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**LIVABLE CENTERS
INITIATIVE REPORT**

*Prepared for: The Buckhead Action Committee &
The Atlanta Regional Commission*
Prepared by: Urban Collage, Mary Means & Associates, URS



Acknowledgements

This document represents an effort of over four months by a team of business leaders, neighborhood leaders, City of Atlanta elected officials and a team of planning professionals from Urban Collage, Inc., Mary Means and Associates and URS. The planning team gratefully extends its gratitude to the Atlanta Regional Commission for funding this LCI effort, to the Buckhead Action Committee, the Buckhead Action Committee Steering Committee and Staff and to all who have participated in this Livable Centers Initiative. Your time, leadership, vision and enthusiasm for a greater Buckhead are greatly appreciated.

BAC Steering Committee:

Marvin Cosgray, Chairperson
Sally Silver, Vice-Chairperson
David Allman, Buckhead Community Improvement District
Warren Bruno, Buckhead Village Merchants Association
Doug Crawford, Buckhead Area Transit Management Association
Michael Dobbins, City of Atlanta Department of Planning and Neighborhood Development
Libba Grace, Neighborhood Representative
Norman Koplun, City of Atlanta Department of Public Works
Sam Massell, Buckhead Coalition
Steve Massell, Buckhead Business Association
Lamar Miller, Neighborhood Representative
Mike McLeod, Neighborhood Representative
Lee Morris, City Council Representative District #7
Clair Muller, City Council Representative District #8

BAC Staff:

Denise Starling
Scotty Greene
Lamar Miller
Chris Hall

BAC Members:

Amanda Askew	Connie Cannon	Jay Land
Enrique Bascunana	Gordon Certain	John Lundeen
Bill Hayes	Vivian Dubose	Bob Nelson
Kay Beynart	Ralph Edwards	Major Joe Spillane
Robert Bradshaw	Julia Emmons	Howard Shook
Katy Bryant	Larry Kelly	Toby Watt
Michael Bullard	Ray Kimsey	Peggy Whitaker

Atlanta Regional Commission Representatives and Staff:

Charles Kraulter
Tom Weyandt
Dan Reuter
Rob LeBeau
Jennifer Fine

Consulting Team:

Urban Collage, Inc.
Mary Means & Associates
URS

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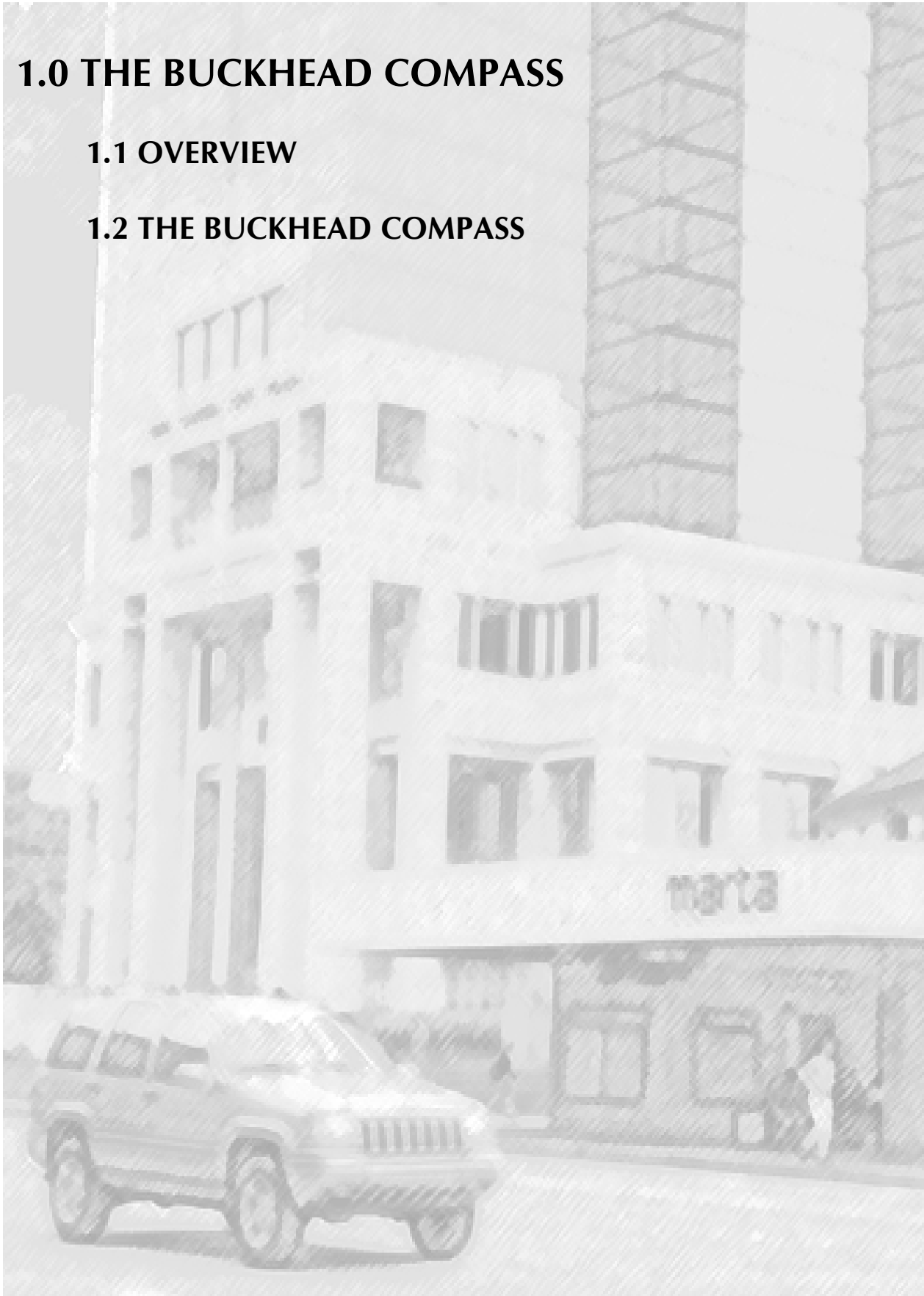


1.0 THE BUCKHEAD COMPASS

1.1 OVERVIEW

1.2 THE BUCKHEAD COMPASS

B U C K H E A D A C T I O N P L A N



Prepared for: The Buckhead Action Committee &
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1.1 Overview

The Buckhead Community is one of the most vital and vibrant communities within the City of Atlanta, known internationally for its historic residential neighborhoods, corporate offices, regional shopping, dining and entertainment. Over the last two decades, Buckhead has been an economic engine within the City of Atlanta in terms of real estate investment, creation of jobs and generation of tax revenue. Because of the intensity of this development, great pressures have developed that threaten the quality of life for Buckhead's many residents and visitors.

Over the last decade, multiple planning efforts have been undertaken by organizations in the Buckhead Community, each containing threads of agreement. However, a unified community vision and an action plan for the future of Buckhead, based on community consensus have yet to be developed. The Buckhead Action Committee (BAC), an informal team of neighborhood, business and city leaders, began meeting in late 1999 in the interest of creating a single, unified vision and action plan for the Buckhead Community. It was from this group, including representatives from neighborhood associations, the Buckhead Business Association, Buckhead Community Improvement District, Buckhead Area Transit Management Association, Buckhead Coalition, Buckhead Village Merchants Association and the City of Atlanta, that the basis for an alliance of Buckhead decision makers and a comprehensive community action plan built upon consensus was created.

The Buckhead Action Plan was conceived with two fundamental objectives:

- Develop a comprehensive vision for land use, transportation and open space
- Establish a new framework for cooperation that will ensure implementation of community improvements.

In the spring of 2001, the BAC approached and was awarded funding from the Atlanta Regional Commission to complete a Livable Centers Initiative (LCI) Plan. The LCI program is a progressive initiative encouraging smart growth in the Atlanta region. The program includes a five-year, \$5 million dollar fund for LCI Planning Grants and \$350 million, available over the next ten years, to pursue transportation improvements in support of LCI Plans.

During the summer of 2001, the consulting team of Urban Collage, Inc., Mary Means and Associates and URS was selected to complete the Buckhead LCI Plan. From its inception, the effort was recognized as the logical next step in a continuing process of planning for community improvement in Buckhead. The LCI Plan follows at least five recent planning efforts and a year of bringing together the various constituencies within the Buckhead Action Committee. The complete planning process, including efforts leading up to the LCI Plan and anticipated future efforts, is outlined on chart following this section.

The LCI planning effort was carried out over five months through monthly meetings of the Buckhead Action Committee, bi-monthly meetings of the Steering Committee, weekly staff meetings, public workshops and a variety of public engagement techniques, including a website and direct mailings. The planning process included an inventory and assessment of existing conditions, a community workshop discerning a collective vision and early implementation steps for portions of the community and development of a framework plan addressing land use, transportation, development and organizational issues.

As a foundation, the LCI planning process involved documentation of existing physical conditions, a review of previous planning efforts, a series of stakeholder interviews and various data collection techniques. Upon completion, these early steps were combined and analyzed to create the Inventory and Assessment Report. The ultimate product of the inventory and assessment, the *Buckhead Compass*, outlines the major issues facing the Buckhead community. The *Compass*

distills information into four broad categories guiding the planning process: land use, transportation, identity/sense of place and implementation. From the *Buckhead Compass*, an "Issues and Opportunities" Map was created, categorizing the issues and forces affecting Buckhead's future into seven geographically-based focus areas.

To clarify the vision for the future of Buckhead and identify early implementation projects, a community workshop was held in November 2001 for Buckhead residents, business owners and other stakeholders. At the workshop three of the seven focus areas were discussed at length, including Neighborhood Preservation, the Peachtree Spine and the Buckhead Village. From the workshop a list of fundamentals and early projects were defined for each of the three focus areas, outlining a vision for land use, transportation and open space. Those projects, initiatives and implementation steps over the next five years are the focus of Sections 2.0 and 3.0 of this document.

An equally important piece of the Buckhead LCI Plan was to evaluate the existing network of organizations in Buckhead and establish a framework for implementation of community improvements in Buckhead. A proposed framework, contained in Section 3.0, capitalizes on the strengths of existing organizations and the partnerships formed between them through the Buckhead Action Plan process. The framework includes a description of desired organizational characteristics, roles to be fulfilled by an implementation organization and an evaluation of how these tasks are being met by existing Buckhead organizations.

The ultimate completion of the Buckhead Action Plan is based upon the availability of additional funding. Next steps include the need to address the remaining four focus areas not addressed in detail in this phase of the Buckhead Action Plan, further develop land use policies, plan transportation and open space projects at a parcel-by-parcel level and formalize the implementation organization. The BAC intends to begin implementation of the specific recommendations in this report immediately. Implementation of recommendations that follow in the next phase of the Buckhead Action Plan will be implemented at the plan's completion based upon community involvement and community consensus.

PROCESS:

Buckhead LCI Plan

0 Previous Planning Steps in Buckhead

1993-2000

TASKS:

Previous Plans and Studies:

- “Buckhead Transit Station Area Development Study” (1993)
- “Buckhead Blueprint” (1994)
- “Buckhead Community Atlanta, Georgia: Transportation and Growth Strategies” (1998)
- “A Vision for the Buckhead Village” (1999)
- “Lindbergh Transportation Urban Design Plan (2000)

Initial Formation of the Buckhead Action Committee

1 Inventory & Assessment

July–October

TASKS:

- Review & Assimilate Previous Plans
- Document Existing Conditions
- Create Base Maps
- Conduct Stakeholder Interviews
- Build Organizational Capacity
- Define Existing Consensus Points
- Conduct Community Kick-off Meeting

PLANNING PRODUCTS:

Inventory & Assessment Report

PLANNING MEETINGS:

BAC Steering Committee (3)
Buckhead Action Committee (3)
Stakeholder Interviews (TBD)
Public Kick-Off Meeting

2 Community Workshop

October–November

TASKS:

- Conduct Community Workshop
- Collaborative Working Sessions with the General Public & Interested Stakeholders
- Present Initiatives for Validation & Feedback
- Prepare Summary of Consensus Projects and Initiatives

PLANNING PRODUCTS:

Community Workshop Results

PLANNING MEETINGS:

BAC Steering Committee (2)
Buckhead Action Committee (2)
Community Workshop (1)

3 Buckhead Framework Plan

December

TASKS:

- Prepare Buckhead Framework Plan
- Land Use Plan
- Transportation Plan
- Development Policies
- Major Projects
- Conduct Public Hearing

PLANNING PRODUCTS:

Buckhead Framework Plan

PLANNING MEETINGS:

BAC Steering Committee (1)
Buckhead Action Committee (1)
Public Hearing (1)

4 Strategic Action Plan

2002

TASKS:

- Detailed Visioning / Modeling
- Sub-area Urban Design Plans
- Implementation Plan

PLANNING PRODUCTS:

Strategic Action Plan

PLANNING MEETINGS:

BAC Steering Committee (TBD)
Buckhead Action Committee (TBD)
Community Workshops (TBD)

1.2 The Buckhead Compass

The *Compass* is a tool developed by Urban Collage, Inc. to compile a holistic inventory and assessment of a community in order to plan for its future. The *Compass* includes an examination of a community's social, political and physical environments based upon an understanding of existing conditions. In Buckhead, the *Compass* was developed from one-on-one stakeholder interviews, a complete review and comparison of previous planning efforts in Buckhead, a series of Buckhead Action Committee meetings and discussions, a brief examination of market and population statistics and an assessment of the civic capacity of Buckhead area organizations.

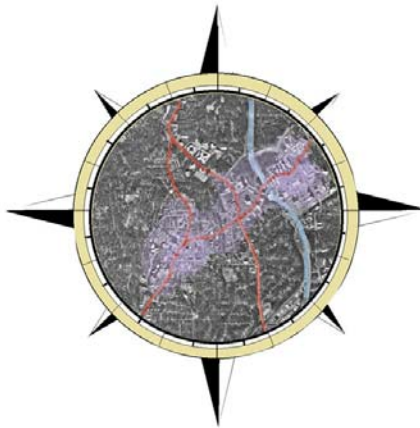
The *Buckhead Compass* distills facts, perceptions, opinions, trends and existing conditions into four broad categories, or "compass points." The Compass Points and the most significant issues in Buckhead within each category include:

Implementation

- Involve and balance the diverse collection of organizations interested in Buckhead's future
- Create a sustainable structure and a network of relationships among Buckhead decision makers
- Amend city codes and ordinances to foster appropriate development
- Leverage funding to implement Buckhead improvement projects
- Improve public safety and police presence in the Buckhead Village

Land Use

- Explore the creation of transition zones between dense commercial development and single family neighborhoods
- Create continuity and retain the small scale character of the Buckhead Village
- Encourage open space and green space development in Buckhead
- Encourage mixed-use, higher density development near MARTA train stations
- Explore a broader range of housing options



Transportation

- Expand the range of viable transportation alternatives, including a Buckhead circulator, higher utilization of MARTA trains, and improved pedestrian and bicycle facilities
- Improve accessibility and traffic flow
- Enhance the pedestrian environment
- Address current and future parking demand with innovative programs

Identity/Sense of Place

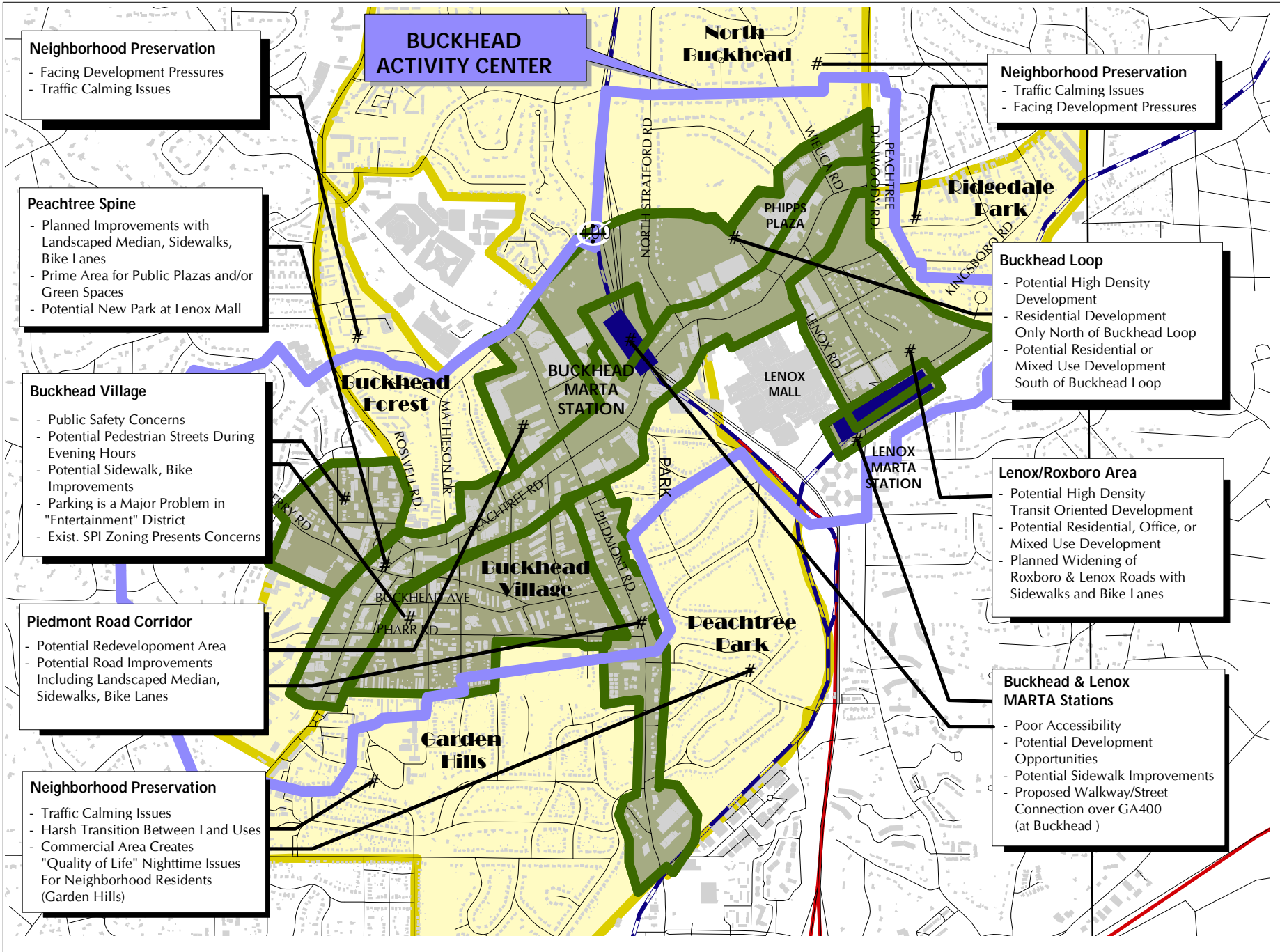
- Create a more inclusive Buckhead Community engaging all age groups and interests
- Create a more accessible, walkable Buckhead
- Create a visual sense of identity through new public spaces, streetscapes and the elimination of visual clutter
- Identify a major public gathering space

For each Compass Point, a brief one or two-page summary is provided in Appendix 4.0. The summaries highlight historical facts and subjective opinions and/or perceptions ("Where we are...") and identify remaining questions and/or issues ("Where we are going..."), which were and will be addressed through the remaining phases of the Buckhead Action Plan Process.

As part of the *Compass*, an Issues and Opportunities Map was developed to graphically depict the existing issues and forces in Buckhead. These issues and opportunities were categorized into seven focus areas:

- Neighborhood Preservation
- Peachtree Spine
- Buckhead Village
- Piedmont Road Corridor
- Buckhead Loop
- Lenox/Roxboro Area
- Buckhead and Lenox MARTA Stations

These seven areas encompass the major issues and opportunities affecting future development in Buckhead. They were created to form manageable building blocks from which land use, transportation, housing and open space initiatives can be developed. The map on the following page displays all seven areas and highlights some of the key development issues and opportunities.



Neighborhood Preservation

- Facing Development Pressures
- Traffic Calming Issues

Peachtree Spine

- Planned Improvements with Landscaped Median, Sidewalks, Bike Lanes
- Prime Area for Public Plazas and/or Green Spaces
- Potential New Park at Lenox Mall

Buckhead Village

- Public Safety Concerns
- Potential Pedestrian Streets During Evening Hours
- Potential Sidewalk, Bike Improvements
- Parking is a Major Problem in "Entertainment" District
- Exist. SPI Zoning Presents Concerns

Piedmont Road Corridor

- Potential Redevelopment Area
- Potential Road Improvements Including Landscaped Median, Sidewalks, Bike Lanes

Neighborhood Preservation

- Traffic Calming Issues
- Harsh Transition Between Land Uses
- Commercial Area Creates "Quality of Life" Nighttime Issues For Neighborhood Residents (Garden Hills)

BUCKHEAD ACTIVITY CENTER

North Buckhead

Neighborhood Preservation

- Traffic Calming Issues
- Facing Development Pressures

Ridgedale Dark

Buckhead Loop

- Potential High Density Development
- Residential Development Only North of Buckhead Loop
- Potential Residential or Mixed Use Development South of Buckhead Loop

Lenox/Roxboro Area

- Potential High Density Transit Oriented Development
- Potential Residential, Office, or Mixed Use Development
- Planned Widening of Roxboro & Lenox Roads with Sidewalks and Bike Lanes

Buckhead & Lenox MARTA Stations

- Poor Accessibility
- Potential Development Opportunities
- Potential Sidewalk Improvements
- Proposed Walkway/Street Connection over GA400 (at Buckhead)

Buckhead Forest

BUCKHEAD MARTA STATION

LENOX MALL

LENOX MARTA STATION

Buckhead Village

Peachtree Dark

Garden Hills



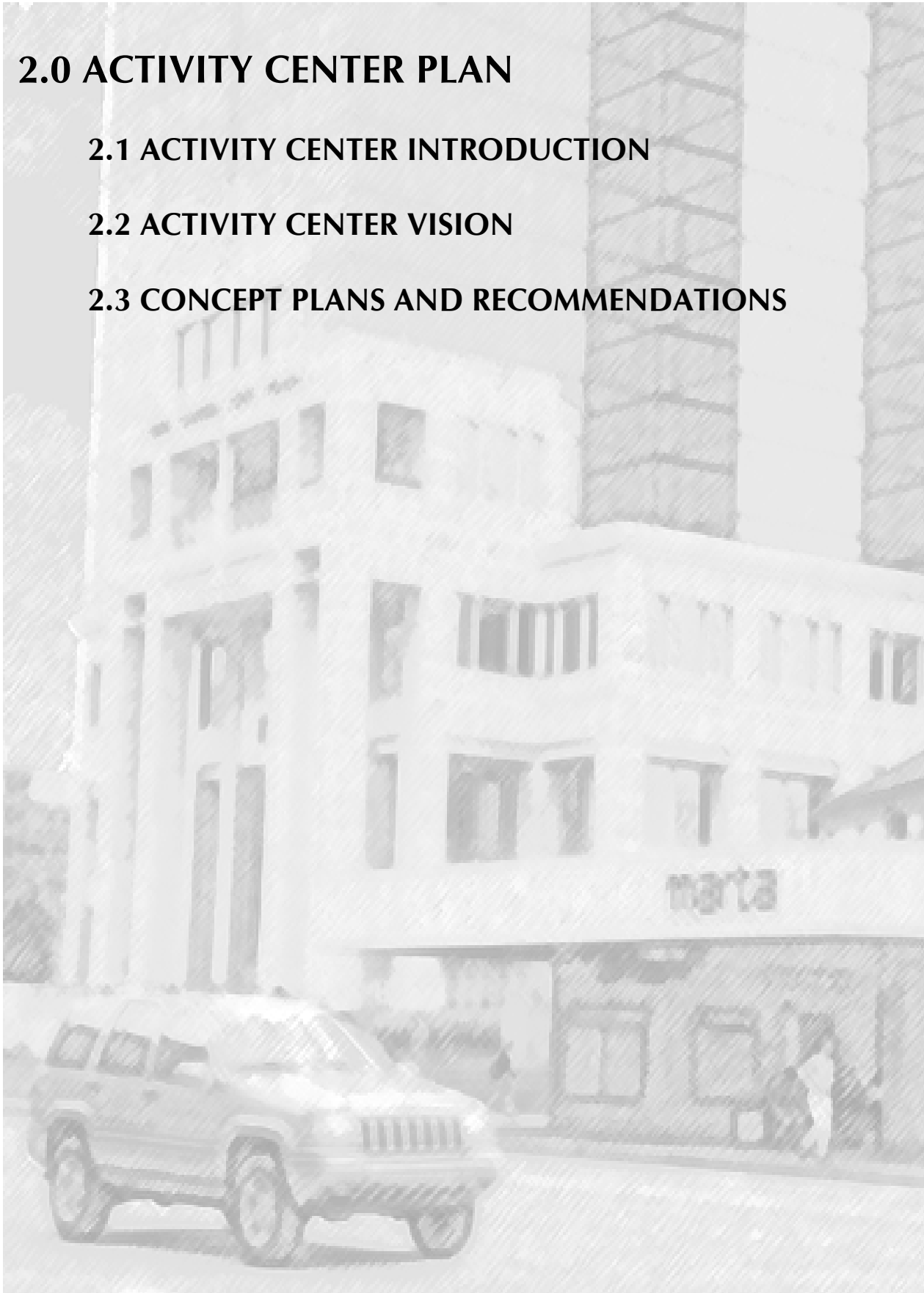
2.0 ACTIVITY CENTER PLAN

2.1 ACTIVITY CENTER INTRODUCTION

2.2 ACTIVITY CENTER VISION

2.3 CONCEPT PLANS AND RECOMMENDATIONS

B U C K H E A D A C T I O N P L A N



2.1 Activity Center Introduction

Section 2.0 of the Buckhead LCI Plan outlines a community vision for the Buckhead Activity Center and concept plans and recommendations for the three highest priority focus areas. The concept plans detail the fundamentals, or consensus concepts, for each of the three focus areas and include a list of early projects and initiatives developed by the Buckhead Action Committee, discussed and prioritized at a Community Workshop and recommended by the consulting team.

Based upon their susceptibility to change within a short time frame, Neighborhood Preservation, the Peachtree Spine and the Buckhead Village were identified as the highest priority focus areas for discussion and planning. The issues and opportunities facing these three areas were presented and discussed in detail at a community workshop held on November 13, 2001 at North Atlanta High School. At that workshop, almost 100 business owners, residents and government officials clarified their vision for the future of Buckhead, outlined a desired character for each area and prioritized a list of early community improvement projects and/or initiatives.

While Neighborhood Preservation, the Peachtree Spine and the Buckhead Village were identified as the highest priority areas in the short term, the remaining four areas including the Piedmont Road Corridor, the Buckhead Loop, the Lenox/Roxboro Area and the Buckhead and Lenox MARTA stations are scheduled for study in the same detail in the next phase of the Buckhead Action Plan. Funding for this second phase is pending and is planned to include:

- A community workshop for further definition of the vision, character and early projects/initiatives for the remaining four focus areas
- An urban design plan for the Buckhead Village including Peachtree Road and Piedmont Road including parcel-by-parcel recommendations
- Finalization and formalization of the implementation structure to carry out the recommendations of the Buckhead Action Plan

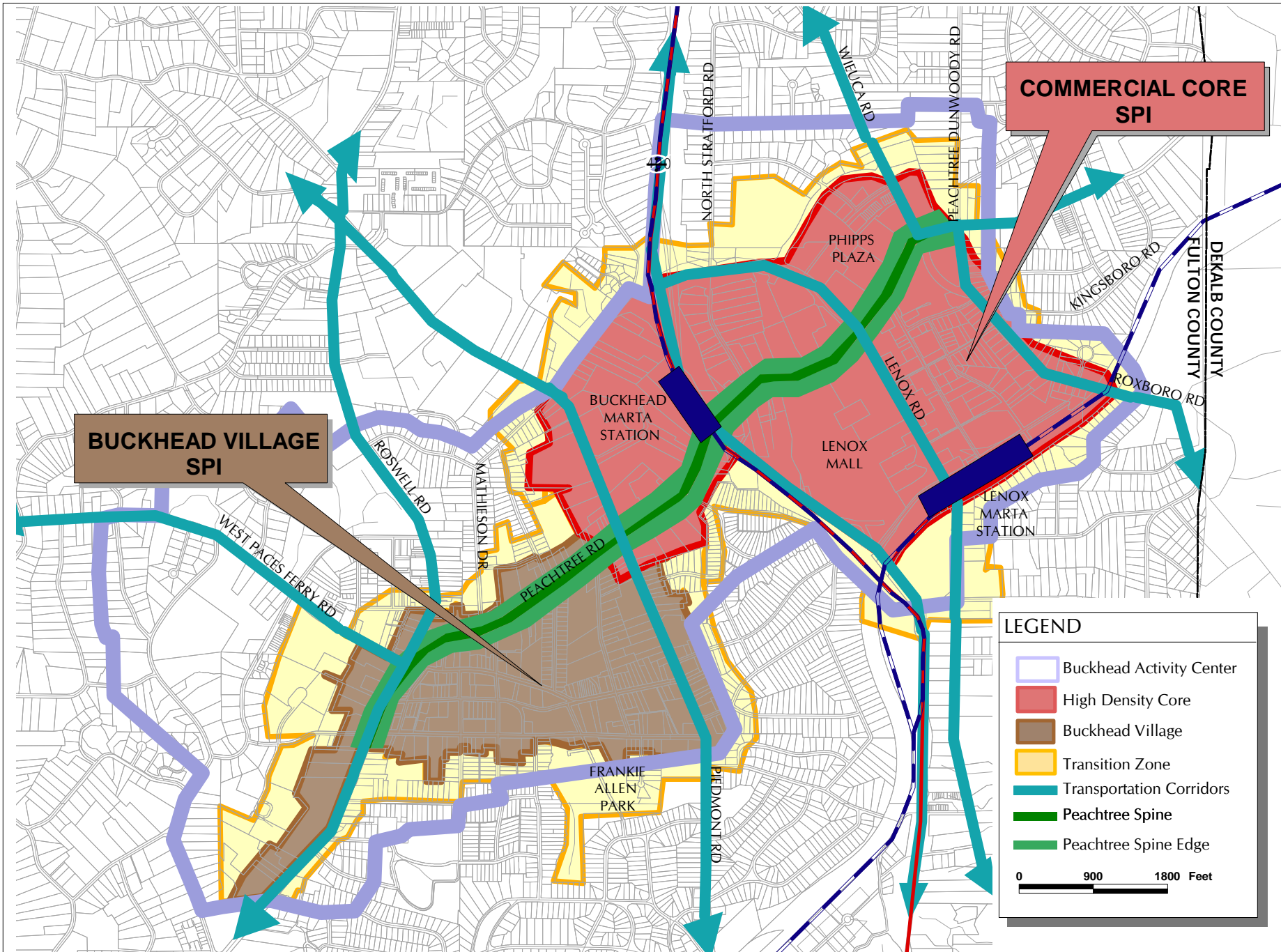
2.2 Activity Center Vision

The vision for the future of the Buckhead Activity Center was established through the inventory and assessment, subsequent Buckhead Action Committee discussions and the community workshop held November 13, 2001. The Buckhead of the future is a high-energy, diverse activity center with stable single-family neighborhoods surrounding a high-density, mixed-use core with corporate headquarters, regional retail stores, excellent restaurants and varied entertainment venues. Buckhead will be known for its lush landscaping and tree cover and will be interconnected by a series of pedestrian and bicycle paths, multiple forms of transit and an improved street network.

The vision for Buckhead (graphically depicted on the following page) includes a high-density, mixed-use core that forms a destination node surrounding the Buckhead MARTA Station and **Peachtree Road**. The high-density core ranges from Piedmont Road to Peachtree-Dunwoody with street front retail, landscaped pedestrian paths and dedicated bicycle routes. The high-density core should be easily recognizable as a signature street with a national and international sense of identity and urban design. From the high-density core, the physical environment transitions to a mid-rise, mixed-use environment into DeKalb County, North Buckhead, the Buckhead Village and Buckhead's established single-family neighborhoods to the south.

The **Buckhead Village** area is envisioned as a mid-rise entertainment/boutique district, open to a wide range of entertainment options from bar and grills to high-end dining and young adult nightlife to family entertainment and education centers including the ESPN Zone and the Atlanta Historical Society. This mid-rise district should include true mixed-use buildings with retail/restaurants on the ground floor, offices above and residential units on the upper floors. The village should be reconnected to Buckhead's commercial core via a Buckhead Area Shuttle and pedestrian and bicycle routes that run from the Village and neighborhood outlets to the Buckhead MARTA Station and the Lenox/Phipps area.

Buckhead's well-established neighborhoods should be preserved and maintained, but enhanced with a complete pedestrian/bicycle network that allows local travel without the use of an automobile. High-speed cut through traffic should be eliminated through traffic calming measures and a traffic management strategy particularly focused on the Buckhead Village area. Initially developed as a more suburban environment, Buckhead's neighborhoods adjacent to the Village and Buckhead's commercial core should be transformed into well-lit, walkable urban neighborhoods of single-family housing served by multiple transportation options and a renewed sense of urban family life.



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LAND USE VISION - Buckhead Activity Center

Prepared for: The Buckhead Action Committee
 Prepared By: URBAN COLLAGE, INC.
 Mary Means & Associates
 URS
 January, 2002



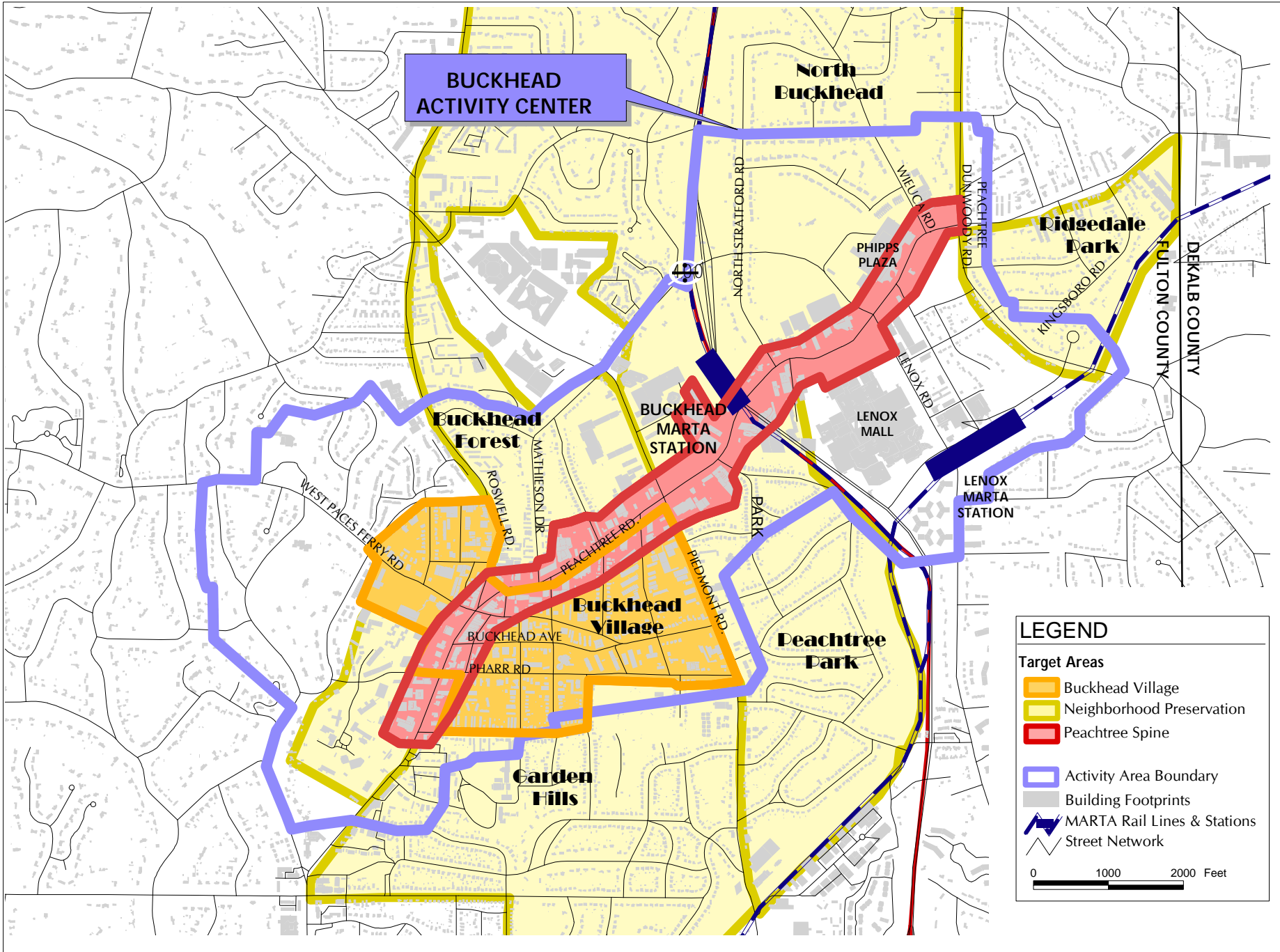
2.3 Concept Plans & Recommendations

At the November 13, 2001 community workshop, participants were reintroduced to the foundations of the Buckhead Action Plan and completed a series of small group exercises, concerning three of seven focus areas developed by the *Buckhead Compass*: the Peachtree Spine, Buckhead Village and Neighborhood Preservation. Following a presentation of the overarching issues and opportunities in Buckhead, participants were briefed on each of the three focus areas in detail to prepare them for the small group sessions.

During the small group sessions, a trained facilitator assisted participants in identifying their vision for the Buckhead Activity Center and the desired character of each of the three focus areas. Additionally, participants discussed a list of proposed community improvements in each area, proposed additional improvements and prioritized projects based upon their impact on the area and the degree of perceived support for the project in the community.

The following pages outline the three focus areas, their preferred character and several early projects for improvement based on the inventory and assessment, the *Buckhead Compass*, the community workshop, Buckhead Action Committee and Steering Committee discussions and the professional recommendations of the consulting team. Throughout their development, every attempt was made to include a wide range and number of Buckhead's various stakeholders to develop and affirm these recommendations (for a complete list of public participation methods and opportunities please see Section 5.1).

One underlying assumption in each of the three focus areas is an acknowledgement that development of multiple housing types is a necessity in the Buckhead Activity Center. Potential housing types include up-scale single family housing and high-rise housing complementary to those built over the last decade in Buckhead, market priced single-family housing and high rise housing, and moderately priced, affordable multi-family housing, an element largely absent in Buckhead today. In order to develop mid-rise, multi-family housing in Buckhead amendments will be necessary to both the City of Atlanta Comprehensive Development Plan and SPI Zoning to create necessary incentives for appropriate residential development.



TARGET AREAS - Buckhead Activity Center

Prepared For: The Buckhead Action Committee
 Prepared By: URBAN COLLAGE, INC.
 Mary Means & Associates
 URS
 January, 2002



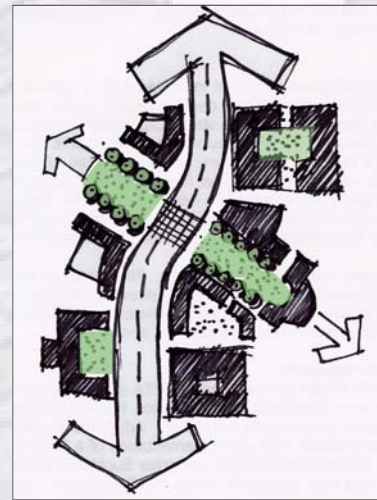
Concept Plan: PEACHTREE SPINE

fUNDAMENTALS:

- Reinforce the High Density Core
- Promote Moderate Density Edges
- Identify Public Gathering Places
- Develop Greenspace
- Enhance the Pedestrian Environment
- Improve Accessibility to and within Buckhead
- Reinforce Peachtree Road as a Destination
- Envision Peachtree Road as a Signature Street
- Develop Local Transit Options
- Enhance Safety

eARLY PROJECTS / INITIATIVES

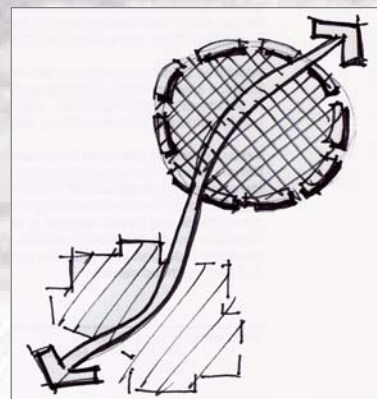
- Revise the Comprehensive Development Plan and SPI zoning codes to reinforce existing densities in the commercial core and promote appropriate development in the Buckhead Village
- Create incentives to promote transition zones with mixed-use development between residential neighborhoods and the Peachtree Spine
- Revise SPI zoning and the Comprehensive Development Plan to promote moderately priced housing units in the transition zones
- Develop a major public gathering space or park on the Peachtree Spine
- Complete a Peachtree Streetscape Project (medians only in high density areas with low likelihood of change)
- Implement a Buckhead Area Shuttle



*Develop Well Defined Greenspace
Along the Spine (Public & Private)*



*Peachtree Corridor Improvement
Project (Already in Design)*



*Reinforce the High-Density Core
in Northern Portion of the Spine*



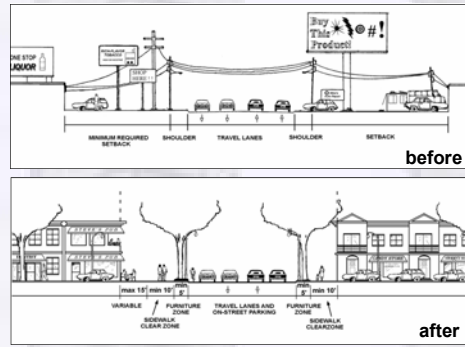
Concept Plan: BUCKHEAD VILLAGE

fUNDAMENTALS:

- Formalize an Entertainment Zone
- Require Moderate Density
- Encourage Mixed-Use Development
- Become Accessible to Families
- Promote Consistent Character
- Eliminate Visual Clutter
- Improve Cleanliness
- Enhance the Pedestrian Environment
- Improve Public Safety

eARLY PROJECTS / INITIATIVES

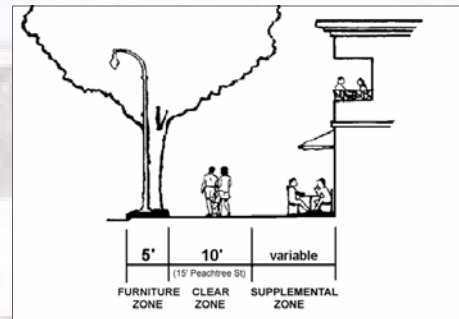
- Revise the Comprehensive Development Plan and SPI zoning to promote mixed-use, mid-rise development
- Revise SPI-9 to address land use, visual character and parking management
- Develop a comprehensive streetscape program for the Village
- Create a series of pedestrian-only streets to be closed to automobile traffic during peak activity times
- Create a Focal Point/Public Gathering Space
- Conduct a parking study for the Buckhead Village
- Implement a Buckhead Area Shuttle from the Buckhead Village to other Buckhead activity areas and MARTA train stations



Reduce Visual Clutter Through Signage Restrictions, Utility Burials, and Development Standards (Image: C.O.A.)



Create Mixed-use Zoning



Possible Streetscape Standard Including Furniture Zone and Wide Sidewalks (Image: C.O.A.)



Close Certain Streets to Vehicular Traffic at Key Times

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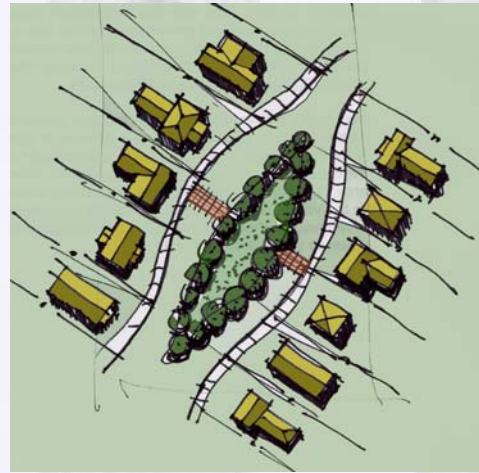
Concept Plan: NEIGHBORHOOD PRESERVATION

fUNDAMENTALS:

- Create Transition Areas into Neighborhoods
- Promote Neighborhood Retail and Services
- Encourage Moderately Priced Housing Options
- Promote Greenspace Preservation
- Develop Neighborhood Open Space
- Promote Pedestrian and Bicycle Accessibility
- Enhance Night-time Lighting
- Reinforce Neighborhood Safety

eARLY PROJECTS / INITIATIVES

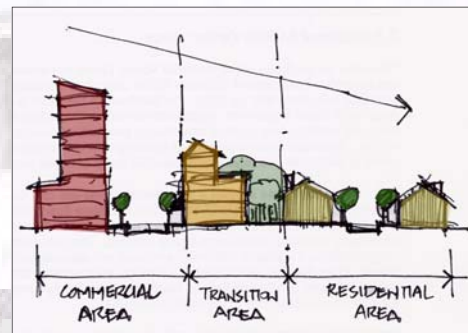
- Create incentives to promote transition zones with mixed use development between residential neighborhoods and major transportation corridors
- Revise SPI zoning and the Comprehensive Development Plan to promote moderately priced housing units in transition zones
- Develop open spaces and parks within Buckhead's residential neighborhoods
- Complete the sidewalk network in Buckhead neighborhoods
- Develop a complete bicycle network through Buckhead including the neighborhoods
- Execute additional traffic calming studies and a series of traffic calming projects to prevent high speed cut through traffic
- Implement a Buckhead Area Shuttle from neighborhood outlets to Buckhead landmarks and MARTA train stations



Enhance Existing Open Space and Develop New Open Space



Repair Existing Sidewalks and Build New Sidewalks (i.e., "fill in the gaps")



Formalize the Idea of "Transition Zones" In the Zoning Ordinance and Comp. Plan



Develop Attractive Traffic Calming (Avoid Speed Humps)



Peachtree Spine Concept Plan

Peachtree Road, Atlanta's signature street, falls within the Buckhead Activity Center from just north of Wesley Road to Peachtree-Dunwoody Road and Roxboro Road. The roadway itself varies from six to nine traffic lanes within the activity center and is characterized by multiple, varied land uses in the Buckhead Village, high-rise developments through Buckhead's commercial core and is separated from Lenox Square and Phipps Plaza by large surface and structured parking areas.

While Peachtree Road is the most widely know street in Atlanta, it has become synonymous with traffic congestion through Buckhead and is characterized by a lack of visual and development continuity from the Buckhead Village to the Fulton/DeKalb County line.

Peachtree Spine Fundamentals:

- Reinforce the High Density Core
- Promote Moderate Density Edges
- Identify Public Gathering Places
- Develop Greenspace
- Enhance the Pedestrian Environment
- Improve Accessibility to and within Buckhead
- Reinforce Peachtree Road as a Destination
- Envision Peachtree as a Signature Street
- Develop Local Transit Options
- Enhance Safety

Land Use and Housing

Existing zoning along the Peachtree Spine is solidly "Planned Development Office" and "Commercial-Residential," promoting high-rise (height limit of 225 feet), high-intensity development. In contrast to existing, allowable zoning, Buckhead stakeholders envision the Peachtree Spine as two distinct subareas. The Buckhead Village area should be low-rise to mid-rise in character supporting a mix of uses including a variety of family entertainment venues, regional and neighborhood retail and multi and single-family residences. As it exists, the Buckhead Village area is a collection of entertainment, retail and residential uses, but true mixed-use facilities, with retail, office and/or residential units within a single facility are largely absent in the Village. Apart from the Buckhead Village, the vision for Peachtree Road north of Piedmont Road calls for high intensity development with a collection of high-rise hotels, office buildings and regional shopping centers. This portion of Peachtree takes on a more urban character and should be enhanced with infill development, street front retail and mixed-use development including housing. The area around the Buckhead and Lenox MARTA Stations in particular should be developed at a higher density to increase the number of residents within walking distance to transit stations.

Outside of the high-intensity corridor from Piedmont to Peachtree-Dunwoody Road, building heights should be reduced to a mid-rise level near the Buckhead Village, north of the Buckhead Activity Center and as Buckhead's dense commercial core transitions into adjacent single-family neighborhoods. The consulting team suggests that these transition areas (highlighted in yellow on the previous "Land Use Vision" map) be three to seven stories in height around the commercial core and three to five stories in height in the Buckhead Village. Transition areas are intended to support mixed-use development with retail and restaurant space at street level and office space and/or residential units above.

Transition areas are also appropriate for moderately priced multi-family housing, a missing residential component in Buckhead today. While additional study is required to determine the particular price range of "affordable housing" in Buckhead, incentives to encourage such land

uses should be developed including density bonuses, transfer of development rights or the institution of performance based zoning in urban housing areas.

High-rise condominiums have recently become a hallmark of Buckhead. However, many Buckhead area condominiums serve an upper-income community and do not accommodate moderate-income residents. Low and mid-rise developments adjacent to neighborhood outlets and arterial streets, but with accessibility to the commercial core and Buckhead Village via sidewalks, bicycle routes and public transportation, should be encouraged through revisions to Special Public Interest (SPI) zoning codes and the City of Atlanta Comprehensive Development Plan.

The establishment of a major gathering space and/or a public park is also a high priority on the Peachtree Spine. For Peachtree Road to become a signature urban environment, the pedestrian environment must be improved including the development of one or two major public spaces. Potential locations for gathering spaces, with an emphasis on greenspace, include the Buckhead Triangle at Roswell Road and Peachtree Street and in front of Lenox Square. These possibilities were defined previously in the "Buckhead Blueprint" and the "ULI Study."

Internal Mobility

There is strong consensus in the Buckhead Community that improvements to the Peachtree Spine are necessary to enhance the pedestrian environment and develop a network of bicycle routes. Peachtree Road should be improved through a streetscape development project that will create wide pedestrian sidewalks separated from vehicular and bicycle traffic and a dedicated bicycle lane, ideally separated from vehicular traffic lanes. Additionally, an urban design strategy including lighting, street trees, vegetation and street furniture should be developed. The Buckhead Community Improvement District (BCID) has developed a Peachtree Corridor Improvement Project that has received support from the community and was reaffirmed through the Buckhead Action Plan process with the exception of a series of raised, landscaped medians.

Inter-parcel connectivity should also be addressed within Buckhead's commercial core to decrease the number of curb cuts on Peachtree Road. A reduction in curb cuts can minimize the number of automobile turning movements on Peachtree and lessen congestion. Additionally, an inter-parcel connectivity strategy for a Buckhead Area Shuttle, automobiles and pedestrians, can decrease the amount of local traffic carried on Peachtree Road.

The series of Peachtree Spine improvements are intended to accomplish two goals. First, create a more urban, humane environment to promote pedestrian life, bicycle use and street front retail in Buckhead's commercial core. Second, they are intended to improve access to and between Buckhead's neighborhoods, corporate offices, regional retail stores, restaurants and nightlife.

Transportation Demand Reduction Measures

Densification of the area surrounding the Buckhead and Lenox MARTA stations will not only increase potential ridership of MARTA and a Buckhead Area Shuttle, but will decrease the need for automobile use for those living in close proximity to transit stations. Additionally, completion of the sidewalk and bicycle network in combination with the implementation of a Buckhead Area Shuttle linking MARTA train stations, the Buckhead Village and other Buckhead landmarks can provide a reduction in the number of necessary local automobile trips.

Road Networks

For Buckhead's commercial core to realize its potential, Peachtree Road must become more apparent as an interconnected with a distinct identity and character. The pedestrian environment should be enhanced with wider sidewalks along Peachtree Road from Peachtree-Dunwoody to the Buckhead Village and into neighboring residential areas, with access to public transit and a major public gathering place (plaza or park). As a signature street, Peachtree Road

must have a distinct urban character with a recognizable identity. This character will evolve from densification of adjacent property, the development of retail storefronts along Peachtree Road and a Peachtree Road Streetscape with uniform plantings, lighting, paving patterns and materials and the elimination of overhead utility lines.

Today, only Peachtree Road and the Buckhead Loop serve automobile traffic through Buckhead in an East-West direction. Long term alternative transportation routes and/or transportation modes will be needed to alleviate congestion. In the short term, traffic signals on Peachtree Road should be studied for appropriate timings and adjusted to aid traffic flow.

Transit

The Peachtree Spine has excellent proximity to both the Buckhead and Lenox MARTA Stations. However, accessibility to the stations is limited. To increase the viability of MARTA train stations in Buckhead, a Buckhead Area Shuttle in development to carry passengers between MARTA stations, the Buckhead Village and other Buckhead landmarks and developments. Attention to/expansion of the pedestrian drop-off/pick-up area, particularly at the Buckhead MARTA station may also enhance the visibility and use of MARTA in Buckhead.

Peachtree Spine Early Projects/Initiatives:

- Revise the Comprehensive Development Plan and Special Public Interest zoning codes to reinforce existing densities in the commercial core and promote appropriate development in the Buckhead Village
- Create incentives to promote transition zones with mixed-use development between residential neighborhoods and the Peachtree Spine
- Revise SPI zoning and the Comprehensive Development Plan to promote moderately priced housing units in transition zones
- Develop a major public gathering space or park on the Peachtree Spine
- Complete a Peachtree Streetscape Project (medians only in high density areas with low likelihood of change)
- Implement a Buckhead Area Shuttle

Buckhead Village Concept Plan

The Buckhead Village is widely known in Atlanta for its nightlife and the collection of young adult bars within the boundaries of Peachtree Road, Pharr Road and Grandview Avenue. While its reputation as a nighttime destination has ebbed and flowed over the last decade, its physical condition has deteriorated and parking management has become an issue of concern to both patrons and adjacent neighborhoods. The increased number of pedestrian/vehicular conflicts over the last three years has also become a public safety concern in the Buckhead Village

Buckhead Village Fundamentals:

- Formalize an Entertainment Zone
- Require Moderate Density
- Encourage Mixed-Use Development
- Become Accessible to Families
- Promote Consistent Character
- Eliminate Visual Clutter
- Improve Cleanliness
- Enhance the Pedestrian Environment
- Improve Public Safety

Land Use and Housing

The Buckhead Action Plan promotes diversification of the Buckhead Village. While the Village is currently home to a number of well-regarded restaurants and nighttime establishments, there is a general consensus in the community that the concentration of a large number of liquor licenses has created challenges within the Village and adjacent neighborhoods. The Comprehensive Development Plan and Special Public Interest Zone 9 should be revised to establish guidelines for an "Entertainment Zone" and promote a more diverse mix of land uses including boutiques, neighborhood retail and varied entertainment venues catering to all age groups. Reinforcing the development of a more inclusive entertainment zone, the general aesthetic character of the Village should be improved. SPI-9 should be revised to address visual character within the Village to reduce clutter (signage, overhead utility lines, storage and waste receptacle areas) and encourage a consistent design character.

The vision for the Buckhead Village includes a mid-rise transition area between the high-density, high-intensity development of the Buckhead commercial core (north of Piedmont) and adjacent Buckhead area neighborhoods. The consulting team suggests that the village be rezoned to encourage three to five story structures and a more urban, mixed-use environment. This mix of uses should include entertainment venues, restaurants, regional and neighborhood retail, office and multi-family housing including moderately priced housing. Storefronts and restaurants should line the streets of the Buckhead Village promoting an active street life.

As an established entertainment area with high levels of pedestrian traffic during evenings and weekends, pedestrian safety should be promoted through innovative design and separation of pedestrian and vehicular traffic. One or more streets in the Buckhead Village should be closed to vehicular traffic during peak evening and weekend hours, including Bolling Way and potentially Buckhead Avenue and/or Pharr Road. Separating pedestrian areas from vehicular travel areas during peak activity times is expected to greatly reduce the number of public safety incidents within the Buckhead Village, creating more room for pedestrians and minimizing pedestrian/vehicle conflicts.

The Buckhead Village also suffers from a general lack of orientation or a focal point. The potential to close one or more streets to vehicular traffic during peak evening and weekend hours may enhance the opportunity for a focal point or public gathering space within the Village in the form of a public plaza and/or public art.

Internal Mobility

The Buckhead Village has been the site of a number of pedestrian/vehicle conflicts and accidents due to insufficient pedestrian spaces. Wider sidewalks, separation from vehicular travel lanes, enhanced lighting and landscaping should all be part of a Buckhead Village Streetscape Plan to enhance the pedestrian environment and promote safety. Visual clutter and overhead utility lines should be eliminated to enhance the pedestrian environment and a consistent design character should be encouraged. Streetscape design for the Village area is proposed as a part of the next phase of the Buckhead Action Plan and will address traffic lanes, pedestrian amenities, the bicycle network and pedestrian safety.

Transportation Demand Reduction Measures

Paramount to reducing traffic and transportation demand in the Buckhead Village is the establishment of viable alternative transportation modes. Enhancing the pedestrian and bicycle network in conjunction with establishing a Buckhead Area Shuttle will not only reduce the number of local vehicle trips for those who reside near the Buckhead Village, but will promote the use of MARTA for those visiting the Village's entertainment venues from other parts of the metro area.

A parking study should also be conducted for the Buckhead Village. While multiple studies have recommended a series of public parking structures on the periphery of the Village to reduce the number of automobiles driving through the area, a study to test the viability of this alternative has not been conducted. Development of multiple parking garages at the entrances of the Buckhead Village, with a nominal parking fee, could greatly reduce local traffic in and around the Village and reduce the number of public safety incidents.

Road Networks

The road network through and in the Buckhead Village will be enhanced with the Village Streetscape Program. Taxi stands, shuttle stops, parking lots and drop-off areas in the Village should also be studied if Village streets are closed to vehicular traffic during peak evening and weekend hours.

Transit

Atlanta's public transit system serves the Buckhead Village through a limited bus service. With the implementation of the Buckhead Area Shuttle, pedestrians may be transported to Buckhead's various residential developments and the Buckhead MARTA Station more frequently and effectively. This strategy can increase ridership on MARTA trains, reduce vehicular traffic in the Village area and encourage a reduction in the occurrence of cruising and other negative behaviors in Buckhead.

Buckhead Village Early Projects/Initiatives:

- Revise the Comprehensive Development Plan and Special Public Interest Zoning to promote mixed-use, mid-rise development
- Revise SPI-9 to address land use, visual character and parking management
- Develop a comprehensive streetscape program for the Village
- Create a series of pedestrian only streets to be closed to automobile traffic during peak activity times
- Create a focal point/public gathering space in the Village
- Conduct a parking study for the Buckhead Village
- Implement a Buckhead Area Shuttle from the Buckhead Village to other Buckhead activity areas and MARTA train stations

Neighborhood Preservation Concept Plan

Portions of a number of Buckhead's single-family residential neighborhoods are included in the Buckhead Activity Center including Garden Hills, Peachtree Park, Buckhead Forest, North Buckhead and Ridgedale Park. These neighborhoods are directly adjacent to Buckhead's commercial core or the Buckhead Village and are included as part of the Activity Center not to imply that they are available for development, but to encourage the development of policies and regulations to protect Buckhead's longstanding single-family areas. While pockets of multi-family housing exist, Buckhead area neighborhoods are predominantly comprised of single-family residences under a cover of mature trees.

As the Buckhead commercial core has grown over the last several decades, area neighborhoods have experienced pressure in terms of development along major arterial streets and prospects of new and expanded roadways adjacent to or through neighborhoods. The Buckhead Action Plan, as its predecessor plans did, supports the conservation and enhancement of these highly regarded residential neighborhoods.

Buckhead neighborhoods, built originally in a more suburban environment, have become urban enclaves of single-family dwellings with proximity to Buckhead's office, retail and entertainment facilities. However, travel between the neighborhoods and these amenities is often limited to automobiles.

Neighborhood Preservation Fundamentals:

- Create Transition Areas into Neighborhoods
- Promote Neighborhood Retail and Services
- Encourage Moderately Priced Housing Options
- Promote Greenspace Preservation
- Develop Neighborhood Open Space
- Promote Pedestrian and Bicycle Accessibility
- Enhance Night-time Lighting
- Reinforce Neighborhood Safety

Land Use and Housing

Buckhead's residential areas are to remain single-family within established neighborhoods. However where neighborhood outlets intersect major transportation routes, additional density with a mix of uses (restaurants, neighborhood retail) should be encouraged. The consulting team recommends that these transition areas (highlighted in yellow on the previous "Land Use Vision" map) be three to five stories in height in the Buckhead Village and three to seven stories near the commercial core accommodating street level retail and restaurants and upper level residential units. Retail services serving a local/neighborhood clientele should be encouraged as well as boutique shops complementary to Buckhead's regional shopping draw in these neighborhood-friendly, mixed-use centers. This area is also appropriate for multi-family residential development in the form of townhouses and mid-rise condominiums, some of which should be more affordable and moderately priced than typical housing prices in Buckhead's established neighborhoods.

High-rise condominiums have recently become a hallmark of Buckhead. However, many Buckhead area condominiums serve an upper-income clientele and do not accommodate moderate-income residents. Low and mid-rise developments adjacent to neighborhood outlets and arterial streets, but with accessibility to the commercial core and Buckhead Village via sidewalks, bicycle routes and public transportation, should be encouraged through revisions to Special Public Interest (SPI) zoning codes and the City of Atlanta Comprehensive Development Plan. While additional study is required to determine the particular price range of "affordable housing" in Buckhead, incentives to encourage such land uses should include density bonuses,

transfer of development rights or the institution of performance based zoning in urban housing areas.

Within each neighborhood the preservation and development of greenspace and parks is a high priority. Buckhead as a whole suffers from a lack of park space and public gathering places. However, a mature tree cover exists in many Buckhead area neighborhoods that should be preserved. Additionally, a series of pocket parks (one or two lots in size) should be established in Buckhead's denser neighborhoods (Peachtree Park, Ridgedale Park and Buckhead Forest), while larger parks may be possible in Buckhead's less dense neighborhoods near the Buckhead Activity Center (Garden Hills, North Buckhead).

Internal Mobility

The pedestrian environment within neighborhoods and connecting neighborhoods to local and regional retail areas should be improved with a comprehensive sidewalk and bicycle network and enhanced night lighting. While sidewalks exist in many of Buckhead's residential neighborhoods, they are damaged in many locations and do not comprise a complete network. An effort to repair damaged sidewalks and identify areas to "fill in the gaps" with new sidewalks will be necessary to complete the pedestrian network through Buckhead's neighborhoods. The bicycle network should be implemented through a series of dedicated bicycle lanes, located in accordance with the City of Atlanta's bicycle route plan.

Traffic calming measures are necessary to eliminate high-speed cut through traffic in Buckhead neighborhoods. Traffic calming shall be based on a comprehensive traffic calming plan for each neighborhood and should utilize creative traffic calming measures that support pedestrian and bicycle safety. Potential traffic calming measures include narrowing streets, bump-outs at intersections, strategic landscaping and changes in roadway materials. However, the community does not support speed bumps or roundabouts as suitable traffic calming strategies in Buckhead neighborhoods. Traffic calming measures for the Garden Hills and Peachtree Park neighborhoods were discussed as part of the Lindbergh Transportation Urban Design Plan. A comprehensive study may not be necessary for these two neighborhoods if existing data and recommendations can be used approved by a consensus of neighborhood residents.

Transportation Demand Reduction Measures

The character of transition areas described above, located at neighborhood outlets, and the integration of a complete pedestrian and bicycle network are intended to reduce traffic in and around Buckhead's residential neighborhoods. These measures combined with the density of Buckhead's single-family neighborhoods and their proximity to regional and local retail and restaurants can substantially lower the number of local, non-work trips, a significant portion of Buckhead's existing traffic.

Road Networks

A completed sidewalk and bicycle network through the tree-lined streets of Buckhead area neighborhoods will result in an improved environment and enhanced sense of safety. Appropriate vehicular networks through Buckhead area neighborhoods will be determined by a comprehensive traffic calming study. While a balance between neighborhood safety and traffic mobility must be sought, maintaining vehicular connections between major arterials (including Peachtree and Piedmont, Roswell and Piedmont, Lenox and Roxboro, etc.) will be vital to relieving traffic congestion on Peachtree Road, the Buckhead Loop and throughout Buckhead.

Transit

Currently, Atlanta's public transit system serves the neighborhoods only in the form of MARTA buses. While three MARTA train stations are located within several miles of Buckhead's established residential areas, accessibility to these stations is poor. Completion of the sidewalk and bicycle system along with the implementation of a Buckhead Area Shuttle with stops at

neighborhood outlets and other Buckhead landmarks can greatly increase accessibility to MARTA train stations from existing Buckhead neighborhoods.

Neighborhood Preservation Early Projects/Initiatives:

- Create incentives to promote transition zones with mixed-use development between residential neighborhoods and major transportation corridors
- Revise SPI zoning and the Comprehensive Development Plan to promote moderately priced housing units in transition zones
- Develop open spaces and parks within Buckhead's residential neighborhoods
- Complete the sidewalk network in Buckhead neighborhoods
- Develop a complete bicycle network through Buckhead including the neighborhoods
- Execute recommendations from past traffic calming studies and undertake studies for other neighborhoods for traffic calming measures to prevent high speed cut through traffic
- Implement a Buckhead Area Shuttle from neighborhood outlets to Buckhead landmarks and MARTA train stations

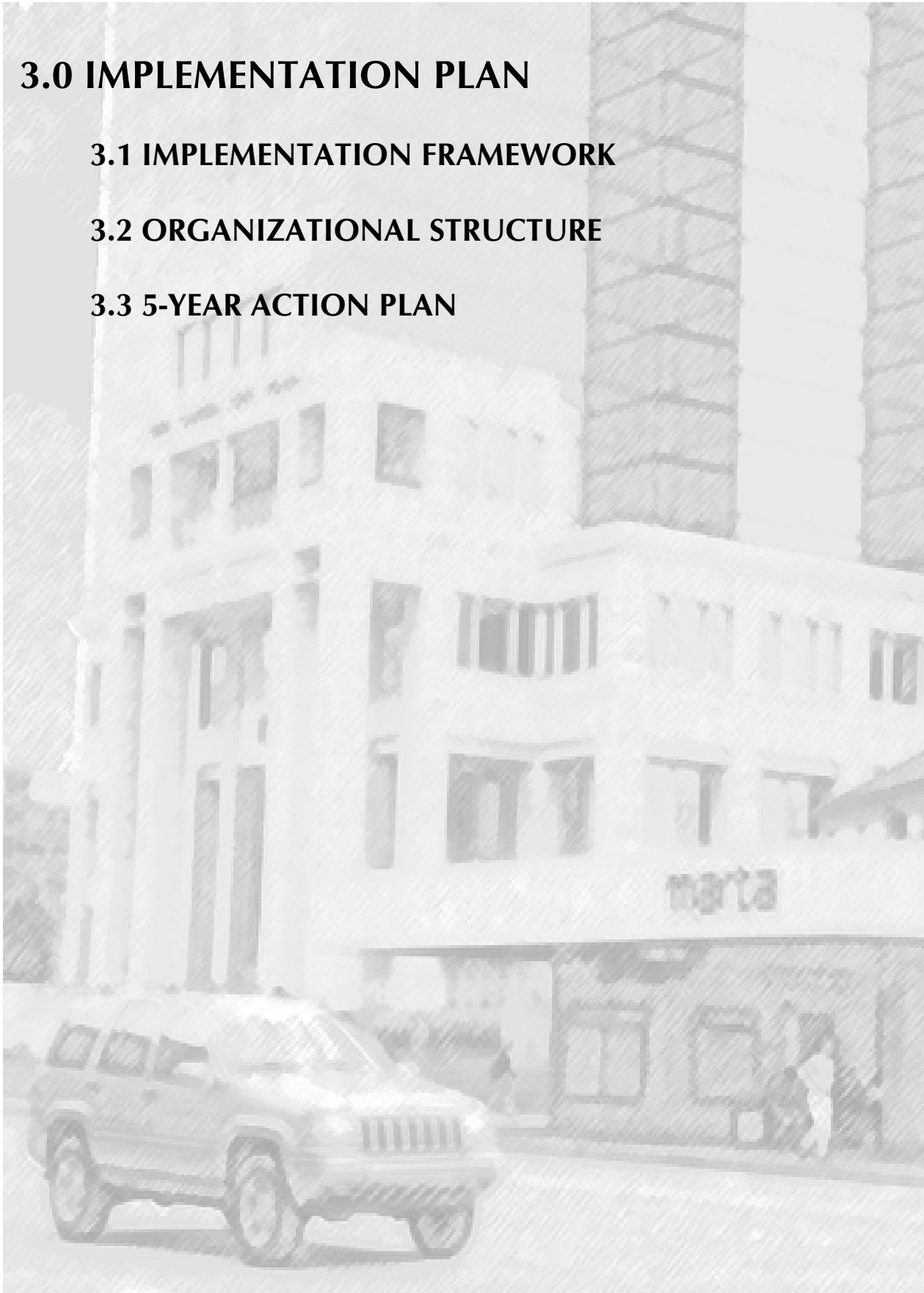
3.0 IMPLEMENTATION PLAN

3.1 IMPLEMENTATION FRAMEWORK

3.2 ORGANIZATIONAL STRUCTURE

3.3 5-YEAR ACTION PLAN

B U C K H E A D A C T I O N P L A N



3.1 Implementation Framework

At the completion of previous planning efforts in Buckhead, implementation of improvement projects has suffered from competing agendas and distrust between associated neighborhood and business interests. In 2001, for the first time, the various constituencies in the community, including NPU-A, B & C, the Buckhead Area Transportation Management Association (BATMA), the Buckhead Community Improvement District (BCID), the Buckhead Business Association (BBA) and the Buckhead Coalition all came together as part of the Buckhead Action Plan to define the civic infrastructure and consensus necessary to push forward with an improvement program, including major transportation investment, in one of the most important economic centers in the Atlanta region.

To ensure that a complete planning process for the Buckhead Activity Center was carried out, this new alliance, the Buckhead Action Committee, developed a multi-phase planning approach. The LCI planning process was designed to formalize the Buckhead Action Committee building organizational capacity, complete an inventory and assessment of existing conditions in the Buckhead Activity Center and form a network of relationships from which an implementation organization would be built.

As the Buckhead Action Committee and its partners complete the LCI plan phase of the Buckhead Action Plan, the group is actively pursuing funding for the next phase of the plan to include:

1. Identify the vision and character of the four remaining planning focus areas, including the MARTA Station Areas, Piedmont Road, the Buckhead Loop, and Lenox/Roxboro Mixed-Use
2. Identify projects and programs for improvement within the four focus areas
3. Complete a detailed urban design plan for the Buckhead Village, including Peachtree Street and Piedmont Road
4. Formalize an implementation structure to pursue improvement in the Buckhead Activity Center

Completion of this next phase of the Buckhead Action Plan will result in a formalized implementation organization for transportation and land use improvements in Buckhead. While this is not intended to be a long-term prospect, the Buckhead Action Committee and its partners will begin work immediately to affect change toward the early projects and initiatives contained in this document. In the short term the following projects and initiatives will be pursued by, or with the assistance of, the Buckhead Action Committee.

Transportation Projects

The Buckhead Community Improvement District (BCID) has taken the lead on development of a streetscape project for Peachtree Road in the commercial core. The Peachtree Corridor Project has received support from the community and was reaffirmed through the Buckhead Action Plan process with the exception of a series of raised, landscaped medians. Development and implementation of Peachtree Road enhancements should continue with minor modifications through the BCID. Construction on the project is expected to begin by 2003 and will be funded through the BCID, the Transportation Improvement Program (TIP) and other available funding sources. The BCID is also considering a study to address inter-parcel connectivity in the Peachtree Corridor. Pursuant with the need to reduce the number of curb cuts and automobile turning movements from Peachtree Street and a desire to enhance the pedestrian environment in Buckhead, the opportunity to connect parcels decreasing travel on Peachtree Road would be a valuable improvement.

The Buckhead Area Transportation Management Association (BATMA) has developed a route plan for a Buckhead Area Shuttle and will continue to pursue its implementation. Shuttle buses are

likely to be obtained in 2002 for a limited service route. Following its start up period, the shuttle should be evaluated for expansion to serve the Buckhead Village and area neighborhoods outside the commercial core.

The BCID and BATMA are also active in completing a number of intersection improvements in the Buckhead area that are compatible with the aims of this plan. These improvements include the addition and installation of enhanced pavement markings for pedestrian sidewalks, over 40 wheelchair ramps, pedestrian signals, traffic signal relocations, improved traffic signal timing, new signage, improved pedestrian refuges at intersections, relocation and enhancement of pedestrian crosswalks and pullout areas for shuttle staging and recharging at Lenox Station.

Transportation improvements with Buckhead neighborhoods, including repair and completion of the sidewalk network and implementation of the bicycle network must be spearheaded and funded through the City of Atlanta. However, a traffic calming study to reduce high-speed cut through traffic due to recent and impending developments in Buckhead and at Lindbergh Station are a regional responsibility and should be funded through the TIP under the leadership of the Buckhead Action Committee and Buckhead Area Transportation Management Association. As a result of development pressure, these improvements will be needed by 2004 to maintain the quality of life in Buckhead neighborhoods.

Transportation improvements in the Buckhead Village will require cooperation from a number of Buckhead area organizations. The effort to develop a comprehensive streetscape program and design mechanisms to close selected streets to automobile traffic during peak pedestrian activity hours will be led by the Buckhead Action Committee and its partners in the next phase of the Buckhead Action Plan. Important community partners in this effort include:

- The City of Atlanta- the regulatory body with the ability to change zoning regulations
- The Buckhead Village Merchants Association (BVMA)- area business owners
- The Buckhead Community Improvement District (BCID)- who should consider expanding its boundaries to spearhead improvements throughout the entire Buckhead business area
- The Buckhead Area Transportation Management Association (BATMA)- transportation management association
- The Buckhead Coalition- who has worked diligently to improve the Village and organize community improvements

A detailed parking study for the Buckhead Village may be conducted under the leadership of the Buckhead Action Committee, but must involve the full complement of partners listed above. Due to the enormity of this task and its singular importance, a parking study in the Buckhead Village will be a stand-alone study, separate from the planned next phase of the Buckhead Action Plan.

Historically, funding mechanisms for Buckhead Village initiatives have been lacking. Recently, the Buckhead Business Association (BBA) sponsored a community charrette to discuss opportunities and initiatives for the Village and the Buckhead Coalition has more recently investigated the possibility of a community improvement district (CID) for the Village area. For the initiatives above to move forward, funding must be secured from a private grant (ARC-LCI, foundation, local resources from Buckhead organizations) or through City of Atlanta resources. Long term, the BCID should be encouraged to expand its boundaries to encompass the Buckhead Village area creating a great pool of resources for comprehensive Buckhead area improvements.

Land Use/Housing Projects

Housing policies for the Buckhead Action Plan include:

- Maintain Buckhead's well-established, single-family residential neighborhoods
- Maintain and improve the jobs to housing balance (target 5.0) in the Buckhead Activity Center to provide housing near employment centers

- Focus dense residential development around transit lines and areas served by the Buckhead Shuttle
- Recognize the importance and need for affordable housing as a traffic demand reduction measure

Urban design policies within the Buckhead Action Plan include:

- Encourage a mixed-use environment with connections via pedestrian paths, a bicycle network and multiple transit options
- Preserve and develop open space and greenspace in the Buckhead Activity Center
- Enhance the pedestrian environment
- Create transition zones between high-intensity development and single-family neighborhoods
- Reinforce the high density commercial core
- Promote a consistent, mid-rise character in the Buckhead Village
- Improve mobility and connectivity on the Peachtree Spine

Multiple revisions to the City of Atlanta Comprehensive Development Plan (CDP) and two Special Public Interest Zones (SPI-9 and SPI-12) in Buckhead are needed to encourage appropriate development patterns and practices. The Buckhead Action Committee can begin working immediately with the City of Atlanta to affect change in the following areas:

- Encourage mid-rise, mixed-use development in transition zones at key intersections and nodes between neighborhoods and major transportation routes
- Encourage residential development in the Buckhead commercial core, particularly near MARTA train stations
- Incorporate moderately priced multi-family housing in transition zones and at neighborhood outlets

Potential revisions to the CDP and SPI should be led by a partnership of Buckhead area organizations through, or in cooperation with, the Buckhead Action Committee (BAC). Potential revisions include:

- Allowances and incentives for true mixed-use facilities
- Allowances and incentives for moderately priced housing in Buckhead
- Promotion of street front retail and restaurants through incentives in the Activity Center
- Incentives for in-fill projects on Peachtree Road and other major corridors
- Designation of an "Entertainment Zone" in the Buckhead Village with specialized regulations
- Institution of performance based zoning for entertainment and mixed-use districts
- Reduction of allowable building heights in the Buckhead Village area and transition zones
- Development of guidelines for façade and streetscape treatments in the Buckhead Village
- Revisions to the parking code of SPI-9 to encourage shared parking arrangements

Potential incentives may include transfer of development rights, density bonuses, financial incentives including low-interest loans for desired developments, waiver of impact fees and creation of a tax allocation district. Each incentive tool is described in brief below.

- *Transfer of development rights* refers to a method allowing the "rights to develop" a parcel of land to be applied to a separate parcel in another location. By allowing transfer of development rights, moderate intensity development can be encouraged in the Buckhead Village, allowing developers to apply or sell remaining development rights including additional density, residential units, open space, etc. to properties located in the high intensity commercial core in exchange for a permanent easement on his or her land.

- *Density Bonuses* allow a parcel to accommodate additional square footage or additional residential units beyond allowable zoning limits in exchange for the inclusion or preservation of a desired amenity. Bonuses may be offered for developments that include affordable housing, true mixed-use development, public open space or other desired attributes.
- *Low-interest loans* may be offered by a local government or governmental partner to specific developers or investors to assist and encourage particular types of development or redevelopment. Local governments may use their bonding capacity to provide low interest loans as the loans often have shorter repayment schedules than governmental bonds.
- *Waiver of impact fees* involves local governments reducing or waiving payments that are required on behalf of a new development for the purpose of providing public capital facilities required to serve that development. As an incentive, the local government may choose to reduce or waive required impact fees if desired standards or conditions are met by the development. Due to the highly political nature of this tool as a revenue source in the City of Atlanta it may be difficult to apply in Buckhead.
- A *Tax Allocation District*, or Tax Increment Financing, may be organized to publicly finance development or redevelopment activities. A tax allocation district drives funding from an increase in an area's ad valorem taxes. The funds are reinvested into the area for capital improvements, used to secure bonds or leverage other funding.

Other Local Initiatives

The Buckhead Action Committee is actively seeking funding to expand and continue its planning process and begin implementation of important first steps and initiatives. A local match for funding to further the action plan and expand its scope has been secured through the cooperation of the Buckhead Community Improvement District, the Buckhead Coalition and the City of Atlanta. Additionally, the Buckhead Action Committee is seeking long term funding to formalize the organization as a community improvement implementation arm in Buckhead with additional resources and professional staff. For this organization to play such a role, the formation of community partnerships and alliances that began in this phase of the Buckhead Action Plan must be solidified and formalized.

The identification and implementation of open spaces and parks in Buckhead Area Neighborhoods and development of a major public gathering space on the Peachtree Spine will also require a network of community partnerships. Because available land is expensive in Buckhead, it may take several years to identify, secure and develop such public spaces. Parks and open space in the neighborhoods should be led by the City of Atlanta and the Neighborhood Planning Units with funding from the City and/or private foundations, while the full complement of the BAC and its partners will be necessary to develop and secure funding for a major public gathering space on the Peachtree Spine.

3.2 Organizational Structure

One intent of the Buckhead LCI process has been to identify implementation issues and recommend approaches to addressing them in further stages of the Buckhead Action Plan. An over-arching issue is that of organization and management. There are at least five organizations whose purpose involves pursuing improvement within the Buckhead Activity Center. These include the Buckhead Area Transportation Management Association (BATMA), the Buckhead Business Association (BBA), the Buckhead Coalition, the Buckhead Community Improvement District (BCID), and NPU-B. Three of these organizations are professionally staffed, but only for their stated mission, which is narrow in some cases. Despite these efforts, Buckhead continues to experience difficulty in tackling larger issues that require consensus, the ability to speak with a unified voice and the capacity to take collective action. Important opportunities are being lost as other, better organized parts of the region compete more effectively for public and private investments.

In many ways Buckhead is like a 'downtown' – in that it has concentrations of office, retail, commercial, entertainment and cultural uses, surrounded by residential neighborhoods. Most of the nation's successful downtowns have adopted some form of organized management to complement and enhance the traditional services provided by city governments. Drawing from years of observing efforts to manage downtown environments, there are organizational attributes that generally seem to be present in the successful ones. The following summary of functional activities routinely provided by a downtown management organization is offered in the spirit of stimulating further discussion of the need to address the organizational issues involved in 'managing Buckhead.' The activities are broadly organized under five categories:

Organization

- Assuring the active collective management of Buckhead, an exceptionally complex area: transportation network, destination retail and entertainment, locally serving retail and services, institutions and residential neighborhoods.
- Helping generate financial resources for important Buckhead initiatives and activities
- Acting collectively on issues that effect everyone, such as pedestrian concerns and perceptions of security problems.

In the Buckhead's existing civic and social climate, organization, collective visioning and management functions are performed by each existing organization as it develops an agenda and implements projects independently. No one forum has been created to date for collective visioning and/or management or to act as a clearinghouse for Buckhead Community improvements and concerns. Funding for initiatives is also sought independently among Buckhead's various organizations. While one existing organization has a revenue source through self-taxation, others depend upon membership dues, private contributions or grant monies. As such, several groups are proficient in raising needed funds to meet their agendas, while others struggle to support full time staff and/or rely on a volunteer workforce.

Economic Restructuring

- Actively shifting Buckhead's profile to balance office and entertainment with a more diversified mix, including residential.
- Marketing Buckhead to prospective investors and tenants
- Providing support to strengthen Buckhead's traditional base of businesses
- Catalyzing new uses and activities for key buildings, redevelopment of key locations

Some components of Economic Restructuring are pursued through business-related support networks in Buckhead today, but no aggressive program of economic development assistance and promotion is being carried out.

Promotion & Marketing

- Constantly communicating the vision, the strategy, the progress
- Promoting Buckhead to the region and beyond
- Maintaining pro-active media relations and aggressive communication program

Promotions and Marketing for the Buckhead area are strong through the efforts of one or more Buckhead organizations. However, as mentioned previously, a collective forum is lacking from which a collective vision or community wide message can be generated.

Design

- Advocating design quality in all aspects of Buckhead's environment– urban design, public spaces, buildings, landscape, graphics
- Using design to soften and humanize less inviting spaces, strengthening pedestrian interest and scale.
- Advising property owners about design, proper rehabilitation, sign design, etc.
- Working with city to improve parking, traffic circulation, and pedestrian amenities

With the exception of transportation issues and circulation, Design represents a major programmatic gap in Buckhead. NPU-B is alerted to new developments through its zoning committee. However, project reviews with NPU-B occur late in the development process, after most design plans have been substantially completed. No Buckhead organization is responsible for promoting a consistent design character or conducting development reviews based on a community vision and standards. Additionally, Buckhead organizations have a long history of difficulty working with the City of Atlanta to affect positive change, in part due to the lack of a unified vision or message.

Collaborative Planning and Problem-Solving

- Providing a platform for working out conflicts between residents and business interests.
- Sparking collaborative planning efforts throughout Buckhead
- Fostering solutions to common problems – parking management, homelessness, security
- Brokering diverse interests who have a stake in Buckhead's future
- Encouraging collaboration when the sum could be greater than the parts

"Collaborative Planning and Problem-Solving" have been conducted in only limited terms in Buckhead. The foundation and workings of the BAC have been a first successful attempt to provide equal representation from a variety of community stakeholders, seeking community consensus. This is, of course, a major concern of the Buckhead Action Committee, and a key focus of the Buckhead Action Plan process.

Recommendations

The LCI Planning Team recommends that a centralized structure/forum to conduct the above activities be established for the Buckhead Activity Center. Presently, there is a tremendous amount of redundancy in existing organizations and the Buckhead Action Committee is the only mechanism for collective goal setting and policy making among Buckhead's many stakeholders.

A number of the city's urban design, planning, and transportation policies should be revised to enhance their effectiveness in shaping Buckhead as a livable, sustainable environment. With a new mayor and council, the city is likely to be open to fresh ideas and well-articulated, broadly supported agendas for civic action. The City of Atlanta must be a partner to achieve community improvements in Buckhead. City regulations, standards, employees and potentially funding will be vital to moving Buckhead forward in the future. Yet, many other areas of the city are in need of the limited municipal services and resources.

Regionally, Buckhead must compete with other communities as a site for office, retail and other investments, and with other better organized areas for stretched transportation improvement dollars. How well poised is Buckhead to speak with a strong collective voice and to develop collaborative approaches to problems? What is the wisdom of having four separately staffed, separately funded, and separately led organizations when taking collective action is in order? The range of solutions could include changes within the four groups, and better relations among them or mergers of some or all of them into one or more better-funded, better-led groups that work in close harmony.

Next Steps

The planning team recommends that the Buckhead Action Committee move forward in the short term, by establishing three focus groups or committees to concentrate on Buckhead and the BAC's most pressing issues:

- Land Use and Zoning
- Transportation and Public Spaces
- Public Relations and Marketing

The land use and zoning focus group or committee should be tasked with reviewing development projects within the Buckhead Activity Center in cooperation with NPU-B's zoning and development board to ensure that new developments are aware of and conform, as much as is reasonable, to the vision of the Buckhead LCI Plan. Additionally, this focus group should work with the City of Atlanta to revise SPI-9, SPI-12 and the Comprehensive Development Plan (CDP) as suggested in this document.

The transportation and public spaces focus group or committee should work with BATMA and the BCID to implement the Buckhead Corridor Project and the Buckhead Area Shuttle as outlined in this plan. A transportation and public spaces group should also concentrate its efforts on locating potential open spaces and greenspaces and identify funding sources to develop and protect public gathering spaces with the Buckhead Activity Center and adjacent neighborhoods.

The public relations and marketing focus group or committee must take on the important task of making the public aware of and enhancing the position of the Buckhead Action Committee within the community. The BAC should continue to act as an umbrella organization where the many Buckhead organizations and stakeholders can come for open discussion and collaboration.

3.3 5-Year Action Plan

The following tables outline the 5-Year Action Plan for transportation projects, land use/housing projects and other local initiatives.

FIVE YEAR IMPLEMENTATION PLAN

Transportation Projects

Description	Type of Improvement	Engineering Year	Engineering Costs	Construction Year	Construction Costs	Total Project Costs	Responsible Party	Funding Source	Local Match Source & Amount
Complete a Peachtree Road Streetscape Project	Pedestrian, Bicycle and Road	2001-02	\$850,000	2003	\$12,000,000	\$40,150,000	BAC and BCID	TIP	BCID, City of Atlanta QOL Bond, State Funds \$15,150,000
Implement a Buckhead Area Shuttle	Transit	2001-02		2003		\$2,100,000	BAC and BATMA	TIP	BATMA, BCID
Repair and complete the sidewalk network in Buckhead area neighborhoods	Pedestrian	2002		2003		\$2,500,000	City of Atlanta	City of Atlanta	City of Atlanta QOL Bond
Execute a traffic calming study and traffic calming projects in Buckhead area neighborhoods	Street	2002		2003		\$460,000	BAC and BATMA	TIP	City of Atlanta QOL Bond
Develop the complete bicycle network through Buckhead and Buckhead area neighborhoods	Bicycle	2003		2004		\$1,000,000	BATMA and City of Atlanta	TIP	City of Atlanta QOL Bond, BCID
Develop a comprehensive streetscape program for Buckhead Village	Pedestrian, Bicycle and Road	2003		2004		\$5,000,000	BAC and City of Atlanta	TIP	City of Atlanta
Design mechanisms to close selected Buckhead Village streets for pedestrian use only- during peak activity hours	Pedestrian	2003		2004		\$750,000	BAC and City of Atlanta	TIP	City of Atlanta
Conduct a parking study for the Buckhead Village	Parking	2003		2004		\$100,000	BAC and City of Atlanta	TIP	City of Atlanta
Widen Roxboro Road from E Paces Ferry to Rockhaven Cl	Widen	2001-2002		2002		\$5,539,000	City of Atlanta	Q23 (33C)	
Widen Roxboro Road from Peachtree Rd/Pritchard Way to E Paces Ferry	Widen	2001-2002		2002		\$1,879,000	City of Atlanta	Q23 (33C)	
Widen Northside Parkway at Chattahoochee and approaches	Widen	2001-2002		2002		¹	City of Atlanta	Q23 (33C)	
Widen Lenox Road from Ferncliff Road to Canterbury Road	Widen	2001-2002		2002		¹	City of Atlanta	State	
Intersection improvements at Peachtree Road and Tower Place Drive	Intersection Improvement	2001-2002		2002		¹	City of Atlanta	Q21 (33A)	
Intersection improvements at Piedmont Road at Sidney Marcus and Morosgo	Intersection Improvement	2001-2002		2002		\$2,500,000	City of Atlanta	Q23 (33C)	
Intersection improvements at Cheshire Bridge at Lindbergh Drive	Intersection Improvement	2001-2002		2002		\$1,000,000	City of Atlanta	Q23 (33C)	

¹= Project not fully defined in TIP and subject to change

Description	Type of Improvement	Engineering Year	Engineering Costs	Construction Year	Construction Costs	Total Project Costs	Responsible Party	Funding Source	Local Match Source & Amount
Interchange at Mt. Paran at I-75	Interchange	2001-2002		2002		1	City of Atlanta	Q01 (04M)	
Interchange at I-85 North and Monroe Drive	Interchange	2001-2002		2002		1	City of Atlanta	Q01 (04M)	
GA 400 Detention Pond at Longleaf Road and Stratford Road	Misc	2001-2002		2002		1	City of Atlanta	Q05 (315)	
I-75 Southbound flyover to I-85 Northbound	Interchange	2001-2002		2002		1	City of Atlanta	Q01 (04M)	
GA 400 to I-85 Northbound	Interchange	2001-2002		2002		1	City of Atlanta	Q05 (315)	
Intersection improvements at Piedmont Road at Lindbergh	Intersection Improvement	2005		2005		\$2,500,000	City of Atlanta	Federal Aid	
Intersection improvements at Piedmont Road at Sidney Marcus and Morosgo	Intersection Improvement	2003		2003		\$4,000,000	City of Atlanta	Federal Aid	
Howell Mill Road bike lanes and sidewalk from Northside Parkway to Collier Road	Bike/Ped	2001-2002		2002		\$682,000	City of Atlanta	Q23 (33C)	
Roswell Road sidewalks from Peachtree Road to Atlanta City Limits	Ped	2001-2002		2002		1	City of Atlanta	Q40 (320)	
W Paces Ferry bike lanes and sidewalk from Peachtree Road to Atlanta City Limits	Bike/Ped	2001-2002		2002		\$200,000	City of Atlanta	Q40 (320)	
Lindbergh Drive from Peachtree Road to Cheshire Bridge	Ped	2001-2002		2002		\$1,233,000	City of Atlanta	Q23 (33C)	
Collier Road sidewalks from Howell Mill to Peachtree	Ped	2001-2002		2002		1	City of Atlanta	Q40 (320)	
Piedmont Road from Pharr Road to MARTA overpass streetscape improvements including sidewalk, tree planting, etc.	Ped	2001-2002		2002		\$350,000	City of Atlanta	Q23 (33C)	
Peachtree Hills from Peachtree to Lindbergh bike lanes and sidewalks	Bike/Ped	2001-2002		2002		\$1,075,000	City of Atlanta	Q40 (320)	
Peachtree Road at Piedmont Road turn lanes	Turn Lanes	2005		2005		\$3,350,000	City of Atlanta	Federal Aid	
Peachtree Road at Lenox Parkway turn lanes	Turn Lanes	2005		2005		\$516,000	City of Atlanta	Federal Aid	
Buford Highway at Sidney Marcus reconstruct intersection	Reconstruct Intersection	2010		2010		\$60,000	City of Atlanta	Federal Aid	
Peachtree Road from Sheridan Drive to W Paces Ferry turn lanes	Turn Lanes	2010		2010		\$410,000	City of Atlanta	Federal Aid	
Peachtree Road from Stratford Road to Lenox Parkway	Turn Lanes	2010		2010		\$650,000	City of Atlanta	Federal Aid	
Peachtree Road at Pharr Road turn lanes	Turn Lanes	2005		2005		\$1,000,000	City of Atlanta	Federal Aid	
Intersection improvements on Piedmont Road from Habersham Road to Lenox Road/Buckhead Loop	Intersection Improvement	2005		2005		\$1,500,000	City of Atlanta	Federal Aid	
Totals			\$0		\$0	\$38,254,010			

1= Project not fully defined in TIP and subject to change

**Land Use/Housing
 Projects/Initiatives**

Description/Action	Cost	Year	Responsible Party	Funding Source
Revise SPI zones and the Comprehensive Development Plan to encourage mid-rise, mixed-use development, including multi-family and moderately priced housing, in transition areas between neighborhoods and major transportation routes	\$25,000	2002	BAC and City of Atlanta	City of Atlanta
Revise SPI zones and the Comprehensive Development Plan to increase residential density in the commercial core, including MARTA stations	\$30,000	2002	BAC and City of Atlanta	City of Atlanta
Revise SPI-9 to address mixed-use development, moderately priced multi-family housing and parking management in Buckhead Village	\$30,000	2003	BAC and City of Atlanta	City of Atlanta

Other Local Initiatives

Description/Action	Cost	Year	Responsible Party	Funding Source
Secure funding for phase two or the Buckhead Action Plan	\$100,000	2002	BAC	ARC (funding pending LCI grant)
Develop and implement and open space plan for Buckhead area neighborhoods	\$100,000	2003	BAC and City of Atlanta	City of Atlanta
Develop a major public gathering space on Peachtree Road	\$4,000,000	2003	BAC and BCID	BCID and City of Atlanta
Long range funding for the Buckhead Action Committee as an implementation organization for community improvements in Buckhead	\$200,000	Annually following 2002	BAC	Private/Foundation