

# CA<sup>2</sup>P

Central Atlanta Action Plan

## A cooperative effort of Central Atlanta Progress and the City of Atlanta

Final Report released March 1, 2000

The Central Atlanta Action Plan (CA<sup>2</sup>P) is a strategic, streamlined action plan created to spur economic investment and development in Downtown Atlanta, the hub of metropolitan Atlanta, which is the economic engine of the southeastern United States. CA<sup>2</sup>P was prepared by Central Atlanta Progress in cooperation with the City of Atlanta and financed in part by a generous grant from the Robert W. Woodruff Foundation.



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# Greetings

March 1, 2000

To Stakeholders from Downtown Atlanta and throughout the Atlanta Region,

Our nation has experienced an incredible economic boom in the last dozen years. Metro Atlanta's growth has led the state and the nation in jobs, income, and population increases. Central Atlanta is the region's hub for business, government, education, conventions, entertainment, the arts, sports, surface transportation, and other activities that keep this region an integral whole. It is the one place where all Atlantans repeatedly come together, and as such, is the focal point from which key decisions ripple out to benefit our entire region's economy, environment, and society.

The Central Atlanta Action Plan (CA<sup>2</sup>P) identifies priorities and partnerships to ensure the continued vitality of metro Atlanta's important urban core. This report offers a compilation of research and planning developed by business, government, and neighborhood leaders who pledged a year of their time to address this area's needs in its physical, economic, and social environments.

These leadership teams have delineated ten years of action steps, strategies, and recommendations that will meet the greatest needs in these three areas. As you read through these recommendations, you will see that this plan was created with all the elements necessary for success: community vision, out-of-the-box thinking, collaboration, and flexibility.

The emphasis of the Central Atlanta Action Plan is not so much on building new infrastructure, as Downtown Atlanta is the hub of the most efficient transportation, utility, and telecommunications systems in the region. Rather, CA<sup>2</sup>P recommends improvements to Downtown's assets via better maintenance, marketing, and design, with an emphasis on pedestrian access and use, thereby enhancing an urban quality-of-life for all.

Our thanks to all the volunteers who served on CA<sup>2</sup>P's Advisory Committee, Technical Committee, and its three task forces. Their contributions in developing this plan will resonate throughout the improvements made to Central Atlanta's environments during the next ten years of implementation.

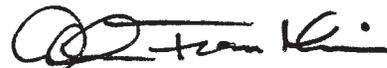
We hope you'll join us in seeing that the vision of this plan is accomplished.



Bill Campbell,  
Mayor  
City of Atlanta



Duane Ackerman,  
Chairman & CEO  
BellSouth Corporation  
Central Atlanta Progress, Chairman  
1997-1999



Allen Franklin,  
President & COO  
Southern Company  
Central Atlanta Progress, Chairman  
1999-2001



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CA<sup>2</sup>P Challenges, Action Steps, and  
Strategies in Brief:  
The Executive Summary



# I The Executive Summary

## CA<sup>2</sup>P Challenges, Action Steps, and Strategies in Brief: The Executive Summary

The Central Atlanta Action Plan (CA<sup>2</sup>P) is the third in a series of landmark planning processes for Downtown Atlanta conducted by Central Atlanta Progress, Inc. in partnership with the City of Atlanta. Central Atlanta Progress is a private association representing the interests of businesses and Downtown organizations sharing a common vision of a thriving, secure, and vibrant central Atlanta.

CA<sup>2</sup>P's goals are to build upon the Downtown revitalization legacies of previous Central Area studies and the Centennial Olympic Games, and to capitalize on current favorable demographic and development trends – infill development, “smart growth,” increased interest in urban living, and sustainable building practices – to create and realize the vision of a more livable, secure, diverse, and prosperous Downtown. This plan represents a consensus of stakeholders to secure lasting partnerships among the city's private and public leadership, city planners, and developers to address Downtown's challenges and implement solutions.

The ring of railroads that encircle Downtown and Midtown encloses the CA<sup>2</sup>P study area. Downtown is a smaller target area generally bounded by Northside Drive on the west, North Avenue on the north, Boulevard on the east, and Turner Field on the south.

More than 100 volunteers from business, government, and neighborhoods worked together on CA<sup>2</sup>P in 1999 to think strategically and plan effectively the next steps in Downtown Atlanta's renaissance. During the course of the study, leadership teams guided the staff in developing an implementation program of ten challenges, 32 action steps, and more than 80 strategies to improve Central Atlanta's physical, economic, and social environments within the next decade. They developed benchmarks to ensure the projects are effective and will justify their costs.

CA<sup>2</sup>P challenges, action steps, and strategies are summarized in the table that follows. Greater detail on each component of this plan is provided in the sections, *Central Atlanta Environments* and *The Action and Implementation Matrix*.



Map 1: Downtown Boundaries





## The Physical Environment

### Challenges

### Action Steps

### Strategies

I. Improve street life

A. Improve the pedestrian environment

1. Address the impact of utility construction on sidewalks
2. Support the City of Atlanta (COA) sidewalk improvement program
3. Identify and address issues associated with all physical components of the sidewalk
4. Identify and address all maintenance issues of the sidewalk environment
5. Improve Metropolitan Atlanta Rapid Transit Authority (MARTA) rail stations and bus stop environments, particularly Five Points
6. Convert the COA pilot Five Points MARTA Station Vendor Cart Program to a permanent program for all city vendors
7. Increase awareness of pedestrian safety, rights and responsibilities
8. Expand the system of pedestrian spaces and bike trails throughout Downtown

B. Improve urban design

1. Update Special Public Interest (SPI) District zoning regulations
2. Create a new SPI district, subarea, overlay zone, or zoning district for Fairlie-Poplar
3. Improve maintenance of existing public art and continue to place art in Downtown spaces
4. Develop an attractive wayfinding plan for Downtown
5. Reevaluate sign regulations addressing outdoor advertising

***CA<sup>2</sup>P's goals are to build upon the Downtown revitalization legacies of previous Central Area studies and the Centennial Olympic Games; ...capitalize on current favorable demographic and development trends – infill development, “smart growth,” increased interest in urban living, and sustainable building practices – to create and realize the vision of a more livable, secure, diverse, and prosperous Downtown.***

# *I The Executive Summary*

## The Physical Environment

<b>Challenges</b>	<b>Action Steps</b>	<b>Strategies</b>
II. Preserve and enhance historic structures and neighborhoods	C. Improve Downtown's network of green spaces, parks, and plazas	<ol style="list-style-type: none"><li>1. Maintain parks, plazas, and fountains through a coordinated effort</li><li>2. Acquire and develop additional green space and open space</li></ol>
	A. Increase the number of historically designated properties	<ol style="list-style-type: none"><li>1. Conduct periodic surveys to identify properties with potential for historic designation</li><li>2. Promote and increase the inventory of Atlanta's historic properties</li></ol>
	B. Reinstigate the Façade Improvement Program	<ol style="list-style-type: none"><li>1. Secure funding and administer the program</li></ol>
	C. Increase awareness of and support for historic preservation incentives	<ol style="list-style-type: none"><li>1. Expand marketing efforts to increase attendance at two annual Atlanta Preservation Center (APC) workshops on preservation incentives</li><li>2. Expand marketing efforts to increase awareness of the façade easement program</li><li>3. Increase awareness of technical assistance provided by the APC Buildings Worth Saving Committee</li></ol>
	D. Support efforts to maintain and protect the historic buildings and character of Downtown neighborhoods	<ol style="list-style-type: none"><li>1. Support the preservation efforts of the business and neighborhood associations in the Martin Luther King, Jr. Historic District, Castleberry Hill, and Fairlie-Poplar</li></ol>





## The Physical Environment

Challenges	Action Steps	Strategies
III. Heighten the visibility of Downtown's heritage	A. Support the entities that celebrate Downtown's heritage	1. Support the efforts of organizations that conduct heritage events Downtown
	B. Develop marketing that highlights Downtown's heritage	<ol style="list-style-type: none"> <li>1. Improve and promote APC walking tours</li> <li>2. Produce an official Downtown guide</li> <li>3. Produce a self-guided walking tour brochure</li> </ol>
IV. Improve the transportation and parking systems	A. Improve Downtown roadway and parking conditions	<ol style="list-style-type: none"> <li>1. Study potential major improvements to the roadway system in greater detail</li> <li>2. Make operational improvements to the existing transportation system</li> </ol>
	B. Address transit issues	<ol style="list-style-type: none"> <li>1. Identify possible additions to the existing transit system</li> <li>2. Expand service of existing transit system</li> </ol>
	C. Address bicycle and pedestrian systems	<ol style="list-style-type: none"> <li>1. Improve existing networks</li> <li>2. Expand networks</li> </ol>
	D. Address policy issues	<ol style="list-style-type: none"> <li>1. Incorporate transportation issues into other Downtown plans</li> <li>2. Develop transportation-related design standards</li> </ol>

# *I The Executive Summary*

## The Economic Environment

<b>Challenges</b>	<b>Action Steps</b>	<b>Strategies</b>
I. Improve Downtown marketing and hospitality	A. Support the Downtown marketing entity	<ol style="list-style-type: none"><li>1. Support an expanded role for the Atlanta Downtown Partnership (ADP)</li><li>2. Identify and secure increased funding for ADP</li></ol>
	B. Develop a retail and entertainment master plan for Downtown	<ol style="list-style-type: none"><li>1. Conduct a market analysis of Downtown and create a retail and entertainment master plan</li><li>2. Implement the new master plan</li></ol>
	C. Develop a marketing plan to promote Downtown to metro area	<ol style="list-style-type: none"><li>1. Develop a marketing plan to increase consumer acquisition and retention and to build business-to-business partnerships</li></ol>
	D. Improve Downtown's cultural amenities	<ol style="list-style-type: none"><li>1. Create a Downtown Cultural District</li><li>2. Support and create Downtown cultural events</li><li>3. Encourage partnerships among arts organizations, local retailers, and restaurateurs to create marketing synergy</li><li>4. Market Downtown as a cultural destination</li><li>5. Encourage more cultural programming in the parks</li></ol>
	E. Improve Atlanta's taxicab system	<ol style="list-style-type: none"><li>1. Support reform efforts and launch a public awareness campaign</li></ol>





## The Economic Environment

### Challenges

### Action Steps

### Strategies

II. Improve coordination of citywide economic development initiatives

A. Create a citywide economic development capability

1. Develop a corporate recruitment and retention program
2. Develop a small business-focused recruitment and retention program
3. Develop a strategy to capitalize upon the high-tech sector
4. Collect, maintain, and distribute information
5. Serve as the key point of contact for any City relocation or expansion
6. Be a liaison with other business organizations in the City

B. Create a Downtown Resource Center for economic development information and advocacy

1. Develop an economic development information clearinghouse to serve as a “one-stop shop” for such information and a knowledge resource for Downtown enterprises
2. Develop an advocacy platform on which to help implement the retail and entertainment master plan and advocate development for Downtown in partnership with the new citywide economic development function

C. Implement the City’s improved development permitting procedures

1. Implement recommended permitting reforms

# *I The Executive Summary*

## The Economic Environment

<b>Challenges</b>	<b>Action Steps</b>	<b>Strategies</b>
III. Improve the quality of Atlanta Public Schools	<ul style="list-style-type: none"><li>A. Support Atlanta Public Schools (APS) initiatives to improve the quality of education</li><li>B. Support the development of a charter school Downtown</li></ul>	
IV. Address high land costs and rents that inhibit balanced, mixed-income investment and development	<ul style="list-style-type: none"><li>A. Review use of zoning to encourage mixed-income and mixed-use development</li><li>B. Increase the affordability of land and rents for commercial and retail development</li><li>C. Increase market rate residential development in and around Downtown</li></ul>	<ul style="list-style-type: none"><li>1. Encourage office building owners and managers to grant discounted rents for ground-level retail</li><li>2. Encourage developers to take advantage of existing incentives</li><li>1. Encourage developers to take advantage of existing incentives</li><li>2. Market the Atlanta/Fulton County Land Bank Authority program to obtain affordable land</li><li>3. Support the Atlanta Neighborhood Development Partnership (ANDP) efforts, such as the “Resettling Atlanta” initiative, which focus on mixed-income residential development</li></ul>





## The Social Environment

Challenges	Action Steps	Strategies
I. Improve public safety	A. Continue to improve safety and the perception of safety Downtown	<ol style="list-style-type: none"> <li>1. Encourage greater police presence on the street</li> <li>2. Expand the scope of the Atlanta Downtown Improvement District (ADID)</li> <li>3. Support criminal justice initiatives and programs to improve pre-arrest and post-arrest social services</li> <li>4. Enhance communications and public outreach</li> <li>5. Improve lighting</li> <li>6. Improve cleanliness</li> <li>7. Improve signage</li> <li>8. Ensure safe and adequate parking</li> </ol>
	B. Enforce all rules and regulations	<ol style="list-style-type: none"> <li>1. Enforce quality-of-life, parking, traffic, vending, sign, tree and landscaping, and building code laws and ordinances</li> </ol>
II. Improve supply of social services to meet demand	A. Address policies and programs that often inadvertently lead to homelessness	<ol style="list-style-type: none"> <li>1. Support HIV/AIDS Housing Essential Services &amp; Standards of Care project</li> <li>2. Expand 501 (c)(3) bond issuance for affordable housing</li> <li>3. Reduce foreclosures and evictions</li> <li>4. Recommend a State Affordable Inclusionary Housing Statute</li> </ol>
	B. Provide housing options for those moving out of homelessness, prison, or rehabilitation	<ol style="list-style-type: none"> <li>1. Create a residential facility for the multiple-diagnosed</li> <li>2. Create affordable, long-term housing and treatment options for homeless substance abusers</li> <li>3. Provide crisis and transitional housing for men</li> <li>4. Provide affordable housing for those living with HIV/AIDS</li> </ol>

# *I The Executive Summary*

## The Social Environment

<b>Challenges</b>	<b>Action Steps</b>	<b>Strategies</b>
	C. Expand existing and new homeless services	<ol style="list-style-type: none"><li>1. Improve coordination among human service agencies</li><li>2. Improve link among homeless individuals and available services</li><li>3. Improve caregiver relationships for the mentally ill homeless</li><li>4. Establish a Regional Homeless Transportation Fund</li><li>5. Create an Employment Resource Center</li><li>6. Provide services to help women walk away from domestic violence</li><li>7. Provide a continuum of childcare options for homeless families or those at risk of becoming homeless</li></ol>
	A. Expand Pathways, a wide area network (WAN) that links homeless service providers	<ol style="list-style-type: none"><li>1. Implement the Regional Homeless Service Information System</li></ol>





# II

## Downtown Atlanta: Legacies, Trends, and Projections

Legacies of Earlier Central Atlanta Planning Efforts

Development Trends

Population Trends and Projections

Employment Trends and Projections

The Future of Downtown Atlanta



# II Legacies, Trends, and Projections

## Downtown Atlanta: Legacies, Trends, and Projections

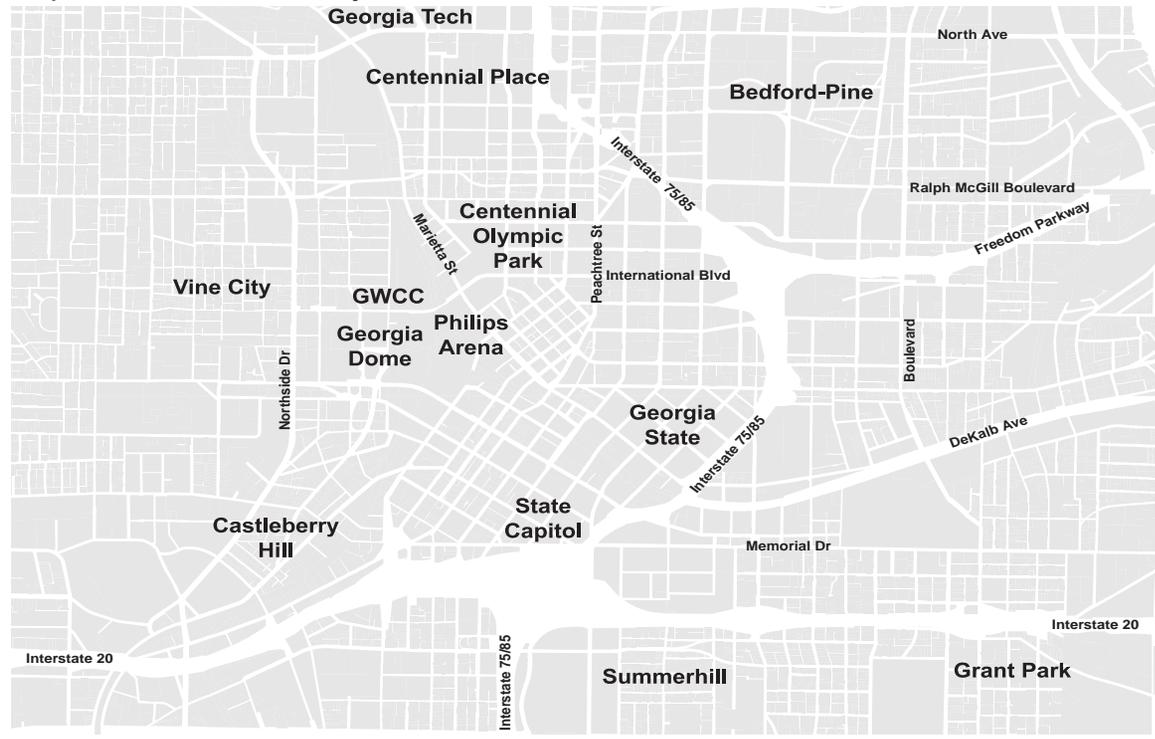
Central Atlanta, encompassing Downtown and Midtown, is the economic and geographic hub of metro Atlanta and the Southeast – two of the nation’s fastest-growing areas in both population and jobs. To paraphrase the noted urbanist Donovan Rypkema in his keynote address at the 1999 Downtown Summit meeting, Central Atlanta is highly sustainable because of its existing infrastructure, its matrix of activities, and its diverse functions. He further noted, “In economics it is the differentiated product that commands a monetary premium.”

Downtown differs from other Atlanta submarkets in its great variety of economic activity and its balanced physical inventory. It is the regional hub for business, higher education, government, conventions and tourism, medicine, sports and special events, communications, and transportation. In addition, a strong residential base is emerging, as is interest in preserving the historic fabric of the area. Central Atlanta is not only the region’s largest center for jobs and office space, but also its heart and brains, its center of influence, policy, transportation, and governance.

An inventory of the Central Atlanta physical plant, including Downtown and Midtown, reveals approximately 27 million square feet of commercial office space (Jamison/CoStar 1999), as well as another 10 million square feet of government-owned and owner-occupied office space. Central Atlanta includes almost three million square feet of retail space and four million square feet of industrial space.



Map 2: Downtown and Vicinity



[Note: Dorey’s measures the industrial area from Fulton Industrial up to Miami Circle.] (Dorey Publishing and Information Service 1999).

**Central Atlanta, encompassing Downtown and Midtown, is the economic and geographic hub of metro Atlanta and the Southeast – two of the nation’s fastest-growing areas in both population and jobs.**

## II Legacies, Trends, and Projections



**Despite this wealth of physical, cultural, environmental, political, historic, and social attributes that make it truly great, the “product,” Downtown, demands a premium in the planning and investment required to keep it competitive in the face of tremendous suburban growth.**

Major economic generators include:

**Business.** Fortune 500 headquarters like The Coca-Cola Company, Georgia-Pacific, SunTrust, Southern Company, and BellSouth; major law, accounting, and consulting firms; thriving Internet and “new media” companies

**Higher Education.** Georgia State University, the Georgia Institute of Technology, and the Atlanta University Center schools

**Government.** One of the nation’s largest concentrations of federal offices, including the Sam Nunn Atlanta Federal Center, Georgia’s State Capitol, Fulton County Government Center, and Atlanta City Hall

**Arts and Entertainment.** The Rialto Center for the Performing Arts, CNN Center, the High Museum’s Folk Art and Photography Galleries, Centennial Olympic Park, and several other galleries, museums, and facilities

**Conventions and Tourism.** The Georgia World Congress Center, Atlanta Market Center/AmericasMart and hotels including the Hyatt Regency Atlanta, Marriott Marquis, Atlanta Hilton & Towers, Ritz-Carlton Atlanta, Westin Peachtree Plaza, Omni Hotel, Embassy Suites, and scores of restaurants and smaller hotels

**Medicine.** Grady Hospital, Crawford Long Hospital, and Atlanta Medical Center

**Sports and Special Events.** Philips Arena, Georgia Dome, and Turner Field

**Shopping.** Macy’s Peachtree, Underground Atlanta, Peachtree Center, and street-level retail

**Housing.** Major loft developments in Fairlie-Poplar, Sweet Auburn, Castleberry Hill, along Marietta Street, and other neighborhoods

**Communications.** One of the nation’s most densely developed hubs for telecommunications and the fiber optic cable highway, backbone of the Internet, CNN and related content providers

**Transportation.** Convergence of three interstate highways, seven MARTA heavy rail stations (including the Five Points system hub), and Greyhound inter-city bus terminal

Despite this wealth of physical, cultural, environmental, political, historic, and social attributes that make it truly great, the “product,” Downtown, demands a premium in the planning and investment required to keep it competitive in the face of tremendous suburban growth.

With CA<sup>2</sup>P, Central Atlanta Progress and the City of Atlanta have extended their tradition of producing visionary Downtown implementation plans, ensuring continued investment to keep Downtown in high demand.

### Legacies of Earlier Central Atlanta Planning Efforts

Earlier Central Atlanta Progress-initiated planning studies led to various public-private partnerships successful in maintaining Downtown’s viability amidst major economic, developmental and demographic changes.

The Original Central Area Study (CAS I) CAS I was a cooperative effort of the City of Atlanta, Central Atlanta Progress, and the U.S. Department of Transportation. It was released in December, 1971.

Major accomplishments implemented from this plan include:

- Bedford-Pine/Park Central Communities redevelopment, reintroducing market-rate housing Downtown
- Downtown freeway completion
- Metropolitan Atlanta Rapid Transit Authority (MARTA) rail and bus system
- Special Public Interest (SPI) zoning districts
- Techwood/Spring and Courtland/Piedmont one-way street pairings
- Underground Atlanta’s first incarnation
- Woodruff Park

# II Legacies, Trends, and Projections

The Central Area Study II (CAS II) CAS II, a cooperative effort of the City of Atlanta, Central Atlanta Progress and Fulton County, was released in February, 1988. The last dozen years of accomplishments in Central Atlanta stem from this plan.

CAS II development improvements include:

- APEX Museum
- Atlanta University Center urban design and streetscape improvements
- Fernbank Museum of Natural History
- Georgia Dome
- Public green spaces created, such as Centennial Olympic Park
- Streetscape improvements spurred by Peachtree Street and Auburn Avenue design competitions
- Piedmont Park expansion
- Revitalization of Sweet Auburn Curb Market
- Rialto Center for the Performing Arts

CAS II marketing and economic development improvements include:

- Atlanta Downtown Partnership
- Atlanta Light campaign to illuminate building exteriors
- Georgia Research Alliance

CAS II public safety improvements include:

- Atlanta Downtown Improvement District and The Ambassador Force
- Crime analysis automated
- Improved signage for Atlanta attractions
- New police zones in Central Atlanta
- Quality-of-Life Ordinances

## Central Atlanta Development Trends

In the dozen years since the release of the last Central Area Study, Central Atlanta has seen remarkable change. Recent development activity – the construction of new Class “A” office space at SunTrust Plaza Gardens, the first new residential development in Fairlie-Poplar in decades at 123 Luckie, the proposed mega-project at the Atlantic Steel site, Post Properties’ new intown focus, construction of Philips Arena and other state-of-the-art public assembly facilities, expansion of Downtown’s world-class universities, the budding concentration of high-tech firms in Midtown along Peachtree Street and in the Marietta Corridor – reveals a new interest in Central Atlanta for major investment. Add emerging trends in lifestyle choices, the real estate market, and transportation patterns, and it becomes clear that a sea change has occurred in the life of this area.

### A Backlash Against Sprawl

Traffic congestion associated with rapid growth pollutes the air and slows travel, thereby diminishing the quality of life throughout metro Atlanta. These and other byproducts of suburban sprawl have cast a new light on the lifestyle benefits associated with intown living. For example, recent Central Atlanta Progress studies show a sharp increase in the demand for Downtown living with potential residents spanning several generations and lifestyles. (Haddow & Company 1999) Many of these new residents have relocated from the suburbs seeking distinctive housing, charming neighborhoods, shorter commutes, and ease of access to the MARTA system, among other Central Atlanta amenities.

### Downtown’s Residential Renaissance

Prior to the 1996 Centennial Olympic Games, Downtown’s residential options were limited. High property values, limited land availability, and an expectation for relatively low rents made new residential development virtually impossible. Approximately half of the housing stock in Central Atlanta was public housing.



## II Legacies, Trends, and Projections



***Centennial Olympic Park sits on 21 acres formerly occupied by dilapidated warehouses and parking lots. It attracts over one million tourists and local residents annually to the heart of Downtown...***

Preparation for the Olympics changed that balance. Developers embarked on converting obsolete office buildings and retail establishments into apartments for Olympic visitors who rented at above market rates, the extra cash infusion helping to ensure the feasibility of these projects. The city also used the pre-Olympic impetus to transform public housing into new, mixed-income developments. Centennial Place, a 900-unit, mixed-income residential development, replaced Techwood and Clark Howell Homes. It is a national model and has become key to revitalizing the area north of Centennial Olympic Park.

The rate at which Downtown residential units were leased after the Games demonstrated a continued strong market for this housing. Many rental units have been converted to condominium ownership within the past few years. In 1999 ground was broken on Downtown's first new residential construction project in decades, 123 Luckie. Centennial Park West Condominiums, Centennial Hill, and others are following.

**A New Park for Downtown**  
Centennial Olympic Park, a \$75 million urban park used as the central gathering and meeting place during the 1996 Centennial Olympic Games, sits on 21 acres formerly occupied by dilapidated warehouses and parking lots. It attracts over one million tourists and local residents annually to the heart of Downtown, and provides a critical link between the Georgia World Congress Center and the hotel district on Peachtree Street. The park contributes to an increased sense of safety among Downtown's visitors.

To extend the Olympic legacy further, COPA, Inc., an affiliate of Central Atlanta Progress, facilitates development around the park with a mixed-use vision for the area that includes residential, entertainment, and office uses. COPA, Inc. is a partner in developing Northyards Business Park, which will bring over 1,000 jobs to the northern edge of Downtown, and is also developing two mixed-use projects on the northern side of the park.

### **A New Arena Downtown**

The \$213 million Philips Arena opened in 1999. This state-of-the-art facility seats up to 21,000 spectators, and hosts the Atlanta Hawks, the Atlanta Thrashers, and major concerts and events. With the Philips Arena, the Georgia Dome, and Turner Field, Atlanta is one of the very few cities in the U.S. to have four major, professional sports teams based downtown.

### **Georgia World Congress Center Expands**

The Georgia World Congress Center (GWCC) is ground zero for Downtown's lucrative meetings and convention industry. Its latest \$220 million expansion will include the addition of 450,000 square feet of exhibit space, additional meeting rooms, and another ballroom. Once completed, GWCC will contain over 2.5 million square feet of space, 1.4 million square feet of it exhibit space, making it again one of the largest convention facilities in the country, able to compete for the largest and most lucrative shows. GWCC's new phase is projected to open midyear 2002.

### **Georgia State University Reinvigorates Downtown**

For decades, Georgia State (GSU) served part-time commuter students on its small, urban campus tucked into a corner of Downtown. With the 1990s preparation for the Olympics and GSU's inauguration of a new president, Dr. Carl Patton, GSU attained new status and its footprint and influence grew.

Dr. Patton demonstrated his strong commitment to Downtown by moving his official university residence from Buckhead to a Downtown loft. The university expanded its facilities as well, moving into the Fairlie-Poplar district. The J. Mack Robinson College of Business moved into the old C&S Bank headquarters and other operations moved onto Park Place. The opening of GSU's Rialto Theater was a watershed in the development of cultural amenities in the district.

The Olympic athletic dorms near Georgia Tech became a 2,000-bed dormitory for GSU students, which has attracted more traditional students looking to live near campus and

# II Legacies, Trends, and Projections

spurred GSU plans to build more student housing Downtown in joint venture projects with private developers. GSU will soon construct the Helen M. Aderhold Learning Center in Fairlie-Poplar, a 160,000 square foot classroom building.

## In Summary

For the first time in more than three decades, Central Atlanta now seriously competes for development projects that would have normally located outside I-285. This growth, however, demands a well-coordinated, targeted effort at improving the city center. The Central Atlanta Action Plan addresses these challenges and recommends action steps that will help boost Downtown growth and vitality beyond current projections.

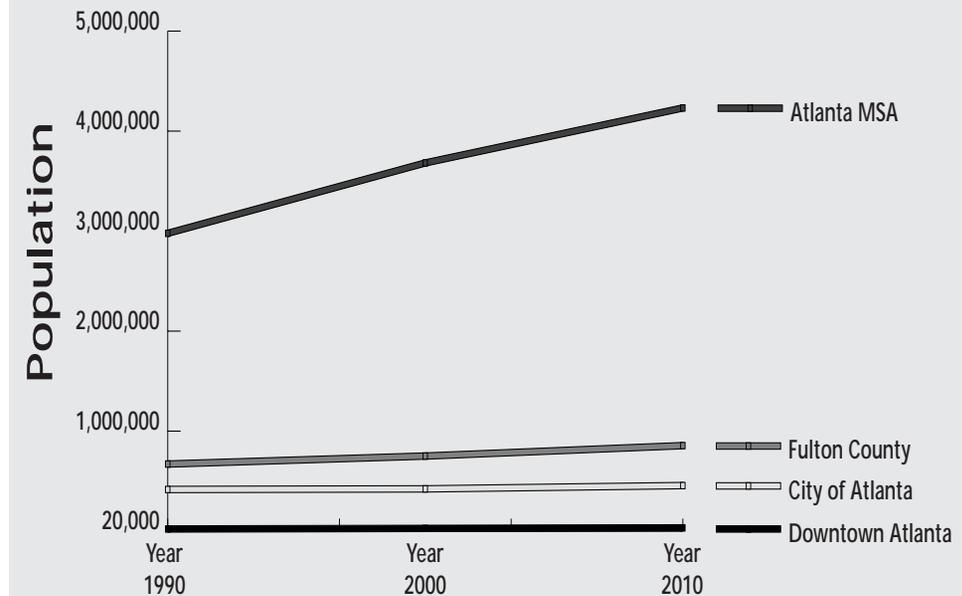
## Population Trends and Projections

After declining from 1970 through the mid-1980s, population in Downtown Atlanta has begun to rise. This slow net gain should continue for the foreseeable future. Current projections through 2010 show that, although Downtown will grow, at its current rate it will gain only slightly in its share of metro Atlanta's population.

Various sources estimate the current Downtown population between 17,000 and 26,972 residents. Projections for 2010 range from 22,036 to 32,612. All current estimates imply major improvements must continue to be made to increase Downtown's share of Atlanta's economically vibrant metro area.



Chart 1: Population Trends: Metro Atlanta and Submarkets



## II Legacies, Trends, and Projections



**Current projections through 2010 show that, although Downtown will grow, at its current rate it will gain only slightly in its share of metro Atlanta's population.**

An increase in new and converted apartment and condominium developments has had a great impact on Downtown's residential base. Since 1990, 4,700 housing units have been added to the existing stock. These successful projects have generated strong interest in the real

estate development and brokerage community. A number of new residential and mixed-used developments are pre-leasing or under construction. This continued growth in the housing stock will contribute more than the projected increases in population.

**Table 1: Population**

	1990	Estimates 2000	Projections 2010
Downtown Atlanta <sup>1</sup>	21,300	27,000	32,600
Percent of MSA	0.7 %	0.7 %	0.8 %
City of Atlanta <sup>2</sup>	416,400	422,300	455,400
Percent of MSA	14 %	12 %	11 %
Fulton County <sup>2</sup>	670,800	750,600	854,900
Percent of MSA	23 %	20 %	20 %
Atlanta MSA <sup>3</sup>	2,977,800	3,681,600	4,231,300

*Notes: Downtown is defined as Census Tracts 18, 19, 20, 21, 27, 28, 32, 33, 35, 36, 43, and 48. Downtown projections for 2010 are based on 1990 - 2000 trends*

*Sources: 1. Central Atlanta Progress; 2. Atlanta Regional Commission; 3. U.S. Bureau of Economic Analysis, "BEA Regional Projections to 2045"*

**Table 2: Downtown Housing**

	Units
Apartments (12 or more units) Net Change since 1990	3,300
Condominiums (12 or more units) Net Change since 1990	1,400
Total Net Change	4,700

*Note: There were no significant condominium developments in 1990, 1991*

*Source: Haddow and Company, 1999*

# II Legacies, Trends, and Projections

## Employment Trends and Projections

Jobs Downtown increased by 1,000, or one percent, since 1990. Although some might consider this slow employment expansion stable growth, this increase actually represents a significant loss of market share when compared to the estimated 600,000 jobs added in the 20-county Atlanta metropolitan statistical area (MSA) in the same period. Employment within the City of Atlanta and Fulton County also shows a major decline in MSA market share. Current employment projections through the next decade continue this trend.

The future holds more promise than indicated in these projections. BellSouth announced a major new development in 1999 that will come online in Central Atlanta in the next few years. COPA, Inc. is actively recruiting businesses to fill its Northyards Business Park development along Downtown's northwestern edge. SunTrust will soon fill several of the six new floors of office space (600,000 square feet) under construction on top of the parking deck behind SunTrust Plaza.

Communications and media firms are snapping up Downtown spaces superbly located to meet the advanced telecommunications needs for their operations. It was recently announced that the top three floors of Macy's will be filled with up to 1,000 high-tech, Internet-related employees. CNN is spilling into offices adjacent to its signature center. Major professional firms are expanding rapidly, generating a need for new "Class A" office space that may be met in new, proposed towers. These developments, though they will significantly increase Downtown employment for the next decade, are so recent they are not yet reflected in Downtown employment projections.

Chart 2: Employment Trends: Metro Atlanta and Submarkets

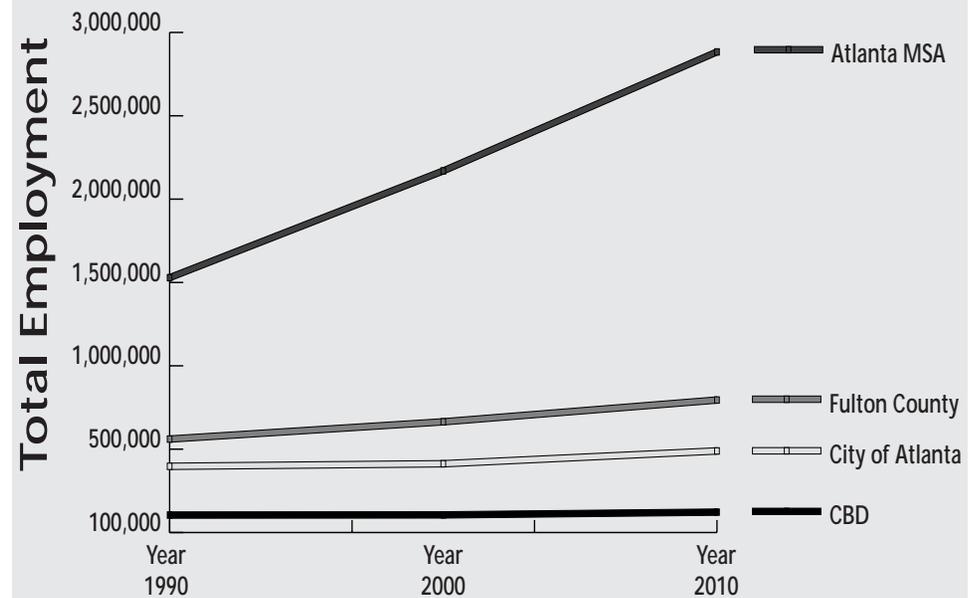


Table 3: Employment

	1990	Estimates 2000	Projections 2010
Total Employment			
CBD <sup>1</sup>	104,600	105,600	122,300
Percent of MSA	7 %	5 %	4 %
City of Atlanta <sup>2</sup>	397,100	412,500	489,300
Percent of MSA	26 %	19 %	17 %
Fulton County <sup>2</sup>	560,600	664,100	794,800
Percent of MSA	37 %	31 %	28 %
Atlanta MSA <sup>3</sup>	1,528,800	2,169,400	2,883,000

Note: CBD projections for 2010 based on 1990 - 2000 trends.

Sources: 1. Atlanta Regional Commission and Central Atlanta Progress, 1999; 2. Atlanta Regional Commission, 1999; 3. Georgia Department of Labor, Labor Information Systems, 1999

## II Legacies, Trends, and Projections



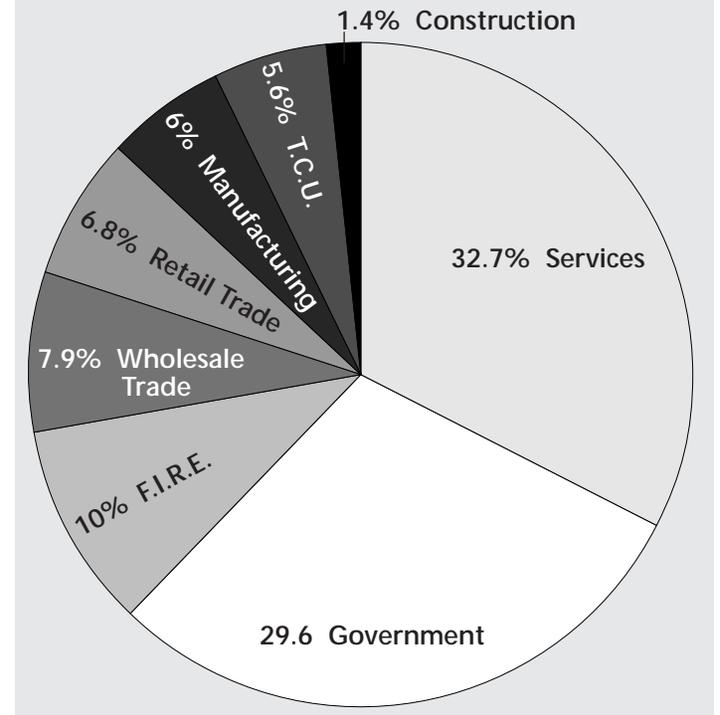
***As the center for the southeast region's federal employees, Georgia state government, and county and city government, Downtown holds the metro area's single largest concentration of government employees.***

Nearly two-thirds of Downtown's employment is in the services and government sectors. The services sector is broad, and in Central Atlanta reflects a great number of:

- Business service professionals in industries including business consulting, computer consulting, and law
- Medical and health professionals serving Grady Health System, Crawford Long Hospital, and Atlanta Medical Center
- Jobs in the tourism and hospitality industries that serve visitors and conventioners

As the center for the southeast region's federal employees, Georgia state government, and county and city government, Downtown holds the metro area's single largest concentration of government employees. The government sector also includes professors and other state employees who staff the Georgia Institute of Technology and Georgia State University. The remaining industry sectors are fairly evenly balanced in their representation among the remaining jobs, except for the construction industry that comprises only one percent of CBD employment.

Chart 3: Downtown Employment by Industry



# II Legacies, Trends, and Projections

## The Future of Downtown Atlanta

Atlanta's metropolitan area anticipates tremendous growth through the next decade. If managed properly, Downtown Atlanta can capture a greater share of this economic boom. Workers and residents who will fill Downtown's office and housing expansions will create the critical mass needed to expand and attract amenities and services currently in under-supply. The population and employment forecasts reported earlier in this report have the potential to increase dramatically during the next few years.

With growth come opportunities and challenges. Decisionmakers will be faced with multiple, and often conflicting, choices that will eventually shape the character of not just Downtown Atlanta, but the entire city and region as well.

The Central Atlanta Action Plan addresses issues that impact Downtown's growth and prosperity. The plan does not offer all the solutions, but rather sets the stage for problem solving. Some issues will need to be studied further, while others are ready for action. As with earlier Central Area Studies, Central Atlanta Progress will work with the City of Atlanta's Bureau of Planning to incorporate appropriate components of this plan into the City's Comprehensive Development Plan (CDP), which is updated annually by the Bureau of Planning and adopted by the City Council. Central Atlanta Progress will monitor the progress of plan implementation.

Table 4: Employment by Industry Downtown: Trends and Projections

	1990 <sup>1</sup>	Estimates 2000 <sup>1</sup>	Projections 2010 <sup>2</sup>
<b>Construction</b>			
Number Employed	1,600	1,500	1,300
Percent of Total	1.5 %	1.4 %	1.1 %
<b>Manufacturing</b>			
Number Employed	6,300	6,300	9,700
Percent of Total	6.0 %	6.0 %	7.9 %
<b>T.C.U.</b>			
Number Employed	6,300	5,900	7,900
Percent of Total	6.0 %	5.6 %	6.5 %
<b>Wholesale Trade</b>			
Number Employed	6,500	8,300	3,200
Percent of Total	6.2 %	7.9 %	2.6 %
<b>Retail Trade</b>			
Number Employed	8,900	7,200	4,900
Percent of Total	8.5 %	6.8 %	4.0 %
<b>F.I.R.E.</b>			
Number Employed	12,800	10,600	13,500
Percent of Total	12.2 %	10.0 %	11.0 %
<b>Services</b>			
Number Employed	32,900	34,500	40,200
Percent of Total	31.5 %	32.7 %	32.9 %
<b>Government</b>			
Number Employed	29,300	31,300	41,600
Percent of Total	28.0 %	29.6 %	34.0 %
<b>Totals</b>	<b>104,600</b>	<b>105,600</b>	<b>122,300</b>

Notes: T.C.U. is Transportation, Communications & Utilities, F.I.R.E. is Finance, Insurance & Real Estate; The large changes from 2000 to 2010 in the Manufacturing, TCU, Wholesale Trade and FIRE categories are primarily due to the reclassification of certain types of companies. Sources: 1. Atlanta Regional Commission 1999; 2. Atlanta Regional Commission and Central Atlanta Progress 1999



III

About the CA<sup>2</sup>P Process



# III About the CA<sup>2</sup>P Process

## Purpose

The Central Atlanta Action Plan is the third in a series of landmark planning processes for Downtown Atlanta sponsored by Central Atlanta Progress, Inc.

The goal of CA<sup>2</sup>P is to build upon the legacy of past Central Area studies and the Centennial Olympic Games to create a vision of a more livable, secure, diverse, and prosperous Downtown Atlanta and to secure a lasting partnership among those committed to making this vision come to fruition in the 21st century.

## The Background

New Concept for CA<sup>2</sup>P  
CA<sup>2</sup>P is unlike its predecessors. It is a focused, timely effort aimed at implementation. It was designed to be more strategic and streamlined than the previous planning endeavors. The planning process was participatory, inclusive, visionary, and action-oriented. It was conducted to seek sustainable outcomes, and to empower partnerships to act as catalysts for improvement. It also examined the good work of other organizations that have recently addressed this area's issues in light of their mandates. For the first time, CA<sup>2</sup>P partnered with experts in social services to address the larger issues impacting the homeless.

CA<sup>2</sup>P has developed new action steps for Central Atlanta to follow to improve the area's quality of life, public safety, housing, economic development, entertainment, and marketing. It also recognizes the growing importance of Downtown's residential community and surrounding intown neighborhoods.

### CA<sup>2</sup>P Study Area

The Central Atlanta railroad cordon (the ring of railroads that encircle Downtown and Midtown) is the overall boundary of the study area. Downtown is a smaller target area generally bounded by Northside Drive on the west, North Avenue on the north, Boulevard on the east and Turner Field on the south.

## The CA<sup>2</sup>P Process

The CA<sup>2</sup>P planning process involved many volunteers, advisors, and stakeholder representatives in five stages spanning 12 months. See Appendix A for a complete list of participants.

### CA<sup>2</sup>P Advisory Committee

Individuals representing various Central Atlanta interests, constituencies, and stakeholders comprised the CA<sup>2</sup>P Advisory Committee. Members contributed their expertise to CA<sup>2</sup>P and served as liaisons to their respective interest groups, building support for the plan in the community. Some members also served on subject area task forces.

### CA<sup>2</sup>P Technical Committee

Members of this committee provided technical advice and assistance to Central Atlanta Progress staff during CA<sup>2</sup>P's development. This committee helped guide the study process and provided expertise to Central Atlanta Progress on the "nuts and bolts" of accomplishing action steps. The committee focused more on the effectiveness of the process than the specific issues, although individual expertise was provided as needed.

### CA<sup>2</sup>P Subject Area Task Forces

These task forces were comprised of experts in particular issues and interests. They were convened during the last two months of the planning process to help address gaps and fill in details within CA<sup>2</sup>P, and to establish priorities among the action steps and strategies as approved by the Advisory Committee. These task forces included Street Life, Marketing and Hospitality, and Public Safety. They helped fine-tune the specific action steps in each of these three areas.



***CA<sup>2</sup>P has developed new action steps for Central Atlanta to follow to improve the area's quality of life, public safety, housing, economic development, entertainment, and marketing.***

# III About the CA<sup>2</sup>P Process



## Planning Stages

The CA<sup>2</sup>P process started with broad visioning activities followed by increasingly focused strategic planning sessions in which a *Downtown Vision* was refined through group consensus building, virtual participation, and community forums. The plan was then developed in the following stages:

### **Stage 1: Visioning**

The public CA<sup>2</sup>P process began with a Downtown Summit at Georgia State University on January 26, 1999. Georgia Power Company and Central Atlanta Progress provided staffing.

Summit participants were convened to define the set of issues to be addressed in CA<sup>2</sup>P. Don Rypkema, a nationally known speaker on urban issues, delivered the keynote address on alternative visions and the future of downtowns. A panel of Downtown leaders provided a local perspective on the future of Downtown Atlanta.

Issue panels were convened to address the specific issues, problems, and opportunities that would shape CA<sup>2</sup>P. The issue panels and associated discussions were posted on the Central Atlanta Progress Web site to allow for the broadest community participation.

These issues included:

**Economy.** The role of Downtown in the Atlanta Region

**Education.** From early childhood to the university

**Environment.** Air quality, water, wastewater, and drainage

**Fun (Entertainment).** Culture, sports, and attractions

**Governing.** The evolution of the public sector

**Hospitality.** Directions in the convention and hospitality industry

**Living.** The future of Downtown housing

**Preserving our Heritage.** Buildings and districts

**Public Safety.** Crime and punishment

**Revitalization.** COPA and capitalizing on the Olympic legacy

**Social Challenges.** Substance abuse and homelessness

**Technology.** An economic development initiative, “Industries of the Mind”

**Transportation and Parking.** Changing patterns and facilities

**Urban Design.** Downtown and the “new urbanism”

The end product of the Downtown Summit was the first draft of a *Vision Statement for Downtown Atlanta* and a working paper defining the strategic issues that Downtown Atlanta needed to address in order to realize the shared vision.

### **Stage 2: Strategic Framework Planning**

Following the Downtown Summit, the Advisory Committee convened a workshop to take the drafted Vision Statement to a new level. It prioritized issues, discussed possible strategies to address these issues, and finalized the Vision Statement. Staff then developed the Strategic Framework Plan to be evaluated in the Community Forums.

### **Stage 3: Community Forums**

The Community Forums were open houses in which the Downtown Vision and Strategic Framework Plan were presented to Downtown communities of interest. CA<sup>2</sup>P staff gathered about 150 participant responses to point to areas of consensus and conflict expressed by members of these communities. The forums provided the foundation for the next step – the preparation of an Action Plan.

# III About the CA<sup>2</sup>P Process

## **Stage 4: Action Planning**

The Advisory Committee evaluated a proposed list of strategies and used them to develop an Action Plan. Challenges, action steps, and strategies to implement improvements in a ten-year time frame were identified. The Action Plan set an agenda for the Advisory Committee upon which to build a partnership for implementation among government, education, business, and neighborhood leadership.

## **Stage 5: Implementation Planning**

During implementation planning, strategies developed in the Action Plan were prioritized and investigated as to how they would be carried out. Commitments among the partnering agencies were secured. The end product is a set of focused recommendations for high-priority projects with implementation commitments by Central Atlanta Progress and its participating partners.

### Internet Access

Since March 1999, Central Atlanta Progress' Web site has featured information about the CA<sup>2</sup>P process. Updates were posted on the site informing the general public about the state of the planning process. Visitors to the site were invited to respond online via e-mail.

The Central Atlanta Action Plan is now posted at [www.centralatlantaprogress.org](http://www.centralatlantaprogress.org).





# IV

The Vision



# IV The Vision

## The Vision

Central Atlanta in the year 2000 – more than 105,000 people work Downtown and about 27,000 people live here. Nearly 3.2 million conventioners and 7.6 million tourists visit yearly. Activity generally peaks during the workday and slows at night and on weekends. Special events, professional sporting events, and convention and trade shows greatly affect the activity on the street.

During the past decade, a number of trends have converged to spark renewed interest in Downtown Atlanta as a business and residential address or as a visitor destination. As Atlanta moves into the next millennium, there is an opportunity to capitalize upon these positive trends and continue to build a more vibrant Downtown in a great city.

## Mission

*Build a 21st century Downtown as the heart of Atlanta – a vibrant community with strong leadership and sustainable infrastructure that is safe, livable, diverse, economically viable, accessible, clean, hospitable, and entertaining.*

## Securing the Vision for Downtown

As the vision for Downtown evolved, issues that arose generally fell within one of three areas – the physical, economic, or social environment. The Downtown Vision was therefore organized into these areas. While many issues overlap into multiple environments and the exact categorization of issues can be debated, CA<sup>2</sup>P has defined these environments as follows.

### The Physical Environment

Focus areas in the physical environment are Infrastructure, Preservation, Transportation, and Urban Design.

#### ***The Physical Environment Vision***

A Downtown bustling with street life, which encourages residential and commercial activity in a safe, clean, architecturally varied, and pedestrian-friendly environment.

### The Economic Environment

Focus areas in the economic environment are Economic Development, Education, Fun (Entertainment), Hospitality, Housing, Marketing, and Technology.

#### ***The Economic Environment Vision***

A vibrant, diversified Downtown economy supported by high-tech “Industries of the Mind,” competitive public schools, world-class universities, a varied housing market, art and culture, a strong marketing initiative, and a safe and hospitable environment in which to live, visit, and conduct business.

### The Social Environment

Focus areas in the social environment are: Public Safety and Social Challenges.

#### ***The Social Environment Vision***

A safe and clean urban atmosphere that reflects Atlanta’s diverse history and population, and is inviting and comfortable to all residents, workers, and visitors.



***Mission... Build a 21st century Downtown as the heart of Atlanta – a vibrant community with strong leadership and sustainable infrastructure that is safe, livable, diverse, economically viable, accessible, clean, hospitable, and entertaining.***





# Central Atlanta Environments: Challenges, Action Steps, and Strategies

The Physical Environment:  
*Heritage, Infrastructure, Transportation, and Urban Design*

The Economic Environment:  
*Culture, Economic Development, Education,  
Entertainment, Hospitality, Housing, and Technology*

The Social Environment:  
*Public Safety and Social Challenges*



## Central Atlanta Environments: Challenges, Action Steps, and Strategies

### The Vision for Central Atlanta's Physical Environment

**A** Downtown bustling with street life, which encourages residential and commercial activity in a safe, clean, architecturally varied, and pedestrian-friendly environment.

### The Background

Downtown's physical infrastructure, transportation network, and architecture are unsurpassed in the region. Seven MARTA rail stations, three interstate highways, and a well-developed pedestrian system serve the Downtown area. In architecture, decades of variety in building type, size, and style provide an eclectic and interesting atmosphere while still meeting the many needs of the community. Current efforts to reuse existing buildings and enhance transportation alternatives provide an ideal opportunity to employ design principles that will visually shape the future of Downtown.

Streetscape, pedestrian orientation, local amenities, and human-scale design are all vital to creating and maintaining a first-class physical environment. An active, vibrant community demands an attractive and safe street environment. CA<sup>2</sup>P's challenges, action steps, and strategies, once implemented, will help create such an environment for Downtown.

### Challenges

#### *Challenge 1. Improve street life.*

"Street Life" refers to the many activities that occur daily on the sidewalks and streets and in the parks throughout Downtown. Essentially, street life is what happens in the spaces between the buildings.

Downtown Atlanta in recent years has added streetscape improvements and created improved relationships between the physical environment and the activities taking place within it. The most important catalyst was the 1996 Centennial Olympic Games, which focused the public's attention on Downtown and created opportunities for improving the area's infrastructure, streetscapes, public art, and overall functionality. These improvements were largely funded and developed through the Corporation for Olympic Development in Atlanta (CODA), which was established in 1993 and dissolved in 1997.

The legacy of CODA's work is evident in Downtown's collection of public art and improvements to the infrastructure and streetscapes. However, opportunities for enhancing Downtown's street life still exist. Improving the area's street life will require coordinated efforts among a number of disparate groups. For example, achieving a clean sidewalk environment, a single strategy, will depend on the actions of pedestrians, drivers, business owners, the Atlanta Downtown Improvement District, and the City of Atlanta's Department of Public Works. Therefore, the numerous action steps developed to improve street life will need to draw on the resources and initiatives of a multitude of organizations and agencies.

Initiatives underway that relate to this challenge are promoted by the City of Atlanta in conjunction with private groups, such as PEDS, the PATH Foundation, and the

***Downtown's physical infrastructure, transportation network, and architecture are unsurpassed in the region.***



***Downtown Atlanta in recent years has added streetscape improvements and created improved relationships between the physical environment and the activities taking place within it.***

Fairlie-Poplar Implementation Task Force. While these partnerships have been productive and successful, CA<sup>2</sup>P recognizes that these initiatives must have the full support of the Downtown business community to be truly effective.

## **Action Step A. Improve the pedestrian environment.**

The pedestrian environment includes sidewalks and all things, such as trees and street furniture, which a person encounters while walking down a sidewalk. Storefronts and building facades are part of this environment. The need to maintain the existing pedestrian environment while adding to its quality is the driving force behind this action step.

CA<sup>2</sup>P recommends the following strategies to improve the pedestrian environment.

### **STRATEGY 1. ADDRESS THE IMPACT OF UTILITY CONSTRUCTION ON SIDEWALKS.**

Ending damage caused by utility construction to sidewalks will improve Downtown's street life. Sidewalks repaired or replaced after the installation of underground utilities, such as the large amount of fiber optic cable currently being installed, are not always returned to their pre-existing condition. They create a hazard to pedestrians, a financial burden on the City, and an unsightly mess. CA<sup>2</sup>P recommends improving communications, strengthening proper procedures, and educating all responsible parties on construction rules that impact sidewalks.

The first step in improving communications is for Central Atlanta Progress, the City's Departments of Planning, Development and Neighborhood Conservation (DPDNC) and Public Works (DPW), and PEDS to convene a task force to examine this challenge and develop solutions. Members should include staff from DPDNC and DPW, utility company representatives, property owners, and other members of the Downtown business community. As this problem

exists in Midtown as well, members from the Midtown Alliance should be involved.

CA<sup>2</sup>P recommends that this task force study national best practices to find solutions, which may include changing relevant City ordinances, pursuing joint public/private enforcement strategies, requiring that work permits be displayed during projects, or using City-held performance bonds to encourage contract fulfillment by contractors.

### **STRATEGY 2. SUPPORT THE CITY OF ATLANTA SIDEWALK IMPROVEMENT PROGRAM.**

DPDNC manages a Sidewalk Construction Program that includes development of new sidewalks and repair of existing ones. This program promotes the use of less expensive materials for new construction and repair, which allows the City to achieve greater coverage for less cost. CA<sup>2</sup>P recommends greater public and private support for this program.

### **STRATEGY 3. IDENTIFY AND ADDRESS ISSUES ASSOCIATED WITH ALL PHYSICAL COMPONENTS OF THE SIDEWALK.**

Improving the sidewalk environment cannot be achieved without addressing the various physical components that are part of the system, including:

- *Moveable items.* Newspaper boxes, kiosks, CODA signs and trash cans
- *Larger elements.* Public toilets and bus shelters
- *Fixtures.* Street furniture, lamps and utilities
- *Violators.* Illegally parked cars and improperly closed sidewalks

These elements are best addressed through a revision and strengthening of established SPI-1 regulations (*see Action Step B, Strategy 1*). Still, these revised regulations will only be effective if they are accompanied by stronger enforcement measures. A number of innovative tactics can be used to support enforcement efforts; one recommends establishing a complaint line and prominently displaying its number Downtown.

# V The Physical Environment

## STRATEGY 4. IDENTIFY AND ADDRESS ALL MAINTENANCE ISSUES OF THE SIDEWALK ENVIRONMENT.

Improving and enhancing the Downtown sidewalk environment is not a one-time effort. Elements such as benches, lights, and signs, must be kept clean and in working order. Reconvening the Street Life Task Force formed during the CA<sup>2</sup>P process will provide a forum for addressing these issues.

The focus of this task force, or a subset of this group, would be to identify pressing maintenance issues and brainstorm on potential solutions to the challenges. Issues already identified as high-priority concerns are:

- inadequate frequency of trash collection
- old, dated signs and kiosks
- garbage bags left on sidewalks for commercial pick-up
- landscaping and trees

## STRATEGY 5. IMPROVE MARTA RAIL STATIONS AND BUS STOP ENVIRONMENTS, PARTICULARLY FIVE POINTS.

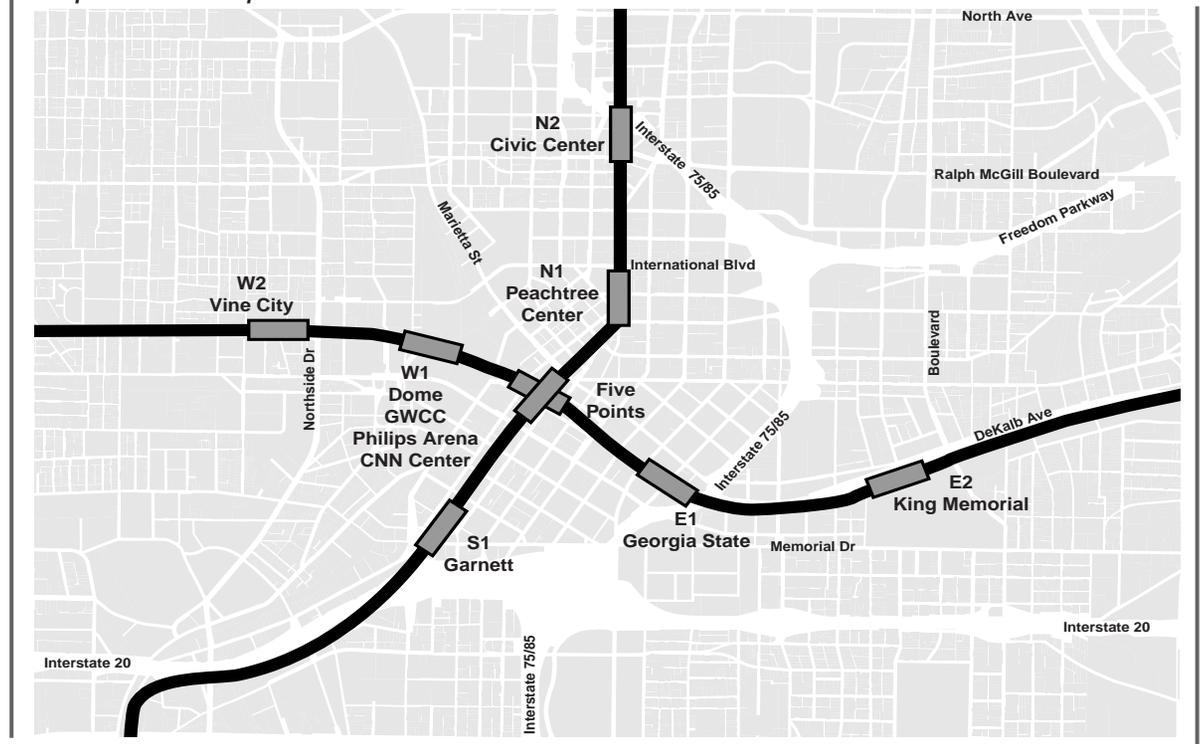
The MARTA mass transit system is an essential amenity for the region. MARTA rail stations and bus stops play a critical role in the functioning and perception of Downtown, as they are often a visitor's or daily commuter's first and last impressions. The degree of cleanliness, public safety, and service quality in and around the MARTA stations Downtown, particularly around the Five Points Station, often create a negative impression.

MARTA is proactive in dealing with these issues but needs support from the City and the business community. For example, MARTA must continue its vigilant stance against drug-related activities on its grounds. The Five Points Station's proximity to two liquor stores requires increased monitoring by APD to deter illegal activity. To help with these efforts, CA<sup>2</sup>P recommends full staffing by APD and additional financial support from the business community for the expansion of the MARTA police bike patrol (see *Social Environment, Challenge I*).

To maintain the cleanliness around its stations, MARTA and the City should follow CODA guidelines that advocate frequent trash pick up and the placement of at least two trash receptacles per block. The Barbara Asher Plaza, South Broad Street bus mall, and the Broad Street area near Five Points need special attention. CA<sup>2</sup>P recommends convening a task force to address maintenance issues in these areas.



Map 3: MARTA Rapid Rail Lines and Stations





# V *The Physical Environment*

**STRATEGY 6. CONVERT THE CITY'S PILOT *FIVE POINTS MARTA STATION VENDOR CART PROGRAM* TO A PERMANENT PROGRAM FOR ALL CITY VENDORS.**

The City's new approach to street vending was initiated via an ordinance that seems to be successful in its pilot program at Five Points. If so, it should be expanded to include all city vendors. CA<sup>2</sup>P recommends that prior to the program's expansion an evaluation be conducted to assess its success in areas including: hardware (the carts), economic development and business training, enforcement of the new vending rules, storage, and merchandise display.

Further evaluation criteria should address how changes have improved business and the effect of these changes on pedestrians, crime, and aesthetics. An annual evaluation should be added to the revised vending ordinance upon its expansion throughout Downtown.

**STRATEGY 7. INCREASE AWARENESS OF PEDESTRIAN SAFETY, RIGHTS, AND RESPONSIBILITIES.**

Pedestrian-related issues have begun to receive increased attention from government agencies, businesses, the media, and citizen groups. This heightened awareness can be attributed to the region's efforts to improve air quality, Atlanta's high rate of pedestrian accidents, and the efforts of pedestrian advocates to generate awareness and government action.

A number of public awareness and educational programs are already underway, spurred by PEDS, a non-profit pedestrian advocacy organization, and the City of Atlanta's Pedestrian Awareness Campaign. CA<sup>2</sup>P recommends that all pedestrian-related efforts by the City of Atlanta be combined into a "Pedestrian Master Plan" for the city. Leadership by City Council and the Mayor are paramount to the success of such an effort.

To ensure that Downtown Atlanta remains a priority for PEDS, CA<sup>2</sup>P recommends the appointment of a Downtown representative to the PEDS board of directors.

**STRATEGY 8. EXPAND THE SYSTEM OF PEDESTRIAN SPACES AND BIKE TRAILS THROUGHOUT DOWNTOWN.**

Other increasingly important components of Downtown's street environment are its pedestrian space and bike trail systems. CA<sup>2</sup>P recommends following the Central Atlanta Transportation Study (CATS) finding that this system can be improved by implementing programs already developed by various entities. Working together, DPND, Central Atlanta Progress, the PATH Foundation, and other appropriate organizations can implement the CATS Bike Plan, support the Atlanta Bicycle Campaign, and ensure construction of the city's greenway trail system. Additionally, the City's Pedestrian Space Plan should be updated.

## **Action Step B. Improve urban design.**

In this document, urban design refers to the visual way in which various elements of Downtown work together to produce a cohesive look and feeling. Urban design encompasses everything from the placement of park benches to the advocacy of legislative initiatives in support of mixed-use zoning. Therefore, seemingly unrelated improvements made in a variety of areas may contribute to an overall improvement in urban design. Note that the issues in this action may overlap with those in other action steps.

**STRATEGY 1. UPDATE SPI-1 REGULATIONS.**

A Special Public Interest (SPI) zone protects and enhances an area's unique qualities and amenities. As part of the City's amended zoning ordinance approved in 1982, SPI zones were first established to allow and encourage higher-density mixed-use developments around MARTA transit stations.

There are two SPI zones Downtown – SPI-1, created in 1982, and SPI-13, created in 1998. SPI-1 includes much of Downtown. From an urban design standpoint it focuses on sidewalks and providing a safe, comfortable experience for pedestrians. SPI-13 is



***Urban design refers to the visual way in which various elements of Downtown work together to produce a cohesive look and feeling.***



designed to foster quality development adjacent to Centennial Olympic Park. The SPI regulations support pedestrian activity and human interaction while minimizing the role of the automobile.

SPI-1 needs an update. Some of the issues to be addressed in this update include:

- Reevaluation of the zone's boundaries
- Encouraging a greater mix of uses and pedestrian-oriented development
- Requiring active street fronts and the use of appropriate streetscape improvements with new development
- Encouraging the use of transit, shared parking, shuttles, and van pools
- Developing a transportation management association

Additionally, the SPI-1 update should:

- Include language regarding regulation of “telecommunications switching hotels” or other potentially non-contributing land uses
- Develop a streamlined permitting process
- Address SPI regulations concerning architectural components, signage regulation, and the treatment of utility lines

The entire process should be guided by a steering committee formed, in part, from the CA<sup>2</sup>P Street Life Task Force.

**STRATEGY 2. CREATE A NEW SPI DISTRICT, SUBAREA, OVERLAY ZONE, OR ZONING DISTRICT FOR FAIRLIE-POPLAR.**

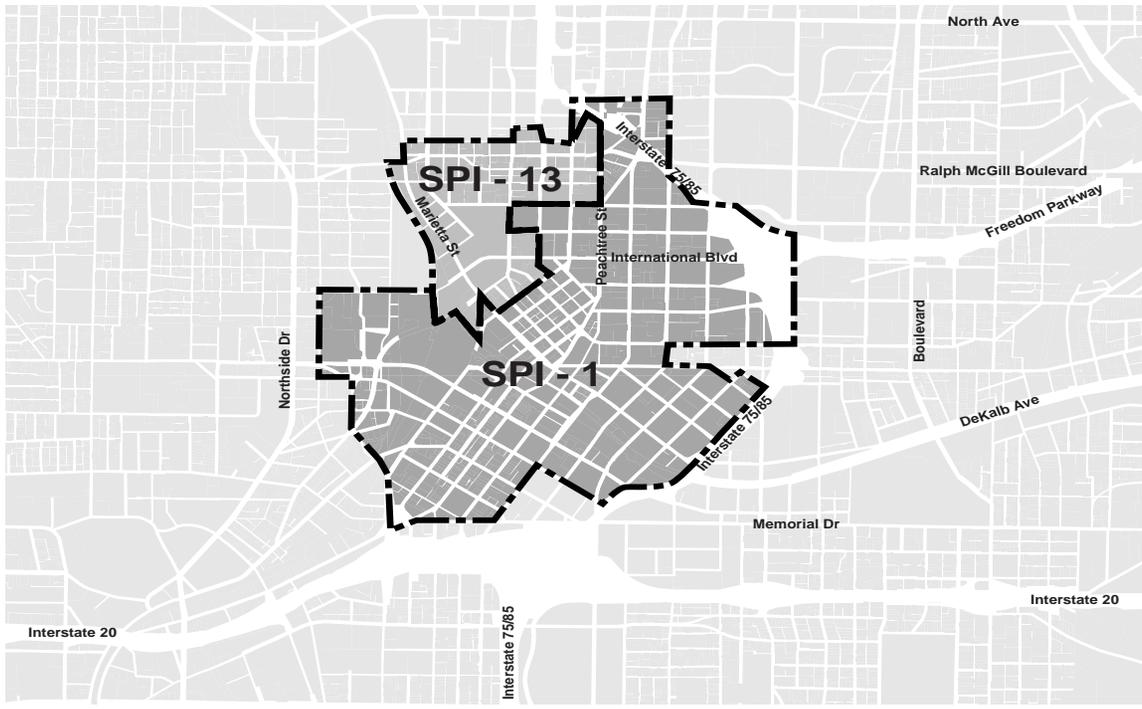
Fairlie-Poplar is Downtown's original commercial district characterized by its pedestrian scale, unique architecture, and mix of uses. One way to preserve the district's unique historical character while promoting it as an ideal location for housing, shopping, cultural entertainment, and business activities, is to apply a special zoning classification to the area. CA<sup>2</sup>P recommends identifying the district's specific goals and the most appropriate zoning mechanism as a joint effort of the Fairlie-Poplar Implementation Task Force and DPDNC.

**STRATEGY 3. IMPROVE MAINTENANCE OF EXISTING PUBLIC ART AND CONTINUE TO PLACE ART IN DOWNTOWN SPACES.**

Public art, displayed in the public realm, contributes to the feel of the street environment. Atlanta's designation as the 1996 Olympic host city initiated the first real program of permanent public art development Downtown. These sculptures now require routine maintenance and occasional rehabilitation. The Atlanta Public Art Legacy (APAL) holds much of this responsibility. Working with other stakeholders, APAL can improve its current maintenance.

Downtown's sculpture collection also needs to be augmented with new art. APAL, the Fulton County Arts Council, Central Atlanta Progress, the Fairlie-Poplar

Map 5: Special Public Interest Boundaries: SPI-1 and SPI-13



# V *The Physical Environment*

Implementation Task Force, the City's Bureau of Cultural Affairs, and DPDNC can work together to identify potential partners to develop commissioned artwork. This group can also take the lead in creating a public/private task force charged with developing and coordinating temporary art exhibits in empty storefronts and street-level office space.

Other recommendations include:

- Continuing Fulton County's "One Percent for Art" program
- Updating the City's public art master plan
- Promoting a City-sponsored kiosk system that would include public art, civic announcements and, if necessary, limited commercial advertising

#### STRATEGY 4. DEVELOP AN ATTRACTIVE WAYFINDING PLAN FOR DOWNTOWN.

A survey measuring perceptions of metro Atlantans and Downtown property owners found that traffic, parking, and the fear of getting lost are the most frustrating things about visiting Downtown. (Beth Schapiro & Associates, 1999) It indicated the need for an improved, interconnected signage system throughout Downtown to better serve both visitors and metro residents.

A wayfinding study would bring together various elements related to Downtown's transportation network – its series of signs, pedestrian spaces, and bike trail systems – addressing accessibility and visibility of major destinations and parking facilities. As recommended by the CATS report, Central Atlanta Progress should commission a wayfinding study to address:

- automobile and bicycle access to Downtown
- automobile, bicycle, and pedestrian access within Downtown
- access to and within MARTA rail stations and bus stops
- access to major attractions, destinations, and parking

In conjunction with the City and MARTA, CAP can work with the wayfinding consultant to ensure continuation of CODA's Olympic signage plan.

#### STRATEGY 5. REEVALUATE SIGN REGULATIONS ADDRESSING OUTDOOR ADVERTISING.

Some Downtown stakeholders perceive outdoor advertising as negative to the urban landscape, while others perceive this medium as an important way to reach potential customers and a necessary part of the Downtown commercial scene. To make the issue more complex, few people involved in this debate fully understand the legal issues surrounding this form of advertising.

For these reasons, CA<sup>2</sup>P recommends forming a task force to study the issue in greater detail. Members should be drawn from the City, Georgia DOT, CAP, Trees Atlanta, the Georgia Conservancy, the outdoor advertising industry, and the Garden Club of Georgia. Part of the task force's charge should be to conduct an inventory of all outdoor advertising in Downtown and use this research to determine which billboards and signs are not in compliance with City regulations. Findings should be integrated into the SPI-1 regulation update.

### Action Step C. Improve Downtown's network of green spaces, parks, and plazas.

The term "Downtown Atlanta" typically evokes images of towering office buildings, concrete, busy streets, and pedestrian activity. Open space and expansive green lawns are not immediately associated with this image, even though these inviting spaces exist throughout Central Atlanta and help make the area inviting and livable. As Central Atlanta continues to grow upward and outward, there is a concurrent need for additional open space to balance the concrete, glass, and density of the new development.



***Open space and expansive green lawns are not immediately associated with Downtown's, even though these inviting spaces exist throughout Central Atlanta and help make the area inviting and livable.***



**STRATEGY 1. MAINTAIN PARKS, PLAZAS, AND FOUNTAINS THROUGH A COORDINATED EFFORT.**

Maintaining the existing network of parks, plazas, and fountains must be assured before any expansion of the system is considered. This responsibility can be shared among a number of groups to increase efficiency and improve communications. To help achieve this coordination, CA²P recommends a Downtown Parks Forum that would meet on a regular basis and would include representatives from the four lead organizations, the City, Georgia State University, GWCC Authority and Central Atlanta Progress, and other stakeholder groups. The forum would consider issues such as shared maintenance agreements and outsourcing maintenance.

**STRATEGY 2: ACQUIRE AND DEVELOP ADDITIONAL GREEN SPACE AND OPEN SPACE.**

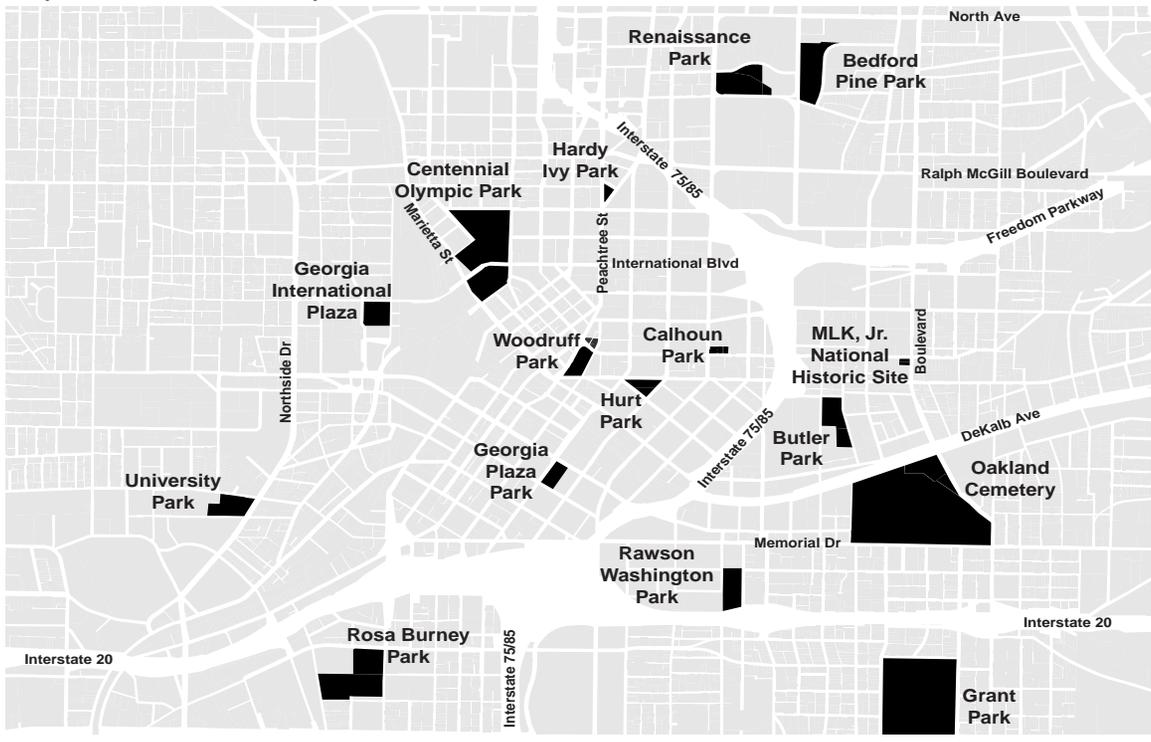
The *Atlanta Parks, Open Spaces, and Greenways Plan* (City of Atlanta 1993) can provide an initial framework for this effort to add new green space and open space. Additionally, updating the SPI-1 zoning regulations will help encourage the development of new open space. Finally, the City, led by DPDNC, should consider partnerships with the Trust for Public Land and other organizations with similar missions to obtain funding for acquisition of additional open space.

## *Challenge II. Preserve and enhance historic structures and neighborhoods.*

Historic preservation plays an important role in making Downtown a distinctive and vital place. The Candler and Hurt Buildings represent decades of corporate leadership in Atlanta. The Martin Luther King, Jr. Historic District captures the spirit of the civil rights movement and the emergence of the new south. Generations of Atlantans have made their homes in historic neighborhoods throughout intown Atlanta. Preserving uniquely Atlanta properties builds community pride and makes Atlanta a special place for its citizens, businesses, and visitors. However, preserving these structures continues to be a challenge, particularly when the demand for new commercial and residential space in Downtown is on the rise. Fortunately, loft rehabilitation projects and office building conversions, which often incorporate historic preservation principles, have fueled much of the demand for Downtown living.

However, as indicated by the appearance of new lofts throughout Downtown, developers can always create the look of the loft, warehouse, or industrial residence in new construction. While this new development demonstrates demand for a historic aesthetic, it also indicates a need to increase the constituency dedicated to preserving and enhancing Downtown's historic structures and neighborhoods.

Map 6: Downtown Green Spaces and Parks



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Categories of Historic Designation in the City of Atlanta

By city ordinance, properties are accorded historic designations that offer differing degrees of protection. In addition, certain designations make properties eligible for economic incentives. The following five designations exist within Central Atlanta.

- **Landmark Buildings or Sites.** Individual buildings or sites that are of exceptional importance to the historic, architectural, or cultural character of the city, state, or nation and whose demolition would represent an *irreplaceable* loss to the community. An example is the Georgia State Capitol.
- **Historic Buildings or Sites.** Individual buildings or sites that are of importance to the historic, architectural, or cultural character of the city, state, or nation and whose demolition would represent an *important* loss to the community. An example is the Hurt Building.
- **Landmark Districts.** A combination of buildings, structures, or sites that are of exceptional importance to the historic, architectural, or cultural character of the city, state, or nation; which have maintained a very high degree of integrity; and have few intrusions in which demolition, alteration, or new construction of any building inconsistent with the character of the district would represent an *irreparable* loss to the community. An example is the Martin Luther King, Jr. National Historic District.
- **Historic Districts.** A combination of buildings, structures, or sites that are of importance to the historic, architectural, or cultural character of the community, in which not all buildings are individually significant, but, nevertheless, contribute to the overall visual setting of the whole district. The historic district has maintained a reasonably high degree of integrity and has relatively few intrusions. An example is the Castleberry Hill Historic District.

- **Conservation Districts.** A combination of buildings, structures, or sites that have retained an adequate amount of their historic, architectural, or cultural character for interpretation, although some alterations may have occurred. No historic zoning is conferred on these districts. No conservation districts exist Downtown.

## Action Step A. Increase the number of historically designated properties.

Downtown and its neighborhoods have historic structures that are irreplaceable and, in many cases, in need of rehabilitation. These areas should be assessed and, if appropriate, designated historic.

STRATEGY 1. CONDUCT PERIODIC SURVEYS TO IDENTIFY PROPERTIES WITH POTENTIAL FOR HISTORIC DESIGNATION.

Under the direction of the Atlanta Urban Design Commission, a consultant team should be contracted to periodically survey properties and identify those that merit nomination for local and national historic designations.

STRATEGY 2. PROMOTE AND INCREASE THE INVENTORY OF ATLANTA'S HISTORIC PROPERTIES.

The historic property survey results should be used to nominate, or to encourage owners to nominate, properties so identified for historic designation. They can also be used to update *Atlanta's Lasting Landmarks*, a 1987 publication that catalogs significant buildings in the city.



***Historic preservation plays  
an important role in  
making Downtown a  
distinctive and vital place.***



***The Historic Façade Program was originally offered by AUDC and the Atlanta Economic Development Corporation (now the Atlanta Development Authority) to encourage economic revitalization through rehabilitation of historic building façades.***

## **Action Step B. Reinstitute the Façade Improvement Program.**

The Historic Façade Program was originally offered by AUDC and the Atlanta Economic Development Corporation (now the Atlanta Development Authority) to encourage economic revitalization through rehabilitation of historic building facades. AUDC provided free design services for owners of eligible properties and produced schematics for contractors and architects to use as guides during renovations. Other services included construction and demolition notes, structural evaluations, market analyses, cost estimating, and locating contractors. The program was eliminated several years ago due to city budget cuts. Many in the preservation field believe reestablishing this program will have a positive impact on the building stock in Downtown. Reinstitution of this program should include revisions and updates to the original program.

### **STRATEGY 1: SECURE FUNDING AND ADMINISTER THE PROGRAM.**

The City can identify the most appropriate agency to administer this program. The Atlanta Development Authority and the Atlanta Preservation Center are two agencies worth consideration. A critical issue to address is that of funding. AUDC will need to research potential funding sources beyond an annual allocation.

## **Action Step C. Increase awareness of and support for historic preservation incentives.**

In some cases, rehabilitation costs create a hurdle in the reuse of historic properties. Financial incentives for these projects are often the answer to this dilemma, although their availability is not always common knowledge. The survival and reuse of historic structures and districts in Downtown increases with the development community's

understanding and use of these incentives, as well as the long-term value of a rehabilitated historic property.

Additionally, expanding the base of support for historic preservation incentives would give these programs strength over the long term, providing preservationists with a stronger case if the incentives are called into question.

### **Programs and Incentives for Preservation in Atlanta**

Following are some of the preservation incentives available.

- ***Landmark Historic Property Tax Abatements.*** The owner of an income-producing building that is listed on the National Register and designated by the City of Atlanta as a Landmark Building, or a contributing building in a Landmark District, may obtain preferential property tax treatment. The building must be in standard repair or already have undergone rehabilitation. For purposes of tax assessment for City of Atlanta taxes, excluding bond indebtedness, the fair market value of the building and up to two acres of land surrounding it, is frozen for eight years at the level existing at the time of application and certification. In the ninth year, the fair market value is fixed at one-half the difference between the frozen value and the current fair market value.
- ***Rehabilitated Historic Property Tax Abatement Program.*** The owner of a building that qualifies for listing on the Georgia Register of Historic Places and has undergone major rehabilitation initiated after January 1, 1989, may obtain preferential property tax treatment. For purposes of tax assessment for City of Atlanta taxes, excluding bond indebtedness, the fair market value is frozen at the pre-rehabilitation value for a period of eight years. In the ninth year, the fair market value is fixed at one-half the difference between the frozen value and the current fair market value. Qualifying rehabilitations must meet the standards promulgated by the Department of Natural Resources and must have increased the fair market value of the property by not

# V *The Physical Environment*

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less than 50 percent for owner-occupied residential real property or not less than 100 percent for income-producing real property.

- **Federal Tax Credit Program.** If a property is listed on the National Register, the owner or long-term lessee of an income-producing property is entitled to an investment tax credit of up to 20 percent of the qualified rehabilitation expenses of a substantial rehabilitation performed in accordance with the U.S. Secretary of the Interior's Standards for Rehabilitation.
- **City/County Housing Enterprise Zone Tax Abatement Program.** Owners of qualifying historic multi-family structures located within Housing Enterprise Zones can obtain ad valorem property tax exemptions covering a ten-year period. The minimum acreage requirement for such a proposed zone may be decreased when an historic structure suitable for rehabilitation/renovation can provide a minimum of four multi-family housing units.
- **Development Impact Fee Exemption.** The owner of a city-designated Landmark building, or a contributing building in a Landmark District, that will undergo rehabilitation or conversion may obtain a 100 percent exemption from payment of development impact fees for building permits associated with the rehabilitation/conversion project.
- **Façade Easements.** A preservation easement is a legally enforceable commitment by a property owner to preserve the façade of an historic structure so that its exterior architectural features remain unchanged in perpetuity. Properties must be National Register-eligible structures. Federal and State income tax deductions can be taken, as well as the possibility of other tax advantages related to the property's decrease in value as a result of the easement donation.

**STRATEGY 1. EXPAND MARKETING EFFORTS TO INCREASE ATTENDANCE AT TWO ANNUAL ATLANTA PRESERVATION CENTER WORKSHOPS ON PRESERVATION INCENTIVES.**

The Atlanta Preservation Center (APC) hosts two annual workshops to provide information on incentive programs available to the community. One workshop, "The Bottom Line," focuses on commercial development. The other, "Living in a Landmark," has a residential development focus.

To increase attendance at these two workshops, APC should consider hiring a public relations or marketing professional to develop new promotional strategies. Working more closely with select preservation and development-oriented professional associations can also help expand these audiences.

**STRATEGY 2. EXPAND MARKETING EFFORTS TO INCREASE AWARENESS OF THE FAÇADE EASEMENT PROGRAM.**

Easements Atlanta, Inc., a nonprofit corporation, was formed for the sole purpose of accepting façade easements to preserve historic structures.

Easements Atlanta, through its affiliation with APC, is best suited to conduct short workshops explaining the program to the development community. The workshop should be marketed to developers and owners of properties that would be appropriate for the easement donation program.

**STRATEGY 3: INCREASE AWARENESS OF TECHNICAL ASSISTANCE PROVIDED BY THE APC BUILDINGS WORTH SAVING COMMITTEE.**

In an effort to help preserve Atlanta's historic buildings, APC and AUDC created the Buildings Worth Saving Committee. This APC committee consists of professionals from the fields of architecture, landscape architecture, structural engineering, law, real estate development, and other fields related to maintaining Atlanta's architectural character.

***The Atlanta Preservation Center (APC) hosts two annual workshops to provide information on incentive programs available to the community.***



***Downtown is home to three historic neighborhoods, each unique in character, that contribute to the diversity and richness of Downtown.***

This committee maintains a list of historically or architecturally significant buildings that are for sale or lease, coupled with pertinent information, in an effort to match up potential buyers and tenants with current owners. The committee also provides technical assistance in the form of condition assessments, design assistance, financial analysis, tax incentive advice, and assistance in preparing National Register of Historic Places nomination forms.

The Downtown community, in brief quarterly workshops, could be educated about the technical assistance provided by this committee. APC is the logical sponsor for this effort.

## **Action Step D. Support efforts to maintain and protect the historic buildings and character of Downtown neighborhoods.**

Downtown is home to three historic neighborhoods, each unique in character, that contribute to the diversity and richness of Downtown. The Martin Luther King, Jr. National Historic District lies east of the central business district. This neighborhood is home to Dr. King's birth home and a visitor's center, but also a significant number of single-family homes. Fairlie-Poplar was Downtown's 19<sup>th</sup> century commercial district, characterized by its pedestrian-friendly streets. Castleberry Hill lies southwest of the central business district and served as a railroad-oriented industrial area until the 1970s.

As with most urban areas throughout the U.S., these areas experienced a decline in the 1970s and 1980s. While each of these neighborhoods range in character and use, their resurgence in the 1980s and 1990s can be attributed to preservation-based development.

- In the Martin Luther King, Jr. National Historic District, a neighborhood community development corporation,

the Historic District Development Corporation (HDDC), embarked on a plan to rehabilitate single-family homes in the neighborhood, as well as build new homes sympathetic to the prevailing style. Homes are still being built in the district, as supply cannot keep pace with demand.

- In Fairlie-Poplar, preparation for the Olympic Games was the catalyst for developers to convert several dilapidated historic office and retail buildings to market-rate rental apartments. The success of these rehabbed apartments has sparked new construction in Fairlie-Poplar as well as the evolution from rental to owner-occupied properties.
- The empty warehouses in Castleberry Hill proved attractive to artists looking for inexpensive live-work space in the 1980s. The neighborhood has evolved from being predominately industrial to predominately residential.

The successes in each of these neighborhoods are linked to each other, underscoring the importance of supporting and encouraging further neighborhood revitalization in Downtown.

**STRATEGY 1. SUPPORT THE PRESERVATION EFFORTS OF THE BUSINESS AND NEIGHBORHOOD ASSOCIATIONS IN THE MARTIN LUTHER KING, JR. NATIONAL HISTORIC DISTRICT, CASTLEBERRY HILL, AND FAIRLIE-POPLAR.**

Business and neighborhood associations working to promote the reuse and revitalization of historic structures and sites need the support of the greater Downtown community to be successful. Private and public agencies can play a vital role in helping these organizations obtain the proper political support and funding necessary for preservation efforts.

CA<sup>2</sup>P recommends that Central Atlanta Progress, APC, AUDC, and DPDNC provide technical and financial assistance to business and neighborhood associations and serve as an advocate for these groups in their preservation efforts.

# V *The Physical Environment*

## **Challenge III. Heighten the visibility of Downtown's heritage.**

Downtown is an ideal gathering place for celebrations and ceremonies. Its historic properties provide a rich backdrop for the daily life of its business community and residents and lend the area a certain character found nowhere else in the region. Increasing the visibility of Downtown's heritage-based attractions and events will increase its appeal.

### **Action Step A. Support the entities that celebrate Downtown's heritage.**

Groups that promote and celebrate Central Atlanta's heritage provide the initiative behind special public events and regular programs that help heighten awareness of Downtown's heritage and provide a forum for celebration.

#### **STRATEGY 1. SUPPORT THE EFFORTS OF ORGANIZATIONS THAT CONDUCT HERITAGE EVENTS DOWNTOWN.**

Some of the more active organizations include the Sweet Auburn Area Business Association, the Historic District Development Corporation, the Fairlie-Poplar Implementation Task Force, the Atlanta Preservation Center, and the Atlanta History Center. ADP, CAP, AUDC, and DPDNC can help support the efforts of these groups by providing technical assistance when needed and serving as advocates for the groups' missions. One task would be to facilitate greater communication between sponsoring organizations and the ACVB, tour operators, and hotel concierges.

### **Action Step B. Develop marketing that highlights Downtown's heritage.**

The Martin Luther King, Jr. Historic District is one of the most popular areas in metro Atlanta. Visitors come to the district from around the world. However, visitors who make

their way to the district miss unique and historic sites mere blocks away. These sights and attractions must be actively promoted to draw more visitors. The Economic Environment, Challenge I, contemplates the marketing of Downtown, focusing on existing assets and connectivity. Downtown's heritage is included in that analysis.

#### **STRATEGY 1. IMPROVE AND PROMOTE ATLANTA PRESERVATION CENTER WALKING TOURS.**

The Atlanta Preservation Center is currently restructuring its popular walking tours to better accommodate visitors. These tours are an ideal way to promote heritage-based sights and attractions to tourists, and can be better promoted with the help of the Atlanta Downtown Partnership. ADP provides the link to the Downtown business community and can help APC promote the tours as "Noon Walking Tours" to Downtown workers.

#### **STRATEGY 2. PRODUCE AN OFFICIAL DOWNTOWN GUIDE.**

Visiting tourists and business travelers offer a market for an official Downtown guidebook. This guide would provide information about Downtown, including an introduction to the area's history, description of historic buildings, helpful maps of the street and public transportation system, a calendar of events, and a listing of activities and popular destinations. The ACVB would be the natural sponsor for this guide, as it has for Midtown and Buckhead.

#### **STRATEGY 3. PRODUCE A SELF-GUIDED WALKING TOUR BROCHURE.**

Home to Atlanta's hotel and convention district, accessible to MARTA, and filled with great sites, Downtown is ideal for visitors to explore on their own. While many tourists will map their own routes with help from national guidebooks, many more would be well-served by a self-guided walking tour brochure. Working together, APC, AUDC, FPF, ACVB, GSU, and CAP could create this guide and distribute it not only to visitors, but to residents, workers, and students.



***Downtown is an ideal gathering place for celebrations and ceremonies.***



***Downtown Atlanta has always drawn its strength and definition as the transportation hub for the Southeast.***

## ***Challenge IV. Improve the transportation and parking system.***

Downtown Atlanta has always drawn its strength and definition as the transportation hub for the Southeast. Downtown is the region's crossroads by rail, road, MARTA, and freeway. With its proximity to Hartsfield Atlanta International Airport seven miles south, this area is effectively the air hub for the Southeast. The airport is also the catalyst for development in the south metro area, a trend that will bolster Downtown's core position as the place with the best access to the most people and markets in both distance and time.

The planned Multimodal Passenger Terminal will become Downtown's new context-defining activity over the next ten years. It was originally planned for commuter rail, inter-city rail, and inter-city bus traffic with direct platform links to the MARTA rail system. Several developments – the possibility of a Maglev high-speed rail line, the likelihood of greater track and platform needs for inter-city and commuter rail, and the energy centered in the “gulch” by the new Philips Arena and expansion of the Georgia World Congress Center – have expanded the concept into a larger surface transportation terminal, stretching from Northside Drive to the Five Points MARTA hub.

This terminal would serve all modes of surface transportation and incorporate high-density development, with joint mixed-use residential, retail, and office development opportunities at raised street levels. The terminal is now a high priority for the City and the Atlanta Development Authority as well as the Downtown corporate and residential communities. It would reposition “the gulch” as the seam between an intensifying mixed-use Downtown and the revitalizing communities of Vine City and Castleberry Hill. The Governor's establishment of a Project Management Team to get the project done, beginning with the terminal and its commuter rail links, underscores the urgency of proceeding with the Multimodal Passenger Terminal.

Central Atlanta Transportation Study (CATS) As part of the Central Atlanta Action Plan, CAP and other stakeholders launched the Central Atlanta Transportation Study to update the Downtown Transportation Management Study completed in 1988. Dames & Moore, Day Wilburn Associates, and CRA Consulting, with assistance from H. Randal Roark of Georgia Tech, conducted phase 1 of the study. CATS assesses current transportation conditions and addresses anticipated future mobility needs in Central Atlanta.

The CATS mission is to support a balanced, complete, and integrated transportation system that encourages sustainable development patterns in Central Atlanta.

As the Multimodal Passenger Terminal moves forward, the CATS report acknowledges it as major factor in the development of Downtown, but doesn't analyze its impact since the project is still at an early stage. The recommendations set forth in CATS may need to be reconsidered as the project becomes more specific.

Following is the list of CATS Phase I recommendations. Greater detail may be found in the CATS report. Timeframes and funding sources are outlined in the Action and Implementation Matrix (*Section VI*) of this report. CATS Phase II, will consist of a series of focused, more detailed studies during the next year.

## **Action Step A. Improve Downtown roadway and parking conditions.**

The existing roadway system Downtown ranges from interstate highways to two-lane streets and includes a series of one-way paired streets. Parking is accommodated in surface lots, decks, and on the street. Most large office buildings and special assembly facilities have attached parking decks. The CATS analysis of roadway and parking conditions includes roadways, system management, special event traffic, traffic flow, access, and parking. CATS recommends the following strategies to improve the roadways and parking within Downtown.

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## STRATEGY 1: STUDY POTENTIAL MAJOR IMPROVEMENTS TO THE ROADWAY SYSTEM IN GREATER DETAIL.

Identify and implement a solution to the Techwood/Spring extension issue

- Revisit alternatives, develop concepts and revise the Concept Report
- Work with GDOT and the City of Atlanta to achieve consensus
- Design and construct the selected project

Identify Northside Drive corridor improvements

- GDOT will conduct a coordinated study with the City of Atlanta, MARTA, ARC, and GRTA
- Input to the regional transportation planning process
- Plan, design, and construct the selected project

Reconfigure the I-75/Williams/Techwood/Spring interchange

- Evaluate design alternatives
- Request design and construction funding
- Implement the selected project

Reconstruct the Jones/Simpson/Alexander Corridor

- Prepare a Concept Report
- Prepare necessary environmental documents
- Prepare design plans
- Obtain funding for design and construction
- Implement the selected project

## STRATEGY 2. MAKE OPERATIONAL IMPROVEMENTS TO THE EXISTING TRANSPORTATION SYSTEM.

Perform a traffic signal timing study to improve east/west flow on Baker/Harris, International/Ellis, and MLK/Mitchell one-way pairs

- Consider inclusion of event traffic plans
- Approach City of Atlanta and GDOT for funding

Evaluate Techwood/Spring traffic operations

- Conduct detailed traffic operations study
- Assess interim one-way pair operation
- Assess operational compatibility with CBD signal system
- Final Operation Plan for implementation
- Request inclusion in next Transportation Improvement Program (TIP)

Implement wayfinding program

- Expand existing CODA pedestrian signage system
- Develop vehicular signage program to complement pedestrian signage system
- Develop comprehensive wayfinding program incorporating signage elements

Improve parking options

- Provide on-street parking only where short-term parking is compatible with adjacent land uses
- Enforce parking regulations
- Conduct parking inventory and study alternatives

Develop event traffic management plan for GWCC, Philips Arena, and Turner Field

## Action Step B. Address transit issues.

Downtown Atlanta is well served by the MARTA rail and bus system, which is focused on radial trips to and from the central city. Transit service from suburban counties includes express bus service from Cobb County and vanpool service from Douglas County. Four major private shuttle programs also operate within Downtown. Additional transit service to Downtown is expected as the Georgia Regional Transportation Authority (GRTA) and suburban jurisdictions develop transit systems for their internal needs and to provide links to employment centers in Atlanta.

An assessment of transit service to and within Central Atlanta suggests that additional improvements are needed to better serve new development areas and increasing travel demands.



***Downtown Atlanta is well served by the MARTA rail and bus system, which is focused on radial trips to and from the central city.***



## STRATEGY 1. IDENTIFY POSSIBLE ADDITIONS TO THE EXISTING TRANSIT SYSTEM.

### Implement transit circulator/shuttle system

- Consolidate and/or expand existing shuttle operations
- Provide additional shuttles for new development and redevelopment
- Prepare implementation plans for CBD and west side circulators

### Create bus-only lanes in high-demand corridors

- Conduct concept and feasibility study in coordination with the City, MARTA, GDOT, ARC, and GRTA
- Identify sponsors and funding
- Design and construct the selected alternative

## STRATEGY 2. EXPAND SERVICE OF EXISTING TRANSIT SYSTEM.

### Support northwest rail transit connection

- Pursue GRTA funding to expand Cobb CID study into the MARTA Arts Center station
- ARC/MARTA/GRTA to conduct location studies under next TIP
- Request that ARC/MARTA/GRTA consider south extension to Multimodal Passenger Terminal

Establish shuttle service from Atlantic Steel site to the Arts Center MARTA station

## Action Step C. Address bicycle and pedestrian systems.

Cycling and walking are growing in importance as alternative transportation modes. Improvements in their infrastructure are important to support these non-polluting modes. CATS recognizes the importance of these components of the transportation system and offers the following recommendations. (See Map 4.)

## STRATEGY 1. IMPROVE EXISTING NETWORKS.

- Construct additional pedestrian amenities in selected areas
- Implement the City of Atlanta Bike Plan, as recently updated by MDG, Inc. under contract to the PATH Foundation

## STRATEGY 2. EXPAND NETWORKS.

- Implement pedestrian treatments in all primary pedestrian corridors
- Improve maintenance of existing sidewalks

## Action Step D. Address policy issues.

Several broad issues relate to general policies, the implementation process, standards, and guidelines within the Downtown transportation system. While these issues do not relate to specific implementation projects, they are important to creating the proper framework for implementation of specific planned improvements or programs.

## STRATEGY 1. INCORPORATE TRANSPORTATION ISSUES INTO OTHER DOWNTOWN PLANS.

- Form a Downtown transportation management association
- Expand ADID's mission to include transportation improvements and services
- Ensure that all future transportation studies involve the City, MARTA, GDOT, ARC, GRTA, other significant public-sector stakeholders and major Downtown private-sector interests

## STRATEGY 2. DEVELOP TRANSPORTATION-RELATED DESIGN STANDARDS.

- This strategy is addressed by the update of the SPI-1 zoning regulations recommended in the Physical Environment, Challenge I.

## The Vision for Central Atlanta's Economic Environment

A vibrant, diversified Downtown economy supported by competitive public schools, world-class universities, a varied housing market, art and culture, a strong marketing initiative, and a safe and hospitable environment in which to live, visit and conduct business.

### The Background

Metropolitan Atlanta in the last decade has set the pace for growth among major U.S. cities. Its rapid population and employment expansion, and considerable successes in economic development, consistently have ensured Atlanta a place at the top of national polls promoting best cities for business and investment.

Growth has spawned problems, however. As a result, regional development patterns are starting to shift. Concerns about sprawl, traffic congestion, and environmental degradation are leading to a reawakened core city with an expanded economy and considerable prospects for future growth. Metro Atlanta residents are seeking alternatives to an increasingly sprawling suburban lifestyle. Conditions are ripe for Downtown's reemergence as an important growth center in the regional economy.

## Challenges

### *Challenge I. Improve Downtown marketing and hospitality.*

A downtown with exciting retail, entertainment, and cultural activities is also a thriving place to work and live. Downtown Atlanta offers many of these opportunities, but not in the critical mass that would create a world-class destination. An important step is to improve the marketing of the opportunities that already exist. Feedback offered during CA<sup>2</sup>P from the general public and the business community indicates a general lack of awareness of Downtown's amenities.

Many cultural and entertainment gems are tucked away Downtown, yet are not frequented by Downtown office workers, students, or residents. Downtown includes the region's largest concentration of major venues – the Georgia Dome, Turner Field, and the new Philips Arena – that host professional sports and world-class concerts, drawing audiences into Downtown from around the Southeast. But how many sports fans and concertgoers stay and shop or dine?

Underground Atlanta, Macy's, Peachtree Center, and shops along various Downtown streets are underutilized. A well-drawn Downtown marketing campaign has many advantages to sell. It will help grow a critical mass of shoppers, diners, and museum and arts visitors who will expand Downtown's economic activity.

***Metropolitan Atlanta in the last decade has set the pace for growth among major U.S. cities...and has ensured Atlanta a place at the top of national polls promoting best cities for business and investment.***



***A downtown with exciting retail, entertainment, and cultural activities is also a thriving place to work and live.***

## **Action Step A. Support the Downtown marketing entity.**

The Atlanta Downtown Partnership (ADP) is the marketing entity for Downtown. Its earliest incarnation, the Central Atlanta Retail Association (CARA), was a partnership of Downtown retailers as recommended in the Central Area Study II. In time, CARA evolved into ADP with an expanded membership base and mission, which is:

*Coordinate the marketing of Downtown's entertainment, dining, residential, educational, and shopping attractions to increase consumer traffic after 5:00 p.m. and on the weekends.*

Given ADP's current resource constraints, the organization has largely concentrated on hosting special events such as the annual Tour of Lofts and Lifestyles and ArtScape, Downtown's new arts festival.

### **STRATEGY 1. SUPPORT AN EXPANDED ROLE FOR THE ATLANTA DOWNTOWN PARTNERSHIP (ADP).**

CA<sup>2</sup>P supports an expanded role for ADP, which will move the association beyond hosting special events and make it the true marketing entity for Downtown. ADP can then implement its two-year marketing plan, with objectives that include:

- Developing marketing partnerships with consumer businesses and associations in the Downtown neighborhoods of the Hotel District, Centennial Olympic Park, Fairlie-Poplar, Sweet Auburn, and Capitol Hill/Underground Atlanta
- Developing and supporting marketing vehicles that will promote these partnerships to Downtown and metro Atlanta audiences
- Attracting and assisting special events that encourage consumer activity after 5:00 p.m. and on weekends

- Producing and distributing a calendar of special attractions to Downtown and metro Atlanta audiences

In addition to implementing the current marketing plan, ADP will identify the best practices of ten other cities' downtown marketing organizations. This analysis will allow ADP to continuously improve its plan.

ADP also envisions revamping its membership. Currently, ADP members, largely businesses, pay annual dues and attend quarterly luncheons and other events focused on networking among members. The ADP leadership feels that to best fulfill its mission, the membership base of the organization must evolve into a promotion-driven, consumer-oriented base.

### **STRATEGY 2. IDENTIFY AND SECURE INCREASED FUNDING FOR ADP.**

To finance an expanded role, ADP must develop strategies to increase its operating budget. Short-term recommendations include

- Increasing Central Atlanta Progress civic fundraising and corporate sponsorships aimed at supporting marketing
- Developing Downtown entertainment packages, in which ADP assists Downtown event staffs with cross-promotional opportunities that would suggest co-op funding for marketing the events
- Developing a sponsor package to underwrite monthly promotion costs for Downtown

Long-term financing recommendations include drawing from or creating a local tax revenue source or other public funding mechanism.

## Action Step B. Develop a retail and entertainment master plan for Downtown.

Although Downtown Atlanta has retail, cultural, and entertainment facilities to promote, no plan exists to help these industries grow. A visionary retail and entertainment blueprint for Downtown is needed. Crowds fill Downtown convention halls, classrooms, offices, and sport venues; it's time to develop more shops and attractions so they will stay longer and support Downtown businesses.

### STRATEGY 1. CONDUCT A MARKET ANALYSIS OF DOWNTOWN AND CREATE A RETAIL AND ENTERTAINMENT MASTER PLAN.

The first step in creating a retail and entertainment master plan is to conduct a market analysis for the entire Downtown area. While subareas such as Fairlie-Poplar have performed market analyses, no such analysis exists for the entire Downtown retail and entertainment market. Understanding what the market can support is paramount to developing and marketing a vibrant Downtown retail and entertainment market.

CA<sup>2</sup>P recommends retaining a nationally known consultant to conduct this market analysis and prepare recommendations to include in the retail and entertainment master plan. This analysis and plan should include:

- An inventory and assessment of current products
- An assessment of consumers
- An assessment of neighborhood characteristics
- Projections of consumer growth
- Recommendations for retail product types and locations

The goals of the master plan are to:

- Create a critical mass of entertainment options
- Improve retail offerings
- Improve connectivity between activity nodes
- Animate street life

A steering committee consisting of retail brokers and developers, academics, and business owners is recommended to guide the consultant team in developing the master plan. An early strategy will include the building of cash and in-kind funding alliances for both the study and its implementation.

### STRATEGY 2. IMPLEMENT THE NEW MASTER PLAN.

Central Atlanta Progress, working with partners such as ADP, ADA, and hotel and retail associations, would aggressively implement the new master plan. Key to this successful implementation will be the development of the Downtown Resource Center (*see Challenge II, Action Step B*).

## Action Step C. Develop a marketing plan to promote Downtown to metro area

No common marketing thread runs through the promotions for Downtown events and amenities, no consistent message, identity, or even audience – no “brand.” The ADP marketing plan will serve as a good base upon which to build an effective, strategic plan to develop an easily recognized and respected brand for Downtown, which would expand its reach outside ADP’s traditional marketing scope.

### STRATEGY 1. DEVELOP A MARKETING PLAN TO INCREASE CONSUMER ACQUISITION AND RETENTION AND TO BUILD BUSINESS-TO-BUSINESS PARTNERSHIPS.

To develop this plan, CA<sup>2</sup>P recommends using the ADP marketing plan as a base, but only after it has been modified with recommendations drawn from the newly created retail and entertainment master plan. In addition to branding Downtown, this new marketing plan should:

- Prioritize target audience activities and budgets
- Assess existing marketing activities and tools
- Develop recommendations for cross-promotions among businesses and attractions
- Create distinctive advertising and public relations campaigns



***Crowds fill Downtown  
convention halls,  
classrooms, offices,  
and sport venues.***



***The Atlanta Convention & Visitors Bureau (ACVB) estimates that nearly 18 million people visit Atlanta yearly, many coming Downtown for conventions, attractions, sports, and special events that also draw Atlanta residents.***

## **Action Step D. Improve Downtown's cultural amenities.**

The Atlanta Convention & Visitors Bureau (ACVB) estimates that nearly 18 million people visit Atlanta yearly, many coming Downtown for conventions, attractions, sports, and special events that also draw Atlanta residents. Although many organizations have developed their own successful cultural programs drawing more visitors Downtown – the Atlanta Downtown Partnership, the Fairlie-Poplar Implementation Task Force, the National Black Arts Festival, and others – there is no unified effort to draw this traffic year-round.

The majority of institutional arts organizations and venues, including the Woodruff Arts Center and the Fox Theatre, are located in Midtown. Acknowledging this critical mass, there remains the need to build a cultural address Downtown. A vibrant cultural scene will generate street activity as well as contribute to creating an identity for Downtown. Concentrations of cultural and entertainment facilities have revitalized central cities from Hartford, Connecticut to San Jose, California.

The CA<sup>2</sup>P process identified five strategies that would improve Downtown's cultural life.

### **STRATEGY 1. CREATE A DOWNTOWN CULTURAL DISTRICT.**

The Fulton County Arts Council, established in 1979 to provide funding and programming support for the arts, retained Research Atlanta to prepare a study exploring the feasibility of establishing a cultural district in Downtown Atlanta. The final report is entitled *Atlanta's Cultural District: Lessons and Recommendations*.

Preliminary findings in this yearlong study indicate that creating a cultural district is feasible for Downtown. The findings recommend that the primary goal of establishing a cultural district should be to improve cultural opportunities for Atlanta residents.

Benefits of a cultural district include creating a more livable Downtown, aiding economic growth, and promoting tourism. In terms of management, the findings suggest that a private nonprofit organization should administer the district, with close collaboration with the City of Atlanta.

Based on these preliminary findings, CA<sup>2</sup>P recommends moving forward with the creation of a cultural district Downtown within the next five years.

### **STRATEGY 2. SUPPORT AND CREATE DOWNTOWN CULTURAL EVENTS.**

According to event organizers, the challenge in staging cultural events is obtaining sponsorship dollars to offset the costs of production. In feedback received during the CA<sup>2</sup>P process, the public feels such events aren't well publicized.

CA<sup>2</sup>P recommends that event organizers work with ADP to develop a strong, unified, consistent marketing approach for cultural events. In addition, Central Atlanta Progress and the business community must lend their financial support to sponsor cultural events regularly. Downtown events, like all others, require such support, as they build their reputation and audience base by consistently staging good programs.

### **STRATEGY 3. ENCOURAGE PARTNERSHIPS AMONG ARTS ORGANIZATIONS, LOCAL RETAILERS, AND RESTAURATEURS TO CREATE MARKETING SYNERGY.**

No one industry should shoulder the expense of marketing Downtown, as all will benefit from the increased traffic such a campaign generates. CA<sup>2</sup>P recommends the creation of formal, ongoing affiliations among Downtown retail, hospitality, and arts organizations to facilitate communications among these groups. Representatives from the university community should be included in any discussions, as they are providers of both events and marketing expertise. Stronger lines of communication will open the possi-

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bilities for joint marketing and cross-promotional efforts. Workshops should be conducted to teach these groups how to partner and joint-market.

#### STRATEGY 4. MARKET DOWNTOWN AS A CULTURAL DESTINATION.

The ACVB markets Atlanta attractions and events to out-of-town visitors. Recently, ACVB launched a campaign to market Atlanta as a cultural attraction. CA<sup>2</sup>P recommends Central Atlanta Progress and ADP partner with ACVB in its Cultural Tourism Initiative to promote Downtown's cultural attractions and events to the Atlanta region. The recommended retail and entertainment master plan (*Challenge I, Action Step B*), upon implementation, will market Downtown as a cultural destination.

#### STRATEGY 5. ENCOURAGE MORE CULTURAL PROGRAMMING IN THE PARKS.

Downtown's major parks – Woodruff, Centennial Olympic, and Hurt – all include plazas designed for artistic and cultural performances and events. However, these spaces are programmed for such uses only a small fraction of the time. Centennial Olympic Park, managed by the state through the Georgia World Congress Center (GWCC), does the best job of frequently programming well-attended events.

CA<sup>2</sup>P recommends working with GWCC/Centennial Olympic Park, the City of Atlanta's Bureau of Cultural Affairs, and Fulton County Arts Council to increase cultural programming in all the Downtown parks. Marketing should attempt to draw larger crowds to these events outside of the Downtown workers and convention visitors who normally populate them. Events should be scheduled on consistent days and times to build audience anticipation and attendance. (See Strategy 2.)

## Action Step E. Improve Atlanta's taxicab system.

As taxis and taxi drivers are often a visitor's first and last impressions of Atlanta, they play a crucial role in the overall perception of our city. Atlanta's taxi system needs an overhaul. Frequent complaints about the system include overcharging passengers, old cabs in poor condition, inappropriately dressed drivers, and language barriers. In 1995 the Atlanta City Council approved a change in the code governing taxis, but several sections of that ordinance that have been challenged by taxi drivers are still in litigation and are not being enforced. ACVB and the hospitality industry continue to work to improve this high-priority situation. CA<sup>2</sup>P supports these efforts.

#### STRATEGY 1. SUPPORT REFORM EFFORTS AND LAUNCH A PUBLIC AWARENESS CAMPAIGN.

ACVB's efforts to reform Atlanta's taxicab system need greater support. The business community and concerned public need to weigh in on the issue and make their voices heard.

Once litigation is resolved, CA<sup>2</sup>P recommends that the current practice of zone pricing be reevaluated and metered pricing be considered. Zone pricing is a disincentive to using cabs Downtown, as traveling one block bears the same cost as traveling ten. CA<sup>2</sup>P recommends the strong, consistent enforcement of the taxi ordinances.

CA<sup>2</sup>P also recommends a public service campaign to encourage the use of taxis, thereby encouraging an environment of cooperation instead of conflict in instituting this system overhaul.



***Downtown's major parks –  
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***In the last two decades, the Atlanta metro area has enjoyed an unprecedented economic expansion.***

## ***Challenge II. Improve coordination of citywide economic development initiatives.***

In the last two decades, the Atlanta metro area has enjoyed an unprecedented economic expansion. Most of that growth, however, has occurred outside of the Central Business District. The Central Area Study II (CAS II) recommended that a single, central organization recruit and retain businesses in Downtown Atlanta. Such an organization has not yet been created.

Downtown Atlanta is experiencing an economic revitalization brought on by events and trends including the 1996 Centennial Olympic Games, a backlash against suburban sprawl and its ensuing traffic problems, and the national trend toward a renewed appreciation for urban life. However, the need for a single economic development organization focusing on Downtown remains.

### **Action Step A. Create a citywide economic development capability.**

Economic development activities within the city of Atlanta generally fall into two categories: metrowide business-driven site location assistance, or government-led community development and incentives. No one entity exists, public or private, to offer essential economic development services in recruiting or retaining businesses Downtown, or even citywide. This capability is necessary for coordinating existing *de facto* economic development efforts, strengthening them, and positioning the city and Downtown to remain competitive for future economic expansion.

CAP recommends that a citywide economic development capability be created to funnel more economic activity into the City of Atlanta and Downtown. A separate organization could be created or a strengthened capability could be grown within an existing organization such as CAP.

Once established, this entity would:

- Develop a corporate recruitment and retention program
- Develop a small business-focused recruitment and retention program
- Develop a strategy to capitalize upon the high-tech sector
- Collect, maintain, and distribute relevant market information
- Serve as the key point of contact for any city relocation or expansion
- Be a liaison with other business organizations in the City

To begin this process, CAP recommends that the implementing organizations follow the economic development recommendations in the McKinsey & Company three-year business plan for CAP. Activities will include:

- Researching existing economic development entities, economic and demographic data, incentives, and best practices
- Bringing intown business associations together to discuss economic development issues
- Developing strategy, prioritizing resources, and helping to generate new jobs in the city

### **Action Step B. Create a Downtown Resource Center for economic development information and advocacy.**

No single resource offers comprehensive economic development data and analysis for Downtown and the City of Atlanta. Because its focus is planning and public policy, Central Atlanta Progress currently serves as the *de facto* demographic and development information resource for Downtown Atlanta. Various entities distribute information on the City of Atlanta, such as: the City of Atlanta's DPDNC, the Atlanta Development Authority, the Georgia Department of Community Affairs, the Metro Atlanta Chamber of Commerce, the Atlanta Regional Commission, Research Atlanta, and various college and university

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programs. CA<sup>2</sup>P recommends the creation of such an entity that will perform the following two functions.

**STRATEGY 1. DEVELOP AN ECONOMIC DEVELOPMENT INFORMATION CLEARINGHOUSE TO SERVE AS A "ONE-STOP SHOP" FOR SUCH INFORMATION AND A KNOWLEDGE RESOURCE FOR DOWNTOWN ENTERPRISES.**

The first step in establishing a Downtown Resource Center is creating a task force to recommend policy and actions and monitor its operation. CA<sup>2</sup>P recommends this group first research best practices and technology investments at national information clearinghouses, as well as at local economic development information centers, such as the Georgia Resource Center at Georgia Power. The main goal of this center will be to collect and disseminate Atlanta information useful to Downtown and citywide economic development prospects.

**STRATEGY 2. DEVELOP AN ADVOCACY PLATFORM ON WHICH TO HELP IMPLEMENT THE RETAIL AND ENTERTAINMENT MASTER PLAN AND ADVOCATE DEVELOPMENT FOR DOWNTOWN IN PARTNERSHIP WITH THE NEW CITYWIDE ECONOMIC DEVELOPMENT FUNCTION (AS MENTIONED IN ACTION STEP A).**

Much of the advocacy work at this center will be aimed at bringing constituencies together to strengthen Downtown's ability to generate economic growth. Activities will include sponsoring development-centered workshops and seminars and holding annual open houses for local and national developers, retailers, and technology prospects.

## Action Step C. Implement the City's improved development permitting procedures.

Critics contend that the City's current permitting process is cumbersome, overly bureaucratic, and time consuming, all of which impede the development process and encourage

developers to build outside of the city. In response, a task force of leaders from the City's DPDNC and the Metro Atlanta Chamber of Commerce recently developed a plan to reform the City's development permitting process. CA<sup>2</sup>P recognizes these improvements and recommends their implementation.

**STRATEGY 1. IMPLEMENT RECOMMENDED PERMITTING REFORMS.**

The task force recommended three steps to reform the process:

- purchase and install permit tracking software
- hire and train a gatekeeper position within the Bureau of Planning to be the point of contact with developers and guide them through the process
- consolidate all City departments involved in the permitting process into a single department

## Challenge III. Improve the quality of Atlanta public schools.

In a 1997 report to the Atlanta Renaissance Program's Policy Board, McKinsey & Company concluded that the city of Atlanta lacked a sizable middle class, and that a key component to attracting and retaining this vital demographic is to improve Atlanta public schools. Additionally, the system's reputation is critical to Central Atlanta's successful economic development. Because it produces the workers of the next generation, the Atlanta school system is an important component in corporate relocation decisions.

Atlanta Public Schools (APS) consists of 69 elementary, 17 middle, and 11 high schools serving 57,000 students. Many of these are concentrated in the residential neighborhoods ringing Central Atlanta. A newly appointed APS superintendent, Dr. Beverly Hall, began her administration in 1999 in full stride, instituting a series of educational reforms that signal major short- and long-term improvements for APS students.



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Central Atlanta Progress has historically left planning recommendations for public education to APS and others. At this juncture, however, Central Atlanta Progress recognizes it can help the Atlanta Public Schools play an even greater role in attracting residents and corporations Downtown. Reforms instituted by APS are supported in CA<sup>2</sup>P.

Following are initiatives of the Atlanta Board of Education that address the concerns and ideas expressed by the CA<sup>2</sup>P Advisory Committee.

## Action Step A.

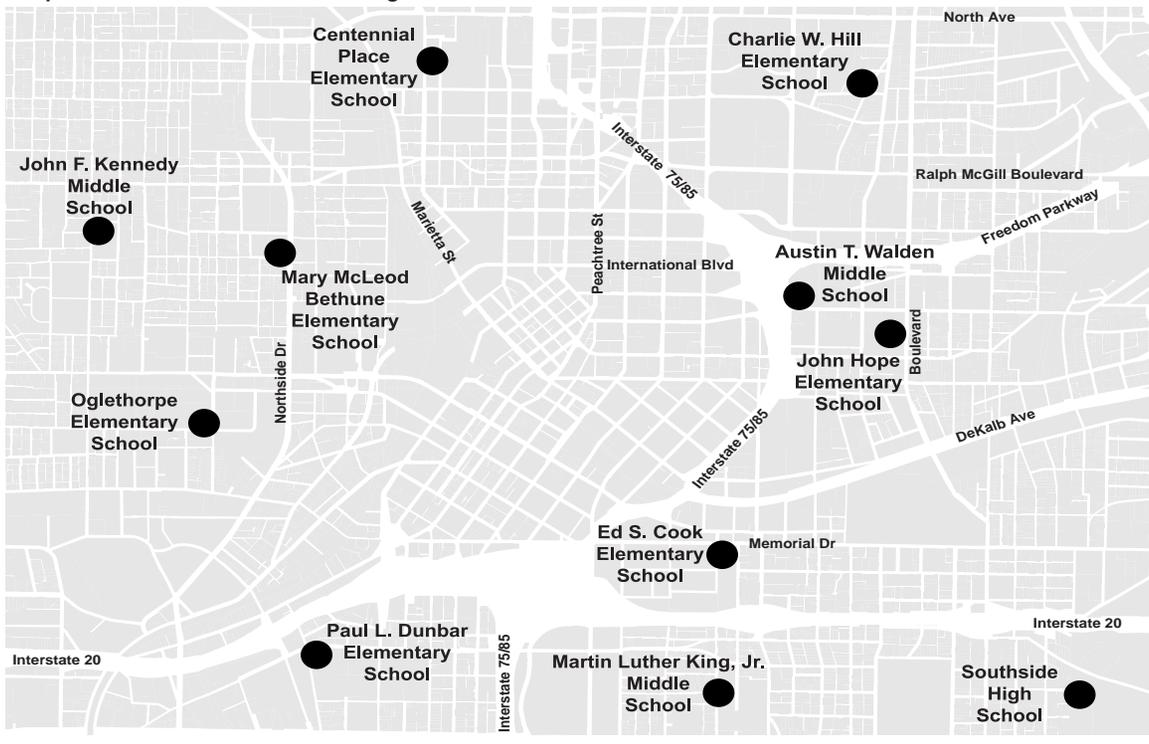
### Support APS initiatives to improve the quality of education within the Atlanta Public Schools.

CA<sup>2</sup>P recommends supporting programs improving the schools, such as the APS long-term facilities master plan, “Build Smart.” This program will initiate long-range infrastructure improvements to all educational facilities in the system to ensure efficiency in operations and maintenance, equity for all students, and quality instructional facilities citywide. Implementation is slated to begin in summer 2000 and will encompass major renovations, capital maintenance, consolidation of underutilized facilities, possible rezoning, and new facilities. Upon the project’s completion, each school within the system will have art, music, and gymnasium facilities, as well as computers in every classroom. APS is also considering ideas to incorporate community-focused amenities, such as recreational centers, into renovated or new educational facilities.

Other key APS initiatives that CA<sup>2</sup>P supports include:

- Establishing academic goals and specific school targets to increase student achievement in Reading, Writing, Language Arts, and Mathematics; to enroll more students in high-level courses; and to reduce the number of students absent 10 or more days per year
- An Educational Summit hosted by the Atlanta Board of Education and the Atlanta Committee for Public Education to bring together leaders from throughout the city to discuss public education
- The Project GRAD program, a whole school reform program that will provide exemplary reading and math programs, programs to enhance the school environment, and social service support for schools in the Washington High School feeder-cluster, as well as guaranteed scholarships for Washington High School graduates
- Implementation of New American Schools designs and other research-based whole school reform models

Map 7: Atlanta Public Schools Ring Central Atlanta



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- Developing the infrastructure, such as human resources, purchasing, budgeting, and professional development strategies, to more effectively support site-based management.
- Full implementation of accountability strategies that tie employee performance evaluations to student performance
- Exploring the utilization of hiring bonuses and differential pay to attract exemplary principals and math and science teachers to Atlanta
- Investigating opportunities to develop programs to create career ladders through which para-professionals may earn teacher certification and professionals from other fields may enter the teaching force
- The Board's plans to evaluate its partnership programs to determine if the programs need to be expanded, streamlined, or otherwise reorganized

## Action Step B. Support the development of a charter school Downtown.

The education reforms offered by the CA<sup>2</sup>P Advisory Committee are creative approaches to improving the quality of education that have worked in other communities. Examples are charter schools, magnet schools, and incentive retention programs. CA<sup>2</sup>P recommends supporting Georgia State University's efforts to open a charter school Downtown.

## Challenge IV. Address high land costs and rents that inhibit balanced, mixed-income investment and development.

Donovan Rypkema said in his address to the Downtown Summit, "Quality of life decisions are going to be made within the context of five overriding 'themes of place economics,'" two of which are diversity and sustainability. He

also urged the Summit audience to "balance density, land planning, and profit to run the gamut of affordability."

A precedent for balanced, mixed-income, and mixed-use development is incorporated into the vision and practices of COPA, Inc., the Central Atlanta Progress affiliate charged with spurring commercial and residential development Downtown in the area surrounding Centennial Olympic Park. COPA's initiative is focused on commercial development that will provide employment opportunities in office, entertainment, and retail development, and on the development of a business park, Northyards, that will provide job opportunities to nearby city residents. COPA has also spurred the development of market-rate housing around Centennial Olympic Park, in a mix of condos and rental units, with a goal to create 1,500 new housing units within five years.



Map 8: Northyards Business Park





***As the residential base, nightlife, and arts offerings expand Downtown, the demand for retail goods and services grows.***

While higher land values often signal revitalized development and growth, this growth must be balanced to help encourage the return of middle-income residents and workers to Central Atlanta. Greater diversity in this area's population will inhibit polarization.

### **Action Step A. Review use of zoning to encourage mixed-income and mixed-use development.**

CA<sup>2</sup>P recommends that the SPI-1 zoning update for Downtown include regulations encouraging mixed-income and mixed-use development. This recommendation underscores zoning's role in securing balanced growth. (See *Physical Environment, Challenge I, Action Step B, Strategy 1.*)

### **Action Step B. Increase the affordability of land and rents for commercial and retail development.**

As the residential base, nightlife, and arts offerings expand Downtown, the demand for retail goods and services grows. However, the area's high land costs and rents are often prohibitive to all but national chain establishments. Creative approaches are needed to increase affordability for commercial and retail development. CA<sup>2</sup>P recommends the following strategies.

#### **STRATEGY 1. ENCOURAGE OFFICE BUILDING OWNERS AND MANAGERS TO GRANT DISCOUNTED RENTS FOR GROUND LEVEL RETAIL.**

In several areas Downtown the viability of retail markets is unproven. A few pioneering retailers are needed to establish and strengthen this market. It has been found that free or deeply discounted rents on the ground floors of buildings are key to creating successful retail ventures in an untested market.

Central Atlanta Progress, the Atlanta Development Authority, and other partners should launch a marketing campaign to encourage office building owners, managers, and developers to offer free or discounted rent to ground-level retailers who otherwise would not be able to afford the space. This campaign should promote the role of ground-level retail as a tenant amenity and its ability to generate more street life around the building, improving the perception of safety.

#### **STRATEGY 2. ENCOURAGE DEVELOPERS TO TAKE ADVANTAGE OF EXISTING INCENTIVES.**

Incentives aid developers by increasing the affordability of projects. Atlanta's existing incentives include the Westside Tax Allocation District, the Atlanta Empowerment Zone, and the Historic Tax Credit. ADA, the City of Atlanta's Department of Planning, Development and Neighborhood Conservation, and other parties involved in development need to educate developers on these and other applicable incentives.

CA<sup>2</sup>P recommends that the proposed Downtown Resource Center hold workshops and seminars to educate the development community on these incentives. The City should also consider establishing tax allocation districts in other parts of Downtown.

### **Action Step C. Increase market rate residential development in and around Downtown.**

Recent COPA/Central Atlanta Progress research on a sample of 300 intown residents found that, "the typical Downtown resident is young, single, well-educated, and middle-income." Over 95 percent are satisfied with living Downtown. It found there is strong demand for additional Downtown housing as indicated by:

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- Rents comparable with those in other Atlanta sub-markets
- High occupancy (96 %)
- Waiting lists at some projects
- National trends toward renewed interest in Downtown living
- A potential market of more than 100,000 Downtown employees that has been only partially tapped

CA<sup>2</sup>P recognizes that the downtown housing stock in other U.S. cities is growing rapidly due to strong commitments by local leaders. The same commitment is encouraged in this market. Central Atlanta Progress will continue to convene its monthly Housing Task Force meetings and host the annual Downtown Housing Conference to bring developers, financiers, and other interested parties together for information sharing.

**STRATEGY 1. ENCOURAGE DEVELOPERS TO TAKE ADVANTAGE OF EXISTING INCENTIVES.**

Housing development incentives are available in many packages offered by the City and other groups, including the Housing Enterprise Zone; federal, state and local historic rehabilitation tax credits; Westside Tax Allocation District; and the Atlanta Neighborhood Development Partnership (ANDP) loan funds. CA<sup>2</sup>P recommends educating the development community about these incentives through workshops and seminars conducted at the proposed Downtown Resource Center.

**STRATEGY 2. MARKET THE ATLANTA/FULTON LAND BANK AUTHORITY PROGRAM TO OBTAIN AFFORDABLE LAND.**

The Atlanta/Fulton Land Bank Authority (LBA) helps to revitalize local neighborhoods by returning abandoned, tax-delinquent properties back to productive use. This LBA program should also be marketed to the development community via workshops and seminars conducted at the proposed Downtown Resource

Center. CA<sup>2</sup>P recommends that a task force be convened to work with this authority to identify barriers to using its programs and the judicial foreclosure process.

**STRATEGY 3. SUPPORT ANDP EFFORTS, SUCH AS THE "RESETTLING ATLANTA" INITIATIVE, WHICH FOCUS ON MIXED-INCOME RESIDENTIAL DEVELOPMENT.**

The Atlanta Neighborhood Development Partnership (ANDP) works with intown neighborhood leaders and community development corporations to help package financing for mixed-income and affordable housing developments. Its success is recognized as noted in the announcement of a December 1999 \$6.6 million gift from the Robert W. Woodruff Foundation, continuing the foundation's long-standing support for ANDP.

ANDP's latest effort centers on marketing intown living to attract a larger middle-income population to Central Atlanta and adjacent neighborhoods. The campaign will kick off in 2000. CA<sup>2</sup>P recommends that all agencies involved in spurring this development contribute their expertise and resources to support this ANDP initiative.



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## The Vision for Central Atlanta's Social Environment

A safe and clean urban atmosphere that reflects Atlanta's diverse history and population and is inviting and comfortable to all residents, workers, and visitors.

## The Background

*"Quality of life is the effective balance of economy, environment, and society."*

- Donovan Rypkema, at the Downtown Summit

Downtown is the hub of metropolitan Atlanta society; the one place where people of all races, genders, faiths, occupations, and economic backgrounds come together daily to work, live, meet and play. This coming together of highly diverse sets of people is essential to Downtown's unmatched economic strengths, but at the same time creates a unique set of issues.

The truth is, Downtown bears a disproportionate share of the region's homeless and mentally ill, whose presence creates misperceptions about the environment. Building maintenance and other codes that are not enforced stringently, inadequate lighting and signage, and minimal police presence all feed the same fears.

The two most important challenges to Downtown's social environment are improving public safety and expanding social services to meet the needs of the homeless.

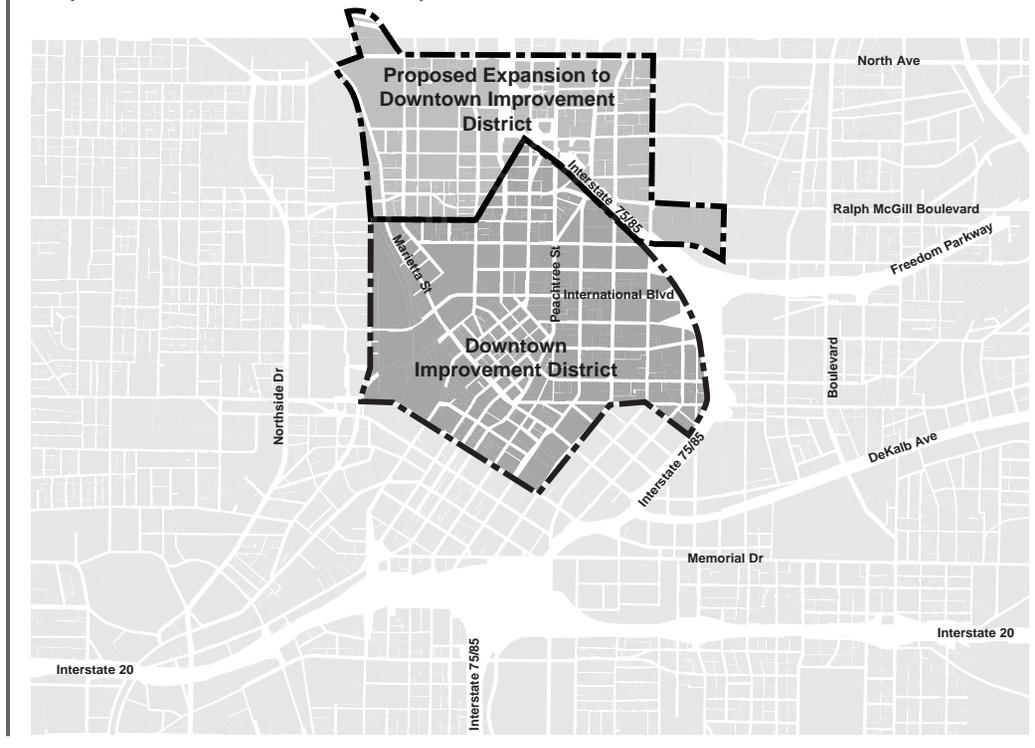
## Challenges

### Challenge I. Improve public safety.

Metropolitan Atlanta has seen a significant decrease in crime over the last few years, as have metro areas nationally. Analysts attribute this decrease to the healthy economy, low unemployment, demographics, community policing, and longer sentences for criminals.

Local initiatives have clearly had an impact on crime statistics. The City of Atlanta and Downtown in particular are much safer areas than just a few years ago. A March 1999 survey found that public perception of safety Downtown has improved. (Beth Schapiro & Associates 1999) However, the same survey found some metro area residents fear becoming a crime victim, with frustrations about Downtown parking, signage, and panhandling feeding this fear. This disparity in reality and perception indicates the need for programs to improve public safety in Downtown Atlanta.

Map 9: The Atlanta Downtown Improvement District



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## Crime Statistics

The Atlanta Police Department defines Downtown Atlanta as approximately the original 120-block Atlanta Downtown Improvement District.

Downtown is a relatively safe commercial area within the City of Atlanta, as monitored by the police. The rate of “Part One” crimes within the area, which include homicide, assault, rape, robbery, burglary, larceny, and auto theft, continues to decrease.

Crime statistics gathered from City of Atlanta police show many improvements during the last half of 1998 relative to the same months in 1997. These improvements follow several years of declining crime counts in Downtown from 1995 to 1998, the latest year for available data.

## Current Public Safety Initiatives

Programs and organizations that have led to decline in criminal activity and a greater perception of safety include:

- Downtown police precincts operating at Underground Atlanta, Auburn Avenue, Fairlie-Poplar, and Techwood/Centennial Place.
- COMNET, the Atlanta Police Department Security Communications Network. Developed by Central Atlanta Progress and the Atlanta Police Department, COMNET is the radio communications link between APD, other police forces, and over 100 corporate security entities Downtown, whose work force number approximately three times the sworn police officers in the area.
- The Ambassador Force®, of Downtown Atlanta. Created by Central Atlanta Progress in 1996, the 48-member Ambassador Force patrols the streets of Downtown to help reduce crime, improve cleanliness, and create a more hospitable environment for residents, workers, and visitors. It is managed by the Atlanta Downtown Improvement District and supported by an additional tax on commercial property. A campaign is underway to expand the District north to North Avenue.

- The Interagency Law Enforcement Partnership (ILE). A partnership among the nine law enforcement agencies with jurisdiction Downtown, as well as the Ambassador Force, the ILE facilitates cooperation and coordination among Downtown’s police departments.
- Downtown events and activities conducted outside of the traditional workday by organizations such as the Fairlie-Poplar Implementation Task Force, the Atlanta Downtown Partnership, COPA, Inc., and Georgia State University. All generate additional foot traffic and positive activity, which deter criminal actions.
- Four professional sporting teams and their Downtown venues: Atlanta Braves, Atlanta Thrashers, Atlanta Hawks, and Atlanta Falcons. All four teams attract hundreds of thousands of spectators year-round, resulting in additional foot traffic and positive activity, which deter criminal actions.



**Table 5: Atlanta Downtown Improvement District Crime Statistics 1997-1998**

Month	Larceny	Auto Theft	Assault	Robbery
May 1997	168	11	2	7
May 1998	146	14	6	4
June 1997	167	8	4	10
June 1998	97	13	6	9
July 1997	202	15	1	12
July 1998	172	9	7	6
August 1997	159	9	2	8
August 1998	99	18	4	8
September 1997	162	14	2	11
September 1998	121	9	5	8
October 1997	130	15	15	15
October 1998	120	9	8	11

Source: Atlanta Police Department



***Downtown's reputation has improved during the past three years, due in part to the presence of the Ambassador Force®.***

- The growing residential community generates activity on the street beyond the traditional workday, as does the growing entertainment sector.

While many groups are improving Downtown's safety, much still must be done to improve this perception. The CA<sup>2</sup>P public safety action steps focus on strategies that will further improve public safety and perceptions.

## **Action Step A. Continue to improve safety and the perception of safety Downtown**

Despite a decline in crime, the inflated perception of crime Downtown continues to pose a challenge. For example, the 1999 survey, *Perceptions of Downtown Atlanta*, found that there had been an improvement in perceptions of safety and cleanliness in Downtown since the inception of the Ambassador Force® in 1996, but some areas still need work.

The study revealed some surprises and pointed out issues that need more attention.

- Traffic and parking are the most frustrating things about visiting Downtown, followed by getting lost and being panhandled
- Crime was down the list at number five
- Persons who are familiar with Downtown consistently have more positive opinions of the area and its attractions
- Most people consider Downtown safe during mornings and afternoons, although the majority still believes the area is unsafe at night
- Aggressive panhandling, trash, litter, auto thefts, and break-ins top the list of property owner concerns

Downtown's reputation has improved during the past three years, due in part to the presence of the Ambassador Force®. However, the perception of Downtown as an unsafe environment persists, which indicates that public perception has relatively little to do with actual criminal behavior.

As identified by the CA<sup>2</sup>P Public Safety Task Force, the perception of crime is largely based on:

- Lack of uniformed police presence
- Lack of activity and of people on the streets after five o'clock and on weekends
- Aggressive panhandlers and other street people
- Lack of cleanliness and poor lighting
- Poor signage system
- Lack of safe and adequate parking
- Poor media and public communications regarding the reality of crime
- Lack of enforcement of City rules and regulations that improve maintenance of the physical environment, such as broken windows and abandoned buildings

The CA<sup>2</sup>P recommends seven strategies that will improve the public's perception of safety Downtown.

### **STRATEGY 1. ENCOURAGE GREATER POLICE PRESENCE ON THE STREET.**

The City of Atlanta's Police Department (APD) is severely understaffed. While Downtown Atlanta has thousands of security personnel and the Ambassador Force, none of them can stand in for a sworn police officer. There are many other police officers assigned to Downtown by MARTA, Georgia State University, and the Federal Protective Service, but the APD shortage leads to a lack of officers on the street, typically on nights and weekends, unless there is a planned event.

This APD non-presence fuels the perception of lack of security. Metro Atlantans feel that putting more police on the street is the best way to address the fear of becoming a victim, according to the Schapiro report. In response to this need, CA<sup>2</sup>P offers several recommendations to encourage greater police presence on the street.

- a) *Work with the Atlanta Police Department to address recruitment and retention issues.*

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With its lower pay and benefits, the Atlanta Police Department has been unable to compete for new recruits with most law enforcement agencies locally and nationally. These agencies continue to increase their salaries and benefits to lure qualified applicants. Consequently, CA<sup>2</sup>P recommends implementing the recommendations of the City of Atlanta Police Career Ladder Task Force to aid retention. Published in January 1998, the group's final report contains the findings of the Task Force as well as a number of measures recommended to increase the retention of Atlanta police officers. The 2000 City budget proposes to increase APD salaries dramatically to the highest in metro Atlanta.

CA<sup>2</sup>P recommends supporting additional funding, research, and application of best practices, and creating a long-term plan to address employee needs to help address APD's retention and recruitment issues.

*b) Address the municipal court timing and scheduling issues that keep officers off the street waiting for court appearances. Create a task force to study the need for a "night court."*

After an arrest is made and their shift has ended, police officers must also appear in court for each case they make. The current system of morning and afternoon municipal court sessions appears to affect police department morale, increasing officer turnover and impacting the visibility of officers on the street.

APD would prefer a later court session, night court, to accommodate more police officers' schedules. The primary drawback to this system is the cost, estimated at \$700,000-to-\$1 million annually, not including the financial impacts to other court-related services. CA<sup>2</sup>P recommends a task force study the need for a night court system.

*c) Encourage more non-APD officers to patrol the street environment within their jurisdiction.*

The Central Atlanta Progress Interagency Law Enforcement (ILE) Partnership has improved communications among the nine law enforcement agencies and Ambassador Force serving Downtown. Its coordinating efforts are successful, but educating officers and the public about ILE is a key issue. Other recommendations include training officers in ordinances and protocol, inviting Atlanta University Center security to join ILE, and encouraging university police to patrol 500 feet outside the perimeter of campus.

**STRATEGY 2. EXPAND THE SCOPE OF THE ATLANTA DOWNTOWN IMPROVEMENT DISTRICT (ADID).**

The creation of the Ambassador Force<sup>®</sup>, in 1996 has played a key role in not only improving crime rates Downtown but also in improving the perception of safety. Due to this success and demand from other commercial property owners, the ADID is proposing an expansion north to North Avenue. This expansion will require an additional 15-20 ambassadors to patrol the new area. Funds for the Ambassador Force<sup>®</sup>, and the ADID come from a special tax on commercial property.

Retail establishments and residential buildings that benefit from ADID services are untapped financial resources. Targeting these markets would allow ADID to increase its improvement programs, especially those aimed at the perception of safety. CA<sup>2</sup>P recommendations support the expansion of the ADID and of its funding sources.



***The creation of the Ambassador Force<sup>®</sup>, in 1996 has played a key role in not only improving crime rates Downtown but also in improving the perception of safety.***



### STRATEGY 3. SUPPORT CRIMINAL JUSTICE INITIATIVES AND PROGRAMS.

Downtown's higher per capita presence of people in need of services – vagrants, substance abusers, and other “street people” – contributes to the perception of criminal activity in the area.

When arrested for crimes such as vagrancy, panhandling, or public urination, many of these individuals get lost in a judicial system not designed to help them with their underlying problems such as drug/alcohol addiction and/or mental disorders. Upon release, they are likely to repeat the same offenses and again face arrest. The jails are not designed to provide the services needed to reduce this recidivism, but have evolved into temporary housing stations for those who com-

mit misdemeanor crimes, including the homeless and mentally ill, because police officers have no alternative place to take them.

Table 6 provides a comparison of arrest statistics with inmate health disorders for the City of Atlanta. Note that these statistics are citywide.

#### a) Improve pre- and post-arrest social services.

CA<sup>2</sup>P supports the current initiatives and programs in operation. Furthermore, the *Homeless Action Plan* proposes initiatives for several metro Atlanta counties and cities to meet regional needs, which are discussed further under Challenge II in this environment. (Atlanta Regional Commission 1998)

Current initiatives CA<sup>2</sup>P supports include:

- **City of Atlanta Community Court.** Begun in 1997, this initiative is a partnership of Central Atlanta Progress and the City of Atlanta's Municipal Court. It aims to establish a new municipal court, which adjudicates those arrested for misdemeanor crimes and sentences them to community service, substance abuse treatment or social services, such as job training or education, instead of jail and fines. Research has proven that establishing a community court in Atlanta would ease the burden on the municipal court system by removing repeat offenders of misdemeanor crimes.

An estimated 25 percent of all municipal court cases would be transferred to community court. Sentencing those offenders to alternative rehabilitative punishment provides an opportunity to break the cycle of repeat offenses and help the individuals overcome underlying problems. As such, the community court initiative is viewed as both a pre-arrest and post-arrest project, which underscores its importance to improving safety, both real and perceived, in Downtown Atlanta.

**Table 6: City of Atlanta Arrest Statistics 1997-1998**

Arrest Type	1997	1998
Total Arrests	58,486	63,935
<b>Total Arrests by Offense:</b>		
• Ordinance Violation	• 16.0%	• 17.8%
• Misdemeanor Offense	• 38.9%	• 49.9%
• Felony Offense	• 45.1%	• 32.3%
Recidivism Rate <sup>1</sup>	N/A	18.2%
Highest arrests time of day	Midnight-1:00 am	Midnight-1:00 am
Highest arrests day of week	Saturday	Friday
<b>Comparative Inmate Health Disorders:</b>		
• Drug Alcohol Addiction	• 10,318	• 11,774
• Other Acute/Chronic Disorders	• 7,054	• 9,007
• Infections/Contagious Disease	• 4,289 (36% HIV)	• 5,471 (34.7% HIV)
• Mental Disorder	• 3,540	• 3,515

Source: 1997/1998 Comparative Workload Measures and Historical Trend Indicators, Atlanta Department of Corrections. 1. Total arrests in 1998: 63,935; Total recidivism sample size: 51,707 (80.9%); Percent of sample arrested in City two or more times in 1998 (18.2%)

The project has received funding from the City's 2000 budget, as well as from the Fulton County Regional Board. Additional funding may be made available in 2000. Phase I implementation is scheduled to begin in February 2000 and last six to 12 months. This initial phase of operation will involve taking a small number of cases through the entire process. Project organizers expect the City of Atlanta Community Court to be fully operational by summer 2001. The court will be housed in the existing Municipal Court Building Downtown.

- **Atlanta Department of Corrections – Forensic Services Improvement Task Force.** A collaborative network of local law enforcement and social services agencies implementing a process of identifying, treating, and supporting mentally ill, mentally retarded, and substance abusing individuals in the criminal justice system. This process will help reduce repeated incidents of inappropriate incarceration or hospitalization.
- **Resource Opportunity Center.** An intake and referral center on Decatur Street serving as the hub for the network of facilities and services that aid the homeless in Central Atlanta.
- **Fulton County Drug Court.** Unlike the community court, which will handle misdemeanors, the Fulton County Drug Court was established to address felony crimes. This court, which diverts drug-related cases from the primary county courts, handles several hundred cases every year and has incorporated substance-abuse treatment in sentencing decisions.

In addition to supporting these existing programs, CA<sup>2</sup>P proposes that a study be conducted to determine where there are gaps in the social service infrastructure.

#### STRATEGY 4. ENHANCE COMMUNICATIONS AND PUBLIC OUTREACH.

This strategy addresses the disconnect between the reality of a safe Downtown and the public perception of safety.

A major concern when media report crimes is the definition they use for Downtown. The perception of Downtown's safety is affected by reports on a location as narrow as Underground Atlanta or as broad as anything within the City of Atlanta boundaries. For every one of these references, there are a number of interpretations of the geographic location being discussed. If communication is to be productive and effective, a universal definition of Downtown must be established. Reporters, citizens, political leaders, and other decision-makers cannot adequately discuss the issues, needs, and goals of Downtown unless they have already agreed on its geographic area.

Greater communication is needed among law enforcement agencies and the neighborhood residents they patrol and protect. Educational programs targeted at the public and public safety officers can increase the Downtown community's awareness of various agencies' services and jurisdiction areas.

CA<sup>2</sup>P recommends several strategies to enhance communications and public outreach.

*a, b, c) Launch a positive and informative media campaign with the Downtown boundary defined. / APD to create a new beat boundary matching the new Downtown definition. / Create a safety awareness marketing plan.*

The new Downtown definition must be communicated directly to the business community, the hotel industry, and the public at large. It is recommended that the Atlanta Police Department establish a new beat boundary to match the newly defined Downtown boundaries.



***The new Downtown definition must be communicated directly to the business community, the hotel industry, and the public at large.***



***Accommodating the parking needs of visitors, workers, and residents is addressed as part of the CA<sup>2</sup>P process via the recommendations of CATS.***

Working from this definition, Downtown stakeholders can provide information to the media highlighting the best aspects of Downtown. Stakeholders can also promote the broad spectrum of Downtown amenities to the public with an organized marketing effort that includes a public service announcement (PSA) campaign. Marketing should also promote the cleaning initiatives sponsored by ADID and distribute safety awareness pamphlets for visitors.

*d) Improve communications among public safety agencies and neighborhoods.*

The quality of life Downtown and in its surrounding neighborhoods is similar. Public safety programs are successful only if there is support from neighborhood residents. By gaining input from the customers of their programs, public safety agencies can better tailor their programs to meet identified needs.

*e) Educate officers and the public about officer services and jurisdiction rules.*

A routine education program for officers and the public should be established to foster an understanding of what officers can do and where they patrol, which will make the system more efficient for officers and more effective for the public. The public perception of safety will be enhanced by increased knowledge of the law enforcement system.

**STRATEGY 5. IMPROVE LIGHTING.**

Poor lighting is repeatedly listed as one of the major factors affecting the public's perception of a safe Downtown. For this area to be an attractive destination at night, it is imperative that its streets, parking lots, and public spaces be well lit.

CA<sup>2</sup>P recommends that this issue continue to be addressed by a partnership of the Atlanta Downtown Improvement District and Georgia Power. ADID Ambassadors survey light fixtures bi-weekly and report their findings to Georgia Power through the City of Atlanta. Georgia Power responds within 72 hours. Support should be provided to ADID and Georgia Power in their efforts on this innovative partnership.

**STRATEGY 6. IMPROVE CLEANLINESS.**

Cleanliness Downtown is also a major factor affecting the public's perception of public safety. Trash on the streets, sidewalks, and in the parks suggests a certain amount of neglect, which often sets the stage for crimes to occur.

CA<sup>2</sup>P again identified the needs in this area as being met by the work of ADID, which manages a sidewalk cleaning initiative using pressure washing and powerful mobile cleaning machines. In addition to supporting this initiative, CA<sup>2</sup>P recommends that ADID's successful efforts be promoted in the public awareness campaign as mentioned in Strategy 4.

**STRATEGY 7. IMPROVE SIGNAGE.**

One of the main concerns that visitors have about coming Downtown is the fear they will get lost trying to locate their destination. Even those already familiar with Downtown easily become disoriented without a sufficient signage system that identifies main thoroughfares, particular districts, mass transit stations, bus stops, and points of interest.

CA<sup>2</sup>P determined that the signage issue clearly falls within the wayfinding recommendations of the Central Atlanta Transportation Study (CATS), one of which will involve the issue of improved signage for visitors, workers, and residents.

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## STRATEGY 8. ENSURE SAFE AND ADEQUATE PARKING.

Accommodating the parking needs of visitors, workers, and residents is addressed as part of the CA<sup>2</sup>P process via the recommendations of CATS. Because there are a myriad of issues concerning parking, CATS has determined that a thorough study should be conducted to analyze the status of parking and the Downtown community's needs in this area. The CATS study will address issues of supply, demand, and location of existing parking facilities, with special attention given to safety concerns for customers of these facilities.

### Action Step B. Enforce all rules and regulations.

Due to the population density Downtown, the age of many of the buildings, and the large number of visitors, workers, and special events, Downtown requires a higher level of maintenance and attention just to keep pace with other areas of the city. Code enforcement on privately owned, abandoned, and poorly maintained buildings and residences has proven to be a difficult task.

The only way to achieve Action Step B is to practice effective enforcement policies. Because enforcement is a responsibility of the City of Atlanta, the recommendations that follow are an attempt to support the City's actions.

## STRATEGY 1. ENFORCE QUALITY-OF-LIFE, PARKING, TRAFFIC, VENDING, SIGN, TREE AND LANDSCAPING, AND BUILDING CODE LAWS AND ORDINANCES.

Implementing an education program to increase awareness among the public and the employees responsible for enforcing codes, laws, and ordinances can strengthen enforcement. The public is confused about what constitutes violations of specific codes and uncertain about whom is responsible for addressing those violations.

On the other side are the individuals responsible for enforcement. While the rules and regulations may have been determined by legislative initiative and collected in the City's *Code of Ordinances*, the system only works if individual enforcement officers are kept informed on a routine basis.

Finally, some of the transportation issues included in this area are addressed in CATS. Traffic and parking laws were analyzed during the CATS process in greater detail. CA<sup>2</sup>P recommends support for the CATS findings that will be specifically oriented to transportation issues and regulation enforcement.

### *Challenge II. Improve supply of social services to meet demand.*

Housing and social service demands far exceed supply in the inner ten counties within the metro Atlanta region. Precisely because it is the region's economic and activity hub, Downtown and adjacent neighborhoods are the central gathering point for people in need. Unfortunately, the significant presence of the homeless in Central Atlanta helps contribute to the general misperception that the area is not safe. The struggle in recent years has been to attempt to address the multiple service needs of the homeless while improving Downtown's social environment.

To generate an understanding of the underlying causes of homelessness, it's important to report special needs alongside demographics. A 1998 study by Research Atlanta concluded that 11,000 people are homeless in metro Atlanta on an average night and 40,000 people experienced some homelessness during a recent 12-month period. The largest special needs category is substance abuse. Other needs categories differ for nightly and annual populations, but include: serious mental illness, domestic violence, and HIV/AIDS.



***The CA<sup>2</sup>P recommendations  
...support the Homeless  
Action Plan's metrowide  
course of action in addressing the social service needs  
of the homeless.***

***The City of Atlanta will incorporate standards into its funding criteria and hold agencies accountable, and will encourage other AIDS funding programs in the region to do the same.***

The Homeless Action Plan (HAP) Recognizing the service needs of metro Atlanta's homeless population and this group's impact on Downtown environments, Central Atlanta Progress provided leadership during CA<sup>2</sup>P in developing initiatives to serve this population.

Central Atlanta Progress joined the Homeless Action Group in supporting the Atlanta Regional Commission's effort to create the *Homeless Action Plan; A Regional Framework for Addressing Homelessness* (HAP). Released in December 1998, HAP is a master evaluation addressing the critical needs of homeless individuals across the region. A new entity, Homeward, Inc., was formed and charged with plan implementation.

The CA<sup>2</sup>P recommendations support the Homeless Action Plan's metrowide course of action in addressing the social service needs of the homeless. Highlights are listed here as follows. These steps and strategies are all explained in greater detail in the *Homeless Action Plan*.

### **Action Step A. Address policies and programs that often inadvertently lead to homelessness.**

Many federal, state, and local programs offer homeless services. However, segments of this population continue to fall through the cracks in the very system designed to help them. A key component of this problem is the lack of affordable housing. The following strategies, as identified in HAP, were designed to revise existing policies or create new ones to alleviate this situation.

#### **STRATEGY 1. SUPPORT HIV/AIDS HOUSING ESSENTIAL SERVICES & STANDARDS OF CARE PROJECT.**

In May 1998 a HIV/AIDS Housing Task Force was established within the Metropolitan Atlanta HIV Health Services Council under the administration of Fulton County. It will develop consumer-oriented standards of care for HIV/AIDS housing operations,

staffing, and support services, which will be provided to care providers within the region. The City of Atlanta will incorporate these standards into its funding criteria and hold agencies accountable, and will encourage other AIDS funding programs in the region to do the same.

#### **STRATEGY 2. EXPAND 501(C)(3) BOND ISSUANCE FOR AFFORDABLE HOUSING.**

Financing costs can be reduced to ensure affordable housing. A viable financing vehicle used effectively in other parts of the country, 501(c)(3) bonds, is not being used in metro Atlanta. HAP proposes the development of a strategy to take advantage of the 501(c)(3) bonds.

#### **STRATEGY 3: REDUCE FORECLOSURES AND EVICTIONS.**

While many agencies provide legal assistance, housing counseling, and referral to other resources to help reduce foreclosures and evictions, there is no formal system of cooperation among them. HAP proposes the design of a practical intervention and relief strategy to coordinate delivery of available services.

#### **STRATEGY 4. RECOMMEND A STATE AFFORDABLE INCLUSIONARY HOUSING STATUTE.**

Analysis of housing units and poverty data shows a gap of an estimated 48,000 affordable housing units. Language in local zoning ordinances impedes the production of affordable housing to fill this gap. CA<sup>2</sup>P supports HAP's recommendation for a State Affordable Inclusionary Housing Statute that will assure balanced growth of affordable housing in the region, which would require that development plans in the city and county include an inclusive housing element.

## **Action Step B. Provide housing options for those moving out of homelessness, prison, or rehabilitation.**

There are not enough emergency beds in metro Atlanta to address the needs of its transitional population, including former prison inmates, released rehabilitation patients, and the homeless. Additionally, the beds that serve these populations are disproportionately located within the City of Atlanta (80%), many of them in central and southeast Atlanta. Relatively few are in outlying suburban areas where the disparity between need and supply is greatest.

In addition to the bed shortage, many shelters and housing facilities are not equipped to provide the appropriate support services for persons with mental illness, substance abuse problems, or AIDS. The following strategies, proposed or supported by HAP, are designed to increase the supply of housing and treatment options.

**STRATEGY 1. CREATE A RESIDENTIAL FACILITY FOR THE MULTIPLY DIAGNOSED (SUBSTANCE ABUSE AND MENTAL ILLNESS.)**

On an average night, approximately 3,000 individuals with mental illness or dual diagnoses are living on the streets. There is a great need for a supportive housing facility that offers essential services to move these adults from homelessness to successful, stable living. HAP proposes the creation of at least 50-75 new units of supportive housing in which residents will be transitioned over to permanent housing. If successful, more such projects should be implemented around the region.

**STRATEGY 2. CREATE AFFORDABLE, LONG-TERM HOUSING AND TREATMENT OPTIONS FOR HOMELESS SUBSTANCE ABUSERS.**

There are approximately 3,000 substance abusers living on the streets. HAP proposes the development of a sober housing residence with both transitional and

permanent units with links to appropriate treatment. The transitional housing units would serve persons coming directly out of detoxification, those who have no referral from a treatment provider, or those who need to demonstrate a commitment and ability to maintain sobriety. The permanent housing units would serve those persons still in recovery needing safe and affordable housing.

**STRATEGY 3. PROVIDE CRISIS AND TRANSITIONAL HOUSING FOR MEN.**

Single men comprise the largest homeless category, constituting half of this population. The Resource Opportunity Center (The Rock) recently opened on Decatur Street to serve as a homeless intake and service center. Concurrently, a proposed project called "Hope House" will provide crisis and transitional housing for up to 200 men. Only clients who have been through the Decatur Street facility will be accepted.

**STRATEGY 4. PROVIDE AFFORDABLE HOUSING FOR THOSE LIVING WITH HIV/AIDS.**

According to Research Atlanta, Inc., on an average night there are approximately 1,000 individuals living on the streets with HIV/AIDS. AID Gwinnett and Gwinnett Housing Resource Partnership are developing a Scattered Site Housing Model that will include rent subsidies and homelessness prevention services.

## **Action Step C. Expand existing and new homeless services.**

Homelessness is not normally caused by one factor but by a complex set of issues that require an array of services to meet individual needs. While existing homeless services try to meet all of these needs there is much more to do. HAP designed the following strategies to fill gaps in existing services.



***The Resource Opportunity Center (The Rock) recently opened on Decatur Street to serve as a homeless intake and service center.***



***Childcare is the third largest expense for a family, behind housing and food.***

#### STRATEGY 1. IMPROVE COORDINATION AMONG HUMAN SERVICE AGENCIES.

Currently, Atlanta's response to the homeless is limited in scope and not well coordinated. HAP recommends that more resources be directed to existing agencies such as the United Way, Union Mission, and Salvation Army to help them improve the coordination of their services.

#### STRATEGY 2. IMPROVE LINKS AMONG HOMELESS INDIVIDUALS AND AVAILABLE SERVICES.

A few agencies provide outreach, but these programs normally address specific aspects of care for a particular sub-population. HAP proposes the establishment of a coordinated, comprehensive, regularly scheduled mobile street outreach program staffed by interdisciplinary teams that will provide an array of information and support basic needs to assist all homeless individuals in achieving greater self-sufficiency.

#### STRATEGY 3. IMPROVE CAREGIVER RELATIONSHIPS FOR THE MENTALLY ILL HOMELESS.

There are an inadequate number of trained providers to establish effective, consistent relationships with mentally ill homeless individuals. HAP recommends the establishment of a continuum of care services by creating a specially trained team of mental health and social work staff for existing service organizations in Fulton and DeKalb counties.

#### STRATEGY 4. ESTABLISH A REGIONAL HOMELESS TRANSPORTATION FUND.

More than a thousand people arrive in Atlanta every week seeking to prosper from its strong economy. Unfortunately, some of them arrive without adequate resources, a viable plan, or a solid employment opportunity and later find themselves homeless. These people may have left support systems behind including families, friends, homes, or even jobs. The recom-

mended Regional Transportation Fund would provide bus tickets plus any related shelter and food costs needed to return them to their original support systems.

#### STRATEGY 5. CREATE AN EMPLOYMENT RESOURCE CENTER.

Homeless individuals lack basic resources that would allow them to access most Atlanta job opportunities. HAP proposes the establishment of an Employment Resource Center to focus on core services to help homeless find permanent jobs. These services would range from material resources such as showers, phones, and clean clothes to professional needs including employment counselors, housing specialists, and follow-up support.

#### STRATEGY 6. PROVIDE SERVICES TO HELP WOMEN WALK AWAY FROM DOMESTIC VIOLENCE.

According to Research Atlanta, Inc., on an average night there are an average 1,600 individuals homeless due to domestic violence, predominately women. Legal services rarely provide a domestic violence client enough help to change her life. Many circumstances, including lack of childcare, low job skills, lack of transportation, may make her homeless. HAP proposes a "One Stop Women's Clinic" that would promote a holistic, multi-disciplinary approach to aid homeless victims of domestic violence.

#### STRATEGY 7. PROVIDE A CONTINUUM OF CHILDCARE OPTIONS FOR HOMELESS FAMILIES OR THOSE AT RISK OF BECOMING HOMELESS.

Childcare is the third largest expense for a family, behind housing and food. For a low-income family, the cost of caring for children while parents work becomes prohibitive. HAP recommends an initiative to provide a continuum of childcare options that would increase emergency and traditional childcare resources through the development of family childcare providers, which would increase access to childcare.

# V *The Social Environment*

## **Action Step D. Expand Pathways, a wide area network (WAN) that links homeless service providers.**

Limited communications among the many organizations that provide services for Atlanta's homeless and needy populations has led to competition for limited funds and disagreements about approaches. Better tools to share information concerning available resources and certain kinds of client-focused data may help bridge this gap.

### **STRATEGY 1. IMPLEMENT A REGIONAL HOMELESS SERVICES INFORMATION SYSTEM.**

Social service agencies each maintain their own databases, which are shared in limited ways due to a host of technical and policy differences. HAP recommends creating and building a regional homeless services information system by linking existing homeless services databases through the Internet.





# VI

## The Action and Implementation Matrix



## CHALLENGE I. Improve Street Life

Action Steps and Strategies	Implementing Organizations	Recommendations	Implementation Timeframes	Estimated Costs	Benchmarks
<b>A. Improve the pedestrian environment</b>					
1. Address the impact of utility construction on sidewalks	CAP; COA - DPDNC and Public Works; PEDS; COPA	a) Convene a task force of stakeholders to identify existing procedures and problems, study best practices, develop and implement solutions	Immediate (1-2 yrs)	\$ 15,000	<ul style="list-style-type: none"> <li>Produce a set of recommended solutions</li> <li>Work with the City to implement solutions</li> </ul>
2. Support the COA sidewalk improvement program	COA - DPDNC; FPTF; HDDC; CAP; COPA	a) Support COA's implementation of its ongoing Sidewalk Construction Program <ul style="list-style-type: none"> <li>Develop new and expand existing sidewalks</li> <li>Repair existing sidewalks</li> </ul>	Immediate (1-2 yrs) and ongoing	\$ 23.5 million	<ul style="list-style-type: none"> <li>25 miles of public sidewalks added or repaired annually</li> </ul>
3. Identify and address issues associated with all physical components of the sidewalk, including: <ul style="list-style-type: none"> <li>Street furniture</li> <li>Street lamps</li> <li>Newspaper boxes</li> <li>Utilities</li> <li>Trash cans</li> <li>CODA signs</li> <li>Kiosks</li> <li>Public toilets</li> <li>Bus shelters</li> <li>Illegally parked cars</li> <li>Improperly closed sidewalks</li> </ul>	COA - DPDNC and Public Works; CAP; AUDC; utility companies; PEDS; MARTA; COPA	a) Update SPI-1 zoning regulations (See Action Step B1) b) Strengthen enforcement of current ordinances c) Consider establishing a sidewalk complaint line and post telephone number throughout Downtown	Immediate (1-2 yrs) and ongoing	See Action Step B1 \$ 100,000	<ul style="list-style-type: none"> <li>Regulations updated by 2001</li> <li>Consumer satisfaction measures up</li> </ul>

## CHALLENGE I. Improve Street Life

Action Steps and Strategies	Implementing Organizations	Recommendations	Implementation Timeframes	Estimated Costs	Benchmarks
4. Identify and address all maintenance issues of the sidewalk environment	COA – DPDNC and Public Works; CAP; ADID	a) Reconvene Street Life Task Force to identify issues and brainstorm on solutions for issues that include: <ul style="list-style-type: none"> <li>• Inadequate frequency of trash collection</li> <li>• Old, dated signs and kiosks</li> <li>• Garbage bags left on sidewalks for commercial pick up</li> <li>• Landscaping and trees</li> </ul>	Immediate (1-2 yrs) and ongoing	\$ 15,000	<ul style="list-style-type: none"> <li>• Problems identified and corrected</li> </ul>
5. Improve MARTA rail stations and bus stop environments, particularly Five Points	MARTA; COA; APD; CAP; ADID	a) Continue vigilant patrolling against drug activity b) Continue Marketing Advisory Committee with representatives from COA c) Increase the frequency of trash pick up and number of trashcans to meet CODA guidelines of two per block d) Increase monitoring of activity at two liquor stores near Five Points to prevent illegal activity e) Convene task forces to address maintenance issues at Barbara Asher Plaza, South Broad Street bus mall, and Broad Street near Five Points f) Support financially the expansion of MARTA police’s bike patrol	Immediate (1-2 yrs) and ongoing	\$ 500,000 annually	<ul style="list-style-type: none"> <li>• Increased use of station</li> <li>• Better safety records</li> <li>• Increased customer satisfaction as measured in annual CAP poll</li> </ul>
6. Convert the COA pilot <i>Five Points MARTA Station Vendor Cart Program</i> to a permanent program for all city vendors	COA – DPDNC; CAP; ADID; private sector partners	a) Create evaluation criteria for the pilot vending program b) Include evaluation measures in the revised vending ordinance as an annual process c) Expand the program to the remaining downtown vending locations	Immediate (1-2 yrs) and ongoing	\$ 50,000	<ul style="list-style-type: none"> <li>• Program converted from pilot program to permanent</li> <li>• Program expanded to all city vendors</li> </ul>

# VI Physical Environment

## CHALLENGE I. Improve Street Life

Action Steps and Strategies	Implementing Organizations	Recommendations	Implementation Timeframes	Estimated Costs	Benchmarks
7. Increase awareness of pedestrian safety, rights, and responsibilities	PEDS; COA – DPDNC, Councilwoman Emmons' Office, Mayor's Office of Communications	<ul style="list-style-type: none"> <li>a) Continue PEDS advocacy and public awareness campaigns</li> <li>b) Appoint Downtown representative to PEDS board of directors</li> <li>c) Launch expanded Pedestrian Safety and Awareness campaign in the year 2000</li> <li>d) Develop "Pedestrian Master Plan" to document all policies regarding pedestrian activity</li> </ul>	Immediate (1-2 yrs)	\$ 20,000	<ul style="list-style-type: none"> <li>• Greater public awareness of pedestrian issues</li> <li>• Fewer pedestrian accidents</li> <li>• Master plan produced</li> </ul>
8. Expand the system of pedestrian spaces and bike trails throughout Downtown	COA – DPDNC; CAP; PATH Foundation; COPA; additional geographic or interest-based organizations	<ul style="list-style-type: none"> <li>a) Implement Bike Plan as recommended in CATS (Dames &amp; Moore Group 1999)</li> <li>b) Support Atlanta Bicycle Campaign, Commuter On-Street Bike Plan, other bicycle programs</li> <li>c) Construct COA greenway trail system</li> <li>d) Conduct update of Pedestrian Space Plan</li> </ul>	Long term (6-10 yrs)	\$ 10 million	<ul style="list-style-type: none"> <li>• Plan produced</li> <li>• New trails built and opened</li> <li>• Increased use of trails and pedestrian spaces</li> </ul>

### B. Improve urban design

1. Update SPI-1 regulations	COA – DPDNC; CAP; COPA; property owners; Street Life Task Force	a) COA's DPDNC to update these regulations in partnership with CAP	Immediate (1-2 yrs)	\$ 100,000	<ul style="list-style-type: none"> <li>• New regulations developed, approved and implemented</li> </ul>
2. Create a new SPI district, subarea, overlay zone, or zoning district for Fairlie-Poplar	FPTF; COA – DPDNC	<ul style="list-style-type: none"> <li>a) Convene meeting between FPTF and COA to build consensus and develop goals</li> <li>b) Develop appropriate standards for area with Fairlie-Poplar Task Force or consultant</li> <li>c) Coordinate with SPI-13, COPA, Inc.</li> </ul>	Immediate (1-2 yrs) Concurrent with Action Step B1	\$ 50,000	<ul style="list-style-type: none"> <li>• Proposed regulations reviewed and adopted by COA</li> </ul>

## CHALLENGE I. Improve Street Life

Action Steps and Strategies	Implementing Organizations	Recommendations	Implementation Timeframes	Estimated Costs	Benchmarks
3. Improve maintenance of existing public art and continue to place art in Downtown spaces	Fulton County Arts Council; COA – Bureau of Cultural Affairs and DPDNC; Atlanta Public Art Legacy (APAL); CAP; FPTF	<ul style="list-style-type: none"> <li>a) Improve APAL maintenance of public art commissioned or rehabbed for the Olympics</li> <li>b) Seek partners to commission new pieces</li> <li>c) Create public/private task force to develop and coordinate art exhibits in empty store fronts and street-level office space and to encourage existing retailers to animate their storefronts</li> <li>d) Continue implementation of Fulton County’s “One Percent for Art” program</li> <li>e) Update COA public art master plan</li> <li>f) Develop kiosk system for city (COA), to include public art, civic announcements, and commercial advertising</li> </ul>	Immediate (1-2 yrs) and ongoing	\$ 200,000 annually	<ul style="list-style-type: none"> <li>• Improved maintenance of existing art</li> <li>• New visibility for the arts in public and private spaces Downtown</li> </ul>
4. Develop an attractive wayfinding plan for Downtown	COA; CAP; MARTA; PEDS	<ul style="list-style-type: none"> <li>a) Commission a wayfinding study (CAP) per the CATS recommendations to address accessibility issues for autos, pedestrians, and bicycles to and around Downtown, and parking access, during major events as well as workdays and weekends</li> <li>b) Ensure continuation of CODA’s Olympic signage program</li> <li>c) Implement wayfinding study</li> </ul>	Immediate (1-2 yrs) Mid-term (3-5 yrs)	\$ 150,000 for study	<ul style="list-style-type: none"> <li>• Wayfinding plan is completed and implemented</li> <li>• Use of alternative transportation increases</li> </ul>
5. Reevaluate sign regulations addressing outdoor advertising, including: <ul style="list-style-type: none"> <li>• Amortization</li> <li>• Tree trimming</li> <li>• Conformity</li> <li>• Enforcement</li> </ul>	COA – DPDNC; CAP	<ul style="list-style-type: none"> <li>a) Create task force of stakeholders to study issue</li> <li>b) Conduct inventory of all billboards in Downtown, determine which billboards are not in compliance</li> <li>c) Ensure that update of the SPI-1 regulations will address billboards</li> </ul>	Immediate (1-2 yrs)	\$ 10,000	<ul style="list-style-type: none"> <li>• Revised ordinances</li> <li>• Improved enforcement</li> </ul>

# VI Physical Environment

## CHALLENGE I. Improve Street Life

Action Steps and Strategies	Implementing Organizations	Recommendations	Implementation Timeframes	Estimated Costs	Benchmarks
<b>C. Improve Downtown's network of green spaces, parks, and plazas</b>					
1. Maintain parks, plazas, and fountains through a coordinated effort	CAP; COA	a) Create a downtown parks forum to meet regularly to improve communications and efficiencies of maintenance b) Consider entering into shared maintenance agreements c) Consider outsourcing maintenance of fountains	Immediate (1-2 yrs)	\$ 15,000	<ul style="list-style-type: none"> <li>Improved customer satisfaction</li> <li>Increased use of parks and plazas</li> </ul>
2. Acquire and develop additional green space and open space	COA - DPDNC	a) Continue implementation of Atlanta Parks, Open Space and Greenways Plan (City of Atlanta 1993) b) Update SPI-1 zoning regulations (see above) to facilitate development of new open space c) Consider forming partnerships with entities such as Trust for Public Land and private foundations for acquisition funding	Immediate (1-2 yrs) and ongoing	\$ 10 million	<ul style="list-style-type: none"> <li>Increase amount of green space annually</li> </ul>

## CHALLENGE II. Preserve and Enhance Historic Structures and Neighborhoods

Action Steps and Strategies	Implementing Organizations	Recommendations	Implementation Timeframes	Estimated Costs	Benchmarks
<b>A. Increase the number of historically designated properties</b>					
1. Conduct periodic surveys to identify properties with potential for historic designation	AUDC; COA; APC	<ul style="list-style-type: none"> <li>a) Hire consultants to survey and document potentially designated properties annually</li> <li>b) Use survey results to continuously identify properties to be nominated locally and nationally</li> </ul>	Immediate (1-2 yrs) and ongoing	\$ 50,000 for consultants	<ul style="list-style-type: none"> <li>• Greater customer awareness of historic value of intown properties and neighborhoods</li> <li>• Greater protection for such properties</li> </ul>
2. Promote and increase the inventory of Atlanta's historic properties		<ul style="list-style-type: none"> <li>c) Nominate, or encourage owners to nominate, properties identified as historic</li> <li>d) Use survey results to update and re-issue the guide, "Atlanta's Lasting Landmarks"</li> </ul>		\$ 250,000 for guide	<ul style="list-style-type: none"> <li>• Updated guide</li> </ul>
<b>B. Reinstitute the Façade Improvement Program</b>					
1. Secure funding and administer the program	COA; AUDC	<ul style="list-style-type: none"> <li>a) Enlist the COA to identify an agency to lead this program's re-institution and administration</li> <li>b) Research possibilities to secure funding beyond annual allocations</li> </ul>	Mid-term (3-5 yrs)	\$5 million	<ul style="list-style-type: none"> <li>• Increased participation by property owners</li> <li>• Improved appearance of Downtown</li> </ul>
<b>C. Increase awareness of and support for historic preservation incentives</b>					
1. Expand marketing efforts to increase attendance at two annual APC workshops on preservation incentives: <ul style="list-style-type: none"> <li>• "The Bottom Line" – commercial focus</li> <li>• "Living in a Landmark" – residential focus</li> </ul>	AUDC; APC	<ul style="list-style-type: none"> <li>a) Retain services of public relations or marketing professional</li> <li>b) Partner with related professional organizations</li> </ul>	Immediate (1-2 yrs)	\$ 5,000 for materials	<ul style="list-style-type: none"> <li>• Increased attendance</li> </ul>

# VI Physical Environment

## CHALLENGE II. Preserve and Enhance Historic Structures and Neighborhoods

Action Steps and Strategies	Implementing Organizations	Recommendations	Implementation Timeframes	Estimated Costs	Benchmarks
2. Expand marketing efforts to increase awareness of the façade easement program	Easements Atlanta, Inc. (APC)	a) Conduct workshops to explain program to developers and property owners	Mid-term (3-5 yrs)	\$ 5,000	<ul style="list-style-type: none"> <li>Increased participation by property owners</li> </ul>
3. Increase awareness of technical assistance provided by the APC Buildings Worth Saving Committee	APC	a) Conduct quarterly workshops to introduce committee to community and highlight services	Immediate (1-2 yrs) and ongoing	\$ 20,000	<ul style="list-style-type: none"> <li>Increased participation by property owners</li> </ul>

### D. Support efforts to maintain and protect the historic buildings and character of Downtown neighborhoods

1. Support the preservation efforts of the business and neighborhood associations in the Martin Luther King, Jr. Historic District, Castleberry Hill, and Fairlie-Poplar	AUDC; COA – DPDNC; APC, CAP	a) Provide technical assistance b) Provide advocacy	Immediate (1-2 yrs) and ongoing	\$ 20,000	<ul style="list-style-type: none"> <li>Revitalized neighborhoods demonstrate advantages of historic preservation to economic growth</li> </ul>
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## CHALLENGE III. Heighten the Visibility of Downtown’s Heritage

Action Steps and Strategies	Implementing Organizations	Recommendations	Implementation Timeframes	Estimated Costs	Benchmarks
<b>A. Support the entities that celebrate Downtown’s heritage</b>					
1. Support the efforts of organizations that conduct heritage events Downtown, including: <ul style="list-style-type: none"> <li>• Sweet Auburn Area Business Assoc.</li> <li>• Historic District Development Corp.</li> <li>• Fairlie-Poplar Implementation Task Force</li> <li>• Atlanta Preservation Center</li> <li>• Atlanta History Center</li> </ul>	CAP; AUDC; COA – DPDNC; ADP	<ul style="list-style-type: none"> <li>a) Provide advocacy</li> <li>b) Provide technical assistance</li> </ul>	Immediate (1-2 yrs) and ongoing	\$ 50,000	<ul style="list-style-type: none"> <li>• Increased participation in events celebrating Downtown’s heritage</li> </ul>
<b>B. Develop marketing that highlights Downtown’s heritage</b>					
1. Improve and promote APC walking tours	APC; ADP	<ul style="list-style-type: none"> <li>a) Currently restructuring walking tours to better accommodate out-of-town visitors</li> <li>b) Work with ADP to promote APC’s noon walking tours to Downtown office workers</li> </ul>	Mid-term (3-5 yrs)	\$ 35,000 Use advertising revenue to support print publications	<ul style="list-style-type: none"> <li>• Increased participation in guided walking tours</li> <li>• Increased foot traffic downtown</li> <li>• Increased awareness of Downtown’s heritage as measured in CAP survey</li> </ul>
2. Produce an official Downtown guide	ACVB	<ul style="list-style-type: none"> <li>a) Develop <i>Official Guide to Downtown</i> similar to existing brochures on Midtown and Buckhead</li> </ul>			
3. Produce a self-guided walking tour brochure	APC; AUDC; CAP; FPTF; ACVB; GSU	<ul style="list-style-type: none"> <li>a) Produce the brochure for distribution to entire Downtown community, including residents, students, office workers, and visitors</li> </ul>			

# VI Physical Environment

## CHALLENGE IV. Improve the Transportation and Parking Systems

Action Steps and Strategies	Implementing Organizations	Recommendations	Implementation Timeframes	Estimated Costs	Benchmarks
<b>A. Improve Downtown roadway and parking conditions</b>					
1. Study potential major improvements to the roadway system in greater detail	CATS (managed by CAP); GDOT	a) Identify and implement solution to Techwood/Spring Extension	Immediate (1-2 yrs) to	Alternative analysis study \$39,000	<ul style="list-style-type: none"> <li>Completed study with recommended plan</li> <li>Rebuilt interchange and connector</li> </ul>
		b) Identify Northside Drive corridor improvements	Midterm (3-5 yrs)	Improvements TBD	
2. Make operational improvements to the existing transportation system	CAP; GDOT; COA	a) Perform traffic signal timing study to improve east/west flow on Baker/Harris, International/Ellis and MLK/Mitchell	Immediate (1-2 yrs)	\$ 35,000 for traffic signal timing study	<ul style="list-style-type: none"> <li>Completed traffic signal timing study</li> <li>JSA Corridor rebuilt</li> <li>Wayfinding system installed</li> <li>Reassigned on-street parking areas</li> <li>Completed event traffic management plan</li> <li>Reduced parking violations</li> </ul>
		b) Evaluate Techwood Drive/Spring Street traffic operations		Concept \$ 100,000; project cost TBD	
		c) Implement wayfinding program		Wayfinding \$ 150,000	
	CATS; COA – Traffic Engineering; APD; GWCC / Georgia Dome; Phillips Arena; Turner Field	d) Improve parking options	Immediate (1-2 yrs)	\$40,000 - \$65,000	
		e) Develop event traffic management plan			

## CHALLENGE IV. Improve the Transportation and Parking Systems

Action Steps and Strategies	Implementing Organizations	Recommendations	Implementation Timeframes	Estimated Costs	Benchmarks
<b>B. Address transit issues</b>					
1. Identify possible additions to the existing transit system	CATS; MARTA; GRTA; companies with shuttles	a) Implement transit circulators/shuttle system	Immediate (1-2 yrs)	TBD	<ul style="list-style-type: none"> <li>Operational Downtown circulator/shuttle system</li> <li>Bus-only lanes</li> </ul>
	CATS; COA - Traffic Engineering; MARTA	a) Create bus-only lanes in high demand corridors	Midterm (3-5 yrs)		
2. Expand service of existing transit system	CATS; MARTA; Atlantic Steel site developer	a) Support northwest rail transit	Long term (6-10 yrs)	TBD	<ul style="list-style-type: none"> <li>Northwest rail line opens</li> <li>Atlantic Steel site shuttle in operation</li> </ul>
	Atlantic Steel site developer	a) Establish shuttle from Atlantic Steel redevelopment to Arts Center MARTA Station	Midterm (3-5 yrs)		

# VI Physical Environment

## CHALLENGE IV. Improve the Transportation and Parking Systems

Action Steps and Strategies	Implementing Organizations	Recommendations	Implementation Timeframes	Estimated Costs	Benchmarks
<b>C. Address bicycle and pedestrian systems</b>					
1. Improve existing networks	CATS; COA – DPDNC	<ul style="list-style-type: none"> <li>a) Construct additional pedestrian amenities in select areas</li> <li>b) Implement COA bike plan as updated in CATS</li> </ul>	Immediate (1-2 yrs)	TBD	<ul style="list-style-type: none"> <li>• New sidewalks and bike paths</li> </ul>
2. Expand networks	CATS; COA – DPDNC; ADID	<ul style="list-style-type: none"> <li>a) Implement pedestrian treatments in all primary pedestrian corridors</li> <li>b) Improve maintenance of existing sidewalks</li> </ul>	Immediate (1-2 yrs)	TBD	<ul style="list-style-type: none"> <li>• Rebuilt sidewalks and new scheduled maintenance</li> </ul>
<b>D. Address policy issues</b>					
1. Incorporate transportation issues into other Downtown issues	CAP; ADID	<ul style="list-style-type: none"> <li>a) Form a downtown transportation management association (TMA)</li> <li>b) Expand ADID’s mission to include transportation</li> <li>c) All future transit studies to involve City of Atlanta, MARTA, GDOT, ARC, GRTA, and public and private stakeholders</li> </ul>	Immediate (1-2 yrs)	\$ 500,000	<ul style="list-style-type: none"> <li>• New TMA and reauthorized CID with transportation purpose added</li> </ul>
2. Develop transportation-related design standards	CAP; FPTF; COA – DPNDNC	<ul style="list-style-type: none"> <li>a) Update SPI-1 zoning regulations</li> </ul>	Immediate (1-2 yrs)	TBD	<ul style="list-style-type: none"> <li>• New Downtown design standards/guidelines</li> </ul>

*Culture...Economic Development...Education...Entertainment...  
Hospitality...Housing... Technology*

## CHALLENGE I. Improve Downtown Marketing and Hospitality

Action Steps and Strategies	Implementing Organizations	Recommendations	Implementation Timeframes	Estimated Costs	Benchmarks
<b>A. Support the Downtown marketing entity</b>					
1. Support an expanded role for the Atlanta Downtown Partnership	ADP; CAP	<ul style="list-style-type: none"> <li>a) Implement current ADP marketing plan (Atlanta Downtown Partnership 1999)</li> <li>b) Identify best practices in 10 other cities</li> <li>c) Revamp ADP membership into promotion-driven/consumer-oriented base</li> <li>d) Develop marketing partnerships with existing consumer businesses and associations</li> </ul>	Immediate (1-2 yrs)	<ul style="list-style-type: none"> <li>\$ 750,000 (CY 2000)</li> <li>\$ 1.2 mil. (CY 2001)</li> </ul>	<ul style="list-style-type: none"> <li>• Increased pedestrian counts after hours</li> <li>• Increased sales tax &amp; theater revenues</li> <li>• New entertainment &amp; hospitality venues</li> <li>• Improved perceptions</li> </ul>
2. Identify and secure increased funding for ADP	ADP; CAP	<ul style="list-style-type: none"> <li>a) Increase CAP civic fundraising and corporate sponsorships</li> <li>b) Develop cross-promotional opportunities</li> <li>c) Develop sponsor packages</li> <li>d) Create a local tax revenue source or other public funding mechanism</li> </ul>	<ul style="list-style-type: none"> <li>Immediate (1-2 yrs)</li> <li>Long term (6-10 yrs)</li> </ul>		<ul style="list-style-type: none"> <li>• ADP meets operating budget in CY 2001</li> </ul>
<b>B. Develop a retail and entertainment master plan for Downtown</b>					
1. Conduct a market analysis of Downtown and create a retail and entertainment master plan	CAP; ADP; COPA	<ul style="list-style-type: none"> <li>a) Build funding alliances (cash and in-kind) to pay for study and implementation</li> <li>b) Convene steering committee to guide study</li> <li>c) Hire nationally-known consultant team</li> <li>d) Work with existing plans and studies, including the Fairlie Poplar Retail Market Study (FPTF 1999) and COPA's Master Plan (COPA 1998)</li> </ul>	Immediate (1-2 yrs)	\$ 150,000 – \$ 250,000	<ul style="list-style-type: none"> <li>• Complete the master plan</li> </ul>
2. Implement the new master plan	CAP; ADP; ADA; hotel & retail associations	<ul style="list-style-type: none"> <li>a) Follow funding recommendations and implementation schedule to achieve goals</li> </ul>	Mid-term (3-5 yrs)	TBD	<ul style="list-style-type: none"> <li>• Master plan goals are met</li> </ul>

# VI Economic Environment

## CHALLENGE I. Improve Downtown Marketing and Hospitality

Action Steps and Strategies	Implementing Organizations	Recommendations	Implementation Timeframes	Estimated Costs	Benchmarks
<b>C. Develop a marketing plan to promote Downtown to metro area</b>					
1. Develop plan to increase consumer acquisition and retention and to build business-to-business partnerships	ADP	a) Use existing ADP marketing plan as base b) Modify ADP marketing plan based on results of retail and entertainment master plan c) Create “brand” for Downtown	Mid-term (3-5 yrs)	Included in annual budget	<ul style="list-style-type: none"> <li>Increased pedestrian counts after hours</li> <li>Increased sales tax &amp; theater revenues</li> <li>New entertainment &amp; hospitality venues</li> <li>Improved perceptions</li> </ul>
<b>D. Improve Downtown’s cultural amenities</b>					
1. Create a Downtown Cultural District	Fulton County Arts Council; COA – Bureau of Cultural Affairs; CAP	a) Support preliminary findings of Research Atlanta feasibility study  b) Based on feasibility study, create a cultural district	Immediate (1-2 yrs)  Mid-term (3-5 yrs)	TBD	<ul style="list-style-type: none"> <li>Creation of district is found feasible, planning begins</li> </ul>
2. Support and create Downtown cultural events	CAP; ADP; Fairlie Poplar Task Force	a) Market, promote and contribute resources	Ongoing	\$ 100,000 annually	<ul style="list-style-type: none"> <li>Increased attendance</li> <li>Increased sponsorships</li> </ul>
3. Encourage partnerships among arts organizations, local retailers and restaurateurs to create marketing synergy	ADP; CAP; Fairlie Poplar Task Force; restaurant owners; arts organizations	a) Create Downtown retail, hospitality, and arts affiliations to facilitate communication between the groups b) Sponsor workshops to teach retailers and arts organizations how to partner and joint-market	Immediate (1-2 yrs)	\$ 15,000	<ul style="list-style-type: none"> <li>Increased cross promotions and advertising</li> <li>Increased attendance</li> </ul>
4. Market Downtown as a cultural destination	ACVB; CAP; ADP	a) Partner with ACVB to promote it Cultural Tourism Initiative locally b) Implement retail and entertainment master plan as outlined in Economic Action Step B	Immediate (1-2 yrs)  Mid-term (3-5 yrs)	\$15,000  TBD	<ul style="list-style-type: none"> <li>Increased participation and attendance at Downtown’s cultural venues and events</li> </ul>

## CHALLENGE I. Improve Downtown Marketing and Hospitality

Action Steps and Strategies	Implementing Organizations	Recommendations	Implementation Timeframes	Estimated Costs	Benchmarks
5. Encourage more cultural programming in the parks	ADP; COPA	<ul style="list-style-type: none"> <li>a) Work with Atlanta Bureau of Cultural Affairs, GSU, Fulton County Arts Council &amp; GWCC/ Centennial Park to increase cultural programming in the parks</li> <li>b) Increase marketing efforts to draw larger crowds</li> <li>c) Consider holding events on consistent days and times to build audiences</li> </ul>	Immediate (1-2 yrs)	\$25,000	<ul style="list-style-type: none"> <li>• Increased attendance in Downtown's parks, particularly after hours and on weekends</li> </ul>

### E. Improve Atlanta's taxicab system

1. Support reform efforts and launch a public awareness campaign	COA; ACVB; CAP	a) Support ACVB's effort to reform system, which includes a required age limit on cabs	Immediate (1-2 yrs)	\$ 5,000	<ul style="list-style-type: none"> <li>• Increased use</li> <li>• Improved reputation</li> <li>• Improved customer satisfaction</li> </ul>
		b) Reevaluate the zone pricing policy vs. metered pricing and recommend improvements	Immediate (1-2 yrs)	\$ 50,000	
		c) Consider launching a public awareness campaign to heighten awareness and encourage use of cabs	Midterm (3-5 yrs)	\$ 15,000	
	COA	a) Enforce the taxi ordinances	Immediate (1-2 yrs)	\$ 20,000	

# VI Economic Environment

## CHALLENGE II. Improve Coordination of Citywide Economic Development Initiatives

Action Steps and Strategies	Implementing Organizations	Recommendations	Implementation Timeframes	Estimated Costs	Benchmarks
<b>A. Create a citywide economic development capability</b>					
<p>This entity will:</p> <ol style="list-style-type: none"> <li>1. Develop a corporate recruitment and retention program</li> <li>2. Develop a small business-focused recruitment and retention program</li> <li>3. Develop a strategy to capitalize upon the high-tech sector</li> <li>4. Collect, maintain, and distribute information</li> <li>5. Serve as the key point of contact for any city relocation or expansion</li> <li>6. Be a liaison with other business organizations in the City</li> </ol>	CAP; MACOC; ADA; COPA	<p>a) Follow economic development recommendations in the McKinsey &amp; Company 3-year business plan for CAP. Activities include:</p> <ul style="list-style-type: none"> <li>• Research existing economic development entities, economic and demographic data, incentives, best practices, etc.</li> <li>• Bring intown business associations together to discuss economic development issues</li> <li>• Develop strategy, prioritize resources, and help generate new jobs in the city</li> </ul>	Immediate (1-2 yrs)	\$ 500,000 annually	<ul style="list-style-type: none"> <li>• Business attraction and development in the city of Atlanta above the norm</li> </ul>

## CHALLENGE II. Improve Coordination of Citywide Economic Development Initiatives

Action Steps and Strategies	Implementing Organizations	Recommendations	Implementation Timeframes	Estimated Costs	Benchmarks
<b>B. Create a Downtown Resource Center for economic development information and advocacy</b>					
1. Develop an information clearinghouse to serve as: <ul style="list-style-type: none"> <li>• A “one-stop shop” for demographic, economic and real estate information about Downtown</li> <li>• A knowledge resource for downtown enterprises (retailers, restaurateurs, leasing agents, arts professionals, etc.) and associations</li> </ul>	ADP; CAP; ADA; COA; COPA; FPTF; retailers; developers; real estate brokers	a) Create a task force to establish the center b) Research best practices in information clearinghouses, and research local economic development information centers c) Collect and disseminate Atlanta information most useful to economic development prospects	Immediate (1-2 yrs)	Annual operating budget of \$ 1 million	Center opens in 2001
2. Develop an advocacy platform on which to: <ul style="list-style-type: none"> <li>• Implement the retail &amp; entertainment master plan</li> <li>• Advocate development for Downtown in partnership with the new citywide economic development function</li> </ul>		a) Hold an annual open house to market the center. Invite local and national developers, retailers, and technology prospects b) Sponsor development-centered workshops and seminars			

# VI Economic Environment

## CHALLENGE II. Improve Coordination of Citywide Economic Development Initiatives

Action Steps and Strategies	Implementing Organizations	Recommendations	Implementation Timeframes	Estimated Costs	Benchmarks
<b>C. Implement the city's improved development permitting procedures</b>					
1. Implement recommended permitting reforms	COA	<ul style="list-style-type: none"> <li>a) Install new permit tracking software owned by DPDNC</li> <li>b) Hire and train gatekeeper position in BOP</li> <li>c) Consolidate all City departments that are part of the permitting process into one department</li> </ul>	Immediate (1-2 yrs)	\$ 125,000	<ul style="list-style-type: none"> <li>• Streamlined permitting process</li> </ul>

## CHALLENGE III. Improve the Quality of Atlanta Public Schools

Action Steps and Strategies	Implementing Organizations	Recommendations	Implementation Timeframes	Estimated Costs	Benchmarks
<b>A. Support APS initiatives to improve the quality of education</b>					
	APS; CAP	a) Support the several initiatives of APS (e.g., facilities master plan, partnership programs) to improve the quality of citywide education	Immediate (1-2 yrs) and ongoing	\$ 25,000	<ul style="list-style-type: none"> <li>• Higher educational attainment levels of APS students</li> <li>• Lower drop-out rates</li> </ul>
<b>B. Support the development of a charter school Downtown</b>					
	CAP; GSU	a) Support GSU's efforts to open a charter school	Mid-term (3-5 yrs)	\$25,000	<ul style="list-style-type: none"> <li>• Greater education options for downtown residents and workers</li> </ul>

## CHALLENGE IV. Address High Land Costs and Rents that Inhibit Balanced, Mixed-income Investment and Development

Action Steps and Strategies	Implementing Organizations	Recommendations	Implementation Timeframes	Estimated Costs	Benchmarks
<b>A. Review use of zoning to encourage mixed-income and mixed-use development</b>					
	COA – DPDNC; CAP	a) Update SPI-1 zoning regulation (See Physical Environment section for details)	Immediate (1-2 yrs)	\$15,000	<ul style="list-style-type: none"> <li>Increased development activity downtown</li> </ul>
<b>B. Increase the affordability of land and rents for commercial and retail development</b>					
1. Encourage office building owners and managers to grant discounted rents for ground level retail	CAP; ADA; COPA; FPTF; ADP	a) Develop marketing campaign to illustrate the long-term benefits of ground level retail to building owners	Immediate (1-2 yrs)	\$ 35,000	<ul style="list-style-type: none"> <li>Increased retail square footage</li> <li>Improved mix of commercial activity</li> <li>Improved variety and quality of Downtown retail</li> </ul>
2. Encourage developers to take advantage of existing incentives, including: <ul style="list-style-type: none"> <li>Westside Tax Allocation District</li> <li>Atlanta Empowerment Zone</li> <li>Historic Tax Credit</li> </ul>	CAP; ADA; COPA; FPTF	a) Educate the development community about these incentives through workshops, seminars and the proposed Downtown Resource Center b) City should consider tax allocation districts for other parts of Downtown			
<b>C. Increase market rate residential development in and around Downtown</b>					
1. Encourage developers to take advantage of existing incentives, including: <ul style="list-style-type: none"> <li>Housing Enterprise Zone</li> <li>Westside Tax Allocation District</li> <li>ANDP's loan funds</li> <li>Historic Tax Credit</li> </ul>	COA – DPDNC; ADA; ANDP; CAP; COPA	a) Educate the development community about the incentives through workshops, seminars, and the proposed Downtown Resource Center	Immediate (1-2 yrs)	\$ 15,000	<ul style="list-style-type: none"> <li>Increased number of developers who know and use these incentives</li> <li>Increased number of residential units</li> </ul>

# VI Economic Environment

## CHALLENGE IV. Address High Land Costs and Rents that Inhibit Balanced, Mixed-income Investment and Development

Action Steps and Strategies	Implementing Organizations	Recommendations	Implementation Timeframes	Estimated Costs	Benchmarks
2. Market the Atlanta/Fulton Land Bank Authority program to obtain affordable land	COA – DPDNC; ANDP; CAP; ADA; Atlanta/Fulton Land Bank Authority	<ul style="list-style-type: none"> <li>a) Educate the development community about the incentives through workshops, seminars, and the proposed Downtown Resource Center</li> <li>b) Convene a task force to work with Atlanta/Fulton Land Bank Authority to identify barriers to using the authority and the judicial foreclosure process</li> </ul>	Immediate (1-2 yrs)	\$ 25,000	<ul style="list-style-type: none"> <li>• Increased use of incentives</li> <li>• New development</li> </ul>
3. Support ANDP efforts, such as the “Resettling Atlanta” initiative, which focus on mixed-income residential development	CAP; COPA; COA; ADA; private foundations; business community	<ul style="list-style-type: none"> <li>a) Contribute expertise and resources to ANDP initiative</li> </ul>	Immediate (1-2 yrs) and ongoing	\$ 20,000	<ul style="list-style-type: none"> <li>• Increased investment in mid-income residential units</li> </ul>

## CHALLENGE I. Improve Public Safety

Action Steps and Strategies	Implementing Organizations	Recommendations	Implementation Timeframes	Estimated Costs	Benchmarks
<b>A. Continue to improve safety and the perception of safety Downtown</b>					
1. Encourage greater police presence on the street	CAP; Atlanta Metro Crime Commission; APD	a) Work with APD to address recruitment and retention issues: <ul style="list-style-type: none"> <li>• Research recruitment and retention best practices metro and nationwide to identify what steps APD will need to take to achieve parity</li> <li>• Implement the recommendations of the City of Atlanta Police Career Ladder Task Force</li> <li>• Create a long-term plan that addresses employee needs at least five years into the future</li> <li>• Provide support for the increase in APD salaries and benefits</li> </ul>	Immediate (1-2 yrs) and Midterm (3-5 yrs)	\$ 2.2 million	<ul style="list-style-type: none"> <li>• Increased recruitment and retention</li> <li>• Creation of a five-year employee retention plan</li> <li>• Increased APD salaries and benefits</li> </ul>
	Municipal Court; APD - Dept. of Corrections; ILE; CAP	b) Address the court timing and scheduling issues that keep officers waiting for court appearances vs. on the street c) Create a task force to study the need for a “night court” <ul style="list-style-type: none"> <li>• Study best practices</li> <li>• Analyze long-term results</li> <li>• Analyze impact of community court</li> </ul>	Immediate (1-2 yrs)	\$ 35,000	<ul style="list-style-type: none"> <li>• Completed night-court analysis &amp; report</li> </ul>
	ILE; APD; MARTA; Municipal Court; CAP	d) Encourage more non-APD officers to patrol the street environment within their jurisdiction <ul style="list-style-type: none"> <li>• Coordinate effort and facilitate communication among all police departments</li> <li>• Invite Atlanta University Center security to join ILE</li> <li>• MARTA and APD to train the other police agencies in ordinances and protocol</li> </ul>	Immediate (1-2 yrs)	\$ 50,000	<ul style="list-style-type: none"> <li>• More police visibility (APD and non-APD)</li> <li>• AUC representatives join ILE</li> <li>• Training sessions conducted routinely</li> </ul>

# VI Social Environment

## CHALLENGE I. Improve Public Safety

Action Steps and Strategies	Implementing Organizations	Recommendations	Implementation Timeframes	Estimated Costs	Benchmarks
2. Expand the scope of the ADID	CAP; ADID	a) Continue current efforts to support expansion of the geographic boundaries of ADID b) Expand funding sources for ADID <ul style="list-style-type: none"> <li>• Create initiative for funding from retail businesses</li> <li>• Create initiative for funding from Downtown residents</li> </ul>	Immediate (1-2 yrs)	TBD	<ul style="list-style-type: none"> <li>• Expanded ADID boundaries</li> <li>• Increased ADID budget and presence</li> </ul>
3. Support criminal justice initiatives and programs  • To improve pre-arrest social services	CAP; stakeholders	a) Convene task force of major stakeholders b) Conduct a study to determine where there are gaps in the social service infrastructure c) Support existing initiatives and programs: <ul style="list-style-type: none"> <li>• City of Atlanta Community Court</li> <li>• Forensic Services Improvement Task Force</li> <li>• Resource Opportunity Center</li> <li>• Fulton County Drug Court</li> </ul>	Midterm (3-5 yrs) and Immediate (1-2 yrs)	\$ 50,000	<ul style="list-style-type: none"> <li>• Completed comprehensive social service study</li> <li>• Greater effectiveness in existing initiatives and programs</li> </ul>
• To improve post-arrest social services	CAP; stakeholders	a) Support existing initiatives and programs: <ul style="list-style-type: none"> <li>• City of Atlanta Community Court</li> <li>• Forensic Services Improvement Task Force</li> </ul>	Immediate (1-2 yrs)	\$ 12,000	<ul style="list-style-type: none"> <li>• Successful operation of both programs</li> </ul>

## CHALLENGE I. Improve Public Safety

Action Steps and Strategies	Implementing Organizations	Recommendations	Implementation Timeframes	Estimated Costs	Benchmarks
4. Enhance communications and public outreach	CAP; ILE	a) Launch a positive, informative media campaign to improve perceptions of safety <ul style="list-style-type: none"> <li>• Create standard definition for the boundaries of “Downtown”</li> <li>• Educate the public, media, and business community of this new defined boundary</li> </ul>	Immediate (1-2 yrs)	\$ 100,000	<ul style="list-style-type: none"> <li>• Comprehensive document</li> <li>• Official map of Downtown</li> <li>• Acceptance and consistent use of new boundaries</li> </ul>
	APD	b) APD to create a new beat boundary that matches the new Downtown boundary	Immediate (1-2 yrs)	TBD	<ul style="list-style-type: none"> <li>• Revised CBD beat boundaries</li> </ul>
	CAP; ILE; APD; ADID; MARTA	c) Create a safety marketing plan including: <ul style="list-style-type: none"> <li>• Public service announcements on radio and cable</li> <li>• Brochures on MARTA</li> <li>• Downtown billboard advertisement</li> <li>• Safety awareness pamphlets for visitors, conventioners, etc.</li> <li>• Cleaning initiative awareness</li> </ul>	Immediate (1-2 yrs)	\$ 50,000	<ul style="list-style-type: none"> <li>• Increased awareness and improved perceptions as measured by annual ADID survey</li> </ul>
	APD neighborhood precincts; NPUs;	d) Improve communications among public safety agencies and neighborhoods	Immediate (1-2 yrs)	\$ 20,000	<ul style="list-style-type: none"> <li>• Increased awareness</li> </ul>
	ILE	e) Educate officers and public about officer services and jurisdiction rules <ul style="list-style-type: none"> <li>• Hold routine training sessions for all police agencies</li> <li>• Educate public via media campaigns</li> </ul>	Immediate (1-2 yrs)	\$ 15,000	<ul style="list-style-type: none"> <li>• Increased awareness</li> </ul>

# VI Social Environment

## CHALLENGE I. Improve Public Safety

Action Steps and Strategies	Implementing Organizations	Recommendations	Implementation Timeframes	Estimated Costs	Benchmarks
5. Improve lighting	ADID; Georgia Power	a) Support the 'biweekly lighting survey' partnership between ADID and Georgia Power to ensure continuation of 72-hour repair turnaround agreement	Immediate (1-2 yrs)	TBD	<ul style="list-style-type: none"> <li>No complaints about lighting</li> </ul>
6. Improve cleanliness	ADID; CAP	a) Support ADID's sidewalk cleaning initiative b) Support ADID's pressure washing initiative c) Highlight cleaning initiatives in safety media awareness campaign	Immediate (1-2 yrs)	\$ 50,000	<ul style="list-style-type: none"> <li>No complaints about cleanliness</li> <li>Cleanliness generates "buzz"</li> </ul>
7. Improve signage	CAP	a) Follow wayfinding system recommendations in CATS	Immediate (1-2 yrs)	TBD	<ul style="list-style-type: none"> <li>Comprehensive, identifiable signage system</li> </ul>
8. Ensure safe and adequate parking	CAP (CATS); COA	a) CATS to address through the recommendation of a parking study to address supply, demand and location	Immediate (1-2 yrs)	\$ 39,000	<ul style="list-style-type: none"> <li>Comprehensive plan and recommendations</li> </ul>

### B. Enforce all rules and regulations

1. Enforce quality of life, parking, traffic, vending, sign, tree and landscaping, and building codes, laws and ordinances	APD; COA – Building, Parks, Traffic, DPDNC, Public Works; GSU; Georgia Tech	a) Encourage training and education on the ordinances b) Address enforcement of traffic and parking issues in CATS	Immediate (1-2 yrs) and ongoing	\$ 25,000	<ul style="list-style-type: none"> <li>Improved public safety</li> <li>Improved perceptions of Downtown as a safe environment</li> </ul>
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## CHALLENGE II. Improve Supply of Social Services to Meet Demand

Action Steps and Strategies	Implementing Organizations	Recommendations	Implementation Timeframes	Estimated Costs	Benchmarks
<b>A. Address policies and programs that often inadvertently lead to homelessness (Homeward, Inc.)</b>					
1. Support HIV/AIDS Housing Essential Services & Standards of Care project	City of Atlanta Housing Opportunities for Persons with AIDS; Metropolitan HIV Health Services Planning Council; Fulton County	a) Ensure publication and regional circulation of the standards of care and access to provider training opportunities as developed by the HIV/AIDS Housing Task Force of the Metropolitan Atlanta HIV Health Services Council	Immediate (1-2 yrs)	Not to exceed \$50,000 for publication and training	• Guide is published and circulated
2. Expand 501(c)(3) Bond Issuance for affordable housing	Urban Residential Development Corporation	a) Develop a strategy to take advantage of a viable 501 (c)(3) bond financing vehicle that is not currently used in metro Atlanta	Midterm (3-5 yrs)	\$150,000 for consultant fees –HAP fund and local financial institutions	• Financing vehicle in use
3. Reduce foreclosures and evictions	Atlanta Legal Aid	a) Design a practical intervention and relief strategy to address potential foreclosures or evictions by coordinating delivery of available services	Immediate (1-2 yrs)	\$100,000/year—HAP Fund	• Strategy designed and used
4. Recommend a State Affordable Inclusionary Housing Statute	Georgia Affordable Housing Coalition	a) Research, educate, draft, advocate, and pass legislation to assure balanced growth of affordable housing throughout the metro area	Midterm (3-5 yrs) to Long term (5-10 yrs)	\$75,000/year for attorney & lobbying fees	• Legislation adopted and in practice

# VI Social Environment

## CHALLENGE II. Improve Supply of Social Services to Meet Demand

Action Steps and Strategies	Implementing Organizations	Recommendations	Implementation Timeframes	Estimated Costs	Benchmarks
<b>B. Provide housing options for those moving out of homelessness, prison, or rehabilitation (Homeward, Inc.)</b>					
1. Create a residential facility for the multiple-diagnosed (substance abuse and mental illness)	Project Interconnections, Inc.; Community Friendship, Inc.	a) Create 50-75 new units of permanent supportive housing with essential supportive services for adults with low income and special needs, moving them out of homelessness	Immediate (1-2 yrs)	\$3.3 million-capital costs; \$217,00/yr-operating costs; \$367,000/yr-services	• New targeted residential facility opens
2. Create affordable, long-term housing and treatment options for homeless substance abusers	Progressive Redevelopment, Inc.	a) Create a sober housing residence with transitional and permanent units that includes treatment beds and links to appropriate treatment	Immediate (1-2 yrs)	\$60,000-\$70,000/unit for development; \$4,500/client for services; \$150,000/yr for building operations	• New targeted residential facility opens
3. Provide crisis and transitional housing for men	Progressive Redevelopment, Inc.; Atlanta Union Mission	a) Provide crisis housing for 100 adult men and transitional housing for an additional 100 men on Whitehall Street	Immediate (1-2 yrs)	\$1.42 million-acquisition & renovation; \$310,000/yr for operations & services	• New facility opens
4. Provide affordable housing for those living with HIV/AIDS	AID Gwinnett; Gwinnett Housing Resource Partnership	a) Develop a proposed Scattered Site Housing Model for 20 individuals/families living with HIV/AIDS	Immediate (1-2 yrs)	\$1.3 million-acquisition; \$225,00/yr operations and services.	• 20 targeted households are settled

## CHALLENGE II. Improve Supply of Social Services to Meet Demand

Action Steps and Strategies	Implementing Organizations	Recommendations	Implementation Timeframes	Estimated Costs	Benchmarks
<b>C. Expand existing and new homeless services (Homeward, Inc.)</b>					
1. Improve coordination among human service agencies	COA	a) Direct more resources to United Way, Union Mission, Salvation Army, etc.	Ongoing	No new cost if using current staff	<ul style="list-style-type: none"> <li>More referrals recorded by participating agencies</li> </ul>
2. Improve links among homeless individuals and available services	Atlanta Union Mission; Mercy Mobile Health Care; Task Force for the Homeless	a) Establish a coordinated, comprehensive, and consistently scheduled mobile street outreach program by developing a model for outreach activities, identifying funding sources, and solidifying partnerships	Immediate (1-2 yrs)	\$273,000/yr-HAP Fund	<ul style="list-style-type: none"> <li>Mobile outreach program in operation</li> </ul>
3. Improve caregiver relationships for the mentally ill homeless	Crossroads Community Ministries	a) Establish a continuum of care services for the mentally ill homeless through specially trained mental health/social work staff to serve four existing service organizations	Immediate (1-2 yrs)	\$270,000/yr	<ul style="list-style-type: none"> <li>Continuum of care services in operation</li> </ul>
4. Establish a Regional Homeless Transportation Fund	Travelers Aid of Metro Atlanta	a) Establish a fund to help the homeless return to verified, accepting support systems elsewhere	Immediate (1-2 yrs)	\$350,000/yr	<ul style="list-style-type: none"> <li>Fund in operation</li> </ul>
5. Create an Employment Resource Center	Samaritan House	a) Establish a center linking the homeless with employment opportunities and services	Immediate (1-2 yrs)	\$175,000/yr-operating costs; \$100,000 startup	<ul style="list-style-type: none"> <li>Employment Resource Center in operation</li> </ul>
6. Provide services to help women walk away from domestic violence	The Georgia Law Center on Homelessness and Poverty	a) Create a "One-Stop Women's Clinic" offering access to a wide range of social, legal, medical, vocational and parenting services	Immediate (1-2 yrs)	\$30,000/year	<ul style="list-style-type: none"> <li>One-Stop Women's Clinic in operation</li> </ul>

# VI Social Environment

## CHALLENGE II. Improve Supply of Social Services to Meet Demand

Action Steps and Strategies	Implementing Organizations	Recommendations	Implementation Timeframes	Estimated Costs	Benchmarks
7. Provide a continuum of childcare options for homeless families or those at risk of becoming homeless	Save the Children's Childcare Support Center; Atlanta Children's Place; ACHOR Center; Sheltering Arms; Atlanta's Inn for Children; Central Presbyterian Church	a) Increase emergency and traditional childcare resources through the development of family childcare providers	Immediate (1-2 yrs)	Emergency Childcare; \$33,700/county  Traditional Childcare; \$75,000-\$175,000/year	<ul style="list-style-type: none"> <li>1-yr from startup: childcare for 36-40 families in Cobb, DeKalb, Gwinnett</li> <li>After 10 years: services in all regional counties (This service is already available in Fulton County)</li> </ul>

### D. Expand Pathways, a wide area network (WAN) that links homeless service providers

1. Implement a Regional Homeless Services Information System	United Way of Metropolitan Atlanta (Homeless Action Plan)	a) Form steering committee to manage research of and approve proposal for system b) Conduct regional audits of homeless services databases and of service organizations' Internet capacity c) Research best practices in other large metropolitan areas d) Review existing referral software and Internet referral software e) Develop a homeless services database proposal f) Create and implement new system	Immediate (1-2 yrs)	\$23,240-staff time at United Way \$51,260 hardware/technical Funded by GA Dept. of Community Affairs	<ul style="list-style-type: none"> <li>Approved proposal</li> <li>Successful operation of a homeless services interactive database</li> </ul>
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# VII

## Appendices

- A. CA<sup>2</sup>P Committee Members and Sponsors
- B. Bibliography, Acronym Index and Other Resources
- C. Concurrent Subarea Planning



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# VII Appendices

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## Subject Area Task Forces

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### Subject Area Task Forces

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# VII Appendices

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## Subject Area Task Forces

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The volunteers and staff of the Central Atlanta Action Plan thank the Robert W. Woodruff Foundation and the sponsors below for their generous contributions to this plan.

### **Financial Contributions**

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Atlanta Development Authority  
Atlanta Regional Commission  
The Coca-Cola Company  
Cousins Properties  
Georgia World Congress Center Authority  
Metro Atlanta Chamber of Commerce  
Metropolitan Atlanta Rapid Transit Authority (MARTA)  
Robert W. Woodruff Foundation  
Turner/Time-Warner

### **In-Kind Services**

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Georgia-Pacific Corporation  
Georgia Power Company  
Market Street Services  
Georgia Institute of Technology  
PATH Foundation

### **In Appreciation**

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Special thanks go to Central Atlanta Progress and the Central Atlanta Action Plan staff for overall direction, writing copy, editing, and technical support:

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Thanks also to Gary Cornell, EDAW, for planning process design; Siân Llewellyn, Deloitte & Touche, for contributing to the Issue Papers; Ellen Heath and Kevin Boyett, EDAW, for maps; Lisa Cotter, Thompson, Ventulett, Stainback & Associates, for community forum displays; and Amy Becham, Georgia-Pacific Corporation, for design and printing.

The Central Atlanta Action Plan final report was edited by Jennifer French Echols.

*This publication is printed on Georgia-Pacific Nekoosa Feltweave Graphite 80lb. cover and Nekoosa Solutions Carrara White 70lb. text.*

## B. Bibliography, Acronym Index, and Other Resources

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#### *Other Agency Reports, Studies, and Findings continued*

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Haddow & Company. (for Fairlie-Poplar Implementation Task Force) *The Revitalization Plan: Fairlie-Poplar District*. Atlanta, 1991.

Hill Partners. (for Fairlie-Poplar Implementation Task Force) *Fairlie-Poplar Retail Market Study*. Atlanta, 1999.

Jamison/CoStar Group. "3<sup>rd</sup> Quarter Office Report." *Market Stats*. Bethesda, 1999.

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### Index of Acronyms

**ACVB**, Atlanta Convention & Visitors Bureau

**ADA**, Atlanta Development Authority

**ADID**, Atlanta Downtown Improvement District

**ADP**, Atlanta Downtown Partnership

**ANDP**, Atlanta Neighborhood Development Partnership

**APAL**, Atlanta Public Art Legacy

**APC**, Atlanta Preservation Center

**APD**, Atlanta Police Department

**APEX**, African-American Panoramic Experience

**APS**, Atlanta Public Schools

**ARC**, Atlanta Regional Commission

**AUDC**, Atlanta Urban Design Commission

**CAP**, Central Atlanta Progress

**CATS**, Central Atlanta Transportation Study

**CID**, Community Improvement District

**COA**, City of Atlanta (departments follow)

**CODA**, Corporation for Olympic Development in Atlanta

**COPA**, Inc., Centennial Olympic Park Area

**DPDNC**, Department of Planning, Development and Neighborhood Conservation

**DPW**, Department of Public Works

**FPTF**, Fairlie-Poplar Implementation Task Force

**GA**, Georgia

**GDOT**, Georgia Department of Transportation

**GRTA**, Georgia Regional Transportation Authority

**GSU**, Georgia State University

**GWCC**, Georgia World Congress Center

**HAP**, Homeless Action Plan

**HDDC**, Historic District Development Corporation

**ILE**, Interagency Law Enforcement Partnership

**MACOC**, Metro Atlanta Chamber of Commerce

**MARTA**, Metropolitan Atlanta Rapid Transit Authority

**MSA**, metropolitan statistical area, defined by the Census Bureau (Atlanta MSA is 20 counties)

**PEDS**, Pedestrians Educating Drivers on Safety

**SAABA**, Sweet Auburn Area Business Association

**SPI**, Special Public Interest District

**TAD**, Tax Allocation District

**TBD**, to be determined

# VII Appendices

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## Other Resources

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*Note: The Central Atlanta Progress Web site, [www.centralatlantaprogress.org](http://www.centralatlantaprogress.org) includes a list of key government, business, and related association links. Additionally, many of the CA<sup>2</sup>P Issue Papers, also on the CAP Web site, list resources relevant to their focus.*

The following resources are a sample of those available.

American City Business Journals. Demographics Journal. <<http://www.amcity.com/journals/demographics>>

American Demographics. <<http://www.demographics.com/publications/ad/index.htm>>

Central Atlanta Progress. <<http://www.centralatlantaprogress.org/>>

City of Atlanta. < <http://www.ci.atlanta.ga.us/>>

Fulton County. <<http://www.co.fulton.ga.us/>>

Georgia Municipal Association. <<http://www.gmanet.com/members/04000.shtml>>

Harden Political InfoSystem. <<http://www.com/hpi/ga/index.html>>

Metro Atlanta Chamber of Commerce. <<http://www.metroatlantachamber.com/>>

“Industries of the Mind” Economic Development Initiative. <<http://AtlantaSmartCity.com>>

National Science Foundation. <<http://www.nsf.org>>

The Schaefer Center for Public Policy. The Regionalist. < <http://scpp.ubalt.edu/>>

State of Georgia. <<http://www.state.ga.us/>>

Technology Association of Georgia (TAG). <<http://www.tagonline.com>>

U.S. Department of Education. <<http://www.ed.gov>>

## C. Concurrent Subarea Planning

Planning Organization	Planning Focus
Atlanta Downtown Improvement District, Inc.	<ul style="list-style-type: none"> <li>Attempting to expand the existing community improvement district (CID) north to North Avenue in 2000</li> </ul>
Atlanta Regional Commission	<ul style="list-style-type: none"> <li>Relocated to new Downtown headquarters on January 1, 2000</li> <li>Serves as the federally-designated Metropolitan Planning Organization responsible for reviewing and approving transportation plans for the Atlanta metro area</li> <li>Funded portion of Central Atlanta Transportation Study (CATS) via federal grant</li> </ul>
Atlanta University Center	<ul style="list-style-type: none"> <li>Master plan for the campuses</li> <li>Includes: Clark Atlanta University, Interdenominational Theological Center, Morehouse College, Morris Brown College, Spelman College</li> </ul>
Atlantic Steel project Jacoby Development, Inc.	<ul style="list-style-type: none"> <li>Proposed 138-acre mixed-use project</li> <li>Multiple transportation options including a multi-modal bridge and trolley system connecting to MARTA/Midtown</li> <li>One million s.f. retail; 2,400 residential units; 500,000 s.f. entertainment; 6 million s.f. "Class A" office; 1.5 million s.f. high-tech office, 1000 hotel rooms</li> <li>Over 10 acres of public green space</li> <li>Projected Openings: Fall 2001, Phase 1 (residential, retail, office, hotel); Fall 2006, Phase 2 ; Fall 2012, Phase 3</li> </ul>
Central Atlanta Progress	<p>Central Atlanta Action Plan (CA<sup>2</sup>P):</p> <ul style="list-style-type: none"> <li>A 10-year plan addressing quality of life, public safety, housing, economic development, entertainment, and marketing</li> <li>Incorporates other planning efforts</li> </ul> <p>Central Atlanta Transportation Study (CATS):</p> <ul style="list-style-type: none"> <li>Retained consultant to conduct the CATS study</li> <li>Phase I completed December, 1999 and incorporated into CA<sup>2</sup>P</li> <li>Key components: east-west access, bicycle/pedestrian activity, and overall traffic flow</li> </ul>
City of Atlanta	<ul style="list-style-type: none"> <li>Maintains, develops, and enforces zoning, planning, and historic preservation regulations for the City</li> <li>Prepares and administers the Comprehensive Development Plan annually; currently updating with addition of Neighborhood Commercial Zoning district</li> </ul>

# VII Appendices

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## Planning Organization

## Planning Focus

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### City of Atlanta *(cont.)*

- Develops and administers the Special Public Interest zoning districts, the Pedestrian Space Plan, and the Parking Lot Landscape Ordinance; currently updating the Midtown SPI

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### The Coca-Cola Company

- Assembling 20 acres north of Centennial Olympic Park for possible development of a major corporate office complex
- The company's recent corporate restructuring will likely delay the development

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### COPA, Inc.

- Developing the Northyards Business Park; pad ready sites available Fall 2000; creation of approximately 750 local jobs for area Empowerment Zone residents
- Planning for 1,500 units of new market-rate housing north of Centennial Olympic Park
- Creating office and mixed-use opportunities
- Attracting entertainment, cultural, and retail users along the south and east sides of Centennial Olympic Park
- Established development regulations, in cooperation with COA, around Centennial Olympic Park to ensure quality projects and streetscapes
- Developing more than 100 affordable and market-rate condominium units on Block 2 of Centennial Hill
- Developing 150 market-rate condominium units, 100-200 condominium/rental units, street level retail, and the Atlanta Children's Museum

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### Fairlie-Poplar Implementation Task Force

- Implementing *The Revitalization Plan: Fairlie-Poplar District*, completed in 1991. Major recommendations include conversions of historic office buildings into loft apartments, Rialto Theater conversion
- Promoting hotel conversions and renovations
- Developed \$3 million worth of streetscape improvements in 1999
- Completed Retail Market Study May, 1999. Recommendations:
  1. *Positioning.* Fairlie-Poplar must hold a unique position in the marketplace
  2. *Merchandising.* Fairlie-Poplar should maintain variety and spontaneous form
  3. *Design.* Traditional urban design consistent with the existing character of the community and commercial district

## C. Concurrent Subarea Planning

Planning Organization	Planning Focus
<b>Fairlie-Poplar Implementation Task Force</b> <i>(cont.)</i>	4. <i>Merchant and Tenant Recruitment.</i> Attract the right merchants through established relationships with retailers and by leveraging proven locations
<b>Georgia Department of Transportation</b>	<ul style="list-style-type: none"> <li>• Plans, maintains, and builds Georgia's roadway system</li> <li>• May lead development of multimodal passenger terminal as hub of north Georgia commuter rail system located just west of the Five Points MARTA station on the site of the old Union Station</li> </ul>
<b>Georgia State University</b>	<p>The Georgia State University "Main Street" Master Plan</p> <ul style="list-style-type: none"> <li>• Developing Decatur Street as a "Main Street" pedestrian corridor, through redesigning the street with traffic calming measures, improvements to sidewalks, adding a bike path, adding street trees, establishing street-front buildings, and connecting new outdoor gathering areas</li> <li>• Constructing at least four new buildings</li> <li>• Helen M. Aderhold Learning Center in Fairlie-Poplar district to open Spring 2002</li> <li>• Encouraging student housing development by private developers</li> </ul>
<b>Georgia Institute of Technology</b>	<p>The Georgia Institute of Technology Campus Master Plan:</p> <ul style="list-style-type: none"> <li>• 22-acre campus expansion to include addition of new academic and institutional support facilities</li> <li>• Closing interior campus streets to automobiles</li> <li>• Adding new parking decks and recreational and open space.</li> <li>• Safety improvements including lighting and parking decks</li> </ul>
<b>Georgia World Congress Center</b>	<p>Phase IV Expansion:</p> <ul style="list-style-type: none"> <li>• Adding 450,000 square feet, 25 meeting rooms, two lecture halls, 45,000 square foot ballroom, and a new entrance on the west side, completion by July 2002</li> <li>• Will attract an additional 500,000 out-of-state visitors annually</li> <li>• \$1 billion in economic impact; \$53 million in new tax revenues</li> </ul>

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## Planning Organization

## Planning Focus

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### Metropolitan Atlanta Rapid Transit Authority (MARTA)

- Delivers bus and rail transportation service in the metro area
- Committed to increasing density around MARTA rail stations via Transit Related/Joint Development Program
- Station Service Program evaluates and recommends ways to improve rail stations using a variety of approaches including, but not limited to: lighting, business partnerships, landscaping, signage, maintenance, special events, advertising, security, design, and decoration

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### Midtown Alliance

- Implementing *Blueprint Midtown*, completed in 1997. Key focus areas include: open space and pedestrian environment, street design and network, transit options and land use.
- Attempting to form a community improvement district in 2000

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### National Park Service, Martin Luther King, Jr. National Historic Site

- Possible National Historic Site expansion, acquisition of the Martin Luther King, Jr. Center for Nonviolent Social Change
- Site has approximately one-half million visitors a year

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### Turner Properties

- \$27 million entertainment and retail renovation of CNN Center opening to Centennial Olympic Park
- \$9 million renovation of the Omni Hotel: new restaurant overlooking the Park and interconnecting the hotel's circulation with the CNN Center retail atrium
- Opened 20,000 seat Philips Arena, home of the NBA Hawks and NHL Thrashers, September 1999
- Improved pedestrian and MARTA access to and between the GWCC, CNN, Centennial Olympic Park, Philips Arena, and Georgia Dome. New pedestrian promenade stretches across the upper level of the CNN Center Decks connecting the Atlanta Federal Center and Underground Atlanta to Philips Arena, completed September 1999

## Residential Plans and Developments

### Planning Neighborhood

### Planning Focus

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#### Butler-Auburn

Butler Street/Auburn Avenue Community Redevelopment Plan: November 1994

- Promote building restoration and adaptive re-use
- Strengthen the arts and culture environment
- Create economic development opportunities
- Upgrade infrastructure and expand community amenities
- Rehabilitate existing housing stock
- Strengthen community and social services
- Build upon and strengthen existing community activism and partnerships

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#### Castleberry Hill

Castleberry Hill Neighborhood Master Plan: projected completion March 2000

- Creating master plan to be administered by the City of Atlanta Department of Planning, Development and Neighborhood Conservation
- Completing application to become designated Community Development Corporation
- Neighborhood Association and Georgia Department of Transportation studying transportation alternatives for area
- Studying possibility of creating an 8-acre neighborhood park for urban wildlife refuge and railroad museum
- Formulating design criteria for historic district; exploring landmark zoning
- Promoting establishment of quality services and retail businesses in neighborhood

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#### English Avenue

English Avenue Redevelopment Plan: October 1998

- Rehabilitate existing housing stock and expansion of housing opportunities
- Strengthen economic development
- Increase and improve public safety
- Improve transportation and parking situation

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#### Home Park

- Completed the “Blueprints for Successful Communities” Workshop offered by the Georgia Conservancy
- Seeking funding for second phase of planning project which includes the development of a master plan for the neighborhood
- Coordinating with surrounding neighbors such as Georgia Tech and the Atlantic Steel Project as well as Turner Broadcasting

# VII Appendices

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## Planning Neighborhood

## Planning Focus

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### Mechanicsville

Mechanicsville Community Redevelopment Plan: June 1995

- Rehabilitate existing housing stock
- Strengthen economic development
- Improve community facilities and services
- Improve transportation and infrastructure systems
- Strengthen job training and educational programs
- Enhance the natural environment through landscaping and artwork
- Modify land use and development regulations

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### Old Fourth Ward

Old Fourth Ward Community Redevelopment Plan: November 1994

- Rehabilitate existing housing stock
- Improve pedestrian space
- Create new and retain existing business
- Increase community policing and coordination of social services
- Strengthen community development corporations

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### Peoplestown

Peoplestown Community Redevelopment Plan: November 1996

- Encourage neighborhood diversity
- Rehabilitate existing housing stock
- Preserve historic character of community
- Enforce and encourage property owner responsibility
- Enhance the physical environment: signage, gateways, and streetscape
- Improve public safety through urban design principles
- Strengthen economic development
- Provide needed social services

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### Reynoldstown

Reynoldstown Community Redevelopment Plan: January 1996

- Rehabilitate existing housing stock
- Implement Community Art Project
- Improve infrastructure and streetscapes

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### Summerhill

Summerhill Community Development Plan: October 1993

- Rehabilitate existing housing stock
- Revise housing land use patterns focusing single family throughout and multifamily on the eastern edge
- Create pocket parks
- Extend and re-route streets
- Improve school conditions

## Residential Plans and Developments

### Planning Neighborhood

### Planning Focus

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#### Vine City

Master Plan for Vine City/Ashby: January 1995

- Rehabilitate existing housing stock, especially for the elderly
- Strengthen economic development
- Improve community facilities
- Upgrade sidewalks to ADA (Americans with Disabilities Act) standards
- Ensure transportation network is multi-modal and safe for everyone
- Develop social programs provided by community groups for all ages
- Expand recreational opportunities and protect historic resources
- Support and encourage noise abatement programs
- Maintain balance of land uses to ensure community sustainability





Central Atlanta Action Plan



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