevelopment opportunities.

Execution

After the Westside TAD Neighborhoods have been stabilized and predevelopment activities have commenced, implementation of new projects can begin. Project Priority Areas have been identified utilizing a Decision Making Matrix. These areas meet predevelopment and market criteria needed for a project to be implemented within two to three years. The five identified Project Priority Areas include:

- Martin Luther King Jr. Drive,
- Joseph E. Boone Boulevard,
- Northside Drive Entertainment District,
- North Avenue & Northside Drive,
- James P. Brawley Drive.

In order to achieve the vision of making Martin Luther King Jr. Drive the premier “M.L. King Jr. Corridor” in the nation, thoughtful streetscape revitalization is needed. This revitalization should build upon existing cultural assets, market research, retail strengths, and planned infrastructure projects to create a mixed-use town center with a strong sense of place. An inviting pedestrian realm can be created through incorporation of raised medians, pedestrian focused signals/crosswalks, improved lighting, and appropriately scaled planting strips. For the desired effects to be achieved, these streetscape improvements should be made in conjunction with facade improvements for existing businesses.

The program for Joseph E. Boone Boulevard encourages historical tourism by establishing a connection to the new National Center for Civil and Human Rights (NCCHR) from Joseph E. Boone Boulevard to Historic Sunset Avenue south to Martin Luther King Jr. Drive. These streets form the core of what could be a robust destination and activity node centered on the rich civil rights history of the Westside TAD Neighborhoods.

A high-intensity, mixed-use entertainment district along Northside Drive would capitalize on the activity generated by the Georgia World Congress Center and Georgia Dome and leverage a proposed extension of Andrew Young International Boulevard to Northside Drive. Existing property assemblage makes this node viable.

The priority project area at the junction of Northside Drive and North Avenue includes eight blocks of mixed use development, and a spur of the planned multi-use trail that will connect to the Atlanta BeltLine. Significant existing site control by Bethursday Development Corporation and Antioch Baptist Church makes this node viable.

Residential redevelopment is proposed along the James P. Brawley Drive corridor. This project area serves to attract development to the heart of the Westside TAD Neighborhoods. James P. Brawley Drive is the only north-south through street connecting the two neighborhoods. Significant existing site control by the Atlanta Housing Authority within the Vine City neighborhood makes this node viable. The intersection of James P. Brawley Drive and Joseph E. Boone Boulevard also serves as a centrally located node. Another priority for redevelopment is the intersection located at Cameron Alexander Boulevard, where a significant amount of criminal activity currently occurs.

Project Approach

In order to better understand both the perspective of the community and other stakeholders who support the redevelopment of the Westside TAD Neighborhoods, meetings were held with residents, civic leaders, developers, businesses owners and other key constituents to solicit input. Market research was used to gauge how best to position a redevelopment strategy within the context of competitive development opportunities throughout metro Atlanta. The result of this process is a broad-based residential and economic strategic implementation plan that prioritizes human capital development as an integrated component of the overall redevelopment strategy. While the strategy of reinvestment focuses on physical transformation, the most critical aspect of this work involves assuring that

community members are engaged as key players in the transformation and share in the excitement and enthusiasm generated by future possibilities.

The Plan is organized in five sections:

The introduction identifies the primary focus area and the overall vision and goals.

The community engagement section provides a detailed overview of the three public meetings that were conducted to confirm priority redevelopment initiatives that are foundational for the development of the Plan. This section of the Plan also captures input that was received during one-on-one meetings and small group interactions with residents.

The inventory and analysis section captures important elements of the planning process such as existing conditions, establishes the overall framework for the Plan, and recommends criteria for making redevelopment and human capital investment decisions.

Job creation and human capital development is a primary focus of every aspect of the overall implementation strategy. Within this section strategies are advanced and areas of focus are identified. A key recommendation is the establishment of the resource center to deliver social services, grow existing businesses, provide technical assistance, build human capacity and provide job training.

The final section details the execution of the implementation strategy, including the previously discussed priority project areas. Also included in the section is an important strategy designed to develop a marketing and branding tool kit to market the Westside TAD Neighborhoods. The Marketing Toolbox, as outlined in this section, is designed to ultimately align broad community attitudes with the vision communicated by residents who are passionate about the neighborhoods' history and culture, and the future.



Herndon Home Museum

INTRODUCTION



In late 2011, Invest Atlanta (IA) solicited proposals from consultants to provide “comprehensive, strategic, planning services for the Westside Tax Allocation District (TAD) Neighborhood Area.” This area is primarily comprised of the English Avenue and Vine City neighborhoods (Westside TAD Neighborhoods).

In late 2012, APD Urban Planning & Management, LLC. and its sub-consultants Cooper Carry, Kimley-Horn and

Associates, Inc. and Planners for Environmental Quality (the Team) were selected by IA to create a strategy that would serve as a catalyst for redevelopment activity resulting in job creation and quality of life improvements for the Westside TAD Neighborhoods. This Plan is intended to be the initial step in the revitalization of the two neighborhoods, from project identification, to stabilization and project execution.

PROJECT AREA

The Westside Tax Allocation District Neighborhood Area, (Westside TAD Neighborhoods), is comprised primarily of the English Avenue and Vine City neighborhoods. It is located south of Jefferson Street, west of the railroad tracks, north of Martin Luther King Jr. Drive and east of Joseph E. Lowery Boulevard. It also includes the major corridors of Donald Lee Hollowell Parkway and Joseph E. Boone Boulevard between Northside Drive and Joseph E. Lowery Boulevard (Figure 1).

Both Vine City and English Avenue are located in the Neighborhood Planning Unit (NPU)-L, the City of Atlanta Westside Tax Allocation District and the Renewal Community area (formerly the Atlanta Empowerment

Zone). Affectionately called the “Westside” by long-term residents the area is rich in culture and history that should be preserved through economic development endeavors (Figure 2).

The Westside TAD Neighborhoods are located west of Downtown Atlanta in close proximity to a variety of Downtown destinations including Centennial Olympic Park, the World of Coca-Cola, CNN, the Georgia World Congress Center and the Georgia Dome.

Figure 1: Context Map

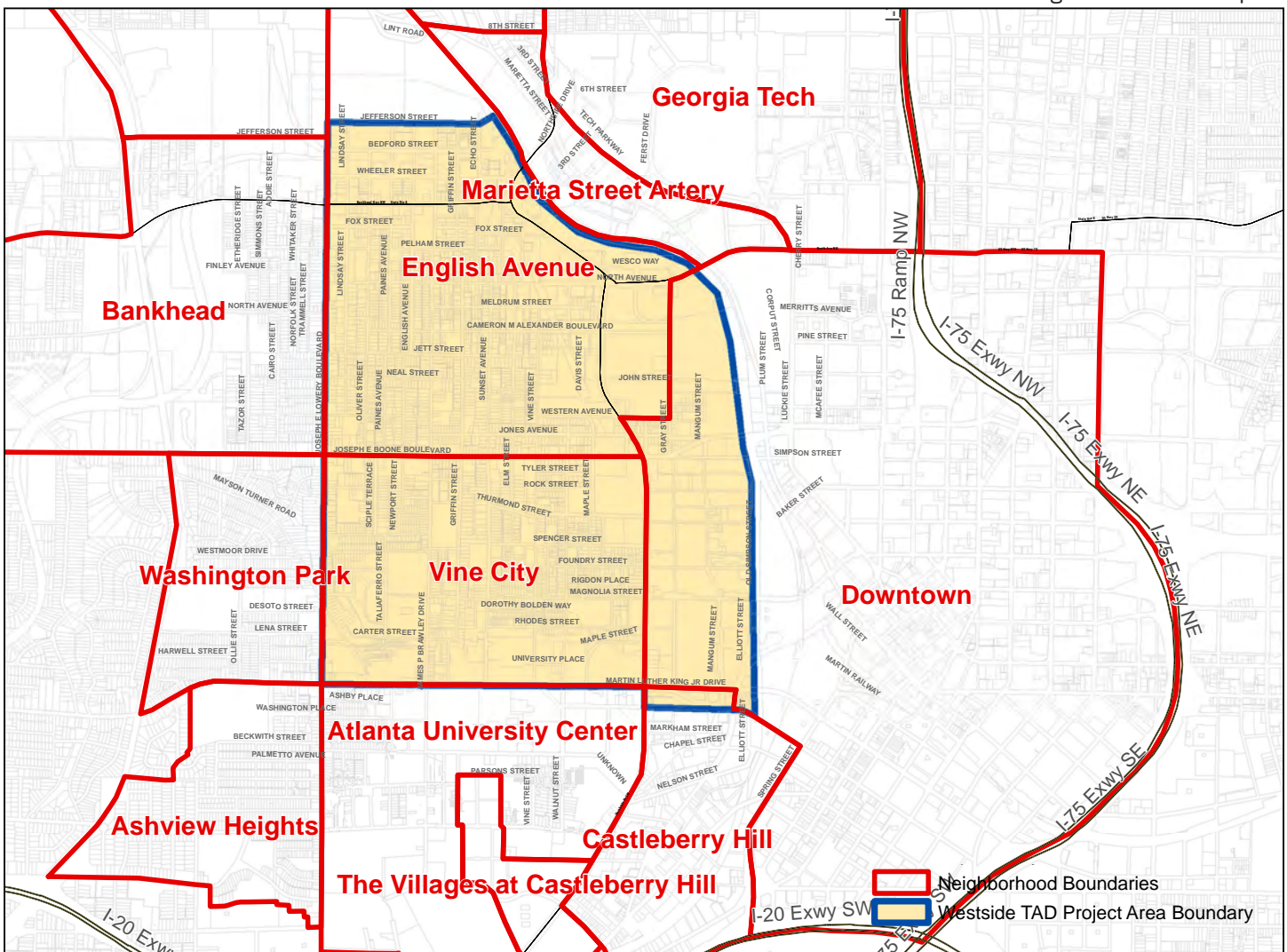
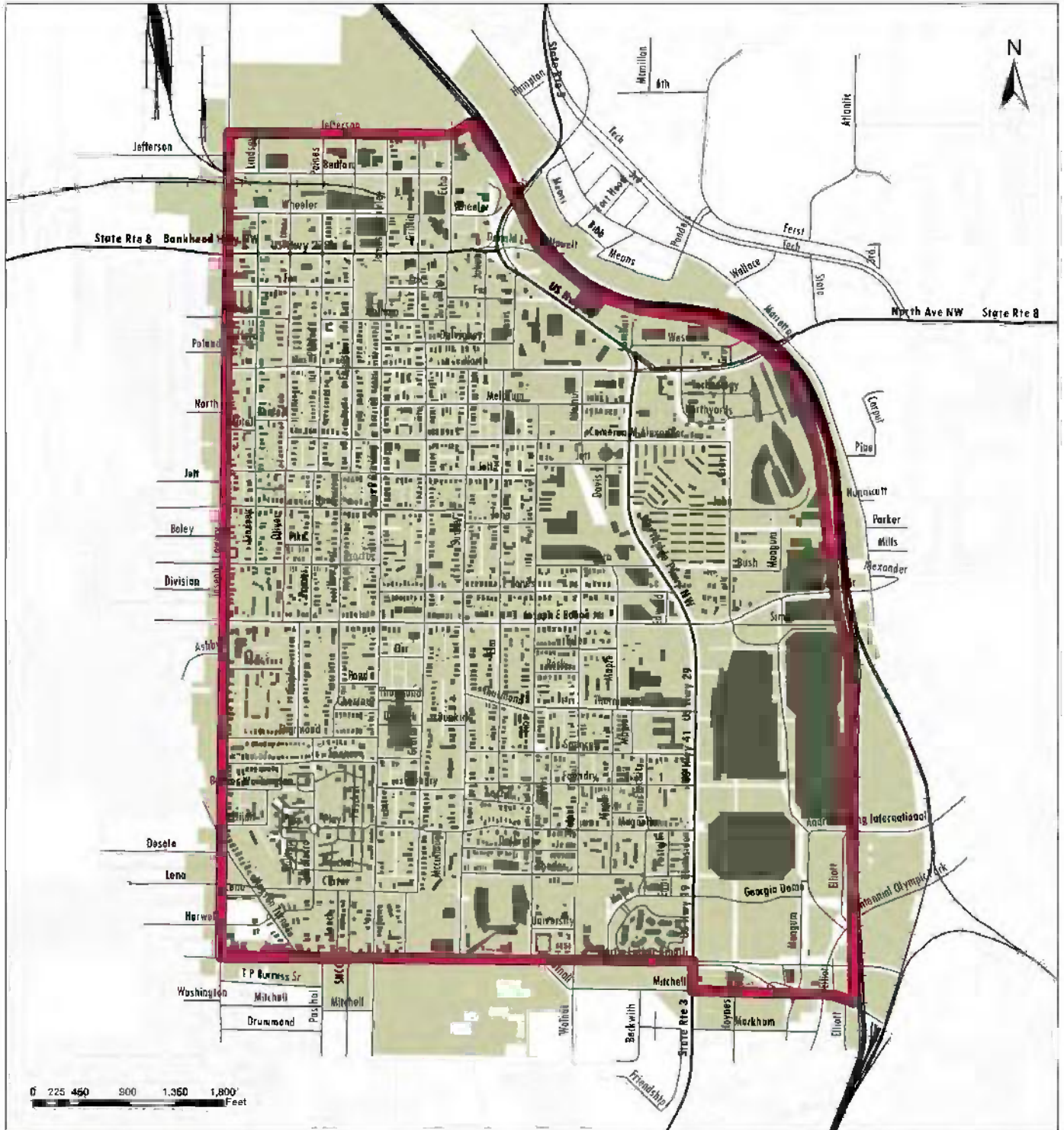









Figure 2: Project Area Map



Legend

-  Project Area Boundary
-  Building Footprints
-  Westside TAD Project Area
-  Parcels
-  Rail System
-  Major Roads
-  Streets

PROJECT AREA MAP

Prepared by: APD Urban Planning & Mgmt.
 Source of Data: ARC, Fulton County GIS Dept., City of Atlanta GIS Dept.

VISION AND GOALS

Invest Atlanta has contributed \$116 million of TAD funds that have leveraged an estimated \$926 million of total development to the Westside TAD, some of which has been allocated specifically to the Westside TAD Neighborhoods of English Avenue and Vine City. Unfortunately, this investment has not achieved the desired overarching vision for the Westside TAD Neighborhoods and has not had a significant impact on the revitalization of the area. It is important to acknowledge that many of the projects pursued in the past may have had a greater catalytic effect if they had been linked to larger partnership efforts as an overall strategy.

Invest Atlanta has dedicated \$15 million to the bricks-and-mortar budget of this project. On the basis of prior TAD subsidies having been leveraged on a ratio average of 10:1, it is anticipated that at least \$150 million of capital could be attracted for the development of targeted early, priority projects. The Arthur M. Blank Family Foundation has committed an additional \$15 million to be used primarily for human capital development efforts such as job training and complementary life skills enhancement.

Because of the Westside TAD Neighborhoods' proximity to Downtown it is imperative that the redevelopment approach is holistic with a focus on job creation and human capital development. This approach will enable current residents to prepare for the opportunities that will evolve from the growth and development occurring in, and around their neighborhood.

The goals of the Strategic Implementation Plan are to:

- Create a cohesive, sustainable vision for the Westside TAD Neighborhoods that will guide future redevelopment.
- Build human capital and increase job creation as an economic development strategy.

The recommendations in this Plan outline an approach to achieving the goals laid out by Invest Atlanta,

stakeholders, community leadership and project initiatives from pre-existing plans. It is an objective to leave the community and public stakeholders with implementation strategies that will facilitate redevelopment and encourage human capacity building.

Goals and Objectives

Goal 1: Create a cohesive, sustainable vision for the Westside TAD area that will guide future redevelopment.

- Objective A: Identify specific recommendations for connections to Downtown and surrounding areas.
- Objective B: Improve and increase walkability within the project area.
- Objective C: Address watershed management issues.
- Objective D: Reduce crime within the project area.
- Objective E: Improve the quality and mix of housing stock.
- Objective F: Identify three to five key short term development opportunities as Priority Project Areas.

Goal 2: Build human capital and increase job creation as an economic strategy. The two areas of investment are expected to be: redevelopment, and programs for human capital development.

- Objective A: Integrate job creation opportunities into redevelopment scenarios.
- Objective B: Promote public/private partnership opportunities among developers and interest groups.
- Objective C: Identify opportunities for development of a resource center in a centric location that could provide access to the human services needed by the current population within the Westside TAD Neighborhoods.

PROJECT APPROACH

The goals established for this project can be achieved by designing redevelopment opportunities that include job and business creation as an integrated component. The following section describes the project approach: (Figure 3).

Inventory and Analysis

There are over a dozen transportation and planning documents that have been completed for the neighborhoods in the past few decades. Information was collected from these plans and several primary sources: the U.S. Census, the City of Atlanta Department of Planning and Community Development, the Atlanta Regional Commission and Fulton County. Additional information related to documenting housing conditions was provided by the City of Atlanta Department of Planning and Community Development.

Information collected from various plans and studies were reviewed, and input was solicited from community stakeholders. Data was then organized as it pertained to future development opportunities, and then aligned with overall project goals. The first phase involved the compilation and synthesis of prior planning efforts in the neighborhood project area, resulting in the graphic *Aggregate Plan*.

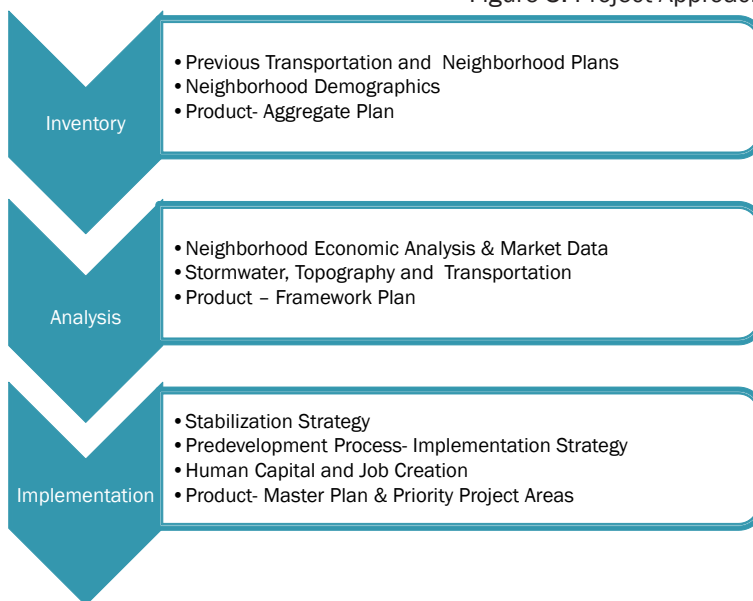
The data collected was used for site and market analysis, and to create existing conditions maps. Stormwater and infrastructure data was collected and used to examine areas of opportunities and deficiencies. After further analysis and community input the *Framework Plan* was completed.

Implementation

After presenting the *Framework Plan* to the stakeholders, lenders, developers, and other critical parties, the plan was finalized using current real estate market fundamentals to produce the *Master Plan*, which served as the graphic manifestation and guide for the Implementation Strategy.

After the analysis phase, recommendations were made on areas of opportunity within the Westside TAD Neighborhoods. The recommendations on how to implement the Plan are an important aspect of the document. Success can be achieved by devising a working strategy that focuses on job/business creation and human capital development. The Plan is divided into the two sections described above.

Figure 3: Project Approach





COMMUNITY ENGAGEMENT

Introduction

The mission of the public outreach in the development of the Plan was threefold: *inform, invite and communicate*. First, it was important to *inform* the public of the purpose and progress of the project – neighborhood issues, concepts, potential effects and most importantly, opportunities.

Second, *inviting* participation in the planning process was critical to building consensus for the conclusions and recommendations for the project. Third, the project area participants, the general public, affected agencies, and elected officials *communicated* their perceptions, opinions and ideas throughout the entire course of the planning process. This section of the Plan highlights all of the public involvement activities conducted and summarizes the feedback received from the project area stakeholders.

Overview

Public involvement played an integral part in the planning process. Providing a balanced approach including measures to seek out and consider the input of all stakeholders was a priority. The Westside TAD Neighborhoods have a rich history of public involvement dating back many decades. The area is the home of many of Atlanta's prominent community leaders who actively sought to empower residents through meaningful dialogue and action driven input toward neighborhood development. This legacy of active involvement continues, and has been realized through a robust public involvement process conducted for the Plan.

Area stakeholders have been involved in numerous planning studies in recent years. The public engagement process was developed from the foundation of the public involvement conducted during the previous studies. Having this advanced knowledge enhanced the opportunities for meaningful dialogue and input. The process created an environment of recurring two-way communication.

Communication Tools

Successful public involvement is a continuous process, consisting of a series of activities and actions to both inform stakeholders and to obtain input from them. Public involvement continues to evolve as new methods of communicating with communities continue to emerge. Several methods were used to educate, inform and receive input from the Westside TAD Neighborhood stakeholders. These methods were vetted and tailored to the engagement mechanisms preferred by community stakeholders.

Documentation Strategy

All aspects of the public involvement process were documented to help maintain continuity in project decision-making. As the project advanced, issues were documented, data were provided and input was considered in the development of the Plan. All public involvement tasks were documented to ensure the integrity of the project and can be found in Appendix A.

- Public Involvement Plan(PIP)
- Communication Database
- Meeting Notifications
- Community Meeting Summaries

Public Involvement Plan (PIP)

A public involvement plan is a road map for how stakeholders will be engaged during a process. Like other aspects of a project – such as data collection, site design, or impact analyses - public involvement needs to be planned for and coordinated from the onset. A Public Involvement Plan was prepared at the beginning of the planning process. The purpose of the Plan was to document the project's commitment to community engagement and highlight the methods used to solicit input.

Project Management Team

A Team of representatives from the public and private sector served as a project management team working closely throughout the process. The group served as

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a liaison to elected officials, community stakeholders, businesses, developers, non-profit organizations and others interested in the project process. The Project Management Team also served as a sounding board to the Team for assessing project area dynamics, providing feedback on recent planning and development initiatives and identifying opportunities for potential private sector involvement.

Stakeholder Interviews

A stakeholder interview is a one-on-one discussion with an individual or group of individuals recognized as a community leader, elected or appointed official, agency staff member and/or neighborhood activist interested in the project. The main purpose of the stakeholder interviews was an early exchange of information on project goals and study process. The stakeholders shared their vision for the Westside TAD Neighborhoods, perspectives about the project and their thoughts on the public involvement process. Tapping into the knowledge and insight of stakeholders also uncovered additional individuals and organizations with shared interest in the project. The early interviews provided a framework for the public involvement plan that continued throughout the process. More than one hundred stakeholder interviews were conducted.

Communication Database

One of the most effective tools used to reach and inform the Westside TAD Neighborhoods stakeholders was a database containing approximately five hundred mailing addresses, e-mail addresses and telephone numbers. The database was an effective tool because of its multiple outreach applications. The street addresses were used to mail meeting announcements, the e-mail list provided the opportunity to engage stakeholders in an ongoing format, and the telephone numbers were used for calling posts as reminders of meetings.

Website

The project web site, www.westsidetad.com, was established to provide easy access to project materials and related information in an environment

unconstrained by time. Web access was available twenty four hours a day and was regularly updated to reflect the most recent project activity. Presentations, meeting announcements and summaries, maps and other data were posted which allowed stakeholders to view the content at their convenience. Additionally, links to related agencies and community organizations were also posted to the site as a service to the communities.

Neighborhood Tours

Understanding neighborhood issues from the perspective of residents is essential in capturing the reality of their daily quality of life. Several guided and self-guided walking and vehicle tours took place. Vehicle tours were directed by elected officials, client staff and other stakeholders who shared additional information about the physical conditions of the Westside TAD Neighborhoods. The overall landscape of the project area was documented through photographs taken of specific locations within each neighborhood for planning purposes.

Community leaders guided walking tours in both neighborhoods and highlighted specific locations and activities including historic resources, areas of deterioration and locations with potential for redevelopment and revitalization. Abbreviated tours were also provided during stakeholder interviews with area residents and institutional facilities. All tours were invaluable to the process and the Team continued to conduct self-guided tours as the project advanced.

Business Outreach

The Westside TAD Neighborhoods are also the home to numerous businesses. A windshield survey was conducted to determine the number and type of businesses that exist in the neighborhoods. A total of fifty-nine businesses were identified including retail, human services, institutional, hospitality, and industrial. A database was developed and a follow-up survey was administered to determine some of the issues and concerns about conducting business in the neighborhoods. A summary of the findings can be found in Appendix B.



Both small and large businesses operate in the community with a range of employees from one to five hundred. The age of the businesses covered a vast amount of time, ranging from four months to eighty-five years. When asked about the challenges of doing business in the neighborhoods, common themes included drug and criminal activity, lack of street lights, need for regional clients, parking issues, and garbage collection. Owners were asked to name the types of additional business they would like to see located in the neighborhoods and the responses included additional retail, fresh food supply, banks, and services for seniors.

Community Meetings

A total of three community meetings were conducted during the planning process. Each community meeting included an open format for stakeholders to provide input and ideas and respond to concepts. Findings and recommendations were shared with the community as the project advanced. Each meeting was attended by more than one hundred people. The meetings allowed participants to hear other viewpoints and provided a snapshot of community concerns and reactions to concepts.

Notification Methods: To ensure widespread awareness among Westside TAD Neighborhoods stakeholders of each meeting, it was important to use a variety of notification methods. A meeting announcement was prepared for each meeting that contained information about the purpose, date, time and location. All meetings were held in the evenings to allow working stakeholders the chance to travel back to the project

area for participation. The announcement was mailed to each address on the communication database two weeks in advance of the meeting date. An e-mail blast was set up and used to send the announcement and other project reminders. Announcements were delivered to businesses and institutions within the project area. A calling post was set up and a tailored reminder message was sent the evening before the meeting. The announcement was also posted to the project website.

Meeting Formats: Each meeting began with introductions and a review of the previous meeting, its accomplishments and feedback received from participants. This was done to ensure stakeholders that their issues and concerns were addressed and their ideas transferred to final concepts. It was important to let them know that their participation and feedback mattered. Power Point presentations were the primary tool used to convey information during the meetings. Following each presentation, verbal questions and comments allowed participants to discuss issues and gain clarity. In addition, maps for breakout sessions and for displays were available for participants to identify specific areas of interest and concern and for discussion.

Meeting Documentation: Following each meeting, a written summary was prepared to capture meeting topics and discussions. Comment forms were also made available for written feedback. Each meeting was also videotaped. Documenting each meeting was also helpful for those unable to attend to learn about the details.

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First Community Meeting: The first community meeting was held at the Atlanta Community Food Bank on March 28, 2013. There were one hundred ten people in attendance with a mix of stakeholders. This meeting was considered a kick-off with the Westside TAD Neighborhoods stakeholders. The meeting was conducted in three parts. A Power Point presentation was given which included an introduction of the Team, a description of the meeting's purpose and an overview of the scope of work. In preparation for the meeting, the *Aggregate Map* was compiled, illustrating the geographic location of previous planning efforts for the project area. A detailed description of the map was given during the presentation. Emphasis was placed on the map as the foundation from which the planning process began, acknowledging all of the studies that have been conducted over the years.

The second part of the meeting included a break out session. Participants were given the opportunity to review the *Aggregate Plan*, add any projects that were missed in the review of previous plans and start prioritizing projects through a dot process. Each participant was asked to indicate their most important project with a green dot, the second and third most important projects with a yellow and red dot respectively. The benefit of this exercise was not only to capture project specific interests but this format provided an opportunity for dialogue between stakeholders. The third part of the meeting was a discussion of comments and questions. Feedback from the meeting included:

- Concern with addressing environmental issues, primarily flooding
- Interest in protecting the historic heritage of the neighborhoods
- Proposal for residential redevelopment and affordable housing, especially for the elderly
- Need for a community/resource center
- Interest in job creation and development of human capital
- Projects with the most interest included consideration of a location for a Neighborhood resource center, Historic Mims Park, and a neighborhood commercial node.

Questions during the public meeting revolved around

making connections with other plans (BeltLine, MMPT, Choice Neighborhood Plan, new Falcons Stadium, Georgia Tech, and others). Additional community residents were concerned about the community benefits agreement for the planned Falcons Stadium and the TAD funds.

Second Community Meeting: The second community meeting was held at the Lindsay Street Baptist Church in the English Avenue community on May 21, 2013. There were one hundred eight people in attendance. The meeting was conducted in two parts beginning with a Power Point presentation, followed by an opportunity for verbal input from participants. Display boards containing the *Aggregate Map* and new *Framework Plan* were also available for viewing and feedback. The following updates on the status of the Plan were included in the presentation: •

- Meeting purpose, project goals and agenda
- Overview and feedback from previous meeting
- Neighborhood demographics containing general demographic data about the Westside TAD Neighborhoods, including statistics on population, employment and education
- Overview of market area opportunities
- A Framework Plan that illustrated how different parts of the project area could be used, and those areas that pose constraints for development based on existing conditions.

The second part of the meeting was opened for comments, questions and dialogue with participants. The following comments and questions were offered by participants during this portion of the meeting:

- Ensure that the Atlanta University Center is included in planning process
- Focus should be placed on community stakeholders having access to opportunities, and monitor the activities and motives of large corporations looking to invest in the community
- Balance transportation investments with land use to ensure all modes are available
- Ensure the history of neighborhood churches is preserved. Combined, there are more than one thousand years of church history in Vine City and

English Avenue

- Ensure infrastructure issues (particularly water and sewer) are considered in areas identified for priority projects
- Consider Transit Oriented Development (TOD) opportunities for the two MARTA stations
- Provide training for grant writing to accommodate the interests of residents in the future of Vine City and English Avenue
- Include a vision for urban farming
- Provide provisions for transportation for elderly residents
- Document and present previous studies.
- Focus on human capital development should be a major focus of this study. Without investing in residents, the future of the Westside TAD Neighborhoods is questionable
-

Questions shared by the community included:

- What is the TAD financial balance?
- Are currently programmed projects on hold until this process is complete?
- Will the proposed priority projects be final or is there opportunity for review at a later time?
- How is the MMPT being reviewed in the study process?
- How can residents stay engaged after the study process is completed?

Participants were also encouraged to provide written comments via the forms provided at sign-in and through the project e-mail. Everyone was reminded that the presentations and graphics shown during this meeting would be posted on the project website.

Third Community Meeting: The third community meeting conducted during the planning process was held on Thursday, June 27, 2013 at the Higher Ground Empowerment Center in the Vine City neighborhood. A total of one hundred three people were in attendance. The purpose of the meeting was to introduce the *Master Plan* draft with project areas and how the project process culminated in the plan. The presentation was organized so that participants could easily understand the elements of the process and their relevance to the *Master Plan*. The meeting was conducted in two

parts. A Power Point presentation was conducted during the first half of the meeting and contained the project process including:

- Overview of previous transportation and neighborhood plans
- Neighborhood demographics analysis
- Neighborhood economic analysis
- Market data
- Stormwater, topography and transportation master plan
- Redevelopment plan – Implementation strategy
- Stabilization strategy
- Human capital and job creation

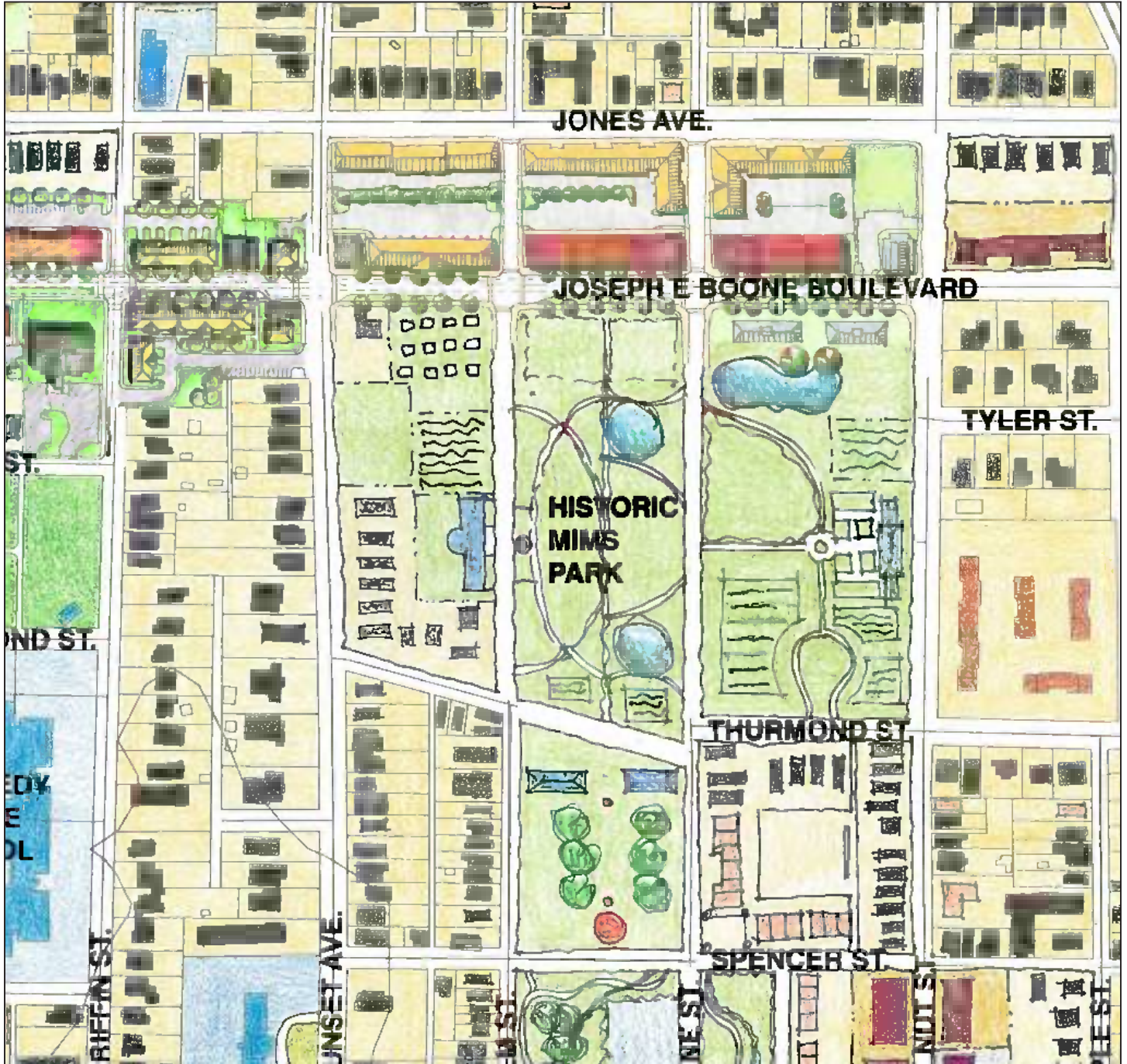
Following the presentation, participants were engaged in a comment and question session to provide feedback on the *Master Plan* and the process. The following comments were provided:

- Add Joseph E. Lowery Boulevard, Donald L. Hollowell Parkway and Magnolia Street as Priority Project Areas. Include commercial and business development.
- Suggest English Avenue Community Campus as a resource center/community site to provide human services and economic development/job opportunities.
- Include Atlanta University Center in the presentation and in reality a partner with roles and responsibilities.
- Include the Atlanta Housing Authority's involvement via TAD funding for development in English Avenue.
- Provide more information about current and in-progress projects, companies, or agencies that may be involved so that residents will have opportunities to be more involved in an action oriented way instead of only attending meetings.
- Provide contact lists with names and telephone numbers for follow up to discuss future project opportunities.
- The green space idea has been used in other cities. However, issues have been reported with infestation and sanitation. That is a concern given the amount of already abandoned property.
- More in depth discussion should be held with

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health centers as they offer services concerning the well-being of families and individuals.

- Implement a process that assists those who are interested in home ownership to access available housing stock that does not compete with outside investors looking to turn a profit.
- Promote the bike and walking lanes along Joseph E. Lowery Boulevard that are not being utilized.
- The improvements for James P. Brawley are realistic and useful, especially the bike lane and raised cross walk.
- Create ways for area stakeholders to responsibly invest in the Westside TAD Neighborhood projects. Develop a master contact list of volunteers to communicate between parties and involve Georgia Tech, Atlanta University Center and Georgia State students.
- Establish a Community Improvement District.
- Concerned about the neighborhood youth and the need for a community center for after school study and play. Low income families with multiple children cannot afford to pay for Boys & Girls club activities.
- Resource center idea is great. For resource centers, please include recommendations for small business incubators. There are entrepreneurs who are in need of assistance with the challenges of setting up formal businesses – licensing, insurance, office space, business planning and financing, etc. Access to business expertise in the neighborhood.
- Include deconstruction for workforce development and help create a company for deconstruction of properties in the neighborhood.
- The predevelopment resources should begin with the funding of a community builder and governance structure selected by the elected civic organizations to work to build the community.
- Establish social capital not only the human capital.
- It seems as though the Vine City portion responds well to the existing topography. The English Avenue portion seems to respond more to the existing grid and unfortunately ignores the steep and consequential topography. Suggests that low lying areas that were built over buried streams be identified for green space.



INVENTORY AND ANALYSIS

Introduction

The inventory and analysis section contains information gathered during the initial stages of the project. It also outlines the analysis process and presents outcomes with specific recommendations.

The Neighborhood Profile is a demographic analysis inclusive of housing, income, and zoning data. The summary included in this report is a snapshot of the existing conditions of the neighborhoods and will serve as a basis for recommendations on human capital development and job training.

The market and economic development analysis outlines market trends within the area, absorption rates, and suggested retail uses. Market analysis allowed recommendations to be formed on the specific Priority Project Areas. The market analysis also aided in the phasing approach to the overall redevelopment strategy. Both the Neighborhood Profile and the Neighborhood Economic Activity Analysis helped shape the recommendations made in the Job Creation section of the Plan.

The Plan Review section outlines the different plans that were reviewed to obtain important information about the neighborhoods, including past proposed projects, transportation and watershed issues, design considerations, etc. This data helped create a framework of the existing conditions of the area, represented graphically within the *Aggregate Map*.

The *Aggregate Map* and the public engagement feedback helped shape the *Framework Plan*. The *Master Plan* was developed by reviewing the *Framework Plan*, looking at transportation and stormwater management opportunities and constraints, and market data (Figure 4).

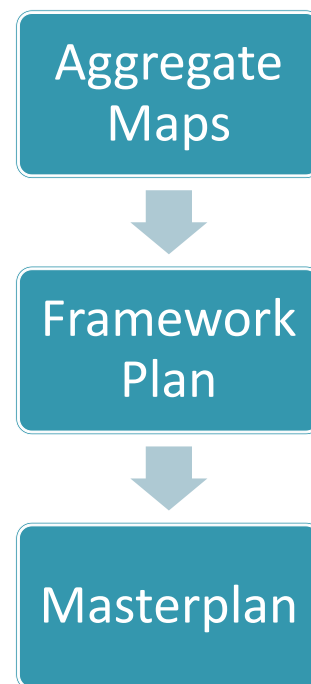
The *Master Plan* section is followed by Urban Design, Transportation and Stormwater Recommendations that should be considered when implementing any project within the Westside TAD Neighborhoods.

The last part of this section discusses the process used to select five Priority Project Areas through use

of the Decision Making Matrix (DMM) and the Decision Making Criteria. Community and stakeholders can use these criteria for two purposes:

- To analyze which projects are ready to be implemented within the Westside TAD Neighborhoods, while adhering to the vision created within the *Master Plan*
- To examine which steps will be required in order for projects to be considered for implementation and Westside TAD funding

Figure 4: Process Diagram



NEIGHBORHOOD PROFILE

A thorough review and analysis of socioeconomic trends and existing conditions was conducted, and the analysis was used to update priority implementation strategies for the Westside TAD Neighborhoods. The analysis was also used to develop solutions to address priority needs and long-term goals.

Table 1 and Figure 7 show the census tracts and block groups that were used to download data that most accurately represent the project area boundaries. Additional housing data was obtained from the City of Atlanta, and GIS data were obtained from the City of Atlanta, Fulton County, and the Atlanta Regional Commission.

Table 1: Census Tracts and Block Groups Table

Census Tracts	Block Groups
23	1,2
25	1,2
26	1
118	1,2,3

The following section summarizes the findings of the Neighborhood Profile. The entire report which compares the Westside TAD Neighborhoods with data for the city of Atlanta and Fulton County, can be found in Appendix C. Key trends found in the demographic analysis report include:

Demographic Trends

- The total population in the Westside TAD Neighborhoods is estimated to be 6,397 for 2012. This number has decreased from 7,666 to 6397(16.6%) during the years 2000 to 2012 and is projected to continue to decrease 1.1% by the year 2017 (Figure 5). It is important to note that the census tract boundaries do not fit exactly within the Westside TAD Neighborhoods boundaries. Housing data, using NPU-L boundaries, provided by the Planning Department accounted for 3,228 residents in 2011.
- The number of households in the Westside TAD Neighborhoods is estimated to have decreased by 16 (1.9%) from 3,056 to 3,040 during the years 2000 to 2012. This number is projected to increase 3.8% by 2017.
- The population between the ages of 20 and 34 represents 2,239 (35%) of the project area’s total population in 2012. Between 2000 and 2017 the median age in the project area is projected to decrease by 7%, from 31 to 29. (Figure 6).
- In 2012 African-Americans represented 89% of the Westside TAD Neighborhoods’ total population, while only 6% were Caucasian.
- In that same year, 36% of the Westside TAD area households earned \$15,000 or less a year.
- The average household income in the Westside TAD Neighborhoods was \$22,700 in the year 2000.

Figure 5: Population Chart

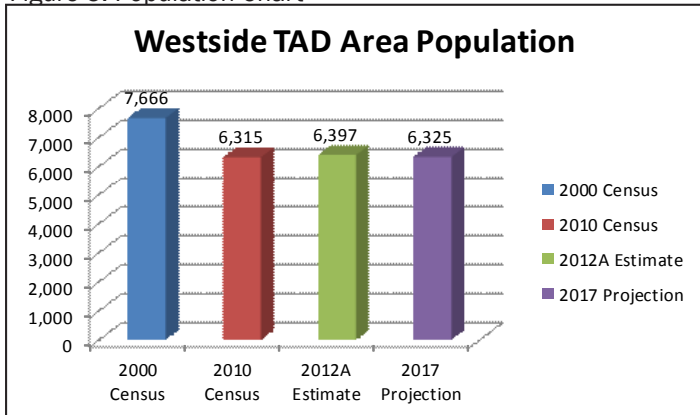


Figure 6: Age Distribution

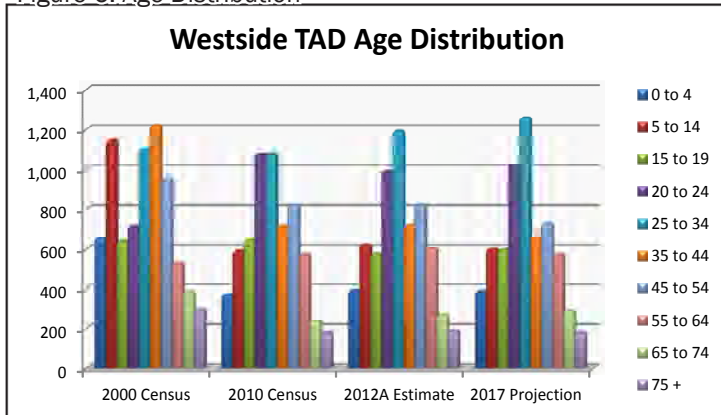
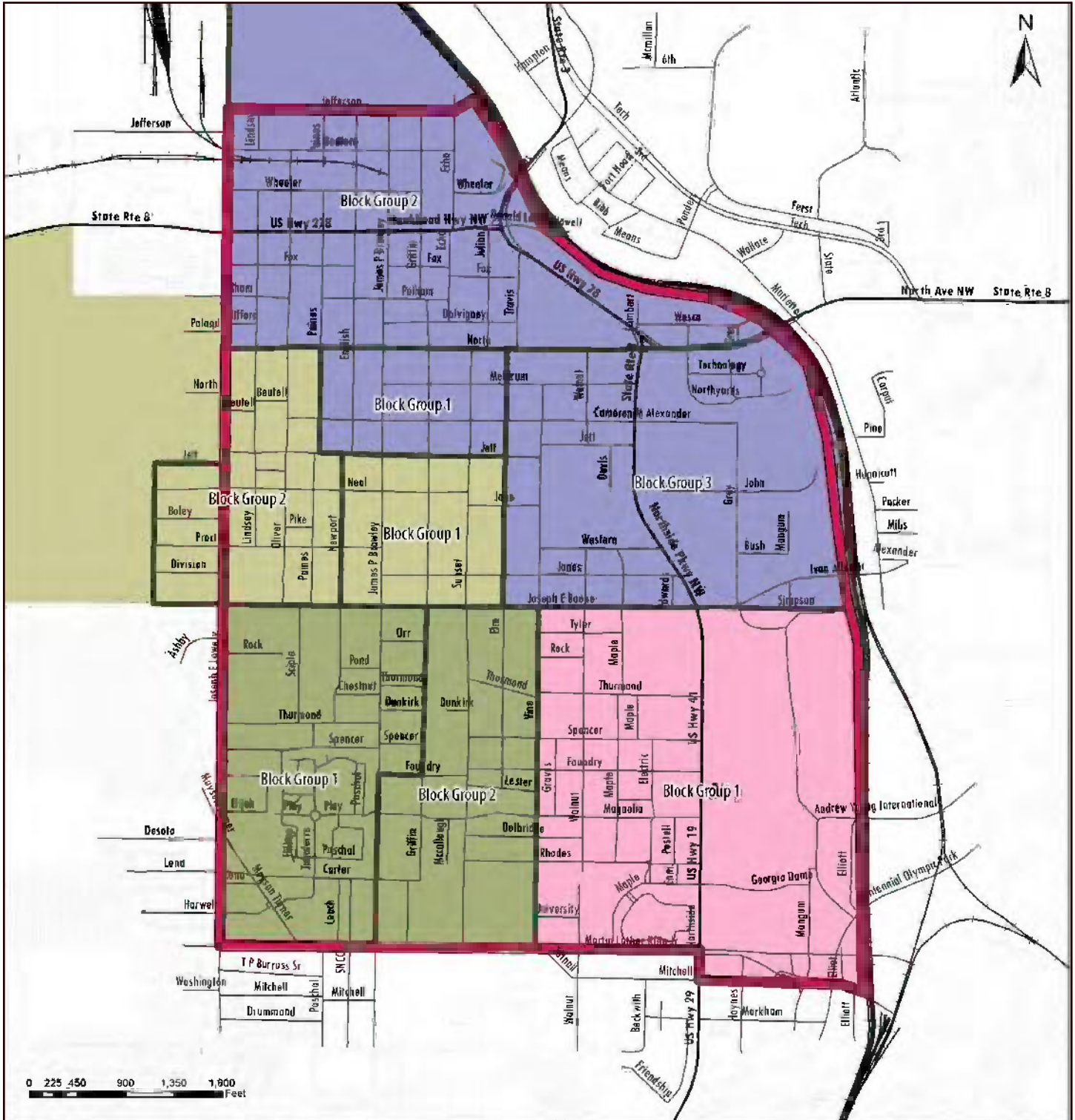


Figure 7: Census Tracts



Legend

- Project Area Boundary
- Census Tract 26
- Census Tract 118
- Parcels
- Census Tract 25
- Block Groups
- Major Roads
- Streets

CENSUS TRACTS

Prepared by: APD Urban Planning & Agent
Source of Data: ARC, Fulton County GIS Dept., City of Atlanta GIS Dept.

Figure 8: Household Income

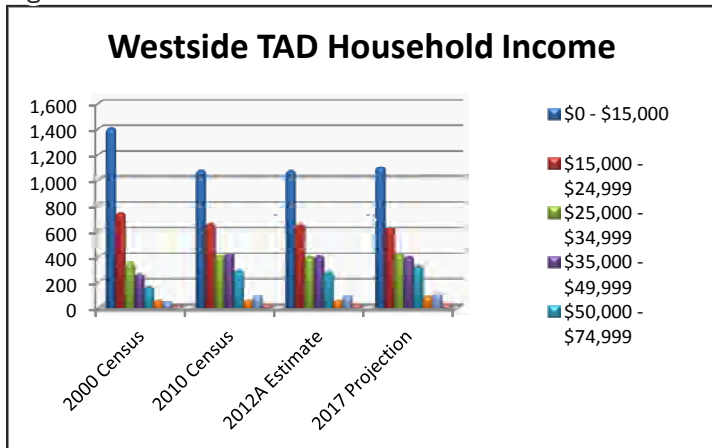
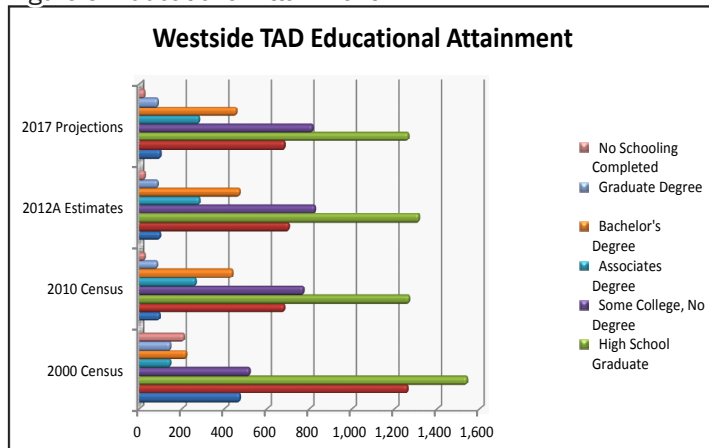


Figure 9: Educational Attainment



It was estimated to increase 35.8% by 2012 and projected to increase another 5% by 2017 (Figure 8).

- In the year 2000, the median household income in the Westside TAD Neighborhoods was \$16,746 and is projected to increase 34% (\$22,381) by the year 2017.
- Of the population aged 25 years and older, 1,314 (35%) residents graduated from high school (Figure 9). The second largest percentage (22%) was represented by those with some college credit, but no completed degree (825).
- During the years 2000 to 2012, employment in the Westside TAD Neighborhoods decreased by 6%, but is projected to increase 14% by the year 2017. Of the total employable population (5,325) 15% were unemployed in 2012 (Figure 6).
- In 2010 fifty-eight percent (58%) of the total housing units in the Westside TAD Neighborhoods were occupied and 42% were vacant. By the year 2017, it is projected that occupied housing units will decrease to 54% and vacant units will increase to 46%. Out of these occupied housing units only 145 are estimated to be owned without a mortgage or loan, with a total of 433 being owner occupied.

Zoning

Of the 1,238 parcels in the project area, 829 (67%) are residential parcels. Commercial parcels make up 12% (145) of the area and governmental/institutional parcels make up 11% (139) of the project area. The predominant zoning district in the project area is the Special Public Interest District (SPI-11) representing

44% of the project area located within the Vine City neighborhood.

The Residential General District zoning represents 15% of the project area. The majority of the properties in the English Avenue neighborhood still have suburban zoning designations. These parcels are scattered in the northern portion of the project area with two large parcels on Northside Drive between Cameron Alexander Boulevard and Western Avenue.

The third most predominant zoning in the project area is the Light Industrial District (I-1) representing 8% of the project area. These parcels are primarily located along the rail line and down to Western Avenue. See the Zoning Map (Figure 9) to view all the zoning designations found in the project area.

Building Conditions and Occupancy

The following analysis is based on a windshield survey commissioned by the City of Atlanta, which collected housing information for the parcels located in the Vine City and English Avenue neighborhoods. Of the 2,586 parcels surveyed, 31.4% (846) were properties that had no structure. Properties with buildings that are in fair condition represented 25.6% (662) of the parcels surveyed, and 24.6% (637) of the parcels were in good condition. Three hundred and eight of these parcels (11.9%) were in poor condition, while 128 (4.9%) were in deteriorated condition (Figure 11). During the survey, building occupancy was also assessed. Of these same parcels, 46% (1189) buildings were occupied, and 21% (543) buildings were unoccupied (Figure 12).

Figure 10: Zoning Map

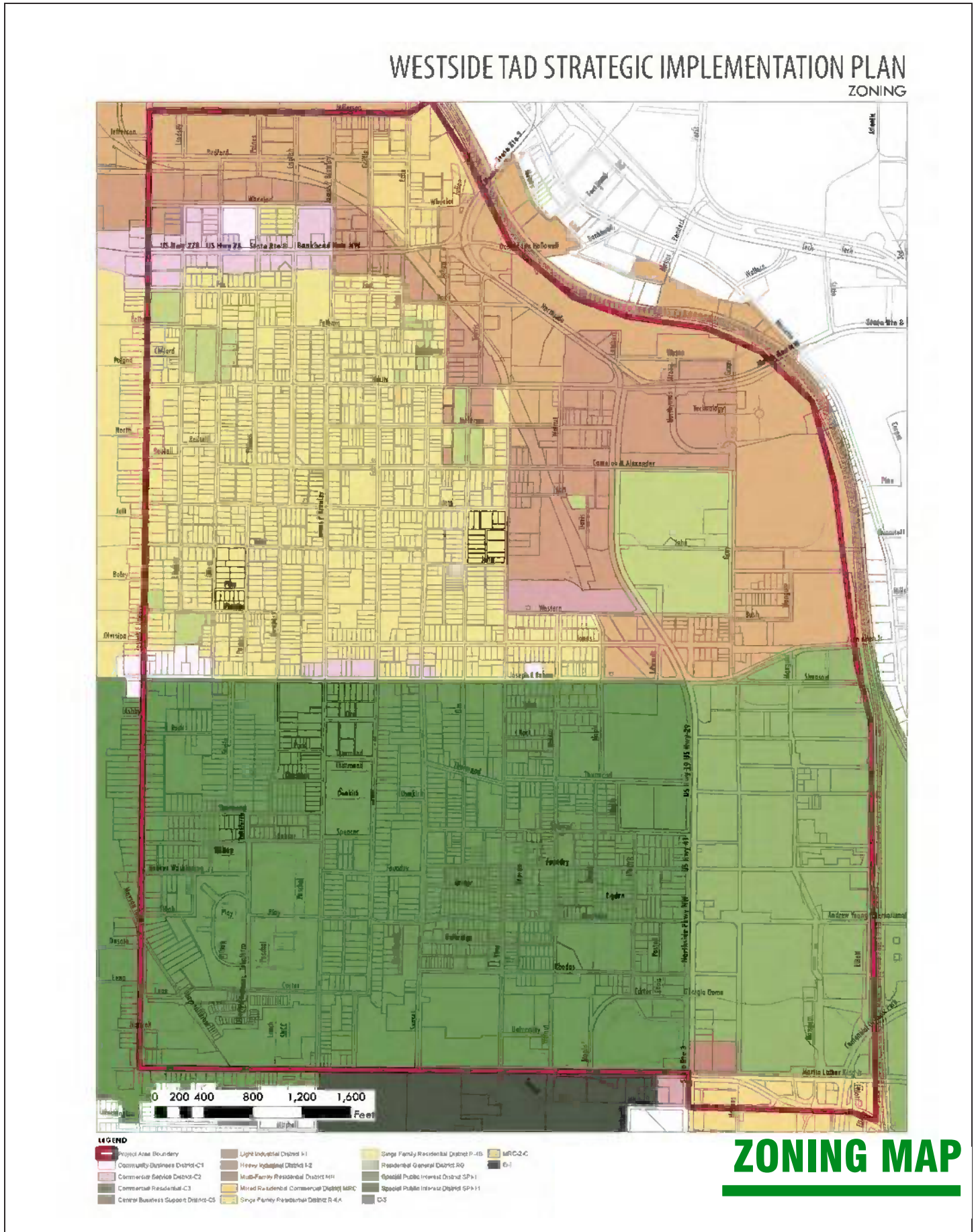


Figure 11: Building Conditions

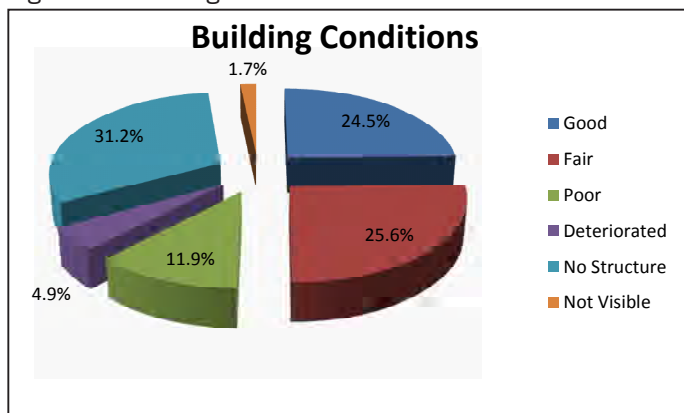
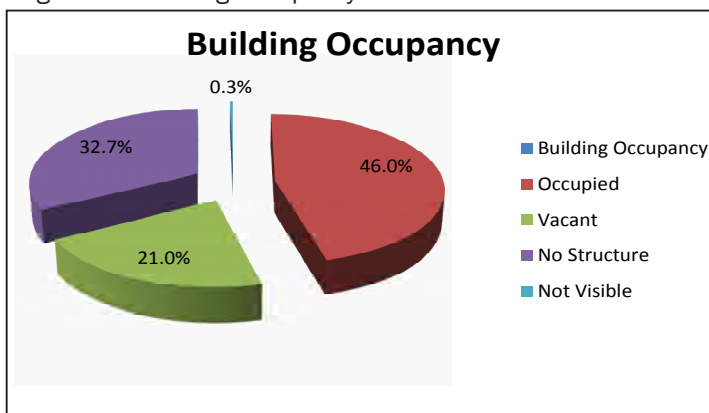


Figure 12: Building Occupancy



The Westside TAD Neighborhoods boundary expands outside the eastern boundaries of both the Vine City and English Avenue Neighborhood. The housing data received included information only for the parcels within the two neighborhood boundaries.

Outcomes

Based on the existing conditions data, the Westside TAD Neighborhoods are currently experiencing population and housing trends similar to many urban neighborhoods suffering from depopulation and disinvestment. The Westside TAD Neighborhoods have experienced a significant decrease in population and the decline of residents could also indicate a lack of employment and/or housing options. This assumption can be supported by the decline in employment and the high number of vacant housing units. In addition, an excessive number of vacant houses can also be a contributor to increased crime and security issues. These conditions may be factors in residents’ perception of neighborhood as an unsafe place to live and raise a family.

The project area is also experiencing a decline in the number of households and household size. Households determine housing unit demand. Since the number of households in the project area is decreasing, the demand for housing units is also decreasing, as indicated by the increased number of vacant housing units. The average and median household income in the project area are increasing, but are still significantly lower than that of the City of Atlanta and Fulton County. Census data further indicate that the project area’s population are low-income households and predominantly have lower educational attainment.

With 17% of the existing housing stock in poor to deteriorated condition, 21% of housing unoccupied, and 31% vacant lots, there is plenty of opportunity for restoration and new infill housing in the Westside TAD Neighborhoods. The findings also indicate that housing options and programs are needed to address the area’s low-income housing needs, considering a large number are in poor condition. In addition, development strategies need to appeal to moderate income households in order to create a mixed-income community.

Affordable housing development with ownership options is needed to increase owner-occupancy and balance the area’s renter versus owner-occupied housing unit numbers. Mixed use development with workforce housing options would create jobs, help to increase population in the area, and increase employment. The project area has an unusually high number of younger, less-educated, and lower-income individuals. It is recommended that work force training, business development training, and college preparatory options be provided to train these residents in skills that can be used to obtain high-wage employment, resulting in increased buying power.

Additional recommendations can be found in the Job Creation section of this report.

MARKET ANALYSIS

The market analysis (Appendix D) prepared for the Westside TAD Neighborhoods is comprised of two major sections: the non-residential market sector analysis, which includes retail and hotel land uses, and the residential sector. The intent of this analysis was to inform the final development proposals by verifying/disqualifying areas for potential investment, influencing the proposed mixture of offerings, and establishing the recommended phasing for the projects. The following section outlines the findings of the Market Analysis.

The commercial analysis is based on a comparison of the supply and demand within the selected 3-mile radius trade area (Figure 13) to determine retail potential.

Figure 13: Trade Area



The basic conclusion is that there are opportunities to satisfy unmet demand across several categories. While the supermarket, specialty food (ethnic), and limited service eating places (fast food) have sufficient supply within the trade area, there is a lack of offerings specifically within the Westside TAD Neighborhoods for pharmacies, general merchandise, and full service restaurants. In addition, the hotel/retail opportunities for this area are also favorable because of the strategic proximity and visual connection to the Georgia World

Congress Center (GWCC) site. Later in this report, the proposed priority projects, will present a mix of offerings that could be introduced to satisfy this need.

Table 2: Retail Market Potential

Retail Market Potential		
Category	Westside TAD	3-Mile Radius
DAILY NEEDS		
Supermarkets	\$3,222,574	\$121,997,277
Specialty food stores	\$93,341	\$1,939,372
Pharmacies & drug stores	(\$2,345,617)	\$142,766,190
GENERAL MERCHANDISE, APPAREL, FURNITURE, OFFICE (GAFO)		
General Merchandise	(\$6,422,089)	(\$51,278,280)
Clothing and clothing accessories	(\$1,976,795)	\$43,477,751
Furniture and home furnishing stores	(\$106,671)	\$30,594,836
Electronic and appliance stores	(\$1,091,707)	(\$10,934,495)
Sporting goods, hobby, book, and music stores	(\$821,242)	\$234,224
Office supplies, stationary, gift stores	(\$185,015)	\$14,815,222
Bldg materials, garden equip & supply stores	(\$679,284)	(\$17,745,057)
FOOD SERVICE		
Full-service restaurants	(\$1,642,875)	\$137,058,433
Limited service eating places	\$11,397,119	\$108,481,483

Source: ESRI Business Information Solutions; BBPC

For the residential analysis, the data was collected and analyzed to include sales transactions from 2007 to 2012. This analysis also identified housing type (detached single family, town house, or duplex), average square feet per unit, and average sale value. Sales of new condos and new construction by housing type were also tracked.

Based on the latest activity from 2012, it is expected that approximately 50 units can be absorbed annually into the for-sale market. This assumes a 2.2% capture rate for units priced less than \$150,000 and a capture rate of 1.5% for units priced between \$150,000-\$250,000.

The importance of the rental market to the project area is evidenced in the significantly higher rate of rental housing in comparison to the city and county at-large (86% in the project area versus 57% in the City of Atlanta, and 48% in Fulton County). The data suggest strong demand as vacancy rates are dropping (15.7% in 2009 to 7.7% in 2013). The submarket had a total inventory of 9,244 rental units.

The project area accounted for 23% (2,142) of these

Inflow/Outflow Report



Inflow/Outflow Job Counts in 2010

Analysis Selection

Note: Overlay arrows do not indicate directionality of worker flow between home and employment locations.

- Employed and Live in Selection Area
- Employed in Selection Area, Live Outside
- Live in Selection Area, Employed Outside

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2010).
Notes:

1. Race, Ethnicity, Educational Attainment, and Sex statistics are beta release results and only available for 2009 and 2010 data.
2. Educational Attainment is only produced for workers aged 30 and over.



Inflow/Outflow Job Counts (Primary Jobs)

	2010	
	Count	Share
Employed in the Selection Area	3,125	100.0%
Employed in the Selection Area but Living Outside	3,092	98.9%
Employed and Living in the Selection Area	33	1.1%
Living in the Selection Area	1,868	100.0%
Living in the Selection Area but Employed Outside	1,835	98.2%
Living and Employed in the Selection Area	33	1.8%

units. The data indicate that 285 new units are expected to be built in 2013, with 1,075 more units to be produced through 2017. Average asking rents ranged from a low of \$873 per month up to \$927 as of 2012. Rents are expected to be increase to \$1,056 by 2017.

NEIGHBORHOOD ECONOMIC ACTIVITY ANALYSIS

Using the OnTheMap tool from the main Census webpage, a Work Area Profile Report (WAPR) was created for the Westside TAD Neighborhoods which indicated that there were 3,125 Total Primary Jobs in the project area as of the 2010 Census (Appendix E). Further, 48.2% of those jobs had a salary of more than \$3,333 per month. In comparison, only 21.8% of workers who were residents in the Westside TAD Neighborhoods had jobs at this income level. The Inflow/Outflow Report (I/OR) showed that only 33

residents worked and lived within the neighborhoods. The report indicated that 1,835 residents leave the area for employment, while 3,092 residents come into the community for employment. Further, by calculating that only 48.8% of the workers within the Westside TAD Neighborhoods had some college training, an early assumption is that educational barriers may be a factor in Westside TAD Neighborhoods residents' inability to fill employment opportunities within their own community at competitive wages. This information will help inform the job training strategies.

The Neighborhood Economic Activity Analysis also included a survey of existing businesses to determine their needs and obstacles. The results are included in Appendix B.

Inflow/Outflow Report
Westside

Selection Area Labor Market Size (Primary Jobs)

2010

	Count	Share
Employed in the Selection Area	3,125	100.0%
Living in the Selection Area	1,868	59.8%
Net Job Inflow (+) or Outflow (-)	1,257	-

In-Area Labor Force Efficiency (Primary Jobs)

	Count	Share
Living in the Selection Area	1,868	100.0%
Living and Employed in the Selection Area	33	1.8%
Living in the Selection Area but Employed Outside	1,835	98.2%

In-Area Employment Efficiency (Primary Jobs)

	Count	Share
Employed in the Selection Area	3,125	100.0%
Employed and Living in the Selection Area	33	1.1%
Employed in the Selection Area but Living Outside	3,092	98.9%

Outflow Job Characteristics (Primary Jobs)

	Count	Share
External Jobs Filled by Residents	1,835	100.0%
Workers Aged 29 or younger	534	29.1%
Workers Aged 30 to 54	1,046	57.0%
Workers Aged 55 or older	255	13.9%
Workers Earning \$1,250 per month or less	529	28.8%
Workers Earning \$1,251 to \$3,333 per month	906	49.4%
Workers Earning More than \$3,333 per month	400	21.8%
Workers in the "Goods Producing" Industry Class	113	6.2%
Workers in the "Trade, Transportation, and Utilities" Industry Class	397	21.6%
Workers in the "All Other Services" Industry Class	1,325	72.2%

Inflow Job Characteristics (Primary Jobs)

	Count	Share
Internal Jobs Filled by Outside Workers	3,092	100.0%
Workers Aged 29 or younger	821	26.6%
Workers Aged 30 to 54	1,898	61.4%
Workers Aged 55 or older	373	12.1%
Workers Earning \$1,250 per month or less	580	18.8%
Workers Earning \$1,251 to \$3,333 per month	1,008	32.6%
Workers Earning More than \$3,333 per month	1,504	48.6%
Workers in the "Goods Producing" Industry Class	96	3.1%
Workers in the "Trade, Transportation, and Utilities" Industry Class	267	8.6%
Workers in the "All Other Services" Industry Class	2,729	88.3%

Interior Flow Job Characteristics (Primary Jobs)

	Count	Share
Internal Jobs Filled by Residents	33	100.0%
Workers Aged 29 or younger	20	60.6%
Workers Aged 30 to 54	13	39.4%
Workers Aged 55 or older	0	0.0%
Workers Earning \$1,250 per month or less	16	48.5%
Workers Earning \$1,251 to \$3,333 per month	16	48.5%
Workers Earning More than \$3,333 per month	1	3.0%
Workers in the "Goods Producing" Industry Class	3	9.1%
Workers in the "Trade, Transportation, and Utilities" Industry Class	5	15.2%
Workers in the "All Other Services" Industry Class	25	75.8%

PREVIOUS PLANS

As part of the inventory and analysis review, over a dozen previous neighborhood and transportation plans and studies were reviewed for the project area including:

- Georgia Tech- English Avenue Study
- Vine City Redevelopment Plan
- Georgia Tech Master Plan
- Northside Drive Corridor Study
- Martin Luther King Jr. Drive Corridor Study
- English Avenue Redevelopment Plan
- Simpson Road Corridor Redevelopment Plan
- Atlanta BeltLine Subarea 9
- Vine City/Washington Park Livable Centers Initiative Study
- Upper West Side LCI Update
- Proctor Creek North Avenue Watershed Basin
- Atlanta BeltLine Subarea 10
- Atlanta Comprehensive Plan
- Atlanta Transportation Plan (Connect Atlanta)
- Choice Neighborhoods Documents

It was important to take past planning efforts into account in the analysis phase of the process. The recommendations made in these plans were very

important and helped inform the creation of the Strategic Implementation Plan.

The Westside TAD Neighborhoods studies Snapshot Matrix (Table 3) was created to provide a summary of the previous plans and their content. A detailed spreadsheet for each plan can be found in Appendix F.

The review of the plans also aided in developing a framework of the existing conditions of the project area, opportunities and strengths of the neighborhoods, and significant community input. Of additional value to the process, proposed and recently completed projects for the area were collected and incorporated into the *Master Plan*.

An *Aggregate Plan* was developed (Figure 14) that collected the majority of these projects into one map. This plan took the previous neighborhood studies and condensed them into one graphic document. Some assumptions were made when considering boundaries and when plans overlapped.

The *Transportation Aggregate Plan* (Figure 23) was

Table 3: Plan Snapshot

WESTSIDE TAD STUDIES SNAPSHOT	Year of Study	Demographics					Existing Conditions						Opportunities/Recommendations																		
		Population	Household	Commercial Market	Employment	Education	Historical Locations	Housing	Commercial	Zoning	Real Estate Market	Traffic	Transportation	Ecological	Housing	Zoning	Institutional	Commercial	Economic Development	Streetscape	Transportation	Open Space	Urban Design	Design Guidelines	Sustainability	Catalytic Projects	Funding	Metrics	Schedule	Budget	Community Outreach
Georgia Tech- English Avenue Study	2004																														
Vine City Redevelopment Plan	2004																														
Georgia Tech Master Plan	2004																														
Northside Drive Corridor Study	2005																														
Martin Luther King Jr. Drive Corridor Study	2005																														
English Ave Redevelopment Plan	2006																														
Simpson Road Corridor redevelopment Plan	2006																														
Atlanta BeltLine Subarea 9	2009																														
Vine City/Washington Park Livable Centers Initiative Study	2009																														
Upper West Side LCI Update	2009																														
Proctor Creek North Avenue Watershed Basin	2010																														
Atlanta BeltLine Subarea 10	2010																														
Capital Improvements Program 2013-2017	2012																														

Figure 14: Aggregate Map



also created to show proposed transportation projects found within the previously reviewed plans. These projects were inclusive of pedestrian, traffic, and infrastructure improvements, which exceeded eighty projects within the Westside TAD Neighborhoods. A table found in Appendix G outlines the details of each of these projects. Many of the existing infrastructure projects proposed/funded by City departments were taken into consideration in developing the *Master Plan*.

The purpose of these graphic tools was to provide a starting point for conversations with stakeholders regarding which direction the community wanted to grow, and how to do so. It further quantified desired services and suggested how land uses could be distributed across the two neighborhoods.

The *Aggregate Maps* helped establish that the planning work was built upon the existing efforts of the community.

Over forty development projects and eighty-six transportation projects were mapped in the Westside TAD Neighborhoods that were proposed or recently completed. The map also showed existing projects from previous plans that were actually implemented.

The *Aggregate Maps* were used as the starting point for the master planning efforts since they showed specific projects in which the community had vested interest. A table found in Appendix G outlines the details of each of these projects. Examples include:

- Vine City Park: proposed in the Vine City Redevelopment Plan. The first phase of construction is complete and the second phase is in the planning stages.
- North Avenue at Northside Drive: was proposed by the English Avenue Redevelopment Plan and is currently in the planning stages.

Other redevelopment projects that were not reflected within the existing plans included the H.J. Russell commercial building at the Historic Westside Village, Quest 35 projects, among others arose through stakeholder meetings and interviews. It was important to reflect

these ongoing efforts within the *Aggregate Map* as well.

As mentioned in the Community Engagement section of this report, both the *Aggregate and Transportation Aggregate Maps* were used to gain additional feedback from community members during the first public meeting. Revisions were made to both of these maps based on input from the community.

TRANSPORTATION ASSESSMENT

The purpose of the transportation assessment section was to build upon previous studies, evaluate multi-modal transportation alternatives, encourage employment opportunities and enhance connectivity to improve the safety and mobility in and around the project area. Eighty-six transportation projects have been identified in previous studies. The methodology used in this effort evaluated each of the previous proposed projects in a comprehensive manner. Once a consolidated list of previous projects was developed, elements that aided in project prioritization included consistencies between various plans, multi-modal and connectivity impacts, return on investment, and proximity to areas prime for redevelopment.

Sustainability measures were investigated to marry the community's interest in including stormwater management with public transportation improvements. These measures include the implementation of "green streets" wherever practical to provide multiple benefits from singular transportation projects. Green streets are discussed in greater detail in the stormwater management section of this Plan.

Roadway Characteristics

The Westside TAD Neighborhoods have several points of access to the surrounding region. Northside Drive (Figure 15) provides the only regional access to the north and south. Connectivity to the Downtown and Midtown areas of Atlanta are provided via M. L. King Jr. Drive, Ivan Allen Jr. Boulevard, and North Avenue. Access to West Atlanta is provided via M. L. King Jr. Drive (Figure 16), Joseph E. Boone Boulevard (Figure 17), and Donald Lee Hollowell Parkway.

While a mature roadway network grid exists within the project area, access to surrounding regional activity centers is restricted to the east, west, and north by existing and historical rail corridors. Roadways generally operate efficiently during peak travel hours. However, event traffic at the Georgia Dome, Phillips Arena, and the Georgia World Congress Center can lead to significant congestion, especially on Northside Drive.

Figure 15: Northside Drive



Figure 16: M.L. King Jr. Drive



Figure 17: Joseph E. Boone Boulevard



Alternative Transportation

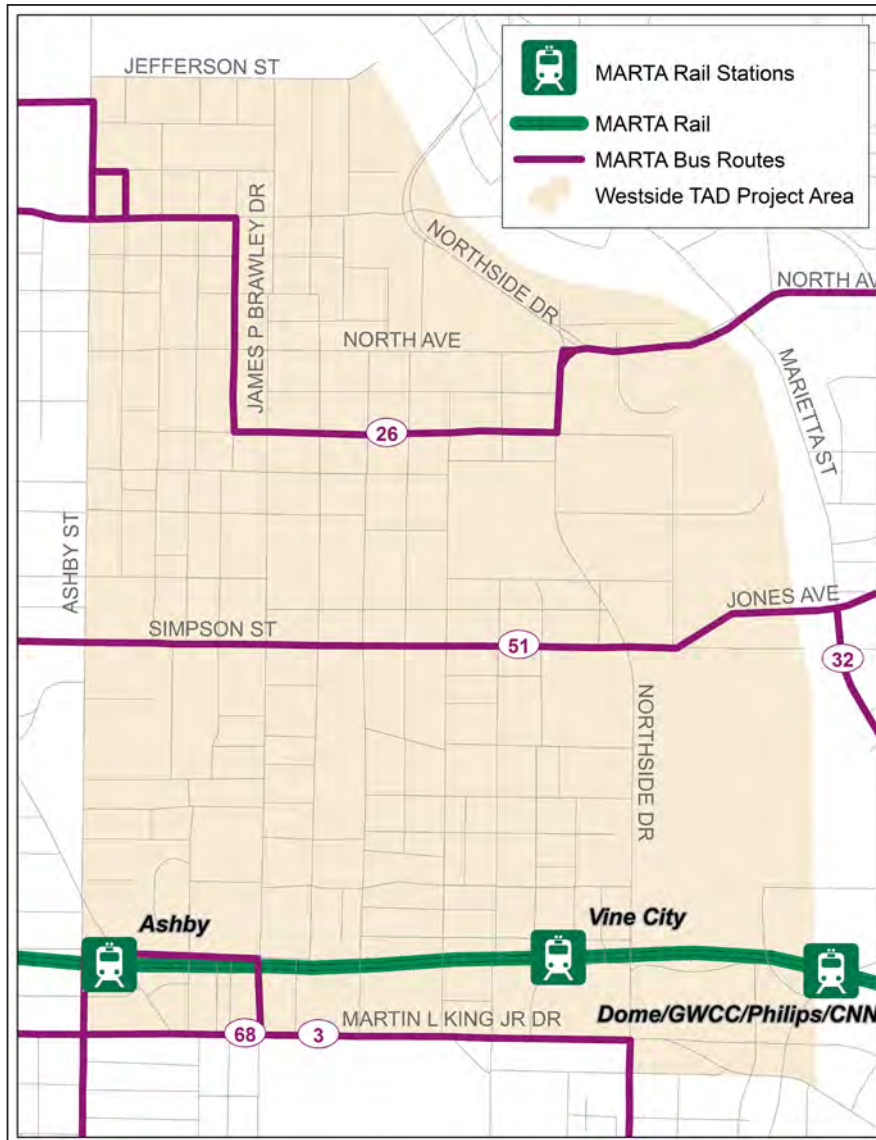
Sidewalks and Bike Paths: Many of the roadways within the project area have sidewalk facilities but are often found in disrepair or missing segments along significant portions of roadways. In locations where sidewalks exist, many are of poor design and condition and there is minimal accommodation for disabled individuals. Additionally, right-of-way requirements have further limited sidewalk improvements. In some circumstances utility poles have been placed in the middle of the sidewalk, blocking the path because of right-of-way constraints.

Although there have been limited improvements, substantial upgrades to the sidewalk network are

needed to enhance the walkability of the community and increase pedestrian safety. The area experiences heavy pedestrian activity and much of the time pedestrians enter the roadway in order to avoid missing or damaged portions of sidewalk. No dedicated bicycle facilities exist in the project area.

Transit: The Westside TAD Neighborhoods are served by MARTA rail at two stations within the project area – Vine City and Ashby stations. MARTA buses serve much of the project area, running east and west across the northern, central, and southern ends of the project area. The numerous bus routes and the convenient rail system provide local mobility and access to the rest of Metro Atlanta.

Figure 18: MARTA Lines



MARTA bus routes 3, 26, 51, and 68 provide service within the project area (Figure 18).

Transportation Systems – Short and Long Range Projects

A number of significant transportation projects are planned for the project area and can be categorized as short range (0-5 years) or long range (6+ years). The most significant long-range projects include the following:

- Northside Drive Corridor – the Georgia Department of Transportation is initiating a study of the Northside Drive corridor and may identify short-term projects to improve operations along the corridor. A possible cross-section of Northside Drive is shown in Figure 19 and discussed in further detail in the Execution section of this Plan. While the GDOT study will determine the ultimate cross-section of Northside Drive, median pedestrian refuges, extra wide sidewalks and off-street bicycle facilities are highly recommended throughout the corridor.
- Atlanta Streetcar Expansion along North Avenue Corridor – Atlanta BeltLine, Inc. is initiating an Environmental Assessment to determine the preferred alignment for the extension of the Atlanta Streetcar to the western Atlanta BeltLine corridor (Figure 20). Preliminary plans have shown the streetcar running east and west within or near the North Avenue and Donald Lee Hollowell Parkway corridors.
- Atlanta BeltLine – Atlanta BeltLine, Inc. is continuing efforts to construct the Atlanta BeltLine corridor, a system of multi-use paths, transit, parks, and redevelopment in historic railroad right-of-way (Figure 21). The west BeltLine corridor lies approximately 2,000 feet west of the project area and will reestablish much needed connectivity to neighborhoods. With the ultimate construction of streetcar transit, additional transit connectivity will be provided to existing and potential regional activity centers.

Short-range projects that are at least partially funded include:

- James P. Brawley Bicycle Corridor – James P.

Figure 19: Northside Drive

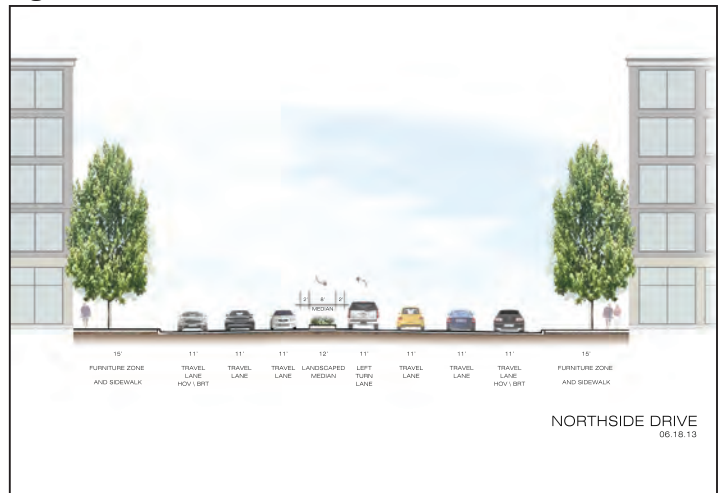


Figure 20: Atlanta Street Car



Figure 21: Atlanta BeltLine



Figure 22: Proposed M.L. King Jr. Drive



Brawley Drive has been identified by the City of Atlanta as a high priority bicycle project. James P. Brawley Drive provides north-south connectivity through the entire Westside TAD Neighborhoods. The project will designate James P. Brawley as a “bike boulevard” and will include mini traffic circles and other improvements yet to be identified.

- Martin Luther King Jr. Drive Complete Street Improvements – this project will include a “road diet,” reducing the vehicular cross-section of Martin Luther King Jr. Drive to provide a single travel lane in each direction. The remaining pavement will be used to provide on-street parking or bicycle lanes in select locations, pedestrian refuge islands, and curb bulb-outs to reduce pedestrian crossing distances (Figure 22).
- Joseph E. Boone Boulevard Green Infrastructure – the proposed project includes a reduction from four travel lanes to two, the addition of bike lanes along the corridor, and center turn lanes at select locations. The project also will incorporate a number of “green” infrastructure elements including planter boxes, permeable pavement, bioretention areas, and planting strips.
- PATH Foundation’s Westside Trail – construction of

phase II of the Westside Trail will include a 10-12 foot concrete multi-use path from Washington Park to Centennial Olympic Park. The path is proposed to generally follow Carter Street and Rhodes Street within the project area. Magnolia Street would be an attractive alternative to the east end of this alignment if a new connection can be provided across the Georgia World Congress Center to Andrew Young International Boulevard.

Beyond the projects planned by government agencies (partially listed above), a review of previous studies in the Westside TAD Neighborhoods revealed 86 different proposed transportation projects. These previously identified projects have been publicly vetted and should be pursued and adjusted as priority projects develop.

STORMWATER ASSESSMENT

Stormwater management is an important topic for all urban watersheds, particularly those located in an impaired stream health and combined sewer area and such as the Westside TAD Neighborhoods. A variety of studies and available existing condition information were reviewed. The characteristics of the watershed were reviewed and mapped, past studies were integrated into the *Aggregate Plan* and recommendations, and stormwater-focused recommendations were included. Some recommendations include further study and potential infrastructure improvements, but most are meant to be overlaid as an additional layer to the economic and community redevelopment of this area.

In 2013, the City of Atlanta revised the post-development stormwater management ordinance. The changes included a “sliding scale” of runoff reduction based on the amount of existing impervious area of the site. Most notably, the ordinance also requires that the first one-inch of rainfall be retained on-site with the use of infiltration, evapotranspiration, or capture and reuse of the one-inch stormwater volume. The ordinance allows for the ability to incorporate “pass through” water quality techniques in the cases where full on-site retainage is not possible; however, the new ordinance greatly promotes the use of green stormwater management techniques. The idea of integrating stormwater management, especially green best management practices (BMP), with development opportunities is consistent with the recommendations of this study.

Green BMPs and Low Impact Development (LID) principals are designed to manage stormwater with a natural approach through the use of soils, vegetation, and land use. Typically, the techniques are integrated at the project level or micro-scale and are intended to mimic the natural or pre-developed hydrology of the site.

Proctor Creek Watershed

Atlanta is located in a humid watershed with

approximately 50 inches of rain per year. The project area is located within the Proctor Creek North Avenue Watershed Subbasin. Proctor Creek is an impaired stream segment identified as not meeting state water quality standards for fecal coliform. The project area is located within the upper reaches of the Proctor Creek basin.

The Westside TAD Neighborhoods are located within a combined sewer area. Therefore, discussion regarding sanitary sewer is relevant to a discussion about stormwater management. Per the Clean Water Atlanta Capacity Limited Areas Map dated August 1, 2006, the area is non-capacity limited for sanitary sewer service. This was also confirmed by conversation with Atlanta Department of Watershed Management (DWM) in June 2013. However, as development of the City and the basin continues, the capacity could become limited or specific sites could have isolated capacity issues.

The Proctor Creek Watershed has a Watershed Improvement Plan and Total Maximum Daily Load (TMDL) plan in place for management of the watershed’s water quality and to address the impaired segment requirements. These plans were developed and are tested and maintained by the Atlanta Regional Commission (ARC).

A visioning document was developed by Park Pride entitled *Proctor Creek North Avenue Watershed Basin: A Green Infrastructure Vision (PNA Vision)* in 2011 that identified potential open space and street improvements with green stormwater infrastructure elements intended to provide a community amenity as well as capacity relief to the basin during storm events. The visioning process included community outreach and resulted in the development of a conceptual master plan. This Plan includes four demonstration projects which are included within the project area and are illustrated on the *Aggregate Plan*.

In October of 2012, a field evaluation and stakeholder meeting was held to prioritize the identified projects from the PNA Vision as part of the EPA 2012 Green

Infrastructure Community Partners Project. The study included the four demonstration projects, two other identified projects from the PNA Vision, as well as two additional projects identified by the team. The priority criteria and valuation were developed at the stakeholder meeting and the study placed weighting factors on the criteria. The scoring was general in nature and did not include detailed economic, engineering, land value, or other qualitative feasibility data. For example, stormwater engineering calculations were not available because of project budget constraints and scope; therefore, general judgment and professional experience were utilized to assign a score for the projects.

The evaluation is heavily dependent on the scoring during the stakeholder meeting which is not necessarily in line with the objectives of the EPA Green Infrastructure program. Of the 100 available points, 25 are directly related to stormwater and watershed benefits. It is recommended that additional engineering analysis be completed to better quantify the potential watershed impacts of these projects as well as evaluate them against EPA criteria. A memo of the draft result was released to DWM in December 2012.

One of the demonstration projects is green street improvements at Joseph E. Boone Boulevard, for which the City received a Section 319 grant for funding from the EPA, and plans are being further developed. A second project is open space now being pursued as Historic Mims Park and is called Boone Park East in the PNA Vision. A third is Boone Park West located at the former Proctor Village site, which is discussed in more depth in the recommendations. Finally, the fourth is the redevelopment of the English Avenue School site. This recommendation is a redevelopment/repurpose recommendation of an underutilized site with the inclusion of retrofitting green stormwater techniques to manage the runoff generated from the development. Again, the idea of integrating stormwater management at the project level and with development opportunities is compatible with the recommendations of this study.

The Proctor Creek Watershed was recently selected (April 2013) as one of eleven communities to participate

in the Urban Waters Federal Communities Partnership program. This is an important designation, and the City is currently working to prioritize the needs of the area, of which the project area is included in the upland areas of the watershed.

FEMA has released preliminary revised Flood Insurance Rate Maps (FIRM) that include delineation of areas within the Westside TAD Neighborhoods as Zone X: Other Flood Areas. These areas within the project area are included in this Plan to illustrate flood prone areas based on combined sewer overflows rather than associated with open channel water bodies (streams, rivers coasts) stage elevations, as is more traditional for FIRMS.

Existing Conditions Evaluation

Available infrastructure and existing condition information was accumulated and included and used to develop specific recommendations. They are also developed to serve as a guide when evaluating future proposed development.

The following sources were utilized to develop the existing conditions maps of the Plan:

- Topographic information (Figure 24)
- City sewer maps (Figure 25)
- City utility maps and GIS
- City records of existing BMPs
- Future FEMA Flood Maps

Stormwater Management Recommendations will be outlined in the Urban Design Recommendations section of this Plan as well as on the priority projects.

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Figure 24: Topography Map

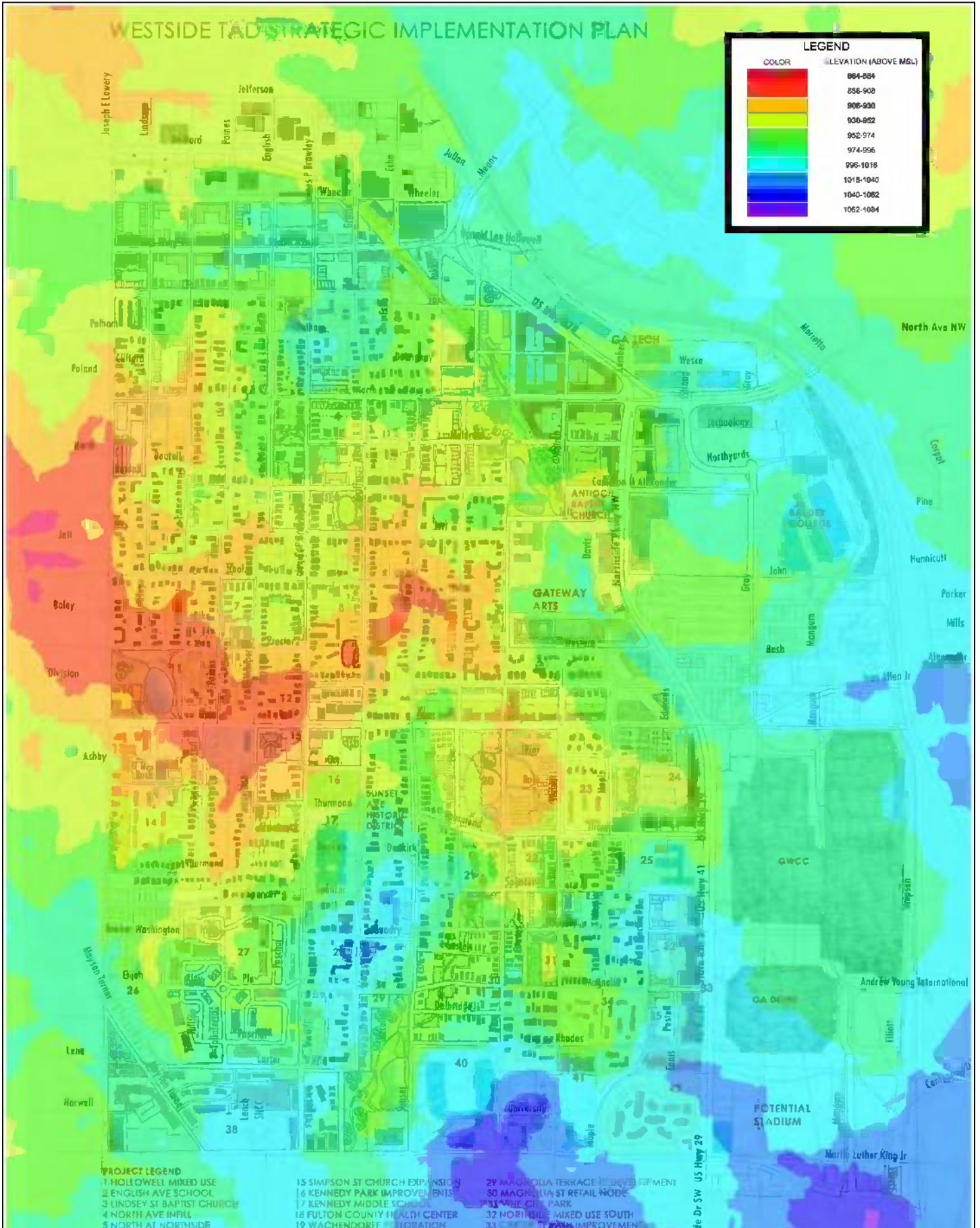


Figure 25: Sewer and Topography Map



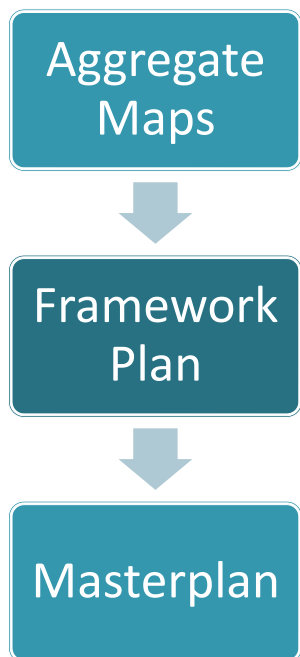
SEWER AND TOPOGRAPHY MAP

FRAMEWORK PLAN

The following section outlines the design process followed to arrive at to the *Master Plan*. The *Aggregate Map* developed in the first phase of the work was analyzed to form the *Framework Plan* and further detailed into a *Master Plan* taking into consideration community input, site analysis and development criteria. (Figure 26).

The schematic ideas that were captured graphically in the *Aggregate Plan* were further refined based on the analysis of existing conditions. These have been listed in the section titled “Design Framework Criteria.” The design conclusions are listed in the section titled “Architectural Program / Strategy.”

Figure 26: Process Diagram



The *Framework Plan* (Figure 27) was presented to the public during the second public meeting to confirm that concerns and corrections were accurately captured from the first meeting, and to verify the assumptions. This plan was further informed by current market conditions including absorption rates, and other supply/demand criteria, including price points that could be supported in the project area.

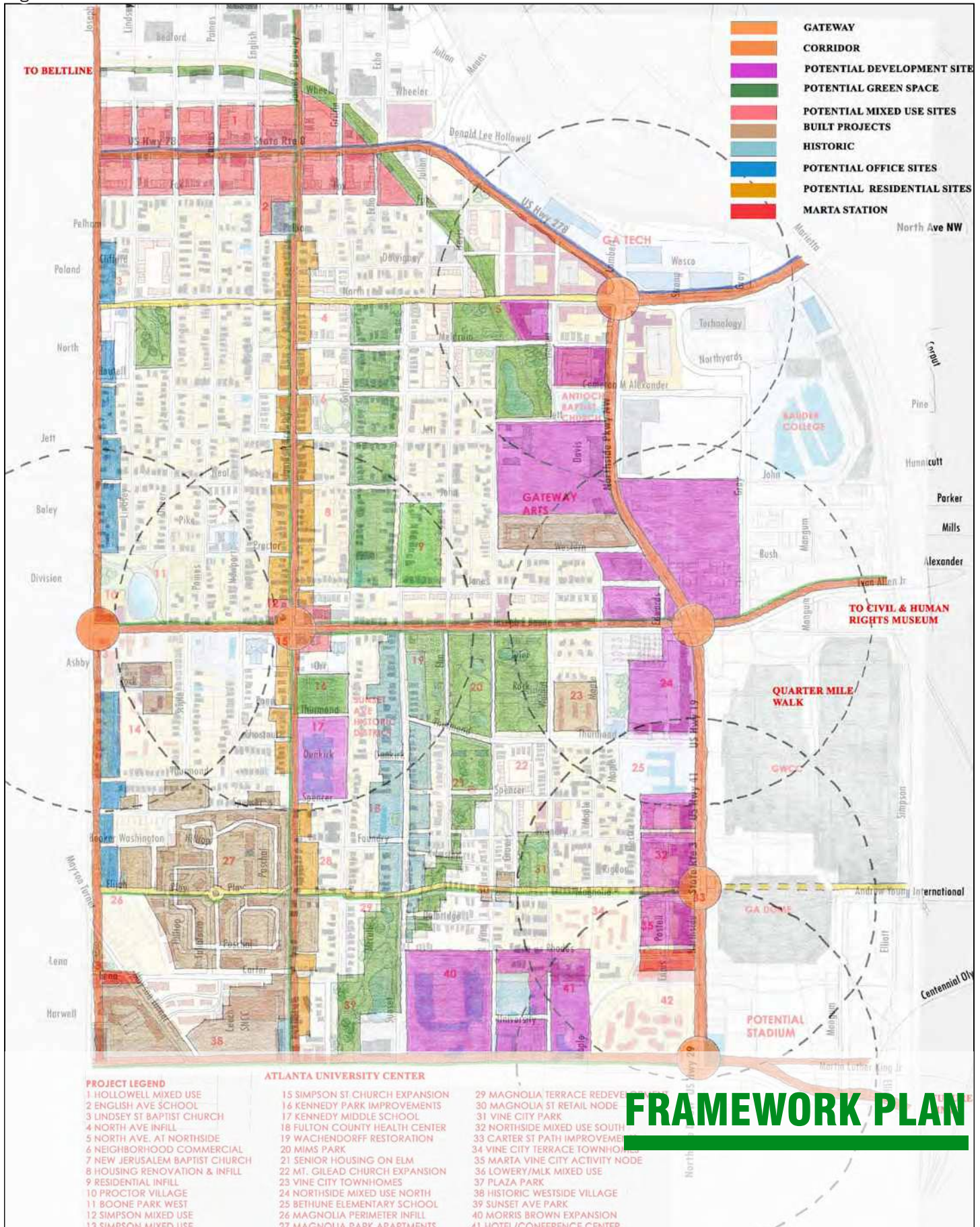
Themes

Through the review of previous plans and community input, several themes informed the development of the plan; resulting maps can be found in Appendix H. The *Framework Plan* establishes how different elements of the neighborhoods would be developed:

- **Neighborhood Amenities:** characterizes a holistic urban infill redevelopment that creates a destination by providing a true live, work, and play environment, and celebrates the impressive cultural heritage that is embodied in the community. The redevelopment of the neighborhoods implies the provision of new services for current residents. It also builds upon services that already exist within the community (M.L. King Drive Corridor Study, Vine City/Washington Park LCI Study).
- **Sustainability:** identifies the current sustainability efforts already occurring within the Westside TAD Neighborhoods including the introduction of urban farming within Historic Mims Park, and sustainability efforts with the Boone Green Street project. Any further redevelopment of the neighborhoods requires careful consideration of watershed management issues and should use these as opportunities for job creation and the implementation of sustainable building practices (Proctor Creek Vision Plan).
- **Heritage Tourism:** this effort involves building on the foundation of the neighborhoods’ history and culture, the preservation of housing for existing residents, and an acknowledgement of the significant architecture in the project area (all previous plans).
- **Entertainment:** the redevelopment approach of Northside Drive includes new opportunities for larger scale retail that will arise as a result of the new football stadium and redevelopment of the Westside TAD Neighborhoods. This also includes connecting the Westside TAD Neighborhoods to the Downtown area (English Avenue Redevelopment Plan, Vine City/Washington Park LCI Study).

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Figure 27: Framework Plan

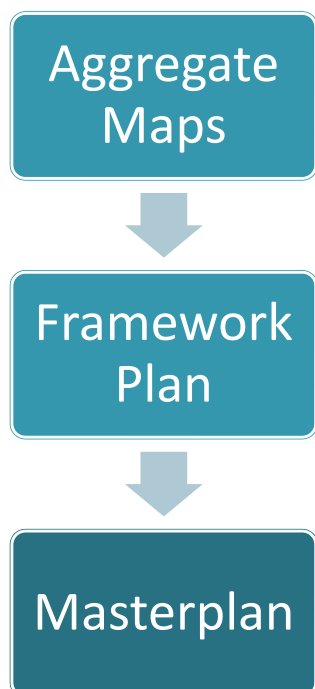


- Connections: create linkages to Downtown, the stadium, Andrew Young International Boulevard, the city at-large via the BeltLine, the highways, commerce and services, the universities, employment options, etc. This also speaks to organizational connections with existing human service providers to better serve the larger community needs.

The stormwater management and transportation assessment establishes an overlay to the *Framework Plan*. The analysis of stormwater and transportation informs locations where development should/should not occur, including: flooding areas, infrastructure constraints and areas for environmental protection.

MASTER PLAN

The final step in the site planning process was to modify the *Framework Plan* based on engineering constraints and real estate market realities to create the *Master Plan*. This phase of work involved interviews with interested developers, potential lenders, and prospective businesses. Three to five short term real estate projects were identified for potential implementation. The selection of these projects is based on each project’s ability to provide a measurable catalytic influence toward consolidating and initiating the establishment of the *Master Plan*.



Design Framework Criteria

The following criteria were considered in order to develop the *Master Plan* (Figure 28):

- Topography identifies buildable/ non-buildable areas, favorable site lines to the Downtown, etc.
- Pathways for proposed utility and infrastructure improvements.
- Paths for transportation projects (roadways, streetcars, MARTA lines, bike paths, etc.) taking into consideration the two existing MARTA rail stations within the project area.
- Structures and sites to be preserved because of their historic significance.
- Corridors based on their traffic volume, historical significance, etc.
- Architectural and infrastructure projects which are pending. The goal was to capitalize on these projects and their implementation.
- Impact of the proposed football stadium.
- Sustainable design concepts throughout the project (including the buildings, low-impact storm water systems, etc.)

Architectural Program/Strategy

Once the above listed criteria were overlaid, the next set of information to inform the Plan included the preliminary conclusions and design principles outlined in the *Master Plan* (Figure 28):

- The site is naturally divided into four quadrants divided by James P. Brawley Drive (north-south axis) and Joseph E. Boone Boulevard (east-west axis). The southeast quadrant reflects the possible uses of entertainment, services, and housing. The southwest quadrant has a tendency towards the uses of services, cultural/historical and housing. The northeast quadrant contains some services, institutional, and housing. The northwest quadrant trends toward housing and cultural uses.
- The four quadrants then have nine intersections. Five of those intersections are significant as either gateways or nodes, shown in the *Framework Plan*. A sixth intersection/node created at Northside Drive if Andrew Young International Boulevard is

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extended through the Georgia World Congress Center (GWCC) campus.

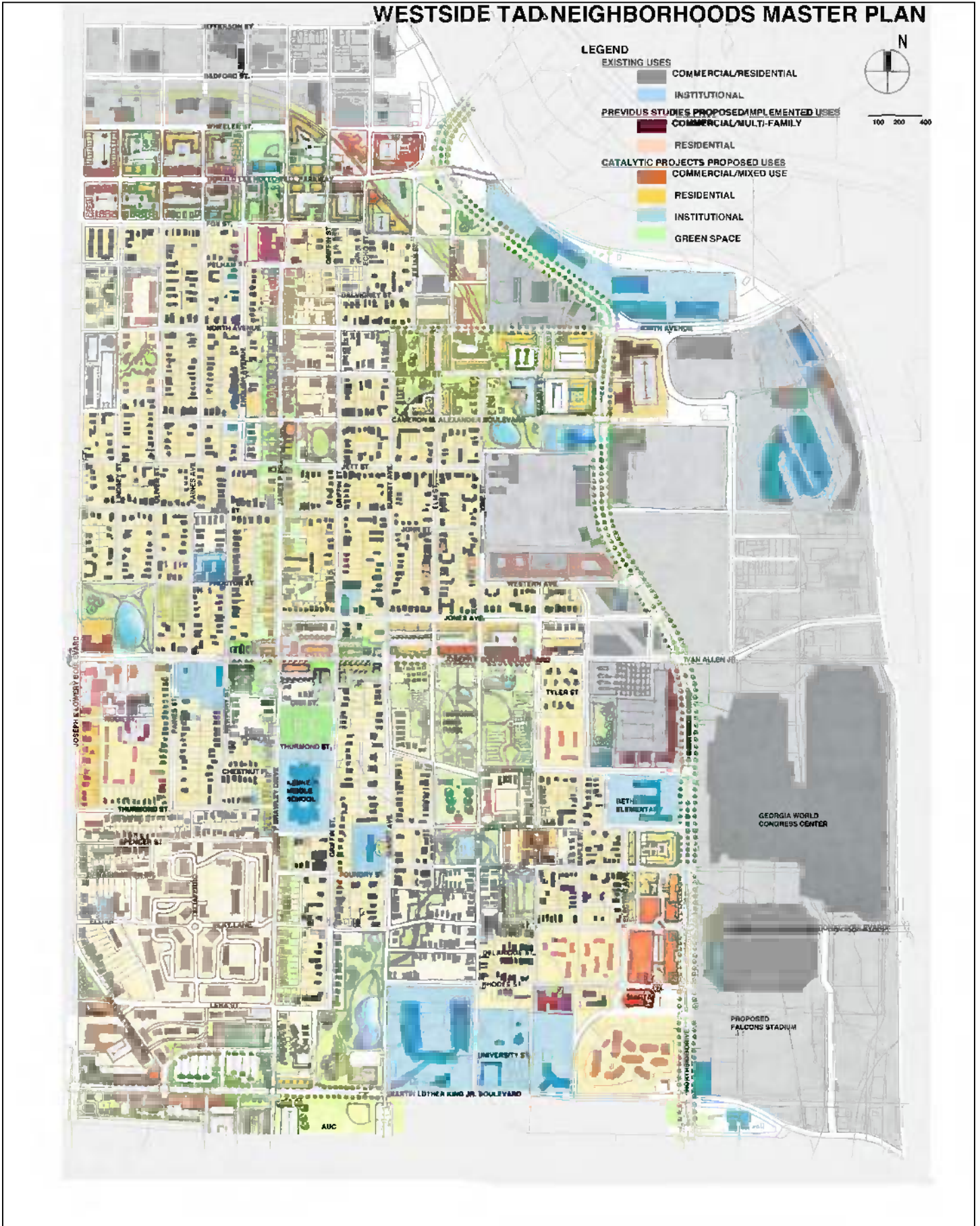
- As new development is designated along corridors, consideration should be given to the scale of the development and its ability to encourage walkability by using the concept of the quarter-mile radius.
- One of the proposed redevelopment techniques is to provide development along significant corridors that lead to nodes of interest. An example would be to designate new development along Joseph E. Boone Boulevard as it leads to the destination of Historic Mims Park. Other significant corridors are shown on the *Framework Plan*.
- The *Framework Plan* shows the proposed mix and location of services throughout the project area following previous plans and studies. One strategy would be to have commercial uses along Northside Drive to take advantage of the vehicular traffic and the pedestrian flows associated with the GWCC and the proposed football stadium.
- A second strategy is to increase density around pockets of strength by adding new and complementary development around new and/or proposed projects. An example would be to provide blight elimination and new housing to match the size, scale, and character of the new residential units being planned by the Atlanta Housing Authority around the Magnolia Park Apartments.
- Concentrate new large redevelopment, in the short term, on parcels where site control is either secure, or considered to be attainable.
- The anticipated density of the site decreases from the east to the west.
- Major impacts around the project area include the Central Business District (CBD) to the east, the proposed MultiModal Passenger Terminal (MMPT) project to the southeast, and the BeltLine westside trail to the west. The key will be to extend specific priority projects so that the area can be reconnected to the proposed entertainment district and the CBD. The GWCC campus currently serves as a barrier to this connection. Extending Andrew Young International Boulevard will be one way to establish this important connection.
- The Northside Drive Corridor Study and the Georgia Tech Northside Drive Study both have strategies of how to utilize this roadway as a multimodal transit

corridor in order to reinforce connectivity between the east and west sides of Northside Drive.

- The intent is to celebrate the architectural styles of the district.
- Sunset Avenue is the proposed hub of a historical cultural tourism industry.

The *Master Plan* is the visual representation of the vision for the future growth of the Westside TAD Neighborhoods. It is important to note that the majority of the projects outlined within the *Master Plan* have been previously proposed by community members in previous plans and reviewed through the community engagement process. As these communities continue to grow, new projects may be added to the *Master Plan* vision. These projects should follow the same process to gain community feedback and follow the framework created by the *Master Plan*.

Figure 28: Master Plan



DESIGN RECOMMENDATIONS

Specific design, transportation, and stormwater recommendations can be followed to ensure that development within the Westside TAD Neighborhoods would continue to preserve its existing fabric, while encouraging walkable and pedestrian friendly new developments to be implemented within its boundaries. The following three sections compile recommendations found in previously completed plans with the addition of new recommendations that address issues important to the community.

Overall urban design recommendations for the Westside TAD Neighborhoods reflect the preferences articulated by residents and stakeholders, and draw on sustainable urban design best practices. These practices address connectivity, building placement, neighborhood retail/services and access to green space.

Connectivity: improve multiple travel mode options, including pedestrian, bike and transit, to ensure mobility for all ages and physical capabilities. See transportation recommendations for additional details. The following items should be included in all redevelopment projects:

- Continuous sidewalks (Figure 29)
- Bike paths and routes (Figure 30)
- Trails and paths separated from vehicles
- On street parking or screened from the public view
- Traffic calming techniques including speed tables, narrowed lanes, pavement changes, on-street parking

Buildings: Building recommendations include preservation/adaptive reuse of historic structures, infill development and redevelopment.

- Preservation/Adaptive Reuse of structures where possible (See Historic Preservation Plan)
- Infill Development that is sensitive to contextual scale and massing
- Redevelopment as appropriate for neighborhood stabilization and economic growth

Figure 29: Sidewalks



Figure 30: Bike routes



Figure 31: Bus and rail stops



- Scale/Massing - appropriate to context and location (Figure 32)
- Building Placement/Setbacks - “build-to” lines to shape the public realm
- Architectural Detail - detail at the pedestrian level is necessary to provide a visually appealing experience
- Sustainability - use best practices to reduce environmental impacts and operating costs

Green Space/Landscape: are located in areas that can be used for recreational activity and in areas where redevelopment should not occur because of site constraints.

- Parks, parklets, plazas, urban forests, landscapes and water features all contribute to the health of a community, both ecologically and socially. These are basic components that should be incorporated throughout the project area
- Install street trees for shade, air quality, storm water management, reducing temperatures and beauty wherever possible (Figure 33)
- Use native landscape plants for ease of maintenance, attractiveness and hardiness
- Prioritize green space within walking distance of each resident and include a variety of green spaces - active, passive, large, intimate, to meet the needs of all residents (Figure 34)
- Working green space - to improve water quality, reduce storm water runoff

Land Uses: types of uses, building heights, and zoning that should be followed in order to continue to develop while respecting the character of the neighborhoods.

- Mix higher intensity uses along transit corridors, at transit nodes and commercial nodes
- Preserve historic resources
- Preserve and stabilize established residential areas
- Locate neighborhood commercial, retail, services and educational institutions within walking distance of every resident
- Transition intensity of development between mixed use nodes and established residential areas

Figure 32: Scale and massing



Figure 33: Shade trees



Figure 34: Active green space



Public Safety Recommendations

Crime prevention through environmental design (CPTED) is a method to reduce criminal activity and promote safety without community policing. CPTED addresses environmental design conditions that make criminal behavior more common, such as poorly lit sidewalks, alleys, paths, and parking lots. Additional safety recommendations related to policy are addressed in the Implementation Section of this Plan.

CPTED addresses natural barriers that exist within a neighborhood that serve as hiding spots for criminals, such as unkept or tall hedges, tall exterior walls and fences. Additionally, CPTED encourages development to face open space, including streets, parks, and plazas. CPTED attempts to reduce or eliminate crime by using elements of the environment to:

- Control access (Figure 35)¹
 - Provide opportunities to see and be seen (Figure 36)
 - Define ownership and encourage the maintenance of territory (Figure 37)
1. Control access by creating both real and perceptual barriers to entry and movement. The environment must offer clues about who belongs in a place, when they are supposed to be there, where they are allowed to be while they are there, what they should be doing, and how long they should stay. Users/guardians can also serve as access control if they pay attention to people and activities and report unwanted behaviors to the appropriate authorities. Examples: fences, tree lines, hedges, or berms define the boundaries of a site, sidewalks, paths, and gardens guide movement through a site, gates and doors limit points of entry to a site or building signs direct movement, provide information, define appropriate activities and schedules, and identify intended users.
 2. Take advantage of design to provide opportunities to see and be seen. This includes opportunities to see from adjacent properties; opportunities to see from one part of the site to another; and

Figure 35: Control Access

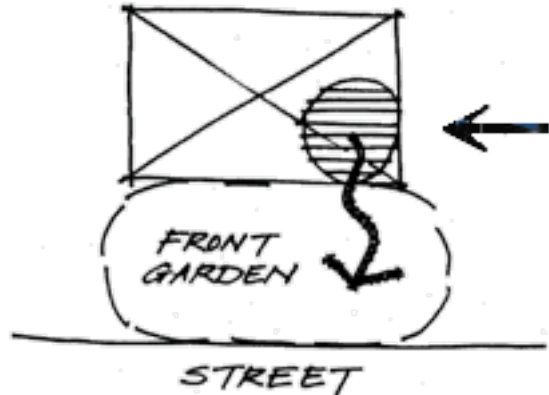
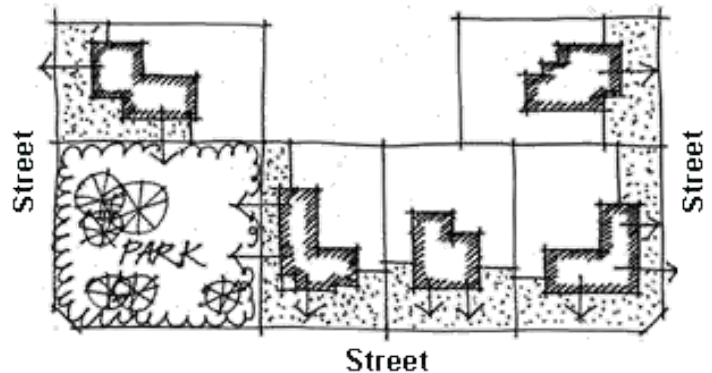


Figure 36: Opportunities to be seen



Figure 37: Defining Boundaries



1. <http://www.communities.qld.gov.au/>

opportunities to see parking, walkways, and other areas of the site from various locations inside the building. These design elements need to be supported by potential observers (they actually need to look for and then report unusual behavior) and by policies and procedures, for example:

- Lighting improves the ability to observe activity.
 - Identify individual windows that allow views from inside to outside and outside to inside. Building location and orientation can create or remove views.
 - Proper selection of trees, shrubs, and other plant species, with regular maintenance, can minimize conflict between lighting and landscaping and ensure that views on, off and around the site are preserved over the long-term.
 - Furniture arrangements, window treatments and other interior design elements can support observation and encourage guardianship.
 - Design features may be supported by physical security or guards when circumstances require them.
3. Use design to define ownership and encourage maintenance of territories. As mentioned previously, the design should provide clues about who belongs in a place and what they are allowed to do. Administrative support in the form of rules and regulations about use and maintenance can be critical to the success of various design applications. Examples: fences, hedges, tree lines, or planter boxes separate spaces. Changes in elevation or variations in paving or flooring materials define transitions from public to private spaces. Gardens, artwork, and furniture individualize spaces and demonstrate a visible level of care and attention. Signs establish ownership, and maintain limits on use of buildings, yards, gardens, sidewalks, and other features and are a sign of guardianship. Design features may be supported by locks, alarm systems, guards, or other security measures in some situations.

locks, guards, and alarms. Note, too, that although CPTED is frequently considered the responsibility of police, many of the tools and techniques are things that fall outside the purview of policing. This is why CPTED is a team effort, one that officers participate in but do not necessarily control. Successful CPTED methods combine code enforcement with the efforts of the Police Department and local property owners and residents.

Note that while CPTED is a crime prevention program, it focuses on design, not safety, and on productive use, not security. Design features are “supported” by

TRANSPORTATION RECOMMENDATIONS

The primary goal of the transportation section is to identify an array of projects that can be implemented to enhance current land uses or to assist in redevelopment efforts. Transportation improvements should not be treated as stand-alone projects; instead transportation improvements should be prioritized in areas of redevelopment investment in order to leverage the impact of other public and private dollars. Therefore, priorities established in this document may change over time as the availability of funds for priority projects evolves.

This Plan should guide prospective property owners and developers to the location and type of transportation efforts to be considered in their projects. Full implementation of recommended improvements may take several years and may depend on the availability of local, state, private, or federal funding, as well as on the support and action of different levels of government and from the local community.

Vehicular and Pedestrian

- Operational improvement projects on major corridors of Donald Lee Hollowell Parkway, Martin Luther King Jr. Drive, and Northside Drive that reduce traffic congestion and conflict between pedestrian and vehicular traffic include: signal upgrades, access management, intersection improvements with pedestrian crosswalks, and planted medians and pedestrian refuges (especially on Northside Drive).
- Connectivity projects to improve accessibility, circulation, safety and congestion, include a new connection across the Georgia World Congress Center property. This connection is preferred as a full street section but pedestrian and bicycle connectivity should be provided at a minimum whenever street connections are not feasible (Figure 38).
- Pedestrian facilities that include new sidewalks, lighting, street furniture, enhanced bus stops, signage and trees. These improvements provide safer pedestrian environments (Figure 39).

Figure 38: Connection to GWCC



Figure 39: Pedestrian Improvements

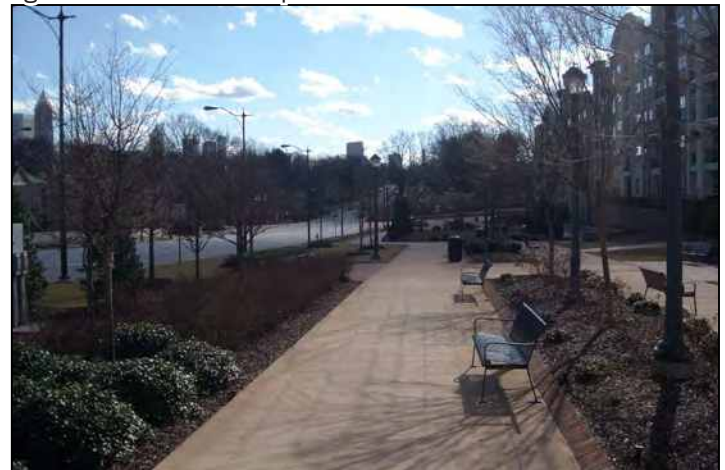


Figure 40: Trails and paths



Figure 41: Raised Median



Figure 42: Crosswalk



- Trails/multi-paths for biking and recreational uses along the green spaces and open spaces provide opportunities for walking, and biking. These provide connection to regional trails, nodes and the neighborhoods (Figure 40).
- Transit projects include enhanced bus stops with benches, shelters, lighting, and real-time bus arrival information and enhanced pedestrian connectivity to the MARTA Vine City and Ashby stations with redevelopment of available properties.

Raised Landscaped Medians: A raised, planted median (Figure 41) is an area between opposing directions of traffic planted with grass and shrubs, set off by curbs that inhibit the ability of automobiles to drive across. Openings, or gaps, are left in the medians to accommodate left turns and provide opportunities for U-turns or reversal of direction. Raised, landscaped medians provide traffic calming and create a safer environment for motorists and pedestrians. In addition, they add stormwater management opportunities.

Streetscape

In an effort to make the Westside TAD Neighborhoods more inviting and safe for pedestrians, all projects are recommended to include the following improvements:

- Bring all pedestrian facilities to ADA compliance standards.
- Install pedestrian ramps and crossings at all signalized intersections.
- Eliminate obstructions in the sidewalk (such as utility poles, fire hydrants, eroded soil, etc.).
- Restripe crosswalks and stop bars (where necessary).
- Install countdown pedestrian signals at all existing and proposed signalized intersections.
- Establish pedestrian refuges (where possible) and minimum travel lane width to minimize exposure of pedestrians.
- Create improved lighting to increase visibility of pedestrians.

Pedestrian Signals/Crosswalks: Pedestrian routes are designated by signs and pavement markings (Figure 42) to focus pedestrians at specific areas where adequate sight distance and warnings exist. Signals are provided to enhance the effectiveness of crosswalks by stopping vehicular traffic to allow pedestrians to cross safely. In many cases, crosswalks occur at intersections and most often at signalized intersections.

Bike Lanes and On Street Parking: Bike lanes accommodate an additional mode of transportation. On street parking facilities serve more than the obvious purpose of allocating space for visitors to park; they also help narrow wide streets and provide a buffer between cars and pedestrians. Drivers tend to travel at significantly slower speeds in the presence of features such as on-street parking and small building setbacks.²

Street Lighting: Pedestrian oriented street lighting (Figure 43) is important for both safety and creating a welcoming environment. In historic neighborhoods it is recommended that the style of pedestal should be reflective of historic styles found in the neighborhood.

Best practices for street design are outlined:

Use of LED street lighting and solar powered lighting is also encouraged, where feasible. Lighting that is hardwired for back-up power is highly recommended for safety concerns.

Street Furniture: Additional street furnishings should also be considered to complement other streetscaping improvement: trash receptacles, bike racks, wayfinding signs, benches, public art, etc. add to the pedestrian environment and can also allow for the community to express itself (Figure 44).

Underground Utilities: are located underground visually enhance the streetscape by removing unsightly “spaghetti” that overhead telephone, cable, power poles, and wires create. Unfortunately, this is an alternative that is high in cost especially in existing neighborhoods. Future redevelopment should take this option into consideration.

Access Management

Roadways provide local access to destinations within a town, city, or community. They also serve regional through-traffic and the long range transport of individuals and goods. Access management involves the control, management, and planning of the number and placement of driveways along a roadway, in addition to the roadway’s medians and median openings, interchanges, intersections, turn lanes, and traffic signals. The spacing of driveways, intersections, median openings, and traffic signals affects the flow of traffic and can either help or hinder a driver’s progress and safety on their journey along the roadway by controlling

potential points of conflict.

An important factor in controlling access and reducing conflict points along the corridor is appropriate driveway alignment. Ensuring that driveways are located across the roadway from one-another and are properly aligned reduces confusion for drivers thereby increasing mobility and safety. Driveway alignment aids drivers by concentrating turning movement to fewer points along the corridor. Drivers can better see and predict the movements of other vehicles if they are concentrated at a single point.

One technique to reduce the number of vehicle conflicts is to promote on-site traffic circulation and shared-use driveways through local government ordinances related to development application approval. Lengthening the “throat,” or “stem” of a driveway helps to avoid traffic spillback onto the highway. Shared use driveways or joint access improve both the safety and efficiency of the roadway. This is accomplished by concentrating vehicles into shared-use driveways accessing multiple properties, eliminating the need for an individual driveway for every property along a corridor.

Shared use driveways also limit the number of access points into developments along the corridor. Developments with multiple parking lots and land uses are considered to be one property for the purposes of access regulation. Only the minimum number of connections necessary to provide reasonable access should be permitted. Consolidation of driveways increases traffic volumes at remaining driveways, therefore, increasing the importance of adequate “throat” lengths.

Figure 43: Street Lighting



Figure 44: Street Furniture



Transit

Enhancing existing bus stops will provide a more convenient and welcoming environment and encourage continuous use of the transit system. Enhanced amenities at bus stops should be pursued and at minimum should include seating and shelters consistent with planned streetscapes and clearly marked signage with route information. Stops could also contain additional amenities such as covered and attractive structures with comfortable seating, complete MARTA system route information, and LCD display boards showing arrival times. Incentives should be given to the developers of these properties to incorporate the bus stops into the building structure and connect them with any retail functions of the development (Figure 45).

The Atlanta Streetcar line planned along the Donald Lee Hollowell Parkway and North Avenue corridor will provide an attractive commute for residents with local stops and short headways between streetcars. Other features of this streetcar system will likely include transit signal priority and high riding quality. Transit signal priority uses technology that allows streetcars along a given corridor to communicate with downstream traffic signals in order to maximize the amount of green time they experience, improving progression of the streetcar along the corridor.

Transportation Demand Management

In future years, strategies to manage demand will be more critical to transportation operations than strategies to increase capacity (supply) of facilities. The

inability to easily and quickly add new infrastructure coupled with the growth in passenger and freight travel have led to the need for transportation system managers and operators to pay more attention to managing demands.

Transportation Demand Management (TDM) is described as applying measures that influence traveler behavior for the purpose of reducing or redistributing travel demand. The primary purpose of TDM is to reduce the travel demand during peak congestion and reduce the number of vehicles on the roadway network while providing a wide variety of travel options.

The Georgia Department of Transportation (GDOT) and the Atlanta Regional Commission (ARC) currently provide incentive programs and information to commuters on TDM measures such as transit, walking and biking options and incentives, carpooling, vanpooling, teleworking, flexible work hours, and a guaranteed ride home. Incentives and marketing for this program are managed by the Georgia Commute Options program. ARC often provides grants for TDM related measure for areas located with an LCI boundary. Consideration should be given for applying for one of these grants to develop a sub area TDM plan that includes a marketing and education campaign that addresses how new developments should actively participate in existing TDM programs.

Event Traffic

Northside Drive already serves a significant amount of event traffic for the current Georgia Dome and is

Figure 45: Transit Stop



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regularly congested during event loading and unloading peaks. It serves as the primary alternative to traffic on the I-75/85 Connector and the Williams Street interchange. Alternatives to these routes should be pursued vigorously throughout the planning and design of the new stadium project.

The new stadium should provide seamless connectivity to transit options in order to promote alternative modes of transportation, and keep as many cars off the road as possible. For the vehicles that do come, enhanced connectivity should be provided south and east of the stadium to promote the use of alternative corridors such as Spring Street for access to I-20 east/west and Martin Luther King Jr. Drive for access at its interchange with I-75/85.

A number of important stakeholders should be engaged in the overall traffic management plan for the new stadium, including: City of Atlanta Departments of Planning and Public Works, GDOT, MARTA, Atlanta BeltLine, Inc. (streetcar), Central Atlanta Progress, the Atlanta Regional Commission, the MMPT development Team, and regional bus providers.

STORMWATER MANAGEMENT RECOMMENDATIONS

Stormwater management for proposed development and redevelopment projects should, at a minimum, meet the City of Atlanta post-development stormwater ordinance. Additionally, infrastructure projects should include, as much as possible, green stormwater management facilities. Based on the specific existing conditions and needs of the project area, it is recommended that specific attention be placed on management of the quantity of runoff to provide capacity relief to the basin. Additionally, quality is important as the watershed contributes to an impaired stream (albeit, impaired by fecal coliform most likely from combine sewer overflows).

Green best management practices (BMPs) generally include three basic principles: infiltration, evapotranspiration, and capture and reuse. They can be large or small scale, they come in a variety of forms, and some are better suited for certain sites and uses than others. In all cases, they are an important option for managing both stormwater quantity and quality.

Some of the most proven techniques are briefly explored below for future use with the proposed priority projects as well as future projects in the area. There are many available resources regarding green BMPs which can provide further technical assistance. In

the case that they cannot be used to meet the full site or stormwater requirements, traditional or 'grey' infrastructure can be used. Care should be taken in the design and construction of these techniques as they are quite different than typical landscape areas or typical grey infrastructure. All should be designed based on site-specific topography, soil conditions, site constraints, and proposed use.

A section regarding green streets is also included in these recommendations. Most of the techniques are the same, but are instead applied to a linear street configuration. As an example with the grant received for the study of Joseph E. Boone Boulevard, additional funding and resources should be sought for the development of green and/or complete streets (multi-modal).

A sustainable rating system has been established by the Institute for Sustainable Infrastructure called Envision™. It was established in 2012, and is used to evaluate, grade, and give recognition to sustainable infrastructure such as roads, bridges, pipelines, railways, airports, and water treatment facilities. Additionally, the Greenroads™ Rating System was developed in 2010 specifically to certify sustainable road and bridge projects. These rating systems, in

Figure 46: Bioretention Pond



Figure 47: Bioretention Pond



addition to the USGBC LEED® or EarthCraft rating systems for development projects, can be utilized to measure and quantify sustainable practices as well as to attract public attention and community pride.

Bioretention Ponds: Bioretention ponds are depressed areas designed to have small ponding depths during rain events to infiltrate, treat, and evaporate the water quality rain event (Figure 46 and Figure 47). They utilize engineered soils and native vegetation to capture and treat runoff. Bioretention ponds should be designed per the Georgia Stormwater Management Manual guidelines, which indicate a pollutant removal capacity of 80% TSS, 60% total phosphorus, 50% nitrogen, and 80% of heavy metals. Smaller scale bioretention ponds are referred to as rain gardens.

Enhanced Planted Swales: Enhanced Planted Swales are vegetated open channels that are explicitly designed and constructed to capture and treat stormwater runoff as well as convey drainage through a site. Like bioretention areas, these swales have specific soil and geometric design criteria to allow for maximum infiltration and treatment. The enhanced swales should be designed per the Georgia Stormwater Management Manual guidelines, which indicates a pollutant removal capacity of 80% TSS, 50% total phosphorus, 50% nitrogen, and 40% of heavy metals (Figure 48).

Permeable Pavement: Permeable Pavement is an alternative to traditional pavements and can include a variety of pavement types: porous concrete, permeable asphalt, permeable pavers, or open grid pavers. Permeable pavements typically consist of a porous surface course and open graded stone sub-base. Stormwater drains through the surface course, is captured in the sub-base and allowed to infiltrate into surrounding soils. Permeable pavements reduce the amount of impervious cover and provide water quality. Permeable pavement is best used where the infiltration rate of surrounding soils is 0.5 inch per hour or higher and in areas of gentle slope (Figure 49 and Figure 50).

Rainwater Capture and Reuse: Water storage and reuse reduce peak flow rates by capturing runoff

Figure 48: Swales



Figure 49: Permeable Pavement

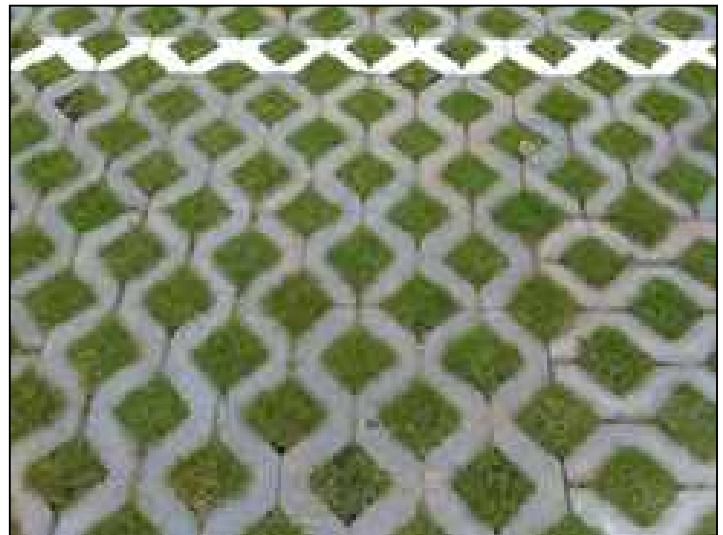


Figure 50: Permeable Pavement



and reusing it for irrigation and other non-potable purposes. Reuse of rainwater not only is a stormwater management tool, but it also lowers the demand of potable water including the energy to treat and convey it. Depending on the use, the water is filtered and cleaned prior to reuse, although to a lower standard.

Rain tanks typically refer to underground storage, and cisterns typically refer to above ground water storage. Roof drains and other drainage conveyance systems can be connected to these storage tanks where pumps and plumbing will then return it to its intended use. The systems can be sophisticated such as use within a building for sewage conveyance consisting of pumps, building plumbing, and UV filters. Or they can be relatively simple such as residential rain barrels that collect runoff from a downspout and are used for irrigation with a hose spigot. The size of the tanks should be designed to balance the amount of contributing rain and anticipated drawdown so that there is enough supply and capacity to capture water during a rain event.

Green Roofs: Green roofs are roofs covered with vegetation in an engineered growing media and a waterproof membrane. A portion of the capture rainfall evaporates or is taken up by plants which help reduce runoff volumes, peak rates and pollutant loads. Green roofs should be designed to support plant growth and retain water for plant uptake while preventing surface ponding. The runoff should drain vertically through the media and then horizontally along the waterproof layer to an outlet (Figure 52 and Figure 53).

Tree Pits: Tree pits are essentially small bioretention areas that capture and treat runoff from roadways and are typically incorporated into urban roadway sections to accommodate a streetscape feel as well as stormwater management benefits. This can include proprietary devices such as UrbanGreen™ BioFilter or Filterra that utilize bioretention and/or media filtration to clean stormwater from the roadway as well as provide water and air to the tree and vegetation. The tree provides shade and heat island relief as well as the biological process of cleaning the water.

Figure 51: Rain Tank



Figure 52: Green Roof



Figure 53: Green Roof



Education: Stormwater management and the inclusion of sustainable building practices should be utilized as an education and awareness opportunity for the community, at-large public, and the design community. Education programs can include signage, interactive demonstration, tours, and exhibits (Figure 54 and Figure 55).

Green Streets: Green streets are roads that integrate sustainable design principles such as stormwater treatment design elements. Green streets also reduce the volume, peak rates and pollutant discharges from roadway infrastructure. Integrating the right material selection, LED lighting, hardscape, and plantings can enhance the overall vehicular, bike, and pedestrian experience. Incorporating green design can also reduce the cost of grey infrastructure. Green streets can include swales, bioretention planters, permeable pavement, sidewalk trees and tree boxes to manage stormwater (Figure 56).

Recommendations

- Conduct a detailed feasibility study of the “Boone Park West” conceptual plan from the PNA Vision document. It was identified as a demonstration project, most of the property is owned by the Fulton County Land Bank, and it is planned to be turned over to the City of Atlanta. Stormwater modeling and coordination with the DWM will be required to understand the contributing areas and the feasibility of regional stormwater management at this site. An environmental assessment (Phase I) should be conducted as well, if it has not been done. If it is determined that regional management is not the best use, local stormwater management should be included in development plans.
- Conduct additional study of the eight identified projects in the December 2012 PNA Vision Prioritization memorandum by TetraTech. Evaluation of the potential impact to the Proctor Creek watershed should be quantified via stormwater modeling considering the basin, contributing area, existing trunk capacities, as well as site-specific characteristics and environmental assessment. The study should include an assessment of the

Figure 54: Education Opportunities



Figure 55: Education Opportunities



Figure 56: Green Streets



site against the objectives of the EPA Green Infrastructure Partners Program. It is also recommended to conduct a literature review to determine if there is a widely accepted method to prioritize and rank environmental and public benefits of such projects that may better translate to a national audience as these projects compete for grants and funding.

- Consider the availability of sanitary sewer service and review additional required demand and site location with DWM for all proposed developments.
- Utilize the existing conditions maps developed with this Plan to evaluate proposed development projects. Consider the proximity to large sewer trunk lines that are likely indication of historic stream beds and will be costly and challenging to relocate. Also, consider the low-lying and flood-prone areas as potential areas for stormwater management either as infrastructure or as part of adjacent proposed development.
- Include feasibility analysis and study, to the extent possible, to include green stormwater techniques in conjunction with proposed roadway improvements in the area. This may include application for technical assistance or implementation grants.
- Include natural or green stormwater management practices to the furthest extent possible for all proposed developments and/or redevelopments. A heightened priority should be considered for projects located within a combined sewer basin and historical localized flooding.
- Provide educational opportunities in these projects to promote awareness and engagement. Consider green rating systems as a tool to evaluate and communicate the sustainable features of such projects. This is also an excellent job creation opportunity given proper training and partnerships with difference organizations.

DECISION MAKING MATRIX

After developing the *Master Plan*, the projects were reviewed through a predevelopment and market conditions lens in order to select three to five projects that would be ready for implementation within the next two to three years. The Decision Making Matrix was used to select and analyze these specific projects.

The Decision Making Matrix (DMM) is an organized method to analyze various criteria that are important in moving potential development projects forward. It is intended to aid the community and development leaders to make objective decisions in prioritizing proposed development initiatives. The DMM uses maps prepared with Geographic Information Systems (GIS) technology and financial analysis that aid in demonstrating how different criteria factor into prioritizing initiatives. The Decision Making Criteria covers two areas:

1. Predevelopment and Market Criteria - Helps determine a project's status in the predevelopment process. These criteria also aid in measuring a project's feasibility within the market and its ability to succeed.
2. Economic Impact - Measures how a project is expected to positively impact the community in job creation, increased human capacity, and improved infrastructure.

Project Prioritization

One of the objectives of the DMM was to aid in the selection of three to five development initiatives which would receive initial investment to maximize development impact. The selection was based on criteria developed for the DMM, along with stakeholder and community interviews.

A variety of maps were developed that can be used to analyze the level of readiness of various initiatives (Figure 57 as an example) within a structured development process (see Appendix I for full set of maps). Predevelopment and market criteria corresponded to the selection of projects that are ready for development that fit the overarching vision of the Westside

TAD Neighborhoods. Elements of sustainability and smart growth were also considered within the criteria, including proximity to services and transit corridors.

Additional criteria included:

- Housing Data
- Vacancy
- Adequate Zoning
- Property Ownership
- Proximity to Services, Schools and Open Space

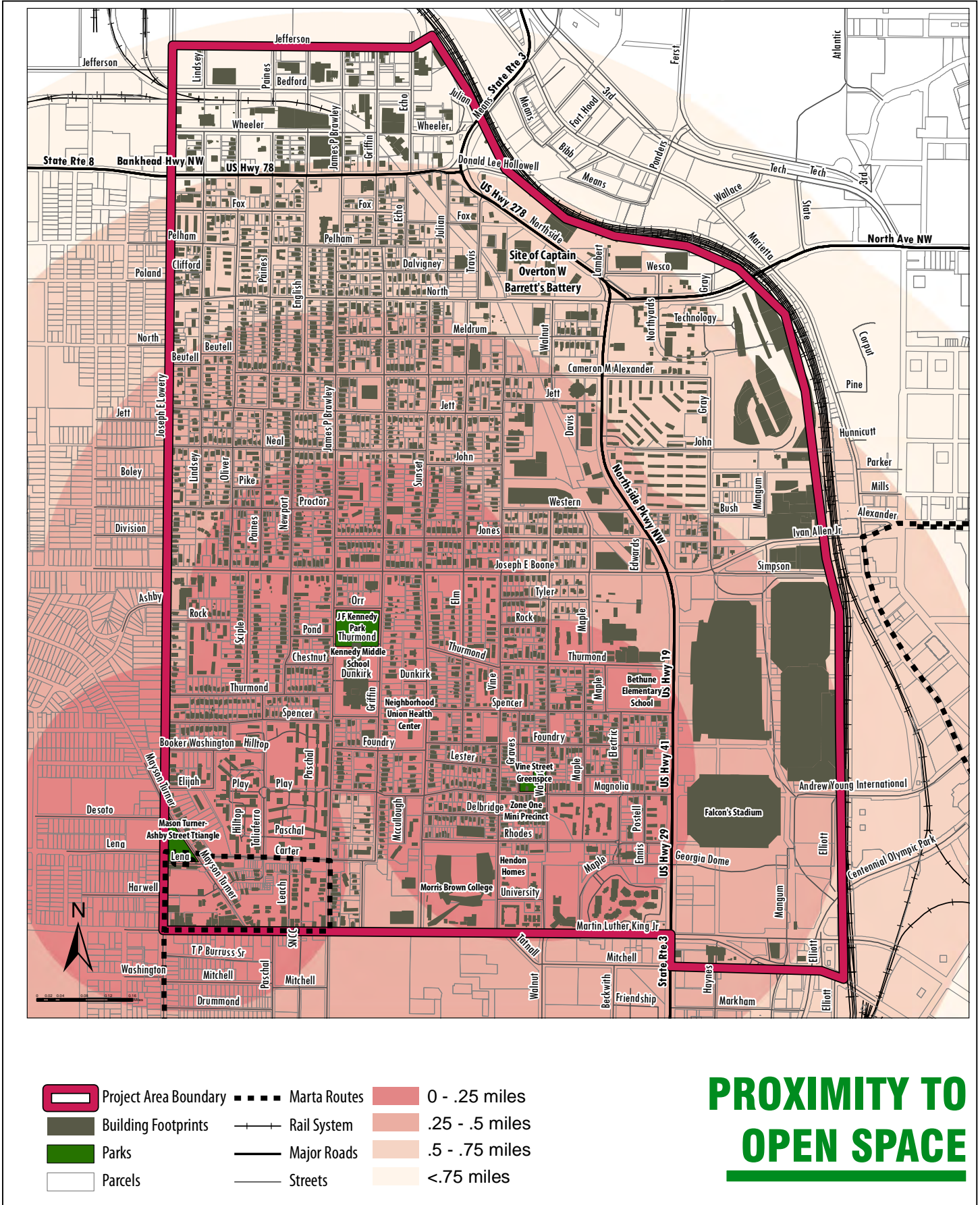
The second set of criteria pertain to the second goal for the Westside TAD Neighborhoods Strategic Implementation Plan, which is job creation and human capital development. Economic impact criteria included:

- Job Creation (construction and permanent jobs)
- Attract Innovation and Growth Service
- Attract Private Investment
- Intergovernmental Partnerships
- Transit Network Improvements

For a complete set of criteria and their corresponding definitions see Table 4 and Table 5. Meetings were held with community leaders and stakeholders to review the criteria.

During the decision making process each criterion and its associated map (if available) were reviewed. Each criterion was checked if the appropriate development met the specific characteristic. The maps, windshield data and interview notes aided the decisions.

Figure 57: Proximity to Open Space



PROXIMITY TO OPEN SPACE

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Table 4: Decision Making Matrix

Decision Making Matrix Draft	M.L. King Jr. Drive	Brawley	Entertainment District	Boone Corridor	North and Northside Drive
Housing conditions (large rehab potential and demolition potential)		✓		✓	
Property ownership (site control)	✓		✓		✓
Vacant land		✓	✓	✓	
Adequate zoning and approvals of other entitlements	✓		✓		
High number of foreclosures	DNA	DNA	DNA	DNA	DNA
Proximity to existing homeowners		✓		✓	
Condition of existing infrastructure	✓	✓	DNA	✓	DNA
Proximity to transit (within ¼ mile)	✓	✓	✓	✓	✓
Access to food (within ¼ mile)	✓				
Access to open space (within ¼ mile)		✓		✓	
Proximity to funded projects (or recently completed projects)	✓	✓	✓	✓	✓
Proximity to services (health, police, retail) (within ¼ mile)	✓		✓	✓	
Proximity to education (within ¼ mile)	✓	✓		✓	
On or close to major thoroughfares	✓	✓	✓	✓	✓
Feasible market conditions	✓	C	✓	C	C
Direct Economic Impact	✓		✓	✓	✓
Job creation (construction and permanent)	✓	✓	✓	✓	✓
Encourages new development	✓		✓	✓	✓
Encourages innovation and growth service	✓			✓	✓
Indirect Economic Impact	✓	✓	✓	✓	✓
Attracts private investment	✓		✓	✓	✓
Encourages public and private partnerships		✓	✓	✓	✓
Utilizes transit network improvements	✓		✓		
“But For” Public/Private Leverage (Feasibility)	✓	✓	✓	✓	✓
Sustainability Efforts (water management, urban gardening, parks and open space)	✓	✓	✓	✓	✓
*DNA: Data not available C: Conditional					

Decision Making Matrix Results

It should be made clear to stakeholders that there are no winners or losers in this exercise, but that the DMM is a tool to assist in determining the type of predevelopment work that the respective initiatives require for implementation. The analysis obtained from the DMM can be used to inform stakeholders on how to apply proper intervention strategies and specify criteria necessary to advance a neighborhood

or agency’s development initiatives.

Table 4 outlines where each Priority Project Area lies within the DMM. The Implementation section of this Plan will outline specific steps that allow the projects to move forward with predevelopment work, guided by market conditions. Subsequent sections will address financing alternatives and the development proformas.

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Table 5: Decision Making Criteria

Criteria	Definition
Housing conditions (large rehab potential and demolition potential)	Large numbers of dilapidated homes indicate an opportunity for infill. Areas with a concentration of homes in good to fair condition generally indicate a more stable location. When infill opportunities are interspersed with owner-occupied homes in fair to good condition, it is an opportunity to combine new construction on the dilapidated and vacant parcels with owner-occupied rehabilitation.
Property ownership (site control)	The ability to assemble multiple parcels of property that are adjacent to each other is important to the success of a project since it is the first step in the predevelopment process.
Vacant land	Vacant land is considered an opportunity because vacant lots are typically easier to assemble and require less predevelopment activities, such as demolition and relocation, to prepare the site for new construction.
Adequate zoning and approvals of other entitlements	If the project requires a use that differs from the current zoning or land use classification, a variance or rezoning would be required. These processes add time and additional actions before construction activity can occur.
High number of foreclosures	High number of foreclosures means an opportunity because these properties can be more easily acquired from banks than from absentee homeowners.
Proximity to existing homeowners	Homeownership is considered a tool for community development and neighborhood revitalization. When determining the locations of residential projects, it is recommended that they build on existing homeownership.
Condition of existing infrastructure	Existing infrastructure that is in fair to excellent condition is a great asset for a project because it would require the development to make less investment on those aspects of the site. Partnerships with existing city projects would also be considered positive for the project.
Proximity to transit (within ¼ mile)	Proximity to multimodal transportation, access to healthy foods, and outdoor spaces are all elements of a sustainable, walkable community. Locating projects close to these amenities is not only good for future residents of the development but it also makes the project more marketable.
Access to food (within ¼ mile)	
Access to open space (within ¼ mile)	
Proximity to funded projects (or recently completed projects)	The ability to leverage investments in other parts of the community is very important considering the limited amount of resources that can be injected in a specific location.
Proximity to services - health, police, retail (within ¼ mile)	Neighborhood assets such as schools, health providers, and retail uses are potential development and/or neighborhood revitalization partners. By locating in close proximity to these resources a project's marketability increases. Visibility is also an important component to marketability therefore initial projects should be located close to areas of high traffic.
Proximity to education (within ¼ mile)	
On or close to major thoroughfares	
Feasible market conditions	Market potential takes into account economic development and job opportunities; the quality of the development and community amenities provided, surrounding community context, visibility and accessibility.
Job creation (temporary and permanent)	Job creation is an important component of the Westside TAD Strategic Implementation Plan. A project must prove that it will provide a specific number of jobs to the community, not only in construction and other temporary jobs but also permanent jobs after completion of the project.
Encourages new development	A project that acts as a catalyst is important to the redevelopment of the neighborhoods and should invite other investments to the area.
Encourages innovation and growth service	
Attracts private investment	
Encourages public and private partnerships	A project should leverage the public capital it receives with private capital and partnerships in order for it to be financially viable. Most viable projects are completed using a combination of private and public funds.
Utilizes transit network improvements	A project's viability is increased if it works in conjunction with existing capital improvements projects rather than proposing to finance its own infrastructure improvements
"But For" Public/Private Leverage (Feasibility)	A project must prove that it is in need of TAD dollars because it is in a "but for" scenario based on the constraints of the project area (i.e. lending conditions etc.)
Sustainability Efforts (water management, urban gardening, parks and open space)	The city of Atlanta has put in place a Sustainability Plan as well as stormwater management recommendations that all projects are encouraged to follow.



JOB CREATION AND HUMAN CAPITAL

Introduction

At the heart of the Plan is the provision of a road map to sustainable job creation and transformative human capital development for the residents of the Westside TAD Neighborhoods. Allocated capital investment, proposed real estate projects, and public-private partnerships provide an ideal opportunity to address many decades of disinvestment and negative social outcomes. The challenge is to holistically marshal the dedicated resources available and create a compelling vision based on the prior studies originated by residents.

Without needed resources and support, the community cannot achieve the desired levels of education and employment necessary to boost the potential for growth in the neighborhoods. Westside TAD Neighborhoods have experienced depopulation, private disinvestment, escalating crime and other social ills for over a decade. The level of distress and lack of opportunity experienced by residents of this area is evidenced by high poverty rates and low income (Neighborhood Profile). The lack of jobs and readiness to absorb job opportunities is especially challenging.

Supportive Services

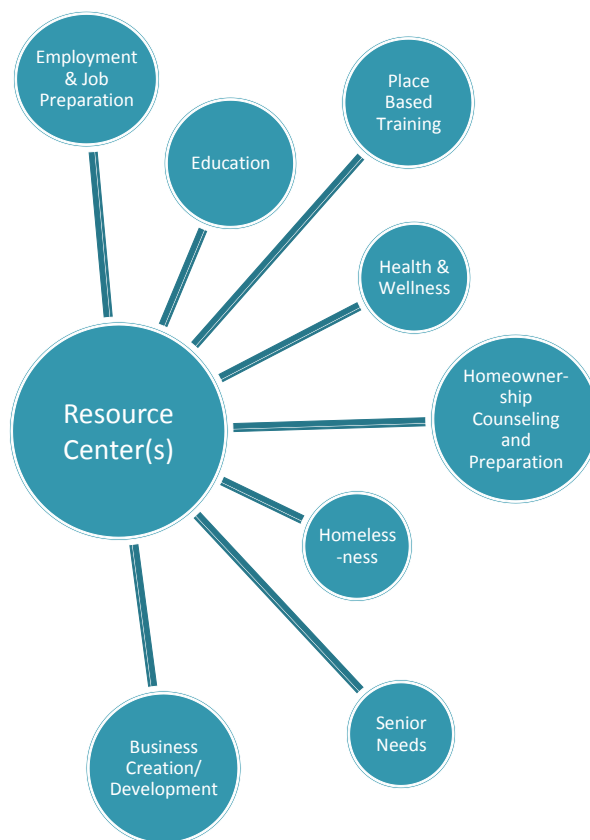
In order to reverse this decline there is a need for supportive services that provide opportunities to increase education and skill sets for residents who are often deterred from achieving personal and professional growth. Many stakeholders within the project area also recognize these challenges and have established a wide variety of services to address the needs. The neighborhood service providers have been in existence for as little as one year to as long as twenty years. Services being provided, however, are scattered and generally do not serve both neighborhoods. A variety of supportive services are also available through the State of Georgia, Fulton County and the City of Atlanta.

This section highlights the types of supportive services currently being offered and identifies potential opportunities for job creation and customized training that aligns with existing funding services. Many of the providers serving the Westside TAD Neighborhoods

participated throughout the planning process both in community meetings and stakeholder interviews. Based on information received, the supportive services have been categorized as follows:

- Employment and Job Preparation
- Education
- Placed Based Training
- Health and Wellness
- Homelessness
- Senior Needs
- Business Creation/Development

The matrix found in Appendix J provides a synopsis of the types of services currently available. The information was extracted during a series of interviews and review of materials with neighborhood organizations and may not be all inclusive. Many of these services address the needs of community residents through on site programs and partnering opportunities with government agencies. This is not an evaluation of needs, nor an analysis of gaps, but an inventory of current services.



Resource Center

To assist Westside TAD Neighborhoods with essential human services and aid in the improvement of quality of life, an easily accessible central location is essential. The need for a resource center was strongly supported by residents and other stakeholders during the planning process.

- “[...][A] central facility to prepare the community residents for job readiness, basic skills training (including resumes, interviewing skills, and financial literacy), vocational training programs for sustainable careers.”
- “Career Training Center Atlanta Workforce Development Authority satellite site.”
- STEM (Science, Technology, Engineering, and Mathematics) programming for the youth
- “Partner with respective historic districts to create and enhance historic districts in Vine City and English Avenue.”

A resource center service offers a viable solution. A resource center is the general concept that services can be made more accessible and service delivery can be more efficient by coordinating and co-locating services that are normally provided by more than one organization. The opportunity for a resource center would ensure that Westside TAD Neighborhoods residents are able to locate, access, and use services. A resource center would also create cost efficiencies for service providers under shared facilities. The advantages to co-location generally yield the following results:

- Improved access to services
- Stronger inter-agency communication
- Greater efficiency of service delivery through less duplication.
- More limited service “gaps.”
- The potential for decreased overhead costs.

The challenges often experienced in moving to co-location include differences in organizations’ cultures and expectations of clients; continuation of discrete funding streams and organizational procedures; and other logistical issues. Nonetheless, the resource center can serve as an initial place to find services

needed, while guiding residents to service providers that exist throughout the two neighborhoods.

A number of supportive services currently offered in Westside TAD Neighborhoods have the potential to increase capacity, expand service levels, and reduce overhead by co-locating. Many of these services are critical to the success of children, families, seniors and the overall health of the community. Co-locating services will also enable providers to partner with other governmental and outside agencies to bring programs that benefit the community.

This facility is recommended to be inclusive of existing programs, where possible, while providing new programs as needed. There are several potential locations for a resource center. The recommended criteria for the selection of a site(s) includes:

- Accessibility to public transportation
- Potential to reinvigorate development within a recommended Priority Project Area
- Ability to become operational within a short time frame (6 months or less)
- Ability to accommodate growth as additional services are added.

Job/Business Creation/Career Building

To address the challenges of job creation, it is important to build upon the analysis of the economic activity within the neighborhoods. The assessment of economic activity at the neighborhood level aids in identify the existing jobs held by the residents as a basis to determine if they were properly prepared for emerging job opportunities. To explore this topic further, jobs were analyzed to determine which were most represented within the project area and which jobs the residents potentially had available to them but were unable to fill. Listed by North American Industry Classification System (NAICS) employment description codes, the two most prevalent jobs within the Westside TAD Neighborhoods were “Professional, Scientific, and Technical Services” (28.6%) followed by “Administration & Support, Waste Management and Remediation” (22.4%). By contrast, the out-migration of workers was mostly in the Industry Class of “Trade, Transportation,

and Utilities” (21.6%) (see appendix E).

The adoption of a Career Training Program is proposed to assist residents in developing higher employment aspirations. A dual plan would involve the creation of more lucrative employment opportunities within the Westside TAD Neighborhoods while also providing training to succeed should a resident choose to leave. For example, the Castleberry Hill and Fourth Ward neighborhoods were chosen as potential models for the growth of the project area. In both instances, these two neighborhoods outperformed the Westside TAD Neighborhoods with respect to the percentage of interior jobs earning greater than \$3,333 per month (32.5%/50.0%) and the percentage of residents out migrating from their respective neighborhoods to earn over \$3,333 per month (45.9%/48%) (see attachment E). The redevelopment should encourage the establishment of businesses that bridge the divide between “Trade” and “Professional”/“Administrative” jobs which would fill one void, while also enhancing employment skills.

The initial planning for the proposed Career Planning Program should be informed by census tools and data. Census data allows for a comprehensive review of a selected project area (neighborhood, city, county, or state, etc.) to determine the demographics, the employment characteristics, income characteristics, educational levels, and commuting patterns. By comparing this with job growth estimates across the full spectrum of employment options, it is possible to determine which careers are projected to shrink, which careers are projected to grow, and which careers are stepping-stones to the growth sectors. Armed with this data, a tailored job training and readiness program can be crafted for the residents, while also informing the Plan as to the types of facilities required, necessary services, and partnerships needed in order to match and foster growth.

The second step is a comprehensive Needs Assessment which will help evaluate the job readiness and capacity of existing residents. This will aid in the development of programs that are tailored specifically to fit the needs of the existing residents, and will help determine the appropriateness of specific area investments. Finally

a Needs Assessment will aid in developing outcomes and metrics for the programs developed to ensure that the goals established can be achieved.

For human capital development, the desire is to provide services for the full community, inclusive of school-age children and adults. The intent is to identify and support programs focused on these issues, with an emphasis on avoiding duplication of effort and also ensure full coverage is provided. To make all of these programs work, it was concluded that a central location would be most effective in avoiding duplication and also maximizing efficiency. This is also something that was heard from the community and stakeholders on several occasions.



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During the planning process several opportunities for job creation and skill development within the Westside TAD Neighborhoods were discovered. In addition to specific skills training, it was concluded that job readiness support is also essential to ensure individuals are prepared for the requirements of successfully gaining and staying on a job. Some examples of these types of jobs are outlined below:

Environmental Jobs - The Westside TAD Neighborhoods are home to the Proctor Creek Watershed Basin. Over the years, the watershed has experienced deterioration because of over building, old infrastructure and the general lack of maintenance. As a part of the City's rehabilitation efforts, the area recently received an Urban Waters designation from the Environmental Protection Agency (EPA). One of the goals of the program is to work with local officials and effective community-based organizations to leverage area resources and stimulate local economies to create local jobs.

The jobs that could be generated from the cleanup and restoration of the watershed and the infrastructure running through it are numerous. At this time, the water resources industry is losing critical workers at a higher rate than they are being replaced. Training of residents in the water resource industry and green infrastructure would have many benefits: residents would develop a lifelong skill that can be developed into a career where job security is strong. The physical community would benefit by realizing a cleaner environment.

The City of Atlanta currently has a Small Business Development Program that focuses on training small businesses to participate in the many rehabilitation projects conducted by the City to replace and restore aging infrastructure. The program could be augmented to train residents to assist with the Proctor Creek activities and other jobs generated in the industry. Other opportunities in green infrastructure are emerging and can be explored for job creation as well.

Jobs in Culture, History and Art - The Westside TAD Neighborhoods have rich cultural histories. The protection and preservation of this history was echoed throughout the planning process by area residents.

Organizations and individuals currently provide tours and other educational programs highlighting the community's history but feel more is needed. Job creation around protection, preservation, and interpretation can be generated for area residents to continue and build on existing programs. Many residents are very knowledgeable about the area's history and have stories, artifacts, and photos reflecting the past. This knowledge can be shared and transferred to ensure the area's history is not forgotten.

Early Childhood Education - Effective early childhood education services a major need identified by residents of the Westside TAD Neighborhoods. During the planning process and community outreach discussions, this issue became a major common theme. Currently, there are small pockets of these services being provided in the neighborhoods but no consistent, ongoing providers exist that can measure effectiveness. To stem the tide of cyclical dropout rates and poverty, early childhood and parent/caregiver intervention is crucial to the future success of the neighborhoods. Job opportunities could be provided by establishing early childhood education programs and centers that focus on shared goal of preparing children for successful matriculation through the Georgia public school system. From certified early childhood professionals to daycare workers, jobs for this important age could be created within and by the community.

Construction - In a city with constant building and growth, construction jobs and careers can become a solid career path for many. The construction industry includes a wide variety of trades and services that often pay high wages and can assist families in maintaining a good quality of life. As the Westside TAD Neighborhoods continue to transform, construction will be a major component of this transformation. A community jobs program could support construction training within and around the neighborhoods. Many projects are already planned for the neighborhood and will require skilled workers.

Currently, there are no specific programs focused on the construction trades within the Westside TAD Neighborhoods. However, there are agencies supported by the City of Atlanta that could tailor specific programs

for community residents to learn and prepare to be placed in a variety of constructions related jobs. The Greater Atlanta Economic Alliance implements and manages programs that promote inclusion of qualified small, female and minority businesses in Atlanta's construction market. The Alliance also conducts a summer program for high school students by placing them with construction firms to learn various construction related skills.

Deconstruction is also a growing industry and is becoming increasingly important to the green building movement. Deconstruction is a green building strategy that involves reuse of construction materials salvaged from buildings that are being demolished or remodeled. New building designs may include plans for deconstruction and later reuse of materials. There are numerous dilapidated homes in the Westside TAD Neighborhoods that are unfortunately beyond repair and are in need of demolition. To avoid demolition materials being discarded in landfills, deconstruction activities could lead to the reuse of many materials for future projects. Local groups are already focused on this opportunity and community based job training could generate jobs for residents to enter into this growing industry starting in their neighborhoods.

Real Estate - Real estate jobs will also become important to future growth as new homes, commercial properties and other building occurs. Training in development, management, sales, finance, inspections and other relevant real estate services could lead to job creation. Some neighborhood organizations are currently providing these services and can assist with training residents in these fields. Additionally, real estate training courses are available through a number of organizations throughout the City. The Empire Real Estate organization works with local neighborhoods to enhance business opportunities for Westside communities.

Entrepreneurial Training and Incubation - As job skills are developed, many residents may desire to start businesses. During the planning process, existing residents with current work skills also expressed interest in receiving technical assistance in forming and growing a business. An entrepreneurial training and

incubation program could assist aspiring entrepreneurs and existing businesses address some of the issues critical to starting, growing and maintaining a business. A number of agencies throughout the City and State of Georgia as well as some local organizations currently provide these services. For easy access, the program may reside in the neighborhoods and partnerships formed with the outside agencies to tailor programs around the interests of potential participants. All of the potential community based jobs mentioned previously could also be positioned for business creation.

Other Job/Career Building Opportunities - During the planning process, a number of other potential job and career building industries were suggested including but not limited to:

- Office and Administration Skills
- Film and Music Production
- Healthcare
- Trucking
- Hospitality
- Maintenance
- Landscaping

As with any training program, careful coordination and administration is needed to be successful. Monitoring and tracking mechanisms will be needed to measure success and evaluate effectiveness.



IMPLEMENTATION STRATEGY

Introduction

After the Inventory and Analysis phase, a detailed Implementation Strategy was prepared that is divided into three sections:

- Stabilization
- Predevelopment
- Execution

The Implementation Strategy lays out definitive steps and translates the stakeholders' vision from previous plans into actionable steps that will result in job/business creation and human capital development.

An intrinsic part of any redevelopment effort is the execution of a stabilization strategy that would intentionally address issues related to blight, safety and needs of existing residents within the community. The Stabilization section of the Implementation Strategy will outline specific initiatives that will aid in addressing these issues in order to create a stable neighborhood that would attract new businesses and residents.

The Predevelopment section outlines the steps and strategies that need to take place before redevelopment begins inclusive of: defining a Project Management Team responsible for ensuring that the Plan is implemented, establishing zoning that aligns with the vision, and designing guidelines that protect the fabric of the community.

Finally, the Execution section outlines specific recommendations inclusive of design, transportation, and stormwater for each of the Priority Project Areas. It also includes the market analysis for each of these sites, feasibility studies and next steps for the implementation of each of the projects.

The Implementation Strategy articulates the first steps towards the revitalization of the Westside TAD Neighborhoods. It is important to note that this process will require ongoing professional management for years to come in order for the two neighborhoods to be fully revitalized. Partnerships with specific entities throughout the City will be important to continue to leverage the limited capital available through the

TAD. The last part of this section outlines possible partnerships that will need to occur with other agencies within the neighborhoods and throughout the City of Atlanta.

STABILIZATION STRATEGY

The existing conditions of the Westside TAD Neighborhoods show a large percentage of structures in dilapidated and poor condition. Combined with high crime rates, this has resulted in a devastating effect on the Westside TAD Neighborhoods. The existing conditions offer little hope to residents and generate negative implications surrounding these once thriving communities. Prior to implementing any plans, a strategy for stabilization must be developed. Stabilizing the neighborhood will be fundamental to ensuring that redevelopment efforts are successful and minimizing any barriers that would impede future investments.

The stabilization strategy outlines a three-pronged approach that addresses safety, existing resident and business programs, land banking, and property acquisition and property management. The strategies identify tools that capitalize on existing programs offered through local and regional governments, new successful practices utilized by other cities with similar challenges, methods that offer a greater impact concentrating resources, and proposals for leveraging funds in a way that creates sustainable vibrant communities.

It is also important to note that the recommendations include, along with each of these strategies, job creation opportunities that may arise from the community. These opportunities should be taken into consideration when these programs are being implemented.

Safety as a Stabilization Strategy

Four programs have been identified as being key components to addressing safety: Code Enforcement, Atlanta Police Foundation Housing Incentive Program, Crime Prevention through Environmental Design (CPTED), and the In Rem Foreclosure Process. All four programs fall under various departments within the City of Atlanta's purview.

Each program under the safety strategy identifies tangible means by which properties can be stabilized. Code enforcement would offer the greatest visual

impact through vacant lot maintenance and demolition and deconstruction of unsafe buildings.

The Atlanta Police Housing Foundation Incentive Program would act as a deterrent to many of the factors contributing to decline and blight in the neighborhoods by creating an incentive to attract law enforcement officers to reside in the neighborhood. Crime Prevention Through Environmental Design has been previously implemented within the city in the design of projects that inhibit criminal activity. The recommendation is to use these guidelines throughout any new development that occurs within the Westside TAD Neighborhoods. Lastly, the In Rem Foreclosure Process, overseen by the City of Atlanta's Solicitor's office, would serve as tool in which vacant and abandoned properties with specific liens can be foreclosed upon, transferred to the Land Bank Authority and then put back into productive use. However, City officials reported that the most important aspect of their efforts to address neighborhood blight is their inability to use a Judicial form of the In Rem Foreclosure process. The City Solicitor's office is currently using an Administrative form of In Rem Foreclosure which allows them access to a blighted property for the purposes of boarding, demolition, weed cutting, etc. but the process does not permit the foreclosure to force a change of ownership which could result in the transfer of title to the Atlanta/Fulton County Land Bank free of any liens or encumbrances. The Judicial In Rem Foreclosure Process, which is governed by the Atlanta City Housing Code, would force a transfer of ownership.

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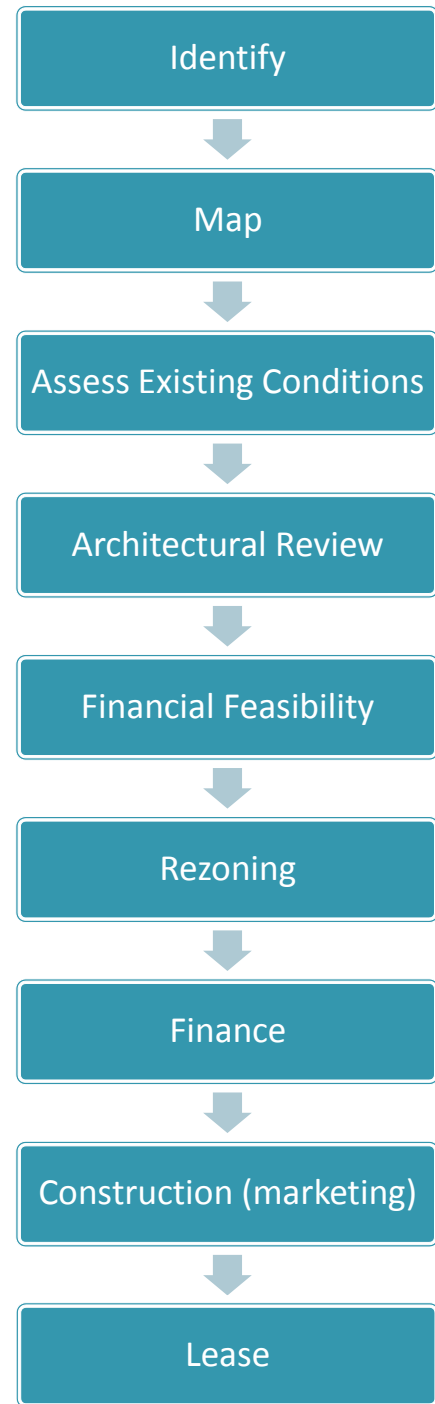
STABILIZATION STRATEGY	EXISTING APPLICABLE PROGRAMS	APPLICATION OF PROGRAMS TO WESTSIDE TAD NEIGHBORHOODS	JOB CREATION	RECOMMENDATIONS/PLAN OF ACTION
Safety	Code Enforcement	Because of the large number of vacant and abandoned houses, overgrown lots, and occupied properties needing repair, strict adherence to existing code enforcement ordinances is an important stabilization tool.	Demolition/Deconstruction Grass cutting Lawn/garden equipment repair	Increase funding to support increase in code enforcement action and demolition/deconstruction of vacant building. Support existing homeowner & rental rehab repair programs Establish 3 year goal to reduce non-compliant parcels by a certain percentage based on funding.
	Atlanta Police Foundation Housing Incentive Program (Proposed)	Would provide incentives for members of the Atlanta Police Department to live in targeted neighborhoods	Local builders, sub-contractors, realtors, mortgage lenders	Create partnerships with the Atlanta Police Department and the Police Foundation after stabilization phase and as part of initial marketing & development phase.
	Crime Prevention Through Environmental Design	Crime Prevention Through Environmental Design (CPTED) includes recommendations on how to design spaces that are safe, visible, and discourage criminal activity.	Local designers, builders, sub contractors, realtors, mortgage lenders, designers	Propose Crime Prevention Through Environmental Design (CPTED) techniques within all new redevelopment projects. The Design section of this Plan outlines some of these recommendations.
	In Rem Foreclosure Process	City Solicitor needs this tool to foreclose on certain types of liens and obtain clear title through transfer of property to the Atlanta/Fulton County Land Bank Authority	Attorney(s), research personnel, land acquisition agents, title research	Provide funding support to the City Solicitor's office for 3 years to initiate an English Avenue/Vine City Pilot Project aimed at demonstrating the effectiveness of using the Judicial In Rem Foreclosure process to gain site control of vacant & abandoned property.

Existing Residents/Business Programs

The stabilization strategies outlined in this section address the needs and challenges of current residents and businesses within the Westside TAD Neighborhoods. These programs aid property owners with homeowner and rental rehab assistance through emergency repairs, financial assistance to address code violations, minor home repairs and numerous other policies geared toward keeping residents in their homes and in the neighborhood. Funding opportunities for new housing, including Low Income Housing Tax Credits (LIHTC), have been identified as a means to invest in affordable housing for the Westside TAD Neighborhoods.

Throughout both communities several vacant and abandoned apartment buildings have been identified as potential reinvestment opportunities. A successful stabilization strategy would include packaging these properties and then identifying a developer interested in redeveloping properties. All of these existing programs support the stabilization strategy by keeping neighborhood residents in place, addressing affordable housing, and supporting neighborhood business owners.

Figure 58: Vacant Apartments Strategy



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STABILIZATION STRATEGY	EXISTING APPLICABLE PROGRAMS	APPLICATION OF PROGRAMS TO WESTSIDE TAD NEIGHBORHOODS	JOB CREATION	RECOMMENDATIONS/ PLAN OF ACTION
Existing Resident/Business Programs	Homeowner Rehab Program	Although there are a relatively small number of owner-occupied households in the project area every effort should be made to retain existing homeowners, especially the elderly. Program should provide financial assistance for emergency repairs, code violations, and incipient code violations.	Home repair contractors; opportunity to work with technical colleges to provide job training and apprenticeship opportunities.	Target homeowners located in Priority Project Areas and work closely with Code Enforcement, Invest Atlanta/City of Atlanta to provide financial incentives in the form of grants and deferred loans for homeowner to repair code violations.
	Rental Rehab Program	There are a large number of single family homes and small rental properties (4 units or less) that have numerous housing code violations and deferred maintenance. These properties house a significant portion of the current population in the Westside TAD Neighborhoods.	Repair contractors; opportunity to work with technical colleges to provide job training and apprenticeship opportunities.	Target owners of rental property (4 units or less per building) located in Priority Project Areas; work closely with Code Enforcement, Invest Atlanta/ City of Atlanta, to provide financial incentives for small investors to repair code violations and deferred maintenance. Conditioned on renting to families with incomes of 80% or less of AMI.
	Low Income Housing Tax Credit (LIHTC) Program to renovate vacant apartment complexes	The project area has a large number of vacant multifamily buildings that currently are blighting influences within these neighborhoods (in addition to being used for illegal purposes). Renovation of a carefully selected group of these building would reduce blight and provide affordable workforce housing for existing and new residents.	LIHTC developer(s), contractors including roofers, painters, carpenters, etc. Work with technical colleges to provide job training and apprenticeship opportunities.	Map vacant apartment complexes, demolish/deconstruct deteriorated buildings, land bank and rezone a number of vacant apartment building in/near Priority Project Areas, package buildings as a solicitation, include financial incentives, attract LIHTC developer to acquire/renovate buildings (Figure 58).
	Business Facade Program	Commercial corridors such as M. L. King Jr. Drive, Joseph E. Boone Blvd., Joseph E. Lowery Blvd., and Donald L. Hollowell Pkwy. are “view streets” to the Westside TAD Neighborhoods. Efforts should be made to create attractive building facades as part of a comprehensive commercial corridor redevelopment.	Architects, landscape architects, general contractors, subcontractors, etc.	Implement a Facade Improvement Program for commercial properties located along key corridors. As part of the program, provide technical assistance from designers to help in the design of facades and create design guidelines.
	Tax Abatement	Minimize the risk of displacing low to moderate income existing homeowners and residential investors who rent to low to moderate income families by freezing the real estate taxes at predevelopment level.	N/A	As an incentive for owner-occupants and small investors to reinvest in existing property, commit to not increasing property tax until property is sold or transferred to a new owner.

Land Banking and Property Acquisition/ Property Management

Land banking and property acquisition work in tandem as a strategy to acquire vacant and abandoned properties, and properties with liens. These properties usually belong to absentee landowners that hold key parcels for redevelopment and in many cases are blighting influences on communities. Land banking offers a short term strategy for stabilizing and revitalizing neighborhoods because it allows a municipality to acquire property that is blighted and stabilizes it in order to put it back into use and contributing to the tax base. Land banking through the Fulton County/City of Atlanta Land Bank Authority offers several benefits to the community including:

- Assists with assemblage of properties as part of a comprehensive neighborhood stabilization and redevelopment plan.
- Expands the ability of developers to attack a broader footprint within the community by phasing the development efforts over an extended period and relying on the ability of Land Bank Authority to inventory property.
- Aides stakeholders in acquiring and demolishing blighted structures that are cost prohibitive to repair, bank, and manage. This can assist with improving the visual presentation of the neighborhood to current and potential residents.”³

The community land trust is a second land banking model that is run and overseen by the community rather than a municipality. “The Community Land Trust (CLT) model helps low and moderate income families benefit from the equity built through homeownership, and at the same time preserves the affordability of those homes so that future residents will have permanently affordable homeownership opportunities.”⁴ Several neighborhoods within the City of Atlanta have already, or are in the process of, establishing a CLT:

- Cabbagetown
- Pittsburgh
- Reynoldstown

3. Fulton County/City of Atlanta Land Bank Authority. <http://www.fccalandbank.org/banking.htm>. (July 2013)

4. <http://www.atlantaltc.org/>

This initiative must be driven by the neighborhood and should be vetted with the community to ensure that it is a model they want to follow. Fortunately, the Atlanta Land Trust Collaborative has helped many Atlanta neighborhoods establish their community land trust, and is a willing partner with organizations within the neighborhoods. The Community Land Trust model would be a longer range strategy given the timeline required for the process and capacity building needed within the new organization.

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STABILIZATION STRATEGY	EXISTING APPLICABLE PROGRAMS	APPLICATION OF PROGRAMS TO WESTSIDE TAD NEIGHBORHOODS	JOB CREATION	RECOMMENDATIONS/ PLAN OF ACTION
Land Banking and Property Acquisition/ Property Management	Fulton County/City of Atlanta Land Bank Authority	Because of the development risk associated with redeveloping the Westside TAD Neighborhoods, key parcels critical to the early phases of the redevelopment strategy must be assembled and packaged. Land assembly is one of the most important components to the overall predevelopment strategy and minimizing development risk.	Attorney, title research, property maintenance, real estate brokers	<p>Create partnership with the City of Atlanta/ Fulton County Land Bank Authority to acquire vacant and abandoned property located within the designated Priority Project Areas.</p> <p>Create a land/building conveyance policy that conditions the conveyance of land bank assembled property on the basis of the property being used in a manner that is consistent with the development framework established through the Westside TAD Neighborhoods Strategic Implementation Plan.</p>
	Atlanta Land Trust Collaborative	Long term affordability is an important component to sustain low to moderate income households in the Westside TAD Neighborhoods. As redevelopment pressure increases in these neighborhoods the need for affordable housing will continue to grow.	Land Trust Leaders (formation of a new nonprofit); future property maintenance and new construction	The development of a community land trust within the Westside TAD Neighborhoods should be vetted with the community as an opportunity to maintain affordability within designated development projects.

PREDEVELOPMENT PROCESS

The predevelopment process outlines steps that need to occur before a project is ready to be executed and start the construction phase. This Predevelopment Section will outline the strategies that are recommended for the implementation of the Westside TAD projects, inclusive of the Priority Project Areas as identified in the Execution phase. These are divided into three strategies:

- Project Management Team
- Rezoning and Design Guidelines
- Human Capital Development

This section also includes the activities, schedule and responsible parties for implementing next steps.

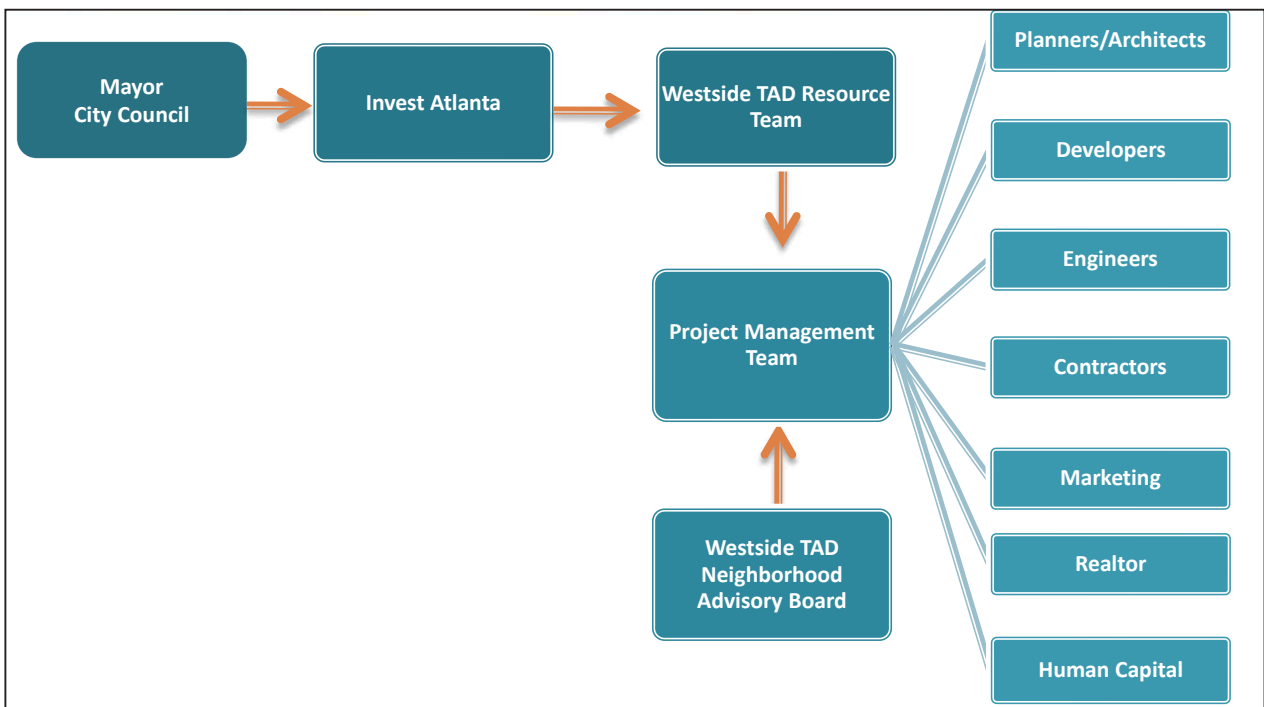
Project Management Team

A Project Management Team (PMT) will be necessary to assist the implementation of the Plan created for the Westside TAD Neighborhoods. In order for a revitalization project to be successful a separate PMT needs to be established to provide overall management of the project and oversee its day-to-day operations. Additionally, the PMT would be responsible for documenting

and ensuring that all processes adhere to the vision and objectives for the Westside TAD Neighborhoods. The goals and objectives have been further detailed with metrics that should be followed through the entire process (see Tracking and Reporting Tools).

The PMT would also be responsible for coordinating with existing City programs and agencies to ensure that all projects can be implemented. This group would also work with marketing and branding professionals to develop a marketing strategy for the Westside TAD Neighborhoods that would aid in attracting new business, investment and homeowners to the area. The governance structure for the PMT is outlined in Figure 59.

Figure 59: Project Management Structure



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PREDEVELOPMENT STRATEGY	EXISTING APPLICABLE PROGRAMS	APPLICATION OF PROGRAMS TO WESTSIDE TAD NEIGHBORHOODS	JOB CREATION	RECOMMENDATIONS/PLAN OF ACTION
Project Management Team	Department of Planning and Community Development	In some cases the Department of Planning and Community Development may provide neighborhood planning services, but these services are not offered at the level of detail required by private sector developers to assess the feasibility of a real estate development project.	Urban Planning Firms Market Research Firms and Project Feasibility Analysis	Project Management Team should work with Invest Atlanta to solicit the services of qualified Urban Planning/Architecture/Engineering firms with experience in site planning for in-town neighborhood redevelopment.
	Marketing & Branding (See Marketing and Branding Section)	Many neighborhood redevelopment projects make the assumption that if they develop, people will be attracted to the site solely through the efforts of real estate agents. The fact is often overlooked that the project areas are challenged by a history of negative public perception and often little or no track record of successful real estate development	Marketing Firms Homeownership Counseling Agencies Printing and Signage Companies Website Design	Retain marketing and branding services to establish credibility for the Plan in the eyes of the local civic leaders, general public, and the media. Establish a core story/brand that can be elaborated upon for the full Westside TAD Neighborhoods Implementation Plan Enhance relationships and collaborative efforts with adjoining neighbors AUC, Ga. Tech, GWCC, Falcon Football Stadium.
	Department of Public Works; Watershed Management Department	The City's Public Works Dept. and Watershed Management have acknowledged that there are significant issues with existing infrastructure. Prior to any vertical development, immediate attention is needed to address water runoff issues.	Civil Engineering Environmental Services Landscape Architecture	Combine efforts of Watershed Management, and private sector Environmental Services firm(s) to design and implement program initiatives to be incorporated into all aspects of infrastructure improvements, building design, and design of green space.
	Solicitation of Developers	Ongoing solicitation of developers by Invest Atlanta	For-profit developers Non-profit developer Construction Managers Architects	Prepare solicitation of a wide range of developer and development Teams with expertise in entertainment districts, mixed-use neighborhood retail districts, multifamily and single family development.

Zoning and Design Guidelines

The Zoning and Design Guidelines predevelopment section describes the strategies that need to be put in place before revitalization occurs. Zoning is often one of the barriers to development that detracts an investor from wanting to implement a project in an area. Rezoning processes, inclusive of community engagement, can add months to the predevelopment stage of a project. Additionally, some zoning categories, especially in urban neighborhoods do not promote redevelopment in a pattern that is similar to the existing character. Zoning recommendations for the Westside TAD Neighborhoods are included in this Plan; nonetheless, zoning will always need to be verified with any new redevelopment project.

Design Guidelines are tools that a community can use to ensure that new redevelopments abide by the neighborhoods' vision. Historic District designations are a great example of how this can be accomplished (see Historical and Cultural Preservation Plan). Some zoning designations within the City of Atlanta, specifically the Special Public Interest, require a heightened degree of set guidelines for development which include locations for parking, requirements for street trees, sidewalks etc.

Both of these predevelopment strategies are important for the protection of the historic character of the Westside TAD Neighborhoods and should be in place prior to redeveloping the area. These processes would ensure that the vision created for the area is followed in every new redevelopment project. Further detail on zoning can be found in the Zoning Recommendations section.

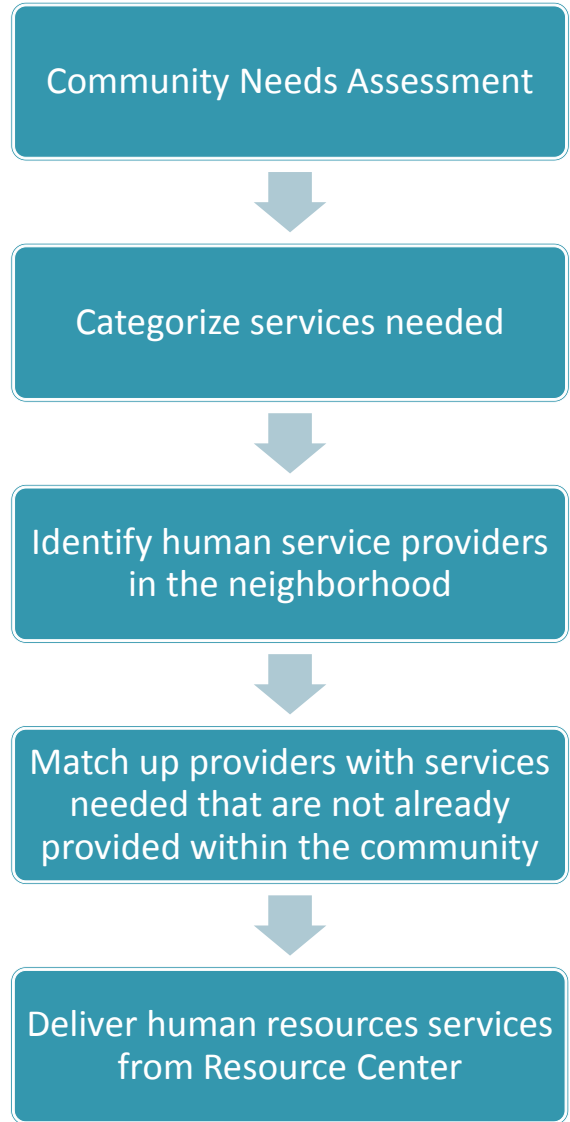
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PREDEVELOPMENT STRATEGY	EXISTING APPLICABLE PROGRAMS	APPLICATION OF PROGRAMS TO WESTSIDE TAD NEIGHBORHOODS	JOB CREATION	RECOMMENDATIONS/PLAN OF ACTION
	<p>Zoning designations are tools for implementing plans by protecting critical areas for a range reinvestment. They are also used to protect the character of neighborhoods, commercial districts, and corridors.</p>	<p>Appropriate zoning designations guide development by identifying future urban zones and mixed use areas, and they protect critical impact zones, such as historic and neighborhood conservation districts from development that would adversely impact or impede redevelopment initiatives.</p>	<p>This is a primary function of local government</p>	<p>Recognizing that the long-term stability of the Westside TAD Neighborhoods remains threatened by existing and future non-conforming development that do not fit within the neighborhoods' rich historic and cultural past, rezoning is needed, particularly in English Avenue, to provide for the orderly and aesthetic development or redevelopment within the neighborhoods by setting forth sufficient design and development standards and criteria to provide for maximum public benefit for future development.</p>
<p>Rezoning and design guidelines</p>	<p>Existing zoning and land use regulations</p>	<p>Existing zoning designations for English Avenue and to a lesser extent within Vine City, do not address some of the critical guiding principles applicable to the proposed redevelopment strategies for these communities including: Creating walkable neighborhoods Reinforcing a sense of place with respect to the neighborhoods' history and culture Encouraging sustainable infrastructure development and building practices</p>	<p>Urban Planners Land Use and Zoning Consultants Architects</p>	<p>Design and use of a Pattern Book/Design Guidelines that will serve as a guide for existing and new developments in the English Avenue and Vine City communities will create vibrant, safe, and walkable communities while developing a sense of place and continuity with the heritage of the area. It is also important for the future of the neighborhoods to protect their natural resources and encourage sustainable practices.</p>

Human Capital Development

The second goal for the Plan is to target job creation and human capital development as an economic development strategy for the area. The predevelopment strategy for human capital development focuses on using existing demographics and neighborhood economic analysis information to conduct a needs assessment as one of the first steps to define the specific needs within the community. The strategy would use the existing service providers as well as outside agencies that could provide the services needed within the community. The creation of a resource center would allow for all these services to be in place and accessible to both communities.

The resource center would allow for current and future residents of the neighborhoods to take advantage of redevelopment opportunities that will come with the transformation of the Westside TAD Neighborhoods.



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PREDEVELOPMENT STRATEGY	EXISTING APPLICABLE PROGRAMS	APPLICATION OF PROGRAMS TO WESTSIDE TAD NEIGHBORHOODS	JOB CREATION	RECOMMENDATIONS/ PLAN OF ACTION
<p>HUMAN CAPITAL DEVELOPMENT</p>	<p>Employment and job preparation Education Place-based Training Health and Wellness Homeownership Counseling and Preparation Homelessness Senior needs Business Creation & Business Development</p>	<p>As development opportunities emerge within, and around, the Westside TAD Neighborhoods it will be important for existing residents to have access to a range of social services and human capital development tools designed to increase their capacity to improve overall quality of life.</p>	<p>Employment Services Human Capacity Building Training Health Services Providers Business Incubator Services Homeownership Counseling Agencies</p>	<p>Even though it is evident that a wide range of human capital development and support services are needed, there is a fundamental need to conduct a Community Needs Assessment as a basis for categorizing service needs, and matching services/ service levels with service providers. Design, develop implement and professionally manage the delivery of human services from a resource center. Location of the resource center should be accessible via public transportation, and neighborhood revitalization should be an integral part of the neighborhood in which the resource center is located.</p>

Roles and Responsibilities

The roles and responsibilities section outlines the steps that will need to be followed within the next few months in order to begin the implementation of all five Priority Project Areas. The responsible parties are inclusive of Invest Atlanta with the Project Management Team responsible for the implementation of the entire Westside TAD strategic Plan.

ACTIVITIES (deliverables)	DESCRIPTION & RESPONSIBLE PARTIES	SCHEDULE	PROJECT DEVELOPMENT AREA(S)
Project Orientation and Administration	Project Manager and/or Invest Atlanta staff will be selected to direct scheduling of predevelopment activities including projects and developers/project sponsors	Months 1- 2	<ul style="list-style-type: none"> • James P. Brawley Drive • Joseph E. Boone Boulevard • Northside Dr. Mixed-Use At North Avenue • Northside Drive Entertainment District • M.L. King Jr. Drive
Document Review & Information Gathering	Project Manager or Invest Atlanta staff will share documents with third party consultants as necessary. <ul style="list-style-type: none"> • Develop Memorandum of Understanding(MOU) with non-profit and for-profit organizations working in project area 	Months 1-6	<ul style="list-style-type: none"> • James P. Brawley Drive • Joseph E. Boone Boulevard • Northside Dr. Mixed-Use At North Avenue • Northside Drive Entertainment District • M.L. King Jr. Drive

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ACTIVITIES (deliverables)	DESCRIPTION & RESPONSIBLE PARTIES	SCHEDULE	PROJECT DEVELOPMENT AREA(S)
Land Transfer	Property acquisition agent, local realtor(s), Land Bank, RE Attorney will: <ul style="list-style-type: none"> • Review existing title work, legal descriptions, boundary surveys • Prepare/update property acquisition matrix, including: ownership, parcel size, value, etc. 	Months 1-24	<ul style="list-style-type: none"> • James P. Brawley Drive • Joseph E. Boone Boulevard • Northside Dr. Mixed-Use At North Avenue • Northside Drive Entertainment District • M.L. King Jr. Drive
Finalize site plans & commercial, mixed-use, and residential designs with phasing	Developer and architect will finalize development programs: target unit sizes, mix, density, and amenities for each Priority Project Area developments site	Months 1-12	<ul style="list-style-type: none"> • James P. Brawley Drive • Joseph E. Boone Boulevard • Northside Dr. Mixed-Use At North Avenue • Northside Drive Entertainment District • M.L. King Jr. Drive
Financing options and strategies plan	Negotiate terms and conditions regarding development subsidies	Months 1-24	<ul style="list-style-type: none"> • James P. Brawley Drive • Joseph E. Boone Corridor • Northside Dr. Mixed-Use At North Avenue • Northside Drive Entertainment District • M.L. King Jr. Drive
MBE/WBE Utilization plans	<ul style="list-style-type: none"> • Invest Atlanta staff and Invest Atlanta Attorney • Establish goals and strategy for implementation 	Ongoing	All project areas
Community involvement process	Project Manager and /or Invest Atlanta staff will conduct meetings to provide project updates, business development opportunities, job training and employment opportunities, and technical assistance opportunities for place-based training.	Ongoing	All project areas

Tracking and Reporting Tools

The tracking and reporting tools outlined in the table below are intended to guide the Project Management Team in tracking progress towards meeting the objectives and goals initially developed for the project. The objectives have been broken down into measurable outcomes. Throughout the implementation process, the Team should examine the metrics set within this table in order to evaluate their progress and if they need to be changed or adjusted based on project implementation.

GOALS	OBJECTIVES	METRICS
Build human capital and increase job creation as an economic strategy.	Integrate job creation opportunities into redevelopment scenarios	<ul style="list-style-type: none"> • Each project should create a specific number of temporary jobs and permanent jobs (see Priority Project Areas). • Fund training and technical assistance for existing businesses and human service providers. • Provide technical assistance to community agencies, CDCs, and nonprofits as needed.
	Promote public/ private partnership opportunities among developers and interest groups	<ul style="list-style-type: none"> • Align programs with Choice Neighborhoods Plan from the Atlanta Housing Authority. • Promote an urban farming strategy through collaborations with existing agencies, urban design recommendations, and transportation recommendations focused on the pedestrian realm • Implementation of bike/ped and infrastructure proposed in upcoming transportation projects
	Identify opportunities for development of a resource center in a centric location that could provide access to the human services needed by the population within the Westside TAD Neighborhoods.	<ul style="list-style-type: none"> • Conduct a community needs assessment that would establish a basis for developing a delivery of services based on needs specific to the residents of the Westside TAD Neighborhoods. • Identify existing service providers that could be champions for initiatives within the overarching strategy for the Westside TAD. • Examine existing needs from stakeholder interviews and previous plans to help identify requests for services gaps. • Evaluate opportunities for existing business and residents who want to start a new business. Opportunities exists to partner with agencies to develop a business incubator. • Identify agency/organization to manage/implement resource center.

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GOALS	OBJECTIVES	METRICS
<p>Create a cohesive, sustainable vision for the Westside TAD area that will guide future redevelopment.</p>	<p>Identify specific recommendations on connections to Downtown and surrounding areas</p>	<ul style="list-style-type: none"> Connect Andrew Young International Boulevard through the GWCC into the neighborhoods through a roadway extension/bike/pedestrian access. Create a gateway at M.L. King at Northside Drive. Connect the Civil Rights Museum to Mims Park with an extension of the Green Street project in Joseph E. Boone into Ivan Allen Boulevard. Connections to the AU Center through James P. Brawley Drive.
	<p>Improve and increase walkability within the project area</p>	<ul style="list-style-type: none"> A neighborhood's Smart Walk Score is determined through an algorithm that takes into consideration walking routes to destination points within the neighborhood. This does not only correlate to health benefits but also to the number of amenities within a given place. English Avenue's Walk Score is 50, making it the 40th most walkable neighborhood in Atlanta; its bike score is 42. The area's pedestrian friendliness is measured as good, due to the short blocks and large number of intersections. Vine City's Walk Score is 56 and its bike score is 47. There is little or minimal bike infrastructure in both neighborhoods. Downtown is the 2nd most walkable area in the city with a score of 86 and a Bike Score of 60. There is no reason why the project area should not have the same scores as Downtown, given their proximity.⁵ Provide urban design recommendations and transportation recommendations focused on the pedestrian realm. Implement infrastructure recommendations in upcoming transportation projects. Increase number and access to destinations within the project area.
	<p>Address watershed management Issues</p>	<ul style="list-style-type: none"> Implement and exceed required strategies by the new Stormwater Management ordinance in all new construction and major restorations. Support projects that implement recommendations inclusive of Mims Park, Boone Green Street project, and others. Make stormwater management best practices mandatory within all redevelopment projects funded through TAD dollars.
	<p>Reduce crime within the project area</p>	<ul style="list-style-type: none"> From 2011 to 2012 the Westside TAD area saw a significant increase in non-residential and residential burglaries, robberies, and vehicle larcenies. In June of 2013 the number of homicides had surpassed the yearly homicides for 2012 and 2011. This objective aims at reducing crime numbers from previous years. Establish partnerships with the Atlanta Police Department and the Police Foundation. Propose Crime Prevention Through Environmental Design (CPTED) techniques within all new redevelopment projects. Decrease number of dilapidated and abandoned structures based on funding.
	<p>Improve the quality and mix of housing stock in the project area</p>	<ul style="list-style-type: none"> Renovating 30 to 40 homes of current homeowners as priority within 3 years. Based on census data, there are 362 owner occupied units (391 mapped but 27 have no structure and 2 are not visible) within the project area(12.8%). Out of these parcels, a total of 213 (58.8%) may be candidates for renovations/restorations (in deteriorated, poor and fair condition.) Increasing the number of market rate rental and owner occupied households (market data) by 100% within 3 years. Partner with Atlanta Housing Authority and existing Choice Neighborhood Initiatives to increase affordable housing options. Implement tax abatement program for existing residents with limited income.
	<p>Identify 3 to 5 key short term development opportunities as priority projects</p>	<ul style="list-style-type: none"> James P. Brawley Drive Joseph E. Boone Boulevard Northside Dr. Mixed-Use At North Avenue Northside Drive Entertainment District ML King Jr. Drive

5. <http://www.walkscore.com/methodology.shtml>

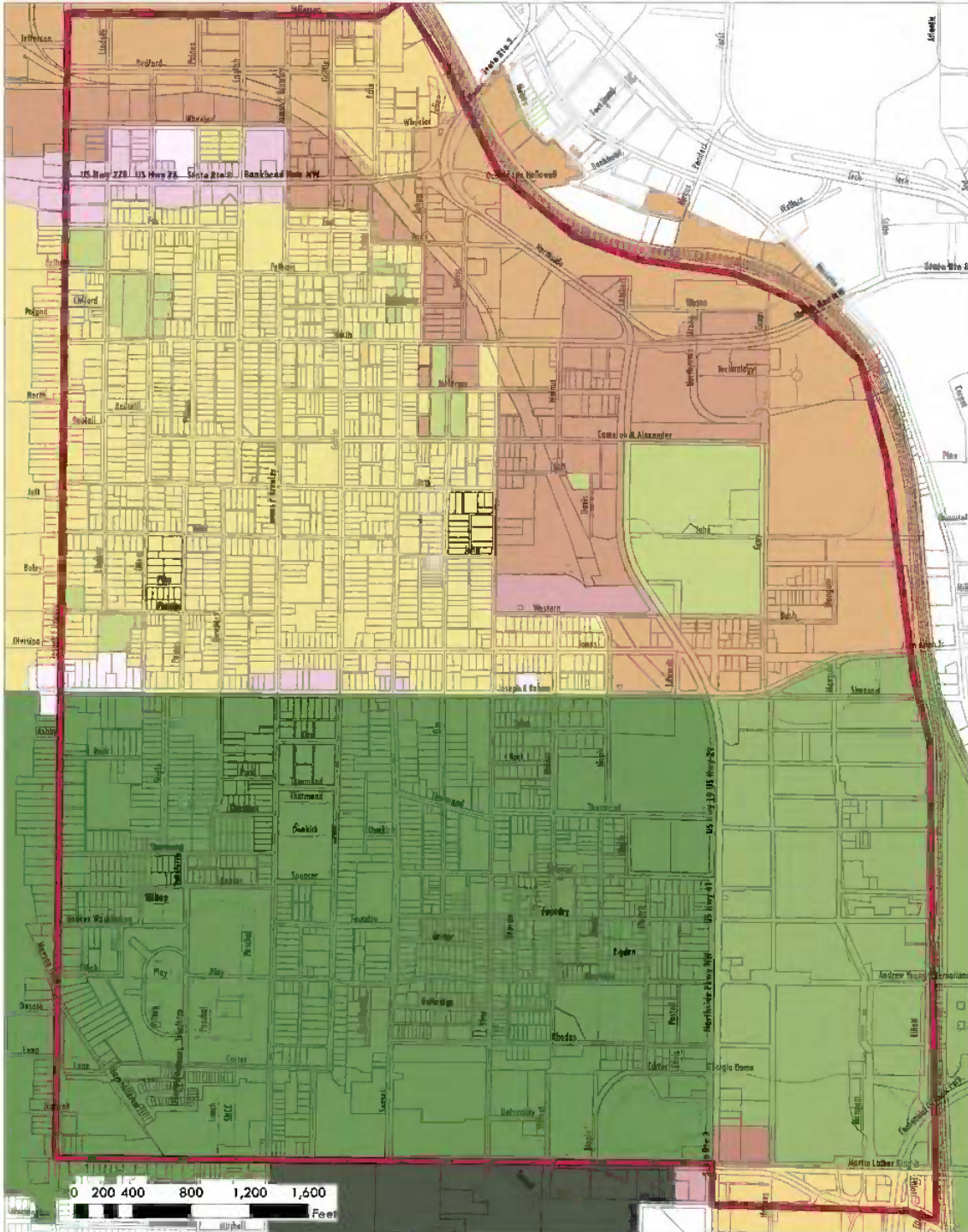
ZONING RECOMMENDATIONS

Introduction

Land use and zoning have the ability to shape the character and composition of a neighborhood and have the capacity to preserve a neighborhood's identity. Within the project area, the entire Vine City neighborhood is zoned as a Special Public Interest (SPI) District. Special Public Interest Districts are defined as generally containing sites or viewsheds that should be protected for the public interest. They also may be defined as areas that contain, "individual buildings or grounds where there is special and substantial public interest in protecting such buildings and their visual environments."⁶ Special public interest districts are also created to serve purposes where the City feels special public interest is warranted. While many urban design criteria are included as part of the Vine City special public interest ordinance in order to preserve, protect and enhance the neighborhood character, the same cannot be said for English Avenue. The English Avenue neighborhood is similar to many urban neighborhoods across the country where zoning changes have been made that do not complement the existing neighborhood character, and lack guidelines to enhance the existing neighborhood. With impending redevelopment in both neighborhoods, zoning should be used to guide development efforts, thereby strengthening and enhancing the urban character.

6. Atlanta, Georgia Municipal Code § Sec. 16-18.001 (2013).

WESTSIDE TAD STRATEGIC IMPLEMENTATION PLAN
ZONING



LEGEND

Project Area Boundary	Light Industrial District L1	Single Family Residential District R-4B	MFC-C-2
Community Business District C1	Heavy Industrial District I-2	Residential General District RQ	B-1
Commercial District C1	Medium Density Residential District M-1	Special Public Interest District SP-1	B-1
Commercial Residential C2	Mixed Residential Commercial District MRC	Special Public Interest District SP-11	C-3
Central Business Support District CS	Single Family Residential District R-4A		



MAY 13, 2013
 Prepared by: APD Urban Planning & Management
 Source of Data: ARC, Fulton County GIS Dept., City of Atlanta GIS Dept.

EXISTING ZONING

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IMPLEMENTATION STRATEGY	EXISTING ZONING IN WESTSIDE TAD NEIGHBORHOODS	ZONING DEFINITION	
Zoning	Vine City: Special Public Interest (SPI)	<ul style="list-style-type: none"> • Defined as generally containing sites or viewsheds that in effect should be protected for the public interest. • Goal of the SPI zoning for the Vine City neighborhood is to protect the single family residential nature of the neighborhood while promoting pedestrian-oriented commercial development, encouraging mixed-use development where appropriate, and enhancing and strengthening the architectural and cultural heritage of the neighborhood. • The SPI zoning ordinance clearly outlines how redevelopment should be addressed in the neighborhood by defining specific urban design guidelines pertaining to architecture, site design, public spaces, and private and public amenities, which take into consideration the historic character of Vine City. The SPI zoning ordinance also clearly defines how public transportation should continue to be enhanced and that the relationship between public transportation, pedestrians and bicyclists be recognized as an indicator of a strong urban community. 	
	English Avenue: R-4A Single Family Residential District I-1 Light Industrial MR Multifamily Residential	<ul style="list-style-type: none"> • R-4A Single Family Residential: zoning allows for suburban front setbacks, approximately 35' for new construction, where existing historic setbacks are currently at the maximum 20'. • I-1 Light Industrial: is for the sole purposes of light and heavy Industrial and manufacturing uses. It allows for labor and resource intensive uses, but does not permit residential development in these districts to keep industrial use separate from residential uses. • MR Multifamily Residential: Creates an environment for attached residential uses in the form of town houses or town homes. Units can be attached side to side to provide a row or continuous building frontage of attached residential use. • MR-4& MR-5: Accommodates a higher density residential in the form of 4-5 floor residential buildings with multiple units. This reflects the multifamily buildings found in many historic intown neighborhoods that are restricted in height to prevent overshadowing the neighborhood. 	

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	ISSUES TO CURRENT ZONING	ZONING RECOMMENDATIONS PROPOSED IN PREVIOUS REDEVELOPMENT PLANS	RECOMMENDATIONS
	<p>Special Public Interest zoning allows for the protection of the historic character of Vine City neighborhood, and requires new construction to fit within the existing character.</p>	<p>Vine City: completed</p>	<p>Vine City: none</p>
	<ul style="list-style-type: none"> R-4A: setback requirement not compatible with existing neighborhood character. While the English Avenue Community Redevelopment Plan Update recommends amending the R-4A zoning district, variances have been proposed as a tool to amend the front yard setback from 35' to 20'. Variances act as a short term strategy and work most effectively if one entity has site control of all the properties where infill is proposed. Variances may be viewed as an obstacle to redevelopment to prospective developers and investors hindering the growth and stabilization of the neighborhood. Vacant and abandoned apartment buildings zoned R-4A are not zoned for multifamily, therefore the buildings are noncompliant. 	<p>English Avenue Community Redevelopment Update Plan: R-4A Single Family Residential District</p>	<p>Vacant Apartment Buildings Recommendations</p> <p>Short Term:</p> <ul style="list-style-type: none"> Rezoning by way of the City Council Demolition of the buildings and conversion to its permissible uses Identify buildings that have been tenanted/occupied, or where there has been an attempt to occupy them in the past twelve months using affidavits, listings, or utility bills so that it could be considered a legal nonconforming use <p>Long Term: extension of the Special Public Interest 11 into English Avenue</p>

IMPLEMENTATION STRATEGY	EXISTING ZONING IN WESTSIDE TAD NEIGHBORHOODS	ZONING DEFINITION
<p>Zoning</p>	<p>English Avenue:</p> <ul style="list-style-type: none"> • RG-4 General Multifamily Residential • R-LC Residential with Limited Commercial • C-1 Community Business 	<ul style="list-style-type: none"> • RG-4 General Multifamily Residential: provides for a range of residential densities that are compatible with the surrounding residential environment and with the comprehensive development plan. Provides for supporting facilities, either as permitted uses and structures or as uses permissible by special permit. The designation also encourages maintenance and preservation of existing large dwellings by allowing conversion to two-family or multifamily use. • R-LC Residential with Limited Commercial: provide a transition of areas from residential to office and limited commercial retail services which do not generate large volumes of traffic, noise, or other harmful effects, and which are compatible with residential uses. It also: <ul style="list-style-type: none"> ○ Provides for development of structures along major thoroughfares, especially between more intensely developed and higher traffic generating districts and residential districts, in order to permit a reasonable use along such thoroughfares without the inherent ill effect of strip commercial development. ○ Encourages conservation and preservation of structurally sound residences in these neighborhoods. • C-1 Community Business: provides for medium-intensity retail and service activities in areas already committed to development of this character, or consistent with areas so specified on the comprehensive development plan. It also encourages residential use either as single or mixed use development.

ISSUES TO CURRENT ZONING	ZONING RECOMMENDATIONS PROPOSED IN PREVIOUS REDEVELOPMENT PLANS	RECOMMENDATIONS
<ul style="list-style-type: none"> • Areas slated for mixed use redevelopment are currently zoned I-1 • Existing zoning requires suburban parking requirements • Where multifamily district designations occur, MR and RG-4, suggested parking ratios often impede on surrounding parcels producing larger than necessary surface parking lots 	<p>English Avenue Community Redevelopment Update Plan:</p> <ul style="list-style-type: none"> • MR2: Townhome District • MR4 & 5: Multifamily District • NC: Neighborhood Commercial District • MRC: Mixed Use District • LW: Live Work District • OI: Office & Institutional District • I1: Industrial District 	<p>Rezoning the English Avenue Neighborhood:</p> <ul style="list-style-type: none"> • Similar to Vine City, it is recommended that a rezoning, inclusive of design guidelines specific to the English Avenue neighborhood, be pursued by the City. Any proposed rezoning will need to be thoroughly vetted with the community. • An extension to the Special Public Interest 11 in Vine City is recommended for English Avenue that meets the parking, setback, land uses, etc. that are proposed within the Plan. Next steps for this process would require: <ul style="list-style-type: none"> ○ Collaboration with the City of Atlanta Planning and Community Development Department to create subarea maps and guidelines ○ Partnerships between the Planning and Community Development Department and Invest Atlanta for additional staffing and funding ○ Community Engagement Process

HISTORIC & CULTURAL PRESERVATION PLAN

The protection and enhancement of historic and cultural resources in the Westside TAD Neighborhoods, is paramount to the revitalization process. Policy recommendations included in this section serve as a guide to regulatory actions and potential next steps.

“A policy is a mechanism that encourages or regulates a course of action, representing a statement of values and priorities. The policy tool acts as an impetus for implementation that has public benefit. Policies may also be linked to regulations that require a certain set of actions to accomplish stated goals. Some policies are voluntary and function as incentives, while others are more regulatory in nature and have established procedures and sanctions for lack of enforcement. Building codes, zoning ordinances, special tax districts, and public funding are just some of the ways that public policies and regulations can help prevent demolition of abandoned buildings.”⁷ The identification of historically significant sites and landscapes, identification of significant architectural typologies, and the crafting of the architectural design guidelines will serve as a foundation to further enforce established policies as well as establish new policy recommendations.

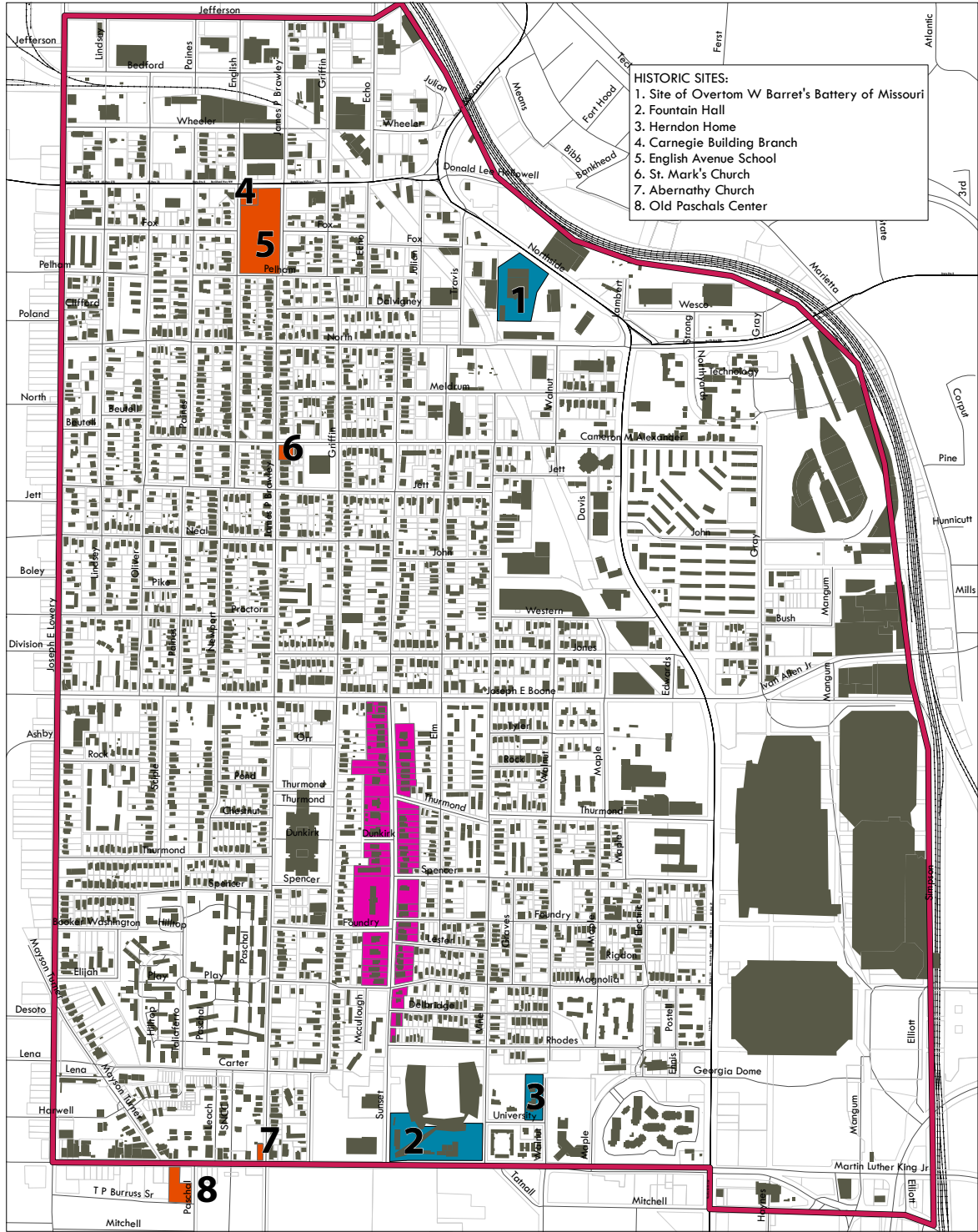
While it is important to recognize historic and cultural sites and landscapes, recognition alone is not sufficient. Policy recommendations define regulatory guidelines helping to direct redevelopment through the design, permitting and construction phase of a project. The City of Atlanta Urban Design Commission (UDC) utilizes various tools as measures to enhance and protect historic and culturally significant sites and landscapes. The UDC oversees landmarks, historic and conservation districts, at the local level, as a regulatory means to establish preservation initiatives throughout the City. The Sunset Avenue Historic District and the Dr. Martin Luther King, Jr. Historic Districts both serve as case studies to the level of preservation that would be suggested for the Westside TAD Neighborhoods. Utilizing local designations rather than federal

designation, such as nominating a neighborhood to the National Register of Historic Places, would be much more effective in protecting its historic nature because local designations establish regulatory guidelines for restoration and new construction.

7. National Trust for Historic Preservation, *Rebuilding Community: A Best Practices Toolkit for Historic Preservation and Redevelopment*, (Washington D.C.: Laughlin/Winkler, Inc.,2002), 8.

WESTSIDE TAD STRATEGIC IMPLEMENTATION PLAN

HISTORIC SITES



JULY 9, 2013

Prepared by: APD Urban Planning & Management
Source of Data: ARC, Fulton County GIS Dept., City of Atlanta GIS Dept.

HISTORIC SITES

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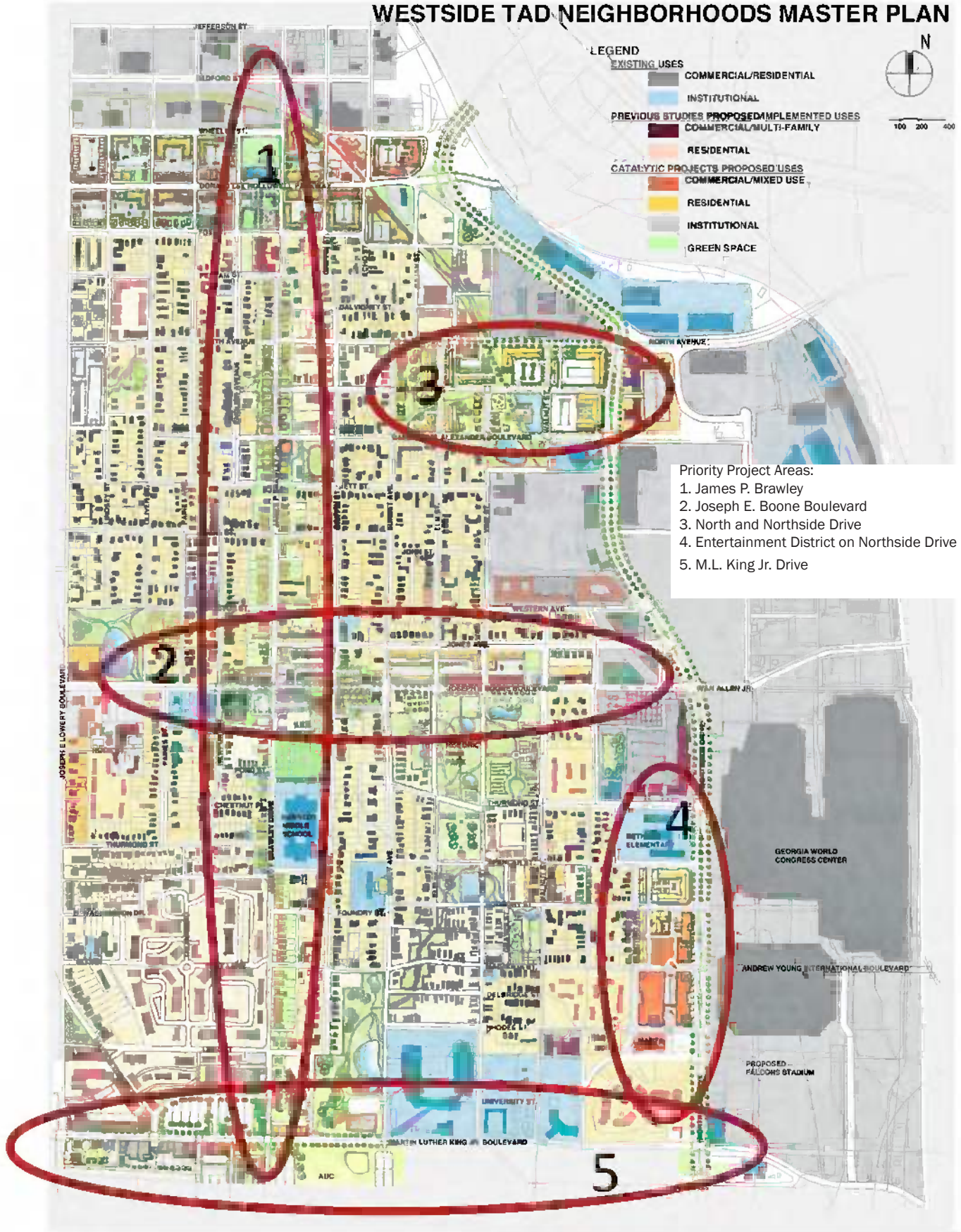
IMPLEMENTATION STRATEGY	EXISTING POLICIES TO ENHANCE AND PROTECT HISTORIC PROPERTIES AND SITES	DEFINITION
HISTORIC PRESERVATION	National Register of Historic Places	<ul style="list-style-type: none"> • National Register designation provides great recognition to properties that are historically and culturally significant • While a National Register designation offers the recognition of a building or district, it does not define regulatory guidelines that can further protect a district or building if federal funds are not used. • Property must be older than fifty years and must look much the same way as it did when originally constructed • Additional criteria include that the property be associated with historical events, historically significant people, or have the potential to, “yield information through archaeological investigation that would answer questions about our past”.⁸
	Landmark and Historic Districts	Offer more regulatory guidelines including drafting of design guidelines specific to the neighborhood. Guidelines would outline how redevelopment would occur in each neighborhood. Guidelines would also cover a myriad of items including architectural typologies, massing, setbacks, lot widths, building materials, and lighting. Landmark and historic districts also require that City Council members be contacted to garner support for either of the designations. If the district is nominated, district representatives must meet with city officials to further review design guidelines.
	Historic District	See above definition
	Conservation District	A Conservation District designation would afford a neighborhood to participate in a less stringent process while still offering a regulatory designation. Conservation District designations do not require city council sponsorship nor do they require drafting of design guidelines. However, although design guidelines are not a requirement for the conservation district designation, it would be recommended that they be developed for the neighborhood.

8. Atlanta Urban Design Commission. (1997). The National Register of Historic Places: Recognizing and Preserving Our Historic Properties. Atlanta, GA. Retrieved April 23, 2013, from <http://www.atlantaga.gov/modules/showdocument.aspx?documentid=1342>

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APPLICATION TO WESTSIDE TAD NEIGHBORHOODS	ENABLING PROTECTION	RECOMMENDATIONS
<p>Herndon Home – Placed on the National Register of Historic Places as well as City of Atlanta Landmark Building in 1989</p>	<p>Having a building or district listed on the National Register does not restrict a property owner or require that they maintain, repair or restore a structure. The designation also does not automatically grant the City of Atlanta landmark, historic or conservation district designation. This designation would need to be applied for separately from the National Register.</p> <p>National Register designation grants the ability for property owners to apply for federal grants for preservation projects, allow for property owners to take advantage of federal and state tax benefits should they rehabilitate according to Secretary of Interior preservation standards, and ensure that designated properties are taken into consideration when private and federal projects are apparent.</p>	<p>Use financial incentives for improvements. Examine the viability of other structures within the project area to be designated on the National Register of Historic Places</p>
	<p>When exterior alterations requiring a building permit for demolition, new construction or major rehab are being proposed, property owners must seek a certificate of appropriateness from the UDC. This process includes property owners attending a UDC hearing in which they may present their proposed work on the structure. The commission then deliberates and may then award a certification of appropriateness which the property owner can then use to obtain a building permit.</p>	<p>Conduct a historical survey to determine if any of the sites within the Westside TAD Neighborhoods can be included in this designation.</p>
<p>Sunset Avenue Historic District</p>	<p>Prior to the historic district designation (HD) Sunset Avenue, like the rest of Vine City, was zoned SPI-11. With the historic district designation, the zoning ordinance fully outlines how infill development, new construction, and rehabilitations should be addressed.</p> <p>The regulations outlined are not meant to hinder redevelopment or be cost prohibitive to property owners. The intent of the regulations is to ensure that the character and visual aesthetic is upheld to a certain standard defined by current and past residents.</p>	<p>Fund the establishment of design guidelines that are supported by zoning ordinance</p> <p>While the zoning ordinance appears to clearly define what exterior alterations property owners can and cannot perform, it is recommended that design guidelines with associated images, listings of building materials and resources be created to aid potential developers and current property owners as development is pending. The design guidelines would be distributed by the City and would give potential developers and property owners a visual aid in addressing exterior alterations.</p>
<p>None established in project area</p>	<p>In the case of Conservation Districts, when exterior alterations are being proposed and a building permit application has been submitted, property owners will need to attend an UDC hearing to present their proposed change. Any recommendation the UDC offers is only advisory. Property owners can move forward with obtaining a building permit with or without the recommendation of the UDC.</p>	<p>Should either neighborhood choose to pursue designation for a certain area(s) within the project area, Conservation Districts should be examined as the most effective means to do so.</p>

WESTSIDE TAD NEIGHBORHOODS MASTER PLAN



EXECUTION

The Execution Phase section will describe an in depth analysis of each of the Priority Project Areas, previously selected through the Decision Making Matrix (DMM). It is important to highlight that these areas were selected because they met predevelopment and market criteria needed for a project to be implemented within a short timeframe of two to three years. These projects are also within the vision of the Westside TAD Neighborhoods and are aimed at creating jobs.

The Execution Phase outlines the following details for each of the Priority Project Areas:

- Market Assessment
- Program
- Project Cost
- Urban Design, Transportation and Stormwater considerations
- Job Creation Opportunities
- Next Steps

This section should serve as an implementation guide to these specific projects and next steps required to reach ground breaking and construction. It is important to note that although all of these projects must undergo the predevelopment and site feasibility process, they meet the requirement of having a two to three year timeline expectation to reach implementation.

Three other project areas arose from community input that should be considered and subjected to the DMM process as implementation begins. These areas include:

- Magnolia Park Corridor in Vine City
- Joseph E. Lowery Boulevard
- Donald Lee Hollowell Parkway

Financial projections were formulated for each one of the Priority Project Areas (Appendix L). The financial projections and estimates were based on data provided by RKG & Associates, a market analysis consultant to the Team. Their work included information from REIS, CoStar, the City of Atlanta, and Fulton County. These

sources were used to project rental rates, vacancy rates, price points and absorption ratios.

In order to calculate the potential job creation ability of the proposed priority projects, the metrics used were derived from the following sources:

- Retail Formula: Development Handbook and Dollars and Cents of Shopping Centers, published by the Urban Land Institute
- Restaurant Formula: Employee Space Requirements of Different Land Uses Table by Pedestrian and Transit Oriented Design Book
- Hotel Formula: The Florida Investment Model
- Residential Formula: Dr. J. Terrence Farris, CRE, Master of Real Estate Development Program, (A Joint Program of the College of Architecture, Arts & Humanities and the College of Business & Behavioral Science) Department of Planning, Development, and Preservation

The standard metrics for the jobs calculation, subject to some judgment, are as follows:

- Retail Formula: Program Square Feet ÷ 300 (small retail)
- Restaurant Formula: 1,000 Square Feet = 9.92 FTE's
- Hotel Formula: 5 rooms/units = 1FTE
- Community Center: 1/600 Square Feet

This section also includes the Marketing Toolkit that can be used to begin the process of creating a marketing strategy for the Westside TAD Neighborhoods.

M.L. King Jr. Drive

Atlanta is the birthplace of Dr. Martin Luther King, Jr., and as such this namesakes' corridor should be the premier M.L. King Jr. corridor in the nation. To achieve this, a thoughtful streetscape revitalization is suggested; one that builds off the cultural and retail strengths (Paschal's, Walmart) and existing infrastructure projects with the City to form a mixed use town center.

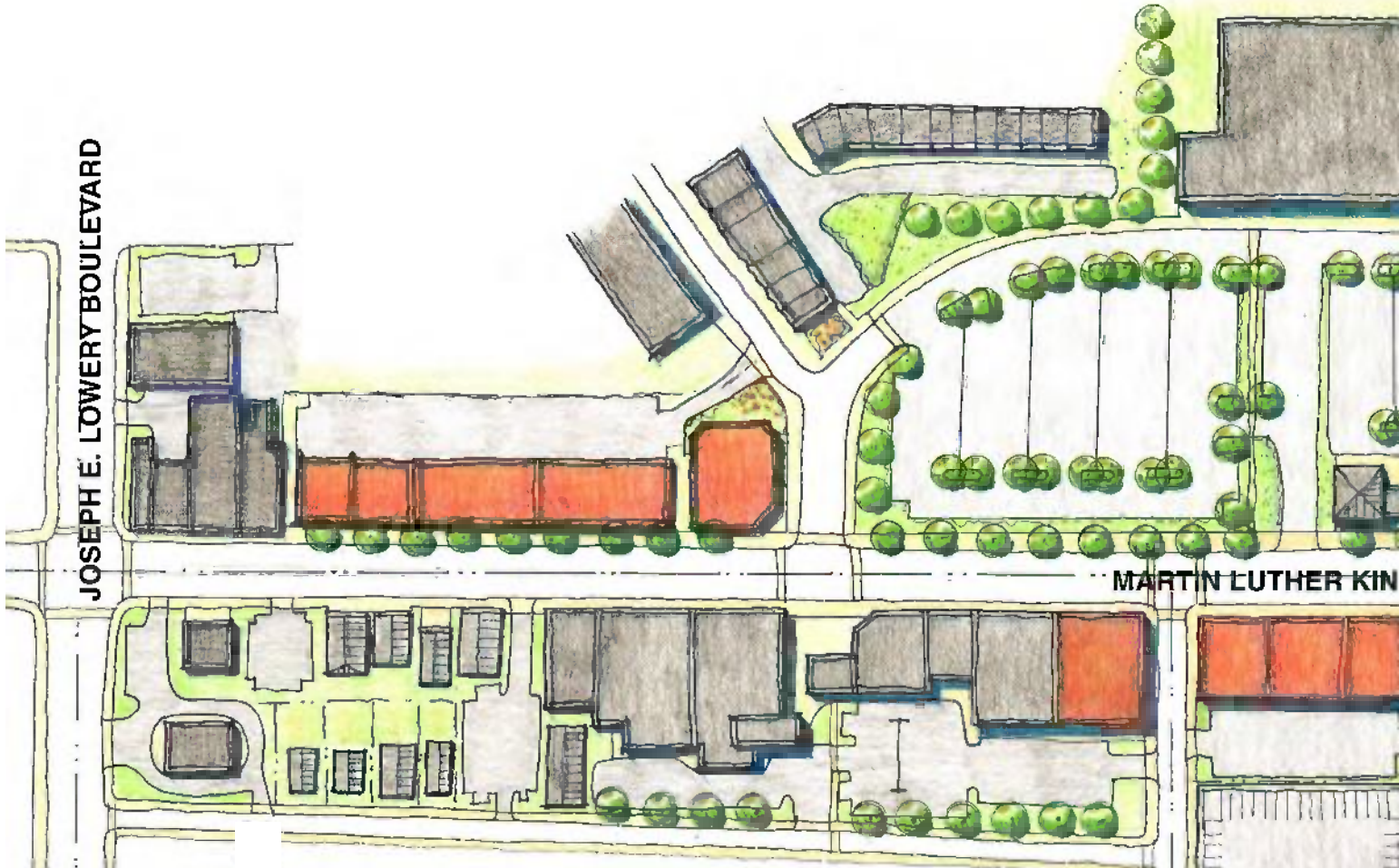
To achieve a more inviting pedestrian realm, the plan incorporates raised medians, pedestrian focused signals/crosswalks, improved lighting, and appropriate scaled planting strips. These streetscape improvements should be combined with facade improvements for the existing businesses. The program below focuses primarily on the blocks between Joseph E. Lowery and James P. Brawley Drive since it is the area with largest investment and a shorter implementation time

frame. The eastern end of M.L. King Jr. Drive is along Morris Brown University, which is currently undergoing financial restructuring and the school's future is currently undetermined. The Sunset Avenue Park proposed in the Proctor Creek Watershed Plan has been incorporated into the design as a connection to Mims Park to the north.

Market Assessment: Highly Recommended

Connections: The spur off Sunset Avenue leads to the Joseph E. Boone Boulevard and Historic Mims Park. The proposed BeltLine station to the west will connect M.L. King Jr. Drive to the city at large. The Ashby Station also connects this area to the larger city and its proximity to the Atlanta University (AU) Center would allow it to become a campus destination.

Impediments:



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- The corridor is not pedestrian-friendly, there are current right-of-way limitations within the existing fabric closer to M.L. King Jr. Drive and Joseph E. Lowery Boulevard
- Suburban design to the current Walmart parking
- Pending future of Morris Brown University
- Proposed Capital Improvement Plan (some needing funding) projects:
 - Gateway elements at Northside Drive and M.L. King Boulevard
 - Pedestrian Signals and Crosswalks
 - Sidewalk improvements
 - Pedestrian lighting and street trees

Opportunities:

- Historic legacy of Paschal's, Busy Bee, Abernathy Church, and M.L. King Jr.
- New recent investment (Walmart) and town-homes
- Allocated transportation funds from the City of Atlanta for transportation improvements
- Partnerships with the Housing Authority and the AU Center on James P. Brawley and south of M.L. King Jr. Drive
- Proposed new commercial development by H.J. Russell

Program: Phase I is the section between Joseph Lowery Boulevard and Sunset Avenue

- 21,300 square feet of infill retail
- Live/Work units: 5 units
- Budget: \$9,163,000
- Timeline: Construction could begin by the summer of 2014

Urban Design Recommendations: M.L. King Jr. Drive is targeted to evolve into an urban commercial node. Urban design interventions must support pedestrian



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activity to build upon the viability of commercial, retail and residential uses. Appropriate design strategies should focus on building the identity of the corridor, simplifying wayfinding, and providing convenient, safe parking that also enhances the public realm. Specifically:

- Provide on-street, parallel parking where possible to support retailers and increase pedestrian sidewalk safety.
- Locate areas of off-street, pooled parking, screened behind buildings or low walls, for a “park once and walk” environment.
- Widen sidewalks as new development occurs wherever possible. A minimum width of 15’ from the back of the curb, which includes a 5 foot tree planting, lighting and seating zone, is recommended.
- Provide adequate street furnishings such as benches, bike racks and waste receptacles (Figure 61).
- Provide clear wayfinding and signage to parking and other corridor features.

- Buildings should be sited at the edge of the right of way (“build-to” line) with main entrances facing the street.
- Building heights should respect the M.L. King Jr. Drive main street context.
- Building facades should be continuous to form a strong edge to the sidewalk.
- Draft and implement design guidelines to protect and improve the public realm. Guidelines should address paving, plantings, street trees, lighting, building materials and signage, fenestration, architectural detail, building setbacks, heights and massing at the minimum.

Infrastructure Recommendations

- An infrastructure project is currently planned by the City to more efficiently utilize the existing pavement (Figure 60). It is recommended that additional funding be made available to complete or enhance the currently planned project.
- Improvements along M.L. King Jr. Drive are

Figure 60: M. L. King Jr. Drive Section



recommended to include tree pits, bioretention planters, swales, and LED lighting.

- New commercial development should include infiltrating practices such as bioretention pond, enhanced planted swales, green roofs, rainwater reuse, or permeable pavements, etc. when applicable.
- Existing businesses could be retrofitted with rainwater capture/roof leader disconnect.
- A PATH Foundation project is projected to run behind M.L. King Jr. Drive along Carter Street connecting Washington Park to the GWCC. Connections (pedestrian and bicycle) should be considered as well as wayfinding signs.
- Scope and extent of project should be extended across to the GWCC frontage if the southern site is selected for the stadium and done in tandem, if possible.

Job Creation:

- Retail: 57 jobs
- Retail: retail uses will require around the clock workers.
- Streetscape Improvements: new upcoming streetscape improvements may lead to jobs for current residents.

Previous Studies:

- Martin Luther King Jr. Drive Corridor Study (2005)
- Vine City/Washington Park LCI (2009)
- Proctor Creek Watershed Plan (2012)

Figure 61: Streetscape Improvements



Joseph E. Boone Boulevard

The program proposed for Joseph E. Boone Boulevard encourages increased historical tourism from the new National Center for Civil and Human Rights (NCCHR), via Joseph E. Boone Boulevard to Historic Sunset Avenue south to M.L. King Jr. Drive. These two streets form the core of what could be a robust destination and activity node centered on the rich civil rights history of English Avenue and Vine City, not too different than that found within the Martin Luther King Jr. District.

Market Assessment: 2nd Phase

Connections: Joseph E. Boone Boulevard continues towards Downtown past the World of Coke, The Georgia Aquarium, and the new National Center for Civil and Human Rights (NCCHR) as Ivan Allen Boulevard. The corridor's southern border is Historic Mims Park, which will connect to Historic Sunset Avenue, connecting to M.L. King Jr. Drive to the south. A proposed BeltLine transit stop on the western end could usher vital traffic along Boone into town. A connection to the BeltLine with a new transit stop for light rail is currently proposed. This corridor would serve as the primary east-west axis between the two neighborhoods.

Impediments:

- Maintaining affordability once Historic Mims Park is developed
- Blighted, vacant properties along and surrounding the corridor
- Negative stigma and perception of the neighborhoods
- Zoning conditions to the north of Joseph E. Boone Boulevard require setbacks and parking that do not fit with urban infill redevelopment

Opportunities:

- Historic Mims Park (see below)
- Sunset Avenue Historic District
- NCCHR
- Direct connection to Downtown (via Boone/Ivan Allen)
- Boone Green Street demonstration project
- The potential to draw investment deeper into the community

Program: Phase I includes James P. Brawley Drive east to Northside Drive in order to take advantage of the Historic Mims park project and the Green Street Project.



The Historic Mims Park Initiative is led by the National Monument Foundation. The goal is to bring back to the neighborhood the original park designed by Frederick Law Olmsted and aid in the revitalization of the Westside Neighborhoods. The park is slated to be developed in phases:

Phase 1 of the project would include the Olmsted Plan Park with the exception of the sculptures and the Peace Column. It would also include the Center for Tourism, lake/ water retention pond on the Eastern Parcel, Urban Farm, greenhouses, playground, the Farmers' Market, and the landscaping of the undeveloped portions of the premises so that they are in a good, attractive, sanitary and safe condition. This phase is to be completed in 2014.

Phase 2 would include construction of the Peace Column, including the museum located therein. It is anticipated that Phase 2 will be completed by 2015.

Phase 3 would consist of construction of the Peace Pantheon, restaurants and erection of the Sculptures. It is anticipated that Phase 3 will be completed by 2016.

Phase 4 includes construction of the Prince of Wales Headquarters, flanking buildings and any other adjacent office space. It is anticipated that Phase 4 will be completed by 2017. The National Monument Foundation has estimated that approximately 160 jobs will be created with this project inclusive of museum support staff, tour conductors, landscape maintenance, among others.⁹

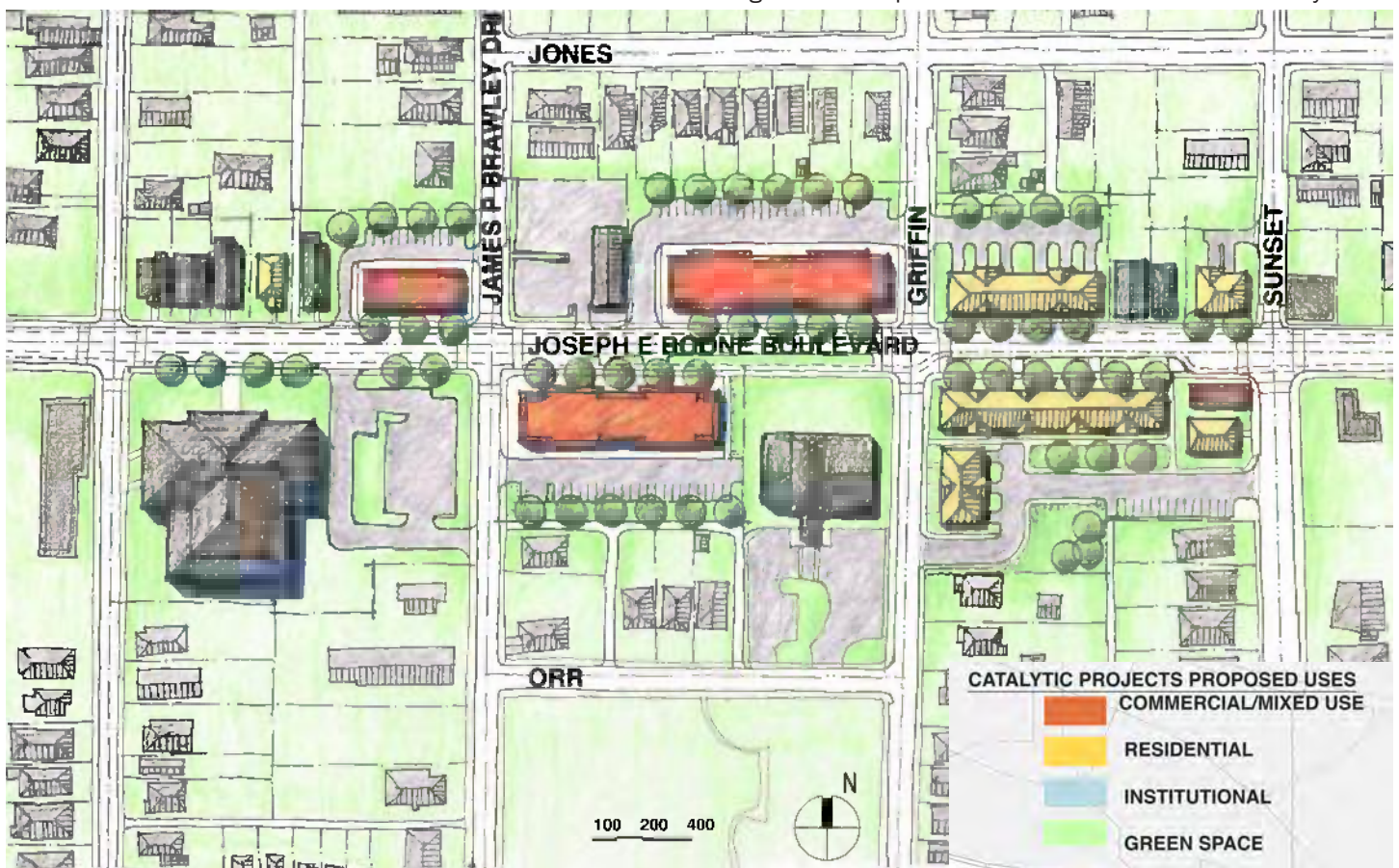
9. The National Monument Foundation

- Commercial: 29,000 square feet
- Townhomes: 21 units (@ 2,000 square feet)
- Single Family: 1 new, 7 owner-occupied rehabilitations
- Budget: \$10,741,000
- Timing: Construction could begin by the summer of 2014

Urban Design Recommendations: Joseph E. Boone Boulevard is a neighborhood commercial street and heritage tourism corridor. Joseph E. Boone Boulevard will also boast new green street technologies in storm-water management, and dedicated bicycle lanes. Urban design strategies should focus on pedestrian walkability to serve local residents and enhance the experience for heritage tourism visitors. Off-street, pooled parking will serve visitors and residents. A wayfinding strategy to guide tourists along and through the corridor, as well as links to other Downtown attractions, such as the Human and Civil Rights Museum at Centennial Olympic Park, are highly recommended.

- Figure 62 shows the intersection of James P. Brawley Drive and Joseph E. Boone Boulevard. This section is an opportunity site for the redevelopment of neighborhood commercial activity as it is the intersection of two Priority Project Areas within the *Master Plan*.
- It is recommended that the majority of infill occurring within Joseph E. Boone should be lower density commercial/office (1-2 stories) or multifamily uses. Building heights should not exceed 35 feet. Considering this a highly trafficked narrow corridor, it is not fit for high density uses or single family residential. These areas would also serve as a buffer for the single family residential in the interior of the neighborhoods.
- Some single family uses still remain, but should be limited in future redevelopment of the corridor.
- Redevelopment on the northern lots of Joseph E. Boone should reflect, when possible, the sidewalk and planter strip improvements of the Green Street Project across the street. A minimum width of 10' from the back of the curb, which includes a

Figure 62: Joseph E. Boone Blvd. and James P. Brawley Drive



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5 foot tree planting, lighting and seating zone, is recommended wherever feasible.

- Provide clear wayfinding and orientation devices to heritage tourism sites.
- Buildings should be sited at the edge of the right of way (“build-to” line) with main entrances facing the street. Building facades should be continuous to form a strong edge to the sidewalk.

Infrastructure Recommendations:

- Enhance MARTA bus stops to accommodate increased tourist traffic
- A project is currently planned to provide green street enhancements and a narrowed cross-section for vehicular traffic – provide additional funding to complete or enhance project
- Extend construction of green infrastructure east or west of current plan
 - If the northern site is selected for the stadium, an extension to the east will be very desirable
 - A west extension is also very desirable for ultimate connectivity to the planned Boone Park West and Atlanta BeltLine
 - Provide informational plaques for Green Street education
 - New commercial development should include infiltrating practices such as bioretention pond, enhanced planted swales, green roofs, rainwater reuse, or permeable pavements, etc. when practical
 - Existing businesses could be retrofitted with rainwater capture/roof leader disconnect

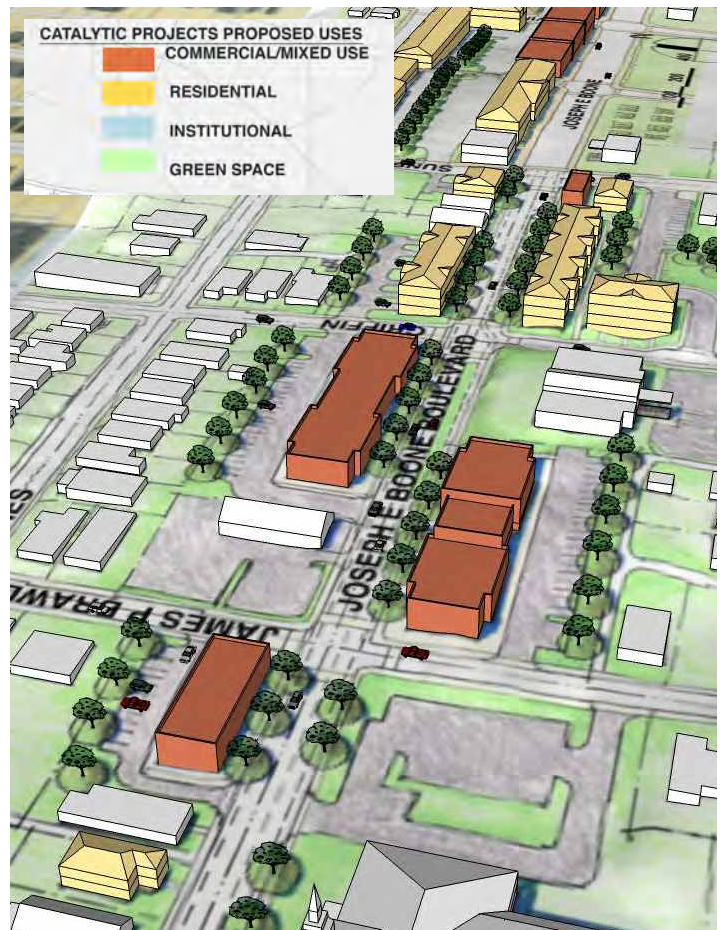
Job Creation:

- 77 Commercial jobs
- Commercial Uses proposed along the corridor
- Heritage Tourism: citizens within the community can begin to train for tours for incoming tourists that are attracted to the historical significance of the neighborhood. The restoration of the existing homes within Sunset Avenue will also require construction labor.
- Urban Farming: The National Monument Foundation has already begun work with current residents

on urban farming contracts within the development of Historic Mims Park.

- Park Maintenance: current residents can use the introduction of Historic Mims Park as an entrepreneurship opportunity for lawn and park maintenance. The National Monument Foundation estimates that 160 jobs will be created.
- Green Streets: the Boone Green Street project will be the first example of a green street within these neighborhoods. This project can be an opportunity for current residents to learn these specific construction techniques and be able to continue to implement them in future City projects.
- There are several organizations within the communities that currently hold resident training on watershed management issues specifically for the Proctor Creek Watershed.

Previous Studies: English Avenue Community Redevelopment Plan Update (9/2006)



Entertainment District

A mixed use entertainment district can capture the demand created by the new proposed stadium and a proposed connection of Andrew Young International Boulevard into Northside Drive and the neighborhoods. The market analysis projects that there could be magnified demand by providing a variety of entertainment options year-round. Significant existing site control makes this node viable. A north site for the proposed stadium would yield access to hotel accommodations as well.

Market Assessment: Highly recommended

Connections: A study of the possible connection between Andrew Young International Boulevard through Northside Drive into the neighborhoods along Magnolia Street should be performed. A second important connection is proposed by the PATH Foundation from Washington Park to Downtown.

Impediments:

- Currently isolated from Downtown
- Northside Drive is seen as a through corridor, not a pedestrian friendly environment
- Negative neighborhood perception

Opportunities:

- Site control
- Proximity to proposed stadium and the GWCC
- Ability to create connections to Downtown
- Upcoming Northside Drive study by the Georgia Department of Transportation (GDOT)
- Recent Georgia Tech Transportation Study on the opportunities of Northside Drive

Program:

- Retail: 108,250 square feet
- Hotel: 110 keys at 143,000 square feet
- Restaurant: 51,800 square feet
- Apartments: 171 units



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- Structured Parking: 1,580
- Townhomes: 20 units
- Budget: \$134,280,000
- Timing: Construction could begin by the summer of 2015, opening 2017

Urban Design Recommendations: The entertainment district along Northside Drive is planned as a high intensity, mixed-use commercial, retail and residential corridor. There is potential to collaborate with the Georgia Department of Transportation, the Georgia World Congress Center, MARTA and the Falcons Stadium developers, and the City of Atlanta to craft a transformation of Northside Drive. The collaborative effort could transform Northside Drive from a vehicle-oriented, high speed arterial, into a multi-modal, pedestrian friendly boulevard that supports mixed use redevelopment along its length. The intensity of development along the Electric Avenue edge of the entertainment district blocks should be scaled back to address the adjacent established residential neighborhoods.

- Locate structured, off-street parking, below grade or architecturally screened above grade, for a “park once and walk” environment.
- Require building heights fronting Electric Avenue be restricted to 35’ in height maximum.
- Limit building heights fronting Northside Drive to 70’ in height with a minimum height of 45’.
- Site buildings at the edge of the right of way (“build-to” line) with main entrances facing the street.
- Widen sidewalks as new development occurs. A minimum width of 20’ from the back of the curb, which includes a continuous 5’ tree planting/landscaping, lighting and seating zone, and a 5’ supplemental zone along the building façade, is recommended along Northside Drive.
- Prohibit curb cuts and driveways for structured parking that face onto residential streets or Northside Drive.
- Provide clear wayfinding and signage to parking and surrounding entertainment venues.

Infrastructure Recommendations:

Figure 63: Entertainment District

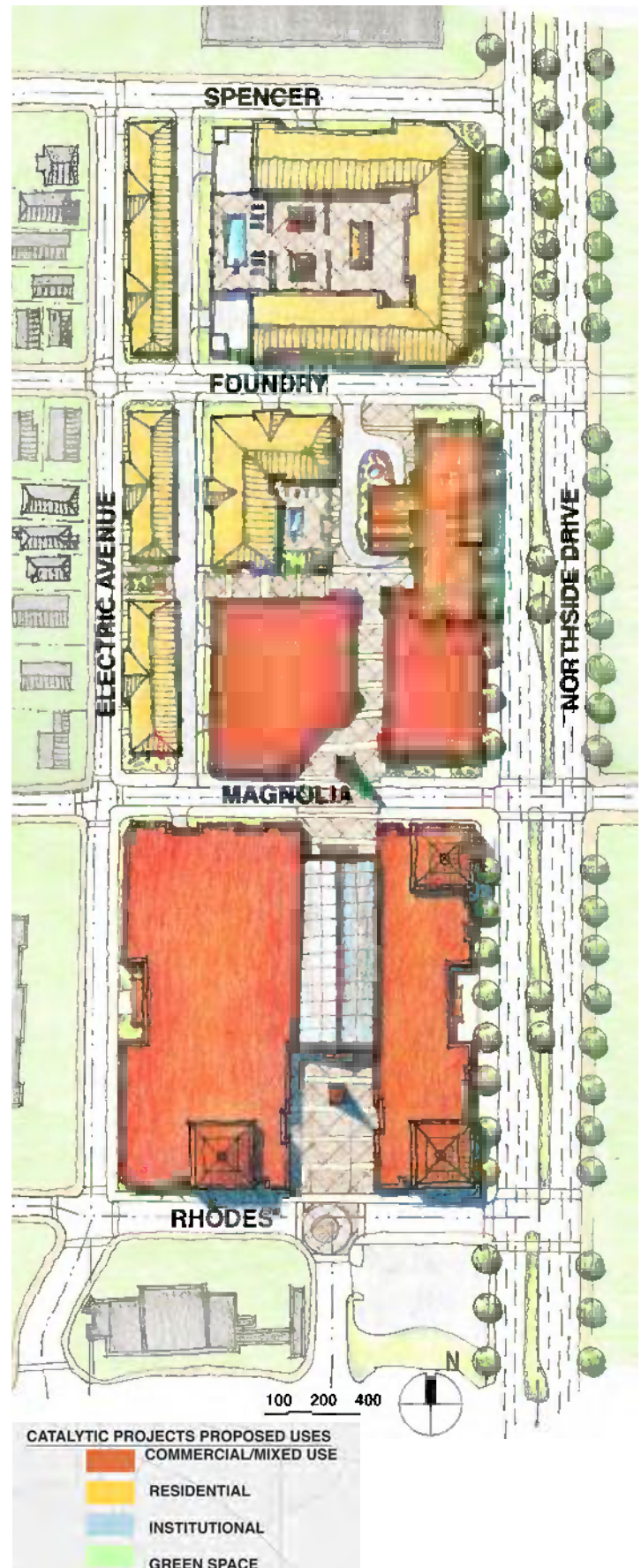


Figure 64: Best Practices

Greater University Circle Partnership

The Greater University Circle Partnership (GUCI) led by The Cleveland Foundation has been responsible for the implementation of revitalization strategies for several neighborhoods in Downtown Cleveland in partnership with Case Western Reserve University, University Hospitals among others. One of its most successful efforts is the Evergreen Cooperatives where it introduced a new model of economic and community development.

The Evergreen business model is based on three aspects of economic development and wealth creation:

- Leveraging procurement from anchor institutions;
- Developing a network of businesses linked to that procurement system that are community-based, employee owned, and profitable;
- Ensuring that the businesses would be as “green” as possible in their own industries as well as sustainable.

One of its first businesses launched in 2009 was Evergreen Cooperative Laundry (ECL). Owned by 25 employee-owners, it is the greenest commercial-scale health care bed linen laundry in Ohio and cleans over 4 million pounds of health care linen a year. When at full capacity, it will clean 10 to 12 million pounds of health care linen a year, and will employ 50 neighborhood residents.¹⁰



10. <http://evergreencooperatives.com/>

- Coordinate with GDOT for opportunities to enhance pedestrian crossings across Northside Drive – pedestrian refuges are critical elements
- Coordinate with the City and PATH Foundation to provide bike and pedestrian connectivity across site.
- Provide convenient, attractive pedestrian accommodations across the site to promote connectivity to the Vine City MARTA station for this and future adjacent developments.
- Include infiltrating practices such as bioretention ponds, enhanced planted swales, green roofs, rain-water reuse, or permeable pavements, etc. when applicable in new commercial developments.

Job Creation:

- 271 Retail
- 339 Restaurant
- 28 Hotel
- New services providers would be needed inclusive of hotel management, cleaning services, restaurant services, entertainment, and laundry ().

Previous Studies:

- Electric Avenue Entertainment District (9/2009)
- Vine City Redevelopment Plan (2004)
- Georgia Tech Northside Drive Vision (2013).

North Avenue and Northside Drive

This project would add more buying power and “rooftops” to the Northside Drive corridor. Significant existing site control by Bethursday Development Corporation and Antioch Baptist Church makes this node more viable. It may also spur the expansion of the Georgia Tech lab district.

Market Assessment: 2nd Phase

Connections: Northside Drive could provide a great connection to Georgia Tech and Marietta Street. The opportunity exists to make the intersection safer.

Impediments:

- Blighted and vacant properties along the corridor and moving into the English Avenue neighborhood.
- Area requires stabilization and more rooftops to be viable
- The retail could have competition from other locations within the neighborhoods
- Rezoning needs to occur on the blocks along Northside Drive since they are currently zoned for Industrial uses.

Opportunities:

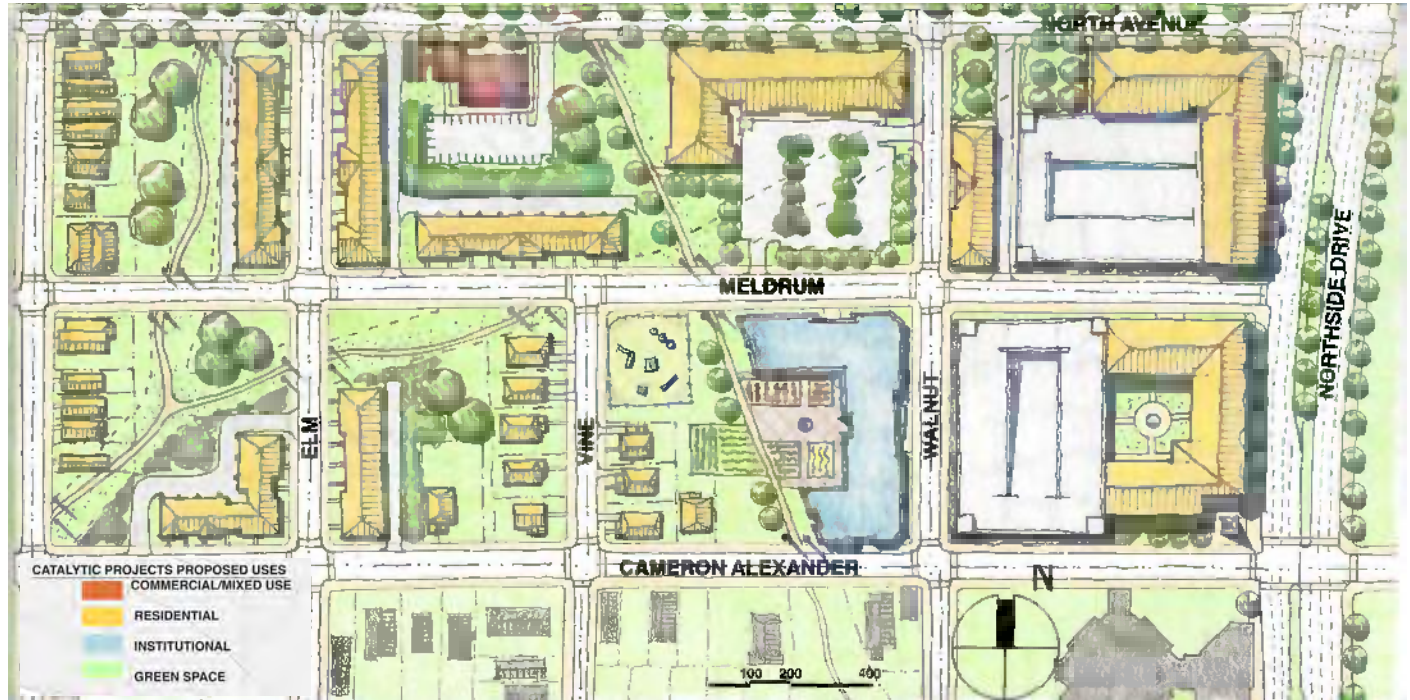
- On-going public-private efforts to acquire property and address blight
- Other proposed projects could serve as stabilizers to allow this project to move forward
- Upcoming Northside Drive study by the Georgia DOT
- Recent Georgia Tech Transportation Study on the opportunities of Northside Drive

Program:

- Mixed Use -
 - Retail: 87,500 square feet (3 buildings @ 4-6 stories)
 - Residential: 280 units
- Community Center: 56,000 square feet (2 stories), shares parking with mixed use
- Townhomes: 43 units
- Single Family: 5 units
- Structured Parking: 1,141
- Budget: \$111,154,000
- Timing: Construction could begin by the summer of 2015, but more time is recommended to assess the impacts of the first wave of projects.



Figure 65: North Avenue and Northside Drive



Urban Design Recommendations: The redevelopment node at the junction of Northside Drive and North Avenue includes eight blocks of mixed use development, and a spur of the planned multi-use trail that will connect to the BeltLine. The frontage along Northside Drive is planned as mixed use with structured parking. As the blocks progress west, development becomes less intense in keeping with the surrounding residential neighborhoods.

- Locate structured, off-street, parking, below grade or architecturally screened above grade.
- Prohibit curb cuts and driveways for structured parking that face onto residential streets or Northside Drive. Building heights fronting Northside Drive or North Avenue should not exceed 70' in height. Buildings fronting Northside Drive must have a minimum height of 45'.
- Site buildings on Northside Drive and North Avenue at the edge of the right of way ("build to" line) with main entrances facing the street.
- Widen sidewalks as new development occurs. A minimum width of 20' from the back of the curb, which includes a continuous 5' tree/landscape planting, lighting and seating zone, and a 5' supplemental zone along the building façade, is recommended along Northside Drive. All other streets should have a minimum sidewalk width of

10' from the back of the curb, which includes a 5' planting and street tree zone with lighting.

- Provide street furnishings such as benches, bike racks and waste receptacles along Northside Drive only.
- Provide landscaped public spaces where infrastructure restricts buildings.

Infrastructure Recommendations:

- Coordinate with GDOT for opportunities to enhance pedestrian crossings across both Northside Drive and North Avenue
- The preferred alignment of Northside Drive (Figure 66) has 3 lanes in each direction with a 12 foot median which would allow for left turn lanes and a pedestrian refuge at crossings. The Northside Drive Plan and the Georgia Tech study both recommend changing 1 lane going each way to an HOV/BRT lane eventually.
- Planned streetcar preferred alignment should run in-street along North Avenue to help stimulate redevelopment along the corridor, however the ultimate alignment will be developed and publicly vetted through the Environmental Assessment which is about to begin. Any planned project should coordinate with City Planning and Atlanta BeltLine, Inc. to promote connectivity with the ultimate

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streetcar alignment (to be determined)

- Provide green infrastructure where practical to provide infiltration opportunities
- Coordinate with the City of Atlanta Planning and Community Development Department to provide off-street bicycle paths where practical, especially close to MARTA lines
- Include infiltrating practices such as bioretention pond, enhanced planted swales, green roofs, rainwater reuse, or permeable pavements, etc. when practical in new commercial development.

Job Creation:

- Mixed Use: 219
- Community Center: 70
- Human Capital Impact: Jobs, services, some housing

Previous Studies:

- English Avenue Redevelopment Plan Update (9/2006)
- Northside Drive Vision (2013)

Figure 66:Northside Drive



James P. Brawley Drive

This project serves to bring potential development deeper into the neighborhoods as Brawley serves as a the only north-south through street for the two neighborhoods from the AU Center to Jefferson Street. Significant existing site control by the Atlanta Housing Authority within the Vine City neighborhood makes this node more viable, as the project seeks to be in alignment with their proposed development goals. The intersection of James P. Brawley Drive and Joseph E. Boone Boulevard also serves as a centrally located node that connects with the Boone corridor priority area.

One of the target intersections for the James P. Brawley Drive corridor would be at Cameron Alexander Boulevard since it is where there are significant safety concerns within the English Avenue neighborhood. A stabilization strategy would look at redeveloping the St. Mark’s ruins and the commercial building at the corner as neighborhood retail uses. Infill housing, demolitions and restorations would also be part of the stabilization strategy.

Market Assessment: Caution, with conditions (An activity node at James P. Brawley and Joseph E. Boone Boulevard, combined with streetscape beautification, would be needed to stabilize and activate this node).

Connections: This street would be the primary connector of M. L. King Jr. Drive , Joseph E. Boone Boulevard, and Donald L. Hollowell Parkway. The proposed streetscape improvements for James P. Brawley Drive include a bike path that would encourage more pedestrian friendly traffic within this section of the neighborhoods.

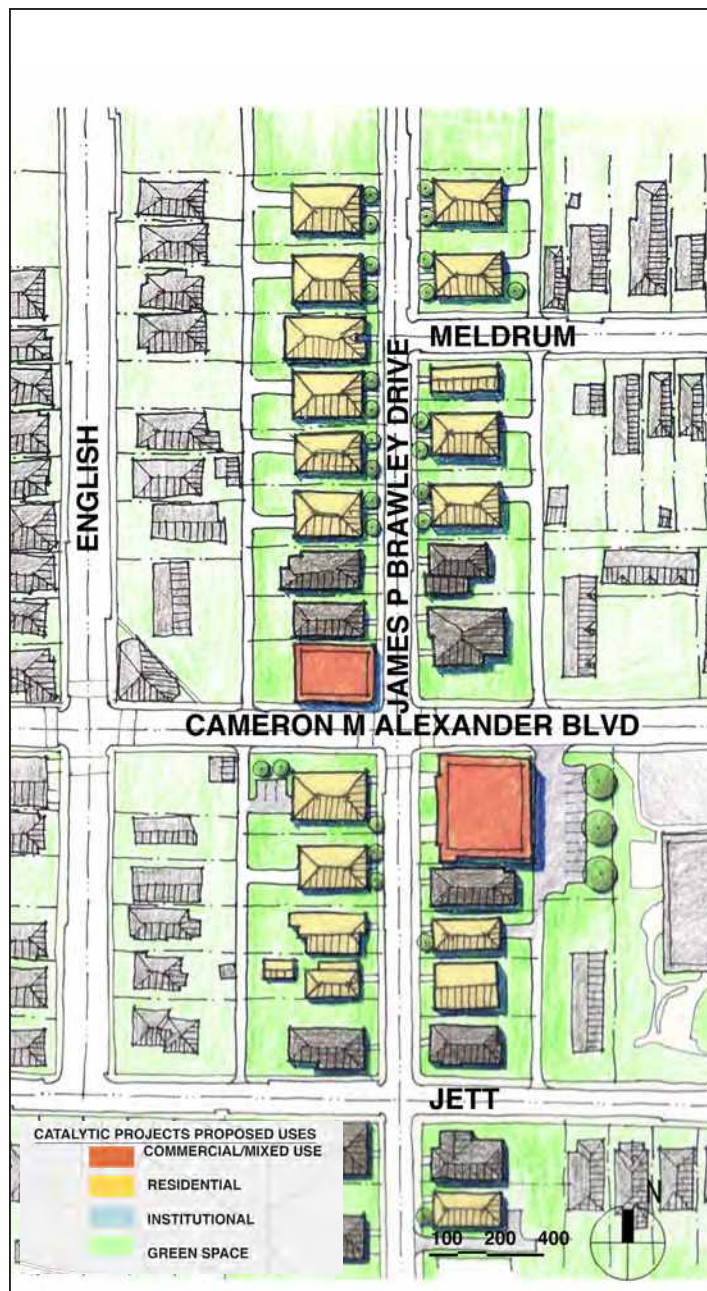
Impediments:

- Significant acquisition and assembly needed
- Negative stigma of the neighborhoods
- Rezoning/variances would be required to allow for urban infill that does not set back the homes thirty feet

Opportunities:

- Public-private partnership opportunities with the Fulton County/City of Atlanta Land Bank, the Police Foundation and the Atlanta Housing Authority
- City planned bike path
- Some ownership by the Atlanta Housing Authority in Vine City
- Possibility of taking redevelopment into the neighborhoods with the development of infill housing.

Figure 67: James P. Brawley and Cameron Alexander Blvd.



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Program: Phase I is the corner of James P. Brawley and Cameron Alexander Boulevard

- Mixed Use: 14,000 square feet (2 buildings)
- Residential Infill: 15 units
- Single Family/Owner-occupied rehabilitations: 10 units
- Budget: \$6,882,000
- Timing: Construction could begin by the summer of 2014

Urban Design Recommendations: The Brawley Drive corridor is planned for single and multifamily, residential redevelopment and stabilization. Urban design recommendations focus on the residential and resident-serving uses of this corridor.

- Set back residential building setbacks 15' from the right-of-way (back of the sidewalk).
- Residential buildings should set back garages and off-street parking pads a minimum of 25' from the right-of-way (back of the sidewalk).
- Limit driveway aprons to 12' in width.
- Encourage front porches.
- Widen sidewalks as redevelopment occurs to a

minimum width of 10' from the back of the curb, which includes a 5' tree planting/landscape and lighting zone.

- Limit residential building heights to 40'.
- Provide on-street, parallel parking where sufficient right-of-way exists.
- Provide public transportation shelters at key neighborhood commercial zones for protection from the elements.
- Construct speed tables or at strategic intervals to slow vehicular traffic and promote pedestrian and bike safety.
- Exempt neighborhood retail from meeting general zoning parking requirements, since these uses are meant to meet the needs of residents living around the retail uses.
- Use rear access lanes to access garages from the back of the lots rather than from the main street as shown in Figure 67. Parking should be accommodated in the rear of lots through a driveway wherever possible.

Infrastructure Recommendations:

- Coordinate enhancements for north/south bicycle



routes, with other significant investments in the area.

- Coordinate with City of Atlanta Planning and Community Development to provide possible right-of-way for traffic calming measures and sidewalk/bicycle enhancements, at redevelopment projects.
- Provide opportunities for rain gardens, rainwater capture, and bioretention at existing and redeveloped single family homes.

Job Creation:

- Mixed Use 37
- Deconstruction, new construction, and restorations. (Figure 68)

Previous Studies: English Avenue Community Redevelopment Plan Update (9/2006)

Figure 68: Deconstruction

Best Practices: Focus on Deconstruction

The Green Impact Zone in Kansas City, Missouri created key strategies for community transformation as public and private partners collaborated on a deconstruction effort that bridged job training, housing, safety and energy conservation. The strategy began with a donation from Wells Fargo of 23 foreclosed properties to the Ivanhoe Neighborhood Council on behalf of the Green Impact Zone, along with \$172,500 to help pay for rehabilitation. Unfortunately, some of the properties were deemed to be beyond rehabilitation and slated for demolition. Rather than just bulldoze the houses, Kansas City's EnergyWorks KC staff proposed deconstructing them. Deconstruction involves carefully dismantling building components for reuse and recycling. The Green Impact Zone worked with EnergyWorks, the Ivanhoe Neighborhood Council, Habitat Restore and ReUse People to develop a deconstruction training-project plan.

Fifteen participants were selected for the program. After the group completed the two-day OSHA-10 training at the start of the program, the group deconstructed one house at 4429 Garfield. The MidAmerican Regional Council's Solid Waste Management District paid for part of the training, and the regional Workforce Development Initiative housed at MARC helped organize the training. The Full Employment Council also paid for the OSHA portion of the training and provided boots and work clothing to participants. The crew salvaged 5.1 tons of material from 4429 Garfield — material that will be reused or recycled rather than going to a landfill. Seven more houses in the group donated by Wells Fargo will be deconstructed in the coming months by private contractors who, as part of their contract terms, must employ some of the newly trained workers for the deconstruction.¹¹

11. <http://www.greenimpactzone.org/assets/06-25-11progressreport.pdf>

Marketing and Branding

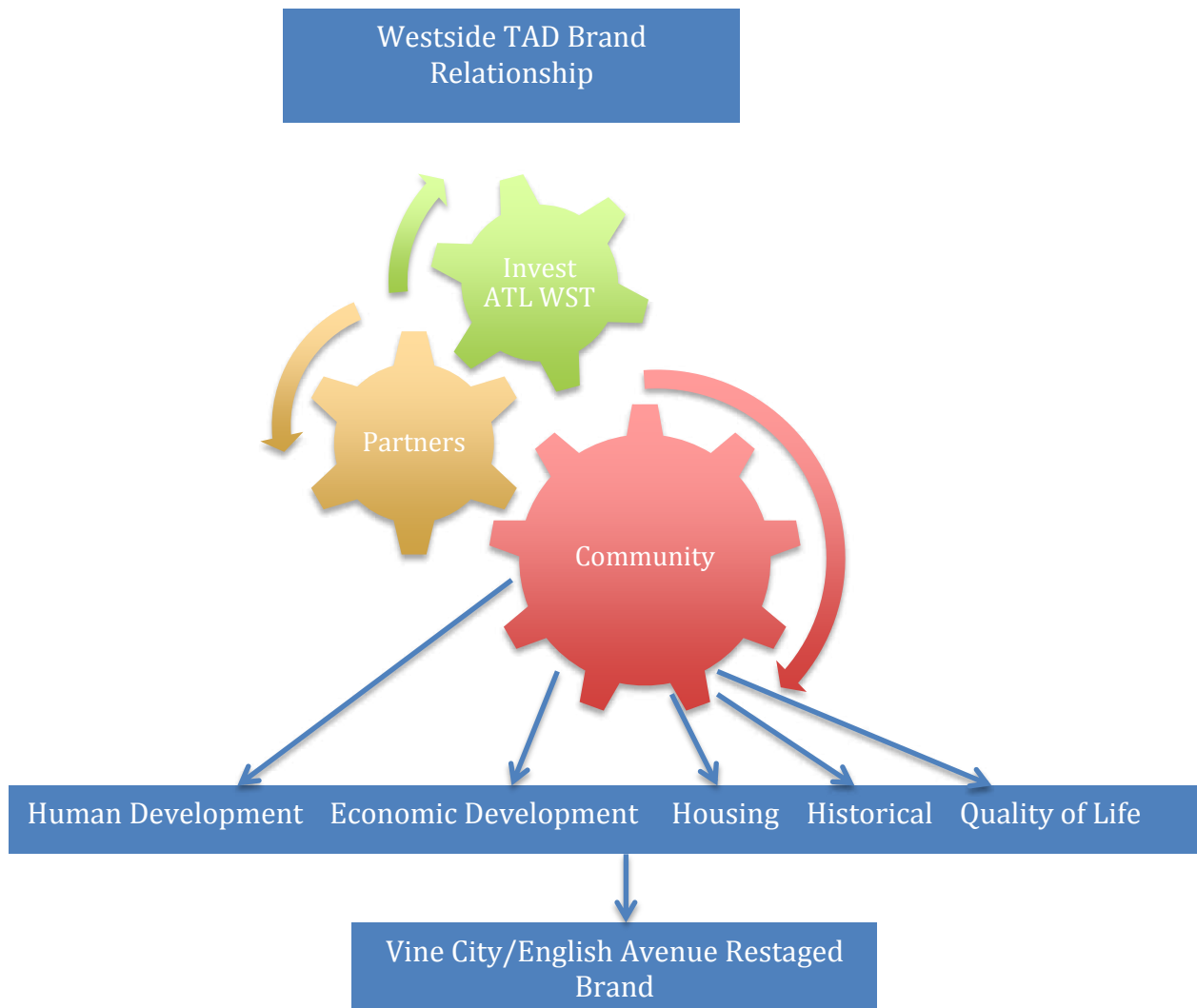
The following section outlines the development of a marketing and branding strategy to effectively market the Westside TAD Neighborhoods, with the aim of changing the perception of the area into one that aligns with the vision of revitalized, sustainable neighborhoods.

A crucial element in successfully marketing the Westside TAD Neighborhoods is the repositioning and restaging of the Westside TAD Neighborhoods brand image that focuses on the vision of what the neighborhood could become, without losing sight of where it has been. The Marketing Toolbox outlines the process for developing an overall marketing strategy for the Westside TAD Neighborhood Area (see appendix M for the complete report).

Recommended key tasks in developing the marketing strategy are:

- Create a positive identity via narratives that embody the Westside TAD Neighborhoods’ vision and initiatives in a way that resonates with residents, potential targets and stakeholders.
- Develop a brand image and an iconic look for the revitalization vision.
- Create project programs that can be defended incrementally with “reason to believe” milestones that resonate with key target audiences.

Situational Marketing Assessment - The first step in the assessment should be a review of existing market



studies and analysis combined with previous redevelopment plans for the project area that might impact the marketing of the Westside TAD Neighborhoods. This would include demographics, housing trends, absorption rates, area economic forecast, business trends, asset inventory, needs, etc. A custom market study may be needed to further illuminate opportunities and issues that could impact marketing the Westside TAD Neighborhood Area. A SWOT Analysis was used to outline the Strengths, Weaknesses, Opportunities and Threats that may impact the marketing of the Westside TAD Neighborhoods. The SWOT analysis informs the development strategies to make use of Opportunities through Strengths and minimize Weaknesses, as well as engage strategies to prevent Threats through Strengths (appendix M).

Branding and Identity Development - A brand is a promise of what an entity stands for and its purpose or vision. It is the connective tissue and the organizing principle that drives marketing and messaging. The brand is not a logo or icon. A logo or icon builds awareness and recognition for the brand. A brand is the stories, messages, experiences that an entity's key audiences have around the brand.

Why Branding for the Westside TAD Neighborhoods?

Studies show there is a significant correlation between people's passion, connection, and loyalty to a community and its local economic growth. The Westside TAD Neighborhoods can be viewed as an important facilitator brand that provides resources and tools and serves as the connective tissue that helps focus the efforts in the individual targeted neighborhoods for sustainable redevelopment that will positively impact

Atlanta's urban core.

The Westside TAD Neighborhoods' brand (from a brand image standpoint) is somewhat complex. It's not a top-down brand nor is it totally a grass roots brand; the Westside TAD Neighborhoods' brand, key partners, and various stakeholders each add important elements in building and restaging the Westside TAD Neighborhoods' brand.

Developing Brand Narratives - brand narrative is the telling of the entity or project's story in a compelling way:

- What are the Westside TAD Neighborhoods about? What is the Plan about?
- What is the Westside TAD Neighborhoods' differentiation? Why is the revitalization different this time around?
- What is the Westside TAD Neighborhoods' relevance to community, stakeholder and Atlanta resident?
- How wide spread is the awareness of the Westside TAD Neighborhood Area Project? (See appendix M for example narratives).

Pinpointing the Target Audiences - The Branding and Marketing of the Westside TAD Neighborhoods needs to resonate with various key audiences. The focus of each narrative needs to play to the target's interest while remaining real and true to the brand.

Identity/ Icon Guidelines - Identity guidelines are the visible elements of a brand (colors, design, logotype, name, and symbols) that together identify and distinguish the brand in the consumers' mind. Most importantly, these elements are informed by a brand's

Figure 69: Sample logos and icons



image and personality. An identity guideline should be defined with examples of how a logo/name should be used in various media, i.e. stationary, collateral material (brochures), signage, website, ads, sale sheets, etc. An experienced designer will be needed to work with the Project Management Team in developing identity guidelines for the Westside TAD Neighborhoods and its brand.

Setting Marketing Objectives/Goals - It is important to first identify a marketing/branding leader or someone to help bring focus to the group's task. Once the situation assessment and analysis has been completed, the heart of the marketing planning process takes place - setting marketing objectives. Specific objectives are critical to this process because they:

- Articulate the importance of marketing and branding by showing how the organization will benefit
- Galvanize staff, partners' and stakeholders commitment by highlighting goals that encourage teamwork
- Offer benchmarks to measure progress, helping determine future marketing efforts
- Start by revisiting Westside TAD Neighborhoods long-range organizational plan. This includes revisiting:
 - The vision and mission statements
 - The long-term program goals that further the achievement of the mission
 - Shorter-term (six months to three years) objectives and catalytic action plans, and the strategies required to achieve project goals

Most importantly, it must be ensured that the marketing objectives support the Plan's overall mission and goals.

Communications/Engagement - These are communication/engagement elements and programs needed to strengthen the Westside TAD Neighborhoods' brand; reach key targeted audiences, and attain the projects marketing goals/objectives.

Marketing Program Evaluation - Plan to benchmark and evaluate key efforts with quantifiable data and qualitative input that measures progress. Activities

can be quantified, i.e. number of targeted neighborhood homeowner visits, number of local businesses and corporate contacts. For public relations efforts, media coverage can be tracked by logging the number of articles and news mentions of the Westside TAD Neighborhoods. Measurement of website and social media can be obtained through tracking page visits, i.e. number of "fans". It is extremely important to track comments and conversations about the Westside TAD Neighborhood Plan. To measure brand strength, the marketing team should use questionnaires and interviews of key audiences to determine perceived knowledge, esteem, relevance, and differentiations of the Westside TAD Neighborhoods.

PARTNERSHIPS

In order for the revitalization of Westside TAD Neighborhoods to become a reality, multiple agencies must work together within the City. It is important to leverage existing state/federal/city improvements and investments with private dollars in order to complete the entire revitalization process. From improving current safety concerns, beginning a property acquisition/management strategy, zoning and infrastructures constraints, etc., a Project Team must ensure that the strategy is implemented and all barriers to redevelopment are addressed. Figure 70 shows some of the agencies that will likely be involved within the Westside TAD Neighborhoods.

Working in the Westside TAD Neighborhoods requires the Project Management Team to invite investment/investors into the area that require less or at least an equal number of constraints than in any other area of the City. Partnering with City agencies that already have targeted projects for the area is one way of diminishing costs for future investments. The Human Capital Strategy will also require partnerships with existing qualified service providers, agencies interested in investing in the neighborhoods (like the Blank Foundation) and existing citizens in order to break the education, social, and income barriers.

Several of the agencies outlined within Figure 70 have already been engaged during the development of the Strategic Implementation Plan to ensure that it does not contradict any of the agencies' current efforts within the Westside TAD Neighborhoods. For example, coordination efforts with the Atlanta Housing Authority and their Choice Neighborhood Plan which includes Vine City is undergoing (Figure 71). Continued feedback and partnership will be extremely important as the project moves forward.

Figure 70: Partnerships

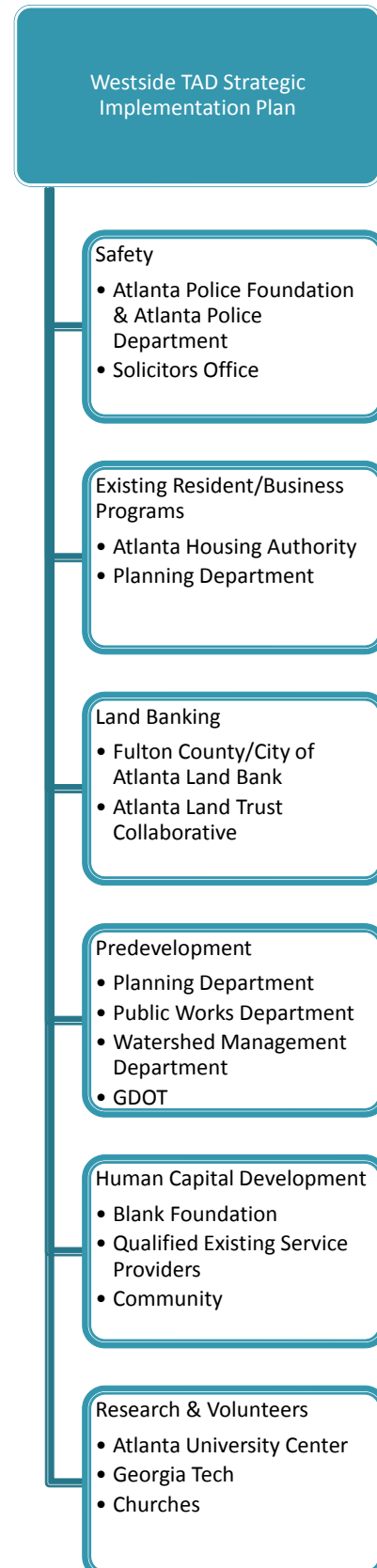
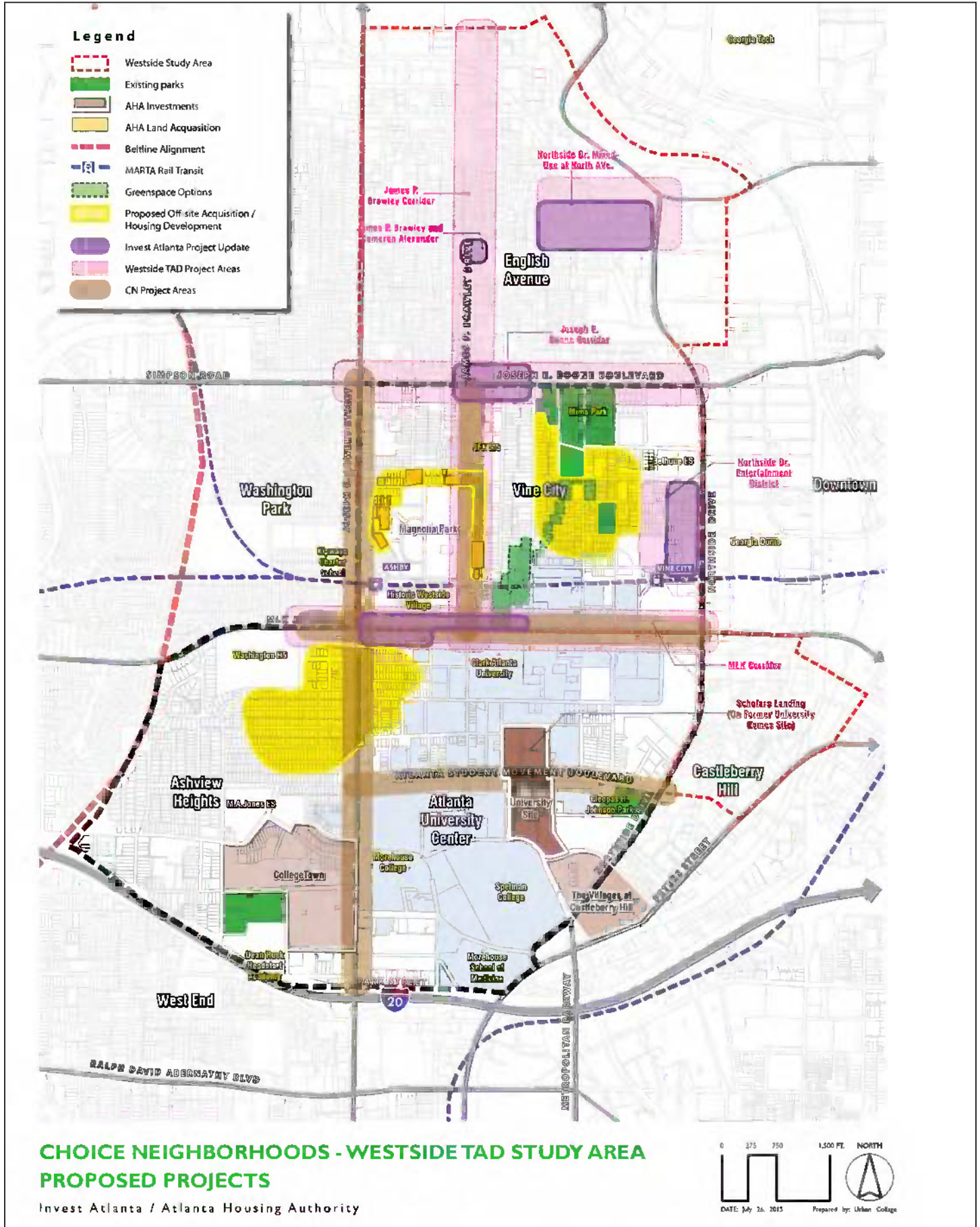


Figure 71: "Alignment" with Atlanta Housing Authority



CONCLUSION

From the outset, the primary purpose of this Strategic Implementation Planning process has been to deliver a Plan that has broad community support (residents, business community, political community), shows clear connection and evolution from the previous studies and efforts, identifies three to five Priority Projects that can begin immediately (within twelve to eighteen months) and create jobs. It has also been a strategy to identify a second wave of projects which could be started within the next five years; all of this while acknowledging that the Westside may be the last underdeveloped area in metro Atlanta capable of large-scale redevelopment.

That was the starting point of the Team's work, but these objectives were altered after four months into the process by the announcement of the New Stadium Project (NSP), the establishment of a \$15 million Invest Atlanta Westside TAD Community Improvement Fund, and a \$15 million NSP Neighborhood Prosperity Fund committed by the Arthur M. Blank Family Foundation. These announcements provided a dedicated funding source that would be guided by the recommendations of the Westside TAD Neighborhoods Strategic Implementation Plan. After an eight month effort, the Team is able to identify potential development partners, suggest a methodology to make critical reinvestment decisions, recommend a project management governance structure, identify priority redevelopment projects, and introduce processes to achieve the following:

- Structured methodology to build on the community's human capital resources, prepare current and future residents for hundreds of temporary and permanent jobs and business development opportunities that will be created through the redevelopment of their community and the surrounding environment.
- Identify a path to neighborhood stabilization that sets the stage for Priority Project Areas which could begin within twelve to eighteen months – M. L. King Jr. Drive enhancements, a residential model block effort at James P. Brawley Drive, and a commercial

node at Joseph E. Boone Boulevard & James P. Brawley Drive.

- Identify two projects which could begin within the next three to five years that establish the western frontage of Northside Drive as an entertainment district at Northside Drive and Electric Avenue (a complex effort that requires very little land assembly, but is linked to recommended strategies for Northside Drive), and a mixed use node at North Avenue and Northside Drive (it also requires very little additional land assembly, but requires an experienced development partner and additional neighborhood stabilization).

Perhaps everyone involved in this planning and strategic implementation process recognizes that planning and execution are evolutionary processes that are sometimes not adequately aligned with reality. The Westside TAD Neighborhoods have a rare opportunity of a second chance to “get it right.” In some respects this is the essence of the Westside TAD Neighborhoods Implementation Strategy, to align years of planning with the execution of a redevelopment strategy that capitalizes on a second opportunity. This Plan, like most, has been structured in a linear fashion that documents existing conditions, analyzes data, incorporates community input, and recommends a plan of action designed to execute human capital development and real estate development strategies.

As stabilization and predevelopment activities move forward, the entity charged with managing this project will need to recognize that each of the development phases are not isolated but engage interactively, and must improve on the previous phases of work even while they are being executed. Much of what Invest Atlanta anticipates achieving through redevelopment initiatives in the Westside TAD Neighborhoods was captured in the 2012 Atlanta TAD Strategic Review. Even though this document was not developed specifically for the Westside TAD the successful execution of a Strategic Implementation Plan provides an opportunity to demonstrate the execution of the goals set forth in the TAD Strategic Review report:

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- Economic Development
- Community Redevelopment
- Downtown Revitalization
- Infrastructure, Sustainability, and Open Space

The communities of English Avenue and Vine City are experiencing new challenges while simultaneously experiencing opportunities. It is a certainty that these neighborhoods will experience change. The most important consideration at present is the question of what will shape that change. This document and the recommendations within it provide a guide to manage those changes. By building on the community's assets and strengths in a manner that benefits community stakeholders, the Plan establishes a path that leads to an improved environment for residents and others who visit these revitalized communities.

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