H.E. Holmes
Livable Centers Initiative

Study and Concept Plan

City of Atlanta

November 26, 2002

H.E. Holmes Livable Communities Initiative
Study and Concept Plan Project Team

Planning Team

City of Atlanta

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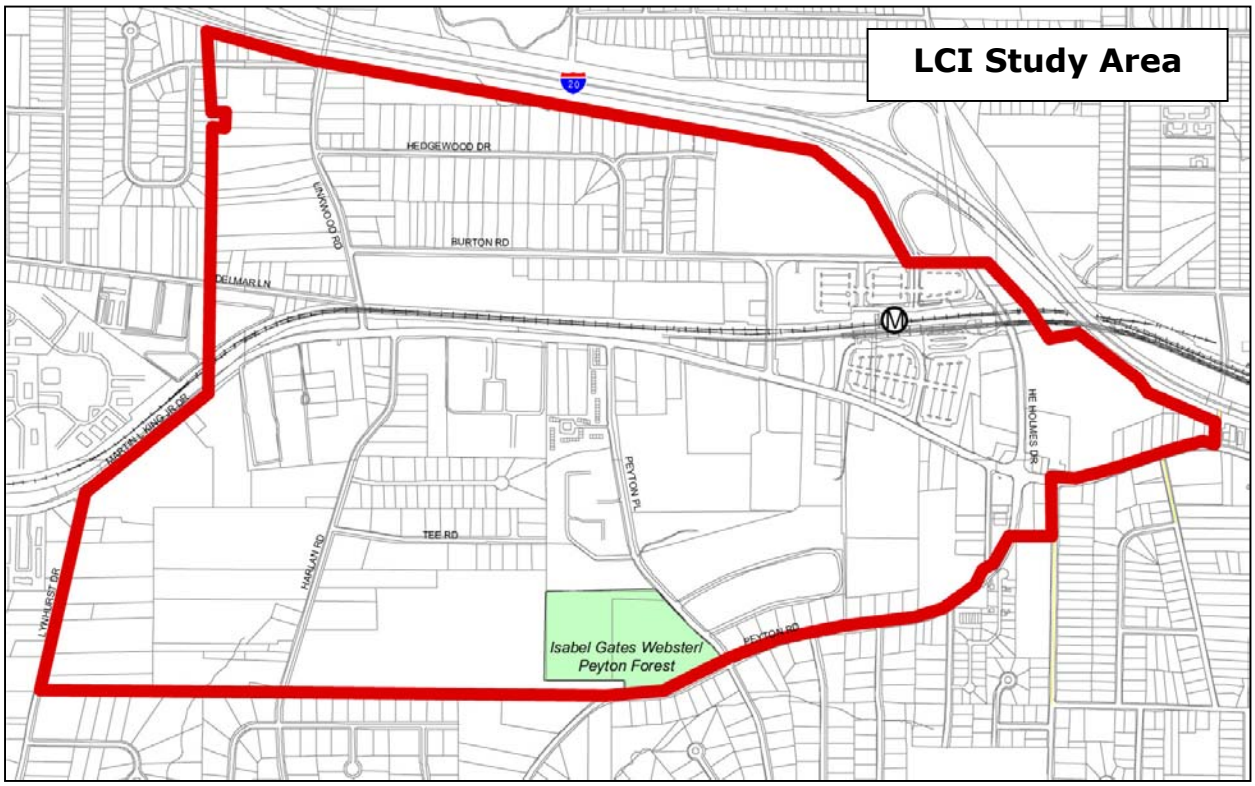
INTRODUCTION

Livable Centers Initiative

The LCI program is intended to promote greater livability, mobility and development alternatives in existing employment and town centers. The rationale is that directing development towards areas with existing infrastructure will benefit the region and minimize sprawling land use patterns. Minimizing sprawl, in turn, will potentially reduce the amount of vehicle miles traveled and the air pollution associated with those miles. Lastly, the LCI program is using the successful 1996 Olympics model to promote the concept that investment in public infrastructure will spur private investment. Thus, the LCI program is a vehicle whereby the ARC can attempt to direct mixed-use and mixed income development towards existing infrastructure by providing study and implementation dollars.

In this context the City of Atlanta saw a great opportunity to study the area surrounding the H.E. Holmes MARTA station. The area has existing infrastructure that can support development of vacant lands and redevelopment/reuse of existing facilities. The H.E. Holmes MARTA station area is in close proximity to downtown Atlanta, Hartsfield International Airport and the growing residential areas of south Fulton County, eastern Douglass County, and south Cobb County.



Study Area

The H.E. Holmes Study Area is a proposed regional level activity center. This proposed activity center is located at the intersection of I-20 and Holmes Drive (formerly Hightower Drive). However, the proposed Study Area includes a larger area to ensure that the connectivity between major users and activities within the area is considered. The Study Area is bounded by I-20 on the north; the properties fronting Linkwood Road and Lynhurst Road on the west; Peyton Forest Elementary School and Peyton Road on the South; and Fairfield Land and Martin Luther King Jr. Drive on the East. The area is approximately 496.5 acres or 0.8 square miles. The entire area is within NPU I, however residents from NPU H and other nearby neighborhoods utilize the services present here.

Study Area Analysis

The area's regional access remains strong via I-285, I-20, and the MARTA east-west rail line. Major employment cores, including Fulton Industrial Boulevard, the Airport, and Downtown are also easily accessed from the area. However, the ability of retail users to capitalize on this regional access is compromised by poor visibility from adjacent transportation corridors and the proximity and strength of existing retail centers on Cascade Road and Thornton Road in nearby Douglas County.

The area has not experienced the full effects of the trend for intown living and community revitalization sweeping much of the City of Atlanta. Although some new residential development exists near and within the Study Area, the area remains under-developed. This may be largely attributed to the area's more suburban character when compared to other intown neighborhoods.

The area is relatively disjointed because of previous transportation projects that bisected neighborhoods, including the construction of I-20 and I-285. The area also lacks a cohesive mix of uses. The area surrounding the MARTA station lacks a sense of place or community. There are no community gathering places, pedestrian friendly walkways connecting residential and commercial areas, community focal points, or appropriately designed and engaging sidewalk experiences.

The City of Atlanta recognizes a variety of activity centers, which range in size, scope, role and function. Most development nodes are adjacent to MARTA stations. Other nodes were proposed at certain freeway interchanges, including the H.E. Holmes Study Area. The Atlanta Regional

Commission (ARC) has designated H.E. Holmes as a typical example of an Activity Center, anticipating its location as the hub for the southwest Atlanta and growing South Fulton County. These centers have the potential to encourage a wider range of mixed uses, a more balanced ratio of jobs and residential units, higher order of civic space and community identity. This will ultimately transform auto-oriented centers into more transit and pedestrian friendly environment.

Components

The major components of this proposed activity center include the intersection of Holmes Drive and MLK Jr Drive as the focal point, in addition to the MLK Jr Drive commercial corridor, the H.E. Holmes MARTA Station and the adjacent residential neighborhoods. The residential part of the Southwest neighborhoods is primarily comprised of single-family residential homes along local streets to the north of MLK Drive, and commercial and multifamily residential to the south of MLK Drive.

H.E. Holmes MARTA Rail Station:

The Holmes Station is bordered by MLK Drive to the south, H.E. Holmes Drive to the east, Burton Road to the north, and Westland Boulevard to the west.

Shopping Centers:

All three of the main shopping centers are currently managed by Halpern Enterprises. Information about Halpern's properties can be accessed at ***http://www.halpern-online.com***

West Ridge
West Ridge shopping center is located on MLK Drive at Lynhurst. Newly re-developed, West Ridge offers a strong mix of both retail and service businesses. The center is anchored by Save Rite Grocery Warehouse and Family Dollar.

Hightower Station Shopping Center
Hightower Station is located at 3050 MLK Drive, across from the H.E. Holmes MARTA station. Hightower Station contains a strong mix of both retail and service businesses.

Gordon Plaza Shopping Center
Located at the corner of Peyton Road and MLK Drive, Gordon Plaza is strategically situated between H.E. Holmes Drive and the MARTA station.

METHODOLOGY

The H.E. Holmes LCI study adhered to the following process:

Data Gathering

An LCI Study Team consisting of members of the City of Atlanta Bureau of Planning, Tunnell-Spangler-Walsh & Associates, Marketek, and USInfrastructure conducted site visits and public meetings, utilized GIS data, conducted market, demographic and transportation analyses, and employed concepts and data from previous planning-related studies pertaining to the area to produce this document.

Public Participation

The public participation process consisted of an intense five-month period of biweekly stakeholder meetings and a concept plan workshop. These meetings helped to define major goals, create a vision and develop a concept plan for the Study Area. Each meeting was preceded by a printed advertisement delivered via post and e-mail. Over 60 stakeholders participated in this process, including area residents, property owners, business owners, neighborhood representatives, non-profit organization representatives, NPU chairpersons and members, City Council members, and other interested parties. Advisory committee and community meetings covered the following topics:

- Kick-Off
- Visioning and Goal Setting
- Land Use Focus Group
- Transportation Focus Group
- Housing Focus Group
- Urban Design Focus Group
- Economic Development Focus Group
- Preliminary Findings/Concept Plan Workshop
- Concept Review
- Implementation Projects Workshop
- Review of Draft Document & Prioritization of Implementation Projects
- Review of Final Report

Participants discuss plans at the October workshop

These meetings resulted in the following vision and goals for the H.E. Holmes LCI Study Area:

Vision:

A community vision was developed as follows:

"The area surrounding the H.E. Holmes MARTA station should have large numbers of people living, working and playing within walking distance of this medium density mixed–use transportation node. A wider variety of goods, services and recreational facilities should be available within the center. Improved pedestrian circulation and sense of community should be achieved through integration of multi-use trails, parks and open space with connections to existing facilities. There should also be equity in access to services in the area, and a balanced ratio of jobs and residential units."

Goals:

The proposed study will accomplish the following:

1. Encourage a diversity of medium to high-density mixed income housing areas, employment, institutional, shopping, and recreation choices in the Study Area. Develop alternatives for underutilized or vacant property and conserve natural resources.

2. Develop streetscape, bicycle and pedestrian linkages and provide access to a range of travel modes including transit, roadways, walking and biking to enable access to all uses within the Study Area.

3. Encourage integration of uses with transportation investments to maximize the use of alternate modes.

4. Through transportation investments increase the desirability of redevelopment of land served by existing infrastructure within the Study Area.

5. Create a community identity via creation of gateways.

6. Develop a community-based transportation investment program that will identify capital projects, which can be funded in the annual TIP.

7. Provide transportation infrastructure incentives that help implement the study goals such as reduced parking requirements for medium & high-density developments and shared parking options.

8. Provide for the implementation of the RDP policies, quality growth initiatives and best development practices in the Study Area.

9. Develop a local planning outreach process that promotes the involvement of all stakeholders.

10. Create a development plan that showcases the integration of land use policy and transportation investments with urban design tools.

ISSUES AND OPPORTUNITIES

This section reviews Issues and Opportunities identified at community meetings and through analysis of the site by LCI Study Team. Issues include areas of special concern or consideration having a detrimental impact on the Study Area, while Opportunities are those existing or potential projects that could address the identified Issues. Issues and Opportunities identified were further reviewed and incorporated into the Concept Plan, as appropriate.

Transportation

Transportation is an important component of the H.E. Holmes LCI study. As presented in the project kickoff meeting[1], transportation is a component of several of the ten goals set for the LCI. In particular, Goal #6 describes the role of the study in identifying specific transportation improvements that support the overall goals of developing a *Livable Community*.

> "*Develop a community-based transportation investment program at the activity and town center level that will identify capital projects, which can be funded in the annual TIP.*"

Pedestrian Environment:

Because every trip begins as a pedestrian trip, the walking experience within the Study Area is critical to understanding the current transportation system. There are sidewalks at several locations throughout the Study Area. MLK Drive even has sidewalks along both sides. However, the utility of the MLK Drive and other sidewalks is compromised by the large number of access points (side streets, driveways, etc.).

Issues:
Workshop participants and the Study Team identified areas where sidewalks are needed, including:

- Burton Road from Linkwood Road to Westland Boulevard
- Peyton Place along Isabella Gates Park
- Westland Boulevard from Burton Road to MLK Drive
- Linkwood Road
- Peyton Road
- MLK Drive from Peyton Road to Peyton Place
- Lynhurst Drive, south of Westridge shopping center
- Hedgewood Drive

[1] Held on Tuesday July 9th 2002 from 6:30 – 8:30 at the Grace Covenant Baptist Church (30 H.E. Holmes Drive)

In addition to the construction of sidewalks workshop participants would like to create guidelines for this infrastructure. In particular, the sidewalks should be wider than they are presently and should be compliant with the Americans with Disabilities Act. Lighting underneath I-20 on H.E. Holmes Drive also needs to be expanded to improve pedestrian safety.

Opportunities:
Opportunities exist to expand upon the existing pedestrian system and proposed pedestrian improvements. This is particularly true along MLK Drive, where a continuous sidewalk exists and funds have already been identified in the Comprehensive Development Plan to address additional streetscape improvements by 2007.

Sidewalks and streetscapes could also be improved on other streets to provide a safe, convenient way to access businesses and public transit.

Bicycle Facilities:

Bicycles are an increasingly important means of transportation, particularly for low-to-middle income families. Any well-balanced transportation system must include bicycle facilities to ensure a range of mobility options.


Streetscape-enhancing bike racks

Issues:
The community believes that bicycles are important. Traffic moves quickly along MLK Jr. Dr., and a safe place to ride is needed. In addition, safe, sturdy racks are needed to store bikes when not in use.

Opportunities:
The Study Area is home to several bicycle routes identified in the Atlanta Commuter On-Street Bike Plan. This comprehensive network of bicycle facilities includes the Greenbriar trail from Greenbriar Mall to the H.E. Holmes MARTA station and the Lionel Hampton trail. Future plans for improving the area include bicycles route on H.E. Holmes Drive, Peyton Place, Linkwood Road and Lynhurts Drive. A bike lane is also programmed for MLK Drive from Downtown to the City limits by 2017. There is also opportunity to install convenient bike racks and review greenway options.

Transit:

The Study Area is well served by both bus and rail transit. The H.E. Holmes MARTA station is the terminus for the West rail line. A kiss-and-ride facility, as well as 1,419 parking spaces, and 17 bus routes serve the station, including MARTA and Cobb Community Transit (CCT) buses. The station serves approximately 270,000 passengers per month.

Route Number	Route Name
3	Auburn Avenue/ MLK. Drive
53	Grove Park
56	Adamsville
57	Collier Heights
59	Maynard Court
60	Hightower/Moores Mill Shopping Ctr.
61	Bowen Homes
66	Greenbriar/Lynhurst
73	Fulton Industrial
160	Boulder Park
164	Kimberly/Country Squire
165	Southwest Community Hospital
170	Brownlee/Ben Hill
173	South Fulton/ Westgate Park
201	Six Flags
CCT 30	Marietta
CCT 70	Cumberland Boulevard Transfer Ctr.

Issues:

Workshop participants and the Study Team noted that ridership on most bus routes seems to be low. This may be partially due to the pedestrian-hostile character of the Study Area and its disperse land uses. Because of this, buses are often not full at off-peak hours. According to workshop participants, smaller busses would be less intrusive to neighborhoods.

Opportunities:

The connection of the neighborhood to the MARTA rail station could be enhanced. The existing pedestrian entrance on Holmes Dr. could to be made more prominent, and a pedestrian entrance needs to be re-established on MLK Drive. Additionally, the establishment of uses on the MARTA property could create activity around the MARTA station.

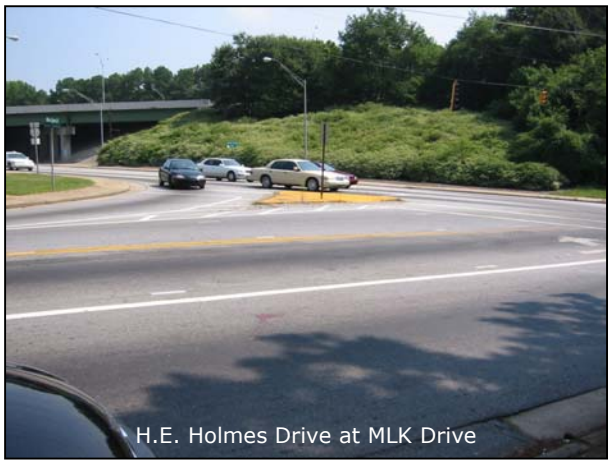
A closed connection on the MARTA property

Intersections:

Traffic flow is affected more by intersection operations than by street widths. As such, intersections must also be addressed as part of a well-balanced system.

Issues:

Several intersections within the study currently operate at an unacceptable level. Through the public input process, participants identified intersections that need to be improved, including:


H.E. Holmes Drive at MLK Drive

- MLK Jr. Drive and Holmes Drive: This intersection is dangerous for pedestrians due to the lack of crosswalks, pedestrian signals, and the roadway configuration.
- Burton Road and Westland Boulevard: This is blind intersection. The over-grown greenery needs to be maintained. A blinking traffic signal would help to notify drivers of the nature of the intersection.
- Hollis Terrace and Burton Road: Drivers to not heed the stop sign at this location. An additional traffic control device may be needed.
- Harlan Road and MLK Jr. Drive
- Peyton Place and MLK Jr. Drive: This intersection could benefit from a stop sign on Peyton Place. It would also be helpful to slow traffic on MLK so that turns can be made from Peyton more easily.
- Linkwood Road and MLK Jr. Drive: Currently, a "stop here" sign exists. It is unclear as to where the stop line actually is. In addition, the greenery surrounding the sign needs to be maintained.
- Linkwood Road and Delmar Lane: The stop sign on the northwest corner of this intersection is hidden behind overgrown greenery.
- Holmes Drive and Burton Road: Congestion results from traffic generated by the High School on Holmes Drive. Again, signal timing needs to be improved to allow pedestrians enough time to cross the intersection.

Opportunities:

No current plans are in place to address intersection operations. However, numerous improvements can be made. Please refer to the Implementation Strategies section for further details.

Street Character:

The "character" of a street includes a variety of factors. The number of lanes, the role in a regional network, congestion, speeds, and other factors all impact how people perceive and respond to a street.

Issues:

The character of existing streets impacts their capacity to foster the creation of a walkable community. In determining land uses, the character of streets must be taken into consideration. The following summarizes the character of key streets in the Study Area and the challenges associated with them:

- I-20: I-20 is an east-west interstate facility serving commuter and intercity traffic to and from Atlanta. The westbound off ramp of I-20 is provides access from the interstate to the Study Area and serves traffic to and from the MARTA station. As the H.E. Holmes station is currently the western most MARTA station, it serves as the first park-and-ride facility for Atlanta commuters who reside west of the City. Ingress and egress to I-20 currently occurs directly opposite the existing entrance to the MARTA station on Burton Road.
- MLK Drive: MLK Drive is an urban arterial with a 5-lane cross section (two lanes in each direction and a Two-Way-Left-Turn lane in the middle). It has a posted speed limit of 35 mph but generally exhibits speeds above 45 mph.
- H.E. Holmes Drive: H.E. Holmes Drive is an urban arterial with a 4-lane cross section (two lanes in each direction and a Two-Way-Left-Turn lane in the middle). It has a posted speed limit of 35 mph but generally exhibits speeds above 45 mph.
- Peyton Road: Peyton Road is a 2-lane undivided collector street that serves traffic to and from the residential areas south of the Study Area.
- Westland Boulevard: Westland Boulevard is a short, 2-lane undivided local street that provides access to a few commercial establishments but primarily connects MLK to Burton Road.
- Peyton Place, Burton Road Linkwood Road, and Harlan Drive: These roadways are 2-lane undivided local streets that primarily serve as direct access to adjacent residences. Linkwood Drive and Harlan Drive also serve as collectors providing access between other local streets and MLK Drive. In addition to serving residential traffic, Lynhurst Drive also provides access to the commercial development at the intersection with MLK Drive.

An additional issue affecting the character of a street is congestion. Congestion frequently occurs on H.E. Holmes Drive from James Jackson Parkway to the MARTA station. One cause of this is school bus loading and unloading that occurs in front of Douglass High School. Another congestion

issue involves the at-grade freight rail crossings. Long freight trains frequently cross the tracks, blocking automobile traffic for several minutes at a time.

Opportunities:
The character of streets can be improved over the long-term through drastic transformations. Streetscape projects and reconfigurations can help. Smaller measures to ease congestion can help too. To this extent, opportunities exist to find an alternative location to conduct school bus loading and unloading, reducing the amount of blockage in the through-traffic lanes on Holmes Drive.

Connectivity:

Connectivity is critical to a viable transportation system. The traffic congestion that the Atlanta region is so famous is partially due to the limited number of routes available for making trips. Accidents or other tie-ups on a single road can throw the whole system into paralysis.

Connectivity is also important for non-motorized transportation. A well-connected bicycle and transit system is essential to ensuring that bicyclist and transit riders have maximum mobility options. By increasing the number of routes available for all trips the transportation system can be made more stable and less prone to significant failures.

Issues:
The Study Area is characterized by a number of underdeveloped superblocks resulting in a low level of connectivity. This is particularly an issue within subdivisions and apartment complexes. This low level of connectivity not only makes pedestrian access difficult by increasing distances, it also forces all traffic onto a relatively small number of streets.

Connections to the Lionel Hampton Trail just south of the Study Area also needs to be expanded, if possible.

Opportunities
There are several opportunities to increase connectivity through street construction, possibly at the following locations:

- Tee Road to Peyton Place
- Hedgewood Drive to MLK via existing stub-out
- Cox Drive to Peyton Road
- A street from Peyton Place (next to Gates Crossing) to Cox Drive
- A street between Lynhurst Drive and Harland Road through wooded lots.

- Streets as part of new development on and near the MARTA side to reduce vehicular reliance and MLK Drive and reduce the need for curb cuts.

While not all feasible, these options nevertheless demonstrate that the opportunity to increase street connectivity does exist.

Parking:

Parking is essential in the modern city, but parking must be carefully balanced with other considerations to avoid compromising a community's quality-of-life.

Issues:

Within the Study Area there is currently a surplus of parking in the greatly underutilized H.E. Holmes MARTA station lots. The area is also characterized by a number of expansive surface parking lots fronting strip commercial centers.

The location of parking on individual parcels through the Study Area is also an issue. Parking tends to be located in front of buildings. This sets buildings back from the street discourages walking by creating a pedestrian-hostile environment.

Current commercial and industrial zoning prohibits shared parking by right. All users must provide dedicated on-site spaces and any attempts to share must receive approval of the Zoning Board of Adjustments.

Opportunities:

Opportunities exist to create shared parking strategies to reduce the amount of area dedicated to surface parking in the Study Area. Supportive zoning must be a part of this strategy.

Additionally, a more balanced transportation plan and mix of uses could reduce the need for high parking ratios and allow parking to be redeveloped. Where still needed, parking could also be located to be less obtrusive.

Safety:

Transportation safety is affected by a variety of factors. Street design, speeding and traffic flow affect vehicular transportation safety, while pedestrian safety is affected differently by these same factors. In general, however, conditions which are safe for pedestrians are also safe for drivers.

Issues:
Vehicular speed along several of the roads in the Study Area is of concern to the participants. Excessive speed not only makes it difficult to cross streets, it also detracts from the neighborhood setting this process is trying to help provide.

The geometry of streets encourages speeding. Many streets in the Study Area were designed to encourage the very speeds that have become a problem.

Opportunities
Workshop participants identified opportunities to improve safety through physical design. Many are interested in installing traffic calming devices in the Study Area, especially on MLK Jr. Drive. On MLK Jr. Drive, these could be geared towards psychologically narrowing the street through special median pavers and plantings. On other streets, more conventional methods could be applied.

Programmed Projects

The City of Atlanta has current policies, programs and projects directly affecting the Study Area. These are as follow:

Comprehensive Development Plan Projects:

- Pedestrian Facilities: MLK Jr. Dr from Ralph David Abernathy to City Limit- $800,000
- Street Reconstruction: Southwest Atlanta Plan- MLK Jr. Dr Realignment
- Street Widening & Upgrade: MLK Jr. Dr. from Bolton Road to West Lake Avenue
- Bicycle Facilities: Lynhurst Dr. from MLK Jr. Dr. to Cascade Rd & MLK Jr Dr from H.E. Holmes MARTA station to City Limits

Capital Improvements Program Projects:

- MLK Jr. Dr. Improvements: Realignment of road between Holmes Drive and Lamar Dr- $3,200,000

Quality of Life Bond Projects:

- MLK Jr. Dr. Streetscape- $1,402,500

2003-2005 TIP:

- MLK Jr. Dr. Corridor Study, from Northside Dr. to City Limits- $250,000
- MARTA West Line draft Environmental Impact Study (DEIS)-$1,000,000

Land Use

Although the Study Area itself is marked by the typical suburban development pattern of segregated uses, extreme setbacks, and a general lack of connectivity, it is bounded on the east by the western-most extent of Atlanta's traditional, pre World War Two development patterns. As such, an opportunity to extend this fabric westwards exists.

The other residential communities surrounding the Study Area exhibit typical suburban development patterns, with cul-de-sac single-family subdivisions served by strip commercial corridors. However, the area does contain a fair number of apartment complexes in different price ranges and a significant amount of senior housing.

Incompatible Land Uses:

The relationship of land uses impacts the quality of life in a community. As the benefits of mixed-use areas become know, it becomes increasingly important to understand the types of uses that can operate in close proximity. Many uses are very compatible, including retail, office, open space, civic and residential uses. Other uses, such as industrial and transportation services, are more difficult to reconcile with other uses in a mixed-use setting.

Issues:
Within the H.E. Holmes Study Area, land use conflicts occur at the interface of the area's industrial properties. The former cabinet factory on Burton Road (now a tire facility) fronts a single-family residential street and is the area of which many residents are least proud.

Opportunities:
Land uses are not static, and industrial areas can be redeveloped to better respond to surrounding uses. The former cabinet factory is one such area that could be redeveloped.

Mixed-Use Developments:

Mixed-use, walkable neighborhoods can be defined by different uses in closely related but separate buildings. More beneficial, however, is the location of different uses within the same building. Typically, retail uses can occupy the sidewalk level of commercial or residential buildings without significantly compromising the operation of either use. Not only does such a mix locate customers close to retail, but it also creates a permanent residential presence in what would otherwise be a commercial area.


During workshops participants liked this mixed-use scene

Issues:

The Study Area lacks a mixture of uses in close proximity; this discourages walking. Workshop participants identified several areas that they would like to see become mixed-use, including:

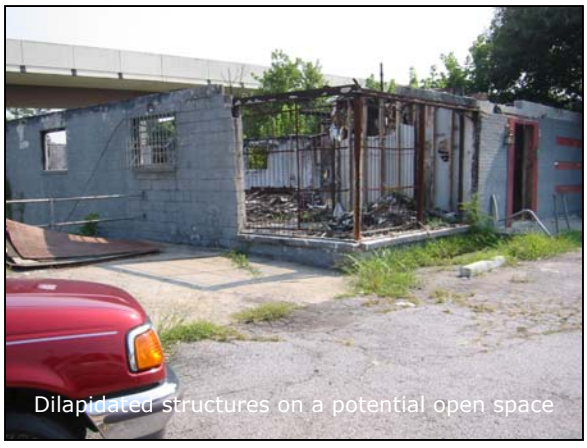
- Existing commercially zoned properties within the Study Area.
- Both sides of MLK Drive across from the MARTA station.

Opportunities:

Current commercial sites represent the potential for future mixed-use buildings. Infill development and supportive zoning could encourage the gradual development of mixed-uses.

Open Space:

Open spaces can take a variety of shapes, including plazas, greenway trails, pocket parks, or large active recreational parks. In addition to providing locations for relaxation, public open spaces can serve as community focal points or gathering spaces.


Dilapidated structures on a potential open space

Issues:

With the exception of the Isabelle Gates Park on Peyton Place and Peyton Road, the open space that currently exists in the area is privately owned.

Stands of lush trees are one of the community's greatest assets. However, much of this green space is underutilized and/or poorly maintained. In fact, the greenery along the freight rail right-of-way is in particularly poor shape, frequently strewn with garbage.

Opportunities:

The City of Atlanta currently owns two parcels that could be developed into formalized open spaces (northeast corner of MLK Drive and Linkwood Road and on Peyton Place near the MLK Drive intersection). An additional location for formalized open space could be an area in the Dogwood Apartment Complex on Peyton Road.


Parks serve as community spaces

In order to maintain the "green" quality that many residents want to preserve, there is the opportunity to create new parks in mixed-use and residential areas. There is also an opportunity to create quality green supplemental zones between new residential buildings and the streets, in place of parking. While they would not be parks, these areas could preserve the "green" quality that many want.

Vacant Land:

Vacant land in an urban setting is undesirable. Not only does it create public safety concerns, but it also contributes to visual blight.

Issues:

The Study Area has several vacant properties, including dilapidated buildings, which are eyesores.

Opportunities:

Vacant land represents development opportunities. Under-utilized lots could be developed as new shops, business, housing, and park space.

Vacant lots, such as this, pose a public safety concern

Housing

Housing is the basic building block of all communities. Communities that offer a variety of housing options for their residents tend to be those very communities that are most stable over the long-term. These options should include both a variety of housing types and a variety of price points for these housing types.

Issues:
The Study Area contains a variety of housing types.

Single Family Detached Housing surrounds the periphery of much of the Study Area. Residents are particularly proud of the single-family detached housing and want to protect it from future commercial and multi-family encroachment wherever possible. The Study Area itself contains 217 single-family homes.

An estimated 1,750 multi-Family Housing exist within the Study Area, but there is some reluctance to embrace more multi-family housing due to the fact that the multi-family housing that currently exists is poorly designed and/or poorly maintained. There is also a concern that new large homes will turn into multi-family rentals in the future, even though zoning prohibits such.

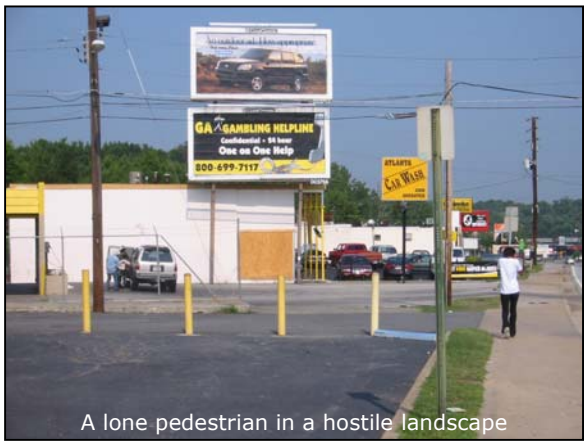
Mixed-Income Housing is important to provide a range of housing types for all residents of a community. The Study Area, however, already contains a high-degree of "affordable" housing units. Therefore, participants in the public process feel that future efforts should focus on providing more moderate-income units over the next ten years.

Opportunities:
Opportunities exist to expand upon the existing housing diversity in the Study Area through infill residential and mixed-use development. Additionally, the proximity to MARTA creates a tremendous opportunity to increase the amount of residents that can live within walking distance of transit – another key to created truly diverse communities. Citywide, there is an increased desire to have residences near rail transit. Such rail access could create a niche residential market for the H.E. Holmes Study Area.

Urban Design

Issues:

Building setbacks, parking lots, and strip shopping centers lend a sprawling, suburban feel to this intown area. MLK Drive is currently more of a high-speed arterial than a "Main Street". Signage is unattractive, consisting of billboards and oversized plastic boxes designed to be viewed from a speeding automobile.



A lone pedestrian in a hostile landscape

The disconnected nature of the MLK Drive corridor carries over to the greater Study Area. Other than a few key streets, there is nothing to tie the area together as a cohesive place. Buildings do not relate to one another, and the lack of a complete street system means that the it is impossible to establish a traditional urban fabric.

These characteristics can all be altered through implementation of good urban design guidelines.

Opportunities:

There is an opportunity to improve the urban form of the Study Area to create a visually cohesive and pedestrian-friendly community.

An urban design vision that orients buildings to the street, discretely locates parking, and unifies the Study Area through basics of good urban design could be implemented through zoning and policy controls.

In addition, sign ordinance amendments could be instituted to limit the size and height of signage.

Over the long-term, new streetscape could be implemented and utility wires could be buried to improve the visual unity of the Study Area.

Economic Development

The ability of an area to respond to economic change is affected by a variety of factors. Demographics, traditional development and land-ownership patterns can affect the ability of an area to respond to economic changes. Less clear, but equally challenging problems associated with perception can often pose an even greater challenge.

Issues:

As part of the research, the project team worked closely with residents of the surrounding community to understand their vision of the redevelopment of the Study Area. From this collaborative process, it was determined that the Study Area fails to adequately serve the needs of its residents and the residents of surrounding neighborhoods. At community workshops, many residents expressed concern about the need to leave the community to find "decent" stores with high quality products. However, the proximity of the Study Area to established retail clusters along Cascade Road and nearby Thornton Road in Douglas County, presents a challenge, as many desired national retailers currently serve the Study Area through existing nearby stores.

A marginal commercial use

Other challenges are summarized as follow:

- The need to remove existing marginal manufacturing and commercial uses from the Study Area.
- The need to develop and promote an identity for the community.
- The need to attract businesses that serve the needs of area residents as well as MARTA riders.
- The need to ensure human scale development.

Opportunities:

With anticipated future residential growth the Study Area has the potential to attract new retailers to serve new and existing residents and reduce retail sales (and jobs) leakage to other retail clusters. The same can be said for new professional office uses. Community residents identified the following types of businesses as being the most needed in the Study Area:

- Wheel alignment shops/full service automobile repair shops
- Banks
- Mid-priced, sit-down restaurants
- Upscale restaurants
- A large, non-discount grocery store, such as Publix or Kroger
- Hardware stores
- Post office
- Bowling alley
- Book stores
- Small movie theaters
- Ice cream and coffee shops
- Yoga and meditation facilities
- Boutique clothing stores
- Ethnic chain restaurants (especially Mexican)
- Delis
- Clothing stores
- New drug store
- Recreation & social development facilities (e.g. Knowledge Center, Sylvan Learning Center, Music Conservatory, etc.)

Existing governmental programs represent another opportunity to support economic development, including:

- Development Impact Fee Exemptions, in which impact fees are eliminated for key economic development projects.
- Urban Enterprise Zone, in which ad valorem taxes, may be abated for ten years to commercial, mixed-use, industrial, or housing developments, subject to approval by City Council.
- Atlanta Renewal Community, in which the City is eligible to share in an estimated $17 billion in tax incentives for investors in businesses.
- One Stop Capital Shop loans, in which businesses can be assisted with business plans and other supports.
- The Phoenix Fund, in which loans can be made to certain businesses.

Finally, development can be supported through increased quality in the built environment. The hottest markets nationwide are mixed-use, vibrant, pedestrian-oriented communities. Initial public policies to support such environment could establish a new paradigm for the area and contribute to increasing land values and rents. Furthermore, zoning could ensure a high quality of development, thus protecting pioneer developers from risk by ensuring a high standard of development for potential competitors.

Other Issues and Opportunities

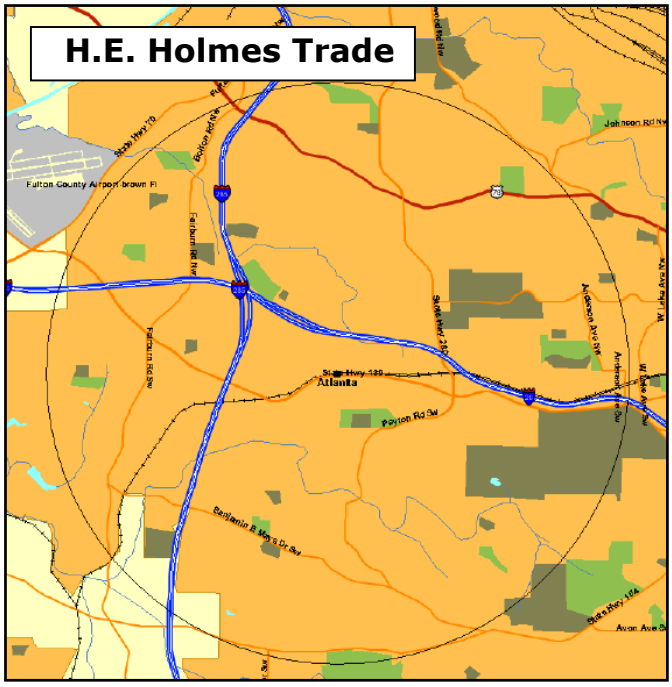
Other issues pertinent to the area include the changing needs of the area as it ages, and the need to get rid of drug activity in the neighborhood.

There is an opportunity to promote a sense of place in the Study Area by creating gateways.


A community marker in northeast Atlanta

DEMOGRAPHIC & MARKET ANALYSIS

Demographic Analysis



The trade area delineated for this research is comprised of a 2.5-mile radius from the intersection of MLK Drive and Linkwood Drive and is the geographic area from which the large majority of potential shoppers and prospective residents of the Study Area originate. Between 1990 and 2001, population and household growth within the trade area remained almost unchanged, with population increasing by 0.14% annually, below City of Atlanta (0.59%) and Atlanta MSA (4.07%) levels. Forecasts for 2001-2006 show the trade area's average annual population growth rate increasing to 0.53%, remaining below City (0.89%) and MSA (3.41%) levels.

The age distribution of the trade area population reveals a higher proportion of younger (i.e., under 15) and older (i.e., over 65) residents relative to the City and MSA. Within the trade area, 24% of the population is under the age of 15, above the City (19%) and MSA (22%) proportions. Fourteen percent (14%) of trade area residents are over 65 years of age, above both the City (10%) and MSA (8%) proportions. While young professionals are a primary target market for residential and retail development in the Study Area, families with young children and elderly residents/retirees are also valuable target markets.

Household income levels in the trade area are generally low to moderate with an estimated 2001 median household income at $28,057, below $36,961 within the City and $55,064 in the MSA. In 2001, an estimated 74% of trade area households had annual incomes of less than $50,000, compared to 63% within the City of Atlanta and 47% in the Atlanta MSA. A windshield survey, however, does confirm that the area is home to a small,

but growing number of middle-to-upper income residents likely attracted by the Study Area's proximity to the affluent Cascade Road area.

Although household income levels in the trade area itself are relatively low, intown housing development throughout the city is increasingly drawing young professionals and empty nesters who want to reduce commuting time and adopt an urban lifestyle. As residential and retail development progresses in the Study Area, more affluent residents will likely be drawn to the H.E. Holmes area, particularly due to its proximity to the much sought-after Cascade Road area. Developing housing that appeals to a range of age and income groups will ultimately strengthen the community and help to ensure its long-term success. More and more, consumers are demanding authenticity in their purchases, in their activities and in the communities in which they choose to live.

Part of strengthening the economic base of the Study Area will be to increase employment. There were an estimated 2,954 jobs within the census tracts that immediately surround the Study Area in 1998, which is expected to increase to 4,016 by 2010. Within the Study Area are an estimated 1,619 jobs, of which 30 are industrial (tire warehouse), 200 in offices and personnel service, 223 in food and beverage, and 1,166 in retail. Employment growth will be even stronger as new retail and office development progresses in the Study Area. Area employees represent a significant market for new retail and housing development in the Study Area.

To obtain a more comprehensive understanding of trade area residents for market segmentation purposes, trade area households are categorized in various "Lifestyle" or psychographic groups. Trade area households fall into just four Lifestyle groups, which are generally younger (although a high proportion of elderly households exist), typically have average to below average incomes and often have children living at home. In terms of retail preferences, below average incomes limit a large share of these household's purchases to necessities such as groceries, personal care, prescriptions, infant products, day care, etc. However, remaining income is frequently dedicated to apparel (women's, men's, teen's and children/infant's), shoes, electronics, fast food and appliances/ housewares.

Issues:

As part of the research, the project team worked closely with residents of the surrounding community to understand their vision of the redevelopment of the Study Area, which is summarized as follows:

- Preserve adjacent single-family residential areas by concentrating redevelopment activity along MLK Drive close to the MARTA station.

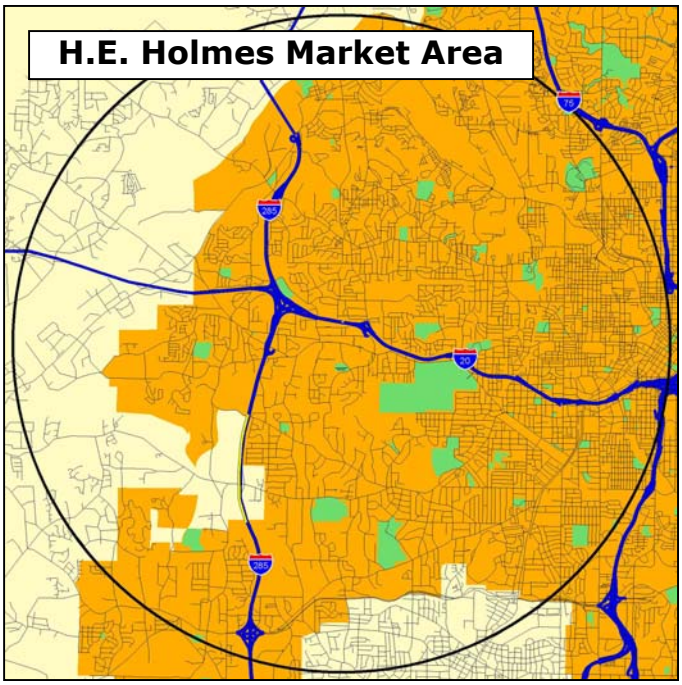
- Upgrade and improve the management of existing multifamily developments that are not redeveloped.
- Provide housing for a mix of age and income groups.
- Remove existing marginal manufacturing and commercial uses from the Study Area.
- Develop and promote an identity for the community.
- Attract businesses that serve the needs of area residents as well as MARTA riders.
- Ensure human scale development.
- Encourage pedestrian activity throughout the Study Area, linking it to surrounding neighborhoods.

Opportunities:
Community residents identified the following types of businesses as being the most needed in the Study Area:

- Wheel alignment shops/full service automobile repair shops
- Banks
- Mid-priced, sit-down restaurants
- Upscale restaurants
- A large, non-discount grocery store, such as Publix or Kroger
- Hardware stores
- Post office
- Bowling alley
- Book stores
- Coffee shops
- Small movie theaters
- Ice cream shops
- Yoga and meditation facilities
- Boutique clothing stores
- Ethnic chain restaurants (especially Mexican)
- Delis
- Clothing stores
- New drug store
- Recreation & social development facilities (e.g. Knowledge Center, Sylvan Learning Center, Music Conservatory, etc.)

Residential Market Analysis

A statistical demand analysis was performed for the market area (defined by a 5-mile radius from the area) to estimate the potential market depth for for-sale housing and rental housing. The two main sources of annual potential demand for housing are new household growth and turnover. New household growth is traditionally used to project market growth and is based



on population and household growth projections. Projected owner or renter occupied households are qualified or segmented by owner or renter turnover rates (derived from the 2000 Census), income, age and household size.

To offer insight to the strength of the H.E. Holmes residential market, the supply side of the local housing market is provided, including: sales data, characteristics and absorption histories of a sample of nearby active for-sale developments that are medium density (i.e., townhouses) and a survey of nearby rental projects.

For-Sale Residential Analysis:

Despite the recent recession and the corresponding tightening of the local labor market, the Atlanta region's housing market has done surprisingly well in 2002. In the first half of the year, building permit activity was down 11% from the first half of 2000. While permit activity is down, the entry-level market (homes priced below $250,000) has remained strong. Higher priced homes (especially those priced above $350,000) are staying on the market longer and sales of homes in this price range are slowing. Low mortgage rates have enabled first time homebuyers and first time move-up buyers to afford homes priced below $250,000. In addition, down payment assistance combined with low mortgages has encouraged renters to become homebuyers. Finally, homeowners who have lost their jobs in the past year are selling their luxury-priced homes to purchase lower-priced homes.

Single-Family Home Sales:

Based on a sample of home sales within the 30311 and 30331 Zip Codes (which contain and surround the Study Area), the housing market is centered in the $100,000 to $200,000 range. One fifth of the transactions in this range are $120,000 to $159,000. Another one-fifth of transactions are in the $160,000 to $200,000 range. Median sales price is $140,000, average sales price, $176,912. Lowest price is $58,000 and highest price is $800,300.

Attached Residential New Home Sales:

There is one new single-family attached project located in the Study Area, Collier Pointe, which is located at 2565 Burton Road just north of the MARTA station. There are 151 units in this townhouse community priced as follows: $136,500 for a 1,256 square foot 2 bedroom/2.5 bath townhouse with a one-car garage; $145,000 for a 1,443 square foot 3 bedroom/2.5 bath townhouse with a one-car garage; and from $153,900 for a 1,288 square foot 2 bedroom/2.5 bath townhouse with a one-car garage. The latter model is three-stories with a walk-in at garage level.

Collier Pointe has experienced brisk sales since it opened in March 2002. Forty of the 151 units have sold for an average monthly sales rate of 6 units. Sales representatives confirm that the buyer profile is predominantly young professional singles and couples with few or no children.

For-Sale Residential Demand:

It is assumed that a strong majority of prospective Study Area home buyers will be age 25 to 64, have annual incomes of $35,000 and higher and live in one to three person households. Based on the estimate that 47% of market area households will own rather than rent and that 44% of new households moving into the market area will own their homes, over the next 10 years an estimated 841 annual new households in the market area will be potential market rate homeowners. This estimate takes into account that a portion of renter households will move up to home ownership (especially with low interest rates) and that a certain portion of demand for new housing will emanate from outside of the market area, particularly as redevelopment progresses and as the Study Area's identity as a transit-village is communicated to external markets.

Based on an evaluation of planned and proposed physical improvements in the Study Area, the expansion of the Study Area's position as a mixed-use transit-village and our experience in facilitating residential development in other communities, during the first ten years of development an estimated 732 market rate for-sale housing units could potentially be absorbed in the Study Area. In other words, the Study Area has the potential to capture 9% (or 732 units) of total market area demand for for-sale housing within the 2002-2012 period.

Opening price points of for-sale units located in the Study Area should range from $130,000 to $180,000. While there is also demand for units priced at $180,000 and up, it is our opinion that when unit prices rise above this level demand will begin to thin out.

For-Rent Residential Analysis

Despite the slowing economy, the Atlanta region continues to lead the nation in multifamily construction. While developers have remained optimistic about the multifamily market, 2003 demand will be highly dependant on the strengthening of the local job market. The slowing job market has contributed to increasing vacancy rates and flat rents.

Intown development continues to show signs of strength, with some developments mixing condominiums with apartments to accommodate future market conditions (i.e., developers can obtain immediate returns on the sale of units as well as secure cash flow from rentals). In addition to rental and ownership developments, some recent intown developments include a mix of uses (e.g., drug store, grocery store, etc.).

For-Rent Residential Competitive Supply:

In an effort to obtain an understanding of characteristics of market rate rental apartment projects in the H.E. Holmes area, eight nearby apartment projects were surveyed. Overall, the apartments surveyed are older, offer few amenities, command rents in the $400 to $600 range and achieve strong occupancy rates. One of the projects surveyed had an occupancy rate of only 78%, which can be largely explained by the fact that it is an older project with few amenities and relatively high rents.

Unit features and amenities present in the rental communities surveyed generally include a full kitchen with a dishwasher, balcony or patio, carpeting and on-site laundry. Upgrade features and amenities include: washer/dryer connections, playground, clubhouse and a pool.

Renter profiles obtained from interviews with managers and on-site leasing agents confirm that while there is a mix of prospective tenants at the communities surveyed, tenants are typically young and older singles and families, many of whom work in the area or have family nearby.

Three new rental projects are currently underway in the Study Area. The first will be located at the former West Lumber site just east of the MARTA station on MLK Drive. This mixed-income project, The Peaks, will have 183 1-, 2- and 3-bedroom units with market rate rents that range from $600 ($500 affordable) to $780 ($700 affordable). The second development, Alta Pointe, fronts the south side of MLK Drive and will have market rate and affordable units (bond financed). Alta Pointe will be comprised of 230 1-, 2- and 3-bedroom units with market rate rents that range from $680 ($569 affordable) to $830 ($780 affordable). Alta Pointe will be a Class A project

with a clubhouse, pool, car wash and sports court. The third project, Columbia Commons, is a 156-unit apartment community being developed across from the MARTA station on MLK Drive by Noel Kahlil.

For-Rent Residential Demand:

The rental demand analysis assumes that prospective Study Area renters will be age 25 to 64, have annual incomes of $25,000 to $50,000 and live in one to three person households. Based on estimated renter propensity of new and existing market area households, an estimated 2,688 annual new households in the market area will be potential market rate renters. This estimate is adjusted to reflect owner households that would prefer to rent as well as demand from external markets.

The Study Area has the potential to capture 9% of total market area demand for new market rate rental housing, which translates into 2,446 units over the 2002-2012 period. Based on current monthly rents at the market rate rental communities in the competitive market area, market rents in the general range of $600 to $800 for 1- and 2-bedroom units would be achievable in the Study Area. These rents are justifiably higher than average rents at projects surveyed in the competitive market area as the type of rental product envisioned for the Study Area will be new, urban, accessible and have amenities generally not offered in the rental communities in the competitive market area. However, these rents are lower than comparable new product in Atlanta' s intown neighborhoods (e.g., midtown, downtown, etc.).

Convenient, secure parking should be provided with at least one space per unit at no charge. Other community features should include a laundry room and an exercise facility. Alarm system, washer/ dryer hookup, balcony, fireplace, storage, dishwasher/ disposal, cable-ready and high-speed Internet access should be standard unit features.

Residential Strengths, Challenges, and Opportunities

The strengths, challenges, and opportunities for residential development in the Study Area are summarized below.

Strengths

- Proximity to nearby established neighborhoods, including the desirable Cascade area.
- Access to downtown Atlanta as well as to employment centers throughout the region via I-285 and MARTA.

- Home prices and rents are generally more affordable than housing in other intown neighborhoods.
- The success of Collier Pointe has proven that there is a market for market rate, attached for-sale product in the Study Area.
- Apartment projects surveyed have strong occupancies despite older product with few amenities.
- If the Study Area is redeveloped as planned, prospective owners and renters will be able to live in a mixed-use, transit village – unlike any other in the area.

Challenges

- New rental product will have to compete with existing apartment communities that have low rents.
- The perception of crime and scattered blight in the Study Area may ward off prospective owners and renters.
- Developing new housing within the context of a compact, pedestrian-oriented transit-village is a new concept that will have to be "sold" to prospective owners and renters.

Opportunities

- Locating housing near the transit station will appeal to commuters who want to avoid traffic congestion by riding MARTA.
- Developing for-sale and rental housing that appeals to a variety of income and age groups will help to create an authentic and vibrant community.
- A mix of housing types will allow existing residents to "upgrade" to new housing.
- Elderly residents/retirees will be attracted to new housing in the Study Area due to its proximity to retail/services and MARTA as well as a range of housing options (e.g., tenure and pricing).
- Connecting residential development to shopping and entertainment through sidewalks and bike paths will be a major selling point in attracting new residents.
- Consumers are increasingly looking for an alternative to the isolation of the suburbs. The proposed development will enable residents to be part of a community, to feel connected.
- As a unique, mixed-use, transit-oriented development, residential development will appeal to residents from outside of the market area. Marketing efforts should therefore target residents from within and outside of the market area.

Retail Market Analysis

Although the boundary of the Study Area is not coterminous with the City of

Atlanta, retail sales data for Atlanta for the years 1992 through 2001 provide an indication of the growth in retail activity during this decade. By the year 2001, retail sales in the City of Atlanta (Fulton County) had reached $6.7 billion, increasing 95% from $3.4 billion in 1992. Retail sales in the State of Georgia increased 121% during these years, from $49.9 billion to $110.1 billion.

In the retail submarket defined as West Atlanta by Dorey's Atlanta Retail Space Guide, average rents range from $6.85 to $7.73 per square foot. There are 20 centers listed in this area for a total of 1.4 million sf. Average occupancy is 87%. Only 2,500 sf is under construction in this submarket. In addition, two major shopping malls – West End Mall and Greenbrier Mall – are located within a short drive (i.e., less than five miles) of the Study Area.

Local Retail Competitive Supply:

A survey of competitive shopping centers located on MLK Drive was conducted for this research. Three of the centers (West Ridge Shopping Center, Hightower Station and Gordon Plaza) are located within the Study Area between Lynhurst Drive and Holmes Drive. The fourth center surveyed is Collier Heights Plaza, which is located MLK Drive, 0.6 miles west of I-285 at Fairburn Road.

While the shopping centers surveyed are generally well maintained, they show signs of age and obsolescence. Occupancy is strong with only one major vacancy at West Ridge Shopping Center (a former supermarket). However, several of the smaller strip centers and free-standing businesses may be characterized as being poorly maintained and marginal. Average rents range widely from $4 to $13 per square foot. The centers surveyed represent the most immediate shopping opportunities for Study Area residents. In addition, there is a range of small strip and free-standing businesses located throughout the area.

Retail Demand Analysis:

Expenditure potential by type of merchandise is applied to population projections to obtain potential sales volume for trade area residents. Potential sales volume is adjusted to reflect anticipated growth in the Study Area and the assumption that existing average household expenditures of trade area households will increase as new housing is developed, particularly in and around the Study Area. Interviews with local developers and real estate professionals indicate that newly developed intown housing south of I-20 is increasingly drawing more affluent residents.

The Study Area has the potential to capture 25% of the total increase of potential sales in the trade area in the next five years, representing a total of 63,175 sf of retail space. Between 2007-2012, the Study Area's capture of the trade area's potential increase in demand for retail space could potentially increase to 26% or 62,662 sf of new retail space.

The estimate of potential demand for new retail space in the Study Area should be considered conservative based on the fact that employee and MARTA rider expenditures are not factored into the estimate. In addition, potential demand estimates do not account for the estimated 110,000 sf of existing, occupied retail space that will be displaced to accommodate redevelopment in the Study Area. In other words, existing supportable retail space in the Study Area will be lost to redevelopment and should therefore be considered in addition to potential demand estimates. By incorporating the 110,000 sf of existing retail space into the potential demand estimates, total supportable retail space in the Study Area increases to 235,839 sf by 2012.

Proposed Retail Mix:

Based on feedback from the community, demographic and Lifestyle characteristics of trade area households and retail trends among primary target markets (which include trade area residents, nearby employees and MARTA riders), the types of goods and services that would be most appropriate for the Study Area include:

- Trendy but reasonably priced women's, men's and teen's apparel
- Children's and infant's apparel
- Athletic, dress and casual shoes
- Jewelry
- Athletic apparel/equipment
- Home furnishings & housewares
- Specialty hardware/garden supplies
- Electronics
- Infant toys & products
- Drycleaner/laundry/alterations
- Shoe repair
- Video/DVD rental
- Day care/elder care
- Exercise studio/gym
- Banks
- Bakery
- Salon/barber
- Attractive specialty food stores (meat market, seafood, green market, bakery)

- New drug store
- Mail packaging center
- Community events (live music, art exhibits, theater, dance and festivals)
- A variety of restaurants (sit-down restaurant in the MARTA station, southern food/home style cooking, deli, health food seafood, vegetarian, Asian, barbeque, etc.)
- Coffee shop
- Dessert/ice cream shop
- Bar/grilles
- Dancing
- Sports bar
- R&B clubs
- Movie theatre

Retail Development Strengths, Challenges, and Opportunities:

The strengths, challenges, and opportunities for retail development in the Study Area are summarized below.

Strengths

- Occupancy rates at even marginal shopping centers in the Study Area are high.
- There is a shortage of needed retail/service businesses in the area, forcing area residents to look outside of the trade area for goods and services.
- An average of 9,000 riders board MARTA at the H.E. Holmes station each day.
- Retail development in the Study Area is concentrated on MLK Drive, making redevelopment more manageable.
- Successful retail development on Cascade Road adjacent to I-285 has demonstrated a demand for retail in the area.
- The Study Area is highly accessible to trade area residents as well as residents from outside the area via I-285 and MARTA.

Challenges

- Some of the retail development on MLK Drive is marginal, making the area less attractive as a shopping destination.
- Trade area households have limited buying power due to a high proportion of average and below-average income households.
- At present, retail development along MLK Drive is limited to commercial strip development – not unlike what is found in neighborhoods throughout the nation.
- Some of the Study Area's prime retail space is occupied by office uses.

Opportunities

- Customers today are increasingly looking for shopping districts that not only offer a variety of goods and services but also encourage face-to-face interaction. The proposed redevelopment of the Study Area will result in the creation of a "Main Street" shopping destination where shoppers and residents can interact in a unique and vibrant setting.
- Recruiting businesses that serve the needs of nearby residents will encourage area residents to shop locally as opposed to outside of the area (e.g., Midtown).
- Implementing design measures and targeting appropriate businesses to encourage MARTA riders to shop in the Study Area will be key to its success as a retail center. Many of the services demanded by MARTA riders echo those demanded by other target markets, reinforcing the demand for these types of businesses in the Study Area.
- Based on the results of the retail market analysis, recruit businesses that have the greatest chance of success and that appeal to multiple target markets.
- Creating a pedestrian-friendly environment that allows residents to easily walk from one end of the district to another and one which links shopping and entertainment to surrounding residents.

Industrial

The H.E. Holmes LCI Study Area is located close to significant concentrations of industrial and warehouse uses along Fulton Industrial Boulevard. Because of strong neighborhood opposition to existing industrial uses within the Study Area, an industrial market analysis was not conducted for this study. Rather, it is expected that in the short and long-term, residents will continue to find employment in the Fulton Industrial Boulevard corridor. Potential future expansion of MARTA rail westward will only increase access to this important employment center.

Recommendations

This section reviews recommended maximum amounts of residential, retail, office, and industrial space that can be supported in the Study Area. Because of land and other constraints, the numbers included herein are not necessarily reflected within the Concept Plan. Rather, the Concept Plan balances these market conditions with community desires.

For complete recommendations and analysis, please see the Appendix.

Residential:

The projection for the potential demand for housing in the Study Area assumes that there will exist marketable for-sale and rental housing product and that a marketing program for new housing will be underway. The housing types would include newly constructed townhouses, upper level residential, live-work units, single family detached and apartments. See

For-Sale

Based on the existing price position of for-sale housing in the market area, opening price points of for-sale units located in the Study Area should range from $130,000 to $180,000. While there is also demand for units priced at $180,000 and up, it is our opinion that when unit prices rise above this level demand will begin to thin out.

Approximately 732 market rate for-sale housing units could be absorbed in the Study Area over the next ten years.

Rental

Based on current monthly rents at the market rate rental communities in the competitive market area, market rents in the general range of $600 to $800 for a two-bedroom unit would be achievable in the Study Area. These rents are justifiably higher than average rents at projects surveyed in the competitive market area as the type of rental product envisioned for the Study Area will be new, urban, accessible and have amenities generally not offered in the rental communities in the competitive market area. However, these rents are lower than comparable new product in Atlanta' s intown neighborhoods. Convenient, secure parking should be provided with at least one space per unit at no charge. Other community features should include a laundry room and an exercise facility. Alarm system, washer/dryer hookup, balcony, fireplace, storage, dishwasher/disposal, cable-ready and high-speed Internet access should be standard unit features.

An estimated 2,446 market rate rental housing units could be absorbed in the Study Area over the next ten years.

Affordable Housing

Although beyond the scope of this project, there appears to be a need for attractive, affordable housing within the Study Area. Developing mixed-income housing in the Study Area will help to create a more vibrant and authentic community. Existing City programs should be utilized to promote affordability for a range of unit sizes.

Live-Work

Live/work units, both for-sale and rental, should be considered to accommodate growing numbers of people who are seeking larger than average space that is adaptable to living and working. These units should average from 1,200 to 1,500 sf and be priced according to finish.

Based on an evaluation of the surrounding housing, planned and proposed physical improvements in the Study Area, the expansion of the Study Area's position as a mixed-use transit-village and our experience in facilitating residential development in other communities, Marketek estimates that during the first ten years of development,. In other words, the Study Area has the potential to capture 9% (or 732 units) of total market area demand for for-sale housing within the 2002-2012 period. Combined, there is potential demand for 3,178 market-rate housing units in the Study Area between 2002 and 2012, 23% ownership and 77% rental.

PRELIMINARY FOR-SALE HOUSING PROGRAM
H.E. Holmes Market Area and Study Area Capture
Ten-Year Program

	Potential Demand for New For-Sale Housing Units (1)	Study Area Capture Rate	Total Study Area Capture
Year 1	841	7%	59
Year 2	841	7%	59
Year 3	841	8%	67
Year 4	841	8%	67
Year 5	841	9%	76
Year 6	841	9%	76
Year 7	841	9%	76
Year 8	841	10%	84
Year 9	841	10%	84
Year 10	841	10%	84
Total	8,412	9%	732

1. As shown in Exhibit H-1

PRELIMINARY RENTER HOUSING PROGRAM
H.E. Holmes Market Area and Study Area Capture
Ten-Year Program

	Potential Demand for New Rental Housing Units (2)	Study Area Capture Rate	Total Study Area Capture
Year 1	2,688	8%	215
Year 2	2,688	8%	215
Year 3	2,688	8%	215
Year 4	2,688	9%	242
Year 5	2,688	9%	242
Year 6	2,688	9%	242
Year 7	2,688	10%	269
Year 8	2,688	10%	269
Year 9	2,688	10%	269
Year 10	2,688	10%	269
Total	26,881	9%	2,446

2. As shown in Exhibit H-2

PRELIMINARY HOUSING PROGRAM
Study Area Capture of For-Sale and Rental Product
Ten-Year Program

	Potential Demand for New Rental and For-Sale Housing Units	Study Area Capture Rate	Total Study Area Capture
Year 1	274	21%	79%
Year 2	274	21%	79%
Year 3	282	24%	76%
Year 4	309	22%	78%
Year 5	318	24%	76%
Year 6	318	24%	76%
Year 7	345	22%	78%
Year 8	353	24%	76%
Year 9	353	24%	76%
Year 10	353	24%	76%
Total	3,178	23%	77%

Sources: Marketek, Inc.; Census 2000; ESRI BIS

Retail:

Over the next ten years the Study Area can support an additional 125,827 sf of retail space. To optimize chances for recreating itself as a thriving, mixed-use "transit village" and, thereby, altering consumers' current perceptions of the area, the future business mix for the Study Area should depart significantly from the past. The three primary target markets for retail development in the Study Area are trade area residents, area employees and MARTA riders. Identifying businesses that appeal to all three markets is fundamental, especially in the short-term. Recommended business types or a suggested business mix are provided based on the Study Area's potential estimated demand for retail space with consideration for existing uses and attractions, potential pedestrian flow and target market characteristics. Over time, changing circumstances (e.g., characteristics of new residents, redevelopment activity, availability of land) will impact the recommended business mix. See table on next page.

Office:

Over the next ten years the office market in the Study Area can support a modest increase in office space of no more than 33,300 sf. Large sub-markets in Downtown, Midtown and Buckhead have traditionally dominated the City of Atlanta's class "A" office market. More recently, there has been a trend towards utilizing converted loft office space in formerly industrial areas for cutting edge companies. However, recent downturns in the high-tech real estate market have lessened the demand for this product.

Because of its proximity to Downtown/Midtown and its lack of historic buildings available for conversion to loft offices, the Study Area is limited to neighborhood serving offices. Medical, real estate, finance and insurance tenants present a modest opportunity to provide limited office services within the Study Area.

Industrial:

Due to strong neighborhood opposition to industrial users, as well as proximity to existing industrial cores along Fulton Industrial Boulevard, industrial uses are not recommended for the Study Area.

POTENTIAL SUPPORTABLE RETAIL SPACE
H.E. Holmes Trade Area and Study Area Capture
2002-2012

Merchandise or Service Category	2002	2007			2012			Total Study Area Capture
	H.E. Holmes Trade Area	H.E. Holmes Trade Area	Numeric Increase	Study Area Capture	H.E. Holmes Trade Area	Numeric Increase	Study Area Capture	
Shoppers Goods								
Apparel				25%			25%	
Potential Sales	$41,685,356	$50,456,766	$8,771,410	$2,192,852	$58,922,935	$8,466,170	$2,116,542	$4,309,395
Supportable SF	214,873	260,086	45,213	11,303	303,726	43,640	10,910	22,213
Home/Furniture								
Potential Sales	$30,921,398	$37,427,861	$6,506,463	$1,626,616	$43,707,903	$6,280,042	$1,570,011	$3,196,626
Supportable SF	163,605	198,031	34,426	8,606	231,259	33,228	8,307	16,913
Home Improvement								
Potential Sales	$8,879,552	$10,747,982	$1,868,430	$467,108	$12,551,392	$1,803,410	$450,853	$917,960
Supportable SF	44,621	54,010	9,389	2,347	63,072	9,062	2,266	4,613
Misc. Retail								
Potential Sales	$33,833,663	$40,952,923	$7,119,260	$1,779,815	$47,824,437	$6,871,514	$1,717,879	$3,497,694
Supportable SF	189,015	228,787	39,772	9,943	267,176	38,388	9,597	19,540
Total								
Potential Sales	$115,319,969	$139,585,533	$24,265,564	$6,066,391	$163,006,669	$23,421,136	$5,855,284	$11,921,675
Supportable SF	612,114	740,915	128,801	32,200	865,233	124,318	31,080	63,280
Convenience Goods								
Grocery				30%			30%	
Potential Sales	$64,498,096	$78,069,750	$13,571,653	$4,071,496	$91,169,117	$13,099,368	$3,929,810	$8,001,306
Supportable SF	171,995	208,186	36,191	10,857	243,118	34,932	10,479	21,337
Pharmacy /Personal Care Products								
Potential Sales	$14,275,807	$17,279,714	$3,003,907	$901,172	$20,179,087	$2,899,373	$869,812	$1,770,984
Supportable SF	44,752	54,168	9,417	2,825	63,257	9,089	2,727	5,552
Total								
Potential Sales	$78,773,903	$95,349,464	$16,575,561	$4,972,668	$111,348,205	$15,998,741	$4,799,622	$9,772,291
Supportable SF	216,747	262,354	45,608	13,682	306,375	44,021	13,206	26,888
Food & Beverages								
				20%			25%	
Potential Sales	$37,688,130	$45,618,446	$7,930,315	$1,586,063	$53,272,791	$7,654,345	$1,913,586	$3,499,649
Supportable SF	166,027	200,962	34,935	6,987	234,682	33,720	8,430	15,417
Automotive Products								
				15%			15%	
Potential Sales	$22,612,878	$27,371,068	$4,758,189	$713,728	$31,963,675	$4,592,607	$688,891	$1,402,619
Supportable SF	97,891	118,489	20,598	3,090	138,371	19,881	2,982	6,072
Personal Services								
				30%			30%	
Potential Sales	$11,392,094	$13,789,212	$2,397,118	$719,135	$16,102,912	$2,313,700	$694,110	$1,413,245
Supportable SF	83,765	101,391	17,626	5,288	118,404	17,012	5,104	10,392
Other Retail Expenditures								
				30%			30%	
Potential Sales	$6,138,597	$7,430,277	$1,291,680	$387,504	$8,677,008	$1,246,730	$374,019	$761,523
Supportable SF	30,540	36,967	6,426	1,928	43,169	6,203	1,861	3,789
Total								
Potential Sales	$271,925,572	$329,143,999	$57,218,428	$14,445,490	$384,371,258	$55,227,259	$14,325,513	$28,771,003
Supportable SF	1,207,085	1,461,079	253,994	63,175	1,706,234	245,155	62,662	125,837

Note: This exhibit represents the estimated potential demand for new retail sales and space in the H.E. Holmes trade area in the years 2007 and 2012. This potential demand estimate is based on the projected expenditure potential of H.E. Holmes trade area households by type of merchandise or service and projected household growth.

Sources: ESRI BIS; Bureau of Labor Statistics; Urban Land Institute; Marketek, Inc.

CONCEPT PLAN


Pedestrian-hostile MLK Drive

The H.E. Holmes Study Area represents an auto-oriented, pedestrian-hostile collection of uses and buildings organized with little regard for other uses or the surrounding community. In this way, the area is typical of most post World War II car-dominated suburban development that assumed that all access would be by car. When the H.E. Holmes MARTA rail station was developed, it continued this disconnected, mono-use pattern by surrounding the station with parking and failing to provide any significant relationship between the station and areas within walking distance.

Today, the implications of this outdated community pattern are great. Pedestrians cannot safely and conveniently access nearby uses, traffic is forced onto one or two main streets, buildings are spread apart and fail to create a sense of place, and the public realm is grossly neglected by buildings that turn their back on anything other than their parking lots.

As the area ages both physically and demographically, and real estate trends citywide focus more on walkable, mixed-use communities, the failure of the H.E. Holmes Study Area to break away from this outdated model and emerge as a true community represents the greatest threat to the area's long-term vitality.

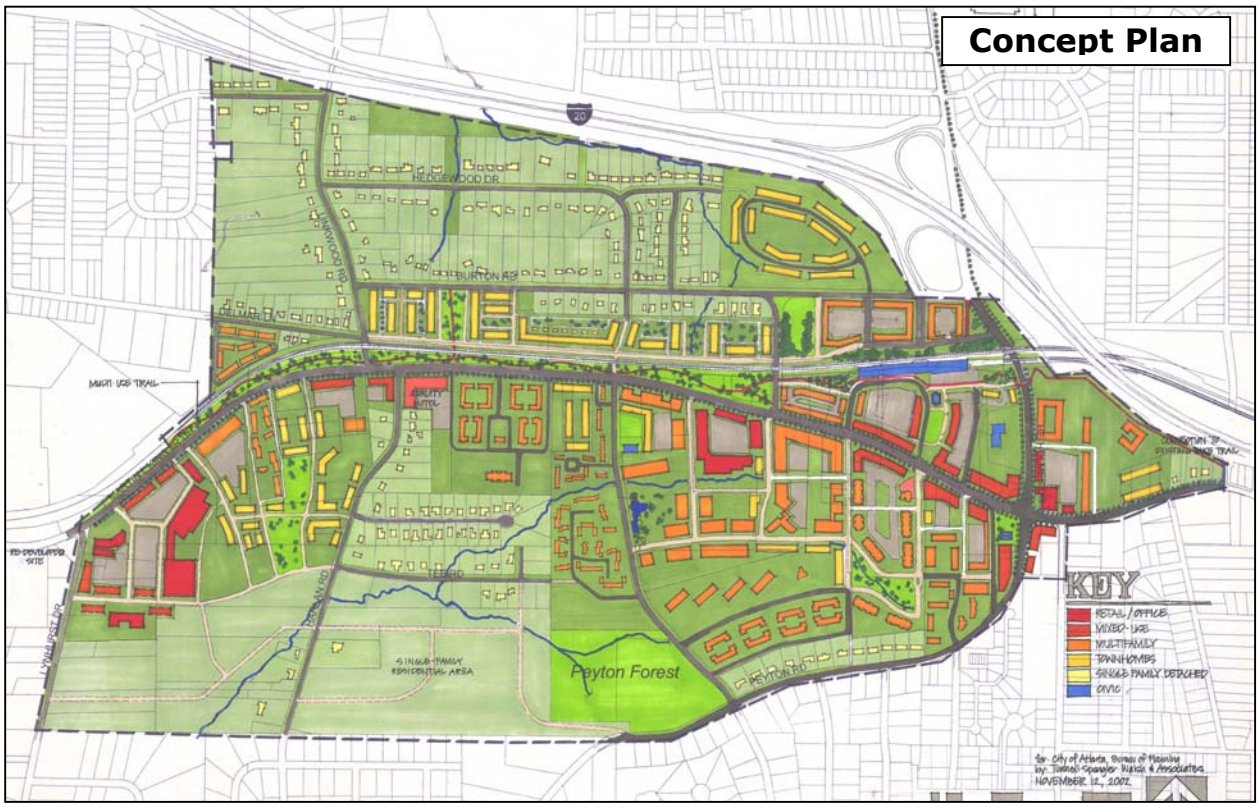
The long-term economic and social vitality of the H.E. Holmes Study Area requires a reconceptualization of the area from a collection of single, disconnected uses, to a cohesive, mixed-use and mixed-income walkable community based on the time-honored principles of good community design. Additionally, market trends, community desires, and government policies, programs and projects across the Atlanta region are supporting the concentration of these very communities around transit facilities, such as the H.E. Holmes MARTA rail station.

Key Concepts

The LCI Study Team developed the following key concepts to guide the proposed Concept Plan:

- Define a neighborhood that balances the needs of pedestrians, bicycles, transit, and drivers.
- Create an interconnected street network that supports pedestrians as well as shorter local auto trips and transit.
- Mix land uses transitioning from medium-density mixed-use and multi-family closest to the MARTA station, to single-family homes at the edges, interspersed with neighborhood-retail nodes.
- Protect existing single-family neighborhoods and sensitively integrating them into the community plan.
- Encourage a diversity of new housing types and price points to reflect changing demographic needs, community desires, and the requirements to support retail in a mixed-use environment.
- Create a series of intimately scaled public squares, parks, community focal points, greenways, and natural open spaces.

After carefully balancing design considerations, market realities, community desires, transportation needs, and City of Atlanta policy, the LCI Study Team develpoed the final concept described in the following sections and shown below and in Attachment Map A.



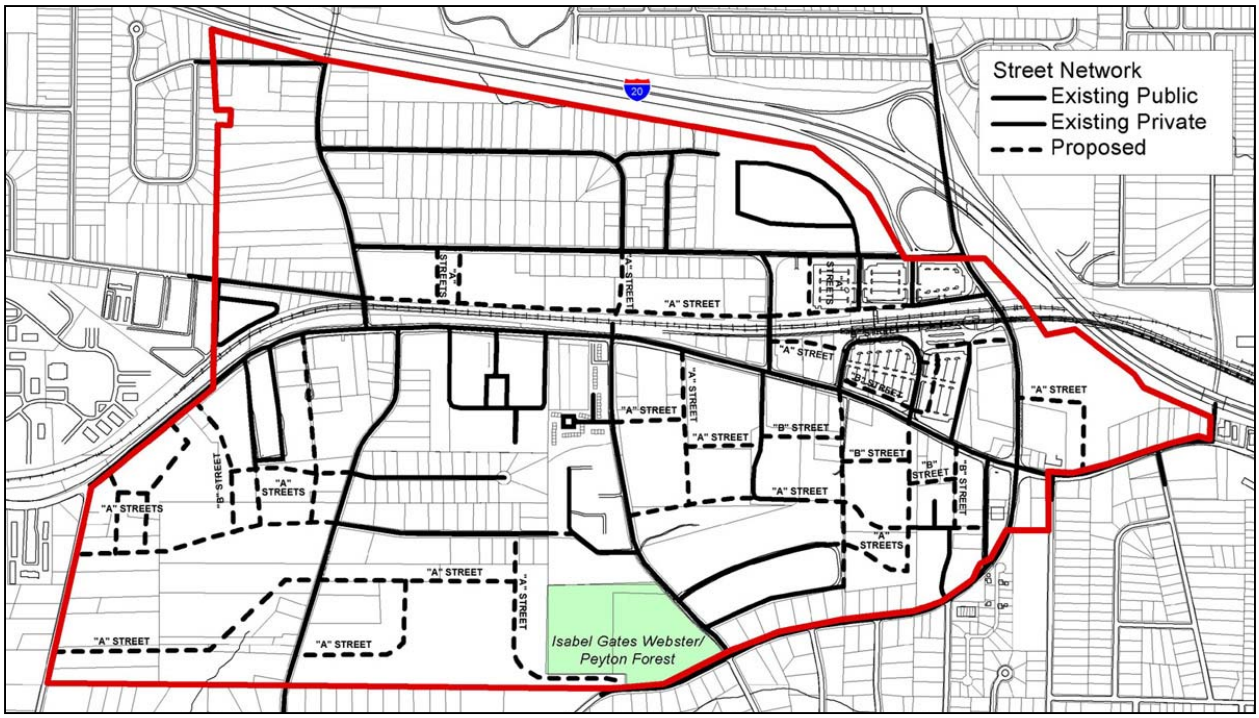
Organizational Framework

Small Blocks and Streets

Communities constantly change. Buildings are built and destroyed, residents come and go, but the nature of many communities remains constant because of the their system of small blocks, and streets. Often these are thought of as the "bones" of a community. In the Study Area, an interconnected system of streets and small blocks is proposed to organize space, provide connections, and create a framework for the gradual transformation. These streets could be public or provide, but their essential nature rests in their ability to provide pedestrians, drivers, and bicyclists with options. New streets can be divided into "A" and "B" streets. (See map below or Attachment Map B.)

"A" Streets are pedestrian friendly and beautiful. They are where a quality streetscape is provided and buildings respect and frame the street. In residential areas "A" Streets should have a streetscape consisting of a five foot wide tree planting and street furniture zone adjacent to the curb and a six foot wide clear zone. In commercial and mixed-use areas the clear zone should be expanded to ten feet.

"B" Streets are service streets. On them the streetscape can be modest and uses such as loading docks, garage entrances, and servicing may be located. On "B" streets, six foot wide sidewalks may be provided next the curb, but can be omitted in cases where loading needs consume available space.



Open Space Framework

Public Spaces for All

Public open space is essential for a quality community. However, the ability of open space to foster community interaction and quality growth is more a function of the placement and design of open space than is sheer quantity. In this spirit, the Concept Plan calls for strategically located open spaces in high-visibility locations.

The core of the open space concept is linear park running south of the existing railroad line, between MLK Drive and said right-of-way. In some cases, this park could run below the existing elevated MARTA line, and any potential expansion thereof. The park should accommodate the multi-use greenway trail identified in the Atlanta Commuter On-Street Bike Plan and should primarily serve as a screen for the railroad to the north.

The linear park connects with smaller, intimate parks along its length. On the MARTA property, a linear community park creates a visual connection between the station and MLK Drive and provides space for community gatherings, festivals, and performances. To the east, in the northern one-third of the block defined by MLK Drive, Peyton Road, and H.E. Holmes Drive, a more passive square serves a symbol for the area and provides space for smaller-scale events.

On the north side of the MARTA property, the existing retention area is transformed into a park, while farther west, an intimate square is created as part of redevelopment of the former cabinet factory site.

Within proposed multi-family areas, smaller pocket parks are proposed to protect stream banks and create passive gathering spots.

Bicycle Facilities

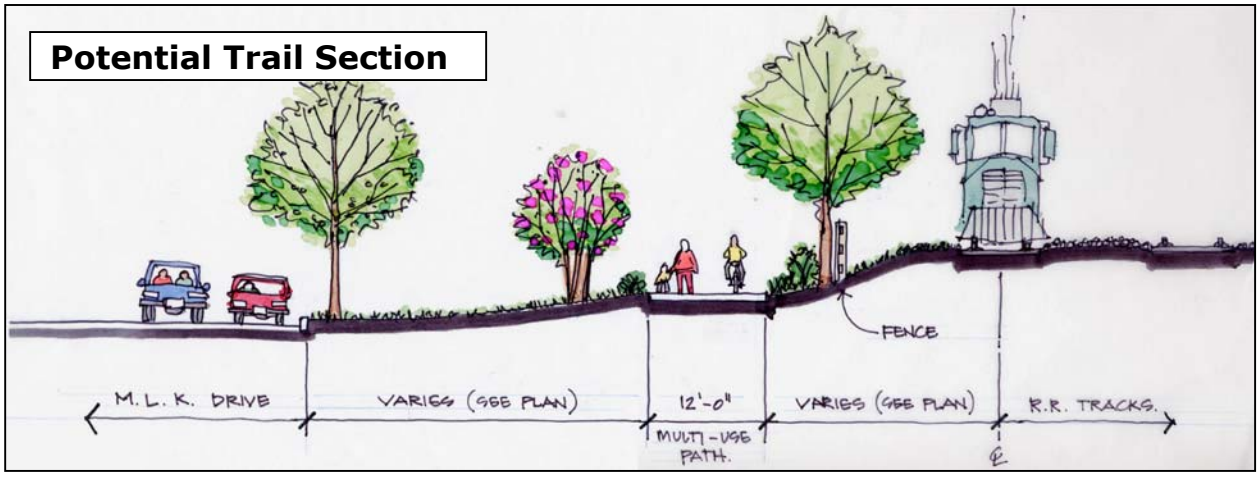
Making Cycling Safe and Convenient

To promote bicycling, the Concept Plan supports existing bicycle plans and proposes new ones. The proposed bicycle routes identified in the Atlanta Commuter On-Street Bike Plan for Lynhurst Drive and Peyton Place are continued, as is the greenway running south of the rail line. The Concept Plan also supports the long-term development bicycle lanes on MLK Drive.

The key difference between the Concept Plan and existing City policy and projects is that the current City greenway plan ends at H.E. Holmes Drive. However, given plans for development of a new multi-family complex to the east, the opportunity exists to obtain an easement for extending the greenway trail farther east to the existing bike route along Fairfield Place. In addition to providing greater connectivity, such improvement could also reduce the need for cyclists to use MLK Drive while within the Study Area. (See graphic below for typical trail section)

The connection over H.E. Holmes Drive could occur mid-block between the rail line and MLK Drive. To ensure adequate site distance a crossing could be created north of Grace Covenant church, across from the proposed entry into the multifamily complex and the proposed entry to the MARTA property. Such intersection/crossing, which could possibly warrant signalization, would concentrate turning movements and provide a safe pedestrian crossing.

At the MARTA station and new developments bike racks should be provided to support bicycling.



Land Use Framework

From Center to Edge

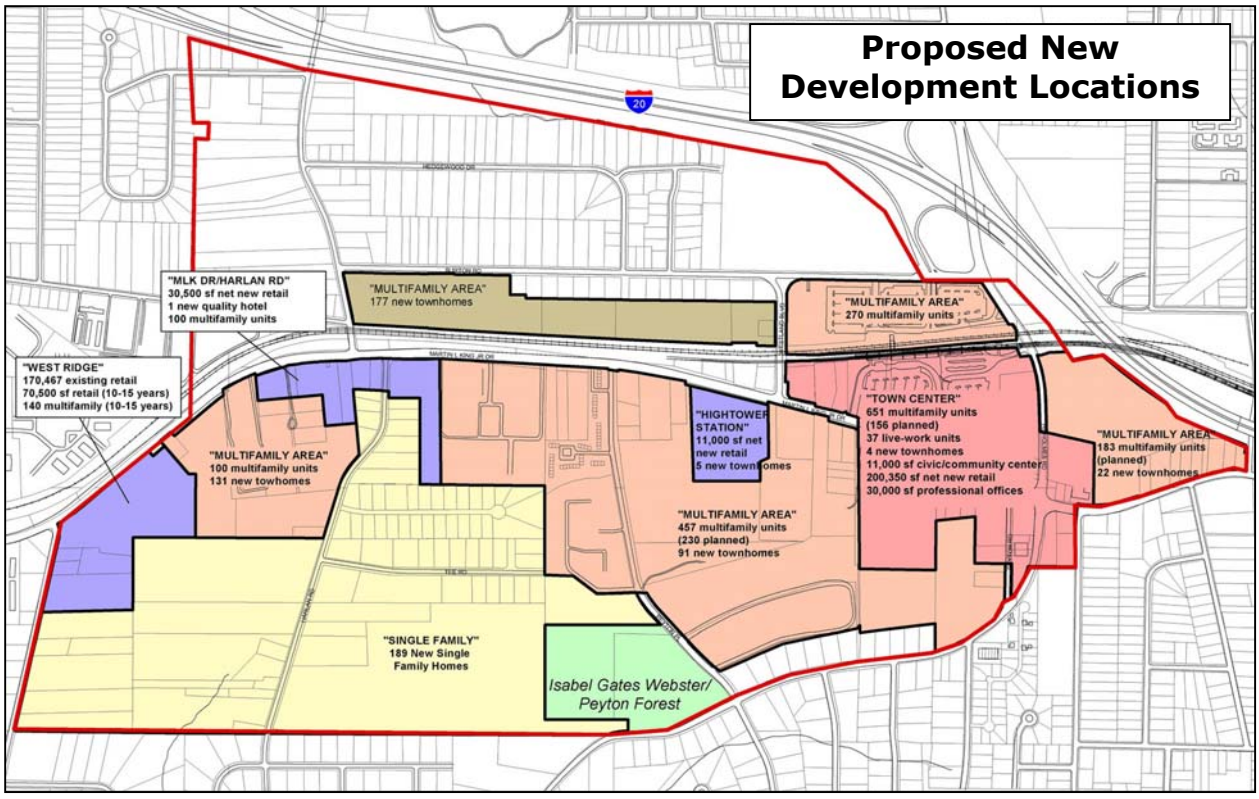
The proposed community pattern concentrates the highest intensity and mixture of uses closest to transit and, to a lesser extent, on currently under-utilized commercial and industrial properties. From these centers, uses will transition to multifamily, and eventually single-family uses.

The land use framework represents the potential for the following over ten years (see following map or Attachment Map C):

- Proposing a mix of land Net gain of 116,000 sf of retail/commercial
- Net gain of 33,500 sf of new professional offices
- 7,000 sf of civic space on the MARTA property
- 8,000 sf multi-purpose community facility
- 1,755 new multifamily units (including 569 currently-planned)
- 253 new townhouse units
- 189 new single-family homes
- 1 revitalized quality hotel

Over fifteen years the land use framework represents another:

- 70,500 sf of retail/commercial
- 140 new multifamily units



The Town Center

The Heart of the Community

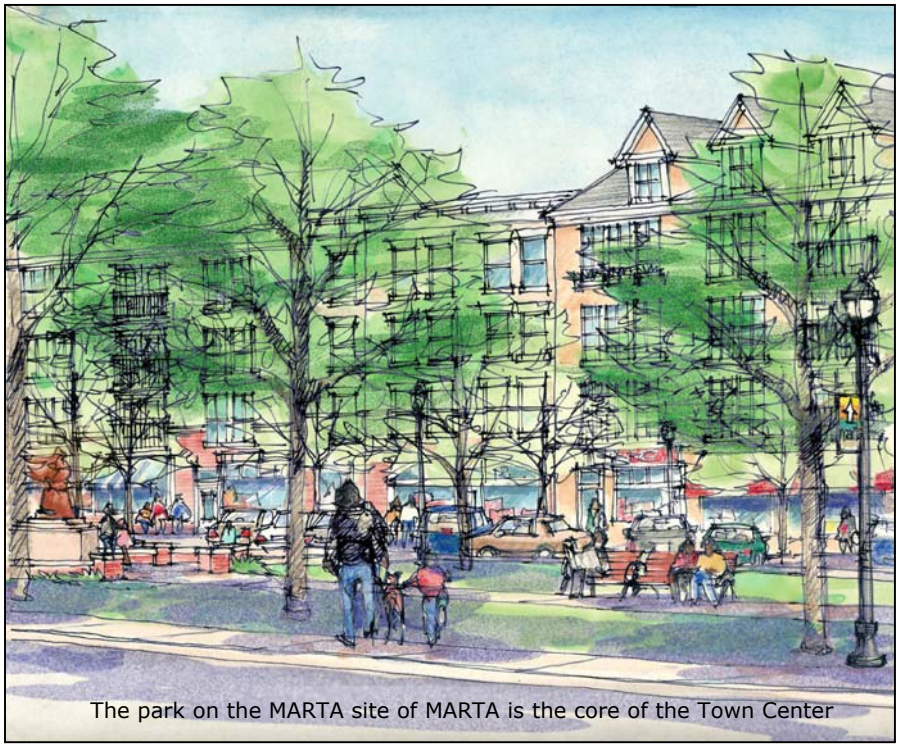
The mixed-use core of the LCI Study Area is proposed for the area around the H.E. Holmes MARTA station and MLK Drive within the vicinity of the station and generally within a ten-minute walk of the MARTA station.

Because the area currently has no definable "center", this proposal creates a center on the MARTA property (see next section) and anchors the area by two distinct community parks.

Throughout the Town Center, mixed-use buildings are encouraged on high-traffic streets, while single-use residential uses are located farther away. Most of these buildings do not exceed three stories, although slightly higher buildings are acceptable on the MARTA property. (See next section.)

To create a manageable retail environment, reflect limited demand for retail space, and locate retail in workable locations, retail uses are focused along MLK Drive between Westland Drive and the intersection of MLK Drive and H.E. Holmes Drive. Retail could also locate along the park extending into the MARTA property. This location works especially well for restaurants, and rail-oriented convenience retail. Retail tenants in the Town Center should include more pedestrian-oriented destination users, such as a sit-down restaurant, art galleries and small shops.

Including the south MARTA property, the Town Center is proposed to contain:
200,350 sf of new retail/commercial space (displacing 110,000 sf of current retail/commercial),
30,000 sf of office,
651 new multifamily units,
4 new townhouse units,
37 new live-work units, and
11,000 sf of community space.



The park on the MARTA site of MARTA is the core of the Town Center

The MARTA Property

A Transit-Oriented Core

The core of the Town Center is the MARTA property. The MARTA property is proposed to contain two distinct areas on its north and south sides, both tied together with a new boulevard.

Over the next ten years, the MARTA property represents the potential for 40,100 sf of retail space, 32,500 sf of office space, a 7,000 square foot civic building, and 518 housing units. Of the 518 housing units, it is anticipated that 37 could be small live-work units fronting MLK Drive.

See map below or Attachment B for a larger scale.

Phasing:

To respond to market and operation realities, redevelopment of the MARTA property would need to occur in three phases.

Phase I should include redevelopment of the existing unused surface parking lot located south of the station. This phase could occur as early as 2003, as there would be no loss of patron parking. In addition, this phase could define a unique "place" on the MARTA property and encourage further quality development in the station area.

Phase II is contingent upon the development of a 1,100 space parking structure on the south side of the station to accommodate parking that would be displaced by new development on existing surface lots. As a result, this phase is unlikely to occur until 2007 at the earliest. Phase II includes the redevelopment of all remaining MARTA surface parking lots.

Phase III includes the development of 37 live-work units on land west of the MARTA property, but not owned by MARTA. Such investment would need to be entirely privately initiated, as MARTA has no plans to acquire additional property for development. As such, this phase should occur in 2011, after property values and rents have risen enough to make redevelopment of a commercial property into residential economically viable.

South MARTA:

The total amount of retail/commercial space proposed for the south side of the MARTA site is 72,600 sf, including 32,500 sf of offices, which could house users currently in the Study Area who relocate as their existing facilities are redeveloped. Additionally, a 7,000 to 8,000 square foot, two-story civic building is proposed. This civic building could house a small

library branch, a MARTA police precinct, a post office, a small multipurpose community facility, or any combination thereof.

Residential uses in this area could include 211 above-shop loft-style units and 37 live-work units.

Around the park south of the station, buildings should be designed to accommodate both retail and residential uses over the next fifty years as the market dictates. The park area represents the best opportunity to create a sense of place within the Study Area in a short period of time. As such, retail uses proposed for this area should include both transit-oriented convenience uses and destination uses, including a potential sit-down restaurant. Retail uses not relying on transit should be located as close to MLK Drive as possible, to ensure maximum visibility.

Over the long-term, parking should be provided in a deck. The deck should be a seven-level, 1,100 space deck wrapped by mixed-use buildings. Eight hundred-forty of these spaces should be reserved for MARTA patrons, while the remainder are sufficient to park multi-family and commercial uses, assuming that some of the MARTA spaces can be used during evening for restaurant or retail parking.

Because parking decks floors are lower than residential and mixed-use floors, the decks will be able to be hidden by a four level building.

North MARTA :

The north side of the MARTA property should be divided into three blocks and developed into 270 units of housing, of which one-third should be geared towards seniors.

The buildings could contain a single-level flat on the ground floor, with a two-level unit above. This ensures maximum variation of housing-types and a range of lifestyle options.

To the west, a small park is proposed for the retention pond. A small park is also proposed south of the intersection of Burton Road with H.E. Holmes Drive. This small park could serve as a passive gathering place and could provide a strong visual entry into the Study Area for those arriving from the north.

Small Commercial Nodes

Convenience Goods and Services

Three Nodes of neighborhood-oriented commercial uses are proposed to be located along MLK Drive west of the Town Center. Together, these nodes represent 338,750 sf of retail/commercial space, of which a net of 31,500 sf is new and could be absorbed in the next 10 years. Another 70,500 is possible over the next 10 to 15 years. Tenants in these nodes should be more auto-intensive neighborhood-oriented stores, similar to those in the existing centers.

These nodes also represent a potential 102 units of housing in the next 10 years, and a potential 140 units in the next 10 to 15 years.

Hightower Station:

The first node incorporates the existing Hightower Station and includes adding a small outbuilding along MLK Drive. Along a proposed new street to the west, the center is proposed to be re-oriented so that buildings face the new street. Residential uses within this node are limited due to proximity to adjacent residential areas.

This node is proposed to contain the current 56,283 sf of the Hightower Station shopping center, plus an additional 11,000 sf of street-oriented retail on MLK Drive, and five townhouse units.

MLK Drive/Harlan Road:

The second node is clustered around the intersection of MLK Drive and Harlan Road. Within this node, new construction contains one floor of shops or offices with two levels of flats above.

This node is proposed to contain a maximum of 30,500 sf of street-oriented retail on MLK Drive, 97 units of above-shop and behind-shop rental units, and a new hotel on the current hotel site.

This plan would result in the removal of 10,000 sf of current retail/commercial space.

West Ridge:

The third node is the existing West Ridge Shopping Center. Because the center was recently upgraded, this node focuses on creating a long-term framework for transforming the existing center into a more pedestrian friendly area over the long-term through the inclusion of new streets, street-oriented buildings, and potential second and third story residential.

This node is proposed to contain the current 170,467 sf existing shopping center. Over the long-term, the site could accommodate a potential 70,500 sf of street-oriented retail and 140 units of above-shop rental housing.

MLK Drive

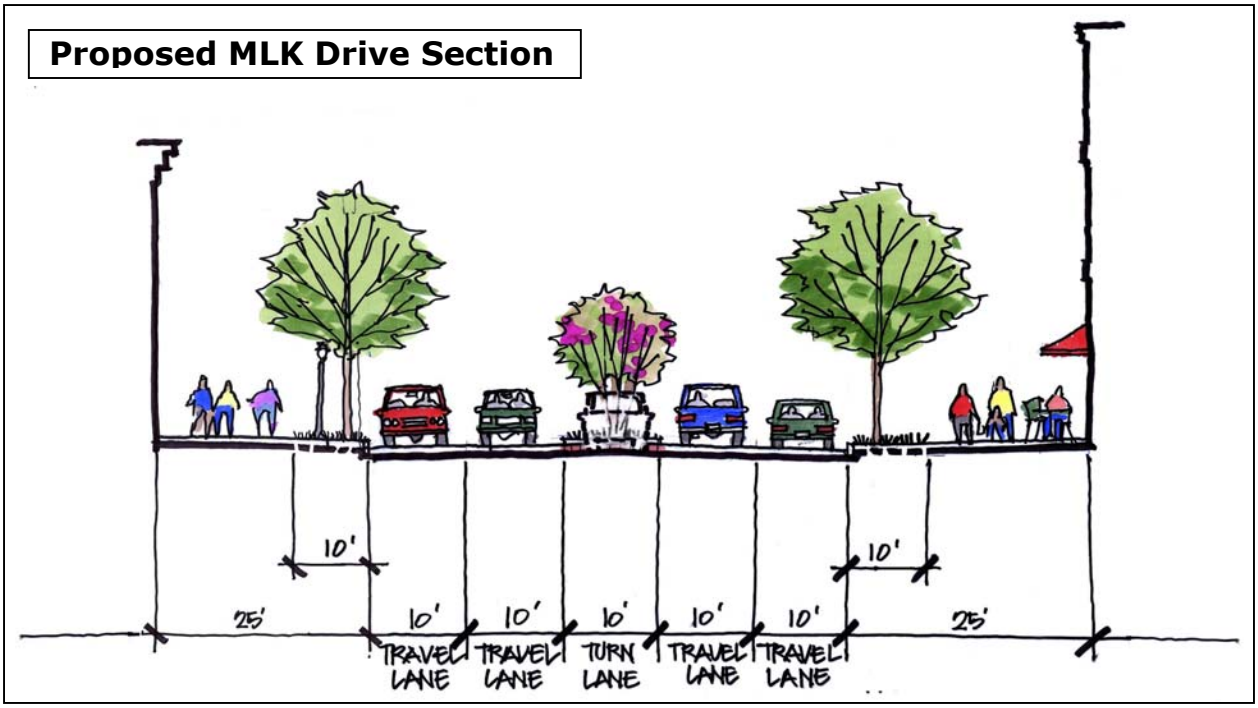
Taming the Arterial

For the long-term transformation of the Study Area to be successful MLK Drive must be sensitive to the increasingly pedestrian-friendly and village-like context. Presently, it is a five-lane arterial road, containing two lanes in each direction plus a center lane used specifically for left turns. Because of the wide overall expanse of the street, drivers often tend to drive at excessively high speeds. This, in turn, makes it very dangerous for pedestrians to cross the street.

Because MLK Drive will continue to serve regional traffic, the Concept Plan calls for balancing the street's regional role with its newfound role as community "Main Street". The Concept Plan calls for preserving vehicular capacity along the street, but calming its nature through physical improvements and upgrades.

The core of the proposed solution is twofold. First, it calls for re-marking pedestrian crossings to make it safer for pedestrians to cross MLK Drive. The new crosswalks will alert drivers to watch for pedestrians crossing the street. Second, and more importantly, it calls for installing pavers and a limited number of islands planted with small trees, such as crape myrtle, in the

Proposed MLK Drive Section



current center turn lane. In addition to beautifying the street, these improvements will psychologically narrow the travel lanes and, thus, reduce incidents of speeding.

While pavers can be used along the entire corridor, the tree islands will need to be located so as not to interfere with turning movements. In this way, they should generally be located in segments and intersections with a limited number of left turn movements, such as those at existing and future intersections between Westland Drive and Lynhurst Drive. (See Traffic Calming Section for more details.)

More long-term improvements will be created with the addition of new streets. As new streets are developed, pedestrian friendly intersections with MLK Drive should be created. Additionally, site redevelopment will provide opportunities to reduce curb cuts and provide acess from new side streets. The suggested sidewalk width for new developments is twenty-five feet, including a ten-foot Street Furniture and Tree Planting Zone.

Sidewalks

Essential Facilities

In a true walkable community sidewalks are some of the most important public spaces. The Concept Plan calls for a two-part approach to sidewalks.

Public Improvements:

The Concept Plan calls for sidewalks to be constructed within the City right-of-way in the short term. These sidewalks should be paid for by public funds, and should be, for the most part, modest.

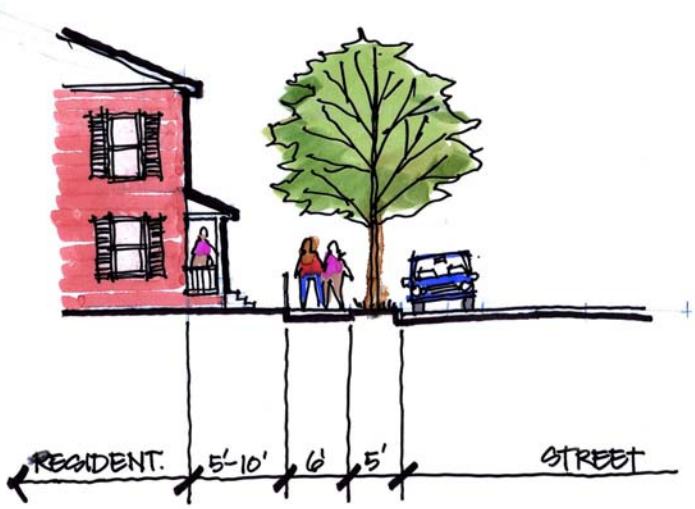
Private Improvements:

Over the long-term, as new development occurs in multifamily and mixed-use areas, public sidewalks should be augmented with wider sidewalks located on private property. This is similar to the approach taken in Midtown and Downtown, where private developers are required to expand the sidewalks adjacent to their property at such time as they build a new building. With the exception of MLK Drive and H.E. Holmes Drive, which should have a 25 foot side sidewalk along their length, the width of privately funded sidewalks should be largely determined by the adjacent land uses, as shown in the following sections.

Multifamily Streets

In multifamily areas, new sidewalks should have a minimum width of eleven feet. This includes a five feet wide street furniture and tree-planting zone adjacent to the curb, and a six feet wide Clear Zone. (See graphic below.)

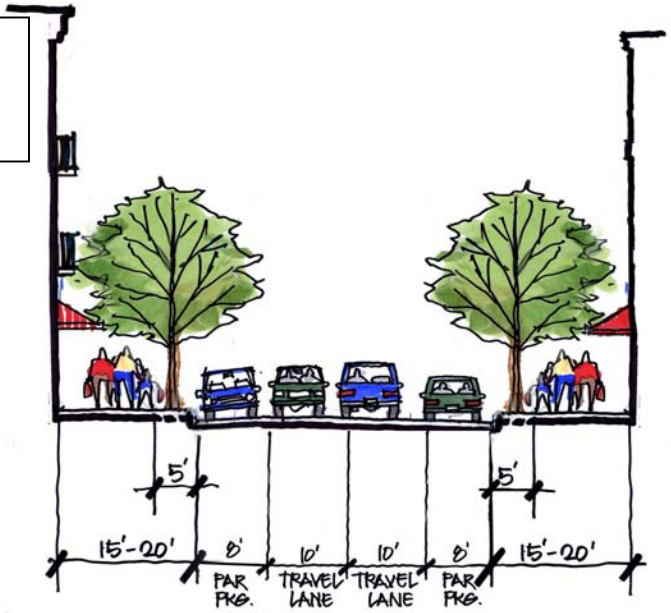
Multifamily Sidewalk



Mixed-Use and Commercial Streets

In mixed-use and commercial areas, new sidewalks should have a minimum width of fifteen feet. This includes a five feet wide street furniture and tree-planting zone adjacent to the curb, and a minimum of ten feet wide Clear Zone. (See graphic below.)

Mixed-Use & Commercial Sidewalks



Multifamily Areas

Providing Housing Options

Multifamily uses are proposed for the areas between the commercial nodes, and for currently RG-zoned properties. Multifamily uses should not exceed three floors, and should be a combination of townhouses or rental flats.

In the multifamily areas, the Concept Plan shows 253 new townhouse units, and 1,755 new flat-style housing units, which could be rental or owner-occupied, depending on the market. The 1,092 unit number includes the 569 total units proposed for behind the West Lumber site, across from the MARTA station on MLK Drive, and along Peyton Place.

Multifamily areas in the Concept Plan are shown as true neighborhoods, rather than just "developments". Buildings are located on interconnected streets, open space is provided, and wide sidewalks provide a pleasant and inviting streetscape. In the Concept Plan, gated drives and high fences are non-existent, and the buildings are set close to the street. (See image below)

Multifamily street showing wide sidewalks, pedestrian-scale fences, and street-oriented buildings

Single-Family Areas

Preserving Existing Character

The Concept Plan calls for protecting existing single-family areas from commercial and multifamily encroachment. The plan calls for as many as 189 new single-family homes in the southwest corner of the Study Area.

Transit Improvements

Providing Better Facilities


Bus shelter with schedules

The Concept Plan does not call for significant changes in the transit system. The potential extension of the MARTA rail line west to Fulton Industrial Boulevard could improve regional transit access, but would not address the immediate needs of the Study Area. To address this need, a study should be undertaken to determine the feasibility of a "neighborhood" transit shuttle to provide access to and from the station and areas off MLK Drive, particularly neighborhoods of single-family housing that are not considered to be in walking distance to the station. Such a recommendation is consistent with the LCI goals, as it will provide mobility to individuals without automobile access as well as an alternative to automobile-oriented travel to and from the MARTA station.

Additional transit-related improvements called for in the Concept Plan include the placement of quality bus stop facilities along MARTA routes in and around the Study Area. Comfortable, safe, and well-lit bus stops/shelters with posted schedules will encourage transit ridership within the Study Area as well as transit-based connectivity to the overall region via the MARTA rail station and other bus routes. The installation of a directory map for location in the MARTA station that shows major attractions and has directions in English and Spanish would help connect the station to its immediate surroundings.

Traffic Calming

Respecting the Neighborhood's Quality of Life

The goal of traffic calming is to reduce the negative impacts associated with automobile traffic in a localized area. In particular, traffic calming is aimed at reducing either the number of vehicles in an area, the speed at which vehicles travel, or both. Traffic calming requires implementing measures that change or otherwise influence driver behavior and improve the residential amenities as well as access to commercial and other activities.

Traffic calming measures include limited opportunities to perform turning movements, the closing of roadways to vehicular traffic, vehicle size restrictions, one-way streets, roundabouts, median entry treatments, medians, roadway intrusions and diverters, and even conventional devices such as speed bumps and enforcement.

At the local level, traffic calming is of major benefit to the residents (often at the expense of the drivers). As with vehicular traffic, traffic calming is intended to change the behavior of non-vehicular traffic (e.g., pedestrians and bicycles) by creating both the reality and perception of a safer environment.

The Concept Plan includes three traffic calming measures: Arterial median treatments; Pedestrian-oriented median entries; and Traffic tables.

Arterial Median Treatments:

Arterial median treatments are referred to as horizontal speed control measures (as opposed to vertical measures such as speed bumps and traffic tables). Medians are appropriate speed control measures on arterials when the 85th percentile speed[2] is greater than 5mph above the posted speed limit. Arterial medians can be used to effectively reduce lane width on arterials thereby reducing speeds[3]. They can also be used to provide pedestrian refuge and are considered ideal for arterials within

A textured median

[2] Speed at which 85% percent of the traffic is traveling at or below.
[3] The Transportation Research Board suggests that a reduction in lane width from 12' to 11' alone may result in a 1.9 mph reduction in free-flow speed. Reduction to 10' lanes can lower free-flow speeds by 6.6 mph.

residential areas, commercial areas, and business districts. When installed downstream of an intersection, medians are effective in slowing approaching traffic, which further contributes to a pedestrian safe environment. Aesthetically pleasing medians can also serve as an identifier to communicate to through traffic that they are passing through a community.

Due to the important role MLK Drive plays in regional commuter transportation as well as providing access to adjacent development, a raised median is not recommended. Instead, a textured two-way left-turn lane (TWLTL) median is recommended. An example of a textured TWTL is shown below. A plan view of what a textured TWLTL might look like on MLK is presented on the previous page.

Pedestrian-Oriented Median Entries to Side Streets:


A street entry feature

When integrated with arterial median treatments, median entries to side streets further enhance the community-oriented identity of a corridor. Median entries also provide a pedestrian refuge. Many of the intersections along MLK Drive generate relatively large turning movement volumes. Pedestrian-oriented median entries will allow pedestrians (and bicyclists) to cross the side streets safely by not having to simultaneously negotiate traffic turning to and from each side street. Examples of pedestrian-oriented median entries on side streets are shown above and below.


A street entry feature

As shown at right, the crosswalk at the median entry itself can be textured and, when done so similarly to the arterial median it effectively delineates the community and emphasizes the presence of pedestrians and bicycles.

In an effort to calm traffic and provide pedestrian refuge within neighborhoods (down the side streets), intersection islands can be installed to accommodate midblock crossing of minor roads. (An example of such an application is shown at right.)

Traffic Tables:


A traffic table

Traffic tables are an example of vertical speed control measures and are essentially elongated speed bumps. As does a speed bump, traffic tables require drivers to slow down to comfortably negotiate the feature. Due to longer vehicles and higher clearances, properly designed traffic tables do not significantly impede emergency vehicles[4]. Traffic tables are often used at intersections where they not only slow traffic through the intersection, but also discourage traffic control violations that might otherwise endanger pedestrians and bicyclists. As with intersection islands and medians, traffic tables can be textured to delineate pedestrian and bicyclist traffic areas as well as provide aesthetic continuity. Several examples of traffic tables are provided below.


A traffic table


A traffic table

[4] Commonly cited as a negative impact of community traffic calming measures.

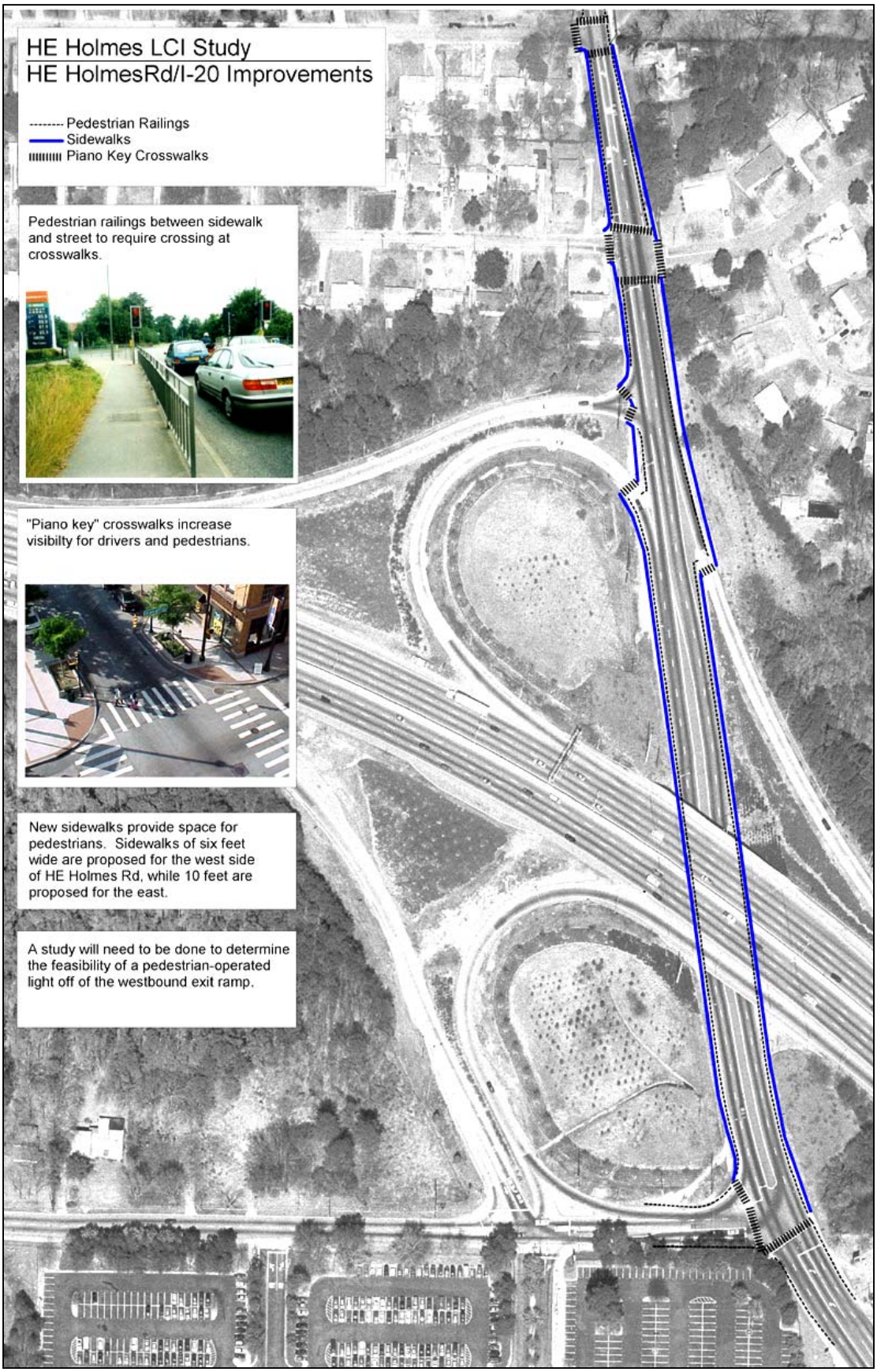
H.E. Holmes Drive and I-20

Balancing User Needs

H.E. Holmes Drive between the MARTA rail line and Douglass High School represents a significant challenge. Because of the I-20 interchange and high pedestrian traffic in the area, the need exists to reduce pedestrian-vehicle conflicts while at the same time recognizing existing legal frameworks associated with Georgia DOT routes and the Interstate Highway System.

The Concept Plan recognizes that the interchange with I-20, in particular, warrants further study before a long-term plan can be established. However, there are several key short term improvements that can be made to address two of the most pressing problems in the area, namely jaywalking and intrusion of pedestrians (primarily students) into streets during peak pedestrian traffic hours.

The Concept Plan proposes upgrading all sidewalk and crosswalk infrastructure along H.E. Holmes Drive by widening and building sidewalks and repainting crosswalks with piano bar style crossings. Such improvements would provide additional sidewalk capacity and improve operations and visibility for pedestrians and drivers. At the same time, it proposes a series of pedestrian-style railings to be located at the back of the curb along H.E. Holmes Drive and a small portion of Burton Road. These railings would, in essence, force pedestrians to cross at designated locations and would eliminate jay-walking. (See figure on next page.)


HE Holmes LCI Study
HE HolmesRd/I-20 Improvements
Pedestrian Railings
Sidewalks
Piano Key Crosswalks
Pedestrian railings between sidewalk and street to require crossing at crosswalks.
"Piano key" crosswalks increase visibilty for drivers and pedestrians.
New sidewalks provide space for pedestrians. Sidewalks of six feet wide are proposed for the west side of HE Holmes Rd, while 10 feet are proposed for the east.
A study will need to be done to determine the feasibility of a pedestrian-operated light off of the westbound exit ramp.

Traffic Impacts

Understanding the Concept Plan

To ensure that the Concept Plan does not overburden facilities in the Study Area, an analysis of future conditions was undertaken. Future traffic conditions were estimated from the land uses proposed in H.E. Holmes LCI Concept Plan using the procedures established by the Institute of Transportation Engineers (ITE). The ITE *Trip Generation* procedures are generally used to predict vehicle trips attributable to self-standing land use types. For this reason, the new trips projected were adjusted to account for the mixed-use nature of much of the land uses proposed and to account for the presence of the MARTA station and associated bus routes. The following reduction factors[5] were used:

- A 20% reduction in overall residential-based trips for proposed residential developments in or near mixed-use areas (e.g., in and around MARTA);
- A 40% reduction in overall commercial-based trips for proposed commercial developments in or near mixed-use areas; and
- A 20% reduction in vehicle trips due to presence of transit.

Trips are generally categorized as *productions* (trips associated with residential land uses) and *attractions* (trips associated with residential land uses). The projected trip productions and attractions for the LCI Study Area are presented in the following tables for a typical weekday, the AM peak hour, and the PM peak hour, respectively. In order to ensure the most conservative analysis possible, please note that the numbers used for these trip generation calculations are typically higher than those included in the Concept Plan.

[5] Reduction factors are based on procedures recommended by ITE in 1998 edition of the *Trip Generation Handbook.*

Table 1 Projected Trips for a Typical Weekday

Residential Land Use	# Dwelling Units	# Trips	Future Total Trips	Future Vehicle Trips
S.F. off Harlan	189	1862	1490	1490
M.F. - Harlan @ MLK	200	1333	1066	1066
M.F. off Peyton Place	227	1495	1196	1196
M.F. north MARTA	270	1752	1402	1122
M.F. @ Town Ctr	651	4036	3229	2583
Currently planned	569	3545	2836	2836
T.H. on Burton	177	1058	846	677
T.H. off Harlan	131	819	655	655
T.H. off Peyton Place	91	601	481	481
T.H. with retail on MLK	5	51	41	33
T.H. @ Town Ctr	4	42	34	27
T.H. west of Holmes	22	180	144	144
Total daily trips produced	**2536**	**16773**	**13419**	**12308**
Commercial Land Use	**# Dwelling Units**	**# Trips**	**Future Total Trips**	**Future Vehicle Trips**
Office @ Town Ctr	43.5	700	525	315
Retail @ Town Ctr	80	5906	4429	2657
Retail at Harlan	30.5	3177	2383	1906
Retail on MLK	11	1649	1237	989
Total daily trips attracted	**165**	**11431**	**8574**	**5868**

Table 2 Projected Trips for the AM Peak Hour

Residential Land Use	# Dwelling Units	# Trips	Future Total Trips	Future Vehicle Trips
S.F. off Harlan	189	142	113	113
M.F. - Harlan @ MLK	200	103	82	82
M.F. off Peyton Place	227	116	93	93
M.F. north MARTA	270	137	110	88
M.F. @ Town Ctr	651	327	261	209
Currently planned	569	286	229	229
T.H. on Burton	177	80	64	51
T.H. off Harlan	131	63	51	51
T.H. off Peyton Place	91	48	38	38
T.H. with retail on MLK	5	5	4	3
T.H. @ Town Ctr	4	4	3	3
T.H. west of Holmes	22	15	12	12
Total daily trips produced	**2536**	**1326**	**1061**	**973**
Commercial Land Use	**# Units**	**# Trips**	**Future Total Trips**	**Future Vehicle Trips**
Office @ Town Ctr	43.5	96	72	43
Retail @ Town Ctr	80	140	105	63
Retail at Harlan	30.5	79	59	47
Retail on MLK	11	43	32	26
Total daily trips attracted	**3046**	**358**	**268**	**179**

Table 3 Projected trips for the PM Peak Hour

Residential Land Use	# Dwelling Units	# Trips	Future Total Trips	Future Vehicle Trips
S.F. off Harlan	189	191	152	152
M.F. - Harlan @ MLK	200	127	102	102
M.F. off Peyton Place	227	142	113	113
M.F. north MARTA	270	165	132	105
M.F. @ Town Ctr	651	371	297	237
Currently planned	569	327	261	261
T.H. on Burton	177	115	92	73
T.H. off Harlan	131	77	61	61
T.H. off Peyton Place	91	57	45	45
T.H. with retail on MLK	5	5	4	3
T.H. @ Town Ctr	4	4	3	3
T.H. west of Holmes	22	18	14	14
Total daily trips produced	**2536**	**1596**	**1277**	**1172**
Commercial Land Use	**# Dwelling Units**	**# Trips**	**Future Total Trips**	**Future Vehicle Trips**
Office @ Town Ctr	43.5	128	96	58
Retail @ Town Ctr	80	542	406	244
Retail at Harlan	30.5	287	215	172
Retail on MLK	11	146	110	88
Total daily trips attracted	**165**	**1103**	**827**	**561**

The projected trips were then considered in conjunction with existing traffic conditions and other transportation improvements proposed under the LCI study. The results can be summarized as follows:

- According to the Highway Capacity Manual (HCM), MLK Drive can best be classified as an urban arterial.

- Based on its measured average travel speed being greater than 19 mph and its peak hour traffic volumes being less than 810 vehicle per hour in each lane, it is estimated that MLK Drive currently operates at level-of-service (LOS) B or better[6].

- Most of the six additional roadways proposed in the Concept Plan will likely require signalization. Additional signals along MLK Drive will reduce the average travel speed along the entire corridor, due to vehicles having to stop at more intersections. Thus, the LOS would be reduced. A more controlled approach to roadside access to MLK Drive will likely offset some of the effects of additional signals.

- Assuming a modest growth rate of 2.4% (for the State of Georgia over the next five years) in background traffic levels (i.e., assuming no

[6] Individual intersections may function at lower LOS (particularly during peak operations). Such an analysis, however, is beyond the scope of the LCI study.

development), MLK Drive would be expected to remain at its current LOS for at least five more years.

- The majority of traffic impact associated with the proposed development will affect MLK Drive and its intersections (existing and proposed). Given the proposed transportation/land use mix in the Concept Plan, it is reasonable to expect that the largest component of new traffic will be associated with trips coming to and from the residences.

- The majority of new trips are associated with the mixed-use development near the MARTA station. These trips will be a mix of:
    - Pedestrian trips among the various land uses;
    - Transit trips originating from the residencies and ending at the office/retail;
    - Vehicular trips to and from residences via MLK Drive and H.E. Holmes Drive; and
    - Vehicular trips to and from office/retail via MLK and H.E. Holmes Drive.

- Significant additional traffic is associated with the proposed single-family units off of Harlan Road. These trips will likely be automobile trips and will affect the intersection of Harlan Road at MLK Drive, and MLK Drive itself.

- From its current LOS, MLK Drive can handle much more traffic. As development in the area increases, MLK Drive will likely require additional traffic signals as previously mentioned to accommodate increased turning movements to and from MLK Drive and the side streets along the corridor. The intersection of MLK Drive and H.E. Holmes Drive will need to be evaluated periodically as development is implemented to assess the effectiveness of signal operations (phasing, timings, etc.). At some point, addition turn lanes would likely be required at the intersection to accommodate traffic to and from MLK Drive and I-20.

Employment and Population

It is projected that the Concept Plan, at build-out, will add the jobs and population to the Study Area as follows:

2012 Employment and Population:

Currently, 2,954 employees work within the area immediately surrounding the Study Area, which is expected to increase to 4,016 by 2012 without the Concept Plan being implemented. An estimated 1,718 employees work within the Study Area. When the Concept Plan is factored into this, 658 new jobs will be added to the Study Area. The following table displays projected employment gains from new retail and office development in the Study Area.

Table 4 Study Area Employment

	Retail	Industrial	Food and Beverage	Personal Services	Office	Total
Existing						
Square Footage	350,000	45,000	30,000	30,000	30,000	485,000
Employees	1,265	30	223	100	100	1,718
Concept Plan						
Square Footage	177,228	0	29,337	19,434	33,500	259,499
Net Employees*	323	-30	219	65	112	659
Total Employment in 2012	**1,588**	**-30**	**442**	**165**	**212**	**2,377**

*Includes net new employees, Concept Plan numbers include some replacement of existing facilities. See Appendix for methodology.

It is estimated that 5,508 people currently live within the Study Area. The Concept Plan will increase this number to 9,971 over the next ten years.

Table 5 Study Area Population

	Single Family	Multifamily
Existing		
Existing Dwelling Units	217	1750
Average Household Size	2.5	2.5
Population	543	4,375
Concept Plan		
Concept Plan Dwelling Units	189	2008
Average Household Size	2.3	2.3
Population	435	4,618
Total Population in 2012	**978**	**8,993**

2027 Employment and Population Forecast:

Forecasting employment and population growth beyond ten years is extremely difficult on the micro-level. Real estate and economic trends are extremely complex and subject to change. Although the Concept Plan is largely based on a ten-year build-out, longer-term forecast can be made based on real estate cycles and the assumption that some existing facilities which reach the end of their economic life will be redevelopment into more intense uses, including the eventual redevelopment of West Ridge Plaza parking areas into residential and retail uses.

Table 2027 Population and Employment Forecast

Year	Employment					Population		
	Retail	Food & Beverage	Personal Services	Office	Total	Single Family	Multifamily	Total
2002	1,265	223	100	100	1,688	543	4,375	4,918
2007	1,314	258	111	134	1,816	674	5,760	6,434
2012	1,588	442	165	212	2,407	891	8,069	8,960
2017	1,691	547	165	212	2,615	978	9,315	10,293
2022	1,691	547	165	212	2,615	978	9,315	10,293
2027	1,691	547	165	212	2,615	978	9,315	10,293

IMPLEMENTATION STRATEGY

Implementation outlines the next steps in the process after adoption of the plan. It includes a list of strategies, policies, and programs, and/or projects, timelines and responsible parties. Most important, this plan is attempting to address conflict among different land uses, growth and traffic while providing livable communities, places where people can live/work and enjoy, balancing economic growth while preserving natural resources and overall improving the quality of life of the residents of the area.

Stakeholders identified several efforts to assure implementation. These included continued diligence on the part of area residents and business to monitor development within the Study Area and ensure compliance with the Concept Plan. Such diligence will need to occur on the neighborhood and NPU level. Stakeholders also agreed to continue working with the City in implementing land use and zoning changes which support the Concept Plan as part of the Comprehensive Development Plan.

The City has a major initiative underway for acquisition of open space through a number of different funding sources including federal, state, local and non-profit organizations.

The Atlanta Regional Commission has committed to provide funding for implementation of plan elements related to transportation. Their expressed desire is for public infrastructure investments to spur private investment within existing activity centers.

The H.E. Holmes Livable Center plan outlines very specific strategies for achieving this goal. Following is an action plan to implement the Concept Plan which specifies plan elements, costs, estimated start date, completion date and responsible party.

Following the list of transportation improvements there is a list of the potential changes necessary to the City of Atlanta's Future Land Use Plan to implement the plan goals. The potential changes, along with any new urban design and zoning regulations, will be included in the City's scheduled update to its Comprehensive Plan.

Lastly, strategies for funding scheduled improvements are outlined to supplement the potential funding from the Atlanta Regional Commission's Livable Center Initiatives program.

Regulatory Projects

PVT = Private

Description/Action	Cost	Year	Responsible	Funding Source
Create land Use Controls and zoning to match desired vision, including a height limit of 52 feet (4 stories) on the MARTA property and 35 feet (3 stories) elsewhere.	Staff	2003	City	n/a
Require, in zoning, that developments implement street network shown in Concept Plan if land is developed prior to City building said streets	Staff	2003	City	n/a
Provide basketball courts, playgrounds, and similar facilities in new housing and multifamily developments.	Staff	on-going	PVT	PVT
Request for Proposal for Phase I MARTA development	Staff	2003	MARTA	n/a
Request for Proposal for Phase II MARTA development	Staff	2007	MARTA	n/a
Support private development of Phase III MARTA development	n/a	2011	PVT	n/a
Ensure that MARTA rail expansion incorporates greenway trail and new street options consistent with the concept plan	Staff	on-going	City, MARTA	n/a
Work with local police precinct to address crime issues within the neighborhood	Volunteer	on-going	Residents	na
Submit applications for T-21 grants	Staff	on-going	City	n/a
Submit applications for LCI grants	Staff	on-going	City	n/a
Submit applications for CBDG funds	Staff	on-going	City	n/a

Transportation Projects

See map on next page.

PVT = Private LCI = LCI Implementation Funds through TIP
CDBG = Community Development Block Grant QOL Bond = Quality of Life Bond
DIF = Development Impact Fees

Please Note: All monetary sums are in the latest construction year's dollars, calculated by taking 2003 cost and adding 5% per year.

										Local Match	
Map Key	Description	Type	Eng. Year	Eng. Costs	Latest Constr. Year	Constr. Costs	Total Costs	Resp. Party	Funding Source	Source	Amount
T1	Streetscape on south side of MLK including 10' wide sidewalk with street trees and lights 40' on center	bike/ ped	2003	$117,600	2004	$1,470,000	$1,587,600	City	T-21, LCI, CDBG	QOL Bonds, DIF, GF	$411,600
T2	Streetscape on north side of MLK, east of Westland, including 10' wide sidewalk with street trees and lights 40' on center	bike/ ped	2005	$50,960	2006	$637,000	$687,960	City	T-21, LCI, CDBG	QOL Bonds, DIF, GF	$178,360
T3	Streetscape on H.E. Holmes south of I-20, including 10' wide sidewalk with street trees and lights 40' on center	bike/ ped	2004	$55,600	2005	$695,000	$750,600	City	T-21, LCI, CDBG	QOL Bonds, DIF, GF	$194,600
T4	Streetscape on east side of H.E. Holmes from I-20 to Douglass High, including 10' wide sidewalk with street trees and lights 40' on center	bike/ ped	2003	$21,840	2004	$273,000	$294,840	City	T-21, LCI, CDBG	QOL Bonds, DIF, GF	$76,440
T5	New 6' wide sidewalks on both sides of Burton Rd west of Collier Pointe	bike/ ped	2004	$11,120	2005	$139,000	$150,120	City	T-21, LCI, CDBG	QOL Bonds, DIF, GF	$38,920
T6	New 6' wide sidewalks on both sides of Westland Blvd, including two ADA accessible railroad/sidewalk crossings	bike/ ped	2005	$5,556	2006	$69,450	$75,006	City	T-21, LCI, CDBG	QOL Bonds, DIF, GF	$19,446

T7	New 6' wide sidewalks on both sides of Linkwood Rd	bike/ ped	2003	$7,560	2004	$94,500	$102,060	City	T-21, LCI, CDBG	QOL Bonds, DIF, GF	$26,460
T8	New 6' wide sidewalks where missing on Peyton Rd within Study Area	bike/ ped	2003	$2,940	2004	$36,750	$39,690	City	T-21, LCI, CDBG	QOL Bond	$10,290
T9	New sidewalks where missing on Peyton Rd between Peyton Pl and BE Mayes Dr	bike/ ped	2003	TBD	2004	TBD	TBD	City	T-21, LCI, CDBG	QOL Bonds, DIF, GF	TBD
T10	Two ADA accessible railroad/sidewalk crossing on Linkwood Rd	bike/ ped	2003	$840	2004	$10,500	$11,340	City	T-21, LCI, CDBG	QOL Bonds, DIF, GF	$2,940
T11	New 6' sidewalks on south side of Delmar Ln	bike/ ped	2006	$2,320	2007	$29,000	$31,320	City	T-21, LCI, CDBG	QOL Bonds, DIF, GF	$8,120
T12	Sidewalks on both sides of Peyton Pl where none currently exist	bike/ ped	2003	$8,800	2004	$110,000	$118,800	City/Private	T-21, LCI, CDBG, Private	QOL Bonds, DIF, GF	$30,800
T13	New 6' sidewalks along west side of H.E. Holmes Dr from Burton Rd north to Hightower Ct	bike/ ped	2004	$5,292	2005	$66,150	$71,442	City	T-21, LCI, CDBG	QOL Bonds, DIF, GF	$18,522
T14	New sidewalks on both sides of Harlan Rd	bike/ ped	2004	$11,466	2005	$143,325	$154,791	City	T-21, LCI, CDBG	QOL Bonds, DIF, GF	$40,131
T15	New sidewalks along east side of Lynhurst Dr where none exist	bike/ ped	2004	$1,764	2005	$22,050	$23,814	City	T-21, LCI, CDBG	QOL Bonds, DIF, GF	$6,174
T16	Piano bar crosswalks at Linkwood Rd and Delmar Ln (all approaches)	bike/ ped	2003	$0	2003	$2,400	$2,400	City	T-21, LCI, CDBG	QOL Bonds, DIF, GF	$480
T17	Piano bar crosswalk on east side of Linkwood Rd at Burton Rd	bike/ ped	2003	$0	2003	$800	$800	City	T-21, LCI, CDBG	QOL Bonds, DIF, GF	$160

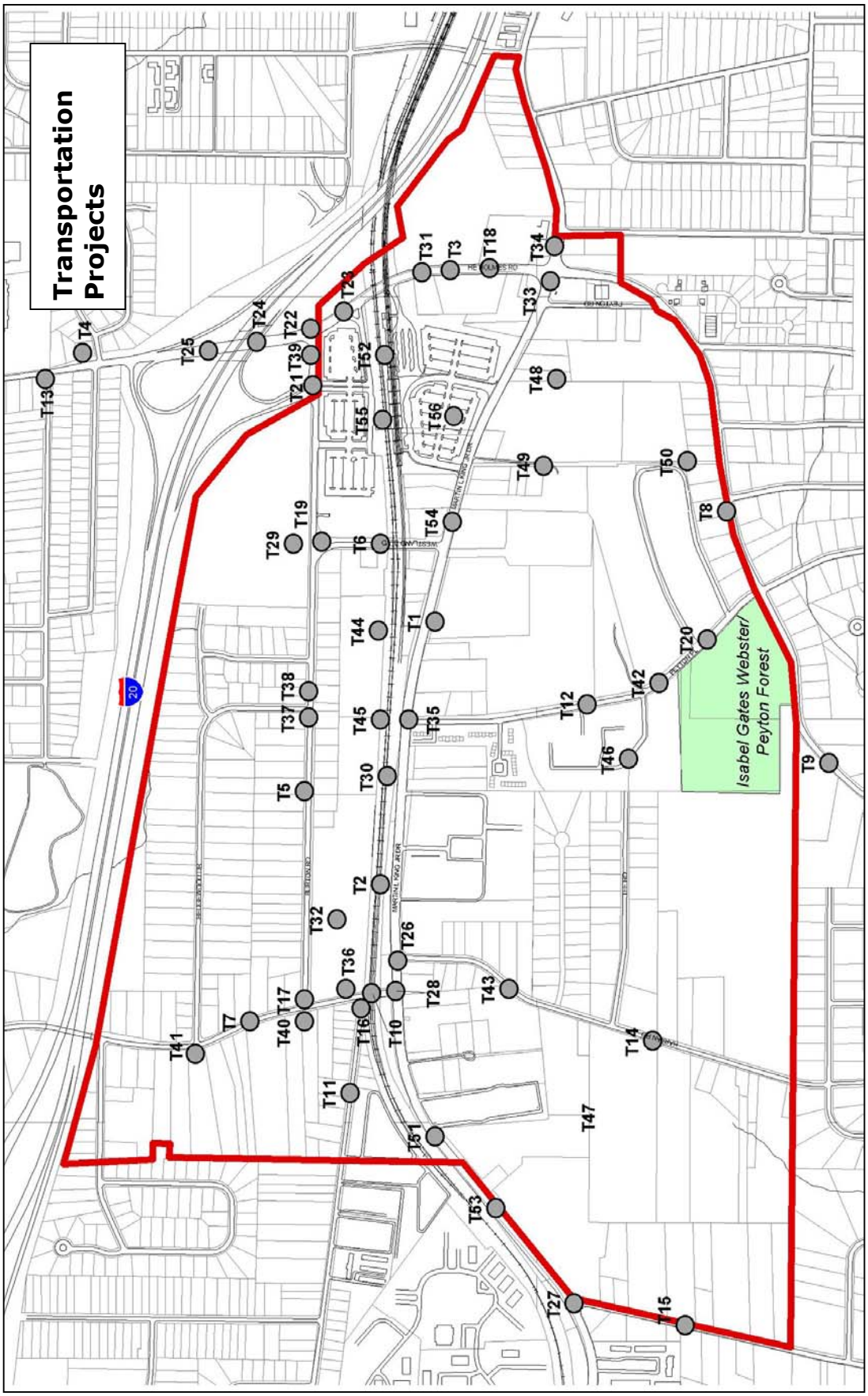
T18	Twelve piano bar crosswalks on H.E. Holmes Dr and adjacent streets between I-20 and Hightower Ct	bike/ ped	2003	$0	2003	$9,500	$9,500	City	T-21, LCI, CDBG	QOL Bonds, DIF, GF	$1,900
T19	Piano bar crosswalk on south side of Burton Rd at Westland Blvd	bike/ ped	2003	$0	2003	$800	$800	City	T-21, LCI, CDBG	QOL Bonds, DIF, GF	$160
T20	Midblock crossing on Peyton Pl to serve pedestrians traffic between apartments and Peyton Forest	bike/ ped	2003	$294	2004	$3,675	$3,969	City	T-21, LCI, CDBG	QOL Bonds, DIF, GF	$1,029
T21	Improved crosswalk/pedestrian signals & pushbuttons at I-20 off ramps and Burton Rd (all approaches)	bike/ ped	2003	$600	2003	$7,500	$8,100	City, GDOT	T-21, LCI, GDOT	QOL Bonds, DIF, GF	$2,100
T22	Improved crosswalk/pedestrian signals & pushbuttons at H.E. Holmes Dr at Burton Rd (all approaches)	bike/ ped	2003	$600	2003	$7,500	$8,100	City, GDOT	T-21, LCI, GDOT	QOL Bonds, DIF, GF	$2,100
T23	ADA accessible sidewalk ramps at Exxon on H.E. Holmes Dr	bike/ ped	2003	$160	2003	$2,000	$2,160	City	T-21, LCI, CDBG	QOL Bonds, DIF, GF	$560
T24	Fencing on traffic islands and adjacent to the curb to channel pedestrians to marked crosswalks around the H.E. Holmes and I-20 intersection	bike/ ped	2003	$0	2004	$393,750	$393,750	City	T-21, LCI, CDBG, GDOT	QOL Bonds, DIF, GF	$78,750
T25	Study to determine appropriate protection of pedestrians on H.E. Holmes Dr at I-20 westbound off ramps to determine if the area may warrant traffic signal and/or realignment of off ramp approaches to H.E. Holmes Dr due to presence of children.	bike/ ped	2003	$0	n/a	$20,000	$20,000	GDOT	GDOT	Gen Fund, DIF	$4,000
T26	Textured crosswalk and median entry feature on Harlan Dr at MLK Dr	bike/ ped	2004	$309	2005	$3,860	$4,169	City	T-21, LCI, CDBG	QOL Bonds, DIF, GF	$1,081

T27	Textured crosswalk and median entry feature on Lynhurts Dr at MLK Dr	bike/ ped	2004	$309	2005	$3,860	$4,169	City	T-21, LCI, CDBG	QOL Bonds, DIF, GF	$1,081
T28	Textured crosswalk and median entry feature on Linkwood Dr at MLK Dr	bike/ ped	2004	$618	2005	$7,720	$8,338	City	T-21, LCI, CDBG	QOL Bonds, DIF, GF	$1,081
T29	Install textured crosswalk and median entry feature on Westland Blvd at MLK Drive and Burton Road	bike/ ped	2004	$309	2005	$3,860	$4,169	City	T-21, LCI, CDBG	QOL Bonds, DIF, GF	$1,081
T30	Greenway trail from Lynhurst Dr to Fairfield Pl	bike/ ped	2006	$58,320	2007	$729,000	$787,320	City, PATH	T-21, LCI, PVT	QOL Bonds, DIF,GF, PVT	$204,120
T31	At-grade greenway trail crossing across H.E. Holmes Dr	bike/ ped	2006	$972	2007	$12,155	$13,127	City, PATH	T-21, LCI, PVT	QOL Bonds, DIF,GF, PVT	$3,403
T32	Greenway trail from MLK Dr to Burton Rd, through the former cabinet factory at 2856 Burton Rd	bike/ ped	2006	$3,400	2007	$42,500	$45,900	City, PATH	T-21, LCI, PVT	QOL Bonds, DIF, GF, PVT	$11,900
T33	Protected left-turn phase (i.e., left-turn arrow) for northbound approach of H.E. Holmes Dr at intersection with MLK Dr	traffic	2003	$400	2003	$5,000	$5,400	City	LCI, Gen Fund	QOL Bonds, DIF, Gen Fund	$1,400
T34	New traffic signal heads at intersection of MLK Dr and H.E. Holmes Dr to be MUTCD compliant, including 12” heads on all approaches	traffic	2003	$600	2003	$7,500	$8,100	City	LCI, Gen Fund	QOL Bonds, DIF, GF	$2,100
T35	Traffic signal at intersection of MLK Dr at Peyton Pl and re-stripe to include crosswalks	traffic	2003	$0	2003	$70,000	$70,000	City, GDOT	LCI, Gen Fund	QOL Bonds, DIF, GF	$14,000

T36	Widened intersection of Linkwood Dr at Delmar Ln to allow MARTA buses to execute turn more efficiently	traffic	2004	$6,616	2005	$82,700	$89,316	City	T-21, LCI, CDBG	QOL Bonds, DIF, GF	$23,156
T37	Pavement markings (stop bars) at intersection of Burton Rd at Hedgewood Dr	traffic	2003	$80	2003	$1,000	$1,080	City	T-21, LCI, CDBG	QOL Bonds, DIF, GF	$280
T38	Traffic table at intersection of Burton Rd at Hedgewood Drive	traffic	2005	$440	2005	$5,500	$5,940	City	T-21, LCI, CDBG	QOL Bonds, DIF, GF	$1,540
T39	Reconfigururation of traffic islands at I-20 and Burton Rd to allow pedestrian refuge. Provide clearly marked crosswalks and pedestrian signals on all approaches. Consider providing a pedestrian phase in the signal timing to avoid pedestrian conflicts with turning vehicles.	traffic	2004	$880	2005	$11,000	$11,880	City, GDOT	T-21, LCI, CDBG, GDOT	QOL Bonds, DIF, GF	$3,080
T40	Conversion of intersection of Linkwood Road @ Burton Road to 3-way stop	traffic	2003	$0	2003	$1,000	$1,000	City	T-21, LCI, CDBG	QOL Bonds, DIF, GF	$200
T41	Trimming/clearance of vegetation at street intersections along Linkwood Rd to increase site distance triangle	traffic	2003	$0	2003	$2,000	$2,000	City	GF	none needed	none needed
T42	Speed reduction measures on Peyton Pl	traffic	2003	$800	2003	$10,000	$10,800	City	T-21, LCI, CDBG	QOL Bonds, DIF, GF	$2,800
T43	Speed reduction measures on Harlan Rd	traffic	2003	$800	2003	$10,000	$10,800	City	T-21, LCI, CDBG	QOL Bonds, DIF, GF	$2,800

T44	New 4,200' street between Linkwood Dr and H.E. Holmes Dr north of the rail and using existing private streets where possible (including land costs between Westland Blvd and Linkwood Rd)	traffic	2008	$294,800	2009	$3,685,000	$3,979,800	City, MARTA, Private	LCI, PVT, MARTA	QOL Bonds, DIF, GF, PVT, MARTA	$1,031,800
T45	Extension of Peyton Pl 550' across MLK Drive and the rail line to Burton Rd (including land costs)	traffic	2008	$58,960	2009	$737,000	$795,960	City	T-21, LCI, CDBG	QOL Bonds, DIF, GF	$206,360
T46	Extension of Tee Rd 650' east to Peyton Pl (including land costs)	traffic	2003	$44,000	2005	$550,000	$594,000	City	T-21, LCI, CDBG	QOL Bonds, DIF, GF	$154,000
T47	Extension of Tee Rd 1,800' west to Lynhurst Dr (including land costs)	traffic	2011	$169,440	2012	$2,118,000	$2,287,440	City, Private	T-21, LCI, CDBG	Bonds, DIF, Gen Fund,	$593,040
T48	New 700' street south from MLK Dr (including land costs)	traffic	2009	$94,400	2010	$1,180,000	$1,274,400	City, Private	T-21, LCI, CDBG	QOL Bonds, DIF, GF, Private	$330,400
T49	Cox Dr ROW conversion into a new street, terminating at the back of 150 Peyton Pl and connecting into its private street	traffic	2007	$107,200	2008	$1,340,000	$1,447,200	City, Private	T-21, LCI, CDBG	QOL Bonds, DIF, GF, PVT	$375,200
T50	Construct a pedestrian path in the City right-of-way between the proposed terminus of Cox Dr and Peyton Rd (including additional land costs)	traffic	2007	$3,200	2008	$40,000	$43,200	City, Private	T-21, LCI, CDBG	QOL Bonds, DIF, GF, PVT	$11,200
T51	Develop a textured median with intermittent landscaping along MLK	traffic	2004	$86,000	2005	$1,075,000	$1,161,000	City, GDOT	T-21, LCI, CDBG, GDOT	GF, DIF	$301,000
T52	Pedestrian tunnel under railroad for boulevard connection	traffic	2008	TBD	2009	TBD	TBD	MARTA, Private	LCI, MARTA	PVT, MARTA	$0

T53	Install MARTA bus shelters throughout LCI Study Area, include schedules	transit	2003	$0	2003	$15,000	$15,000	City, MARTA	T-21, LCI, CDBG	DIF, QOL Bonds	$3,000
T54	Install covered, well-delineated school bus stops on MLK Dr, east of Peyton Pl	transit	2003	$0	2003	$8,000	$8,000	APS, City	T-21, LCI, CDBG	APS, GF, DIF	$1,600
T55	Bi-lingual English/Spanish directory map for location in the MARTA station and Study Area	transit	n/a	$0	2003	$5,000	$5,000	City, MARTA	LCI, CDBG, PVT	QOL Bonds, DIF, Gen Fund, Private	$1,000
T56	1,100 space MARTA parking deck	transit	2006	$88,000	2007	$11,000,000	$11,880,000	MARTA	LCI, MARTA	MARTA	$2,200,000


Transportation Projects
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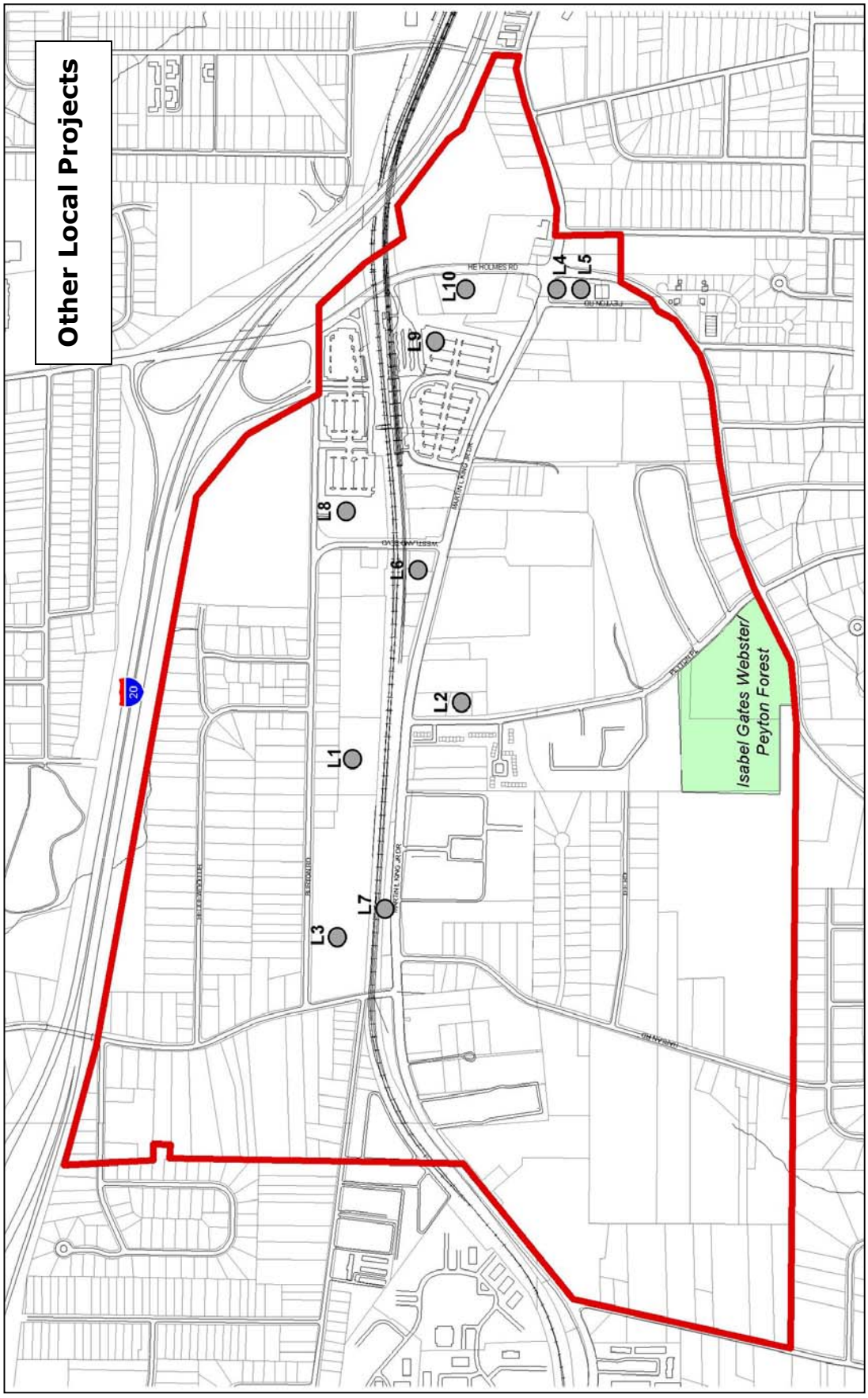
Other Local Projects

See map on next page.

PVT = Private LCI = LCI Implementation Funds through TIP
CDBG = Community Development Block Grant QOL Bond = Quality of Life Bond
DIF = Development Impact Fees

Map Key	Description/Action	Cost	Year	Responsible	Funding Source
L1	Acquisition of land between MARTA and Westland Blvd for development in keeping with Concept Plan	$1,700,000	2009	PVT	PVT
L2	Park and playground on City-owned parcel southeast of intersection of MLK Dr and Peyton Pl	$248,000	2004	City	LCI, CBDG
L3	One acre public park on a portion of 2856 Burton Rd (including land costs)	$551,250	2005	City, ADA	DIF, LCI, CBDG, PVT
L4	Acquisition of 2456 MLK Dr for park	$926,100	2006	City	DIF, PVT, GF, QOL Bond
L5	Park at 2456 MLK Dr	$144,700	2006	City	DIF, GF, QOL Bond
L6	Acquisition of 2611, 2625, 2635, 2637, and 2647 MLK Dr for park	$1,490,000	2005	City	DIF, TPL, GF, QOL Bond
L7	Park south of rail right-of-way on existing City land and 2611, 2625, 2635, 2637, and 2647 MLK Dr (excluding greenway trail costs)	$376,000	2006	City	DIF, GF, QOL Bond, PVT
L8	Park on MARTA stormwater retention	$102,100	2007	MARTA	GF, QOL Bond
L9	8,000 multipurpose community facility in Phase I of MARTA redevelopment or at 2456 MLK Drive, including meeting rooms, dance space, and event room.	$880,000	2007	City,MARTA	GF, QOL Bond, CDBG
L10	Adaptive re-use of Grace Covenant church when/if the current building is ever vacated	TBD	TBD	City, PVT	City, PVT


Other Local Projects
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Peyton Forest
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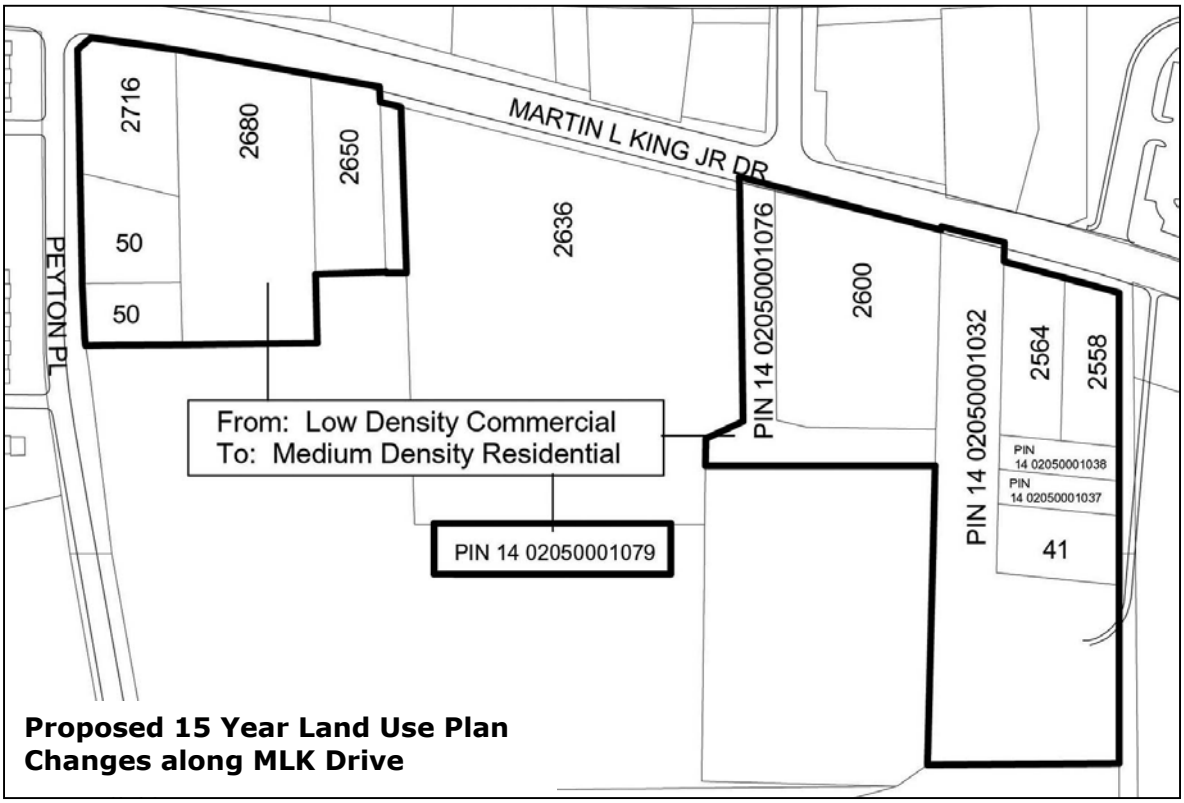
Marketing Initiatives

Description/Action	Cost	Year	Responsible
Develop and promote a brand identity for the Study Area	Staff /Volunteer	2003	City
Organize a business development team	Staff /Volunteer	2003	City
Develop collateral marketing material such as brochure, market opportunity CD-ROM/fact sheets and media packages	$5,000-$10,000	2003-2004	City/Vendor
Implement a public relations program to communicate proposed changes in the community as well as opportunities identified in the market analysis, targeting developers, real estate professionals, lenders, business prospects and stakeholders	Staff /Volunteer	2003-2004	City
Prepare a listing of available buildings, underutilized parcels and target sites, listing ownership, condition, estimated value, lease/sales terms and infrastructure capabilities.	Staff /Volunteer	2003	City
Based on real estate inventory, rank sites/buildings according to their redevelopment potential, identify best uses for sites/buildings and prepare collateral specification sheets for each	Staff /Volunteer	2003	City
Work with real estate professionals and property owners to ensure that the business development team is informed about new listings	Staff /Volunteer	2003+	City
Target businesses based on the market analysis	Staff /Volunteer	2003-2004	City
Prepare a business recruitment package that highlights the findings of the market analysis	$10,000	2003-2004	City/Vendor
Implement a business recruitment campaign targeted at employers, developers and retail/service businesses to include direct mail, prospect tracking database and referral networks.	Staff /Volunteer	2003+	City
Update target businesses and proposed land uses to accommodate changing circumstances on an as-needed basis	Staff /Volunteer	2003+	City

Changes To Comprehensive Plan

Within the Study Area the current City of Atlanta 15 Year Land Use plan does not present major challenge to implementation of the Concept Plan. For the most part, land use classifications support suggested zoning concepts and urban design qualities. However, the following changes should be made:

1. Change all "Industrial" classifications to "Mixed-Use" to support the development of townhomes or live-work units within such areas.
2. Change all "High Density Commercial" classifications to "Mixed-Use" to require a minimum of 20% housing on the MARTA property.
3. Change the back of 2840 MLK Drive, which is currently classified as "Single Family Residential" to "Low Density Commercial" to reflect current C-1 zoning and proposed Neighborhood Commercial zoning.
4. Change all "Low Density Commercial" classifications between Peyton Place and Cox Drive, with the exception of 2636 MLK Drive (Hightower Station shopping center) to "Medium Density Residential" to reflect current RG-3 zoning, proposed zoning, and the Concept Plan's vision for multifamily housing in said area. See map below.
5. Change Peyton Forest Park, which is currently classified as "Single Family Residential" to "Open Space". (See Attachment Map E"



Proposed 15 Year Land Use Plan Changes along MLK Drive

Urban Design and Zoning

For the Concept Plan to be successful, the approach to designing the built environment within the Study Area must change. Because a strong, well-balanced relationship between land uses, buildings, and the public spaces is essential to the Concept Plan, neither buildings nor developments can be designed as stand-alone objects with no regard for their surroundings. Rather, everything within the Study Area must be held to the same exacting and inter-related standards of design. The two fundamental ways to achieve this are through urban design guidelines, which reflect City Policy, and zoning regulations which support these guidelines.

Urban Design Guidelines:

Regardless of type or use, all buildings within the Study Area should meet basic standards of good design. The following guidelines are intended to provide guidance for both private developers and the City of Atlanta. In fact, many of the guidelines are required as part of zoning districts recommended in the proposed Zoning Concept.

Buildings and Sites

- Face primary building entrances to the public sidewalk and street.
- Require uses to have entrances directly accessible from the adjacent sidewalk.
- Prohibit blank walls adjacent to the street or sidewalk.
- Require commercial uses to front the sidewalk with storefronts.
- Limit building height to 52 feet (approximately four stories) on the MARTA block.
- Limit building height to 35 feet (approximately three stories) in all other areas.
- Screen loading and dumpster areas from the street by locating them behind buildings.
- Require large developments to provide usable open space in the form of courtyards or plazas.
- Screen mechanical equipment on roof from public view.

Streets

- Require new blocks, not exceeding 600 feet by 600 feet.
- Require developers to build the streets shown on the Concept Plan for the portion of such within their property. Allow said streets to count towards Minimum Open Space requirements of zoning.
- Prohibit gates or fences across any streets or private drivers, with the exception of driveways serving single-family homes.

Parking and Parking Lots

- Limit curb cuts to one per development street frontage.
- Permit shared parking.
- Provide walkways connecting parking lots and sidewalks.
- Provide a 5' landscape buffer (including trees) between all parking lots adjacent and the street.
- Place all parking areas behind or to the side of buildings. Parking between a building and the street is not acceptable.

Sidewalks

- Require all new developments along MLK Drive and H.E. Holmes Drive to augment existing sidewalks by building new sidewalks with a 10 feet wide Street Furniture and Tree Planting Zone and a 10 feet wide Clear Zone.
- Require all new non-residential developments (other than along MLK Drive and H.E. Holmes Drive) to provide sidewalks with a 5 feet wide Street Furniture and Tree Planting Zone and a 10 feet wide Clear Zone.
- Require all developments to (other than along MLK Drive and H.E. Holmes Drive) to provide sidewalks with a 5 feet wide Street Furniture and Tree Planting Zone and a 6 feet wide Clear Zone.

Supplemental Zones

- Build all buildings at the back of the Supplemental Zone.
- Provide a five feet deep Supplemental Zone in commercial areas along MLK Drive and H.E. Holmes Drive.
- Provide a supplemental zone with depths of between ten and twenty feet between multifamily uses and the sidewalk.
- Limit the height of fences within a Supplemental Zone adjacent to residential uses to forty-two inches.
- Prohibited fences within a Supplemental Zone adjacent to non-residential uses.

Signs

- Prohibit freestanding signs within commercial areas.
- Require signs in commercial areas to be applied to buildings.

Open Space Design Guidelines:

The Atlanta Parks, Open Space and Greenways Plan contains design guidelines for parks and open space on pages 136 through 148. These existing guidelines serve as the basis for the following Study Area Open Space Design Guidelines.

Park and Open Space Surroundings

- Surround parks and open spaces with streets and development. Vacant land adjacent to a park decreases visibility into and security.
- Ensure that adjacent streets are along a minimum of 50 percent of the park's perimeter and optimally along 100 percent of its perimeter. The City's safest parks are those that are completely visible to neighbors and police driving on surrounding streets.
- Face surrounding buildings onto park or opens spaces; avoid back yards abutting the park. Without exception, City parks with abutting backyards are screened from visibility by backyard fences, thereby decreasing park security.
- Ensure that no streets dead end into parks creating security problems.

Park and Open Space Design

- Ensure visibility into the park from surrounding homes and streets.
- Eliminate and avoid barriers and walls surrounding a park or open space that restrict accessibility, reduce the service area, and create security problems along edges.
- Ensure that parks and open spaces are at-grade with adjacent streets for a minimum depth of 15 feet from said street to ensure maximum visibility into them.

Designing for Security:

One of the biggest threats to the creation of a walkable, vibrant neighborhood is the potential proliferation of gated multifamily and single-family communities. Although the neighborhood has traditionally been gate-free, recent new developments and renovations to existing developments have resulted in several gated communities within the Study Area. Additionally, all three of the new multifamily complexes currently planned includes gates.

While the desire for security is understandable, the gating off of an entire community from its surroundings is not acceptable within the Study Area. Conventional gating not only prevents the connectivity that is essential to the Concept Plan, it also serves to segregate residents and promote social isolation. Gated communities also do a great disservice to existing residents of the community who, in many cases, have lived their for decades by suggesting that the community they know and value is something which the newcomer must be isolated from. Additionally, the security benefits of gating a development are oftentimes more psychological than reality-based. Studies across the nation have shown that gated communities can make their residents more naïve and, as a result, more prone to crime within their walls. In fact, it is sometimes argued that gated communities actually promote crime by removing eyes from the street, creating a false perception of security, and promoting social isolation.

Hundreds of developments across the nation have shown it is possible to provide meaningful security without surrounding a multifamily complex or single-family development with gates and fences. The following principles are best practices which should be observed within the Study Area if it to ever truly transform from an anti-pedestrian, disconnected collection of buildings into a truly walkable and cohesive neighborhood.

Principle 1: Use buildings to secure space

The most important principle in providing security without creating a conventional gated community is use buildings themselves to provide security. Arranging street-oriented buildings in a continuous wall around a block and then locating parking on the interior of a block creates a de-facto secure zone at the interior of the block. Between the buildings and the street, shorter fences, which should not

exceed 42 inches in height, can be provided to differentiate between public and private space, while larger, more functional security fences can be provided at breaks in buildings. See image at right.


Fencing between buildings is higher than that along the street

By using this technique, security is provided without utilizing a high fence. More importantly, however, is that the development does not appear to be separate from the community because buildings relate to the street and the fencing that is provided between the building and the street is at a traditional human scale.

Principle 2: Provide security on doors

In traditional community design, security occurred at the door. Doors faced the street and often had gates that allowed residents to access the street. The same principle applies today. Doors should face the street and allow residents to walk directly onto them. Street-facing doors should be adequately secured with locks in the unlikely event that somebody would jump the maximum 42-inch fence.

A secured common door on 10th Street in Atlanta

In some cases, gated doors or entries can be recessed into the façade of the building to provide security without gating the entire community. This is most effective in cases where inner corridors access the street for non street-level units. See image at right above.

Principle 3: Provide open streets

An interconnected system of streets is essential to achieving Principles 1 and 2. Streets creating blocks not in excess of 600 feet in length should be provided in all multifamily and single-family communities. Said streets should not be gated and should allow public access. If any gates or fences are to be provided, they should only be around off-street parking areas and not the streets themselves.

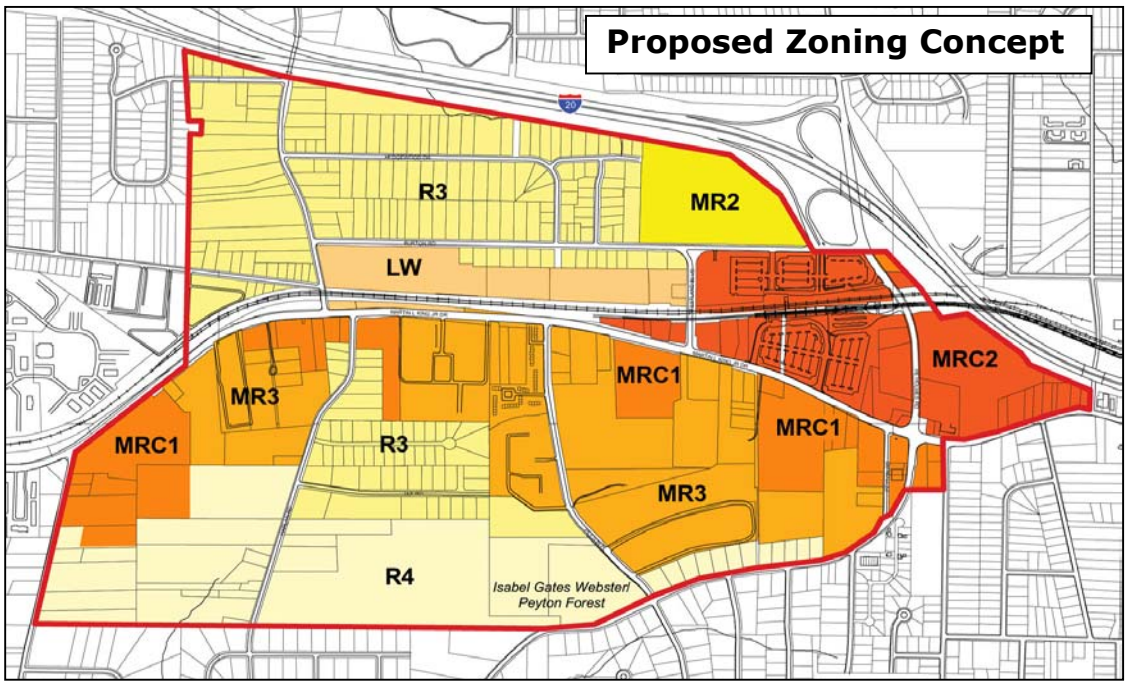
Zoning Concept:

Zoning changes are essential to ensuring the achievement of the Concept Plan. Current zoning within the Study Area is largely based on outdated notions of segregated uses and the primacy of the automobile. It does not require new development to respond to the greater neighborhood and, as a result, discourages people from developing anything other than the status quo. As a result, innovative design that respects the pedestrian and the community is discouraged because there are no guarantees that adjacent property owners will build to the same high standards.

Luckily, the City's new Quality of Life Zoning Codes provide an alternative to current districts. By replacing existing multifamily and commercial zoning districts with comparable Quality of Life districts, the existing zoning structure can be preserved. Proposed zoning changes are as follows:

- Rezone C-2 and C-3 designations to Mixed Residential Commercial 2 (MRC-2).
- Rezone C-1 and C-1-C designations to Mixed Residential Commercial 1 (MRC-1), with the exception of on the MARTA property.
- Rezoning the 0.4 acre C-1-C designation on the MARTA property to Mixed Residential Commercial 2 (MRC-2).
- Rezone I-1 and I-2 designations to Live-Work (LW).
- Rezone RG-3 designations to Multifamily Residential 3 (MR-3).
- Rezone Collier Pointe to Multifamily Residential 2 (MR-2).
- Do not rezone R-3 and R-4 designations.

(See map below or Attachment Map F.)



Potential Funding Sources

Transportation

- Atlanta Regional Commission Livable Centers Initiative Fund
- Transportation Equity Act for the 21st Century (TEA-21)
- City of Atlanta Quality of Life Bonds for sidewalks, streets, bridges and traffic control devices
- MARTA transit funds for improvements to area

Economic Development

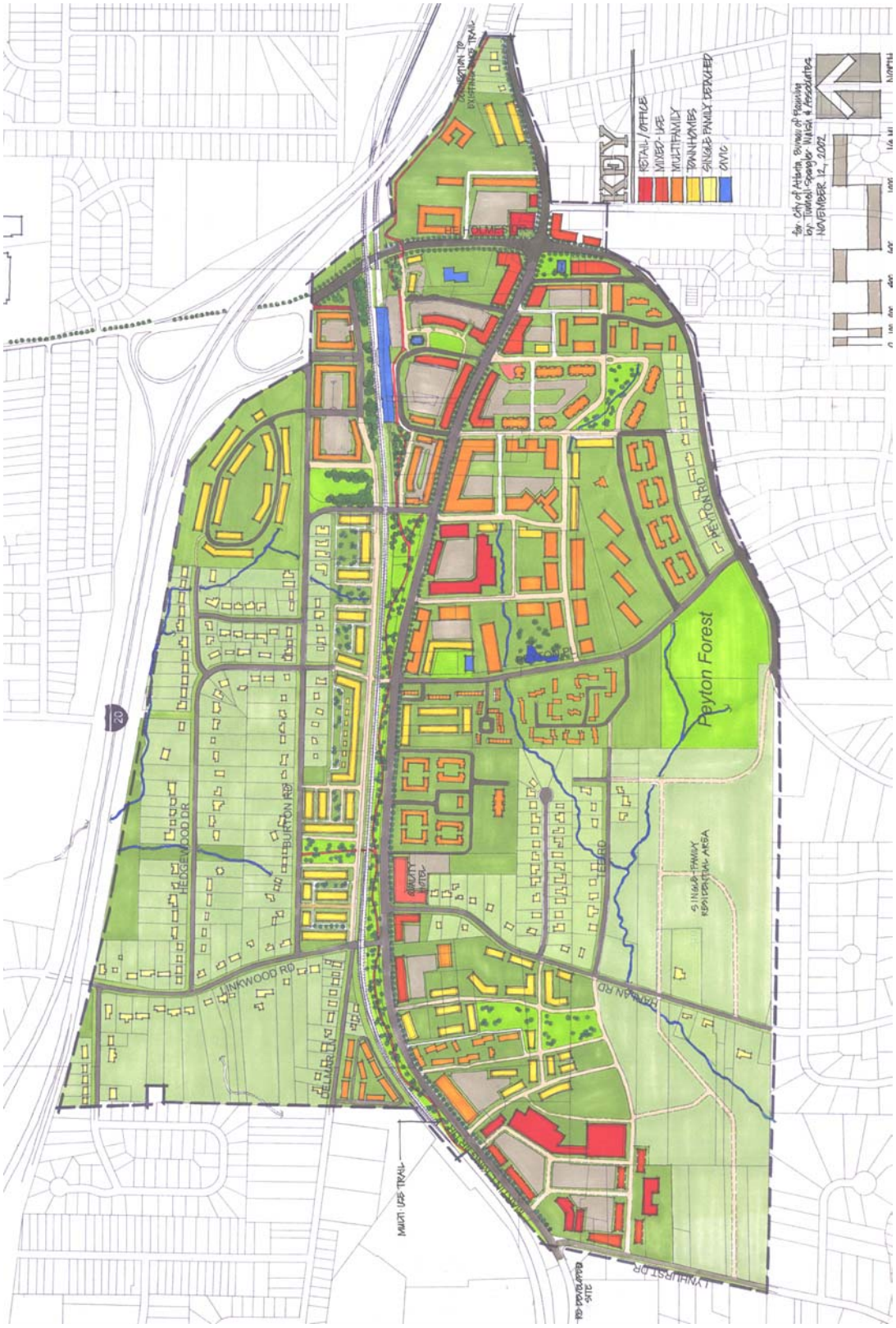
- City of Atlanta Community Development Block Grants

Greenspace Acquisition

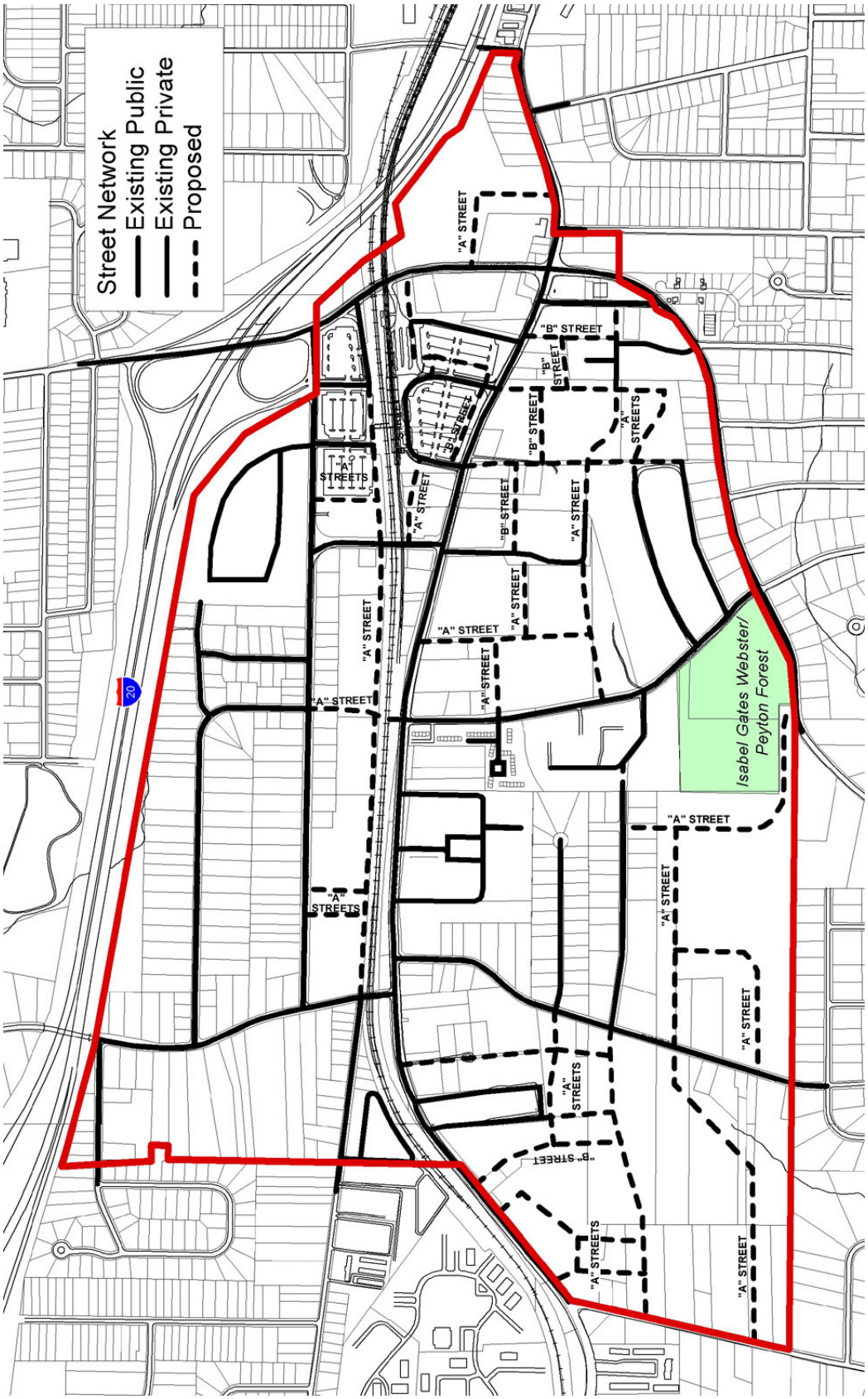
- Governor's Open Space Acquisition Program
- City of Atlanta Park Impact Fees
- City of Atlanta Quality of Life Bonds for public plazas and greenspace
- City of Atlanta Parks and Recreation Park Improvement Fund
- Private organizations: Park Pride, PATH Foundation, Trust for Public Land, Nature Conservancy, Turner Foundation, etc.

ATTACHMENTS

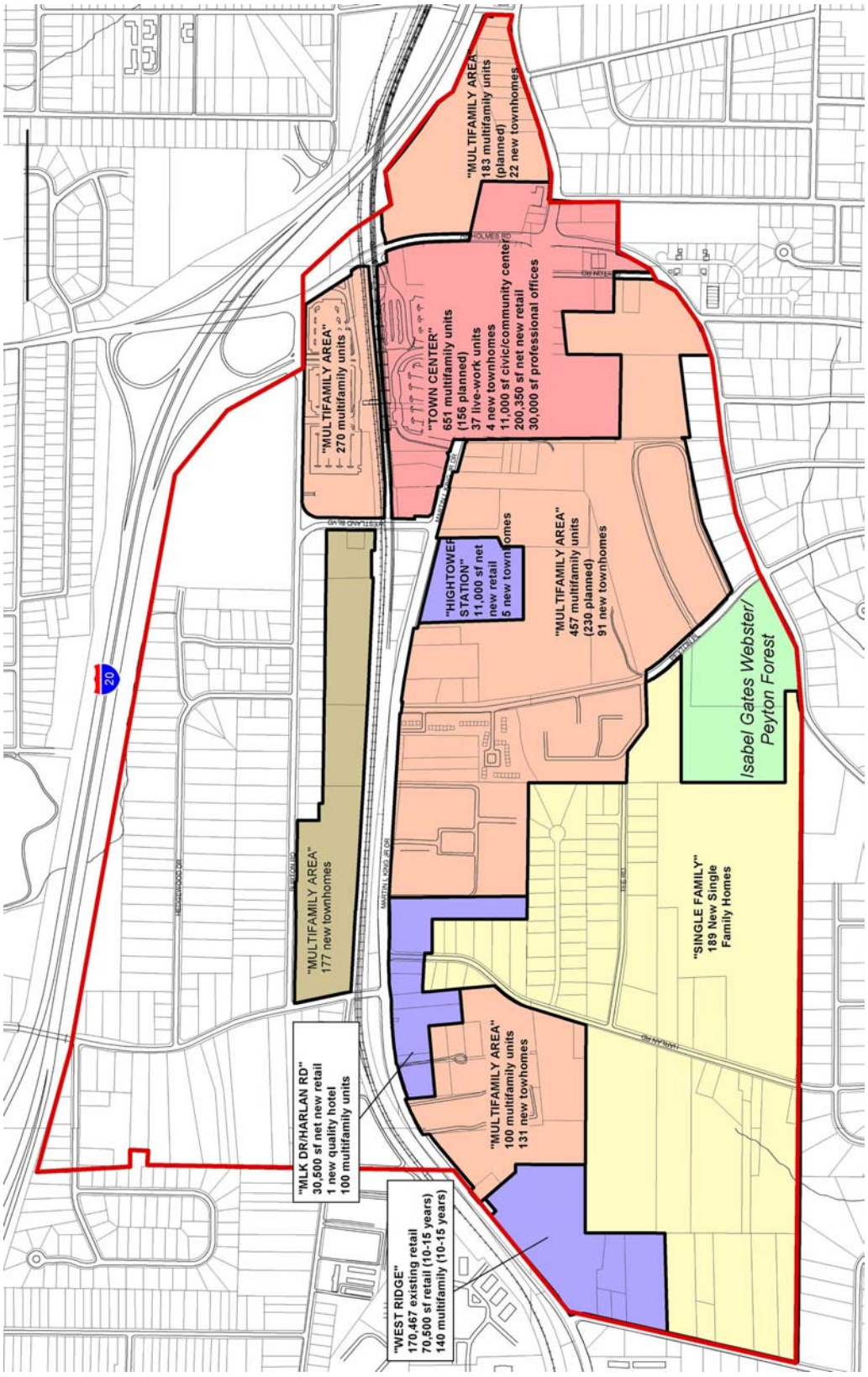
Map A: **Study Area Concept Plan**



Map B: **New Streets and Classification**

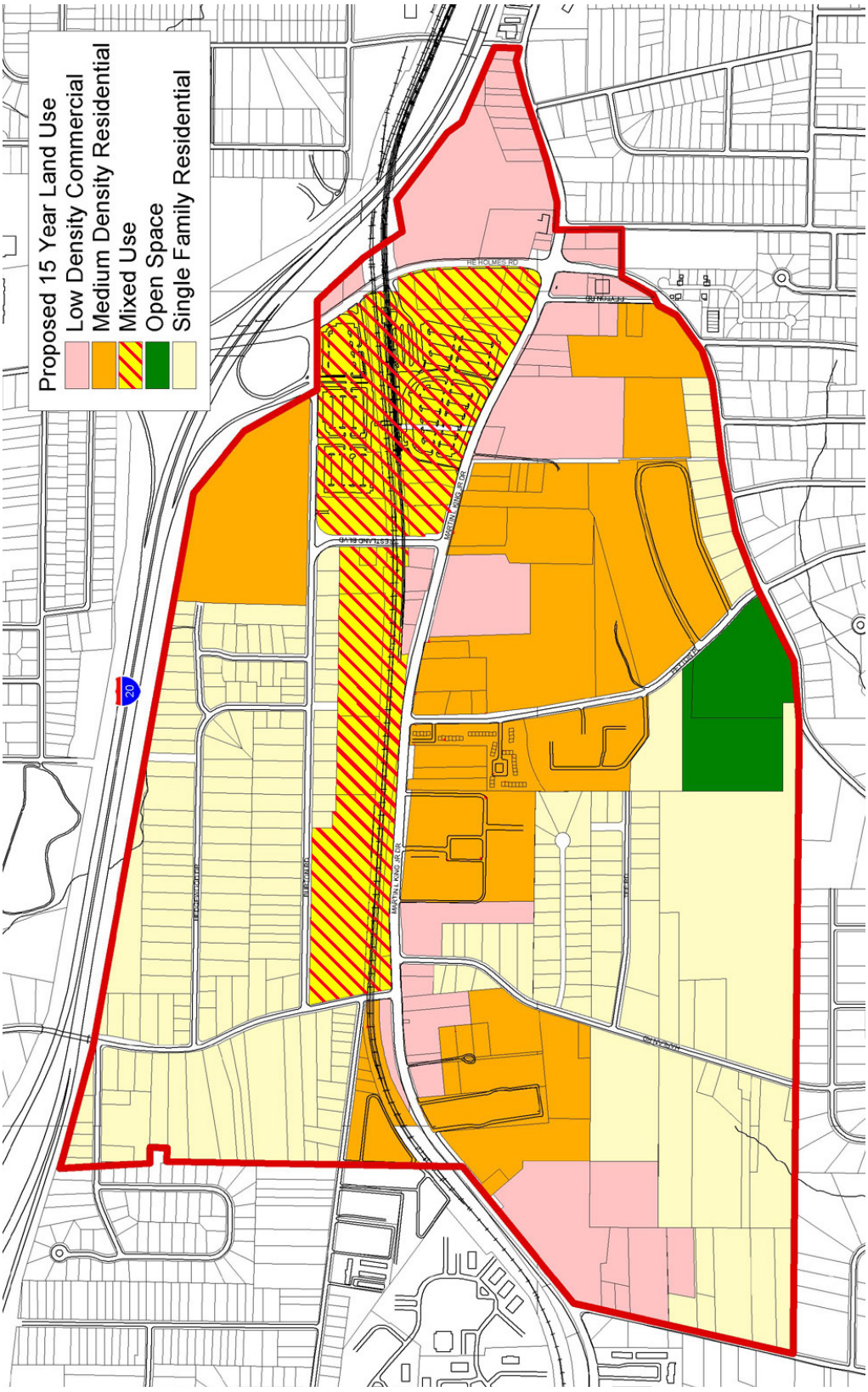


Map C: **New Development Locations**



Map D: **MARTA Station Area Concept Plan**

Map E: **Proposed 15 Year Land Use Plan**



Map F: **Proposed Zoning Concept**