

# **Bolton/Moores Mill Livable Centers Initiative**

Study and Concept Plan

City of Atlanta



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Bolton/Moores Mill Livable Communities Initiative  
Study and Concept Plan Project Team

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## **EXECUTIVE SUMMARY**

### **Livable Centers Program Goals**

The City of Atlanta Bolton/Moores Mill Livable Centers Initiative (LCI) plan extends the City's efforts and initiative established by the Northwest Framework Plan of 2000. In February 2002, the Atlanta Regional Commission awarded a LCI grant to the City of Atlanta to build upon the efforts of the Northwest Framework Plan and focus pore specifically on creating a more detailed comprehensive master plan for the area around the Bolton Road and Marietta Boulevard corridors. The city hired Jordan, Jones and Goulding, in partner with Gibbs Planning Group and JW Robinson & Associates, to assist with the development of the plan.

The goals of the Bolton/Moores Mill LCI are:

- To conduct a transportation enhancement study to create a circulation system, which encourages pedestrian, bicyclists, and alternative modes of transportation.
- To create a range of housing choices and develop more opportunities for affordable housing.
- To reduce transportation demands and increase transit ridership.
- To utilize and capture green space taking advantage of the existing natural resources to create open space and passive recreational opportunities.
- To create conditions to encourage pedestrian and bicycle traffic by providing streetscape facilities in and between the corridor's activity centers, single-family neighborhoods, and schools.
- To create a quality, balanced environment by establishing policies to encourage mixed-use activity centers that include affordable housing, neighborhood commercial, neo-traditional residential, and interactive recreational facilities.
- To encourage community and stakeholder collaboration in development decisions.

## **Public Involvement**

The Bolton/Moores Mill LCI public involvement effort was geared towards providing opportunities for citizen input while generating dialogue, enthusiasm, and excitement for the future of the community. The City of Atlanta led the public involvement process by creating a stakeholders group representative of the areas neighborhoods, property owners, business owners and public leaders. This task force was involved in a detailed and in-depth series of public meetings designed to garner support for the direction of the plan. This facilitated the creation of meaningful input because citizens gained a thorough understanding of the issues, options and consequently, the difficult choices facing them. By communicating their concerns and desires to the project team, citizens helped educate the project team staff on issues connected to the study.

Public involvement in the Bolton/Moores Mill LCI included several stakeholder meetings, a public design workshop and a marketing strategy workshop. The public design workshop was held in September 2002 and was the cornerstone of the public involvement effort. The workshop employed a “hands-on” approach that resulted in key elements of the plan. The key elements are the corridor master plan, the Marietta Boulevard shopping center plan, the transportation improvement plan and a green space plan. Workshop participants were charged with aiding in the implementation of the plan by becoming “plan champions.” Bob Gibbs of the Gibbs Planning Group facilitated the final workshop. This workshop focused on building consensus from the public as to the feasibility of the overall plan and to educate the public as to how the plan can be achieved. All public meetings were well attended and provided a wealth of information to the study team.

## **Transportation Improvements**

A critical element of the LCI program is the implementation of projects that promote the livability of a community. Using a consensus approach, the community compiled a list of transportation projects that they believe will help their city achieve this goal, with the primary focus being placed upon the Marietta Boulevard and Bolton Road corridors. Marietta Boulevard is the primary thoroughfare through the area and as such, it is to receive an emphasized streetscape treatment. By adding a traffic-calming median that can accommodate future transit, an improved intersection with Bolton Road and wide sidewalks and a street furniture zone with street trees to serve as a buffer between the large volumes and high speed of the traffic, Marietta Boulevard can better serve the surrounding communities. The second most vital corridor to the area is Bolton Road. This street will remain the neighborhood oriented street it is today with specific improvements to the intersections to promote pedestrian mobility and traffic calming via on-street parking, wide sidewalks, street trees and reinvested commercial nodes adjacent to the sidewalks. Lastly, several new streets will be created and some existing streets closed to achieve better connectivity at the intersection of both Marietta Boulevard and Bolton Road. These new streets must incorporate significant traffic calming elements including narrow travel lanes, street trees, sidewalks, cross walks and bulb-outs to ensure that traffic moves efficiently yet slowly through the area. All of these transportation improvements together form the framework to ensure that all future development is neighborhood-oriented and accessible.

### **Shopping Center Master Plan**

The focal point of the plan includes the aged shopping center at Marietta Boulevard, Moores Mill and Bolton Road. The redesigned site plan is a combination of slow-moving streets, residential or mixed-use buildings with ground floor shops, restaurants and offices and pocket parks and plaza spaces.

The neighborhood streets that connect through the area are tree lined, with on-street parking and narrow lanes for automobile travel. These streets will accommodate vehicular travel, bicycle connections and pedestrian crosswalks at intersections.

New buildings within the neighborhood will orient themselves to the streets with building facades and pedestrian entrance fronting new sidewalks and all parking facilities located to the side or rear of all buildings. The ground floor of these buildings will contain shops and similar commercial uses with the floors above being dedicated to a variety of office or residential types and styles.

Tying the streets and new buildings together is a well-connected system of sidewalks, intersection crosswalks, parks, plazas and paths that strategically weave their way throughout the corridor, providing greenery and beauty to the area as well as access to the surrounding neighborhoods.

## Next Steps

The LCI communities know that with the completion of this plan there still remains significant work to be done. This plan is predicated on the need for in some areas, significant change. Paramount to this effort is the coordination of infrastructure improvements to the shopping center properties on the east side of Marietta Boulevard. In addition, the LCI neighborhoods must be committed to assisting their local officials in establishing priorities, forming partnerships, building consensus, securing funding and continually evaluating the plan.

## Implementation

The implementation program outlines \$13.4 million in infrastructure improvements that would be necessary to realize the vision of the concept plan. This figure includes engineering and design costs as well as construction costs for projects that are recommended to start construction within five years. Funding for these projects will come from a variety of sources, some of which are shown in the program, including the City's 2000 Quality of Life Bond.

Part of the implementation program is the City's initiative to amend the Future Land Use Map in its Comprehensive Development Plan, followed by the rezoning of key segments of the study area. The City will use its new "Quality of Life" zoning ordinances, which regulate urban design to create functional districts characterized by pedestrian accessibility. The ordinances include: a **Live-Work** district that allows light industrial, which is attractive to artists and craftspeople; a **Mixed Residential-Commercial** district that promotes livability by allowing store-front retail to exist on the street level of a residential building; and a **Multifamily Residential** ordinance requiring apartment and condo developments to have a functional relationship with the street and its surroundings. Efforts to change the land use map will begin upon adoption of this document.

**TABLE OF CONTENTS**

1. *INTRODUCTION* ..... 9

How This Plan Addresses LCI Goals .....9

Vision .....12

Goals of the Study .....13

2. *METHODOLOGY & PROCESS* ..... 14

Defining Place .....14

Community Involvement.....16

3. *ASSESSMENT*..... 18

Background .....18

Location of study area .....21

Property Ownership.....23

History .....24

Transportation.....25

Land Use .....34

Demographics .....35

Housing .....37

Urban Design .....44

4. *ISSUES & OPPORTUNITIES*..... 45

Moores Mill Shopping Center .....45

Corridor .....49

Summary .....52

5. *MARKET ANALYSIS* ..... 53

Commercial Market Support.....53

Residential Market .....55

6. *RECOMMENDATIONS* ..... 58

Vision .....58

Activity Centers .....58

Corridor Recommendations.....65

List of Recommendations.....66

7. *IMPLEMENTATION* ..... 70

Process and Phasing.....70

Implementation Program.....78



## **1. INTRODUCTION**

### **How This Plan Addresses LCI Goals**

Following are the LCI program goals established by the Atlanta Regional Commission:

***GOAL: Encourage a diversity of medium to high-density, mixed income neighborhoods, employment, shopping, and recreation choices at the activity and town center level.***

This plan calls for higher density residential development at what is to be the Town Center of the new neighborhood centered at the existing shopping center site located at the convergence of Marietta Boulevard, Moores Mill and Bolton Road. The new Town Center will incorporate both sides of Marietta Boulevard and will be the highest concentration of uses in the area. Uses will be a mixture of office, commercial, retail and residential, with a series of sidewalks and open spaces to tie all of the uses together. Along Marietta Boulevard south of the Town Center, the corridor will accommodate mixed uses including light manufacturing to accommodate the future growth of the light-industrial and mixed-use growth in the area. Bolton Road will preserve its present form with significant reinvestment being targeted to improve the neighborhood-commercial nodes that currently exist in a dilapidated state at most of the streets intersections.

***GOAL: Provide access to a range of travel modes including transit, roadways, walking and biking to enable access to all uses within the study area.***

As this neighborhood develops, a combination of private and public investments will create a broad network of sidewalks, bike lanes, slow moving neighborhood streets, cross walks, paths and trails and better access to the Chattahoochee River. Some of these elements get done through private development with the guidance of zoning regulations. The remaining infrastructure is implemented through the City of Atlanta public investment program targeted for this area.

***GOAL: Encourage integration of uses with transportation investments to maximize the use of alternate modes.***

The most significant transportation investment that can be leveraged within the area is the potential transit alignment being studied for the area by the Georgia Regional Transportation Authority. The studied transit initiative is considering the LCI area for potential alignments. If such a facility were to be built in the area it could positively facilitate the implementation of this plan in terms of redevelopment and capital investments. The transit alignment would also meet many of the LCI programs goals of accessibility, connectivity and land uses. Secondly, the City of Atlanta has existing bond funds available for transportation and infrastructure improvements. These funds must be leveraged to encourage the implementation of this plan in strategic locations throughout the study area.

***GOAL: Through transportation investments increase the desirability of redevelopment of land served by existing infrastructure at activity and town centers.***

In the event that a transit connection were to be made, a destination for this facility must be located at the new Town Center located on the site of the existing shopping center on Marietta Boulevard. The redevelopment of existing surface parking lots into a new mixed-use development with new streets, sidewalks and public spaces, creates the perfect environment for facilitating transit stations. As part of the Town Center development, a plaza/park space will create a new front door for the area giving a presence onto Marietta Boulevard as well as serving as a new transit station for the transit line. This park will serve as the amenity that spurs development of the area and gives the area an identity.

***GOAL: Preserve the historical characteristics of activity and town centers and create a community identity.***

The City of Atlanta has strong local examples of how to build off-of and recreate historical characteristics within communities. The goal for this plan was to create a new identity, one that was separate from downtown Atlanta and Buckhead, the larger commercial areas to the east and south. This Town Center is to be a sort of Village Center, with neighborhood serving uses that form a true community center for the surrounding neighborhoods. Building forms will be pedestrian and urban leaving behind a neighborhood-commercial character.

***GOAL: 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 Transportation Improvement Plan (TIP).***

The public involvement process involved a diverse group of constituencies. All of them however agreed upon the need for increased pedestrian and bicycle safety with particular focus being placed at the area's intersections. The project list included in this LCI Plan focuses on increasing pedestrian and bicycle priority in the study area. The largest need for funding will be the improved Moores Mill, Marietta Boulevard and Bolton Road intersection design. Once this main intersection is addressed with funding, Bolton Roads key intersections also emerged as having priority with the community for receiving improvements and enhancements.

***GOAL: Provide transportation infrastructure incentives for jurisdictions to take local actions to implement the resulting activity or town center study goals.***

This plan identifies transportation projects that if funded through the LCI program will serve as incentives for future redevelopment.

***GOAL: Provide for the implementation of the RDP policies, quality growth initiatives and Best Development Practices in the study area, local governments and at the regional level.***

RDP policies and Best Development Practices were guiding policies in formulating the LCI plan and are embraced by the City of Atlanta Department of Planning, Development and Neighborhood Conservation as reflected in the City of Atlanta Comprehensive Development Plan. Both RDP and Best Development practices will be incorporated, where appropriate into

the comprehensive plan, land use plan and the zoning ordinance. The Urban Design Guidelines contained in this report clearly reflect Best Development Practices.

***GOAL: Develop a local planning outreach process that promotes the involvement of all stakeholders; particularly low income, minority and traditionally underserved populations***

The City of Atlanta has long been known for its outstanding citizen involvement. This project is no different with the City leading the way through the Planning Department staff and City Council representative. Doing so, they have successfully continued the public involvement outreach begun with the Northwest Framework Plan and have folded the groups involved in that process into this planning effort.

***GOAL: Provide planning funds for development of activity and town centers that showcase the integration of land use policy and regulation and transportation investments with urban design tools.***

The City of Atlanta will adopt new Land Use and Zoning changes to implement the recommendations of this plan. In addition, the City will match its current funding mechanisms with the itemized transportation recommendations to implement the full vision of the plan. All City departments that have the responsibility for creating this new place will develop the appropriate guidelines to make the vision of this plan become reality. This will primarily be accomplished through the intersection improvements and the rezoning process, which once applied to the area that will require future development to adhere to the criteria of the new plan.

## **Vision**

The task force created this vision for the Bolton/Moores Mill area on July 24, 2002:

- Large numbers of people living, working and playing within walking distance of a medium density mixed-use transportation node
- A wider variety of goods, services and recreational facilities within the center
- Improved pedestrian circulation and a sense of community through the integration of multi-use trails, parks and open space, and through connections to existing facilities
- Protected trees and reduced amounts of pavement
- Equity in access to services in the area
- A balanced ratio of jobs and residential units

## Goals of the Study

The task force outlined the following goals for the study on July 24, 2002:

- Encourage a diversity of medium to high-density mixed income housing areas, employment, institutional, shopping, and recreation choices in the study area.
- Provide access to a range of travel modes including transit, roadways, walking and biking to enable access to all uses within the study area and to connect to other Atlanta area walking and biking trails.
- Encourage integration of uses with transportation investments to maximize the use of alternate modes.
- Through transportation investments increase the desirability of redevelopment of land served by existing infrastructure within the study area.
- Preserve the historical characteristics of the study area and create a community identity.
- Develop a community-based transportation investment program that will identify capital projects, which can be funded in the annual TIP.
- Provide transportation infrastructure incentives for jurisdictions to take local actions to implement the study goals.
- Provide for the implementation of the RDP policies, quality growth initiatives and Best Development Practices, especially pertaining to the natural environment, in the study area.
- Develop a local planning outreach process that promotes the involvement of all stakeholders.
- Create a development plan that showcases the integration of land use policy and transportation investments with urban design tools.
- Transform the study area from the worst pedestrian environment into the best pedestrian environment in Atlanta.

## **2. METHODOLOGY & PROCESS**

### **Defining Place**

“A sense of place”...we hear that phrase frequently today in relation to the places we live, work and shop. But what exactly do we mean by “place?”

Place is created and felt when people can experience of connection with other people; when they feel that the built structures around are appropriately sized and placed in relationship to what they as human beings can see and do around them. Such places create a sense of belonging and simply by their design say loudly, “this is a place that welcomes people.”

The sense of place is very important to activity centers because it attracts more shoppers, more businesses, more workers and more money. It raises property values and, says the Urban Land Institute, does away with the “throw-away suburb” syndrome.

To help the many LCI-area stakeholders focus on the meaning of “place”, the design team created a set of guiding principles, which provided strong direction to the work that needed to be completed during the charrette.

#### **Pleasant**

Is this a pleasurable area? A place must be enjoyable, memorable and desirable. There should never be a significant amount of space within a place that is unpleasant to anybody whether it be in an automobile driving through, at the bus stop, on the sidewalk, walking into an office building, eating lunch in the park or looking out an apartment window to the street below. The entire experience of the place as a whole must be one that is endearing.

#### **Location**

Is there a "there" there? All places have an identity, a distinction, a story to tell, a picture to take. Wonderful places are always describable whether it be the architecture, the natural environment or the uses in the area. And the most descriptive images possible are those that are positive. So to give this area a real identity, to make it a real place, deliberate attention must be paid to the details such as street trees, shop fronts, building articulation, park designs and other similar urban design elements. Generally, people tolerate bad locations but embrace great locations. By making a true embraceable place, the entire community benefits.

#### **Accessible**

Is it something that can be accessed? In other words, is it connected? Whether coming from outside of the area or from within the area, the entire place must be easy to use. It should flow from one corner of the place to the other. Streets must serve as seams that bring the entire place together and not gashes that cut insurmountable barriers through the landscape. A walk or drive from one end to the other should be fluid and smooth and unobstructed, making for a positive experience.

**Cohesive**

Does it all tie together? Each part of a place must complement the other. A person must know with out question when they are in the place and when they are not. If they ever have any doubt, they will turn back and not continue their progression through the place. And this is the death knell of places. Places act like a single body. When one part of the place gets sick the rest will soon follow if it is not corrected. Similarly, when a place becomes healthy, the remainder of the place follows suit. By creating a unifying image and atmosphere, the entire area benefits and becomes more sustainable as a whole.

**Engaging**

Does it stimulate me? Places offer its users stimulation. Through slow moving vehicular traffic, large amounts of pedestrian sidewalk traffic, gently shifting street trees, constant refractions of sunlight, outdoor vending, sidewalk cafes, park water fountains, large storefront windows with merchandising inside, friends chatting on a park bench or a car parallel parking on the street are all elements of a place that when experienced first hand are highly engaging. This is an environment that draws people in. As engagement increases so does public usage and as public usage increases so does the success of the place.

## Community Involvement

Jordan, Jones and Goulding chose to use the charrette model of community planning for the Bolton/Moores Mill LCI study. “Charrette” is a French word meaning "wagon," used by architecture students at the old Ecole des Beaux Arts in Paris. Students worked around the clock to a deadline, even working on their designs as they rode on a wagon to class. Today some design professionals refer to a charrette as an illustrated brainstorm.

Charrettes are one of the most productive community planning tools available today. They reap success because bring citizens, public officials, planners and designer together for a very intense period of problem solving. One of the greatest reasons for its success is that the charrette becomes a forum for community collaboration and education. It provides a holistic approach because it focuses on the many elements that make a community, its physical, economic and even political landscape. The charrette process also provides an interactive learning process in which professional planners and designer can learn about the community and the community can learn more about their available choices in planning for the future. It is timely, cost-effective and provides substantial documentation in the form of reports, renderings, and perspectives.

### **The Bolton/Moores Mill Charrette**

The Bolton/Moores Mill area consists of three main study areas: the shopping center site, the Bolton Road corridor, and the southern Marietta Boulevard corridor. The goal of this charrette is to utilize the elements of design to connect these elements into a single image for the area, to make it a “place”. To accomplish this, we broke-out into two separate tables to discuss land use/urban design and transportation respectively.

Throughout the charrette the two tables presented their work in a “pin-up” of materials in an attempt get everybody together and compare ideas and plans and slowly begin to merge all of the ideas and thoughts together.



### **Market Assessment Workshop**

We worked as a team to incorporate all the ideas of the stakeholders, community, and focus groups to come up with an overall master plan that would work best for this community. Bob Gibbs of the Gibbs Planning Group then described the plan that was formulated during the charrette in greater detail. Bob Gibbs gave an enlightening presentation to the group on this day outlining current trends in housing, parking, and retail. He also explained the reasons for the disappearance of the traditional Town Center, and why it is so popular again. Further, he explained the importance of understanding each element involved, urban design, transportation,



economics, and community involvement, and how each element must work together to enhance the overall project. The group used this information to reassess and modify the current plan.

**Follow-up Stakeholder Meetings**

The follow-up stakeholder meetings were opportunities for presenting the final touch ups to the drawings and a presentation of our recommendations for the community, stakeholders, and clients. The presentation focused on the overall trend of retail areas, the importance of planning for the future, and how to set short-, mid-, and long-term goals. The presentation also outlined the recommendations that came out of the charrette process, what the main issues were, and how we tried to incorporate the guiding principles and community input to arrive at viable solutions. The presentation also discussed our ideas of how this project should be phased over time, what the initial steps should be, what involvement was needed from the community, city, and officials.

### **3. ASSESSMENT**

#### **Background**

*“The government and the market are not enough to make a civilization... There must also be a... space in which bonds of community can flourish.”*

Senator Bill Bradley

The United States is the first nation to grow at amazingly low densities across the American landscape. For the latter half of the previous century, most Americans have lived, worked and shopped in separate areas, and we have entered a new century with nearly all of our population living on the landscape we call suburbia. One of the reasons Americans chose to spread out goes back to our pioneer beginnings when everyone’s dream was a house surrounded by wide-open spaces. The advent of the automobile kept us extremely mobile and allowed us to live a considerable distance from where we worked. No longer did business and industry need to locate near the railroad station. The car has become a significant part of our collective culture and individual identity. The joy of driving, however, is not what it used to be and our inclination to spread out and to rely on the car for our mobility has left us with a number of unintended consequences.

Not only did the car allow us to work in one part of the region and live in another, it also spurred the notion of separating uses – that is separating residential properties from retail and retail from industrial and so on. It also opened the door for the regional shopping center. The first stand-alone shopping center opened for business in the mid 1950’s outside Detroit. Today there are more than 44,000 shopping centers in the US, covering vast acres with large one and two-story buildings and amazing numbers of parking spaces. Over the past 20 years however, these shopping destinations have lost their appealing glow and in many ways have become their own worst enemy. Most shopping malls were built on comparatively inexpensive land with easy highway access and a ready supply of low-wage workers. Today, as the hard infrastructure itself is deteriorating, the traffic congestion, the inefficiency, and the visual blight of these centers are forcing many centers to lose their competitive edge. These properties have also earned the dubious designation, “greyfields.”

Greyfields, however, are perfect candidates for redevelopment. We generally think of redevelopment as an activity that occurs in an old historic downtown. But suburban greyfield redevelopment provides a number of opportunities for the communities in which they are located. While these declining developments may, at first blush, appear to be eyesores, they represent a unique opportunity for communities wishing to protect existing greenspace and to reuse existing infrastructure. The challenge lies in transforming outdated infrastructure to meet today’s needs.

People are drawn to places that make them feel good and reflect their own personal value system. That is why a “man’s home is his castle.” People arrange the interior and exterior of their homes so that they feel good, so that they feel safe, and so that their homes reflect something about them as individuals.

There is also another important factor in drawing people to a particular place and that is other people. Human beings are exceptionally social creatures who strive to connect with one another. Unfortunately, many of our outdated shopping centers miss the mark on both fronts. They have been designed primarily for the convenience of the automobile; hence they are not conducive to pedestrians, at least on the exterior. They are devoid of any character or sense of community. And as they reach their period of decline they attract fewer and fewer people.

To breathe economic life back into these shopping corridors, communities across the country are examining ways to turn these areas into true destinations, places that encourage walking, that make transportation difficulties less onerous, places that foster a more enjoyable and convenient experience. To do that they are looking back in history at a time when cities and towns took great pride and care of their public spaces...courthouse squares, plazas, and the town green. They are taking these simple elements and creating a town center, often out of the massive mall parking lot. They are putting the needs of people before cars by ensuring that the street and sidewalk network provide a pleasant pedestrian environment where people can actually cross the street on foot to visit another retail establishment. They are combining retail with residential uses, offices, and entertainment to create a true place, a “*here*” here that is no longer an anonymous strip shopping center. And they are doing this with remarkable success. They are finding that by creating unique character and sense of place they are able to reap the benefits of greater visitation, higher rents, larger retail sales, and stronger real estate sales.

Much of the LCI area is in fact greyfield in character. Industrial properties line the Marietta Boulevard through much of the area and many of these properties are becoming increasingly underutilized. Several of the larger industrial uses have left the area leaving behind vacant buildings and wasting properties. In addition, there are a growing number of industrial properties being purchased as real estate investments to turn these properties into mixed-use, commercial and/or residential developments.

The retail and industrial development along Marietta Boulevard has served the Bolton, Riverside, and Whittier Mill community well for years. When it was built, the Moores Mill Shopping Center provided needed shopping opportunities within the district. However, time, growth, changes in tastes, buying habits, and decay has decreased some of the Shopping Center’s usefulness. The area cannot continue to be the same type of retail and industrial area that it once was. For the Bolton/Moores Mill area to continue to be viable and sustainable into the future, a new archetype must be employed. It needs to evolve and redevelop into a human scale, pedestrian friendly destination – a place with a character all its own; a different kind of place than it was before, into the kind of place that the people of the community will want to spend their time.

The improvements that must be made within the area have to be undertaken simultaneously on multiple fronts – economic, design, community involvement, and transportation. Primarily, the corridor must be a *place* people want to be. People want to be in places that are attractive, active, safe, and most importantly, that have some economic purpose to exist. Creating a place that fulfills an economic purpose is what defines any place as a destination unto itself. The Marietta

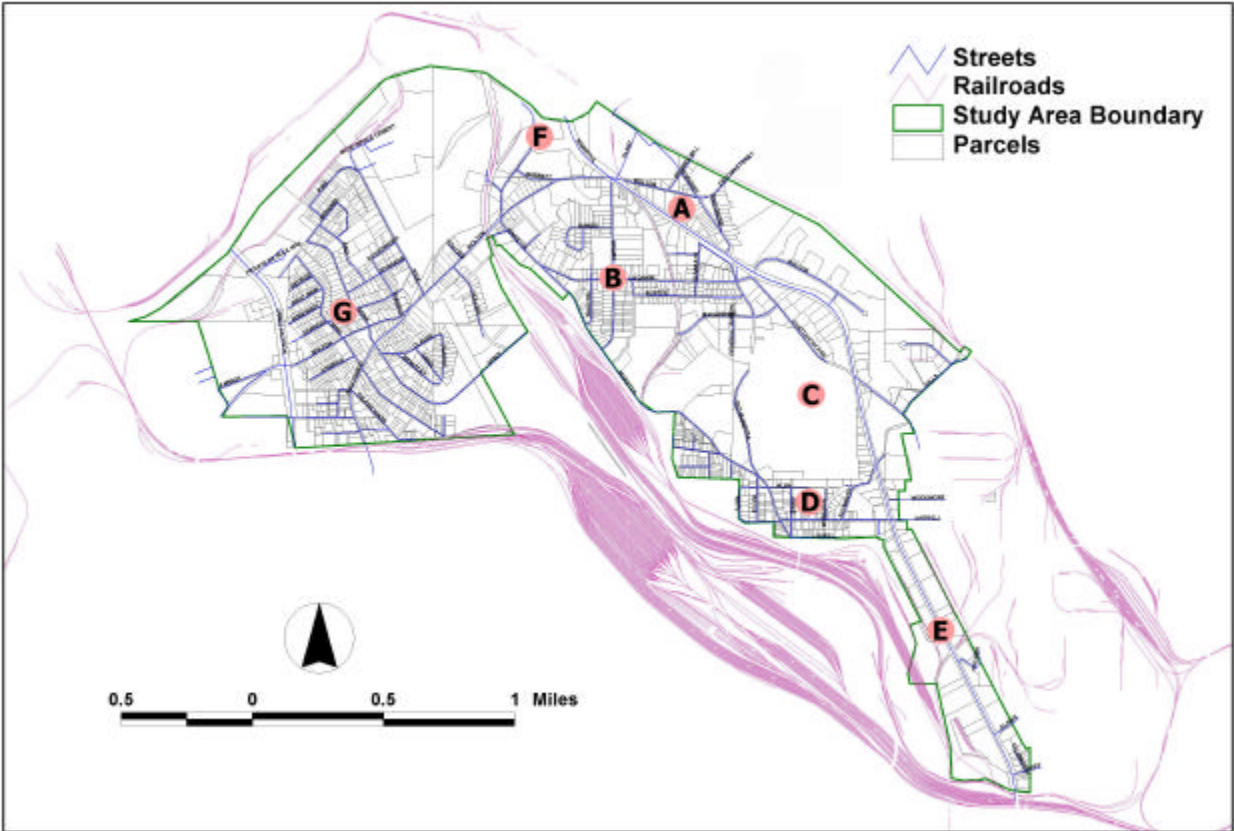
Boulevard/Bolton Road corridor needs to be transformed into a true destination in order to successfully redevelop.

Transportation, economics and urban design are all critical components of the redevelopment of any area. A trend is beginning in greyfield redevelopment that is transforming declining shopping center districts into viable town centers and declining industrial areas into vibrant “live/work” districts. Much of the infrastructure is already in place, and these sites are usually good fits based on transportation/transit accessibility, location advantages for housing, and enough space to create a truly functioning activity center.

The JJG team feels that the communities that proactively adopt a new way of thinking about how to redevelop these areas will be the frontrunners over the next decade of communities that are economically successful and are known as special and inviting destinations around the country.

**Location of study area**

The study area is located in northwest Atlanta along the southeastern bank of the Chattahoochee River. The river to the northwest, a CSX rail line to the northeast, the CSX Tilford rail yard to the southwest, the Norfolk-Southern Inman rail yard to the south, and the Whittier Mill neighborhood to the west roughly bound it. It includes the length of Marietta Boulevard from the river south to the rail line – at approximately Huff Road.



**Figure 1: Study Area Boundaries**

Within the study area there are several discernable sub-areas:

**A:** The **Moore's Mill Shopping Center** is located in the triangle created by Marietta Boulevard, Bolton Road, and Coronet Way. Vacant shop fronts and an aged strip mall environment characterize the existing shopping center site. Surrounding the entire site is a sea of surface parking lots that remain unused for the most part. The shopping center is at the convergence of Marietta Boulevard, Moore's Mill and Bolton Road and as such form the heart of the study area.

**B:** The **Bolton/Adams Crossing** residential neighborhood is located southwest of the Moore's Mill Shopping Center and centered on the intersection of Adams Drive and LaDawn Lane. This neighborhood has experienced massive reinvestment and new development over the past decade. The current neighborhood is stable and has improved the economic status of the area because of the higher values of the housing stock.

**C:** **Crestlawn Cemetery** is located along Marietta Boulevard south of the Moore's Mill Shopping Center. The Cemetery anchors intersection of Chattahoochee and Marietta Boulevard and serves as the gateway into the Adams Crossing neighborhood.

**D:** The **Hills Park** residential neighborhood is located directly south of the cemetery and east of the CSX rail yards. This neighborhood is experiencing lot-by-lot reinvestment. New housing stock is being build to replace aged housing and vacant lots.

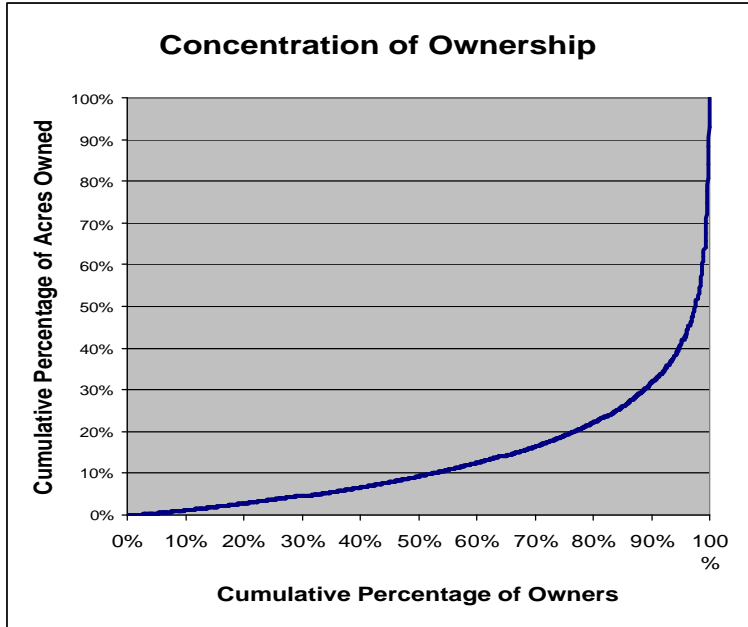
**E:** **Southern Marietta Boulevard** extends from the main part of the study area southeast of the intersection of Marietta Boulevard with Chattahoochee Avenue. This portion of Marietta Boulevard contains a large number of industrial facilities – many still in use and some now vacant. However, recently several new mixed-use projects have been planned along the corridor and the character of the corridor is rapidly changing from a heavy industrial strip to that of a mixed use and light industrial area.

**F:** The **R.M. Clayton Industrial Area** is located northwest of Bolton Road and contains several industrial uses, such as the R.M. Clayton wastewater treatment plant, the Lafarge corporation cement plant, and an active landfill site. This area is directly adjacent to the Chattahoochee River to the north and abuts the eastern edge of the Riverside neighborhood.

**G:** The **Riverside** neighborhood is north and south of Bolton Road between James Jackson Parkway and the R.M. Clayton industrial area, and is centered on the intersection of Bolton Road and Main Street. As with the Adams Crossing and Hills Park neighborhoods, Riverside is experiencing continuing investment and stability. Empty lots are quickly infilling with higher quality housing stock. The neighborhood directly abuts the Chattahoochee River and as such provides an opportunity for a connection to any improvements targeted for the river. The neighborhood is served by Bolton Road and has several neighborhood commercial nodes at intersections along the street that have yet to experience the same investment and improvements that the residential neighborhood industrial area has.

## Property Ownership

Property ownership is highly concentrated in the area, with only 10% of owners controlling 68% of the total acreage in the study area.<sup>1</sup> The following “Gini” chart in **Figure 2** of ownership.



**Figure 2**

The following table shows the total holdings of the top ten property owners in the study area:

Owner	# of Parcels	Total Acreage	% of Total
CREST LAWN MEMORIAL PARK	1	95.7	7%
CITY OF ATLANTA	1	65.7	5%
GENERAL SHALE PRODUCTS CORP	3	57.9	4%
GEORGIA POWER CO	2	47.6	3%
BLUE CIRCLE INC	6	43.2	3%
CHAMBERS OF GEORGIA INC	4	37.9	3%
CASH R M & SONS INC	13	36.4	3%
BOLTON PLACE ASSC LP	4	33.0	2%
[PRIVATE OWNER 1]	24	32.4	2%
[PRIVATE OWNER 2]	4	26.6	2%

**Table 1: Top Ten Property Owners**

<sup>1</sup> Excluding CSX and Norfolk Southern rail yards, and public right-of-way

## **History**

The railroad lines that cross the area from the northwest to the southeast divide the study area and have given the area its predominantly industrial character. The Norfolk Southern Inman Yards and CSX terminals in the heart of the area became a location for heavy industry and warehousing which developed close to the railroad tracks. This community was primarily the industrial support area for the city and the region. Some of the industrial buildings have become functionally obsolete, as the need for outside warehousing has changed over the years.

The Whittier Mill is a local reminder of a period of great importance to the history of Atlanta and the Southeast. As the new south emerged from the ruin and chaos of civil war and reconstruction, Atlanta became a regional symbol and center for economic rejuvenation. The increasing railroads tied the Southeast to Atlanta, and both the region and the City to a national market economy, as industries developed along the rail lines and near labor supplies.

Current trends however show that the area is on an upswing of sorts. Economically, the neighborhoods of Adams Crossing, Riverside and Hillside are experiencing phenomenal reinvestment and improvement. New single-family neighborhoods are currently under design to continue the success already begun. In addition, the redeveloped Perry Homes site will provide an additional 3,000 high-quality units to the area, further solidifying the image of the area as one of prosperity and reinvention.



## Transportation

Three roadways provide primary access to the district from outside: Marietta Boulevard, Moores Mill Road, and James Jackson Parkway. Marietta Boulevard receives traffic from the north across the Chattahoochee River from Cobb County (Atlanta Road), and from the south from downtown and Midtown Atlanta. Moores Mill Road, which terminates in the heart of the district, receives traffic from the Buckhead area of Atlanta, and is a primary connection to Interstate-75. James Jackson Parkway receives traffic from the north from Cobb County, and from the south from the Bankhead area of Atlanta. Both Marietta Boulevard and James Jackson Parkway are primary connections with Interstate-285.

The district receives a high degree of “through traffic” during peak hours. This traffic is caused by trips traveling among three major origins/destinations: Cobb County, Buckhead, and Midtown Atlanta. Much of this traffic passes directly by the Moores Mill Shopping Center.

Marietta Boulevard is a typical corridor with wide travel lanes and commercial uses adjacent to the street while Bolton Road is a typical neighborhood street with narrow lanes and single-family residences and neighborhood commercial uses located along it.

The district is also home to a number of large industries. As such, it also encounters a high number of truck and heavy vehicle trips. Although no specific counts of trucks and heavy vehicles have been done, residents report (and observations confirm) high truck volumes on Marietta Boulevard, Marietta Road, Bolton Road, and James Jackson Parkway.

The area is also served by MARTA bus service. However, due to the infrequency of scheduled service, we cannot consider bus service as currently providing a major means of access to the district. There is currently no passenger rail service in the district.

The district is tightly bounded by the Chattahoochee River to the north, and rail lines on all other sides. In addition, there is a severe “pinch point” between the northern end of the rail yards and the industrial uses that line the riverfront. This severely restricts east-west travel within the district. Due to these conditions, Bolton Road is a critical connector for providing transportation among the various sub areas of the district.

The **Northwest Connectivity Study** (NWCS), an initiative of the Georgia Regional Transportation Authority (GRTA), is considering potential routes and modes for increasing connectivity along the corridor between Town Center in Kennesaw and central Atlanta. The suggested alignments follow I-75/US 41, but have as strong alternatives the CSX rail corridor and Marietta Boulevard/Atlanta Road. At community input meetings, GRTA and its consultants have heard opposition from many neighborhood groups who are opposed to implementing transit along I-75 or US 41. The Bolton/Moores Mill community is generally in acceptance of transit coming through their area, and welcome the opportunity for greater connectivity and economic development.

## Roadways

The existing roadway environment for the corridor is typified by large corridors that are underutilized except for isolated incidents of congestion at peak hours of the weekdays. Marietta Boulevard is excessively wide and where it intersects with Bolton Road and Moores Mill, it leaves behind a confusing and often times dangerous intersection.

Bolton Road and Marietta Boulevard serve as primary corridors for moving traffic between Cobb County and Downtown/Midtown Atlanta. In the morning hours, the flow of traffic on Bolton Road and Marietta Boulevard is headed east and south. In the evenings the reverse commutes send the traffic in the opposite directions of north and then west back towards Cobb County along Marietta Boulevard and Bolton Road respectively. In addition, some of this traffic splits onto Moores Mill to access the Buckhead district of the City of Atlanta.

The major roadways in the study area show a low to moderate number of trips per day. **Table 2** gives the most recent number of average daily trips (ADT) on major roadways.<sup>2</sup>

It is important to note that the table does **not** represent levels of congestion, since it only considers average numbers of trips over the course of 24 hours. In order to accurately gauge roadway congestion, it would be necessary to determine the number of trips on each roadway during peak periods. Observation confirms, however, that peak congestion is in fact highest on Bolton Road during morning and evening rush hours. Marietta Boulevard and James Jackson Parkway experience lower levels of congestion during peak periods. Generally, roadway capacity is currently sufficient on both Marietta Boulevard and James Jackson Parkway.

Roadway (number of through lanes)	Average Daily Trips (ADT) (both directions)	ADT per lane
<b>Bolton Road</b> , between Marietta Road and Paul Avenue (2)	15340	7670
<b>Bolton Road</b> , between Moores Mill Road and Marietta Boulevard (2)	11120	5560
<b>Marietta Boulevard</b> , between Coronet Way and Chattahoochee Avenue (4)	21860	5465
<b>Marietta Boulevard</b> , between Bolton Road and the Chattahoochee River (4)	20340	5085
<b>Marietta Boulevard</b> , between Carroll Avenue and Huff Road (4)	15188	3797
<b>James Jackson Parkway</b> , between Bolton Road and the Chattahoochee River (4)	12453	3113

**Table 2: Average Number of Daily Trips on Major Roadways**

<sup>2</sup> Georgia Department of Transportation, 2001

**Intersections**

Several roadway intersections in the district are substandard and could be greatly improved with reconfiguration. These intersections are listed in **Table 3**. This table does not list conditions relating to pedestrians and bicyclists, which are addressed in the following sections.

<b>Intersection</b>	<b>Conditions</b>
<p style="text-align: center;">Marietta Boulevard            @ Bolton Road &amp; Adams Drive</p>	<p>6-way intersection is confusing to navigate.            Configuration and signalization contributes to congestion.            Oblique crossings make turning movements difficult.            Inadequate turn lanes contribute to congestion.            Poor sightlines decrease safety.</p>
<p style="text-align: center;">Marietta Boulevard            @ Chattahoochee Avenue</p>	<p>Oblique crossings make turning movements difficult.</p>
<p style="text-align: center;">Bolton Road @ Marietta Road</p>	<p>High number of trucks making turning movements.            Narrow turn radii make truck turning movements difficult.</p>
<p style="text-align: center;">Bolton Road @ Hollywood Road</p>	<p>Merging roadways and acute angles contribute to roadway congestion.            Poor sightlines decrease safety.</p>
<p style="text-align: center;">Bolton Road            @ James Jackson Parkway</p>	<p>Excess capacity on James Jackson Parkway encourages speeding.            Narrow turn radii make truck turning movements difficult.</p>

**Table 3: Inadequate Intersections**

## **Access Management**

Access management is particularly poor along the length of Marietta Boulevard and Moores Mill Road. Multiple individual driveways create many points of conflict for automobiles making turning movements into and out of destinations along these roads. There is very little inter-parcel access – what exists is unplanned, confusing and dangerous.

## **Pedestrian Transportation**

The pedestrian environment throughout the study area is inadequate, and does not attract “choice users.”<sup>3</sup>

Sidewalks are absent throughout much of the district, particularly in the older residential sub areas of the district. Along the narrower, less-traveled, neighborhood streets this should not be a major concern since pedestrians can and do share the roadways with other transportation modes. Several recent residential developments have included sidewalks, most notably in the Adams Crossing area. These sidewalks generally do not extend beyond the limits of the immediate development. As such, they do not facilitate pedestrian transportation to either the primary or secondary activity centers of the district. The lack of sidewalks along major connecting streets (such as Bolton Road and Hollywood Road) makes pedestrian travel to anywhere outside of one’s immediate neighborhood difficult and dangerous.

Sidewalks exist in the immediate vicinity of the Moores Mill Shopping Center. They are generally in poor condition. Along Marietta Boulevard, there is no horizontal separation between pedestrian traffic and automobile traffic. High automobile speeds make walking along this corridor extremely uncomfortable. The lack of street trees and ill-placed utilities in the sidewalk area contribute to a hostile pedestrian environment.

Other deficits of the pedestrian environment are:

- Lack of access management creates too many conflict points between automobiles and pedestrians.
- Street crossings are poorly marked and configured across obliquely angled streets. This creates a situation where pedestrians are not only required to walk very long distances across multi-lane streets, but also must walk at an angle to drivers’ sightlines. This creates a very dangerous and inhospitable situation. Many crosswalk markings are of the “double parallel stripe” type – these are difficult for drivers to see.
- Pedestrian signalization is very poor. Signals are located across multilane roadways and are difficult to see. Crossing times are generally inadequate – especially for children and the elderly.

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<sup>3</sup> An analog to “choice transit riders,” as opposed to “captive transit riders.” Choice users have multiple transportation modes available to them. Captive users do not have a choice, and must use the infrastructure that exists, regardless of its condition.

- Large parking lots located between the sidewalk and the building entrance present barriers to pedestrians. Lack of inter-parcel access for pedestrians prevents direct access from one destination to another, and requires navigating large parking lots on foot.

The following elements must be addressed to ensure pedestrian safety in the area:

- Access management to eliminate the dangerous location of and number of driveways and curb cuts into and out of properties.
- Crossings must be well marked and visible allowing a clear point of crossing for pedestrians crossing the areas streets and intersections.
- Signalization must be times better to make vehicle travel smooth and efficient while also allowing adequate time for pedestrians to cross streets and intersections.
- Amenities such as benches, trash receptacles and streetlights must be provided to make the walk along the areas corridors safe and attractive.
- Access to destinations (parking lots, inter-parcel access) must be better facilitated so that the most direct and conflict-free path of travel is provided for pedestrians.

### **Bicycle Transportation**

Bicycle transportation is poorly accommodated throughout the district. There are no dedicated on-street or off-road bicycle lanes and roadway shoulders are generally too narrow to support safe bicycle transportation. Bicycle parking facilities are absent, and roadway traffic speeds make accessing the district by bicycle inhospitable and unsafe.

Although the residential densities at this point may not warrant dedicated bicycle travel lanes, it is important to plan ahead for the growth that is planned for the area. As such, the following items must be addressed in planning for future bicycle travel.

- Adequate Bike Lanes for fitting bikes and cars on the same street.
- Shoulder Widths wide enough to safely accommodate bike travel.
- Parking Facilities so that bicyclists can park their vehicles at destinations.
- Calmed Traffic Speeds that allow for safe bike travel.

### **Transit**

The Metropolitan Atlanta Regional Transportation Authority (MARTA) provides bus service to the Bolton/Moores Mill area. Five bus routes serve different parts of the district. All five routes serve the Moores Mill Shopping Center.

1	Coronet Way
37	Loring Heights
44	West Wesley
58	Bolton
60	Hightower

***Transit Service Within the Study Area***

Three of the current bus routes provide service within the study area. Route 60 Hightower serves the length of Bolton Road from Hollywood to the Moores Mill Shopping Center. Route 1 Coronet Way serves Marietta Boulevard from the Moores Mill Shopping Center to Chattahoochee Avenue. Route 58 Bolton has very sporadic service along Bolton Road from James Jackson Parkway to the Moores Mill Shopping Center. Composite weekday bus frequencies<sup>4</sup> are given in **Table 4**.

Current service along either corridor is not frequent enough to avoid “schedule anxiety” and schedules are not “clock face schedules.”<sup>5</sup> This level of service is not sufficient to support choice riders. Midday and Evening service levels are low enough to serve only captive riders.

Corridor	Route(s)	Average Frequency of Service (minutes)			
		Morning (7-9am)	Midday (12-2pm)	PM Rush (4-6pm)	Evening (8-10pm)
<b>Bolton Rd</b>	58 Bolton 60 Hightower	17	30	20	60
<b>Marietta Blvd</b>	1 Coronet Way	24	40	15	60

**Table 4: Average Composite Frequency of Service Along Major Corridors in the Study Area**

<sup>4</sup> For all bus routes that serve the indicated corridor.

<sup>5</sup> A “clock face schedule” is where service is provided at regular intervals at the same number of minutes past the hour (for example, 6:01, 6:21, 6:41, 7:01, 7:21, 7:41, etc.).

***Transit Service to Destinations Outside the Study Area***

From the Moores Mill Shopping Center, three routes serve major metro area destinations (downtown Atlanta, Midtown, and Lindbergh Center). The remaining two routes serve minor neighborhood destinations, and terminate at MARTA rail stations, but do not serve major destinations. The table below summarizes service frequencies and travel times for access to major destinations.

Destination/ Travel Time	Route	Average Frequency of Service (minutes)			
		Morning (7-9am)	Midday (12-2pm)	PM Rush (4-6pm)	Evening (8-10pm)
Downtown 31 minutes	1 Coronet Way	24	40	15	60
Midtown 30 minutes	37 Loring Hgts	30	No service	24	No service
Lindbergh Center 27 minutes	44 West Wesley	40	60	40	No service

**Table 5: Average Frequency of Service to Major Destinations Outside the Study Area**

As with intra-district travel, service levels to major destinations outside of the study area are poor, and will not support choice riders. Midday and Evening service levels are low enough to serve only captive riders. No service at midday and in the evening to several major destinations makes transit outside of the area much less useful.

All three of the routes above terminate at MARTA rail stations, from which a rider has relatively quick access to nearby stations (**Table 5**). If one is willing to add a maximum of 15 minutes additional travel time<sup>6</sup>, and if one is willing to take the first of the three routes that come along, then composite service frequency to any of the above destinations is given in the table below:

<sup>6</sup> 15 minutes = average of 5 minutes wait time + maximum inter-station travel time of 10 minutes (between Lindbergh Center Station and downtown Five Points Station).

Destination/ Travel Time	Route	Average Frequency of Service (minutes)			
		Morning (7-9am)	Midday (12-2pm)	PM Rush (4-6pm)	Evening (8-10pm)
Downtown, <b>Midtown, or Lindbergh Center</b> 27-46 minutes	1 Coronet Way or 27 Loring Heights or 44 West Wesley plus rail, if necessary	10	24	7.5	60

**Table 6: Average Composite Frequency of Service to Major Destinations Outside the Study Area (Variable Route)**

One-way travel time would then be between 27 minutes (Route 44 to Lindbergh Center) and 46 minutes (Route 31 to downtown, then rail to Lindbergh Center Station). If one is willing to tolerate a possible inter-mode transfer, variable routes, and variable travel times in return for better frequency, then Morning and PM Rush “inbound” service is frequent enough to support choice riders. The problem is that return service requires that the rider pre-determine their route, and therefore provides only the lower frequencies of service given in **Table 6**. Unfortunately, these complications (possible transfer, variable route, variable travel time, poor frequency of service for “outbound” trips) together will discourage all but the most tenacious riders.



***Taxi Service***

Taxi service is available by advance arrangement. Costs within the study area and to/from major destinations are given in the table below.

<b>Origin/Destination</b>	<b>Distance</b>	<b>Approximate Travel Time</b>	<b>Approximate Cost<sup>7</sup></b>
<b>James Jackson &amp; Bolton to/from MMSC<sup>8</sup></b>	1.5 miles	6 minutes	\$5.25
<b>Huff Road to/from MMSC</b>	2.9 miles	12 minutes	\$8.25
<b>Midtown to/from MMSC</b>	7.1 miles	17 minutes	\$16.00
<b>Downtown to/from MMSC</b>	9.2 miles	18 minutes	\$19.00

**Table 7: Taxi Service Within the Study Area and to Major Destinations**

As seen in the table above, taxi service is an available but expensive option for those who live in the study area. It is much more reasonable for small groups traveling to/from the study area.

<sup>7</sup> Standard Atlanta cab fare: \$2.00 for the first 1/7<sup>th</sup> mile + 25¢ for each additional 1/7<sup>th</sup> mile + tip.

<sup>8</sup> Moores Mill Shopping Center (Marietta Boulevard at Bolton Road)

## Land Use

The Bolton/Moores Mill district contains a wide variety of land uses: Industrial, Commercial, Residential, and Utilities. It also is home to Crestlawn Cemetery -- one of the largest cemeteries in the City of Atlanta.

The current land uses in the area are predominantly Industrial, with Mixed-Use along the Marietta Boulevard corridors and Single-Family being preserved within the existing neighborhoods. The current Land Use and Zoning maps, as shown below, are recently adopted recommendation of the Northwest Framework Plan. The market analysis shows that, as with most urban areas, this part of Atlanta is underserved. It shows a void for 557,000 s.f. within the trade area, but again, this is not a regional site.

Two land uses are generally underrepresented in the district, however – high-density residential and open space. The latter is unusual, since Crestlawn Cemetery is the largest single parcel in the district. However, it is mostly inaccessible to district residents. In addition, the area along the Chattahoochee River, which could serve as a major park and greenspace for the district, is essentially inaccessible due to intervening industrial uses.

The following table shows the breakdown of current land uses in the district.

Land Use SIC	Number of Parcels	Total Acreage	Percentage of District
0 Unknown	53	184	12.46%
1 Residential	916	396	26.86%
2 Industrial	12	27	1.83%
3 Industrial	5	10	0.70%
4 TCU	20	55	3.72%
5 Commercial	127	159	10.75%
6 Service	63	211	14.28%
7 Recreation	2	7	0.48%
8 Agriculture	1	1	0.04%
9 Vacant	383	365	24.70%
Unknown	53	62	4.18%
<b>Total</b>	<b>1635</b>	<b>1476</b>	<b>100.00%</b>

**Table 8. Land Uses in the District**

Integration of land uses is poor, with many single-use sub areas.

## Demographics

The primary trade area is estimated to have 38,300 residents in 2002, with a projected increase to 46,050 people by 2007 (a 3.1% annual increase)<sup>9</sup>. The number of households in the primary trade area is projected to increase at a slightly higher rate of almost 4%, from 16,300 in 2002 to 19,600 by 2007, due to the fact that much of the growth will be from in-migration of new residents as opposed to an internal increase in population. The primary trade area is comprised of a mixture of social and economic characteristics and represents a mix of incomes, background and lifestyles, but one that is separated between the northern and southern portions of the trade area.

Median household income is \$55,200, with almost 16% of the households recording incomes below \$15,000 annually, another 9% making between \$15-25,000 and 55% making \$50,000 or more. Most of the higher income areas are found in the northern portion of the primary trade area, in the Buckhead and Vinings communities.

Median age for the primary trade area is 30.1 years, indicating a very young population overall. The areas in the northern portion of the primary trade area tend to be more mature, while the typically the younger population is located in the southern half of the primary trade area.

While the southern portion of the trade area has a stronger ethnic orientation, a higher percentage of renter-occupied units, and a higher housing vacancy rate, the majority of the trade area in 2000 had been living there a minimum of 3.5 years. However, as the rejuvenation of the area and its transformation from an industrial region to a vibrant place to live and work continues, the number of newcomers into the area is expected to increase. Similarly, some of the areas currently exhibiting lower incomes should see a slight rise in median income levels. For more detail, refer to Exhibits F and I in the Appendix.

The secondary trade area is experiencing modest growth, with a projected population increase under 1% annually between 2002 and 2007, raising the population level from 101,200 to 103,600 people. Households are projected to increase in number from 40,400 to 41,300 households during the same time frame. The slower growth in the secondary trade area is attributable to the fact that a significant portion of it lies on the Westside of Atlanta, where there is little available land for new housing and growth is stable.

The secondary trade area includes a diverse collection of communities, including the Westside of Atlanta, southern Smyrna and portions of Buckhead. As would be expected, the social and economic make-up will vary significantly between communities. Overall, the secondary trade area is young, with a moderate income level. Median age is 32.7 years; median household income is \$42,900 and 44% of the population makes over \$50,000 annually (conversely, 29% of the population makes less than \$25,000 a year).

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<sup>9</sup> Source: Claritas, Inc. with additional data supplied by the Atlanta Planning Department.

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The following table compares selected demographic characteristics for the total trade area (combination of the primary and secondary trade areas) with those for the Atlanta Metropolitan Statistical Area (MSA), Fulton County, the City of Atlanta and the State of Georgia:

<i>Demographic Characteristics</i>	<i>Total Trade Area</i>	<i>City of Atlanta</i>	<i>Atlanta, GA MSA</i>	<i>Fulton County</i>	<i>State of Georgia</i>
Median Household Income	\$46,400	\$39,200	\$59,400	\$55,900	\$47,400
Percent Incomes \$50K+	47%	41%	59%	55%	48%
Persons per Household	2.33	2.29	2.69	2.44	2.64
Median Age (Years)	32.0	32.4	33.1	33.0	33.6

**Table 9: Comparison of Selected Demographic Characteristics**

Sources: U.S. Census Bureau and Claritas, Inc.

As indicated in the above table, the Bolton/Moores Mill LCI total trade area has a lower income level than the Atlanta MSA and Fulton County, but it is higher than that for the City of Atlanta and on par with the State of Georgia. The total trade area is younger than the Atlanta MSA, county and the state, but equal to the city.

<u>Place</u>	<u>Average Home Price (2,400 sf home)</u>	<u>Apartment Price (Monthly)</u>	<u>100% Composite Index*</u>
Nashville, TN	\$180,250	\$697	93
Birmingham, AL	\$173,000	\$627	94.5
Lansing, MI	\$205,500	\$621	96.3
Dallas, TX	\$189,000	\$861	97.1
St. Louis, MO	\$201,780	\$671	98.1
Tampa, FL	\$186,850	\$867	99.3
<b>Atlanta, GA</b>	<b>\$237,932</b>	<b>\$701</b>	<b>102.2</b>
Chicago, IL	\$196,200	\$942	104
Cleveland, OH	\$214,967	\$830	109.3
Denver, CO	\$253,865	\$898	109.5
San Diego, CA	\$327,200	\$1,295	126.3
New York, NY	\$916,000	\$4,200	232.5

\* 100% is the U.S. National Average  
Source: ACCRA Cost of Living Index

**Figure 3** The above chart compares the Atlanta Regions Cost of Living with other U.S. Metropolitan areas. While Atlanta is above the national

## Housing

### The Regional and Citywide Picture

Overall, the Atlanta metropolitan area continues to be one of the strongest housing markets in the country. Of the 34,000+ homes sold in the Atlanta market in 2001, 71.6% were resales, 8.8% were condominiums and 19.6% were new homes. The demand for reasonable housing in the city has allowed Atlanta to become one of the leading markets for condominiums, town homes and lofts in the nation. These units consist of both new and redeveloped facilities.

**Table 10: Home Ownership Cost Increases for Atlanta**

<i>Monthly Ownership Costs, Primarily Mortgage</i>	<i>1990</i>	<i>2000</i>	<i>Change</i>	<i>Growth</i>
United States	\$994	\$1,085	\$91	9.2%
Georgia	\$994	\$1,038	\$44	4%
Metro Atlanta	\$1,158	\$1,170	\$12	1%
Cobb County	\$1,247	\$1,280	\$33	3%
DeKalb County	\$1,110	\$1,123	\$13	1%
Fulton County	\$1,284	\$1,596	\$312	24%
Gwinnett County	\$1,265	\$1,197	-\$68	-5%
Atlanta (city)	\$1,005	\$1,318	\$313	31%

Source: Census Bureau Supplemental Survey 2000, Census 1990

*Jackson Trace Town homes (90 town homes) and The Peaks (214 apartments in a gated community) are two of the many developments currently under construction that will be served by the Bolton/Moores Mill LCI. A summary of planned developments is found in Exhibit M in the Appendix.*

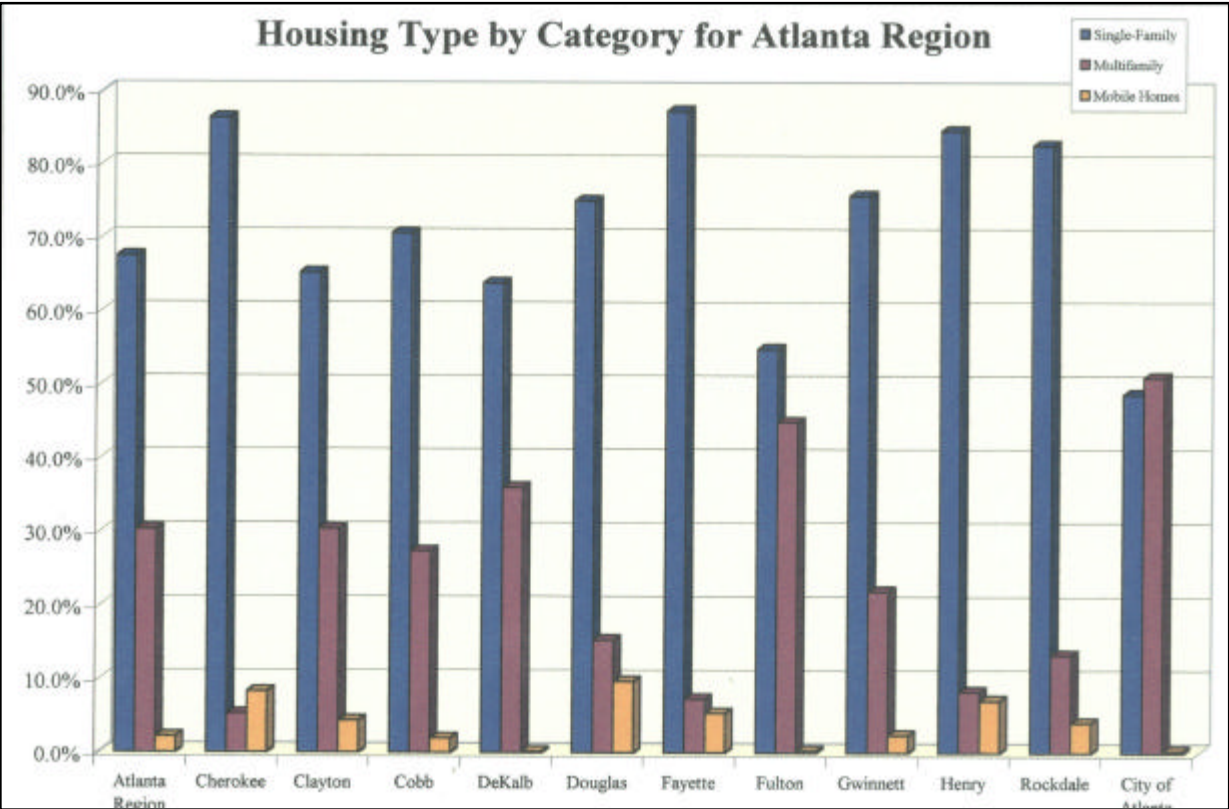


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<i>Percent of monthly income to pay homeownership expenses, primarily mortgage</i>	<i>Less than 25%</i>	<i>25-50%</i>	<i>More than 50%</i>
United States	61%	30%	9%
Georgia	63%	28%	9%
Metro Atlanta	62%	29%	9%
Cobb County	63%	27%	10%
DeKalb County	59%	32%	10%
Fulton County	58%	27%	14%
Gwinnett County	67%	27%	6%
Atlanta (city)	53%	32%	15%
Non-Atlanta Fulton County	55%	30%	15%

**Table 11: Comparison of Homeownership costs as a percentage of income by geography**

Source: Census Bureau Supplemental Survey 2000, Survey 1990



**Figure 4: As depicted above, the high land costs and lack of available land create a higher proportion of multifamily homes within the City of Atlanta.**

**Table 12: Housing Rental Rates for the Atlanta Region**

<i>Median Gross Rent 1990-2000</i>	<i>1990</i>	<i>2000</i>	<i>Change</i>	<i>Growth</i>
United States	\$603	\$612	\$9	2%
Georgia	\$584	\$632	\$48	8%
Metro Atlanta	\$713	\$758	\$45	6%
Cobb County	\$775	\$825	\$50	6%
DeKalb County	\$744	\$757	\$13	2%
Fulton County	\$646	\$734	\$88	14%
Gwinnett County	\$778	\$821	\$43	6%
Atlanta (city)	\$569	\$634	\$65	11%

Source: Census Bureau Supplemental Survey 2000, Survey 1990

Over the past decade, Georgia is the only state east of the Mississippi River to have recorded a population growth rate higher than 25%. The Atlanta region contributed two-thirds of the state's growth and is the 11<sup>th</sup> fastest growing region in the country (Las Vegas is first at 83.3% followed by Naples, Florida at 65.3%).

Regionally, DeKalb and Fulton Counties have shown the lowest growth rates, at 12.4% and 19%, respectively between 1990 and 2000. The counties within Metro Atlanta displaying the strongest levels of growth include Gwinnett (54.2%), Cobb (29.2%) and Cherokee (57.7%)<sup>10</sup>. It is anticipated that Atlanta, with no natural boundaries, will continue to grow, as long as people are willing to contend with water restrictions and longer commutes<sup>11</sup>. In-migration has been a major source of Atlanta's growth and has typically been chosen because of its strong job growth, diverse industry base, relatively affordable housing, pleasant climate and other lifestyle factors.

There has been a significant level of housing development occurring within the study area. There are currently over 3,000 planned housing units being developed within the primary trade area, including a redevelopment of the demolished Perry Homes, Senior Assisted Living Center, and adaptive reuse of industrial buildings into artists lofts and condominiums.

In terms of housing type, the City of Atlanta has a higher proportion of its housing stock represented by multifamily units than any other segment of the Atlanta region. However, it also has one of the lowest levels of mobile home units in the market. These figures are not surprising, given the higher densities within the City limits, higher and costs and other related factors. A summary of the breakdown of housing types across the region, as supplied by the Atlanta Regional Commission is depicted below.

<sup>10</sup> Source: U.S. Census Bureau 2000 census, 1990 census.

<sup>11</sup> According to both Bart Lewis, chief of the Atlanta Regional Commission and Douglas C. Bachtel demographer at the University of Georgia, as quoted in the Atlanta Journal-Constitution article "Will Atlanta Stop Growing?", March 23, 2001.

**Housing Units by Structure Type: April 1, 2000**

	<u>Total</u>	<u>Single Family</u>		<u>Multifamily</u>		<u>Mobile Homes</u>	
		<u>Units</u>	<u>Share (%)</u>	<u>Units</u>	<u>Share (%)</u>	<u>Units</u>	<u>Share (%)</u>
<b>Atlanta Region</b>	1,373,058	926,416	67.5	416,682	30.3	29,960	2.2
Cherokee	54,874	47,408	86.4	2,918	5.3	4,548	8.3
Clayton	88,106	57,454	65.2	26,815	30.4	3,837	4.4
Cobb	247,494	174,745	70.6	67,694	27.4	5,055	2.0
DeKalb	265,093	169,006	63.8	95,473	36.0	614	0.2
In Atlanta	13,600	9,915	72.9	3,671	27.0	14	0.1
Outside Atlanta	251,493	159,091	63.3	91,802	36.5	600	0.2
Douglas	36,263	27,184	75.0	5,556	15.3	3,523	9.7
Fayette	33,996	29,680	87.3	2,466	7.3	1,850	5.4
Fulton	357,646	195,905	54.8	160,658	44.9	1,083	0.3
In Atlanta	177,316	83,038	46.8	93,691	52.8	587	0.3
Outside Atlanta	180,330	112,867	62.6	66,967	37.1	496	0.3
Gwinnett	218,247	165,180	75.7	47,887	21.9	5,180	2.4
Henry	45,555	38,548	84.6	3,786	8.3	3,221	7.1
Rockdale	25,784	21,306	82.6	3,429	13.3	1,049	4.1
City of Atlanta	190,916	92,953	48.7	97,362	51.0	601	0.3

**Table 13**

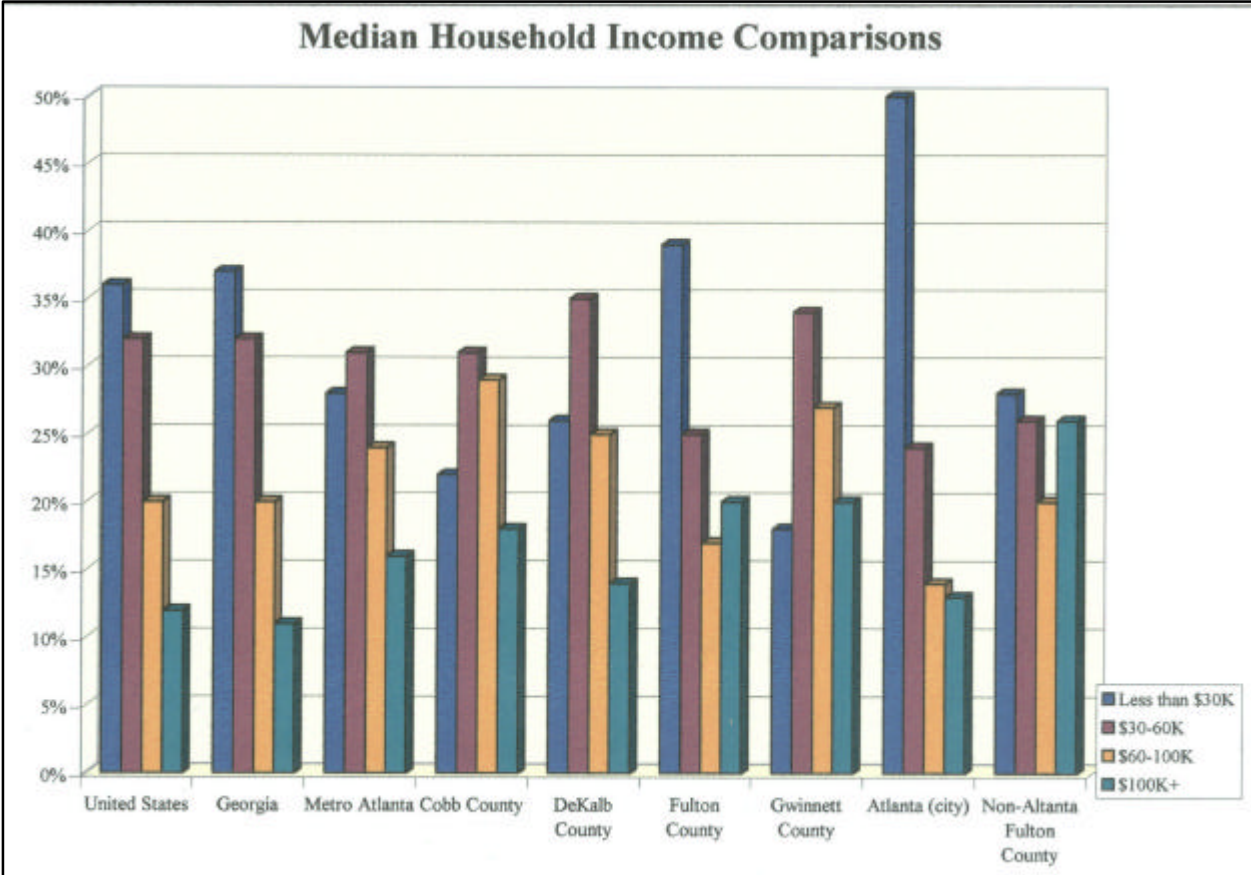
Proposed/Planned Housing Developments  
Northwest Atlanta

<u>Development Name</u>	<u>Houses</u>	<u>Apartments</u>	<u>Condos</u>	<u>Townhouses</u>	<u>Senior Housing</u>	<u>Studios</u>	<u>Total</u>
Perry Homes	100	579			80		759
Rockdale	1250						1250
Bradford Chase				106			106
Sutton-Jordan					140		140
Jackson Trace				90			90
Parkview at Bolton	81			19			100
Chattahoochee Lofts		200	174				374
Dupont Commons	162			62			224
Brantley/Spink				40			40
The Peaks		214					214
<b>Totals</b>	<b>1593</b>	<b>993</b>	<b>174</b>	<b>317</b>	<b>220</b>	<b>0</b>	<b>3297</b>

**Table 14**



The City of Atlanta, while continuing to grow, with the Census Bureau reporting a 5.7% increase in population for the city between 1990 and 2000, has seen only a modest increase in income levels during the same time period, especially in comparison to the balance of the Atlanta region. However, the current trend of revitalization that is occurring in the city should increase the income levels by both attracting higher income residents into the area and providing employment opportunities for current city residents.



**Figure 4:** The above chart compares the median household incomes of areas around the Atlanta region and the nation. The City of Atlanta displays the highest proportion households earning less than \$30,000 annually and one of the lowest levels of incomes over \$100,000.

Median Household Income Growth

<i>2000 Median Household Income</i>	<i>2000</i>	<i>1990</i>	<i>Change</i>	<i>Growth</i>
United States	\$41,349	\$40,350	\$819	2.02%
Georgia	\$40,666	\$39,134	\$1,532	3.91%
Metro Atlanta	\$49,963	\$48,614	\$1,349	2.78%
Cobb County	\$56,857	\$55,688	\$1,169	2.1%
DeKalb County	\$49,007	\$48,169	\$838	1.74%
Fulton County	\$41,266	\$40,425	\$841	2.08%
Gwinnett County	\$57,551	\$58,683	-\$1,132	-1.93%
Atlanta (city)	\$30,189	\$30,037	\$152	0.50%

Source: Census Bureau Supplemental Survey 2000, Census 1990. Adjusted for inflation and published in the Atlanta Journal-Constitution.

**Housing in the Study Area**

Demographic information of the Bolton/Moores Mill LCI indicates a consistent growth during the next five years. Currently there are 5,000 new housing units under construction or are currently planned. This represents a twenty-two percent (22%) increase over the current housing unit total of 23,198. The subject area is expected to experience a population growth of 6.7% during the next 5 years with an increase of 6.6% in number of total households.

Most of the household growth that is projected to occur will be among households age 45 to 54 years old. This age group is projected to increase by 1,292 or 20.9% within the next five (5) years. Households in the age ranges between 45 and 54 years old tend to be predominantly homeowners and are often in the trade-up housing market, reflecting the higher incomes they enjoy in their peak earning years. The significant growth expected in these age ranges will primarily demand owner-occupied housing production

Another age grouping that is projected to grow in the Bolton/Moores Mill LCI is the older senior age groups, age 85 and older. Households in this age range tend to rent with greater frequency as their age, and they increasingly look for alternative housing options to meet their life-cycle housing needs. Census data indicates that this age group should see an increase of 17% or 92 individuals.

The age ranges expected to experience household level declines over the next five years are primarily in the 34 and younger age ranges. An expected 2.1% decrease is expected in the 18-24 years age grouping. The 24 to 34 year grouping should see a 1.4% loss. Households in these age ranges rent with much greater frequency than middle age households. Households in these age ranges also tend to represent a majority of the first-time homebuyers. Despite the expected decline in the number of younger households, a full 82.6 percent (25% newcomers and 57.6% 5 years or less) of the current households have moved into the area within the last 5 years or less. The Bolton/Moores Mill LCI appear to be an attractive location for younger or new households. This trend is expected to continue.

Another significant change is in the racial composition of the population. The African-American or black population will grow slightly from 51.9% to 53.4% within the next 5 years. Other minority populations are expected to grow dramatically. The percentage of Hispanics will rise by 30.5%. The Asian population will also increase by 36.2%.

Most significant is the black population projected population increase. The black population is expected to comprise 2,397 of the projected increase of 3,167 in area population within the next five years.

The population is predicted to continue increasing during the next 5 years (6.6%). Additionally the number of households will continue increasing (9.2%) due in part to an increase in single-person households. Single person households are projected to increase by 13.7%. Single person households are generally rentals. Single family attached or more specifically, rental properties are projected to comprise 47.9 percent of the housing market.

The study's housing demand estimation primarily focuses on the demand side or increases in population and households. Other factors, supply-side factors, have been omitted. The "other factors" refer to new housing consisting mainly of unoccupied housing and the creation of dwellings in structures not originally intended for residential use.

With a current 5,000 new housing units currently under construction or planned and a projected 3,267 households needed within the next five years; supply may slightly outpace demand. If the decrease of vacant units from 2,558 units to 2,520 units is due to the rehabilitation of these vacant homes, excess supply may be exacerbated. Median incomes suggest a market for higher end rental units and single family housing in the \$190,000 to \$200,000+ range.

## Urban Design

For any place to be successful and cohesive it must have a strong urban design fabric. The study area is severely lacking in strong urban design characteristics. A healthy urban design environment is directly tied to the overall success of the area including the environmental, economic, transportation and social well-being of the area as a whole.

Strong urban design attracts users to the area thereby improving the economic environment of the businesses, shops and retailers in the area. Strong urban design brings buildings close the streets and wide sidewalks causing passing vehicles to slow speeds and drive cautiously. Quality urban design brings people out of their homes and shops to interact with each other on the streets, sidewalks and plazas of the area. Good urban design provides for an abundance of street trees, parks and open spaces to keep the area clean and green. All of these elements together make for a cohesive and sustainable place. Unfortunately, within this corridor there is a severe lack of quality urban design elements.

The following factors typify the area from an urban design perspective:

- Commercial uses are low-scale, single-story and aged.
- The corridors are not oriented towards pedestrians with buildings surrounded by parking lots, a crumbled or non-existent sidewalk infrastructure and virtually no greenery or open space available.
- Street trees are non-existent.
- Buildings are oriented to parking lots and provide no sidewalk/pedestrian entrances.
- Intersections are confusing and dangerous making them unattractive gateways into the neighborhoods and corridors.
- Litter and trash line the streets and properties of the corridors making for an unappealing experience.

## **4. ISSUES & OPPORTUNITIES**

The Bolton/Moores Mill area presents many issues to be addressed. However, it also contains a commensurate number of opportunities upon which this plan can build. This section addresses the issues and opportunities that were uncovered from site visits, public workshops, interviews, and examination of existing data. It discusses issues and opportunities in two sections – the first relates to the localized Moores Mill Shopping Center area, the following section discusses the issues and opportunities that pertain to the corridor as a whole.

### **Moores Mill Shopping Center**

The Moores Mill Shopping Center area is the center of much activity – most of that activity is commercial and industrial – and almost all of it is automobile-oriented. What the area does not have is a defined and functional “activity center.” As the Bolton/Moores Mill area continues to grow and mature, and as its residential populations increase, the need for a primary activity centers that provides for neighborhood and civic vitality will become increasingly acute.

#### Characteristics of an Activity Center

Older malls and strip retail are being challenged by e-commerce that will continue to affect their profitability. More and more, when people go out, they would rather spend their time and money in activity centers -- areas that provide opportunity for face-to-face human interaction. In order to achieve that interaction, an activity center needs certain attributes:

An activity center should not be comprised of giant buildings, connected by wide arterial streets, with land uses clearly segregated. Rather, they need a variety of closely spaced land uses with human scale blocks, interconnected walkable streets, and legible public spaces.

An activity center should be a destination -- a place where people can come for a variety of different activities that are closely spaced and within walking distance of one another. The roads connecting these land uses should be interconnected and pedestrian-friendly.

An activity center shouldn't close when it gets dark, but rather, it should contain land uses that allow for a constant presence of people throughout the day, such as nightlife and neighborhoods

#### A Primary Activity Center: Moores Mill Crossing

The primary activity center serves as the heart of the corridor and the heart of the Bolton/Moores Mill district. New stores, cafes, stroll-able streets and avenues, frequented parks and plazas, and urban village-style building forms all work together to give this activity center an unmistakable identity as the district's bustling new central place.

The area that is currently bounded by Marietta Boulevard, Bolton Road, and Coronet Way constitutes the new Moores Mill Crossing – the primary activity center. It is this area where the majority of the district's commercial resources are currently located. Through its transformation into a “village center,” the area will continue its role as a commercial center -- only it will be stronger than ever before. By mixing complementary uses such as office and residential with

commercial uses and by implementing a grid network of streets, this commercial core will thrive and sustain itself for generations to come.

### **Key Issues**

There are several issues involving the current Moores Mill Shopping Center area. The first issue concerns the land uses. The current zoning ordinances reflect the planning trends of the 1980s, which encouraged developers to build large, strip center developments. The neighborhood residents, businesses and property owners today desire a mix of land uses that are interconnected by an effective street network and capable of circulating pedestrians through a friendly environment. The current zoning ordinances do not accurately reflect this desire.

The second main issue concerns the physical appearance of the Moores Mill Shopping Center. The shopping center has a “dated” look that residents do not find appealing. The shopping center also does not have any distinguishing characteristics that define it. The Moores Mill Shopping Center could be anywhere in America; there is no reason to believe that you are in a special place when you are there. The challenge here is to create a unique, pedestrian-friendly environment that will attract shoppers to the area by offering a variety of activities. This is also an opportunity to make this area a place that stands out in the American landscape.

### ***Land Use Issues***

The area lacks sustainability.

There is no mix of land uses – residents would like to see more high-end restaurants, office space, housing, specialty shops, nightlife, and entertainment.

The center is surrounded by defunct industrial uses.

The shopping center has outdated look and needs to be updated

The shopping center land is underutilized and has not developed its full capacity

Additional residential is needed to support the viability of attracting new commercial uses to the area.

### ***Transportation Issues***

The shopping center is surrounded by high-speed roads and inadequate, confusing intersections. It cannot be reached safely on foot or by bicycle.

Multiple, angled cross streets require crosswalks that are extremely long and unsafe to navigate. Large turn radii at corners allow cars to turn corners at high speeds, endangering crossing pedestrians and bicyclists, and increasing crossing distances.

Once it is reached, the shopping center is inhospitable and unsafe for pedestrians, due to a lack of human-scaled inter-parcel access paths.

Multiple drive-through restaurants create wide zones of automobile-pedestrian-bicycle conflict.

Multiple, closely spaced ingress/egress points of the shopping create too many potential automobile conflicts.

There is too much parking at the shopping center.

High-speed truck traffic along Marietta Boulevard creates an unsafe and inhospitable environment.  
Bus service is poor.  
Poorly lit crosswalks at intersections without signaled left turn are unsafe for pedestrians.

### ***Urban Design Issues***

There has been no control over the overall design, which has grown in a hodgepodge manner. Building design does not foster a sense of place or a sense of community. Gateway elements are non-existent for attracting users to the corridor and greeting those who pass by the area on a daily basis. Neighborhoods are not connected to the shopping center area. There are no greenways and bike/pedestrian trails. A major transit transfer point at the shopping center is poorly equipped to serve bus riders with necessities or amenities.

### ***Economic Development Issues***

A major void exists in meeting the current market demand for the area  
The ugly environment of portions of the corridor discourages reinvestment and redevelopment  
A key leader or champion is needed to cause change and rally support for change

### **Key Opportunities**

The time is right for change. The market exists for massive improvement and growth in the retail sector. Office and residential are primed to be supported as well. The City of Atlanta additionally has ready-to-go sources of funding to implement extensive transportation and intersection improvements to the area. Funding also exists for beautification efforts through the construction of plaza spaces, sidewalks and landscaping throughout the area. A possible transit connection through the area is also seriously being considered which could be a source of new investment and accessibility to the area as well.

Perhaps more importantly as an asset to the area is the overwhelming existing community support for the vision of this plan for change. The adjacent neighborhoods want change and are willing to support the change they have envisioned for their community. This by in gives the area the final push it needs to make its transition from that of an aged strip commercial environment to that of a new vibrant Town Center for the area.

Mixed use activity center to anchor community  
Transit center for bus  
Intermodal transit center for bus and rail

***Land Use Opportunities***

Many property owners and managers are committed to revitalization of the area.  
Large parcels of land exist to accommodate high valued developments  
The aged infrastructure of buildings can easily accommodate replacement or reuse  
City-owned land on Bolton could be used for recreation or transit facilities.

***Transportation Opportunities***

Low traffic volumes mean traffic calming devices can be implemented with relative ease  
A proposed transit connection lessens the need for excessive road widths for moving people  
The City of Atlanta already has ready the funding sources in place for improvements in the area

***Urban Design Opportunities***

Large right-of-ways on Marietta Boulevard allow for meaningful streetscaping to happen  
The zoning districts needed to implement pedestrian buildings forms, sidewalks, street trees, reduction of curb cuts and a quality storefront appearance already exist with the Quality of Life zoning districts  
The reworked intersection and new streets provide an opportunity for creating gateways into and out of the area

***Economic Development Opportunities***

The volumes of traffic on Marietta Boulevard are larger than any other street in the area allowing commercial development to focus on this street and on this property  
The proposed Tax Allocation District can be a source of funding for many of the site improvement needed to create the Town Center  
Existing City of Atlanta funds can be leveraged to make the improvements needed for the Town Center  
Market data shows that the site is prime for a minimum of 200,000sq of additional commercial or retail development



## **Corridor**

### **Key Issues**

There are three main issues that face the Marietta Boulevard/Bolton Road corridor: 1) land uses and development patterns, 2) automobile traffic speeds and patterns, and 3) lack of easily accessible goods and services.

The first key issue is that land uses in the district are segregated and development has proceeded in an automobile-dependent manner. This causes distances among uses to be greater than pedestrians can easily walk, and prevents a “critical mass” of destinations to be located within close proximity of one another. This development pattern requires access by automobile.

The second key issue concerns automobile traffic and the impact it has on the district. Marietta Boulevard is designed as a highway as it traverses the district. The design of Marietta Boulevard encourages high-speed traffic along its entire length. This makes travel by any other transportation mode uncomfortable, inconvenient and, in many places, dangerous. It also discourages automobile drivers from stopping and supporting local businesses. Poor intersection design – particularly at Bolton Road and Marietta Boulevard – directly exacerbates this problem. Confusing turning movements by automobiles, exceedingly long and dangerous crosswalks, and the lack of any dedicated bicycle facilities all make the area inhospitable for all persons – regardless of their transportation mode.

The final key issue is that there is a lack of conveniently located retail businesses that supply the necessary goods and services that any district needs to function. The district is home to fast-food businesses, gas stations, and a small variety of other stores. However, it is lacking many basic goods and services that residents need and desire on a frequent basis – grocery stores, dry cleaners, barber shops/hair salons, repair shops, restaurants, and others. In addition, the retail establishments that do exist are scattered and difficult to reach from the less centrally located neighborhoods in the district.

### ***Land Use Issues***

Access to goods and services in surrounding areas is severely impeded due to the district’s many boundaries (rail yards, rail lines, the Chattahoochee River, creeks, and wetlands).

A relatively large proportion of scattered, active industrial uses do not contribute to neighborhood cohesiveness.

The nearby landfill, waste treatment plant, and cement plant are unattractive and do not contribute to neighborhood cohesiveness.

The district needs a better mix of land uses that incorporate greenspace and help reduce vacancies.

There is a lack of park space in the area.

### ***Transportation Issues***

Although several industrial trip “generators” have since relocated, a high volume of industrial truck traffic along the district’s main thoroughfares creates safety issues, contributes to noise problems, and makes the area uncomfortable for carrying out day-to-day activities.

A moderately high volume of commuter traffic to and from Cobb County and other destinations causes congestion problems and make neighborhoods less desirable.

Traffic speeding occurs on major roads in the area.

The “hard boundaries” that surround the district (rail yards, rail lines and the Chattahoochee River) make connectivity with surrounding districts extremely difficult.

Transit service is poor, both within the district, and in providing connections to major destinations.

The lack of inter-county transit coordination precludes any bus routes to Cobb County. Vinings, Smyrna, are Cumberland Mall/Galleria are important destinations, and are as close or closer than Midtown and Downtown Atlanta.

The lack of access control and inter-parcel access along Marietta Boulevard, making automobile, pedestrian, and bicycle travel more dangerous than necessary.

There is a lack of street connections among both local and major streets.

The intersection of Marietta Boulevard and Bolton Road is very congested during peak hours. It is also a “blind intersection” that is difficult for drivers to navigate.

There is a high volume of school-related traffic on Adams Street.

James Jackson Parkway north of Bolton Road is particularly dangerous for bicyclists and pedestrians.

Key intersections do not have pedestrian crosswalks or signalization.

### ***Urban Design Issues***

Pedestrian and bicycle routes are unplanned and dysfunctional.

Lighting is poor and oriented exclusively toward automobile traffic.

Signage is generally automobile-oriented.

Commercial development has occurred in an uncoordinated manner. Destinations do not relate to one another.

Parking lots abut sidewalks throughout the district, making walking difficult.

Overhead utility lines are unsightly and contribute to haphazard look of the district.

### ***Economic Development Issues***

Quality of existing merchants is generally low

Vacant and under-utilized properties create image of blight

### ***Community Issues***

A substantial indigent and homeless population in the area acts as a barrier to pedestrian traffic and redevelopment.

## **Key Opportunities**

There are several key opportunities in the Bolton/Moores Mill area. Unused rail corridors, the possibility of secondary activity centers, and the district's positioning directly between major activity centers are all opportunities to be exploited.

Rail lines surround the district. In one sense this is a major issue and challenge for the developing area. The fact that many of these rail lines are unused or abandoned, however, also presents several opportunities. Unused rail lines can be converted into multi-use trails that serve to connect areas for pedestrians and bicyclists, and provide unique recreational opportunities. They can also be converted into roads that increase district connectivity. Another particularly compelling opportunity is that unused rail corridors can be converted into truck routes to help divert industrial truck traffic off of Marietta Boulevard, Bolton Road, and Marietta Road.

Another key opportunity for the district is the possibility of reviving several former neighborhood centers, and creating others. While Moores Mill Crossing will serve as the major activity center for the Bolton/Moores Mill district, three secondary activity centers (or "neighborhood centers") can serve the more immediate and day-to-day needs of the area's districts. These neighborhood centers are located along Bolton Road at Marietta Road, Hollywood Road, and James Jackson Parkway. Smaller-format retail and civic uses (such as the Agape Center) can provide location anchors and landmarks for the existing and emerging neighborhoods. They can also provide much of the district's residential population with services and goods that are within walking distance. Neighborhood children (and adults) should be able to easily bicycle to these small centers. They can also serve as convenient locations for transit service. The Bolton Marietta Road center will serve the emerging Adams Crossing and Hills Park neighborhoods, the Hollywood Road center will serve the Bolton and Riverside neighborhoods, and the James Jackson Parkway center will serve the planned community at that intersection and the Whittier Mill neighborhood, and will also provide services for passers by as they travel to and from Cobb County. These neighborhood centers would be fairly equally spaced along Bolton Road/Marietta Boulevard at ½-mile intervals and would benefit from the inter-neighborhood access that would result from being connected by a common thoroughfare.

A third opportunity is that the district, while its boundaries make it practically an enclave, is also the convergence point for many major routes. South Cobb Drive from Cobb County, Atlanta Road from Smyrna, Moores Mill Road and DeFours Ferry Rd from Buckhead, and Marietta Boulevard from downtown and Midtown Atlanta all converge into this one fairly compact district. In addition, five existing MARTA bus routes also converge into the district. A primary activity center in the heart of the district could benefit from the economic opportunities and the vitality that could result from this convergence.

## ***Land Use Opportunities***

Mixed, more intensive land uses can provide much-needed neighborhood vitality and additional opportunities for neighborhood-oriented goods and services. There is a demonstrated market for redevelopment in the area.

Planned greenways along the Chattahoochee River and multiple existing creeks and wetlands could provide unique recreational opportunities if appropriate access is provided.

The area is one of the oldest in Atlanta, and contains many historic sites, such as the Whittier Mill neighborhood, original Trolley Barn, and others.

Proximity to the redeveloped Perry Homes neighborhood (West Highlands development) could increase economic development opportunities and transit opportunities.

The defunct Hartsfield Incinerator property can serve as a resource for the community.

Crestlawn Cemetery is the highest point in the City of Atlanta, affords magnificent views of the city skyline, and could serve as a community destination.

### ***Transportation Opportunities***

There is good opportunity to create and enhance street connections and greatly increase pedestrian and bicycle accessibility.

The district could be served by future northwest transit connections from downtown and Midtown Atlanta to destinations in Cobb County.

The linear nature of much of the district provides opportunities for good transit service.

An unused CSX rail right-of-way could provide direct access to Moores Mill Crossing from the Adams Crossing neighborhood.

Ample existing right-of-way on many roadways should increase the ability to implement roadway solutions.

### ***Urban Design Opportunities***

Existing district boundaries provide good opportunities to establish gateways to the area, define district identity, and enhance neighborhood cohesiveness.

A possible extension of the Silver Comet Trail through the district could add access and recreational opportunities to the area.

Several historic structures (such as the old Masonic Lodge at Bolton Road and Marietta Road) can serve as neighborhood landmarks and focal points.

Targeted increases in density and mixed-use development can decrease crime and increase safety by putting more “eyes on the street.”

### ***Economic Development Opportunities***

Market analysis suggests viability for more quality merchants and services

Investment in physical improvements would go a long way to attract such businesses

## **Summary**

The challenge created by these key issues and opportunities is to make the district into a well connected series of streets that interconnect a variety of land uses in an efficient way for both pedestrians and cars to travel through. Due to the congestion in the area and the series of lower-end stores, the corridor is rapidly losing business to other shopping areas, which offers shoppers more variety, higher-end shops, and less congestion.

## 5. MARKET ANALYSIS

### Commercial Market Support

As is typical in urban areas, the trade areas for the Bolton/Moores Mil LCI are underserved in a number of retail categories. Based on the level of existing retail compared to the overall spending power of the area, there is a void of over 620,000 s.f. of retail. However, due to the access afforded the Bolton/Moores Mill LCI site, space constraints, and the fact that a significant proportion of the total trade area population (73%) lies beyond the primary trade (and therefore typically more than 3 miles away), it is not recommended that the site be used for a regional-level development, rather that it serve as a primarily neighborhood oriented mixed-use corridor.

The new Activity Center area can support up to 276,000 s.f. of new retail space over the next five years, assuming the existing retail is demolished and the center begins anew. The new center can be developed in one of two potential scenarios, a conservative model and a more aggressive scenario. It is assumed that the number of residential units developed on site will not be of a level significant enough to increase the supportable square footage, but rather will allow the retail operators to achieve a higher sales performance level. If it is decided any other retailers along Bolton Road are to remain outside the Moores Mill Center, it is highly recommended that they be upgraded to reflect the changing dynamics and positive community atmosphere sought as part of this initiative.

**25-Year Growth Projections**

	<b>2,002</b>	<b>2,007</b>	<b>2,012</b>	<b>2,015</b>	<b>2,017</b>	<b>2,022</b>	<b>2,027</b>
<b>Square footage of new commercial</b>	102,500	112,000	122,380	133,723	146,117	156,031	166,927
<b>Number of new employees</b>	513	560	612	669	731	780	835
<b>Number of new residents (Primary Trade Area)</b>	38,300	46,050	55,368	66,572	80,043	88,469	98,870
<b>Number of new housing units (Primary Trade Area)</b>	16,300	21,300	23,550	25,800	28,050	30,300	32,550
<b>Number of new residents (Secondary Trade Area)</b>	101,200	103,600	106,057	108,572	111,147	113,575	116,062
<b>Number of new housing units (Secondary Trade Area)</b>	40,400	41,300	42,220	43,161	44,122	45,032	45,962

**Table 15: 25-Year Growth Projections**

When all currently planned housing in the area is completed, the new Activity Center located near the existing shopping center site will support the following<sup>12</sup>:

- **65,000 s.f. junior department stores**, such as Stein Mart or TJ Maxx
- **13,000 s.f. apparel categories, including**
  - **3,500 s.f. women's apparel**
  - **1,500 s.f. men's apparel**
  - **8,000 s.f. unisex apparel**
- **60,000 s.f. full-service grocery store**
- **33,500 s.f. foodservices, including**
- **13,000 s.f. restaurants with liquor**
- **14,000 s.f. family restaurants (no liquor)**, such as Bob Evans, or Denny's
- **6,500 s.f. of fast foods**, such as a deli or Church's
- **4,500 s.f. specialty foods**, such as cookies, ice cream, coffee or tea
- **5,500 s.f. of appliances/electronics**
- **4,000 s.f. convenience store**, which includes a newsstand
- **14,000 s.f. pharmacy**, such as Walgreen's
- **1,500 s.f. florist**
- **20,000 s.f. hardware store**
- **13,500 s.f. furniture**
- **7,500 s.f. home furnishings/décor**
- **2,000 s.f. laundry/dry cleaning**
- **2,500 s.f. music**
- **1,500 s.f. optical**
- **2,500 s.f. personal service**
- **3,000 s.f. pet supplies**
- **5,000 s.f. sporting goods**
- **2,500 s.f. toy/hobby/collectibles**
- **3,500 s.f. video rental** (500 s.f. increase)
- **5,000 s.f. service retail** (500 s.f. increase)
- **6,500 s.f. entertainment/recreation**, such as karate or a dance studio



It has been identified that a primary economic development target in phase I should be a full-service grocery store. Not only would a convenient, accessible grocery store provide a sorely needed amenity for the existing district residents, but also it would greatly enhance the

<sup>12</sup> Retail Market Analysis, Gibbs Planning Group

residential desirability of the district. The other critical function of a grocery store will be to anchor the first phase of commercial development at the Moores Mill Shopping Center. Such an anchor tenant will allow other, smaller uses to come in and occupy the site – assured that there will be adequate traffic to provide enough retail sales.

There are several locations within the Phase I development area that are appropriate for a grocery store anchor. Perhaps the ideal site is at the northeast corner of the site, at the corner of Moores Mill Road and Coronet Way. This site is located on the “coming home” side of Marietta Boulevard, and would be directly accessible from several major routes. It also would provide maximum flexibility in site design – allowing for an initial parking lot, while providing an opportunity for densification of the overall site over time.

Encumbrances on several parcels in the existing Moores Mill Shopping Center portion of the Phase I site (such as long-term leases) may make the location of a grocery store on the south side of Marietta Boulevard preferable. This can be easily accommodated within the depth the Phase I area, and the site will still be accessible from multiple major routes.

It is imperative that this center be a signature quality development, with pedestrian friendly sidewalks, storefront parking, and a mixture of uses to help support the retail. There should be residential development, both around the retail, and above where feasible. There should also be office space above the retail, which may include the service retail and entertainment/recreation categories identified in both scenarios. There should also be greenspace within the center. While civic uses are not absolutely necessary, something that generates traffic and promotes a civic sense of pride, such as a library or city offices, can be of great benefit to the overall success of the development.

## **Residential Market**

Residential development should not be strictly upscale development. In order to create a true mixed-use community, the housing should include a mixture of income levels. No less than 20% of the housing should be affordable housing, with this option being indistinguishable from the market rate housing. The end result of this development should not be to displace the current residents of the area, or turn the area into a place that becomes unaffordable for people who currently live there. As the historic HUD developments have taught us, segregating people based on income does not improve their situation, but rather makes them feel even more isolated from the rest of society. Further, the fire fighters, police officers, teachers, waitresses (among others) who work within the study area and trade areas should be able to afford to live there.

As stated previously, the Atlanta market is slightly above the national average in terms of the cost of living index and the costs of homeownership have risen steeply within the city limits. While it goes without saying that the urban revitalization that has been occurring is a benefit to the city, in order to truly be beneficial, it needs to improve the lives of all residents, not merely the wealthy.

Demographic information of the Bolton/Moores Mill LCI indicates a consistent growth during the next five years. Currently there are 5,000 new housing units under construction or are currently planned. This represents a twenty-two percent (22%) increase over the current housing unit total of 23,198. The subject LCI is expected to experience a population growth of 6.7% during the next 5 years with an increase of 6.6% in number of total households.

Most of the household growth that is projected to occur will be among households age 45 to 54 years old. This age group is projected to increase by 1,292 or 20.9% within the next five (5) years. Households in the age ranges between 45 and 54 years old tend to be predominantly homeowners and are often in the trade-up housing market, reflecting the higher incomes they enjoy in their peak earning years. The significant growth expected in these age ranges will primarily demand owner-occupied housing production

Another age grouping that is projected to grow in the Bolton/Moores Mill LCI is the older senior age groups, age 85 and older. Households in this age range tend to rent with greater frequency as their age, and they increasingly look for alternative housing options to meet their life-cycle housing needs. Census data indicates that this age group should see an increase of 17% or 92 individuals.

The age ranges expected to experience household level declines over the next five years are primarily in the 34 and younger age ranges. An expected 2.1% decrease is expected in the 18-24 years age grouping. The 24 to 34 year grouping should see a 1.4% loss. Households in these age ranges rent with much greater frequency than middle age households. Households in these age ranges also tend to represent a majority of the first-time homebuyers. Despite the expected decline in the number of younger households, a full 82.6 percent (25% newcomers and 57.6% 5 years or less) of the current households have moved into the area within the last 5 years or less. The Bolton/Moores Mill LCI appears to be an attractive location for younger or new households. This trend is expected to continue.

Another significant change is in the racial composition of the population. The African-American or black population will grow slightly from 51.9% to 53.4% within the next 5 years. Other minority populations are expected to grow dramatically. The percentage of Hispanics will rise by 30.5%. The Asian population will also increase by 36.2%.

Most significant is the black population projected population increase. Of the projected increase of 3,167 in area population, the black population is expected to comprise 2,397 of that increase within the next five years.

The population is predicted to continue increasing during the next 5 years (6.6%). Additionally the number of households will continue increasing (9.2%) due in part to an increase in single-person households. Single person households are projected to increase by 13.7%. Single person households are generally rentals. Single family attached or more specifically, rental properties are projected to comprise 47.9 percent of the housing market.



The study’s housing demand estimation primarily focuses on the demand side or increases in population and households. Other factors, supply-side factors, have been omitted. The “other factors” refer to new housing consisting mainly of unoccupied housing and the creation of dwellings in structures not originally intended for residential use.

With a current 5,000 new housing units currently under construction or planned and a projected 3,267 households needed within the next five years; supply may slightly outpace demand. If the decrease of vacant units from 2,558 units to 2,520 units is due to the rehabilitation of these vacant homes, excess supply may be exacerbated. Median incomes suggest a market for higher end rental units and single family housing in the \$190,000 to \$200,000+ range.

### Atlanta MSA Wage Data

<u>Occupation</u>	<u>Median Hourly</u>	<u>Mean Hourly</u>	<u>Mean Annual*</u>
All Occupations	\$13.59	\$17.11	\$35,590
Optometrists	\$27.01	\$39.39	\$81,930
Pharmacists	\$36.53	\$34.95	\$72,690
Chefs and Head Cooks	\$13.89	\$15.04	\$31,290
Managers of Food Prep Workers	\$13.75	\$14.60	\$30,360
Cooks, Fast Food	\$6.14	\$6.15	\$12,800
Cooks, Restaurant	\$8.50	\$8.81	\$18,330
Cooks, Short Order	\$9.18	\$9.47	\$19,690
Bartenders	\$6.68	\$7.77	\$16,160
Waiters and Waitresses	\$6.45	\$7.46	\$15,520
Dishwashers	\$7.64	\$7.65	\$15,920
Barbers	\$10.97	\$12.19	\$25,360
Hairdressers	\$10.76	\$11.98	\$24,910
Manicurists and Pedicurists	\$6.21	\$6.18	\$12,860
Child Care Workers	\$7.55	\$7.67	\$15,960
Aerobics Instructors	\$19.64	\$22.13	\$46,030
Managers of Retail Sales Workers	\$13.56	\$15.18	\$31,580
Cashiers	\$7.62	\$7.87	\$16,370
Retail Salespersons	\$8.50	\$10.44	\$21,720
Insurance Sales Agents	\$19.41	\$24.13	\$50,180
Travel Agents	\$12.85	\$13.61	\$28,300
Real Estate Brokers	\$31.59	\$33.76	\$70,220

Source: U.S. Bureau of Labor Statistics

\* Annual Mean is calculated by multiplying the hourly mean by a "year-round, full-time" hours figure of 2,080 hours.

## **6. RECOMMENDATIONS**

This section recommends changes to the Bolton/Moores Mill study area. Changes are based upon the vision and goals for the area, an examination of the issues and opportunities that the study area presents, and a thorough analysis of the area's current conditions.

Following the overall vision and process description, this section is organized in the following manner. Short-term recommendations are given first, followed by longer-term recommendations. Within those sections, recommendations are given for the Moores Mill Crossing activity center, followed by recommendations for the larger study area.

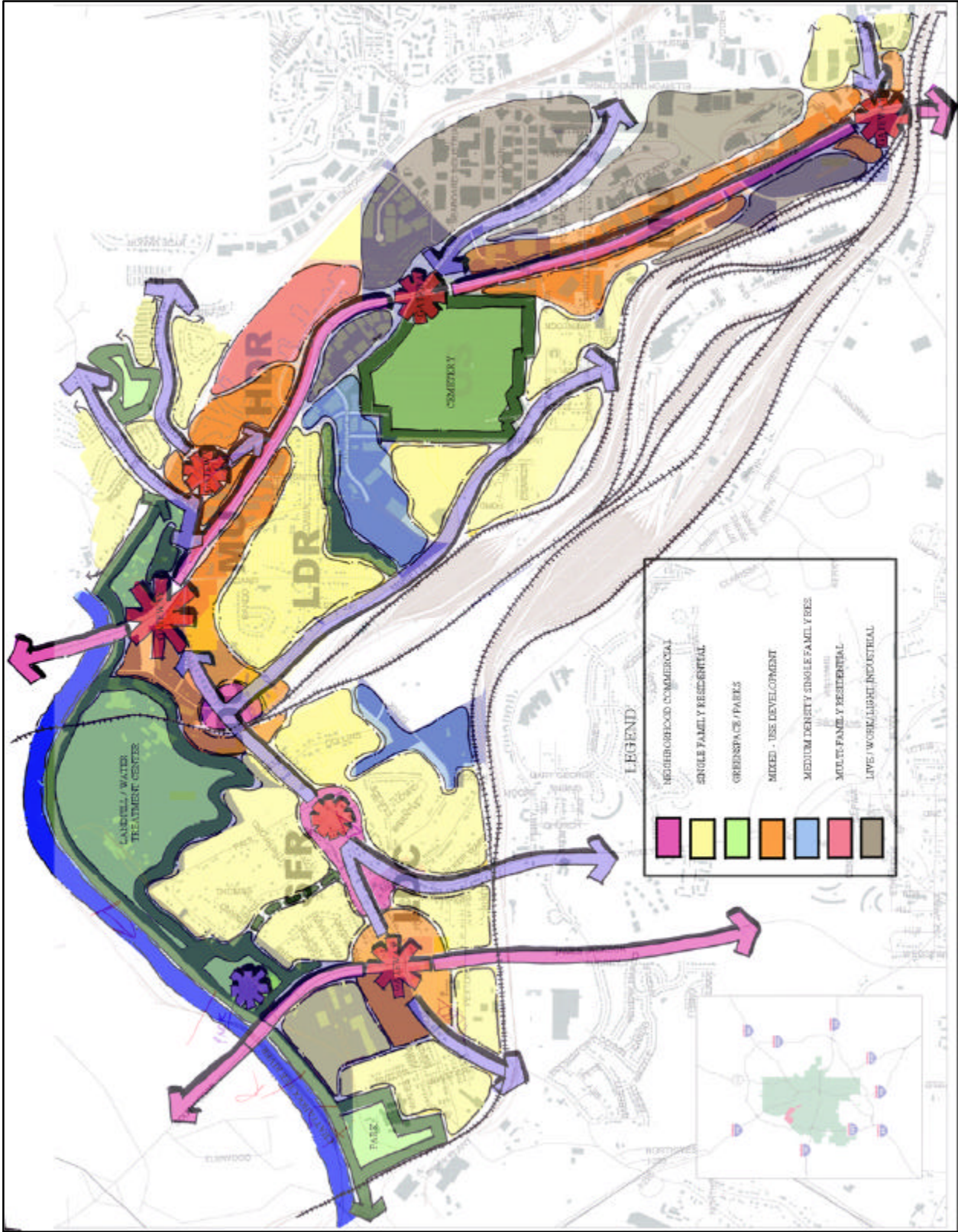
### **Vision**

#### ***Place***

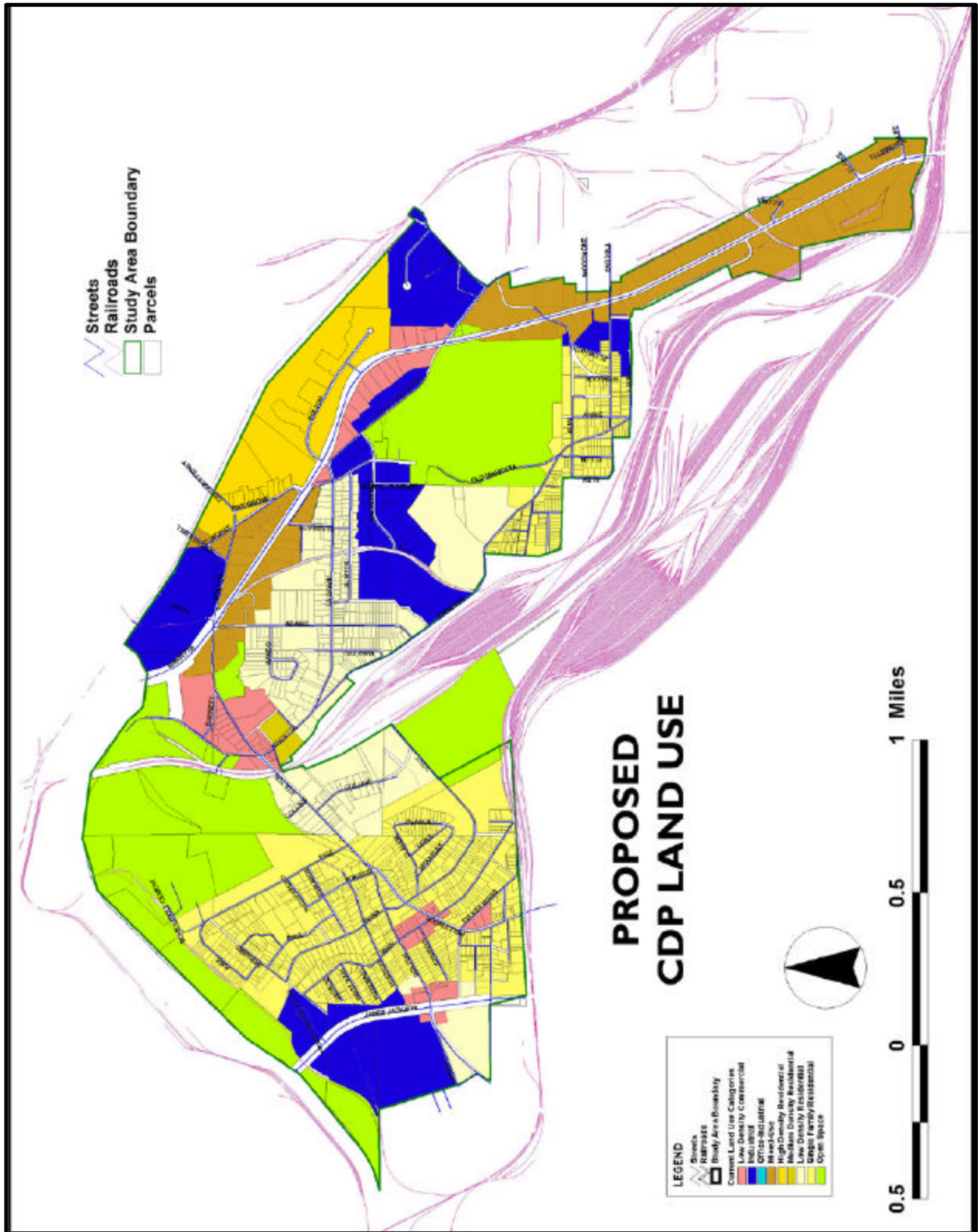
Feedback gathered through this process tells us that the residents of our study area have a strong appreciation of "place." They are frustrated with agonizing traffic congestion, and as their community develops, they want to see investments that increase their quality of life and reflect positively on their area. They are looking for areas that invite pedestrians that give them opportunities to get out of their automobiles to take care of life's daily errands. They are drawn to the "live-work-play" type of living arrangement.

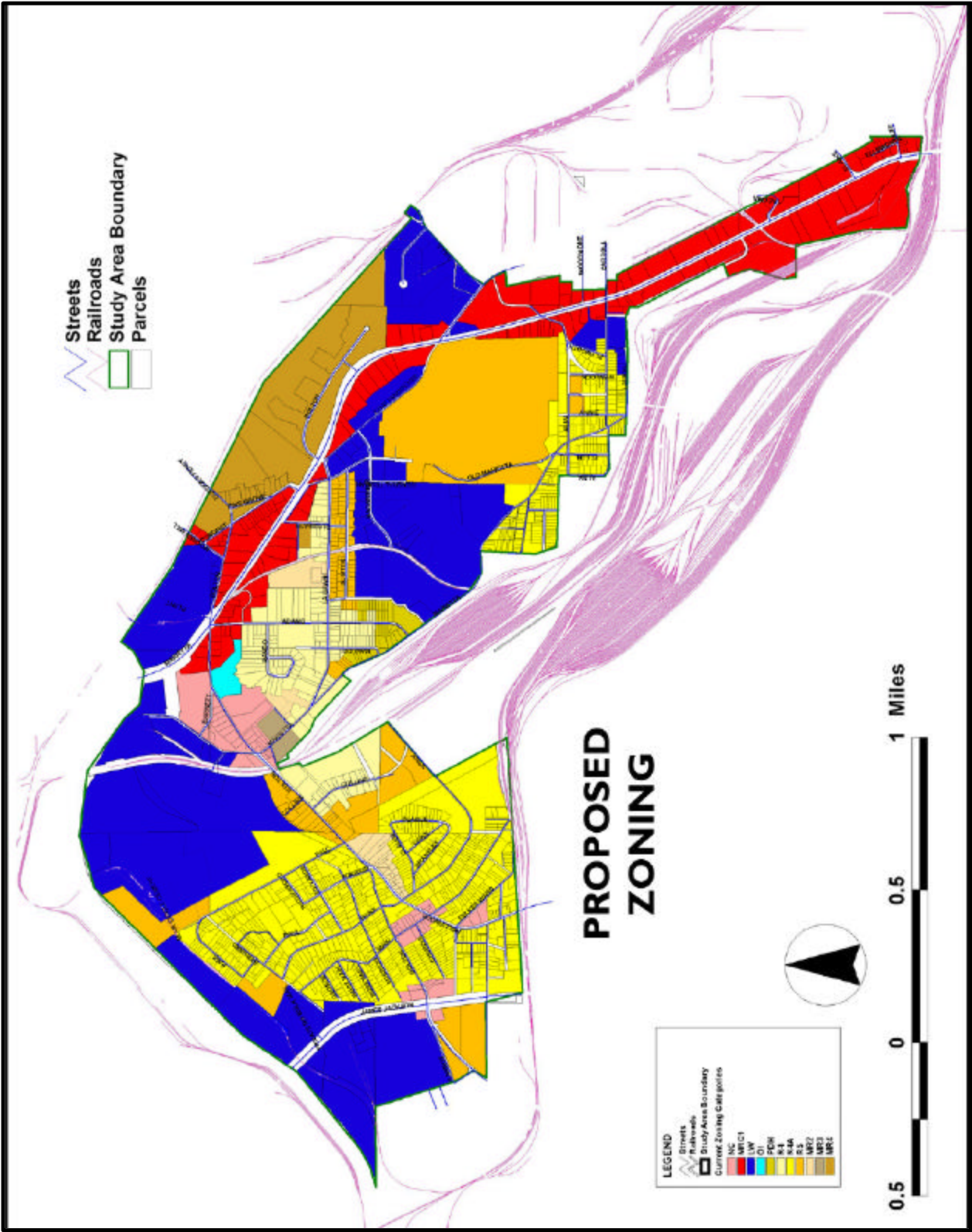
### **Activity Centers**

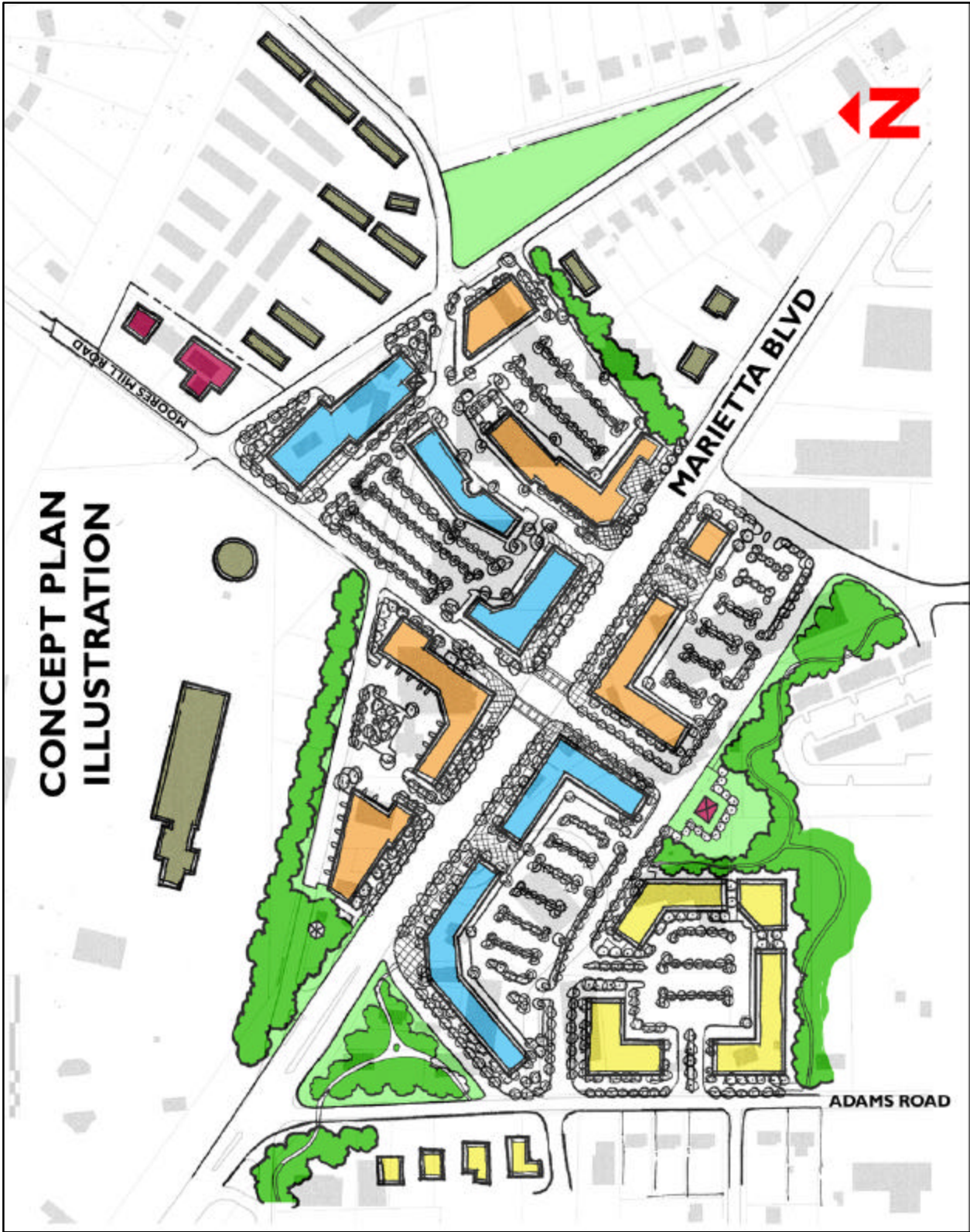
The retail and industrial development along Marietta Boulevard has served the Bolton, Riverside, and Whittier Mill community well for years. When it was built, the Moores Mill Shopping Center provided needed shopping opportunities within the district. However, time, growth, changes in tastes, buying habits, and decay have decreased some of the Shopping Center's usefulness. The area cannot continue to be the same type of retail and industrial area that it once was. For the Bolton/Moores Mill area to continue to be viable and sustainable into the future, a new archetype must be employed. It needs to evolve and redevelop into a human scale, pedestrian friendly destination – a place with a character all its own; a different kind of place than it was before, into the kind of place that the people of the community will want to spend their time.



Land Use Concept







Town Center Concept Plan

## Urban Design

Streetscape and urban design elements are necessary to visually tie the entire corridor together into a single cohesive district, a distinct place. Items such as streetlights, street trees and street furniture must be designed and placed in a way that relays a common theme throughout the corridor. No matter where a person may be within the new Bolton/Moores Mill area it should easily be discernible when they are within the district simply by looking at the surrounding urban design elements.

Along Marietta Boulevard and Bolton Road, pedestrian scale street lights, street trees, benches and waste receptacles are to be provided within the sidewalk street furniture zone. Buildings lining the sidewalks are of a minimum approximate height of two floors to frame the street and make walking an enjoyable experience. Sidewalk level shopping windows line each building façade, encouraging walking and strolling for pedestrians. Throughout the entire district, an assorted species of street trees line all streets in addition to Boulevards and Avenues. Each street also has specific widths from building face to building face that are designed to frame in the streets and sidewalks and create a comfortable space to move through the center, whether on foot or by car.

Landmark sites are located at different locations to aid in conveying a true sense of character to the activity center. At these specified locations, special attention is given to the design of the space being designated. A landmark building is to have additional architectural character through the use of cornice lines, architectural detailing, building orientation and other similar treatments to give significance to the terminus of a particular street or streets. Landmark parks are to have distinct landmark elements within them such as sculptures, water fountains and other vertical elements to ensure that parks and open spaces afford true community spaces.

The improvements that must be made within the area have to be undertaken simultaneously on multiple fronts – economic, design, community involvement, and transportation. Primarily, the corridor must be a *place* people want to be. People want to be in places that are attractive, active, safe, and most importantly, that have some economic purpose to exist. Creating a place that fulfills an economic purpose is what defines any place as a destination unto itself. The Marietta Boulevard/Bolton Road corridor needs to be transformed into a true destination in order to successfully redevelop.

**Street Network**

The network of roads for the Moores Mill Crossing area should be a multi-level concept, with each type of roadway serving specific purposes. The table below shows a breakdown of each route type, its major function, the primary modes of transportation that it must support, and some examples from within the Bolton/Moores Mill area.

It is important to note that while a route may have a specified major function, it may also be required to have other functions as well. For example, Marietta Boulevard, while providing primary access outside of the district (Primary Access Route), will also be called upon to function as a neighborhood connector (Secondary Route) and to provide access to parcels within the district (Tertiary Route). In the section where it fronts Moores Mill Crossing, it will also provide important access to individual uses (Pedestrian Route).

<b>Route Type</b>	<b>Major Function</b>	<b>Primary Transportation Modes</b>	<b>Examples</b>
<b>Primary Access Route</b>	provides main access to the rest of the Atlanta metro area	Transit Automobile	Marietta Boulevard James Jackson Pkwy Moores Mill Road DeFours Ferry Road Chattahoochee Ave
<b>Secondary Route</b>	connects neighborhoods and activity centers within the district	Transit Bicycle Automobile	Bolton Road Marietta Road Main Street Adams Drive LaDawn Lane
<b>Tertiary Route</b>	provides access to parcels, creates developable blocks, provides on-street parking	Bicycle Pedestrian Automobile	Forrest Place Mauldin Street Collins Drive
<b>Pedestrian Route</b>	provides access among individual uses, civic spaces, gathering spaces, transit	Pedestrian	Moores Mill Extension DeFours Ferry Extension

Table 16: Hierarchy of Routes and Streets

**Primary access routes** are major connections with the rest of the Atlanta metro area, and therefore it is imperative that they provide adequate access by transit and automobile. Marietta Boulevard would be a median-ed primary access route to the Activity Center and beyond with pedestrian crossing points and premier landscaping. James Jackson Parkway will also serve as a primary access routes.



A network of **secondary routes** would begin to carve the area into more easily accessible blocks and establish the connective pattern between the primary activity center and surrounding areas. Safe, convenient, multi-modal connections using these routes should then tie the district together and provide good access throughout. These streets must support good, convenient, bicycle travel. The following roadways will serve as primary connections among neighborhoods:

Bolton Road, Marietta Road, Adams Drive, LaDawn Lane, Carroll Drive, Hollywood Road, Main Street, Spink Street

**Tertiary streets** built at the local street level will create a pedestrian-friendly environment by providing wide sidewalks, more narrow vehicular lanes and being placed so that no block is more than 600' long. The purpose of this is to provide for an infrastructure that is developable over time and can be multi-purpose and functional.

Due to the separation of neighborhoods by boundaries, it is imperative that local streets allow as direct access as possible to the main connecting streets listed above. In cases where the possibility of high levels of automobile traffic on local streets is a major concern (because of opening up street connections), pedestrian and bicycle access should be allowed at a minimum.

The final segment of development will be the true **pedestrian-level streets** geared primarily towards walkability and limited vehicular movement. Ideally, these streets will be modeled after the European retail streets that provide shopping and dining opportunities with a very community- and people-oriented feel.

## **Corridor Recommendations**

### **Changes to the Street Network in the Bolton/Moores Mill Corridor**

Changes to the corridor involve creating a modified grid system incorporating new and existing roads. The purpose of a grid system is to link the new and existing roads into a connector system with bus stops and bike and pedestrian paths, which will connect the entire area, encourage pedestrian traffic and make vehicular traffic more efficient and ease congestion. This grid system also incorporates greenspaces as well as active recreation into the plan.

Creating a true grid system in the Bolton/Moores Mill corridor is impossible due to the topography of the area and numerous natural and manmade boundaries, such as wetlands and rail yards, which preclude crossings. However, there are many opportunities to enhance street grids within contiguous areas and neighborhoods.

### **Enhance Neighborhood Connectivity and Accessibility**

These changes would have numerous benefits including providing new access to destinations and activity centers, opening up new blocks for infill development and improving the pedestrian and bicycle circulation system. Intervening connections at 300-400 foot intervals should be planned.

It is likely that developers on these “cross streets” will donate the right-of-way for the street construction, and it is even possible that they may participate in the construction, depending upon the size of the developments.

## **List of Recommendations**

### **Moore's Mill Shopping Center Area**

- Extend Moore's Mill Road to and across Marietta Boulevard (henceforth referred to as “Moore's Mill Extension”).
- Extend DeFours Ferry Road to Marietta Boulevard (henceforth referred to as “DeFours Ferry Extension”).
- Implement streetscaping along both sides of Marietta Boulevard, including sidewalks, streetlights and street trees, for approximately 1200 feet centered on the new Moore's Mill Extension.
- Add a traffic signal and crosswalk striping at new Marietta Blvd/Moore's Mill Extension intersection.
- Close Bolton Road between Marietta Boulevard and Moore's Mill Road and implement greenway/parking area in former Bolton Road right-of-way.
- Landscape existing park(s) at Coronet Way and DeFours Ferry Road.

### **Marietta Boulevard/Bolton Road**

- Reconstruct and re-stripe Marietta Boulevard based on revised street sections, including sidewalks and a landscaped median.
- Implement Bolton Road roadway changes (sidewalks, street lighting, dedicated on-street bicycle lanes) from Marietta Road to Marietta Boulevard.
- Implement Bolton Road roadway changes (sidewalks, street lighting, dedicated on-street bicycle lanes) from Hollywood Road to Marietta Road.
- Implement Bolton Road roadway changes (sidewalks, street lighting, dedicated on-street bicycle lanes) from James Jackson Parkway to Hollywood Road.

### **Secondary Neighborhood Centers**

- Design landmark/gateway and implement new landscaping at Bolton/Hollywood intersection.
- Design streetscapes/public spaces at Bolton/Marietta Rd, Hollywood, and James Jackson.

### **Corridor-Wide Land Use**

- Upgrade Land Use Controls and Zoning in Corridor

### **Intersection Improvements**

- Reconfigure and rebuild intersection of Marietta Boulevard/Bolton Road/Adams Street.

- Reconstruct Bolton Road/Marietta Road intersection.
- Reconstruct Bolton Road/Hollywood Road intersection
- Enhance Bolton Road/James Jackson Parkway intersection.
- Enhance Marietta Boulevard/Chattahoochee Avenue intersection.

### **Enhance Neighborhood Connectivity and Accessibility**

- Acquire unused CSX railroad right-of-way from Marietta Road north to Marietta Boulevard. Implement new 2-lane roadway with sidewalks and dedicated bicycle lanes from Marietta Road to Marietta Boulevard (“Road A”).
- Create new roadway parallel to Marietta Boulevard from “Road A” to Adams Drive (“Road B”).
- Extend Macarthur Boulevard across Adams Drive to Maulden Street.
- Close Marietta Road between Bolton Road and Fisher Avenue and extend Fisher Avenue to Bolton Road to align with unimproved right-of-way. Improve right-of-way into 2-lane road between Hooper Street and Bolton Road.
- Extend Forrest Avenue northeast to connect with Paul Avenue.
- Create bike/ped passageways from the following streets to James Jackson Parkway:
  - Bernard Road, George Street, West Main Street, Rosemary Street, Forrest Avenue, Church Street, Oakdale Street, Burtz Street
- Extend Paul Avenue across Bolton Road to connect with Claude Street.
- Extend Collins Drive to intersect Spink Street.
- Extend Cook Street north across Spink Street to intersect with Claude Street at Lowe Street.
- Extend Felker Ward Street to connect with the southern terminus of Main Street.

### **Transit**

- Work with MARTA to reroute current routes that use existing streets around Moores Mill Shopping Center.
- Construct transit plazas on both sides of Marietta Boulevard between “Road A” and Moores Mill Extension, including well-lighted waiting areas, news/snack stand, public telephone, passenger drop off/pick up area, taxi stand, trash cans, schedule board, community kiosk.
- Work with MARTA to increase transit frequency along Marietta Boulevard/Bolton Road corridor (Routes 58 Bolton and 60 Hightower).
- Work with MARTA to increase frequency of service from Moores Mill Crossing to other major destinations in the City of Atlanta (downtown, Midtown, Lindbergh Center, planned West Highlands development).
- Work with GRTA to encourage new transit/light rail to utilize Marietta Boulevard and to include adequate stops in the corridor.
- Work with Cobb Community Transit to introduce service from Moores Mill Crossing to other major Cobb County destinations (Smyrna, Cumberland/Galleria)

### **Greenways and Open Space**

- Design and implement Paul Avenue greenway/community park linking Bolton Road and the Chattahoochee Greenway.
- Work with PATH to design and implement extension of Silver Comet Trail through the study area.
- Create greenway trail following creek from Marietta Road north to connect with the south terminus of Sumter Street. Create greenway trail following creek north from the northern terminus of Sumter Street to Adams Drive.
- Create greenway trail following creek from Adams Drive across Bolton Road to connect with Chattahoochee River and Greenway.
- Create short greenway/passage connecting the intersection of Chattahoochee Avenue and LaDawn Lane with Marietta Boulevard.
- Work with Crestlawn Cemetery to enhance cemetery as a neighborhood resource.

### **Create an Alternate Truck Route**

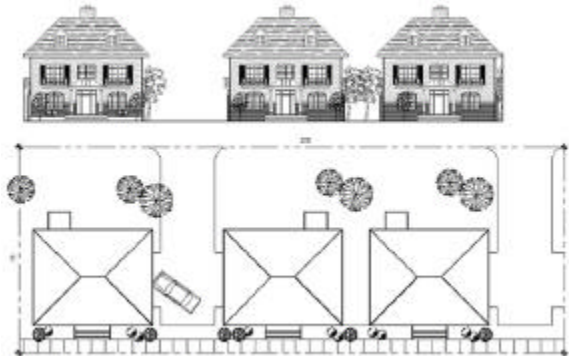
- Work with CSX to implement an exclusive truck route parallel to Marietta Road.

### **Other Recommendations**

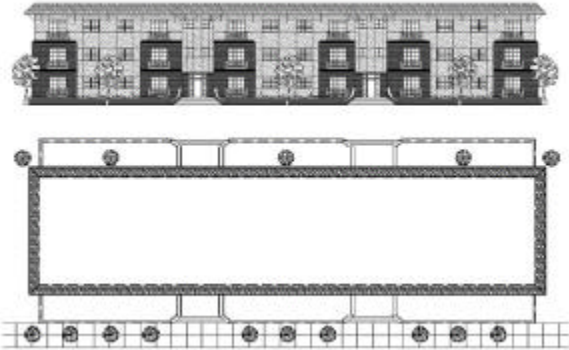
Pursue the creation of a community development corporation (CDC) within 1-2 years. Include surrounding neighborhoods and model the organization on the successful and effective CDCs in Home Park and Mechanicsville.

The following site plans and elevations are examples of the types of residential developments that should be facilitated in the redevelopment of the area.

Large Single-Family Dwellings



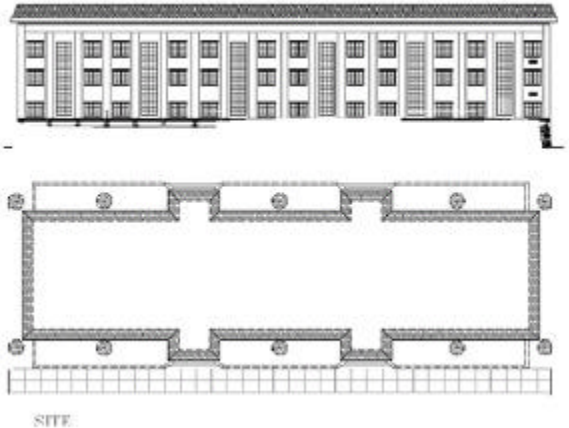
Multi-Family Dwellings



Small Single-Family Dwellings



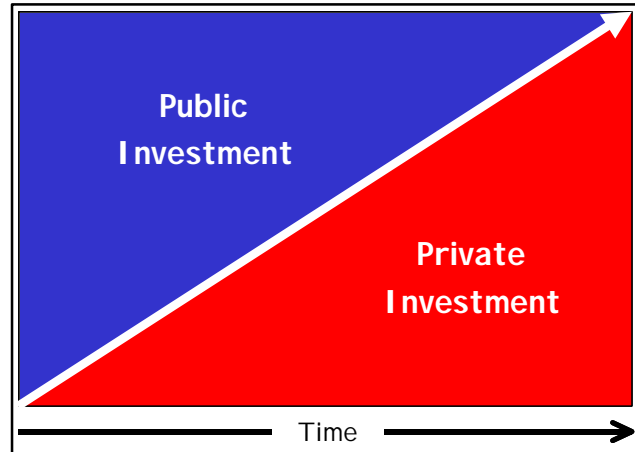
Mixed Residential & Commercial



## 7. IMPLEMENTATION

### Process and Phasing

The redevelopment along the corridor will, naturally, progress in phases. It would not be practical or economically feasible to expect the City to construct all required infrastructure on day one. Nor would it be practical to expect developers in the marketplace to be ready to add all of the anticipated development immediately. Rather, an approach that anticipates an initial public investment that would then spur an influx of private development capital would create the type of partnership necessary to implement the long-range plan.



#### *The Public Role vs. The Private Role*

It is also neither fair nor necessary that the City be fiscally responsible for the sum total of capital improvements that are recommended. As the viability, popularity, and vitality of the Bolton/Moores Mill area grows, demand from developers to be in the area will increase. This increased demand will create a competitive atmosphere that will enable the City to ask the private sector to provide a greater share of the infrastructure burden.

We recommend that improvements to the district be scheduled in three phases:

Phase	Time Frame	Objectives
I	Years 1-2	Build primary activity center at Moores Mill Shopping Center.
II	Years 3-4	Enhance neighborhood centers and rehabilitate the corridors that connect the district together.
III	Years 5+	Increase neighborhood connectivity and build recreational greenways.

**Table 17: Project Phasing**

## **Phase I: Build the Primary Activity Center**

Phase I focuses upon building the district centerpiece by making improvements to the Moores Mill Shopping Center area. The results will be

- A new street grid that is friendly to both pedestrians and automobiles,
- An attractive infrastructure for quality mixed-use development,
- Improved transit service,
- Increased park space, and
- A vital center for the district.

Initially it will be necessary for the City to identify funding to provide first-phase improvements that accommodate the desired development and signify a change in the development patterns that will be obvious to anyone visiting the area. It will be important that this initial investment be targeted to provide the most impact possible. To that end we recommend that the first phase of public improvements be confined to a relatively small target area: the Moores Mill Shopping Center. By limiting the geographic extent of the upgrades, the City will be able to create a more detailed “final product” for that area.

We recommend that the work program for Phase I include the following infrastructure and regulatory changes:

- Rework the zoning codes and land use map for the entire study area.
- Extend Moores Mill Road across Marietta Boulevard.
- Extend DeFours Ferry Road across Marietta Boulevard.
- Construct a new street (“Street A”) parallel to and south of Marietta Boulevard from Adams Drive to the extension of DeFours Ferry Road.
- Add 40-foot raised median to Marietta Boulevard from DeFours Ferry Road extension to Bolton Road.
- Reconstruct the intersection of Marietta Boulevard/Bolton Road/Adams Drive.
- Close Bolton Road between Marietta Boulevard and Moores Mill Road.
- Implement streetscaping along Moores Mill Road, DeFours Ferry Road, Marietta Boulevard, and the new “Street A.”
- Construct transit plaza.
- Work with MARTA to reconfigure existing bus routes that serve the Moores Mill Shopping Center Area, and to increase levels of service.
- Work with GRTA to encourage new transit service to utilize Marietta Boulevard and to include local stops within the district.
- Work with R. M. Clayton plant to integrate planned landscaping and gateway improvements into streetscape.
- Create new parks in previous right-of-way at Bolton Road and Marietta Boulevard (both sides of street).
- Renovate park located at DeFours Ferry Road and Coronet Way.

**Changes to Land Use and Zoning**

Land use and zoning changes should be made for the entire district during this Phase. This will require that any redevelopment that is done conform to acceptable urban design and accessibility standards that are included in the recommended zoning districts. The following graphic and chart illustrate recommended zoning designations for the study area.

- Rezone the existing Commercial properties along Bolton Road to Neighborhood Commercial (NC).
- Rezone the existing shopping center to Mixed Residential-Commercial (MRC) 1.
- Rezone the existing Commercial properties along James Jackson and Marietta Boulevard to Mixed Residential-Commercial (MRC) 1.
- Rezone the Industrial properties on either side of Marietta Boulevard to Live Work (LW).
- Rezone the Multi-Family residential property east of the shopping center to Multi-Family Residential (MR) 3.
- Change the Land Use designation of the City-owned parcel on Bolton west of the Marietta Boulevard intersection, to Open Space.

Table 18: Recommended Zoning Districts for the Study Area

<b>Zoning District</b>	<b>Description</b>
NC (Neighborhood Commercial)	The NC district ensures a pedestrian building environment and allows for existing buildings forms to remain. NC also allows sizes and types of uses to be restricted or limited by the neighborhoods.
MRC-1 (Mixed Residential/ Commercial 1)	MRC 1 is a low-density mixed-use district that ensures a storefront building presence onto the sidewalk and street while requiring that all parking facilities be located to the side or rear of the building.
LW (Live/Work)	The LW district provides a pedestrian mixed-use environment while also allowing for light industrial uses with limited sizes.
MR (Multi-Family Residential)	The MR district allows for multi-family residential development in a more urban form with sidewalks, landscaping, sidewalk level stoops and entrances, porches and limited sizes of accessory retail.



### **Primary Activity Center**

The accompanying graphic illustrates the street layout at Moores Mill Crossing that would be constructed for Phase I. Once this construction is complete, the new blocks will be apparent to any visitors as blocks ready for re-development. Since much of this construction would occur in the existing Moores Mill Shopping Center parking lot, agreements with these property owners will be required.

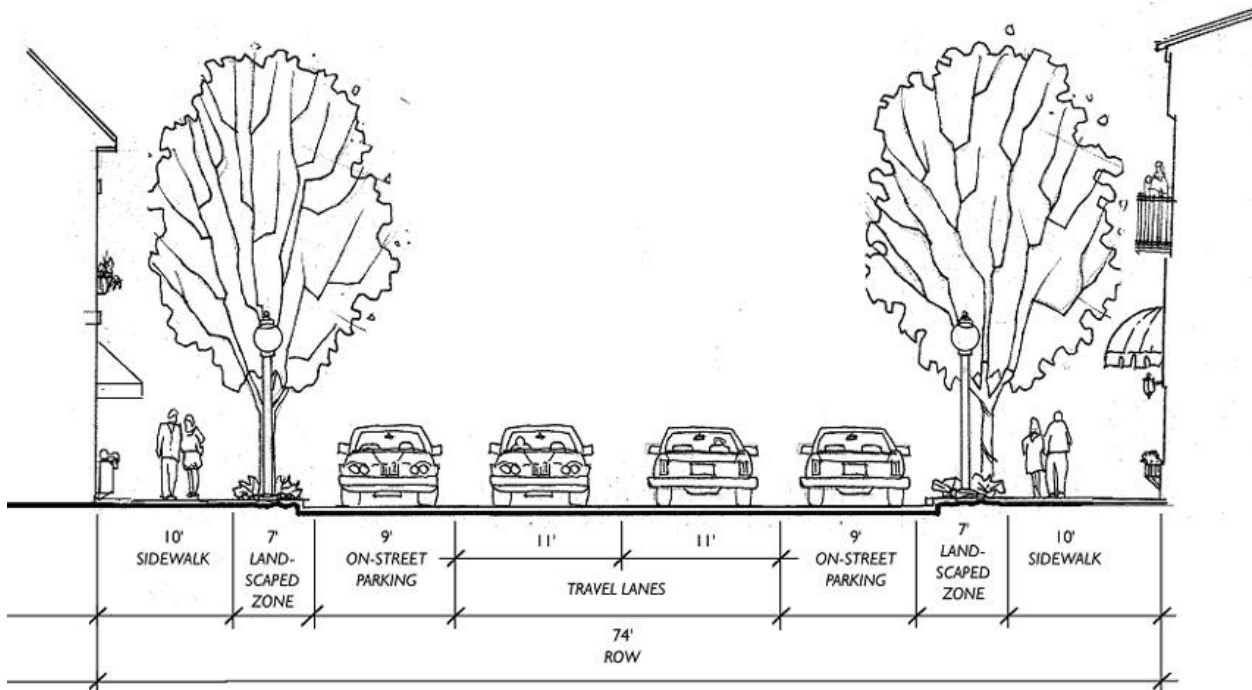
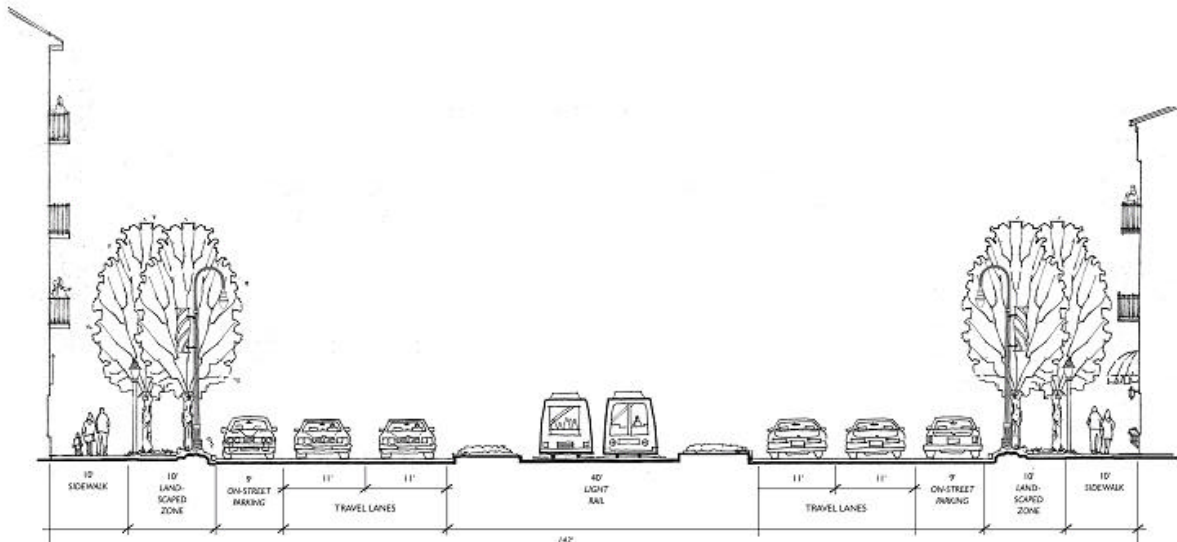
The next graphic illustrates what form the Phase I development would likely take. The area between the new Moores Mill Extension and DeFours Ferry Extension is the focal point of the activity center and it is important that the buildings, streets and green space look just right. For this reason, The City should hold firmly to the design standards along this boulevard. If a developer comes to the City wishing to add a land use that does not conform to these design standards, there will still be many places in the corridor where their design will be allowed and will integrate nicely. Moores Mill Extension and DeFours Ferry Extension, however, should be reserved for development that meets all of the design standards. The City will have spent a considerable amount of funds making sure there is a first class infrastructure in place for these new roadways. If a developer wants to benefit from that public investment, then they should be required to conform to the standards.

### **Transit Upgrades**

It will also be critical to work with MARTA to alter bus routings, since many existing routes utilize the current street pattern. Efforts should also be made to increase transit service to Midtown and downtown Atlanta to a level that will attract both captive and choice riders.

**Intersection Redesign and Reconstruction**

This phase will also address the safety problems at the current Marietta Boulevard/Bolton Road/Adams Drive intersection by reconstructing the current 6-way intersection into two separate, signalized intersections. The resulting intersections will be much easier for drivers to navigate, will be much friendlier and safer for pedestrians and bicyclists, and will “rationalize” the currently incoherent traffic pattern at that intersection.



## **Phase II: Enhance Neighborhood Centers and Rehabilitate Connecting Corridors**

The success of Phase I will be apparent as new development begins to fill in the corridor. Short-term side effects of this development success will be 1) additional automobile traffic, and 2) increased desire to access the new development area on foot and by bicycle. It is important to find alternatives to Marietta Boulevard so that increased automobile traffic volumes can be dispersed into more manageable flows. In addition, it will be imperative to begin to allow the desired pedestrian and bicycle access. Providing for this non-motorized access will also send clear signals about the intended urban form of any redevelopment to occur the surrounding area.

Phase II should focus on improving the corridors that connect the district together. The emphasis will be on both roadways and intersections. In addition, improvements should be made to identify and enhance “neighborhood centers.” The results will be a vastly increased ability to access the primary activity center (and therefore increased transit options) by multiple transportation modes – including walking, bicycling, automobile, and transit.

To provide maximum connectivity and accessibility, corridors, intersections, and neighborhood gateways should be rehabilitated in order as they radiate away from the primary activity center. The primary emphasis should be first to connect neighborhood centers along Bolton Road. Because neighborhood centers are located approximately one-half mile apart (greater than a comfortable walking distance), and because there is no alternative to Bolton Road, it is imperative that Bolton Road accommodate safe, convenient, on-street bicycle lanes from Marietta Boulevard to James Jackson Parkway. Following improvements along Bolton Road, work should be done south along Marietta Boulevard.

During the second phase of development the City should more actively court non-retail components to add life to the neighborhood. Residential and office space will add retail customers who don't have to drive and will give the area a vitality that it will not otherwise have.

The following is the recommended list of priorities for this phase:

Priority/ Sequence	Segment	Projects
1	Bolton Road from Marietta Boulevard to Marietta Road	<ul style="list-style-type: none"> <li>• Add sidewalks and streetscaping.</li> <li>• Add dedicated on-street bicycle lanes.</li> <li>• Reconstruct intersection of Bolton Road and Marietta Road.</li> <li>• Restrict truck traffic from traveling west on Bolton Road from Marietta Road.</li> </ul>
2	Bolton Road from Marietta Road to Hollywood Road	<ul style="list-style-type: none"> <li>• Add sidewalks and streetscaping.</li> <li>• Add dedicated on-street bicycle lanes.</li> <li>• Reconstruct intersection of Bolton Road and Hollywood Road.</li> <li>• Create gateway park plaza at intersection.</li> </ul>
3	Bolton Road from Hollywood Road to Main Street	<ul style="list-style-type: none"> <li>• Add sidewalks and streetscaping.</li> <li>• Add dedicated on-street bicycle lanes.</li> <li>• Reconstruct intersection of Bolton Road and Main Street.</li> </ul>
4	Bolton Road from Main Street to James Jackson Parkway	<ul style="list-style-type: none"> <li>• Add sidewalks and streetscaping.</li> <li>• Add dedicated on-street bicycle lanes.</li> <li>• Reconstruct intersection of Bolton Road and James Jackson Parkway.</li> </ul>
5	Marietta Boulevard from primary activity center to Chattahoochee Avenue	<ul style="list-style-type: none"> <li>• Add sidewalks and streetscaping.</li> <li>• Reconstruct intersection of Marietta Boulevard and Chattahoochee Avenue.</li> <li>• Create neighborhood gateway</li> </ul>

**Table 19: Phase II Segment, Intersection, and Gateway Priorities**

Other projects that should be included in this phase include the following:

- Work with MARTA to increase transit service within the district.
- Work with Cobb Community Transit (CCT) to introduce service from Moores Mill Crossing to major Cobb County destinations (e.g., Smyrna, Cumberland/Galleria).

### **Phase III: Increase Neighborhood Connectivity and Build Recreational Greenways**

The third phase should build upon the infrastructure that has been built in the first two phases. Projects in Phase III serve to increase connectivity and development opportunities within neighborhoods by adding street and pathway connections. In addition, this phase will add greenway trails and park space throughout the district. The result will be:

Easier access to destinations both within and outside of the district, by multiple transportation modes,

An increased tax base due to enhanced opportunities for development within the district,

Decreased industrial truck traffic through neighborhoods,

Increased recreational opportunities for district residents and employees, and

Increased district attractiveness due to recreational access to the Chattahoochee Greenway and Silver Comet Trails.

Projects that are included in this phase are:

- Add street connections as identified in the Implementation Program.
- Create greenway and interpretive nature trails in City-owned property on Bolton Road between Marietta Boulevard and Marietta Road.
- Purchase unused CSX rail line from Marietta Road to Bolton Road and convert to multi-use trail (lower segment) and new roadway (upper segment).
- Implement multiuse trails along James Jackson Parkway to connect with Chattahoochee Greenway.
- Implement greenway in utility easement along Paul Avenue.
- Implement greenway along Whetstone Creek.
- Work with CSX to implement an exclusive truck route parallel to Marietta Road utilizing unused rail routes.
- Work with Crestlawn Cemetery to enhance cemetery as a district resource

## Implementation Program

The Implementation Program, illustrated in the following Implementation Program Matrix, is intended to serve as a blueprint for achieving the goals of this plan. Improving the physical condition, function, and design of the Moores Mill Shopping Center area was the most important issue identified during community workshops and at Task Force meetings. This issue, as well as transportation, land use, and recreation/greenspace needs of the entire study area, is addressed through the Implementation Program.

The Implementation program is divided into two stages. The first stage of the Implementation Program identifies the one-to-five year projects, cost, funding sources, and implementing agency. The second stage identifies the five-to-fifteen year projects, costs, funding sources, and implementing agency.

Within each stage, recommendations fall into three categories: policies, programs, and projects:

**Projects** are defined as specific actions that require direct expenditure and result in a physical product. Projects are the most visible manifestations of this plan and therefore, their implementation is critical to the success of this plan.

**Programs** are actions that may require direct expenditure, yet do not immediately result in a physical product. Programs are often the precursor of projects, as they can result in the recognition of a need for a physical product. They include such items as marketing campaigns or public safety programs.

**Policies** are defined as those actions that will guide the implementation of all programs and projects and require no immediate or direct expenditures. Policies are intended to support programs and projects by establishing a precedent upon which to build.

The Bolton/Moores Mill improvement needs are considerable and no single approach would be practical or adequate. Rather, it is recommended that funding of the Implementation Program be accomplished through a combination of proposed actions. These include utilizing resources from the Federal Government's Transportation Equity Act for the Twenty-first Century (TEA 21); City of Atlanta Development Impact Fee program; a potential area-wide Tax Allocation District (TAD), Georgia Department of Transportation; Army Corps of Engineers; MARTA; City of Atlanta/Upper Chattahoochee Riverkeepers Consent Decree; the City of Atlanta Quality of Life Bond Program; as well as private resources from business and property owners and a proposed Moores Mill Crossroads Community Development Corporation (CDC).

The number and extent of improvements necessary also dictates that no single implementing agency would be practical or adequate. Actions have been divided among a variety of public and private groups to create the most efficient and effective assignments possible. In many instances, implementations of actions are shared by several agencies. These agencies include MARTA, the proposed Moores Mill Crossing Business Association, Georgia Department of Transportation,

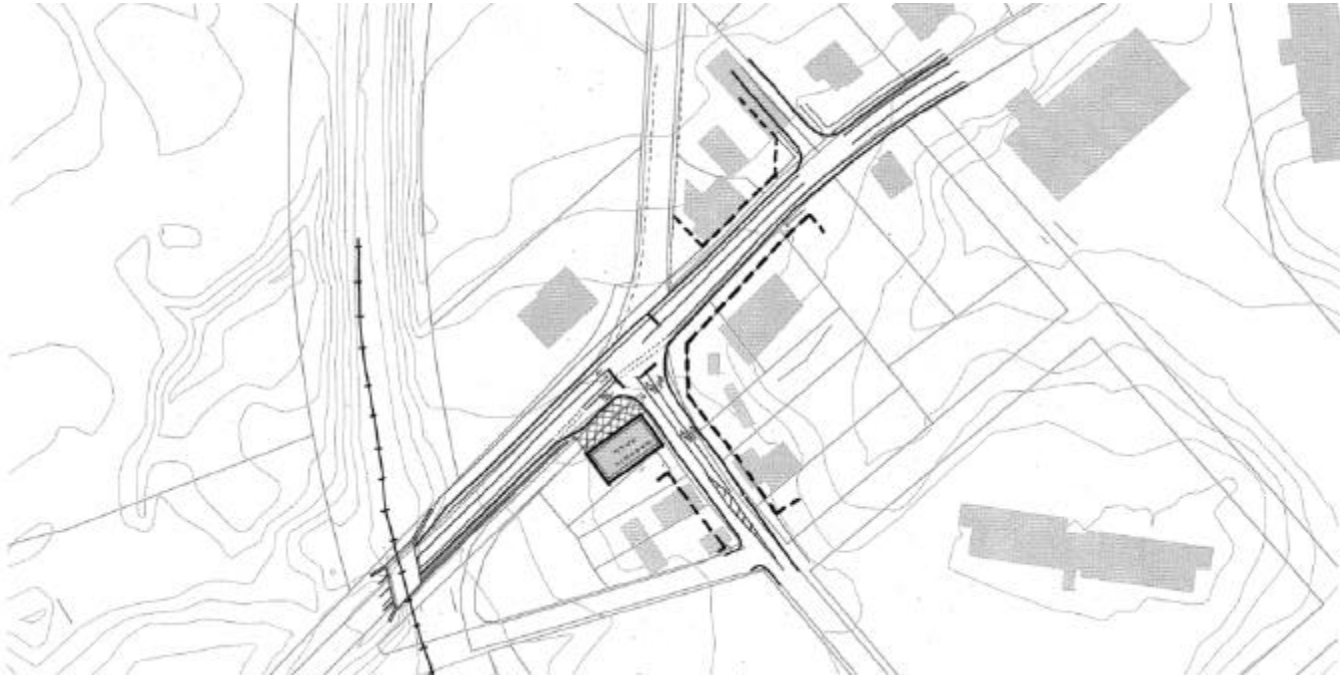
Atlanta Development Authority, various City of Atlanta departments, and other neighborhood organizations.

Central to many of these recommendations are actions by the proposed Moores Mill Crossing CDC. The creation of a CDC is necessary to implement many of the marketing actions proposed for the corridor, as well many of the actions which require a constant monitoring of the corridor and working with business and property owners. A community development corporation represents the only practical way to monitor activities on the corridor and ensure that they are in keeping with the future vision of the Bolton/Moores Mill area.

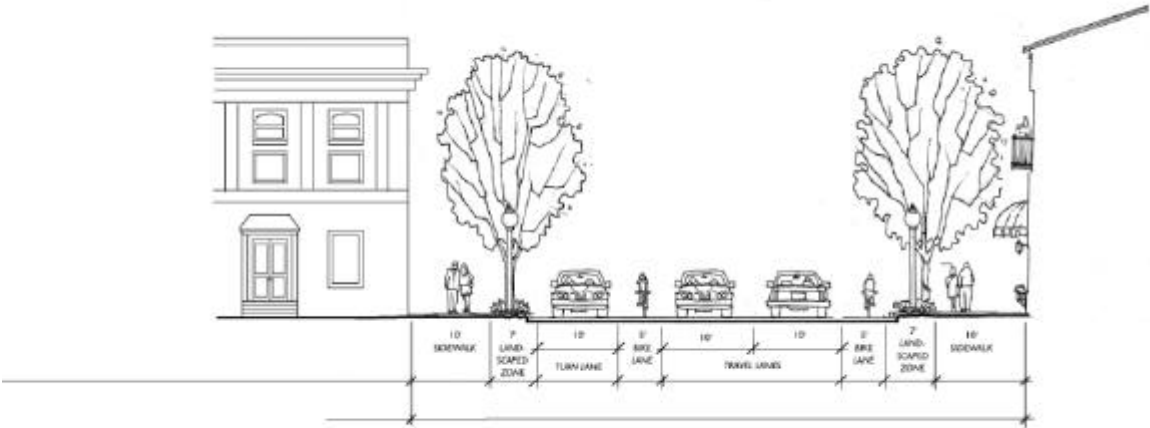
**8. Appendix**

**Specific Intersection Improvements**

The following figures show recommended intersection improvements and corridor sections:

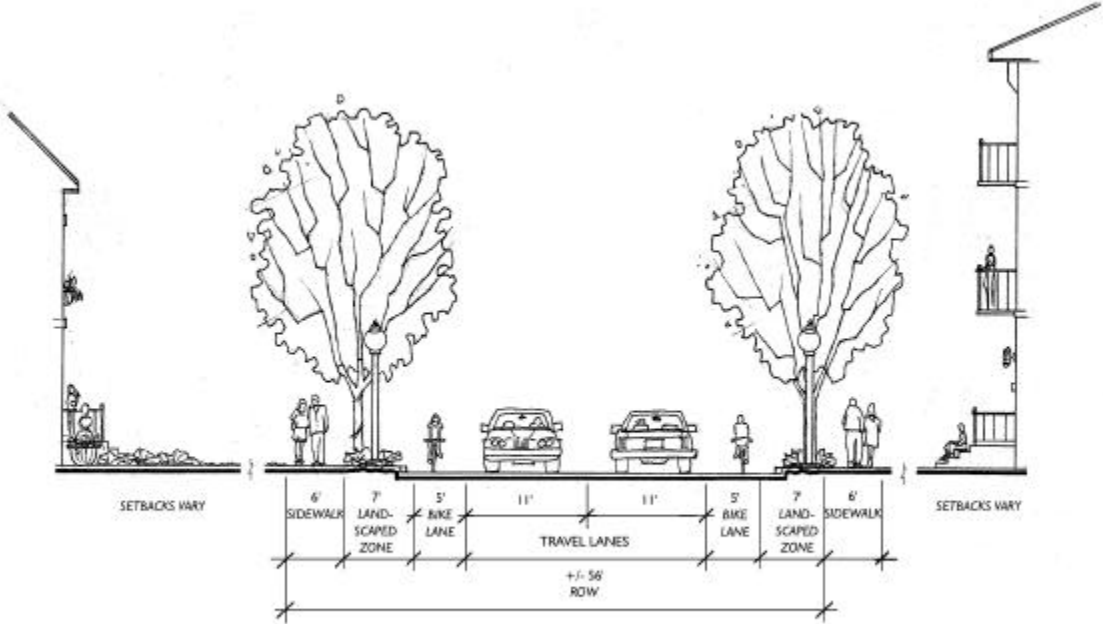
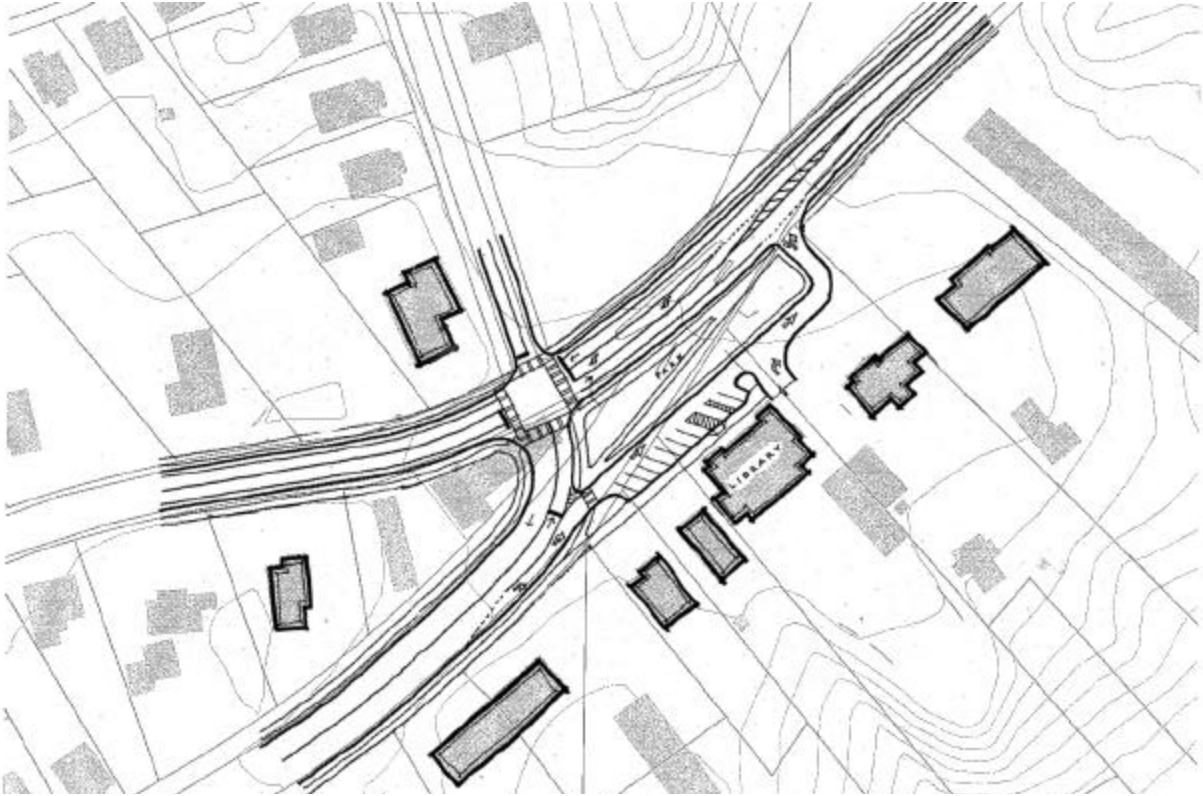


Bolton Road at Marietta Road





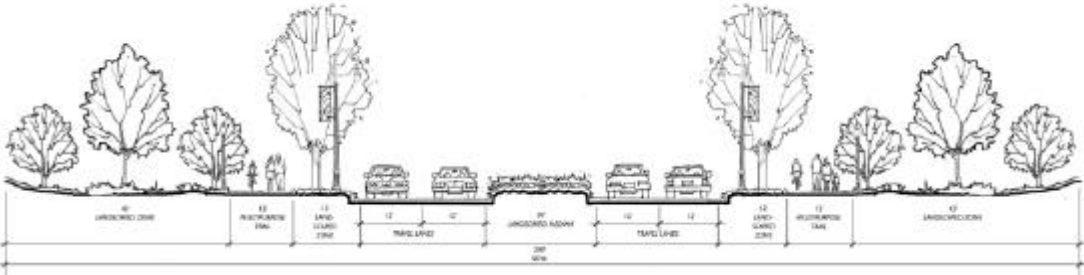
Bolton Road at Hollywood Road



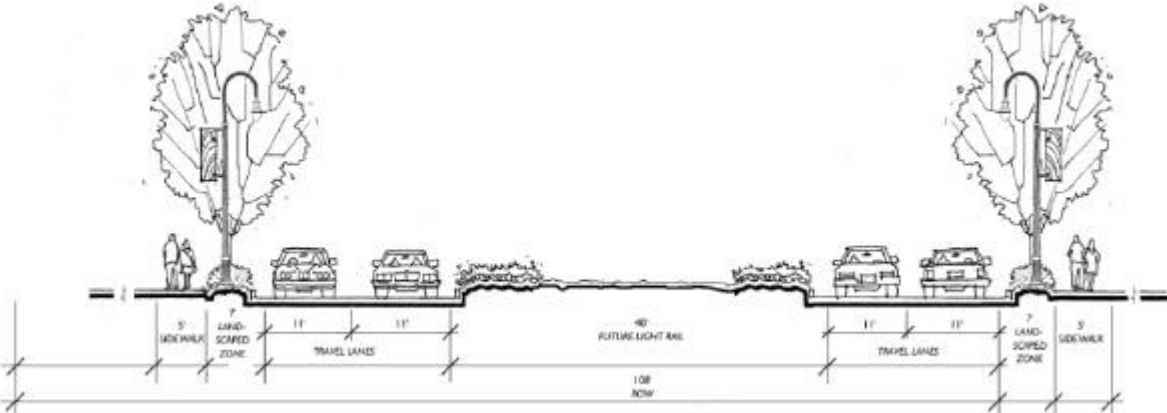
Bolton Road at Main Street



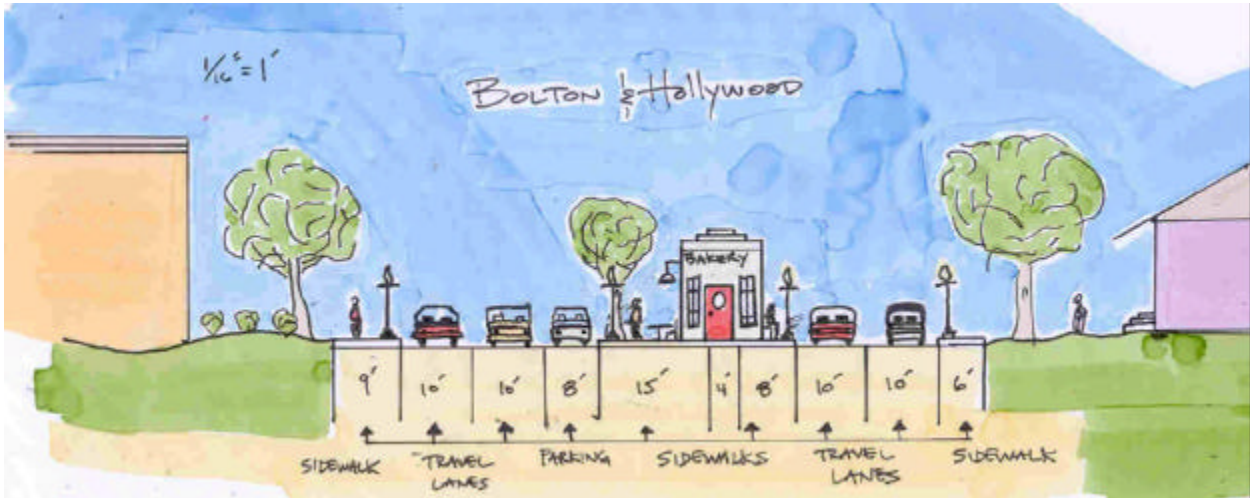
Bolton Road at James Jackson Parkway



Marietta Boulevard at Chattahoochee Ave.



Proposed Street Cross-sections illustrated by Georgia Tech Planning students:



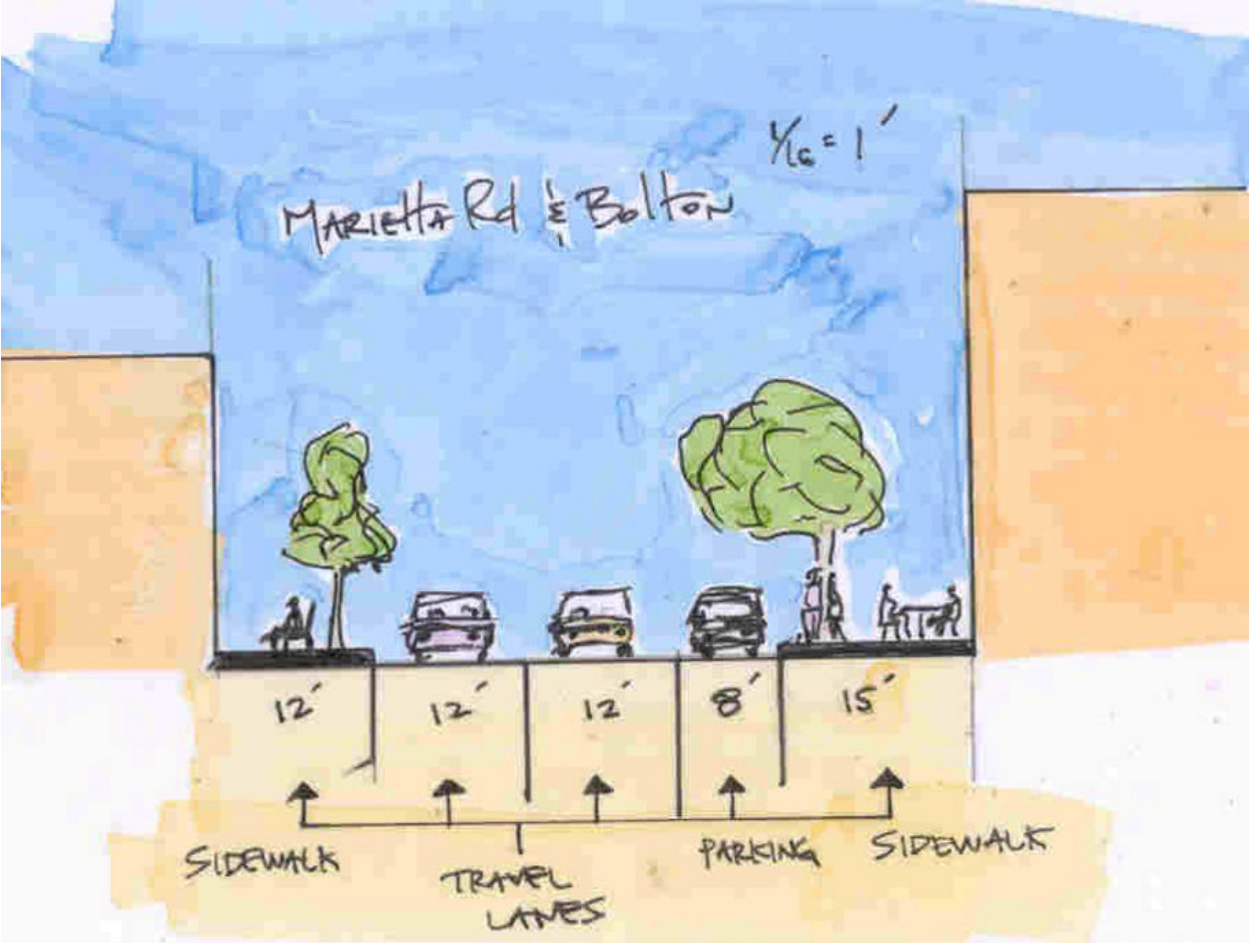
Bolton Rd. at Hollywood Rd., looking south



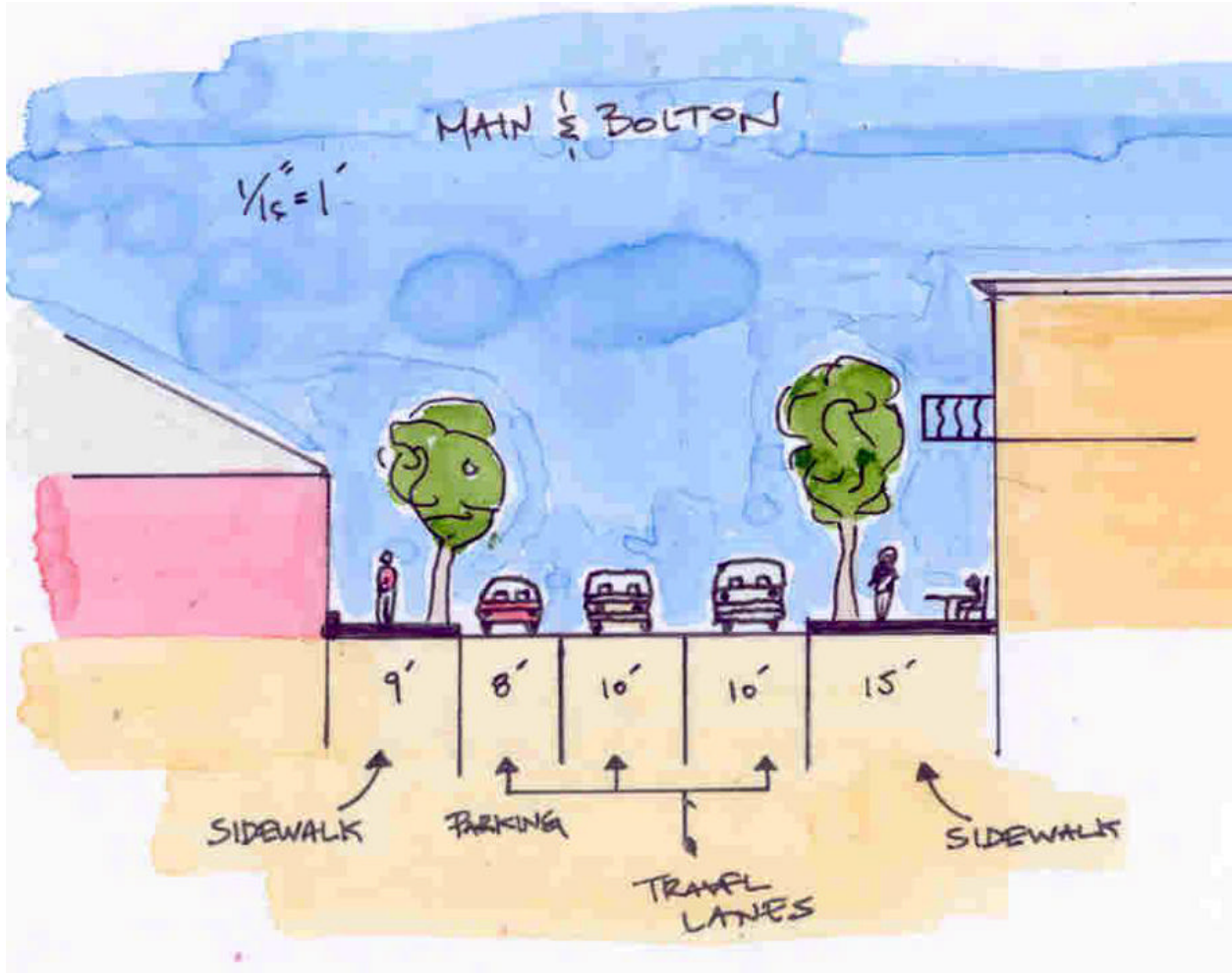
Bolton Road



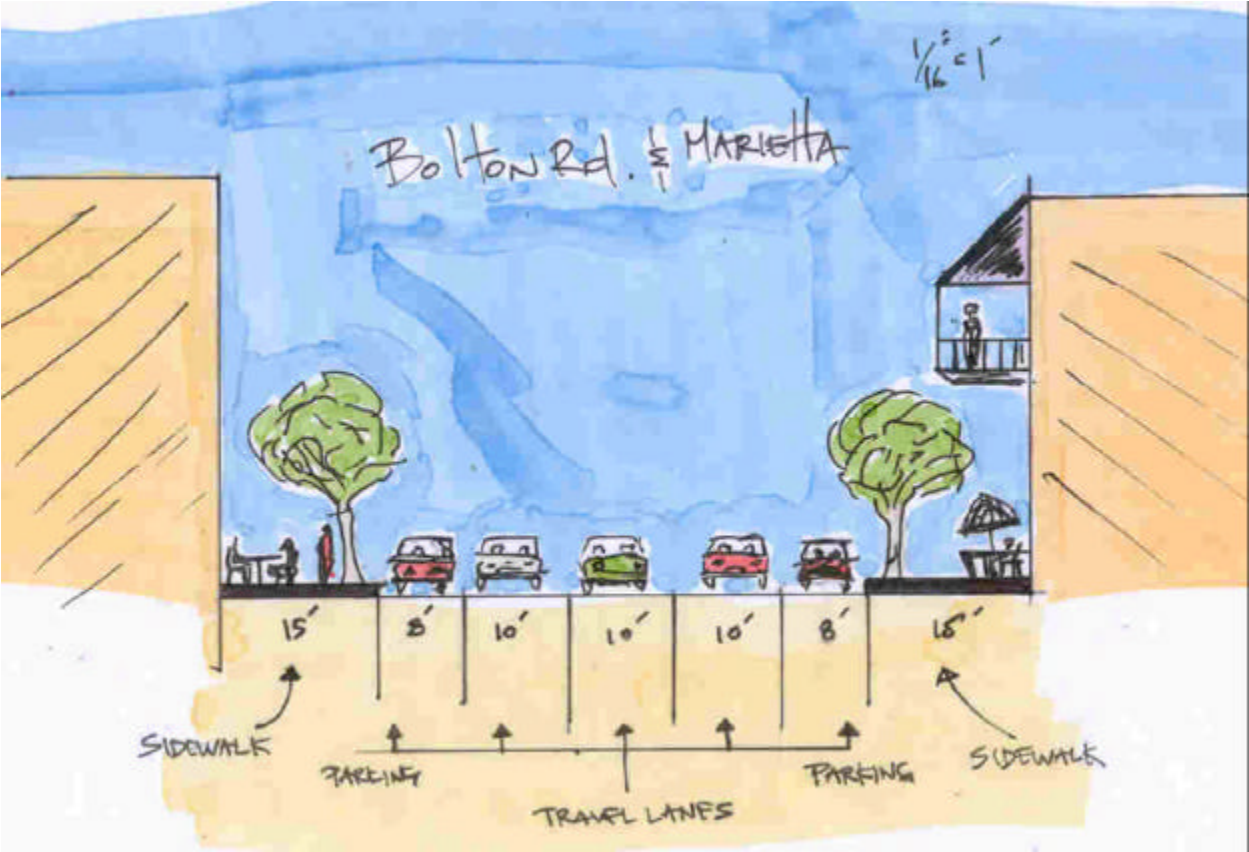
Bolton Rd. at Marietta Rd., looking north



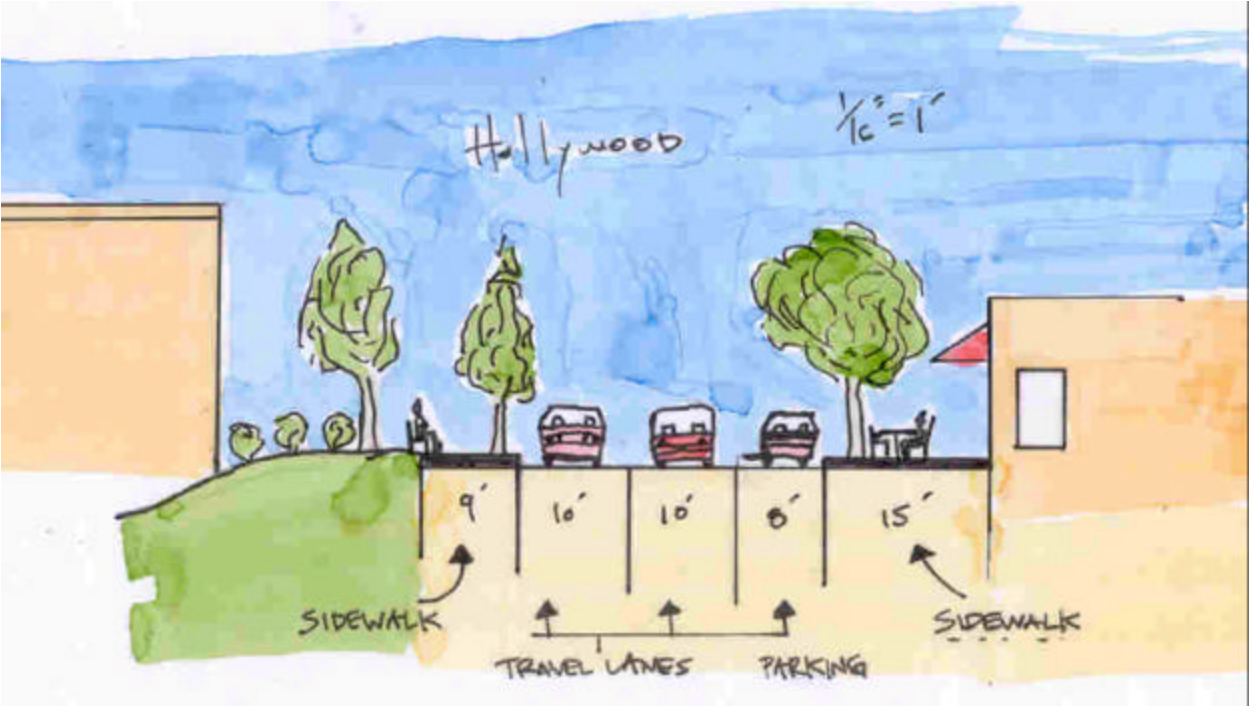
Bolton Rd. at Marietta Rd., looking east



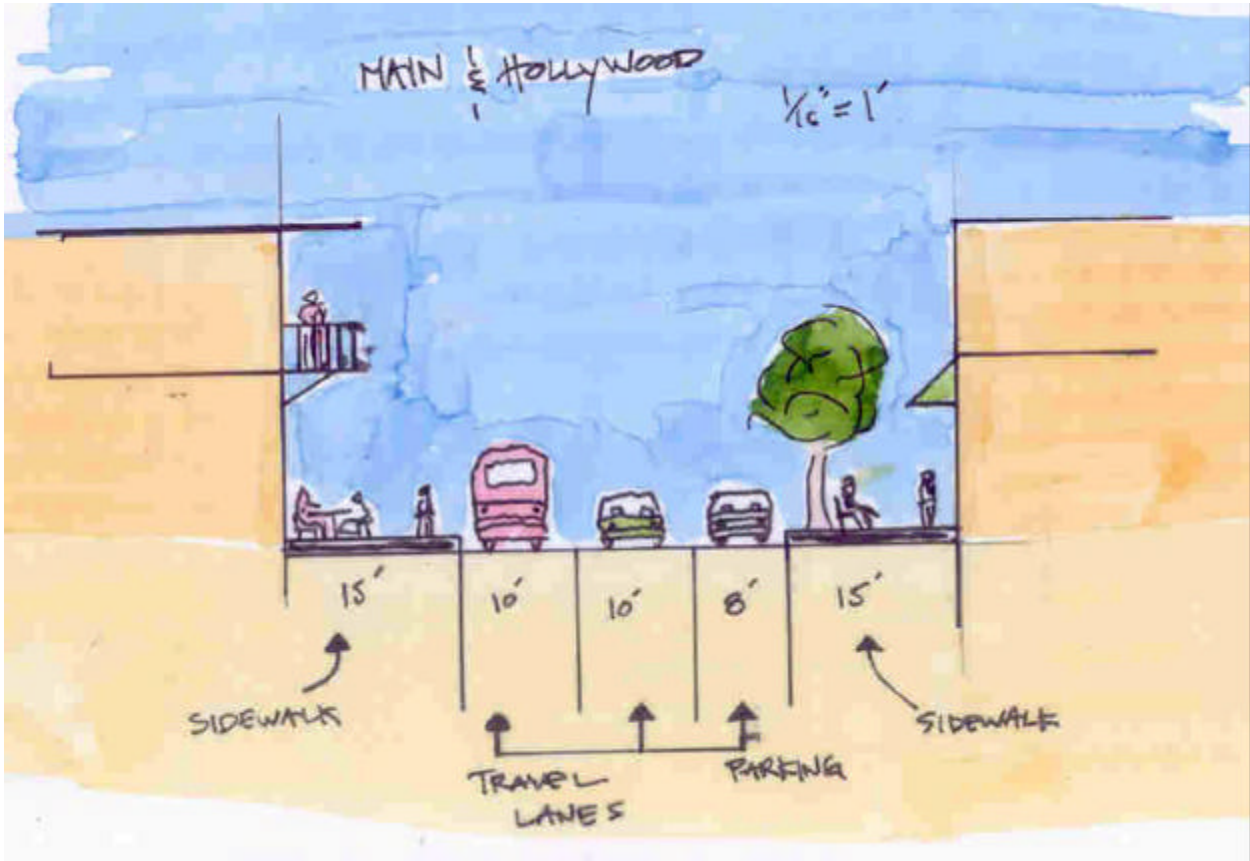
Main Street at Bolton Rd., looking east down Main St.



Bolton Rd. at Marietta Boulevard, looking







Main Street at Hollywood Road, looking down Main Street



Marietta Boulevard in "town center" area

CITY OF ATLANTA  
BUREAU OF PLANNING  
BOLTON/MOORES MILL LCI

Thanks to the following community participants:

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Chad & Beth Hamilton	Eva Nason	Patricia White
Beth Hamilton	Martha Neal	Bett Williams
Pam Hansen	Kim Nikles	Talbut Williams

Moore's Mill/Bolton Road LCI Implementation Program -- DRAFT																C4	C5	C6	C7	C8	C9	C10	C11	C12	C13	C14	C15	C16	C17	C18	C19	C20	C21																			
Description	ID/Map Reference	Subarea	Type of Improvement	Eng./Design Year	Engineering/Design Costs	Construction Year	Construction Costs	Total Project Costs*	Responsible	Funding Source	Source	Amount	Add New Sidewalks	Add Streetscaping "A"	Add Streetscaping "B"	Add Streetscaping "C"	Add Roadway "A"	Add Roadway "B"	Improve Exg Roadway	Add Bike Lane	Stripe Bike Lane	Add New Greenway	Add 4-Leg Intersection Signal	Add 3-Leg Intersection Signal	Add Neighborhood Entry "A"	Add Neighborhood Entry "B"	acr/Add park improvements	Add 40' Raised Median	Remove Roadway	Add New Curb & Gutter	Relocate Utilities aboveground	Intersection Improvement Cost	Notes																			
* = not shown on map																																																				
<b>ALL -- AREA-WIDE PROJECTS</b>																																																				
Upgrade Land Use Controls and Zoning in Corridor	A1*	ALL	Land Use	2003					City of Atlanta																																											
Work with Crestlawn Cemetery to enhance cemetery as a neighborhood resource	A2*	ALL	Land Use	2003					City of Atlanta																																											
Pursue the creation of a community development corporation (CDC) within 1-2 years. Include surrounding neighborhoods and model the organization on the successful and effective CDCs in Home Park and Mechanicsville.	A3*	ALL	General	2003					City of Atlanta																																											
<b>C1 -- CORRIDOR 1 -- BOLTON RD from JAMES JACKSON to MAIN STREET</b>																																																				
Reconstruct Bolton Road for approximately 1300 feet from James Jackson Parkway to Main Street to include on-street bike lanes.	C1a	C1	Bike Lanes	2005	16,055	2006	\$ 123,500	139,555	City of Atlanta	QOL SBV, CIP																																										
Add 5' sidewalks along Bolton Road for approximately 1300 feet from James Jackson Parkway to Main Street.	C1b	C1	Sidewalks	2005	2,434	2006	\$ 18,720	21,154	City of Atlanta	QOL SDW, TIP		5850																																								
<b>C2 -- CORRIDOR 2 -- BOLTON RD from MAIN STREET to HOLLYWOOD</b>																																																				
Reconstruct Bolton Road for approximately 1600 feet from Main Street to Hollywood Road to include on-street bike lanes.	C2a	C2	Bike Lanes	2005	19,760	2006	\$ 152,000	171,760	City of Atlanta	QOL SBV, CIP, CDBG																																										
Add 5' sidewalks along Bolton Road for approximately 1600 feet from Main Street to Hollywood Road.	C2b	C2	Sidewalks	2005	2,995	2006	\$ 23,040	26,035	City of Atlanta	QOL SDW, TIP		7200																																								
<b>C3 -- CORRIDOR 3 -- BOLTON RD from HOLLYWOOD to MARIETTA RD</b>																																																				
Reconstruct Bolton Road for approximately 3500 feet from Marietta Road to Hollywood Road to include on-street bike lanes.	C3a	C3	Bike Lanes	2005	43,225	2006	\$ 332,500	375,725	City of Atlanta	QOL SBV, CIP, CDBG																																										
Add 5' sidewalks along Bolton Road for approximately 3500 feet from Marietta Road to Hollywood Road.	C3b	C3	Sidewalks	2005	6,552	2006	\$ 50,400	56,952	City of Atlanta	QOL SDW, TIP		15750																																								
<b>C4 -- CORRIDOR 4 -- BOLTON RD from MARIETTA RD to MARIETTA BLVD</b>																																																				
Reconstruct Bolton Road for approximately 2500 feet from Marietta Boulevard to Marietta Road to include on-street bike lanes.	C4a	C4	Bike Lanes	2004	30,875	2005	\$ 237,500	268,375	City of Atlanta	QOL SBV, CIP																																										
Add 5' sidewalks along Bolton Road for approximately 2500 feet from Marietta Boulevard to Marietta Road.	C4b	C4	Sidewalks	2004	4,680	2005	\$ 36,000	40,680	City of Atlanta	QOL SDW, TIP		11250																																								
<b>C5 -- CORRIDOR 5 -- MARIETTA BLVD from BOLTON RD to CHATTAHOOCHEE BRIDGE</b>																																																				
Add 40 foot landscaped median, sidewalks, street lighting and street trees to Marietta Boulevard from Moores Mill Shopping Center area to Chattahoochee Bridge (approx 1600 feet).	C5	C5	Transit/Safety	2005	46,800	2006	\$ 360,000	406,800	City of Atlanta	QOL SSP						1440																																				
<b>C6 -- CORRIDOR 6 -- MARIETTA BLVD from BOLTON RD to CHATTAHOOCHEE AVENUE</b>																																																				
Add 40 foot landscaped median, sidewalks, street lighting and street trees to Marietta Boulevard from Chattahoochee Avenue to Moores Mill Shopping Center (approx. 4800 feet)	C6	C6	Transit/Safety	2005	28,080	2006	\$ 216,000	244,080	City of Atlanta	QOL SSP						4320																																				
<b>I1 -- INTERSECTION 1 -- BOLTON RD &amp; JAMES JACKSON PKWY</b>																																																				
Reconstruct intersection at Bolton Road and James Jackson Parkway	I1a	I1	Intersection Improvement	2007	143,000	2008	\$ 1,100,000	1,243,000	City of Atlanta	QOL TCD, LCI																																										
Design landmarks/gateways at Bolton/James Jackson.	I1b	I1	Gateways	2007	1,300	2008	\$ 10,000	11,300	City of Atlanta	LCI																																										
<b>I2 -- INTERSECTION 2 -- BOLTON RD &amp; MAIN STREET</b>																																																				
Reconstruct intersection at Bolton Road and Main Street	I2a	I2	Intersection Improvement	2005	91,000	2006	\$ 700,000	791,000	City of Atlanta	QOL TCD, LCI																																										
Design landmarks/gateways at Bolton/Main.	I2b	I2	Gateways	2005	1,300	2006	\$ 10,000	11,300	City of Atlanta	LCI																																										
<b>I3 -- INTERSECTION 3 -- BOLTON RD &amp; HOLLYWOOD RD</b>																																																				
Reconstruct intersection at Bolton Road and Hollywood Road	I3a	I3	Intersection Improvement	2004	110,500	2005	\$ 850,000	960,500	City of Atlanta	QOL TCD, LCI																																										
Design landmark/gateway and implement new landscaping at Bolton/Hollywood intersection	I3b	I3	Gateways	2004	4,550	2005	\$ 35,000	39,550	City of Atlanta	QOL PPG																																										
<b>I4 -- INTERSECTION 4 -- BOLTON RD &amp; MARIETTA RD</b>																																																				
Reconstruct intersection at Bolton Road and Marietta Road	I4a	I4	Intersection Improvement	2004	87,750	2005	\$ 675,000	762,750	City of Atlanta	QOL, TCD, LCI																																										
Close Marietta Road for approx. 400 feet between Bolton Road and Fisher Avenue and extend Fisher Avenue approx. 1200 feet to Bolton Road to align with unimproved right-of-way. Improve right-of-way into 2-lane road with on-street parking between Hooper Street and Bolton Road. Add new intersection at Fisher Avenue and Bolton Road.	I4b	I4	Street Connectivity	2005	43,680	2006	\$ 336,000	379,680	City of Atlanta	LCI																																										
Design landmarks/gateways at Bolton/Marietta Rd	I4c	I4	Gateways	2005	1,300	2006	\$ 10,000	11,300	City of Atlanta	LCI																																										



Moore's Mill/Bolton Road LCI Implementation Program -- DRAFT													C4	C5	C6	C7	C8	C9	C10	C11	C12	C13	C14	C15	C16	C17	C18	C19	C20	C21					
Description	ID/Map Reference	Subarea	Type of Improvement	Eng./Design Year	Engineering/Design Costs	Construction Year	Construction Costs	Total Project Costs*	Responsible	Funding Source	Source	Amount	Add New Sidewalks	Add Streetscaping "A"	Add Streetscaping "B"	Add Streetscaping "C"	Add Roadway "A"	Add Roadway "B"	Improve Exg Roadway	Add Bike Lane	Stripe Bike Lane	Add New Greenway	Add 4-Leg Intersection Signal	Add 3-Leg Intersection Signal	Add Neighborhood Entry "A"	Add Neighborhood Entry "B"	Add park improvements	Add 40' Raised Median	Remove Roadway	Add New Curb & Gutter	Relocate Utilities aboveground	Intersection Improvement Cost			
Construct transit plazas on both sides of Marietta Boulevard between "Street A" and Moores Mill Extension, including well-lighted waiting areas, news/snack stand, public telephone, passenger drop off/pick up area, taxi stand, trash cans, schedule board, community kiosk.	SC9	SC	Transit	2003	3,900	2004	\$ 30,000	33,900	City of Atlanta	LCI																									
Implement greenway/parking area in former Bolton Road right-of-way between Moores Mill Road and Marietta Boulevard.	SC10	SC	Greenways	2004	13,000	2005	\$ 100,000	113,000	City of Atlanta																								Depends upon closing road first		
Design and implement landscaping at new terminus of Moores Mill extension.	SC11	SC	Parks/Greens pace	2004	13,000	2005	\$ 100,000	113,000	City of Atlanta	LCI																									
Renovate landscaping at public park located between DeFours Ferry Road and Coronet Way	SC12	SC	Parks/Greens pace	2004	26,000	2005	\$ 200,000	226,000	City of Atlanta																										
<b>T -- IMPROVEMENTS TO TRANSIT</b>																																			
Work with MARTA to reroute current routes that use existing streets around Moores Mill Shopping Center.	T1*	T	Transit	2003					City of Atlanta																										
Work with MARTA to increase transit frequency along Marietta Boulevard/Bolton Road corridor (Routes 58 Bolton and 60 Hightower).	T2*	T	Transit	2004					City of Atlanta																										
Work with MARTA to increase frequency of service from Moores Mill Crossing to other major destinations in the City of Atlanta (downtown, Midtown, Lindbergh Center, planned West Highlands development).	T3*	T	Transit	2004					City of Atlanta																										
Work with GRTA to encourage new transit/light rail to utilize Marietta Boulevard and to include adequate stops in the corridor.	T4*	T	Transit	2003					City of Atlanta																										
Work with Cobb Community Transit to introduce service from Moores Mill Crossing to other major Cobb County destinations (Smyrna, Cumberland/Galleria).	T5*	T	Transit	2004					City of Atlanta																										
					1,544,366.20			11,879,740.00	13,424,106.20																										