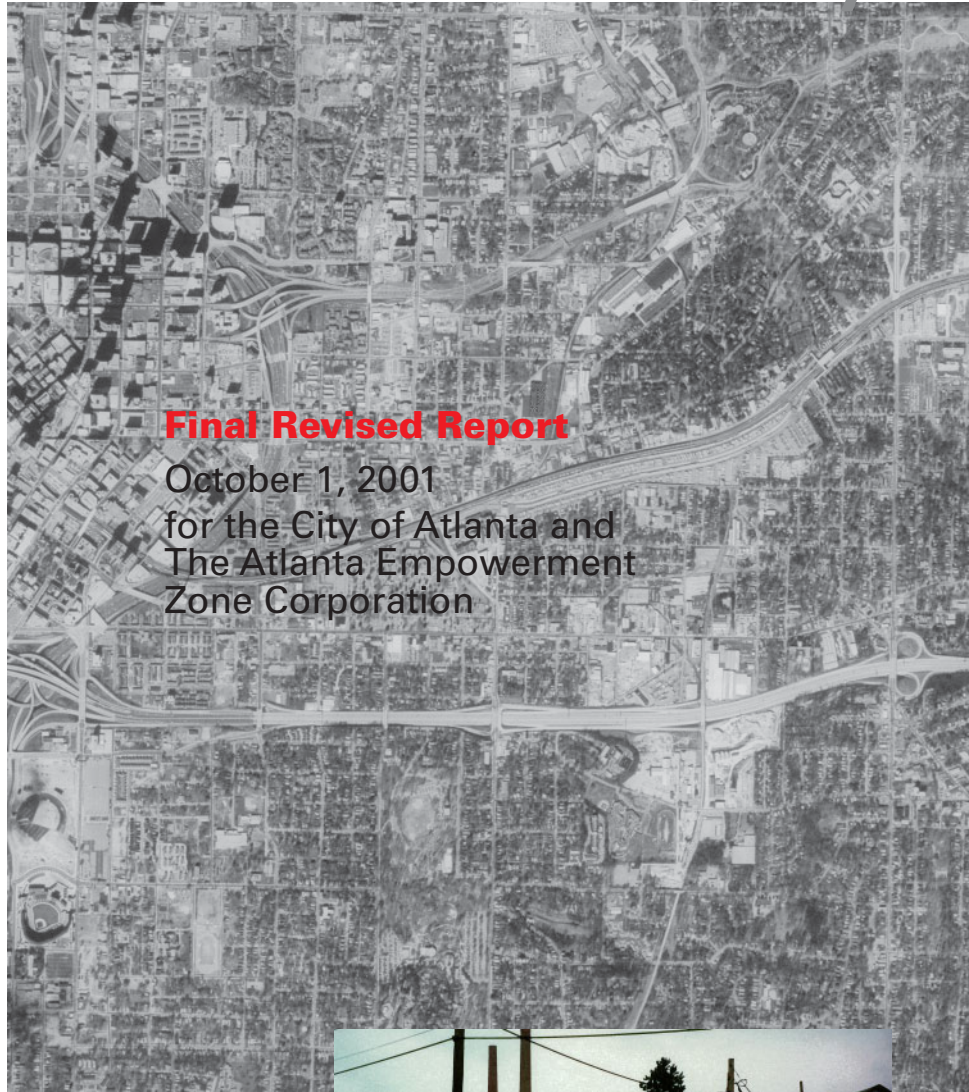


Memorial Drive- Martin Luther King, Jr. Drive Area Revitalization Study



Final Revised Report

October 1, 2001

for the City of Atlanta and
The Atlanta Empowerment
Zone Corporation

r+p/v



romm+pearsall/ vergestudios

Adobe PDF **Acrobat** Version

This report is dedicated to the many leaders, activists, volunteers and interested neighbors from the Capitol Homes, Grant Park, Cabbagetown and Reynoldstown neighborhoods who sponsored and participated in this study.

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Notes on the October 1, 2001 Revised Final Report

The October 1, 2001 Revised Final Report includes some fundamental changes suggested during the NPU/ neighborhood approval and review process concerning the Grant Park neighborhood (*section 3.4*). In addition, minor changes made as clarifications or corrections may appear throughout the report.

1.0 Plan Introduction and Executive Summary:

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1.1 Introduction:

The Memorial Drive Revitalization Study Plan is the product of extensive demographic, land-use and economic research combined with many hours of neighborhood meetings, workshops, and other forms of public input. It represents a plan forged among participants in the process and a comprehensive evaluation of current economic and planning possibilities. These recommendations offer achievable public and private solutions to the revitalization and redevelopment of the Memorial Drive-MLK study area and are backed up by sound economic and infrastructure analysis of area needs and capabilities.

This report represents a broad consensus of leadership in the Grant Park, Reynoldstown, Cabbagetown and Capitol Homes neighborhoods and in the Atlanta Housing Authority (AHA). These organizations and their representatives played a key role in the formulation of land-use and masterplan proposals summarized here as well as in the sponsorship of this report. The active participation of a diverse group of neighbors, neighborhood leaders and planning representatives was instrumental in producing a comprehensive vision of the future of the area.

1.2 Study Area Boundaries:

The Memorial Drive/ MLK Drive Revitalization Study has the following boundaries: East- Capitol Avenue from the MARTA/ CSX rail line to I-20, Hill Street from I-20 to Georgia Avenue, West- Moreland Avenue, South- I-20 and Georgia Avenue from Hill Street to Cherokee Avenue, and North- MARTA/ CSX rail line. This area was determined by the Atlanta Empowerment Zone Corporation (AEZC) and by the City of Atlanta, Department of Planning, Development and Neighborhood Conservation Memorial Drive/ MLK Drive Corridor Study. Funding for this study came from both sources.

1.3 Plan Goals and Objectives:

Overall goals and objectives as determined through the workshop process are as follows:

- A. Develop a comprehensive framework for decisions concerning the appropriateness of future development
 - *Develop an urban plan for land-use*
 - *Provide development guidelines for future development (i.e.: scale, density, building form, public space)*
- B. Maintain and encourage the current mix of income levels, ethnic backgrounds and lifestyles currently found in the study area
 - *Develop public and private options for providing affordable housing (stand alone or as a part of a larger development)*
 - *Provide neighborhood options for housing upgrades and federal, state and local housing rehabilitation programs*
 - *Provide access to mechanisms for rehabilitating abandoned properties (i.e.: Fulton County Land Bank, etc.)*
- C. Preserve and highlight the historic and cultural character of neighborhoods and public locations in the Memorial Drive Study Area
 - *Provide frameworks encouraging adaptive re-use of historic or culturally significant buildings or spaces*
 - *Develop interpretive elements at historically or culturally significant places in the study area*

1.0 Plan Introduction and Executive Summary, continued

1.3

- D. Develop viable retail and commercial opportunities appropriately located in the Memorial Drive Corridor Study Area.
- *Provide retail and commercial uses to serve neighborhood needs and strike a balance between desired local shops and services (i.e.: grocery, hardware, drug stores and regional concerns (i.e.: restaurants, entertainment, boutique retail))*
 - *Evaluate area for potential mixed-use and other development*
- E. Develop new housing of various densities and types at appropriate locations in the Memorial Drive Study Area
- *Maintain the density and character of existing neighborhoods with the addition of infill housing*
 - *Incorporate areas of higher density development in appropriate places in the study area*
 - *Develop models for housing of various types (i.e.: single-family, apartments, condominiums, lofts, etc.) and densities (i.e.: single-family, mid-rise, etc.)*
 - *Provide appropriate transitions between changes in land use (i.e.: housing to retail, etc.) and densities (i.e.: single-family to mid-rise)*
- F. Develop environmental standards for future development in the Memorial Drive Study Area
- *Explore the potential of existing brownfield sites for clean-up and development*
 - *Develop frameworks for environmental awareness and sustainability of new construction and land development*
 - *Encourage city, state and national officials to balance development in the area with sustainability goals for the city and region*
- G. Develop new urban public spaces and upgrade and renovate existing ones in the Memorial Drive Study Area
- *Provide new park and other public space*
 - *Utilize existing under-used or neglected public spaces (i.e.: Oakland Cemetery)*
 - *Provide spaces for public art*
 - *Utilize public spaces as incentive to new development*
- H. Develop an attractive, safe and viable street environment along Memorial Drive and other major thoroughfares in the study area
- *Provide pedestrian oriented landscape, streetscape and lighting improvements*
 - *Preserve the aesthetic continuity of existing streetscapes as warranted*
 - *Explore ways of creating street life through the sensitive addition of housing, commercial and retail uses along Memorial Drive*
 - *Explore possibilities of moving utilities (i.e.: power lines, cable TV/ fiber optic lines, telephone) to underground locations*

The general urban design and architectural goals of the proposed plan are as follows:

- The creation of a vital pedestrian oriented mixed-use environment.
- The connection of the study area to surrounding neighborhoods and cultural amenities.
- The protection of existing historic neighborhood fabrics and densities.
- The facilitation of neighborhood use of mass transit and other alternative forms of transportation.
- The creation of an architecturally strong and creative urban environment.
- The creation of facilities for the historical and cultural interpretation of neighborhoods and landmarks.

1.0 Plan Introduction and Executive Summary, continued

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1.4 New Development Guidelines:

In accordance with the above goals and objectives and the urban design and architectural goals listed above the following primary general development guidelines have been developed:

- The provision of major new public park space and connections to adjacent neighborhoods and cultural amenities, including the State Capitol, the King Center, and Zoo Atlanta.
- Protection of historical neighborhoods and other resources.
- The establishment of a consistent new development pattern including retail and commercial space (or studio space) at ground level and housing above with parking provided underground or behind new buildings.
- The establishment of height and density guidelines appropriate to various areas of the plan.
- The establishment of a 15' –20' sidewalk and general streetscape standards along Memorial Drive, MLK Drive, Hill Street and Boulevard.
- The establishment of an architecturally similar arcade element at the base of all new buildings along Memorial Drive, MLK Drive, Hill Street and Boulevard
- General improvement of neighborhood sidewalks and other street amenities.
- General improvement of pedestrian links to mass transit resources.
- The provision of new Pedestrian and Bike routes.
- Emphasizing and highlighting existing historical and other cultural amenities.
- The re-connection of major parts of urban Atlanta.
- New plans for connectivity to adjacent neighborhoods.

1.5 Plan Summary:

The plans outlined here represent a viable way of adding residential density and neighborhood retail and commercial space to the study area while protecting the fabric of existing historical single-family neighborhoods. By adding needed public space, middle-density mixed-use residential and office/ commercial space to underused areas along the Memorial Drive-MLK corridor the plan satisfies resident desires for these uses while preserving both the scale and character of adjacent neighborhoods. Mixed-use blocks form a protective development wall and a place for needed residential and retail improvements to happen.

The plan also begins to heal the wounds inflicted on the city's urban fabric by freeway building of the 1950s and 60s by (re)-creating strong neighborhood links to the downtown area and the state government center. An urban park will connect two of Atlanta's most significant landmarks, the State Capitol and Oakland Cemetery. The park will provide a central green space for most of the new development along Memorial Drive and Martin Luther King, Jr. Drive. This new public space will emphasize formal civic and cultural functions near the Capitol and be a more casual neighborhood park in the Grant Park/Oakland area.

The plan also includes specific recommendations for a neighborhood park and street improvements in the Cabbagetown neighborhood and plans for neighborhood retail and commercial space in Reynoldstown. An existing industrial area, currently providing a substantial number of jobs to area residents, stretching along Memorial Drive from Pearl Street to Moreland Avenue will remain substantially intact with some aesthetic, pedestrian and traffic improvements. A general need for neighborhood connectivity is addressed with proposed projects including a major north-south pedestrian and bike connector and by special design attention given to any number of neighborhood connections via tunnels and viaducts.

1.0 Plan Introduction and Executive Summary, continued

1.5 **1.6**

We believe that what is now a marginal area of the city can become one of Atlanta's best places to live, work and play, offering public and private amenities unparalleled elsewhere in town. At build-out the plan offers an exciting, safe, clean and vital urban place in the heart of the existing city, taking full advantage of on hand transportation and other infrastructure advantages. The plan realistically adds about 2,500 new residential units, mostly in the Memorial Drive- MLK Drive corridor, and more than 300,000 square feet of neighborhood and regional retail and commercial space in a period of 15 to 20 years. Several major cultural and historical interpretive projects are also proposed for this historically significant area. In short, the Memorial Drive-MLK corridor offers metropolitan Atlanta a compact livable alternative to urban sprawl and the wasteful environmental patterns of development so prevalent in other parts of the city.

It is expected that these recommendations will provide a framework for the future development of the area and help to guide the decision making process of neighborhood, state and city groups concerning future design and planning directions. As outlined in the Implementation Guidelines section of the Final Report, it is recommended that a planning and implementation organization be formed for the entire study area in order to facilitate the kinds of development promoted in the report. This neighborhood development corporation (NDC) should include representatives from each of the member neighborhoods and area businesses.

1.6 Using this Report:

1.6.1 Area Reports (A-H) and Projects:

This report is generally divided into eight areas corresponding to eight distinct but closely related geographic areas of the study. Each section includes a general description of the proposed overall development pattern for the area, followed by more exact description of area proposals called project areas. Project areas discuss in some detail, specific aspects or parts of the plan and are also geographically linked. Zoning recommendations are the last section in each area report and are intended as a guide to establishing future zoning, CDP and land-use regulations for the area.

1.6.2 Streetscape and Building Typologies:

Following the area reports are detailed descriptions and illustrations describing various streetscape and building typologies appropriate to certain areas of the study. These street sections describe the prototypical urban conditions that are the overall physical development goals of this study.

1.6.3 Economic and Traffic Recommendations:

This section reports on the final conclusions of economic and traffic consultants concerning the future of the area. This section includes the demand finding of Dale Henson and associates and a traffic analysis of the area at build-out by Street Smarts, Inc.

1.6.4 Implementation Recommendations:

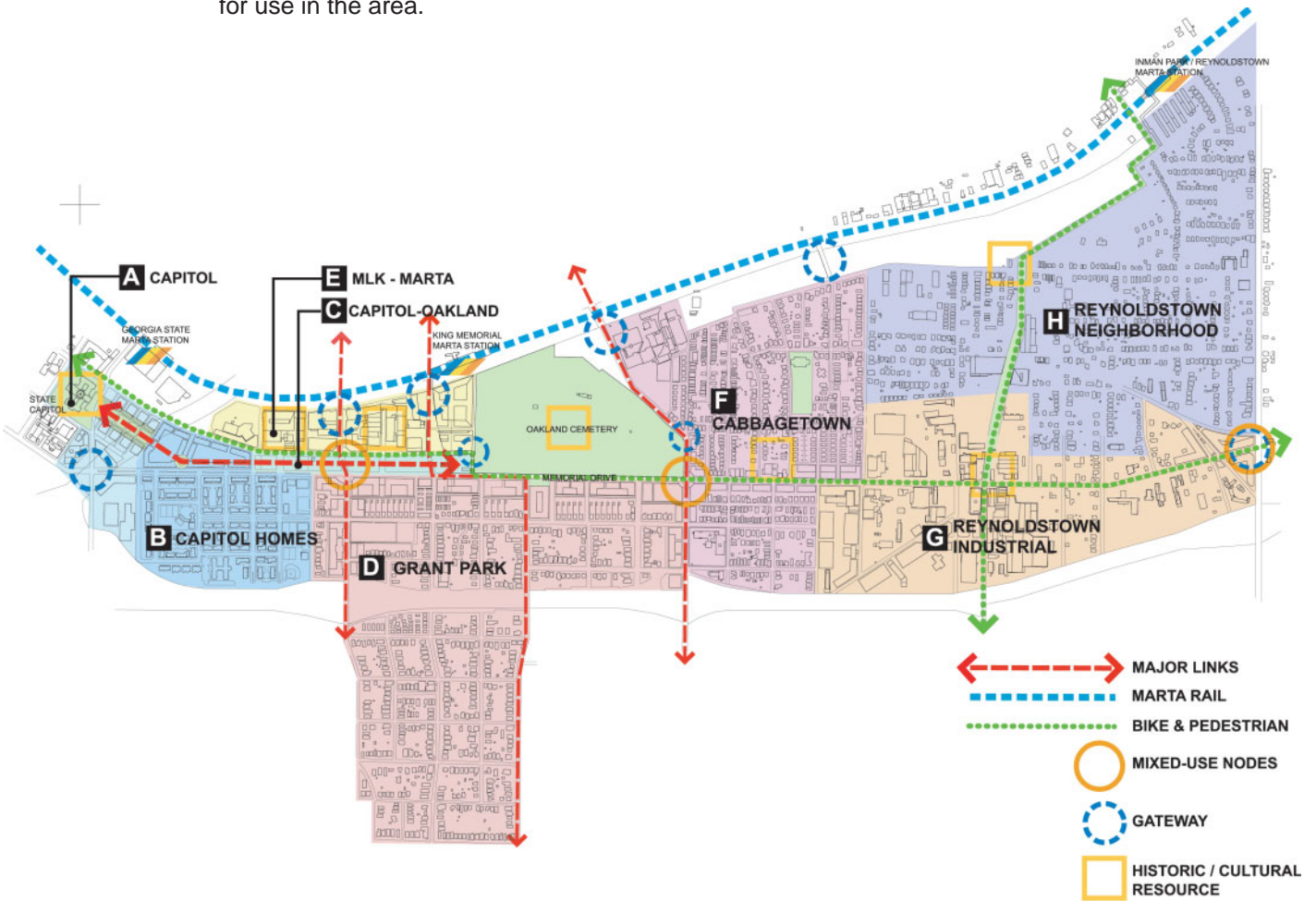
It is expected that the recommendations of this study will provide a framework for the future development of the area and help to guide the decision making process of neighborhood, state and city groups concerning future design and planning directions. As outlined in the Implementa-

1.0 Plan Introduction and Executive Summary, continued

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tion Guidelines section of the Final Report, it is recommended that a planning and implementation organization be formed for the entire study area in order to facilitate the kinds of development promoted in the report. This section discusses the structure and relationship of this group to city and state agencies.

A comprehensive list of financial and planning resources and organizations is also listed in this section. Priorities are set for public improvements and for the use of bond monies appropriated for use in the area.



Urban Design Concepts

2.0 Study Process and Methodologies

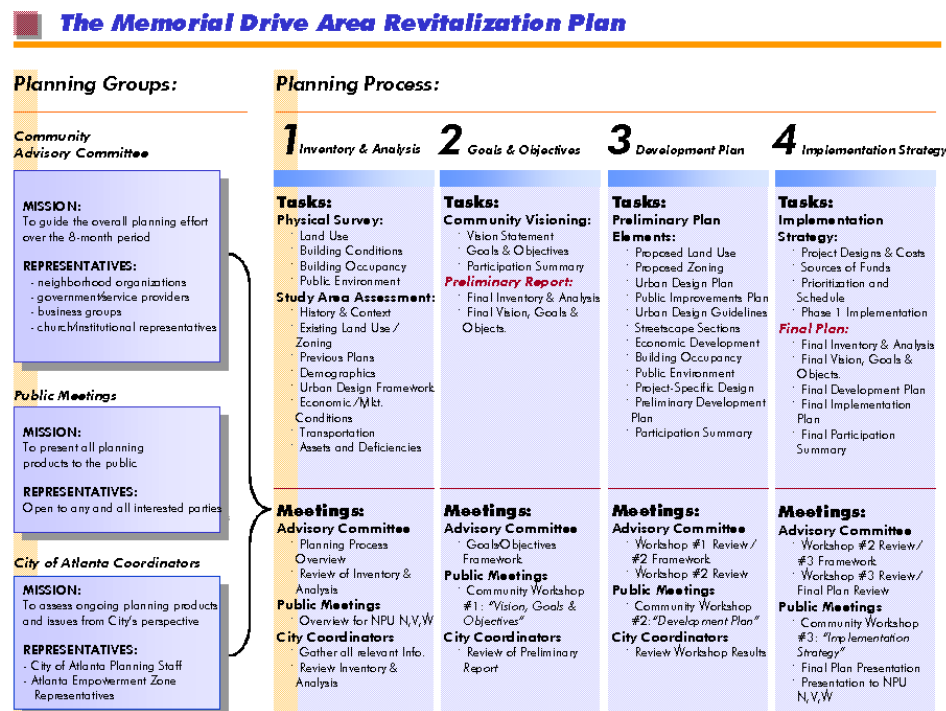
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2.1 The Workshop Process:

As shown below, the planning process for the Memorial Drive/MLK Corridor Study has been an extensive process involving a series of community participation workshops and related forums/meetings. This process began with the initial visioning efforts conducted by the City of Atlanta and Empowerment Zone leaders in conjunction with the leadership and residents of the neighborhood community groups of Capitol Homes, Grant Park, Cabbagetown, and Reynoldstown.

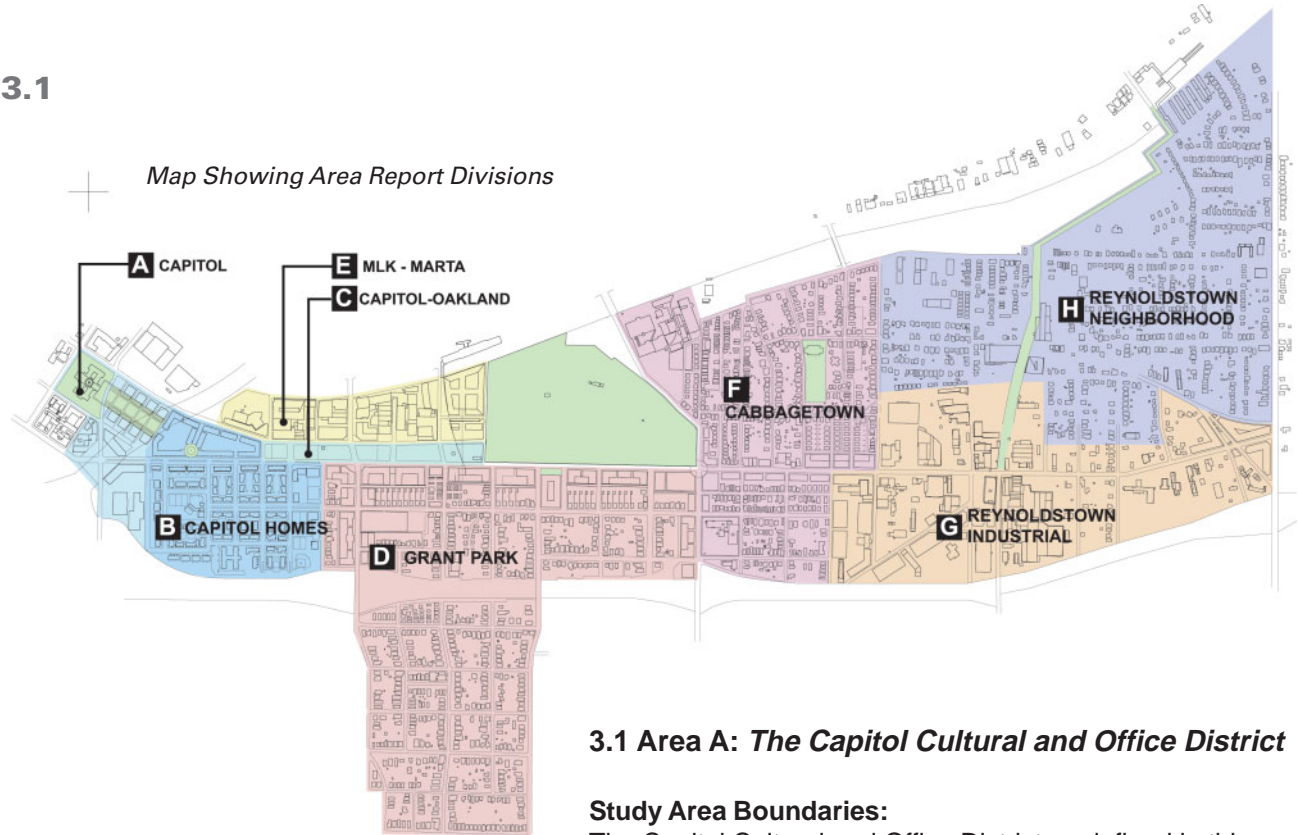
The planning process was structured to integrate 3 interrelated groups of planning participants along a 4-step process. As shown in Diagram A, the 3 planning groups are the Public Participants (residents of all communities in the study area), the Community Advisory Committee (representatives from community institutions and businesses as well as local and regional government agencies), and the City of Atlanta Coordinators from the Bureau of Planning. The 4-step process was subdivided into the phases of Inventory and Analysis, Goals and Objectives, Development Plan, and Implementation Strategy. Each phase involved a sequence of meetings that began with an Advisory Committee meeting, followed by an intensive Public Workshop, and then a review session with the City Coordinators. These efforts have also included the planning team's participation in numerous monthly meetings held by the individual neighborhoods and NPU's. These meetings addressed ongoing community planning issues as well as input into the Atlanta Comprehensive Development Plan and the consideration of SPI zoning districts. Additionally, the planning team has been extensively involved in coordinating with the Atlanta Housing Authority's Hope VI application process for the Capitol Homes Revitalization Plan.

Overall, the Memorial Drive/MLK Corridor Study planning process has spanned over two years and included more than 30 community planning meetings and forums.



3.0 Area Reports and Projects

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3.1 Area A: The Capitol Cultural and Office District

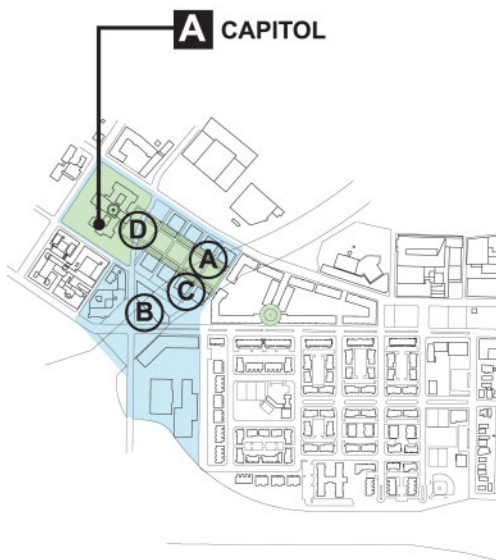
Study Area Boundaries:

The Capitol Cultural and Office District as defined in this report has the following boundaries: East- I-75 /85 and Capitol Homes, West- Capitol Ave. and the State Capitol Building, South- I-20 and the State Archives Building, North- Martin Luther King, Jr. Drive and the Sloppy Floyd State Office Building.

Land Use and Urban Plan:

General Guidelines-

The east side of the Georgia State Capitol Building has long been neglected. This major entry to the Capitol faces a parking deck and the I-75/ 85 expressway. The state currently faces a shortage of sites for cultural facilities (including a state museum), office space, public space and additional parking. The Memorial Drive Study suggests substantially improving these situations by recapturing the area over the expressway for a civic ceremonial public space flanked and defined by state cultural and office facilities. A major addition to area parking is included under this cultural mall and over the existing expressway. Fortunately, the area of the I-75/ 85 expressway here was structured to support a major facility above current travel and off-ramp lanes during its most recent rebuilding. This new public park, cultural, office and parking space would join a redevelopment of the Capitol Homes area extending the Capitol green space axis to Memorial Drive. This public



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space would then connect east to the proposed Capitol- Oakland Park providing for a continuous green-space link from the State Capitol to Oakland Cemetery. The mall space would provide a dramatic Capitol Hill backdrop for official state ceremonies, rallies and other civic and free speech activities.

Specific Area Recommendations-

The following section lists specific public and private improvements and projects in the Capitol Homes Neighborhood Area. Projects are listed by location:

Project Area A: the Capitol Mall Axis and Museum Area:

The Memorial Drive Study suggests recapturing the area over the current expressway for a civic ceremonial public space flanked and defined by state cultural facilities. This new public park, cultural and parking space would a-join a redevelopment of the Capitol Homes area extending the Capitol green space axis to Memorial Drive. This public space would then connect east to the proposed Capitol- Oakland Park providing for a continuous green-space link from the State Capitol to Oakland Cemetery. The mall space would provide a dramatic Capitol Hill backdrop for official state ceremonies, rallies and other civic and free speech activities. The green space and cultural facilities would replace the existing parking deck east of the state Capitol and bridge the I-75/ 85 expressway to the Capitol Homes redevelopment. State cultural facilities including a new state museum complex, a possible children's interpretive history center, a Native American museum, or a state civil rights center would be located on flanking sides of the central mall space. A substantial new parking facility for the state legislature, staff, and other state employees would be located beneath the mall in the area of the current parking facility and above the expressway.

This new front door to the state capitol would provide a dramatic new image of the primary symbol of state government to the people of Georgia and the state with much needed ceremonial, museum and parking space. The area could become a principal attraction for children and adults from across the state. The design of these facilities and public space should be specifically emphasized. A sophisticated, well-designed public space and cultural area could enhance the image of the state both nationally and internationally and make the park a place that all Georgians can be proud of. **(Priority 1: see Implementation Section, 7.3.1.2)**

Project Area B: Capitol Offices:

The Study recommends the development of an area to the south of the state mall and cultural facilities as a site for future state office buildings. These new facilities sitting on land recaptured from the expressway will form a gateway at Memorial Drive to the eastern part of the city. Substantial amounts of office space in a 3 to 6 story urban model of development can be located here. These new offices can meet much of the burgeoning demand for close-in state facilities. In addition, these new buildings will be adjacent to both mass-transit (MARTA) and new parking facilities. **(Priority 2: see Implementation Section, 7.3.1.2)**

Project Area C: Underground Parking and Infrastructure:

A new underground parking facility will replace the current aging deck located east of the State Capitol Building and extend parking under the new capitol mall and over Interstate 75/ 85. This facility can provide direct secure links for state legislators and employees to the State Capitol and other office facilities. This new deck can considerably improve parking here by providing more spaces, a better parking layout and new entrances and exits located at better locations for access to local roads and the expressway. **(Priority 1: see Implementation Section, 7.3.1.2)**

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Project Area D: Relationship to the State Capitol:

It is expected that with further study that the proposed state mall and cultural facilities will tie directly to the east entrance of the State Capitol. Capitol Avenue may be able to be re-routed below the mall providing for a continuous green space from the State Capitol to Memorial Drive and eventually to Oakland Cemetery. **(Priority 2: see Implementation Section, 7.3.1.2)**

General Transportation Improvements:

Public Transportation:

Strong pedestrian and bus links should be developed between cultural areas and the Martin Luther King, Jr. and Georgia State Transit Stations. In addition, bus service should link the area's vital tourist and historical resources, including Zoo Atlanta and the Cyclorama to the south, Oakland Cemetery and proposed State and Neighborhood Cultural Centers to the North and Auburn Avenue, the Martin Luther King, Jr. Center and Gravesite and Freedom Park to the far north. The relatively close proximity of these cultural and historical landmarks provides the city and neighborhood with an unparalleled opportunity for a dynamic synergy and connectivity currently missing from Atlanta's urban fabric.

Traffic and Pedestrian Improvements:

The proposed Capitol public green space will greatly enhance the pedestrian accessibility of the area. It is expected that public walking and bike paths will continue here and link to downtown streets beyond the Capitol Building. Areas for casual lunches, recreation and other outdoor pursuits can also be accommodated in this area.

New Development and Parking:

Adequate parking should be provided for residents, visitors and users of cultural, retail and commercial spaces in the Capitol Neighborhood. Overall, the plan should however, emphasize pedestrianism and the use of mass transit as an alternative to the automobile.

Area Zoning Guidelines Summary:

Final zoning and land-use decisions concerning the Memorial Drive Study Area will be made by the City of Atlanta Department of Planning, Development and Neighborhood Conservation. Listed below is a summary of Memorial Drive Report Recommendations intended as a guideline to the formulation of zoning and other regulations:

Zoning Type: SPI District or Institutional /Office

Building Uses: Cultural –Institutional (Museums, Cultural Centers), State Office Buildings

Bulk Limitations: Retail / Commercial- FAR, 0.5-1.0; Institutional and Office- FAR, appropriate to plan

Building Set-backs: Build to street line, 15'-25' from curb at major streets. Set-backs at site interior as required by public space design.

Maximum Heights: 4-5 institutional buildings on mall. 3-6 story office buildings at Memorial Drive and Capitol Ave.

Parking Requirements: Adequate to provide for workers, visitors and users of retail and commercial space. Special incentives to promote use of mass transit and other alternative forms of transportation.

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3.2 Area B: *Capitol Homes*

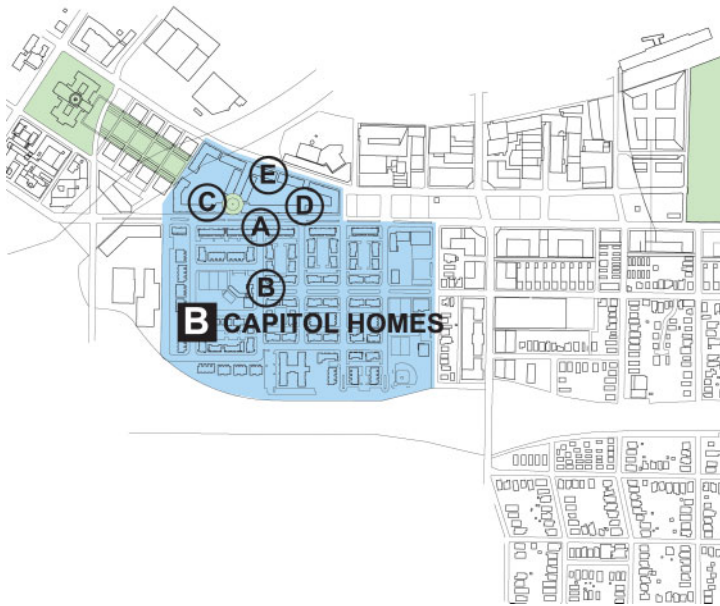
Study Area Boundaries:

The Capitol Homes Neighborhood as defined in this report has the following boundaries: East- Connally Street, West- Fraser Street, South- I-20, North- Martin Luther King, Jr. Drive from Martin Street (West) to Connally Street (East).

Land Use and Urban Plan:

General Guidelines-

Capitol Homes is one of the oldest public housing projects in the City of Atlanta. In 2001, the Housing Authority of the City of Atlanta (AHA) plans to submit a grant application to the United States Department of Housing and Urban Development's (HUD) for the revitalization of the Capitol Homes site though the agency's HOPE VI demonstration program. Under this program the existing severely distressed public housing development would be demolished and replaced by a new mixed-income community which will include approximately 30 percent market-rate rental units, 20 percent affordable rental units financed with Low income Housing Tax Credits, and 50 percent public housing replacement units. Ground level retail space, serving the site and adjacent neighborhoods will also be included in the development plan.



The location of Capitol Homes, situated between the State Capitol and the proposed system of linear parks connecting to Oakland Cemetery, is critical to the overall realization of the Memorial Drive Plan. It is fortunate that this key area is totally controlled by the AHA and able to be developed in a comprehensive fashion.

The development of the Capitol Homes area, in fact, could effectively jump-start the redevelopment of the entire Memorial Drive / MLK corridor.

In general, it is expected that the area will be re-zoned as a single SPI district with possible sub-areas as necessary in order to meet the urban design criteria described here. The specific and unique qualities of SPI zoning as currently

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defined by the city seem the most appropriate solution to this heterogeneous area. SPI zoning has also been suggested by the AHA as a tool useful in the redevelopment of the area.

The Memorial Drive edge of the neighborhood should be developed in keeping with the commercial nature of the area and in conjunction with the overall vision of the Memorial Drive Plan. The development proposed for this area includes retail or commercial uses at the ground floor with housing above. Economic analysis of this area indicates a strong demand for neighborhood oriented retail establishments and for new rental housing. Buildings developed here should maintain an urban street presence, clearly defining sidewalk pedestrian areas, with a 3 to 5-story height at the Memorial Drive Edge. This urban edge will provide a defined place for higher density housing and commercial uses away from the more family oriented core of the neighborhood. The area will also provide for needed neighborhood retail and other commercial uses adjacent to neighborhood multi-family housing and in an area served by local transit. This area's role as a formal urban gateway to downtown Atlanta and the State government neighborhood should also be recognized in the design of buildings facing Memorial Drive and those adjacent to the green spaces suggested here.

South of the Memorial Drive street edge, neighborhood fabric may take on a smaller scale residential quality while maintaining a close-knit urban pattern of townhouse and other multi-family development. Densities in this area may be less than those on Memorial Drive or may equal those there according to both the AHA's need for housing and market realities. The neighborhood south of Memorial Drive should be developed with strong pedestrian linkages to the Memorial Drive and Martin Luther King, Jr. Drive corridors, and the enhanced pedestrian and bicycle linkages proposed along those streets.

The area north of Memorial Drive and south of MLK Drive should include urban housing that defines a connection from the Capitol Cultural District to Memorial Drive and the proposed system of linear parks connecting this area with Oakland Cemetery. These buildings should be more formal in nature and recognize their role in defining one of Atlanta's primary new public spaces. Care should be taken to clearly define public, semi-public and private (resident) spaces in this area. A civic space or series of spaces should be provided in this zone, as appropriate within the residential context, to provide a center for the new community. This space and the proposed civic space(s) adjacent to the Capitol building will provide an interrelated group of public places, and neighborhood focal points that the Capitol area now lacks. Housing in this area may be of a higher density than adjacent neighborhoods and should be designed with an urban street presence appropriate to the building's location and function within the overall pattern of the area.

Clear connections to mass transit opportunities for residents of this new development should also be emphasized. Existing and new bus service along both Memorial and MLK Drives should be planned for. The relative closeness of the Georgia State MARTA station should also receive attention in the area's final design. Connections to planned pedestrian and bike corridors should be carefully coordinated to maximize utility and convenience for Capitol Homes residents.

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Specific Area Recommendations-

The following section lists specific public and private improvements and projects in the Capitol Homes Neighborhood Area. Projects are listed by location:

Project Area A: Memorial Drive from Capitol Ave. to Connally Street:

The Memorial Drive Study recommends the development of this area in a mixed-use pattern. The development proposed for this area includes retail live-work or commercial uses at the ground floor with housing above. Buildings developed on both the north and south sides of the street should maintain an urban street presence (see streetscape recommendations), clearly defining sidewalk pedestrian areas. Building height and density suggest a 3 to 5-story model at the Memorial Drive Edge. Building massing here should reflect the importance of this intersection as a transitional gateway to the State Capitol Neighborhood. **(Priority 1: see Implementation Section, 7.3.1.2)**

Project Area B: The Capitol View and Development South of Memorial Drive:

The neighborhood south of Memorial Drive should be developed with strong pedestrian linkages to the Memorial Drive and Martin Luther King, Jr. Drive corridors, and the enhanced pedestrian and bicycle linkages proposed along those streets.

South of the Memorial Drive street edge neighborhood fabric may take a smaller scale residential quality while maintaining a close-knit urban pattern of townhouse and other multi-family development. Densities in this area may be less than those on Memorial Drive or may equal those there according to both the AHA's need for housing and market realities. The neighborhood should be both pedestrian and transit oriented with emphasis on resident self-sufficiency in a less car dependent environment. Emphasis should be given to connections to mass transit stations at Georgia State and the MLK Center (MARTA stations). **(Priority 1: see Implementation Section, 7.3.1.2)**

Project Area C: The Capitol Axis:

This area should be developed as a formal physical and visual link to the State Capitol Building and will extend the civic/ cultural axis defined by this plan. The area should be able to be used for formal State ceremonies, speeches and accommodate crowds generated by these activities. Care should be taken to clearly define public, semi-public and private (resident) spaces in this area and to give proper separation of private functions from large public events. Landscape elements such as trees, walls, fountains and other water features should be used to define this formal space. The design of this area should be given special attention and closely coordinate with the adjacent Capitol mall design. Ideally, the same designer or design team should be involved in the final design of both areas. The selection of the design team for these areas should also reflect its importance in representing the state of Georgia and the City of Atlanta. **(Priority 1: see Implementation Section, 7.3.1.2)**

Project Area D: The Link to Oakland Cemetery (see also, section 3.2- Area C: Capitol-Oakland):

One of the primary suggestions of the overall Memorial Drive/MLK plan is the link from the State Capitol to the historical resources of Oakland Cemetery. Historical interpretive centers for both Oakland Cemetery and the surrounding neighborhoods as well as links to the Cyclorama, Zoo

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Atlanta and the Martin Luther King, Jr. Center for Non-violent Social Change should be clearly connected to both planned cultural facilities adjacent to the State Capitol Building and to the Capitol itself. The link from the suggested state ceremonial space and axis (**Project Area C**) to this linear green space should be emphasized in the redevelopment of Capitol Homes and should make the physical movement of area residents and tourists as straight-forward as possible. (**Priority 1: see Implementation Section, 7.3.1.2**)

Project Area E: Martin Luther King, Jr. Drive:

The development of MLK Drive should follow the same general urban pattern as Memorial Drive (**Project Area A**). Special emphasis should be given to the area's adjacency to the Georgia State MARTA station and to view corridors relating to the State Capitol Building. Market conditions here may or may not indicate the inclusion of retail use on the first level of residential buildings on MLK. (**Priority 1: see Implementation Section, 7.3.1.2**)

General Transportation Improvements:

Public Transportation:

Strong pedestrian and bus links should be developed between neighborhood residential areas and the Martin Luther King, Jr. and Georgia State Transit Stations. In addition, bus service should link the area's vital tourist and historical resources, including Zoo Atlanta and the Cyclorama to the south, Oakland Cemetery and proposed State and Neighborhood Cultural Centers to the North and Auburn Avenue, the Martin Luther King, Jr. Center and Gravesite and Freedom Park to the far north. The relatively close proximity of these cultural and historical landmarks provides the city and neighborhood with an unparalleled opportunity for a dynamic synergy and connectivity currently missing from Atlanta's urban fabric.

Traffic and Pedestrian Improvements:

In general, attention should be paid to improving sidewalk and public space conditions. Neighborhood street sidewalks should be built as a part of the new development. Adequate and aesthetically appropriate lighting sources should also be provided in all pedestrian areas. A landscaped median should also be considered for Memorial Drive here providing two lanes of traffic in each direction with a turn lane replacing the median at new and existing major streets. An alternative to the median is to provide one lane of on-street parking on the south side of Memorial Drive (adjacent to neighborhood shops) and to provide two lanes of traffic in each direction on Memorial Drive. In this scenario care should be taken to access the impact of parallel parking at this location on rush hour traffic patterns. A new bike lane as a part of the PATH system should be included as a part of the linear park connection the State Capitol to Oakland Cemetery. Care should be taken to balance automobile transportation needs with the desire for safe, comfortable pedestrian movement across Memorial Drive and MLK Drive. The location of the Cook School and other community facilities on the south side of Memorial Drive indicate a need for attention to the safety of children while crossing these busy streets. Special traffic calming measures should be considered in these high pedestrian traffic areas.

New Development and Parking:

Adequate parking should be provided for residents, visitors and users of retail and commercial spaces in the Capitol Homes Neighborhood. Overall, the plan should however, emphasize pedestrianism and the use of mass transit as an alternative to the automobile.

3.2

Area Zoning Guidelines Summary:

Final zoning and land-use decisions concerning the Memorial Drive Study Area will be made by the City of Atlanta Department of Planning, Development and Neighborhood Conservation. Listed below is a summary of Memorial Drive Report Recommendations intended as a guideline to the formulation of zoning and other regulations:

Zoning Type: SPI District or Special Use District (in development with the Atlanta Housing Authority)

Building Uses: Mixed-Use Retail, Commercial, Institutional and Housing along Memorial Drive, MLK Drive and at the Capitol View and elsewhere in order to enhance neighborhood services and amenity. Primarily Housing with some mixed-use off of major streets.

Bulk Limitations: As determined by AHA

Building Set-backs: Build to street line, 15'-25' from curb at major streets, 15' at interior streets.

Maximum Heights: 2-4 story housing (12' floor to floor height) above 1 level retail (16'-20' floor to floor height) at major streets. 2-4 story housing at interior streets.

Parking Requirements: Adequate to provide for residents, visitors and users of retail and commercial space. Special incentives to promote use of mass transit and other alternative forms of transportation.

3.3

3.3 Area C: *The Capitol -Oakland Park*

Study Area Boundaries:

The Capitol –Oakland Park Area as defined in this report has the following boundaries: East- Oakland Cemetery, West- Connally Street and Capitol Homes, South- Memorial Drive, North- Martin Luther King, Jr. Drive. The area represented here is a one block wide, six-block long area recommended for conversion to public space.

Land Use and Urban Plan:

General Guidelines-

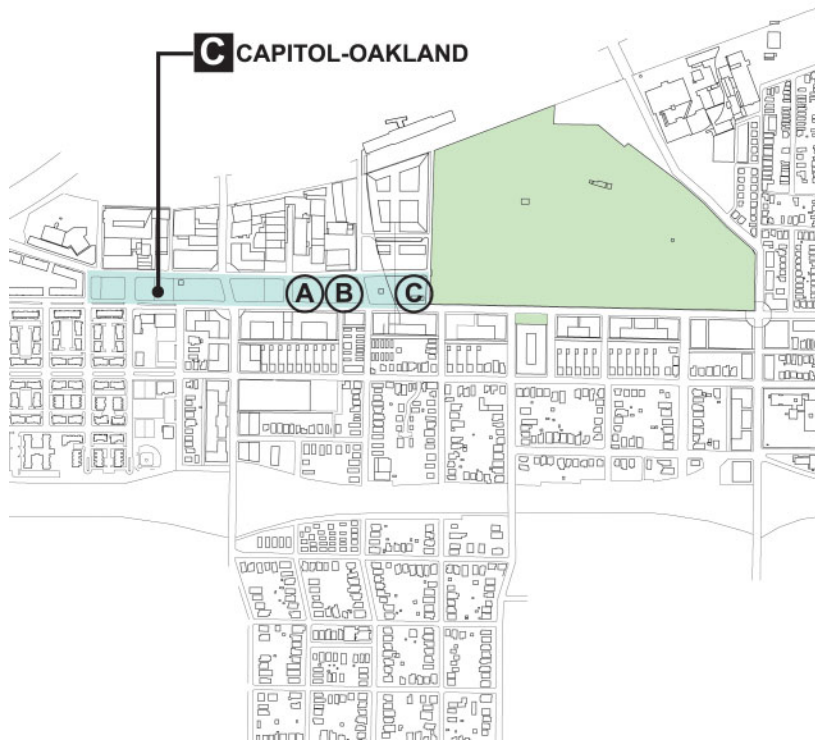
A public space connection from the Georgia State Capitol to Oakland Cemetery is one of the central focuses of the Memorial Drive / MLK Drive Revitalization Plan. This centrally located connection will link two of Atlanta’s primary cultural and historic landmarks and provide recreational space to existing and new residents of area neighborhoods. The new park will also offer an open space counterpoint to the medium density mixed-use development planned along Memorial Drive and Martin Luther King, Jr. Drive.

It is expected that recreational facilities, jogging and bike paths will be developed as a part of the park. An historical interpretive center for Oakland Cemetery and area neighborhoods will be located in and adjacent to the Park at the Oakland Cemetery main gate. This area may also be used by residents and visitors as an orientation point for visits to the

State Capitol (to the west), the MLK Center, King Neighborhood and Auburn Avenue (to the north) and Zoo Atlanta and the Cyclorama (to the south).

Specific Area Recommendations-

The following section lists specific public and private improvements and projects in the Capitol –Oakland Park Area. Projects are listed by location:



3.3

Project Area A: The Park, Public Space:

A public space connection from the Georgia State Capitol to Oakland Cemetery is one of the central focuses of the Memorial Drive / MLK Drive Revitalization Plan. This centrally located connection will link two of Atlanta's primary cultural and historic landmarks and provide recreational space to existing and new residents of area neighborhoods. The new park will also offer an open space counterpoint to the medium density mixed-use development planned along Memorial Drive and Martin Luther King, Jr. Drive. **(Priority 1: see Implementation Section, 7.3.1.2)**

Project Area B: Neighborhood Recreational Facilities:

It is expected that recreational facilities, jogging and bike paths as a part of the PATH system will be developed in all areas of the park. The nature of the park here is informal and neighborhood oriented. Other amenities may include fountains or other water features, installations of public art, children's playgrounds, pavilion areas for small live performances and other special seating areas. **(Priority 2: see Implementation Section, 7.3.1.2)**

Project Area C: Interpretive and Cultural Facilities:

An historical interpretive center for Oakland Cemetery and area neighborhoods will be located in and adjacent to the Park at the Oakland Cemetery main gate. This area may also be used by residents and visitors as an orientation point for visits to the State Capitol (to the west), the MLK Center, King Neighborhood and Auburn Avenue (to the north) and Zoo Atlanta and the Cyclorama (to the south). This center may be developed as part of an adjacent mixed-use complex and could include facilities for tour busses and visitor parking. In addition, individual pavilions housing displays on State and Local history, the area's Civil Rights history, Ecologically Friendly Urban Design, or other subjects may be located throughout the park. **(Priority 2: see Implementation Section, 7.3.1.2)**

Strategy for Implementation:

Assemblage of land for the park is likely to take some time. Interim conditions will indicate a plaid or weave of mixed-uses. Indeed, some compatible uses may remain in place. Land should be purchased as soon as it becomes available with emphasis on vacant or underused parcels of land. Areas around the main gate of Oakland Cemetery should be the first areas to be improved. A few parcels currently contain viable businesses. These businesses should be relocated and encouraged to stay in the study area. New mixed-use retail areas of the Reynoldstown Industrial area may offer relocation opportunities for many of these companies.

General Transportation Improvements:

Public Transportation:

Strong pedestrian and bus links should be developed between neighborhood residential areas and the Martin Luther King, Jr. and Georgia State Transit Stations. In addition, bus service should link the area's vital tourist and historical resources, including Zoo Atlanta and the Cyclorama to the south, Oakland Cemetery and proposed State and Neighborhood Cultural Centers to the North and Auburn Avenue, the Martin Luther King, Jr. Center and Gravesite and Freedom Park to the far north. The relatively close proximity of these cultural and historical landmarks provides the city and neighborhood with an unparalleled opportunity for a dynamic synergy and connectivity currently missing from Atlanta's urban fabric.

3.3

Traffic and Pedestrian Improvements:

In general, attention should be paid to improving sidewalk and public space conditions. Neighborhood street sidewalks should be built as a part of the new development. Adequate and aesthetically appropriate lighting sources should also be provided in all pedestrian areas. A landscaped median should also be considered for Memorial Drive here providing two lanes of traffic in each direction with a turn lane replacing the median at new and existing major streets. An alternative to the median is to provide one lane of on-street parking on the south side of Memorial Drive (adjacent to neighborhood shops) and to provide two lanes of traffic in each direction on Memorial Drive. In this scenario care should be taken to access the impact of parallel parking at this location on rush hour traffic patterns. A new bike lane as a part of the PATH system should be included as a part of the linear park connection the State Capitol to Oakland Cemetery.

New Development and Parking:

Adequate parking should be provided for residents, visitors and users of retail and commercial spaces in the Capitol Homes Neighborhood. Overall, the plan should however, emphasize pedestrianism and the use of mass transit as an alternative to the automobile.

Area Zoning Guidelines Summary:

Final zoning and land-use decisions concerning the Memorial Drive Study Area will be made by the City of Atlanta Department of Planning, Development and Neighborhood Conservation. Listed below is a summary of Memorial Drive Report Recommendations intended as a guideline to the formulation of zoning and other regulations:

Zoning Type: SPI District or Institutional

Building Uses: Public Space and Cultural Facilities

Bulk Limitations: na

Building Set-backs: na

Maximum Heights: na

Parking Requirements: Adequate to provide for visitors.

3.4

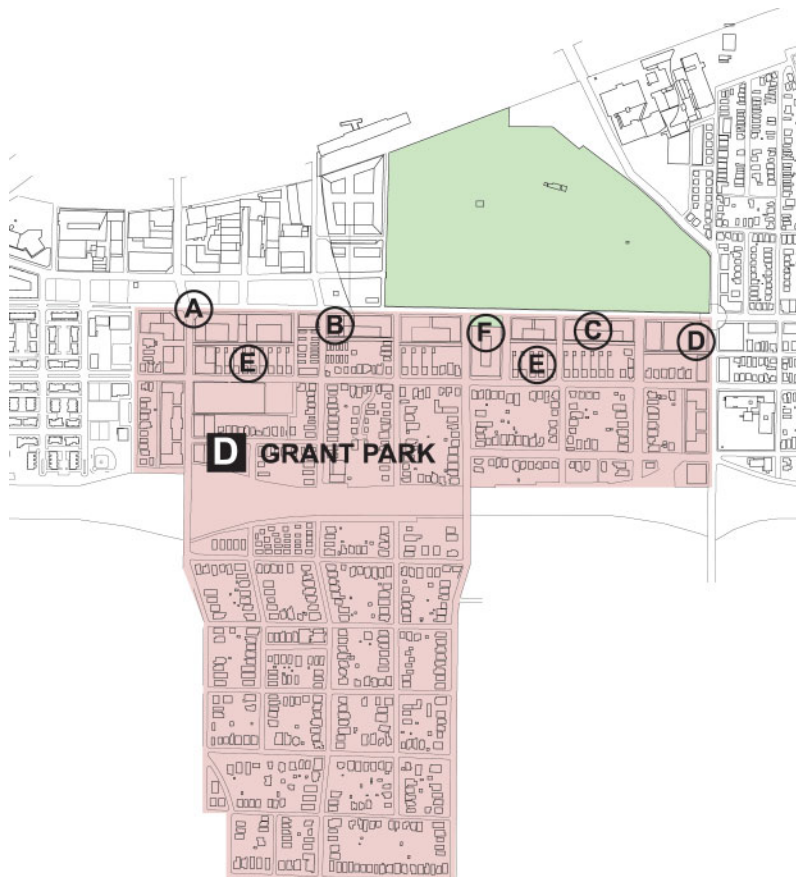
3.4 Area D: **Grant Park**

(revised October 1, 2001, revisions indicated in **Bold type**)

Study Area Boundaries:

The Grant Park Neighborhood as defined in this report has the following boundaries: East- Boulevard (above I-20), Cherokee Avenue (below I-20), West- Hill Street (above and below I-20), South- Georgia Avenue from Hill Street to Cherokee Avenue, I-20 from Cherokee Avenue to Boulevard, North- Memorial Drive from Hill Street to Boulevard and Oakland Cemetery. This area includes only a portion of what is commonly identified as the Grant Park Neighborhood.

Boundaries for this study were determined by funding sources, primarily corresponding to the Atlanta Empowerment Zone (Grant Park) and the City of Atlanta's Memorial Drive-MLK Drive Revitalization (Corridor) Study.



Land Use and Urban Plan:

General Guidelines-

The Grant Park neighborhood is a well-defined historic residential area identified with Grant Park and Zoo Atlanta. It was the strong desire of area residents to protect the urban and historic fabric of the existing neighborhood. To this end, the Memorial Drive Report recommends the continued development of vacant infill lots in the neighborhood as single-family and duplex residences compatible in scale and character with the existing fabric of the neighborhood. Any number of scattered vacant lots existing in the neighborhood should be developed in this manner. Where appropriate small commercial structures relating to neighborhood services should be maintained and developed. Religious and other civic structures should also remain in tact. Recently enacted existing Historic District Zoning in the area should be maintained.

The Memorial Drive edge of the neighborhood should be developed in keeping with the commercial nature of the area and in conjunction with the overall vision of the Memo-

3.4

rial Drive Plan. The development proposed for this area includes retail or commercial uses at the ground floor with housing above. Economic analysis of this area indicates a strong demand for neighborhood oriented retail establishments and for new rental and for-sale housing. Buildings developed here should maintain a solid urban street wall, clearly defining sidewalk pedestrian areas. This urban edge will work to relieve development pressures in the area by providing a defined place for higher density housing and commercial uses away from the historic protected core of the neighborhood. A balance should be struck between the economic realities of new development and the neighborhood desire for reasonable levels of density. The area will also provide for needed neighborhood retail and other commercial uses adjacent to neighborhood single-family and duplex housing and in an area served by local transit.

Any new development in the area should also provide its own parking. Neighborhood parking requirements stipulating on-street parking for residents and guests only should be strictly enforced.

Specific Area Recommendations-

The following section lists specific public and private improvements and projects in the Cabbagetown Neighborhood Area. Projects are listed by location:

Project Area A: Hill Street-Memorial Drive Intersection:

The Memorial Drive Study recommends the development of this area in a mixed-use pattern. The development proposed for this area includes retail or commercial uses at the ground floor with housing above. Buildings developed here should maintain a solid urban street wall (see streetscape recommendations), clearly defining sidewalk pedestrian areas. **Building height and density suggest maximum height of 76 feet at the Memorial Drive and Hill Street Edges.** In addition, development of buildings in this area should emphasize the Hill-Memorial intersection allowing for public open space at the street corners. Building massing here should reflect the importance of this intersection as a transitional gateway to the Grant Park Neighborhood and Southside Atlanta. **([re]Zoning- Priority 1: see Implementation Section, 7.3.1.2)**

Project Area B: Memorial Drive, Hill Street to Cherokee Avenue and the Cherokee Avenue Public Space:

The Memorial Drive Study recommends the development of this area in a mixed-use pattern. The development proposed for this area includes retail or commercial uses at the ground floor with housing above. Buildings developed here should maintain a solid urban street wall (see streetscape recommendations), clearly defining sidewalk pedestrian areas. Building height and density suggest a maximum height of 66 feet at the Memorial Drive Edge. **([re]Zoning- Priority 1: see Implementation Section, 7.3.1.2)**

Project Area C: Memorial Drive, Cherokee Avenue to the Boulevard Intersection:

The Memorial Drive Study recommends the development of this area in a mixed-use pattern. The development proposed for this area includes residential studio uses (open to the street and able to be retrofitted to retail uses) at the ground floor with housing above. Buildings developed here should maintain a solid urban street wall (see streetscape recommendations), clearly defining sidewalk pedestrian areas. **Building height and density suggest a maximum height of 66 feet at the Memorial Drive Edge.** In addition, development of buildings at Memorial Drive and Cherokee Avenue should provide for a public open space at this intersection emphasizing the areas function as a major connector across I-20 to Grant Park, Zoo Atlanta and the Cyclorama. **([re]Zoning- Priority 1: see Implementation Section, 7.3.1.2)**

3.4 Project Area D: The Memorial Drive-Boulevard Intersection:

This area should be developed in a mixed-use urban pattern as described above. Housing and retail density in this area should be greater than that further to the east along Memorial Drive. It is expected that this intersection is ideally located to accommodate neighborhood retail facilities, including a neighborhood market or grocery store, a drug store and other vital large floor area neighborhood commercial establishments. The intersection's excellent north-south access, adjacency to transit and location central to the Grant Park and Cabbagetown neighborhoods make it an outstanding location for these facilities. **Building height and density suggest maximum height of 76 feet at the Memorial Drive and Hill Street Edges.** Building massing here should reflect the importance of this intersection as a major crossing and gateway to the Grant Park Neighborhood and Cabbagetown. **([re]Zoning- Priority 1: see Implementation Section, 7.3.1.2)**

Project Area E: Transitional Areas:

Areas adjacent to both mixed-use medium density development and existing single-family residences should be developed as medium to low density housing compatible in scale and massing with nearby single family houses and apartment buildings. Small-scale apartment buildings and duplex housing are appropriate uses for this area. Buildings in this zone are expected to transition from urban, medium density scale and massing along Memorial Drive, Boulevard and Hill Street to the scale of the single-family neighborhood. **Height at side streets should not exceed 45 feet, for buildings not fronting Memorial Drive. A transitional Height Plane located at the rear property line extending up 35 feet and over at a 45 degree angle should be used to control height at the interiors of transitional area blocks.** **([re]Zoning- Priority 1: see Implementation Section, 7.3.1.2)**

Project Area F: Cherokee Square:

The area at the eastern intersection of Cherokee Avenue and Memorial Drive is planned as a small plaza or public space. Urban design strategy dictates the plaza as an indication of the importance of Cherokee Avenue as a gateway into the Grant park neighborhood and its direct connection to Grant Park, Zoo Atlanta and the Cyclorama. Curb to building line here should be a minimum of 40' to accommodate this new park. This area may be a location for one or several public art installations. **(Priority 2: see Implementation Section, 7.3.1.2)**

General Transportation Improvements:

Public Transportation:

Strong pedestrian and bus links should be developed between neighborhood residential areas and the Martin Luther King, Jr. Transit Station. In addition, bus service should link the area's vital tourist and historical resources, including Zoo Atlanta and the Cyclorama to the south, Oakland Cemetery and proposed State and Neighborhood Cultural Centers to the North and Auburn Avenue, the Martin Luther King, Jr. Center and Gravesite and Freedom Park to the far north. The relatively close proximity of these cultural and historical landmarks provide the city and neighborhood with an unparalleled opportunity for a dynamic synergy and connectivity currently missing from Atlanta's urban fabric.

Traffic and Pedestrian Improvements:

In general, attention should be paid to improving sidewalk and public space conditions. Beginning with major transportation thoroughfares and eventually encompassing every neighborhood street sidewalks should be re-built (or provided if not now in existence). Adequate and aesthetically appropriate lighting sources should also be provided in all pedestrian areas. Access to the Martin

3.4

Luther King, Jr. Transit Station (MARTA- train) station should be improved with special design attention to be given to Cherokee/Grant Street Corridor. The area is currently in disrepair and perceived as dangerous due to a lack of pedestrian activity, defensible space and lighting. **Major new bike paths as a part of the PATH system should be developed along Memorial Drive, Cherokee Avenue, Hill Street and Boulevard.** These paths should be developed while maintaining current on-street parking in these areas. **Attention should be given to providing traffic relief at Woodward Avenue. Possible traffic programs along Woodward should include traffic calming, additional stop signs or traffic signals and permit parking for neighborhood residents and guests.**

New Development and Parking:

Grant Park was developed without detailed regard for automobile planning. Driveways and garages are for the most part non-existent in the neighborhood. Numerous alleyways currently exist in the neighborhood. Where alleyways exist, their use (or re-opening) should be encouraged. Any major new development in the area should also provide parking internal to its own site, taking care to address primary access needs to side streets a-joining major thoroughfares and not to interior neighborhood streets. Neighborhood parking requirements stipulating on-street parking for residents and guests only should be developed and strictly enforced.

Area Zoning Guidelines Summary:

Final zoning and land-use decisions concerning the Memorial Drive Study Area will be made by the City of Atlanta Department of Planning, Development and Neighborhood Conservation. Listed below is a summary of Memorial Drive Report Recommendations intended as a guideline to the formulation of zoning and other regulations:

Zoning Type: SPI District or New Neighborhood-Commercial Zoning Type at the Memorial, Boulevard and Hill Street Mixed-Use Corridors. Existing Historic District Zoning elsewhere.

Building Uses: Mixed-Use Retail, Commercial, and Housing along Memorial Drive, Boulevard and Hill Street. Primarily existing Single-family and infill Housing off of major streets (Neighborhood Historic District).

Bulk Limitations: Retail / Commercial- FAR, 0.5-1.0; Housing- FAR, 2.5-3.0

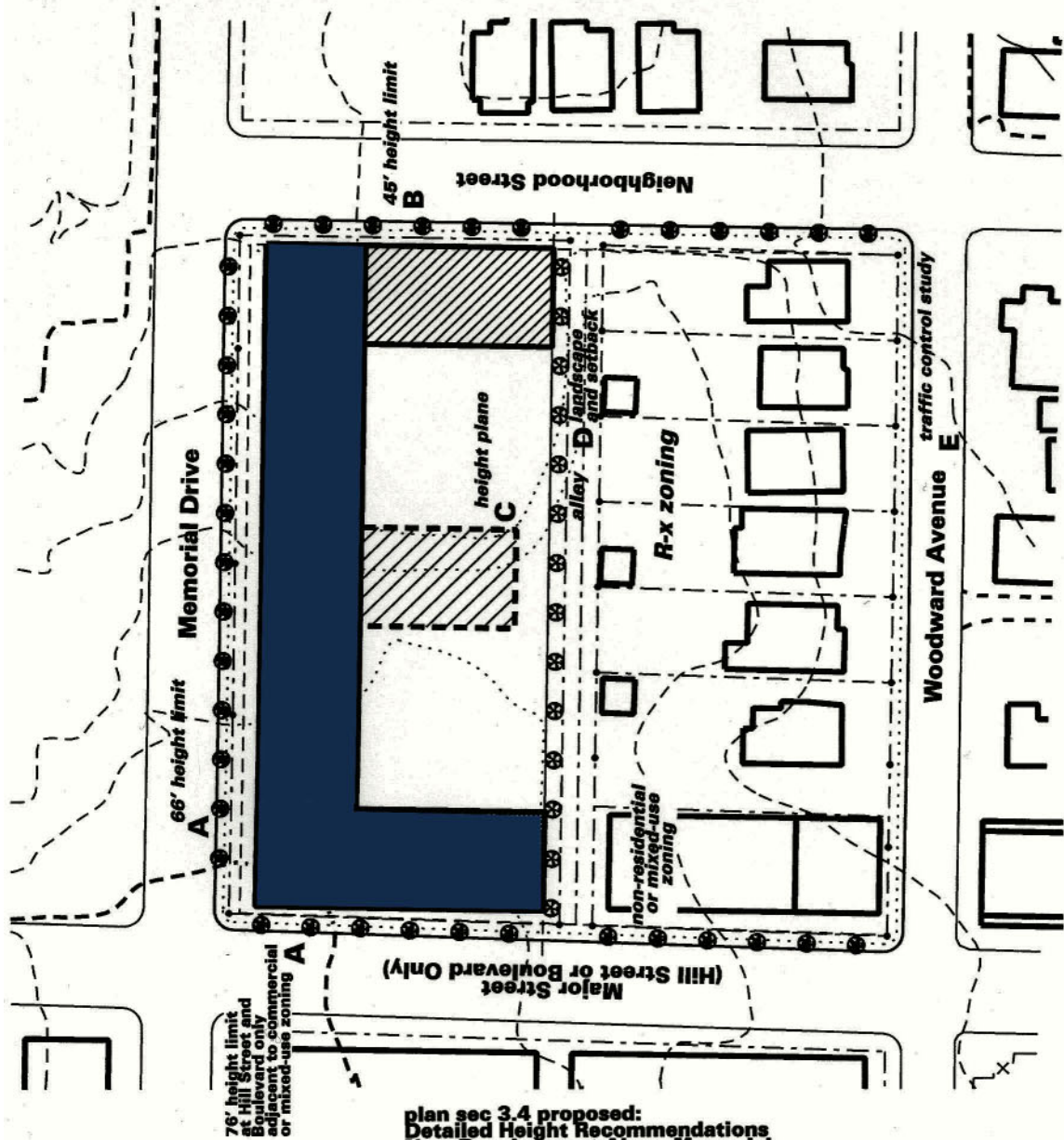
Building Set-backs: Build to street line, 15'-25' from curb at major streets, 15' or less to match existing patterns at interior streets.

***Maximum Heights:* on Memorial Drive, height limit to be 66 feet as measured from the tallest point at the Memorial Drive frontage of any discreet block. (As per city of Atlanta Code, building parapets, stair and elevator towers, chimneys, etc. are exempted from total building height requirements.)**

Height limit is 76 feet at Hill Street and Boulevard intersections at areas adjacent to commercial or mixed-use structures.

At side streets height limit is 45 feet. Interior block height requirements are to be determined by a transitional height plane located at rear property line, extending up 35 feet and over Memorial Drive frontage at a 45 degree angle.

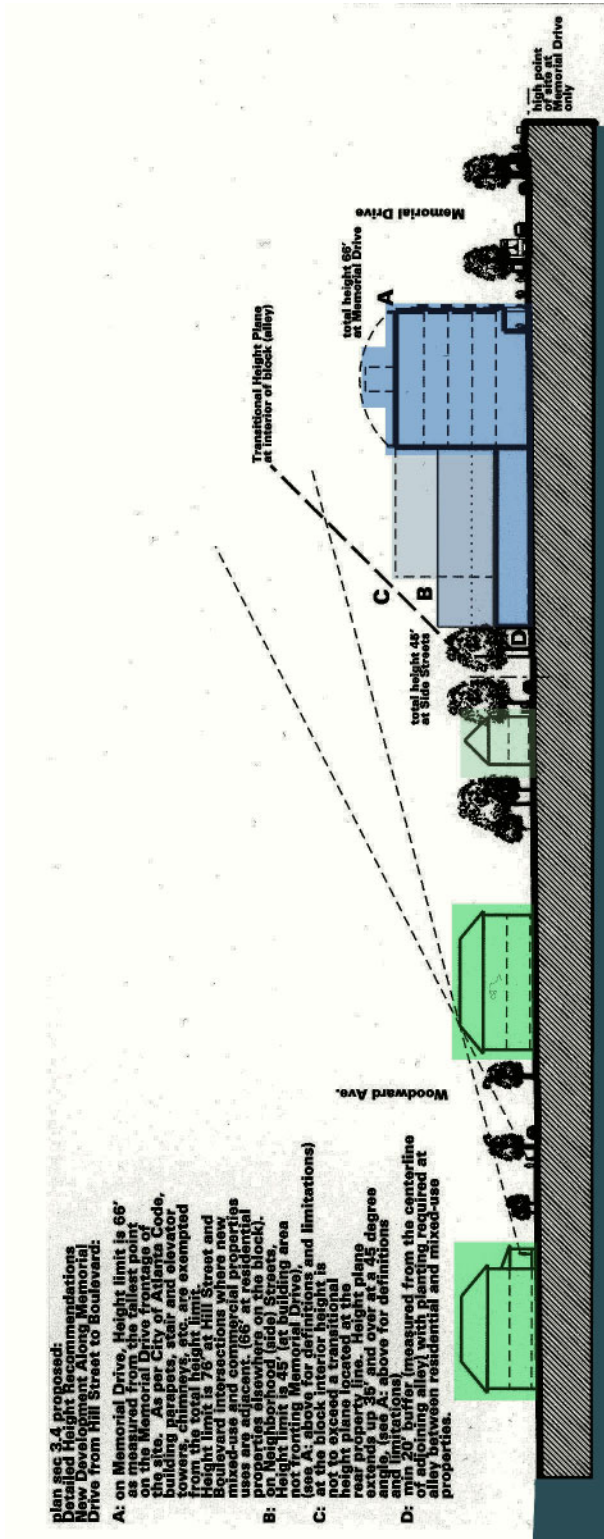
Parking Requirements: Adequate to provide for residents, visitors and users of retail and commercial space. Parking restrictions in single family area may limit parking to residents and their visitors.



**plan sec 3.4 proposed:
Detailed Height Recommendations
New Development Along Memorial
Drive from Hill Street to Boulevard:**

- A:** on Memorial Drive, Height limit is 66' as measured from the tallest point on the Memorial Drive frontage of the site. As per City of Atlanta Code, building parapets, stair and elevator towers, chimneys, etc. are exempted from the total height limit. Height limit is 76' at Hill Street and Boulevard intersections where new mixed-use and commercial properties uses are adjacent. (66' at residential properties elsewhere on the block).
- B:** on Neighborhood (side) Streets, Height limit is 45' (at building area not fronting Memorial Drive), (see A: above for definitions and limitations)
- C:** at the block interior height is not to exceed a transitional height plane located at the rear property line. Height plane extends up 35' and over at a 45 degree angle, (see A: above for definitions and limitations)
- D:** min 20' buffer (measured from the centerline of adjoining alley) with planting required at alley between residential and mixed-use properties.
- E:** Traffic Control Study at Woodward Avenue (possible traffic calming, additional stop signs or traffic lights, street permit parking for residents and guests)

Height Requirements
Grant Park



Height Requirements Grant Park

3.5

3.5 Area E: *The MLK MARTA Station and Loft District*

Study Area Boundaries:

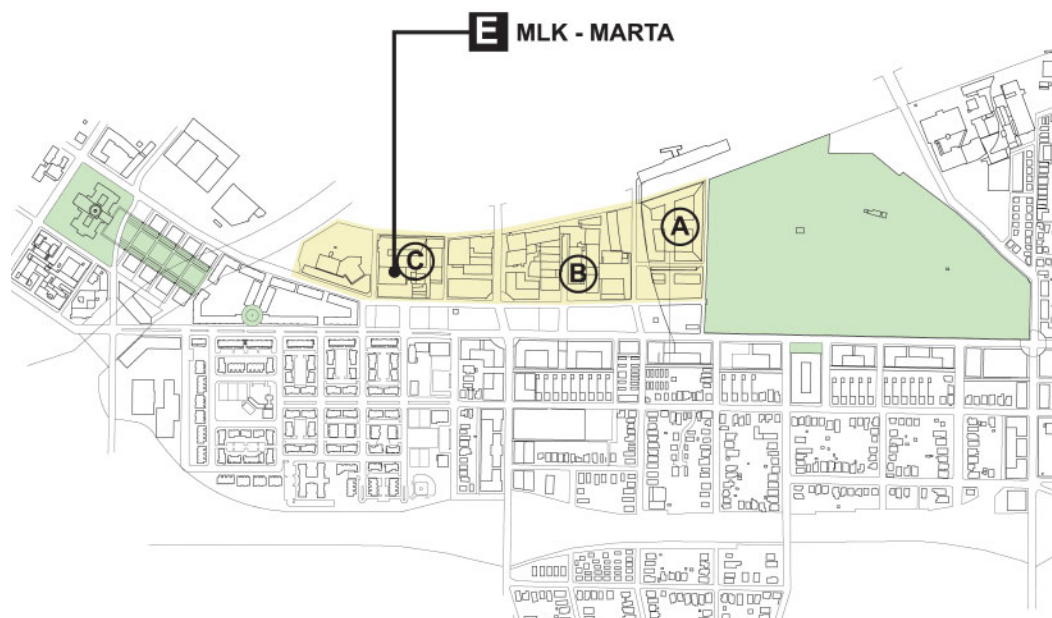
The MLK MARTA Station and Loft District Neighborhood as defined in this report has the following boundaries: East-Oakland Cemetery, West- I-75/85, South- Martin Luther King, Jr. Drive and the proposed Capitol –Oakland Park, North- MARTA and CSX Rail Lines.

Land Use and Urban Plan:

General Guidelines-

This area currently holds some of Atlanta's most significant historical loft and industrial properties. Ideally located close to the MARTA MLK Station on the east and the Georgia State Station on the west this area can support a higher density of development than is typical for the Memorial /

MLK study area. Existing Loft conversions are among the earliest and most successful in the city. Other industrial and institutional uses are housed in historically significant 19th and 20th century industrial buildings, many of which may eventually be turned into loft housing or office space.



A large area of vacant land owned by MARTA, sits directly adjacent to the MLK MARTA Station and should be developed as a medium to high-density mixed-use housing and retail/ commercial building. Scattered infill sites between industrial and loft buildings currently vacant or used for parking should be developed as mixed-use medium density housing similar in design and character to that proposed for the adjacent south side of

3.5

Memorial Drive. Areas closer to the MARTA rail corridor may be denser and taller than those on MLK. Sites currently housing industrial or institutional uses (such as the Blood and Fire Ministries) should be maintained. Density allowed in these areas should not act as an enticement to demolish existing historic industrial and loft structures. It is strongly recommended that some form of agreement between owners and the City of Atlanta be enacted to protect these structures from speculation caused by increased allowable densities in the area.

New and existing housing here should help to promote income diversity in the area by including affordable housing units as a percentage of the overall development. Studios for working artists that have been substantially replaced by market rate housing in the area. New artist live /work spaces should be given consideration in the area, perhaps benefiting from a new public /private partnership.

Specific Area Recommendations-

The following section lists specific public and private improvements and projects in the Capitol Homes Neighborhood Area. Projects are listed by location:

Project Area A: MLK MARTA Station Site:

The Memorial Drive Study recommends the development of this area in a mixed-use pattern. The development proposed for this area includes retail live-work or commercial uses at the ground floor with housing above. Density and massing in this area may be greater than that on the south side of Memorial Drive with building heights ranging from 5 to 8 stories. A safe, well-lit, aesthetically pleasing direct link to the MLK MARTA station either over the existing rail right of way or at grade should be developed. Parking associated with this project may include a MARTA Kiss-Ride facility, or Park-Ride parking for commuters. First floor retail /commercial space facing the Capitol -Oakland Park may accommodate cultural, visitor or interpretive functions outlined in the Park description (see the **Area C** report). **([re]Zoning- Priority 1: see Implementation Section, 7.3.1.2)**

Project Area B: Existing Loft Area(s):

This area contains viable newly renovated residential and live /work loft structures. Scattered infill sites between industrial and loft buildings currently vacant or used for parking should be developed as mixed-use medium density housing similar in design and character to that proposed for the adjacent south side of Memorial Drive. Areas closer to the MARTA rail corridor may be denser and taller than those on MLK. Density allowed in these areas should not act as an enticement to demolish existing historic industrial and loft structures. It is strongly recommended that some form of agreement between owners and the City of Atlanta be enacted to protect these structures from speculation caused by increased allowable densities in the area. **(Priority 3: see Implementation Section, 7.3.1.2)**

Project Area C: Existing Industrial and Institutional Areas:

This area should be developed with preservation of the existing industrial and loft structures in mind. Current industrial and institutional tenants should be encouraged to keep their current locations with an eye towards eventual loft or office renovation of their buildings. These tenants should receive assistance in their possible eventual relocation to areas appropriate to their function or to the public services that they provide. **([re]Zoning- Priority 2: see Implementation Section, 7.3.1.2)**

3.5

General Transportation Improvements:

Public Transportation:

Strong pedestrian and bus links should be developed between neighborhood residential areas and the Martin Luther King, Jr. and Georgia State Transit Stations. In addition, bus service from the proposed Oakland Cemetery Interpretive Center should link the area's vital tourist and historical resources, including Zoo Atlanta and the Cyclorama to the south, the proposed State and Neighborhood Cultural Centers to the west and to Auburn Avenue, the Martin Luther King, Jr. Center and Gravesite and Freedom Park to the north. The relatively close proximity of these cultural and historical landmarks provides the city and neighborhood with an unparalleled opportunity for a dynamic synergy and connectivity currently missing from Atlanta's urban fabric.

Traffic and Pedestrian Improvements:

In general, attention should be paid to improving sidewalk and public space conditions. Neighborhood street sidewalks should be built as a part of the new development. Adequate and aesthetically appropriate lighting sources should also be provided in all pedestrian areas. A new bike lane as a part of the PATH system should be included as a part of the linear park connection the State Capitol to Oakland Cemetery. Parallel parking should be provided on the north side of MLK Drive adjacent to retail and commercial areas.

New Development and Parking:

Adequate parking should be provided for residents, visitors and users of retail and commercial spaces in the Capitol Homes Neighborhood. Overall, the plan should however, emphasize pedestrianism and the use of mass transit as an alternative to the automobile.

Area Zoning Guidelines Summary:

Final zoning and land-use decisions concerning the Memorial Drive Study Area will be made by the City of Atlanta Department of Planning, Development and Neighborhood Conservation. Listed below is a summary of Memorial Drive Report Recommendations intended as a guideline to the formulation of zoning and other regulations:

Zoning Type: SPI District.

Building Uses: Mixed-Use Retail, Commercial, and Housing utilizing existing buildings and new infill development. Existing Industrial and Institutional uses to remain. Incentives for affordable housing and artist live /work space.

Historic Preservation: Some agreements between owners of existing industrial properties to preserve the buildings as they are converted to loft housing or commercial uses.

Bulk Limitations: Retail /Commercial- FAR, 0.5-1.0; Housing and Office- FAR, 2.0-6.0

Building Set-backs: Build to street line, 15'-25' from curb at major streets (less in areas with existing buildings), 15' or less to match existing patterns at interior streets.

Maximum Heights: 4-5 story housing (12'-14' floor to floor height) with 1 level retail (16'-20' floor to floor height) at MLK Drive. 4-10 story mixed-use retail, housing and office buildings at MARTA site and near MARTA rail lines.

Parking Requirements: Adequate to provide for residents, visitors and users of retail and commercial space. Special incentives to promote use of mass transit and other alternative forms of transportation. Special consideration of the special parking needs of renovated industrial loft buildings.

3.6

3.6 Area F: *Cabbagetown*

Study Area Boundaries:

The Cabbagetown Neighborhood as defined in this report has the following boundaries: East- Boulevard and Oakland Cemetery, West- Pearl Street and the Reynoldstown neighborhood, South- I-20, North- the CSX Multi-modal Terminal. This area includes the Fulton Bag and Cottonmill Loft Development located in the northwest corner of the neighborhood.

Land Use and Urban Plan:

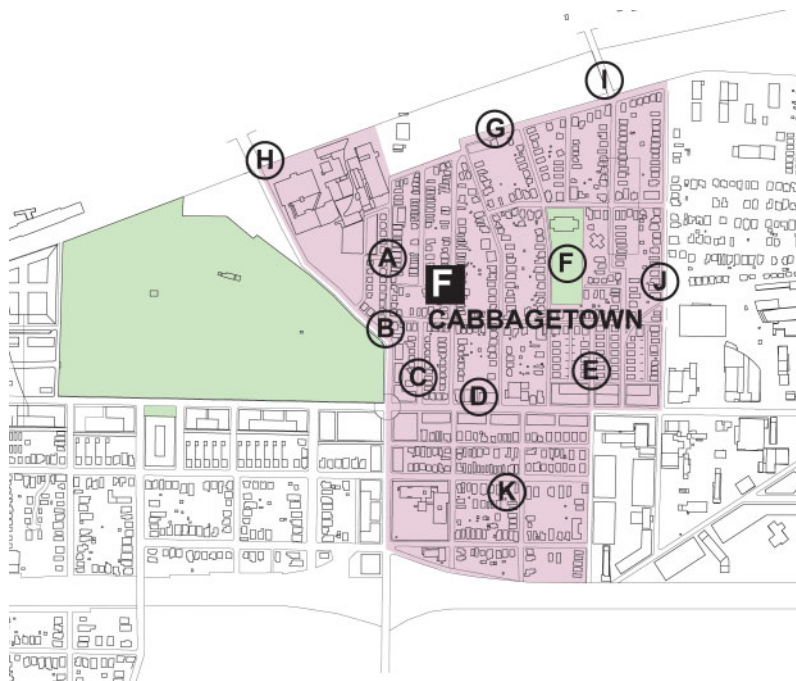
General Guidelines-

The Cabbagetown neighborhood is a well-defined historic residential area identified with the former Fulton Bag and Cotton Mill. It was the strong desire of area residents to protect the urban and historic fabric of the existing neighborhood. To this end, the Memorial Drive Report recom-

mends the continued development of vacant infill lots in the neighborhood as single-family and duplex residences compatible in scale and character with the existing fabric of the neighborhood. Any number of scattered vacant lots existing in the neighborhood should be developed in this manner. Existing Historic District Zoning in the area should be maintained.

The Memorial Drive edge of the neighborhood should be developed in keeping with the commercial nature of the area and in conjunction with the overall vision of the Memorial Drive Plan. Economic analysis of this area indicates a strong demand for neighborhood oriented retail establishments and for new rental and for-sale housing. Amendments to the current Historic Zoning Ordinances should provide for a mixed-use urban model. The development proposed for this area includes

retail or commercial uses at the ground floor with housing above. Buildings developed here should maintain a solid urban street wall, clearly defining sidewalk pedestrian areas. This urban edge will work to relieve development pressures in the area by providing a defined place for



3.6

higher density housing and commercial uses away from the historic protected core of the neighborhood. The area will also provide for needed neighborhood retail and other commercial uses adjacent to neighborhood single-family and duplex housing and in an area served by local transit.

Any new development in the area should also provide its own parking. Neighborhood parking requirements stipulating on-street parking for residents and guests only, should be strictly enforced.

Efforts should be undertaken by the City and Neighborhood to protect the area's overall affordability and diversity. Ethnic, lifestyle, age and income diversity are one of the neighborhood's strongest assets. This area has the rare potential to demonstrate the ability of an inner-city neighborhood to improve, grow and prosper without displacing its poorer or less conventional residents. As the city becomes less and less affordable areas like Cabbagetown with become key to maintaining Atlanta's diversity.

Specific Area Recommendations-

The following section lists specific public and private improvements and projects in the Cabbagetown Neighborhood Area. Projects are listed by location:

Project Area A: Carroll Street:

The Memorial Drive Study recommends the continued renovation of mixed-use buildings in the area. New infill buildings should continue this pattern. An area currently dominated by Fulton Mill Loft Parking should be redeveloped in a pattern similar to the adjacent buildings with shops at street level and housing above. Careful coordination of parking required in the area with the Fulton Mill owners should occur. If possible, some parking sharing arrangement should be reached with area businesses and residents. **([re]Zoning, Design Guidelines- Priority 1: see Implementation Section, 7.3.1.2)**

Project Area B: Carroll Street and Boulevard Intersection:

The Memorial Drive Study recommends further study of the traffic patterns at this intersection to accommodate a pedestrian crossing to Oakland Cemetery. The Oakland Cemetery (East) gate that once existed in this area should be restored to provide pedestrian access to the area from Cabbagetown. Exact design and hours of access should be coordinated with the Historic Oakland Foundation and City of Atlanta representatives. **(New crosswalk- Priority 1:, Oakland gate- Priority2: see Implementation Section, 7.3.1.2)**

Project Area C: Memorial and Boulevard Intersection:

This area should be developed in a mixed-use urban pattern as described above. Housing and retail density in this area should be greater than that further to the east along Memorial Drive. This intersection is ideally located to accommodate neighborhood retail facilities, including a neighborhood market or grocery store, a drug store and other vital neighborhood commercial establishments (see streetscape recommendations). The intersection's excellent north-south access, adjacency to transit and location central to the Grant Park and Cabbagetown neighborhoods make it an outstanding location for these facilities. **([re]Zoning- Priority 1: see Implementation Section, 7.3.1.2)**

3.6

Project Area D: Memorial Drive between Boulevard and Pearl Street:

This area should be developed in a mixed-use urban pattern as described above. Housing and retail density in this area should be less than that further to the west along Memorial Drive. A maximum building height of 3-4 stories in keeping with the scale of adjacent residences is recommended (see streetscape recommendations). **([re]Zoning- Priority 1: see Implementation Section, 7.3.1.2)**

Project Area E: Existing Truck Yard at Memorial, Estoria, Tye, Pearl, and Gaskill Streets:

This block should be redeveloped in the manner suggested by the Memorial Study Plan. The Memorial Drive street frontage should be developed in the mixed-use urban manner described above (see also, streetscape recommendations). The rear of the block should be developed in context with the adjacent single-family and duplex structures. Chastain Street (existing to the South) may be extended to or through the property to provide additional access and sites for new single-family or duplex homes. **([re]Zoning- Priority 1: see Implementation Section, 7.3.1.2)**

Project Area F: Atlanta Public Schools Property, corner of Tye and Kirkwood Streets:

This area should be developed as a public park and recreational space. The existing (former) school structure should be redeveloped as a neighborhood recreational and meeting structure, if feasible. This area is ideally located at the center of the Cabbagetown neighborhood and currently serves as a de-facto public area. This current use should be formalized as a new Atlanta City Park. **(Priority 1: see Implementation Section, 7.3.1.2)**

Project Area G: Wylie Street:

The City in coordination with neighborhood residents should further study the possibility of traffic control measures at this primary cut-through traffic area. In addition, sidewalk and lighting improvements in the area are needed. **(Priority 1: see Implementation Section, 7.3.1.2)**

Project Areas H and I: Boulevard and Krog Street Underpasses:

Substantial improvements at these major neighborhood connections should include improved lighting, sidewalk repair and neighborhood gateways or identification signage. These areas require significant future design and planning study. **(Priority 1: see Implementation Section, 7.3.1.2)**

Project Area J: Pearl Street and the Reynoldstown Edge:

Pearl Street should be developed in the manner outlined above as an internal neighborhood street of single-family and duplex housing. The Reynoldstown master plan (prepared by Planners for Environmental Quality, PEQ) calls for a mix of single-family, duplex and medium density housing along the east side of Pearl street. This new development should be accomplished with sensitivity to both the scale and character of existing single family and duplex structures. Cooperation and coordination between the Cabbagetown and Reynoldstown communities in this area will be vital to maintaining the area's unique strong character. **(Priority 1: see Implementation Section, 7.3.1.2)**

Project Area K: Cabbagetown South of Memorial Drive:

This area is characterized by a less gentrified housing stock and a more scattered urban environment. It is also home to a significant Spanish speaking immigrant population attracted by the areas more affordable housing. Efforts should be made to protect the affordable nature of the

3.6

area and to preserve its general diversity. Possible civic institutions in the area may include a Hispanic meeting and jobs center. This center could be developed as a part of new mixed-use development along Memorial Drive. **([re]Zoning- Priority 2: see Implementation Section, 7.3.1.2)**

General Transportation Improvements:

Traffic and Pedestrian Improvements:

Specific traffic and street improvements are listed above (See items A, B, G, H and I). In general, attention should be paid to improving sidewalk and public space conditions. Beginning with major transportation thoroughfares and eventually encompassing every neighborhood street, sidewalks should be re-built (or provided if not now in existence). Adequate and aesthetically appropriate lighting sources should also be provided in all pedestrian areas. Access to the Martin Luther King, Jr. Transit Station (MARTA- train) station should be improved with special design attention to be given to the Boulevard stair leading to DeKalb Avenue. The area is currently in disrepair and perceived as dangerous due to a lack of visibility, defensible space and lighting. A sidewalk and adequate lighting should be provided along DeKalb Avenue linking the boulevard stair to the MLK Station.

Truck Traffic and the CSX Rail Yard:

Tractor-trailer truck traffic in route to and from the CSX Multi-modal facility has long been a problem for the Cabbagetown Neighborhood. Given the current design and location of the CSX facility little beyond stricter enforcement of no truck zones and other traffic laws can be accomplished to alleviate these problems. Efforts should be undertaken to improve the traffic and pedestrian safety of Boulevard as is warranted by further study (see also, item B above). If the existing CSX facility should become obsolete or warrant functional changes every consideration should be given to a more compatible use or functional layout of the property. Illegal cut through routes taken by trucks through Cabbagetown, Grant Park and other neighborhoods should be stopped via strict law enforcement by city and state agencies. Truck routes should be clearly marked and be a part of the corporate education (provided by CSX) of drivers using the CSX facilities.

New Development and Parking:

Cabbagetown was developed without any particular regard for automobile planning. Streets are narrow and make on-street parking difficult at best. Driveways and garages are for the most part non-existent in the neighborhood. Where alleyways exist, their use (or re-opening) should be encouraged. Any major new development in the area should also provide parking internal to its own site, taking care to address primary access needs to major thoroughfares and not to neighborhood streets. Neighborhood parking requirements stipulating on-street parking for residents and guests only should be developed and strictly enforced.

3.6

Area Zoning Guidelines Summary:

Final zoning and land-use decisions concerning the Memorial Drive Study Area will be made by the City of Atlanta Department of Planning, Development and Neighborhood Conservation. Listed below is a summary of Memorial Drive Report Recommendations intended as a guideline to the formulation of zoning and other regulations:

Zoning Type: SPI District or New Neighborhood-Commercial Zoning Type at the Memorial, Boulevard and Hill Street Mixed-Use Corridors. Existing Historic District Zoning elsewhere.

Building Uses: Mixed-Use Retail, Commercial, and Housing along Memorial Drive, and Boulevard. Primarily existing Single-family and infill Housing off of major streets (Neighborhood Historic District).

Bulk Limitations: Retail / Commercial- FAR, 0.5-1.0; Housing- FAR, 1.0-1.5

Building Set-backs: Build to street line, 15'-25' from curb at major streets, 15' or less to match existing patterns at interior streets.

***Maximum Heights:* 3-4 story housing (12'-14' floor to floor height) with 1 level retail (16'-20' floor to floor height) at major streets. 1-2 story housing at interior streets and in transitional areas.**

Parking Requirements: Adequate to provide for residents, visitors and users of retail and commercial space. Parking restrictions in single family area may limit parking to residents and their visitors.

3.7

3.7 Area G: *The Reynoldstown Neighborhood Industrial District*

Study Area Boundaries:

The Reynoldstown Neighborhood Industrial District as defined in this report has the following boundaries: East-Moreland Avenue, West- Pearl Street and the Cabbagetown Neighborhood, South- I-20, North- an area one block north of Memorial Drive. This area is a part of the masterplan developed by Planners for Environmental Quality P.E.Q. The Entire Reynoldstown Masterplan Report is included here as an appendix item.

Land Use and Urban Plan:

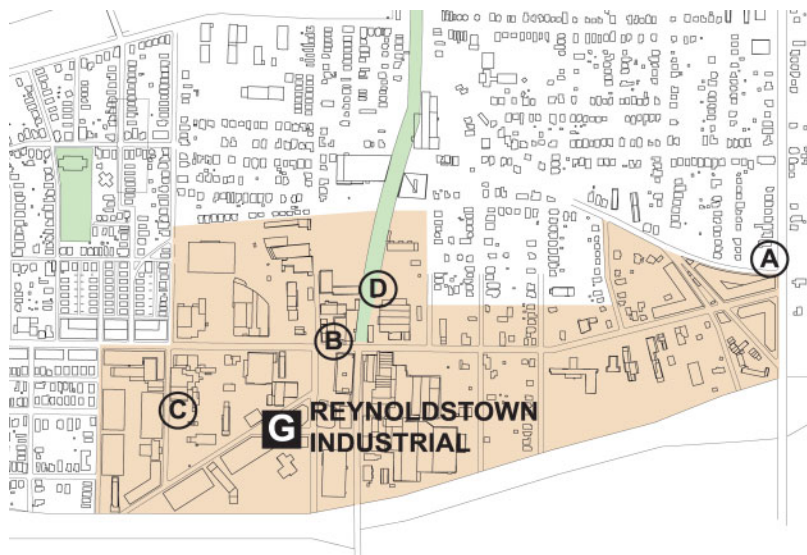
General Guidelines-

The southern section of Reynoldstown has long been an industrial area providing a vital job base for the neighborhood. Several area industries have recently invested in their Memorial Drive facilities including Parmalat Dairies and Masterrack, Inc. The area continues to be a viable inner city industrial location resisting economic and other pressures to keep viable large and small businesses in the area.

With this success, however come problems of incorporation and proximity to single and multi-family neighborhoods. In addition, many industrial areas currently lie vacant or only partially used.

Several areas are being developed as true residential lofts in the area as well. It was the strong preference of area neighbors that these industrial and loft areas remain. There was also a general desire to see more street oriented neighborhood retail and commercial development particularly near Moreland Avenue. Areas currently vacant or underused should be redeveloped for clean environmentally friendly business and research facilities more compatible with residential neighborhoods.

Neighborhood residents should receive training for employment by these industries. Truck traffic should be controlled and limited to the needs of existing businesses. Existing businesses should be encouraged to stay and invest in the area providing jobs to area residents.



3.7

The current streetscape is pedestrian unfriendly and hostile to walking or shopping on the street. Efforts should be made to improve sidewalks and lighting in the area and to limit curb cuts to new and existing businesses to those that are functionally necessary. In addition, a street wall should be put in place to screen industrial uses and provide for a pleasant walking environment.

Specific Area Recommendations-

The following section lists specific public and private improvements and projects in the Cabbagetown Neighborhood Area. Projects are listed by location:

Project Area A: Moreland Drive-Memorial Drive Intersection:

The Memorial Drive Study recommends the development of this area as a neighborhood commercial zone. Buildings should form an urban street wall and be from 1 to 3 stories in height. Mixed-Use should be encouraged here but may not be required. New retail and commercial establishments should offer Reynoldstown residents needed neighborhood shopping opportunities. This area could be a candidate for the City's new neighborhood zoning efforts. **([re]Zoning- Priority 1: see Implementation Section, 7.3.1.2)**

Project Area B: Chester Street Loft Area:

This area is currently being marketed as a true loft –work/ live area. Efforts by developers here should be encouraged. Affordability and diversity of tenants/ buyers are also key issues here. **([re]Zoning- Priority 2: see Implementation Section, 7.3.1.2)**

Project Area C: The Ecology Industrial Park:

Areas currently vacant or underused should be redeveloped for clean environmentally friendly business and research facilities more compatible with residential neighborhoods. Neighborhood residents should receive training for employment by these industries. Truck traffic should be controlled and limited to the needs of existing businesses. Area colleges and universities could be encouraged to look at and invest in this centrally located area through innovative tax and finance structures. **(Priority 3: see Implementation Section, 7.3.1.2)**

Project Area D: North-South Bike and Pedestrian Trail (Transit Alternative):

The former rail line running north-south (from I-20 to the CSX Rail Yards) should be developed as a part of the Atlanta Pedestrian and Bike System (PATH). This would create a vital link between Atlanta's North side and South side neighborhoods, connecting the Grant Park/ Ormewood Park neighborhoods to the Old 4th Ward and Inman Park neighborhoods. **(Priority 1: see Implementation Section, 7.3.1.2)**

General Transportation Improvements:

Public Transportation:

Strong pedestrian and bus links should be developed between neighborhood residential areas and the Martin Luther King, Jr. Transit Station as well as to downtown bus and other transit links.

Traffic and Pedestrian Improvements:

In general, attention should be paid to improving sidewalk and public space conditions. Beginning with major transportation thoroughfares and eventually encompassing every neighborhood street, sidewalks should be re-built (or provided if not now in existence). Adequate and aesthetically appropriate lighting sources should also be provided in all pedestrian areas. The area is currently in disrepair and perceived as dangerous due to a lack of pedestrian activity, defensible

3.7

space and lighting. Major new bike paths should be developed along Memorial Drive, and along the former north- south rail way. (see item D, above).

New Development, Parking and Truck Access:

New industrial, retail and residential loft development should provide for adequate employee, guest and resident parking on site. Efforts should be made to improve sidewalks and lighting in the area and to limit curb cuts to new and existing businesses to those that are functionally necessary. Truck access should be shared if possible and limited to certain area loading zones.

Area Zoning Guidelines Summary:

Final zoning and land-use decisions concerning the Memorial Drive Study Area will be made by the City of Atlanta Department of Planning, Development and Neighborhood Conservation. Listed below is a summary of Memorial Drive Report Recommendations intended as a guideline to the formulation of zoning and other regulations:

Zoning Type: Industrial District or New Neighborhood-Commercial Zoning Type at the Moreland-Memorial intersection.

Building Uses: Environmentally friendly Light Industrial Uses. Transitional Residential (Loft) Uses.

Bulk Limitations: as is

Building Set-backs: Build to street line, 15'-25' from curb at major streets, 15' or less to match existing patterns at interior streets.

Maximum Heights: 1-4 stories

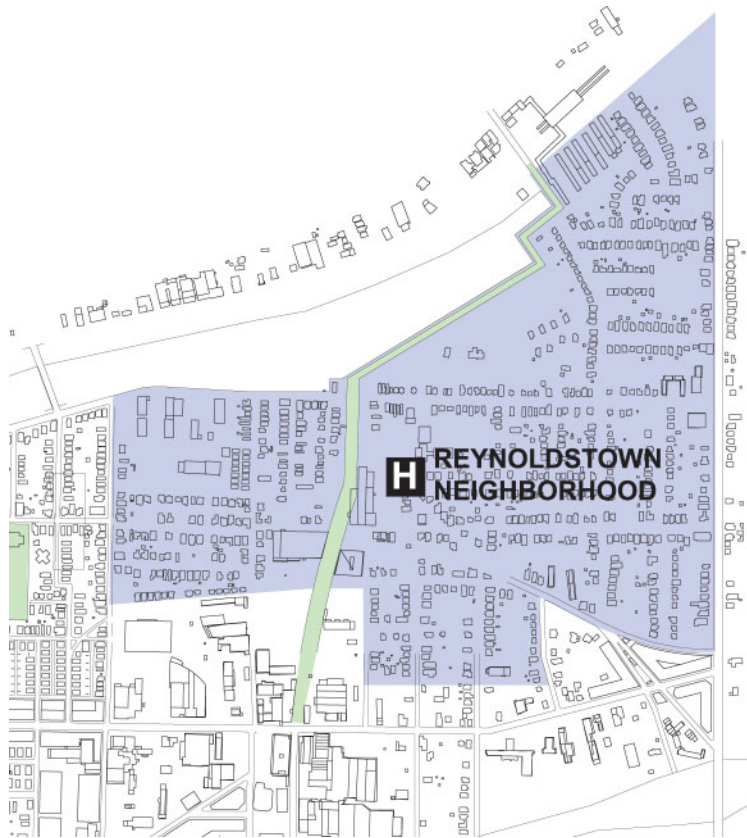
Parking Requirements: Adequate to provide for employees, residents, visitors and users of retail and commercial space.

3.8

Area H: *The Reynoldstown Commercial and Residential District*

Introduction:

This area has been defined in a study by Planners for Environmental Quality. Masterplan and other suggested regulations and public improvements in this area should be referenced to that study and its subsequent proposed plan.



4.0 Streetscape and Building Typologies

4.1

4.1 Introduction and General Concepts:

The intent of the Memorial Drive Area Revitalization Study Streetscape and Building Typologies standards is to, through design regulation, produce a compelling, pedestrian oriented, urban environment. Through the introduction of a certain amount of uniformity in building uses, massing and streetscape a contiguous environment of mixed-use retail, commercial and housing can energize the existing street while helping to preserve the character and scale of surrounding single-family neighborhoods. Key public spaces as proposed by the plan will serve as open space for new retail, visitor and resident population as well as serving as a needed amenity for surrounding neighborhoods. Interpretive elements and historic markers are also key basics of the plan, serving to reveal the rich and varied history of the area. Important links to historical and cultural sites in and around the study area are also vital to the overall success of the area's revitalization. The resulting urban environment will be home to between 1,500 and 2,500 new units of housing and 300,000 square feet or more of new retail and commercial space in the Memorial Drive/ MLK corridor.

The standards presented here define a base uniformity designed to establish the area's overall character and density. They are intended to allow flexibility in individual building design without compromising the urban whole. Creative interpretations of these standards that reinforce the overall intent of the study are encouraged. Street standards should produce a uniformity that can vary with the use of interpretive elements and/ or public art installations. The primary goal of building and street standards is to produce a vital, interesting background for pedestrian interaction. This new environment will represent a possible paradigm for future corridor and other urban development in Atlanta.

The following Street Type standards are listed below and correspond to various geographic areas of the Study report. These areas correspond to the Area Reports and Projects section of this report (see sections 3.1, 3.2, 3.3, 3.4, 3.5, 3.6 and 3.7). Each section lists standards for sidewalks, street (public right-of-way), and public spaces. In addition, the building development guidelines set standards for building uses, building massing and height, balconies, first floor arcade and building materials. Specific building density and height requirements are cross-referenced to specific geographic recommendations set in the Area Reports and Projects (see sections 3.1, 3.2, 3.3, 3.4, 3.5, 3.6 and 3.7).

4.1.1 Street Type A

4.1.1

4.1.1.1 Streetscape Guidelines:

Related Area Reports:

Street Type A guidelines relate specifically to the following Area Reports:

- **Area B:** Capitol Homes
- **Area C:** Capitol- Oakland Park
- **Area D:** Grant Park (Area not adjacent to Oakland Cemetery)
- **Area E:** MLK MARTA Loft District

Sidewalks:

Sidewalks in this area should conform to the following standards:

For Major Streets (*Memorial Drive, MLK Drive and Hill Street*)-

- Granite curb line as per City of Atlanta Standards for curbs and gutters
- 5'-0" masonry paved zone to include:
 - Bus Shelters and Bus Stop Signage.
 - Street Furniture, benches, waste cans and signage.
 - Historic or Interpretive Markers.
 - Street Trees at 20'-0" on center with metal grating at base.
 - Streetlights to match City of Atlanta Standard.
 - Pedestrian Lighting to match City of Atlanta Standard.
- 10'-0" concrete paved pedestrian circulation zone, which may include:
 - Historic or Interpretive Elements embedded in the surface.
 - Public Art Installations, approved for durability, embedded in the surface.
- Optional 5'-0" to 10'-0" concrete or brick paved outdoor dining zone, which may include:
 - Temporary decorative fencing and gates.
 - Temporary seating and tables.
 - Temporary or permanent secondary lighting sources.
- Bury electric lines and all other utilities currently overhead
- Exceptions on sidewalk width for existing structures.

For Minor and Neighborhood Streets-

- Provide Granite curb line as per City of Atlanta Standards for curbs and gutters
- Maintain existing sidewalk width.
- Repair and replace sidewalks as required.
- Provide adequate pedestrian lighting.
- Bury electric lines and all other utilities currently overhead as feasible.
- Exceptions on sidewalk width for existing structures.
- Provide street furniture and bus stops as merited by volume of use.

Street, Public Right-of Way:

There are two options for the public right-of-way in this area at Memorial Drive, they include:

- Option A:
 - 1 lane of on-street parking on the south side of Memorial Drive only. Parking should be limited to non-rush hour times only.
 - 2 lanes of traffic in each direction.
 - Bike lanes where not provided in adjacent park space.
 - Signalized clearly marked pedestrian crossings at all cross streets.

4.1.1

- Option B:
 - 2 lanes of traffic in each direction with a landscaped median at the center lane. Landscaping will include street trees to match pattern at sidewalk (see above) and masonry or concrete paving.
 - A turn lane at crossing streets (in area of median).
 - Bike lanes where not provided in adjacent park space.
 - Signalized clearly marked pedestrian crossings at all cross streets.

The public right-of-way at Martin Luther King, Jr. (MLK) Drive in this area will include:

- 2 lanes of traffic, one in each direction
- 1 lane of on-street parking on the north side of MLK Drive. Additional required right-of-way (if any) should come from park space on the south side of MLK Drive.

Public Space:

The Capitol- Oakland Park, if developed in this area, will include:

- A Bike Path to meet City of Atlanta and PATH standards
- Pedestrian Jogging and Exercise path
- Pedestrian lighting
- Optional elements may include:
 - Sitting areas
 - Children's playgrounds
 - Drinking fountains
 - Public art installations
 - Areas for small vending stands
 - Areas for staging small performances
 - Public interpretive pavilions
 - Historic markers or interpretive elements
 - Public fountains or other water features

4.1.1.2 Building Development Guidelines:

Building Uses:

Building uses as outlined in the Area Report and Projects section of this report (see sections 3.2, 3.3,3.4 and 3.5) will include:

- Retail or commercial establishments at the first floor of each building.
 - These establishments may include- shops, restaurants and small professional or other types of offices.
 - Cultural spaces, such as theaters, museums or interpretive centers are also permitted and encouraged here.
 - Live/ Work spaces open to the street that may converted to retail or commercial space at a later date are also permitted away from major street intersections.
 - Rental Housing in the Area B: Capitol Homes area.
- Rental or condominium housing on levels above the street.

Building Massing and Height:

- All structures should sit at the set-back line of the street, adjacent to the sidewalk (see section 4.1.1.1 above). Variations in this pattern are recommended to provide architectural emphasis at street corners, building entrances, etc. Lower density areas (non-Memorial Drive or MLK streets) of the Area B: Capitol Homes site may have small front yards, if appropriate to their design.

4.1.1

- First level retail/ commercial/ live-work areas are encouraged to be a minimum 16'-0" in height and may vary according to ground level at the base of buildings. This first level should form an arcade (see section titled: **First Floor Arcade**, below).
- Upper building levels may vary according to building design and to accommodate living unit balconies, but should form a continuous overall street wall defining the area of the street below. (see **Area Reports and Projects, sections 3.2, 3.3,3.4 and 3.5**).
- Buildings located at major street intersections should respond in form to their locations leaving space at corners and by changing materials or heights at corners.
- Walls on major streets at the interior of a block adjacent to future building projects are to be treated as zero lot line parti walls to provide for a future continuous façade at the street. These walls may also be developed as pedestrian walks from the interior of the block to street sidewalks.

Balconies:

- Balconies are allowed and encouraged for living units above the street. They may:
 - Extend over the public sidewalk right-of-way a maximum of 8'-0" at areas where sidewalk width is 15'-0" or greater.
 - Be attached directly to building facades or be a part of the building façade above the ground floor arcade.

First Floor Arcade:

- Retail/ Commercial/ Live-Work first level uses should form a continuous arcade. This arcade should:
 - Be constructed of masonry or concrete materials.
 - Be compatible in materials and design to those of adjacent structures.
 - Form a regular line of columns at 15'-0" to 30'-0" on-center.
 - From a full (internal pedestrian space) or blank (shop fronts 2'-0" or more from face of arcade) arcade.
 - Have a sign band above columns. Signs located here may:
 - Be surface mounted individual letters (and may be back-lit).
 - Be cut-out or other 3 dimensional designs.
 - Be neon.

They may not:

- Be plastic box-mounted rear-lit signs.
- Be wood or other surface mounted designs.

Building Materials:

Allowable exterior building materials in this area include:

- Brick or other masonry
- Stone
- Concrete panels (stained or painted)
- Metal or Ceramic Panel Construction Systems
- Glass and Metal Storefront or Curtain Wall Systems

Exterior building materials not allowed in this area include:

- Wood (wood panels or siding) *:exception at interior sites of Area B: Capitol Homes*
- Vinyl or other plastic (vinyl or plastic panels or siding)
- Metal siding

Street Type A Option A

<Arcade Building Line

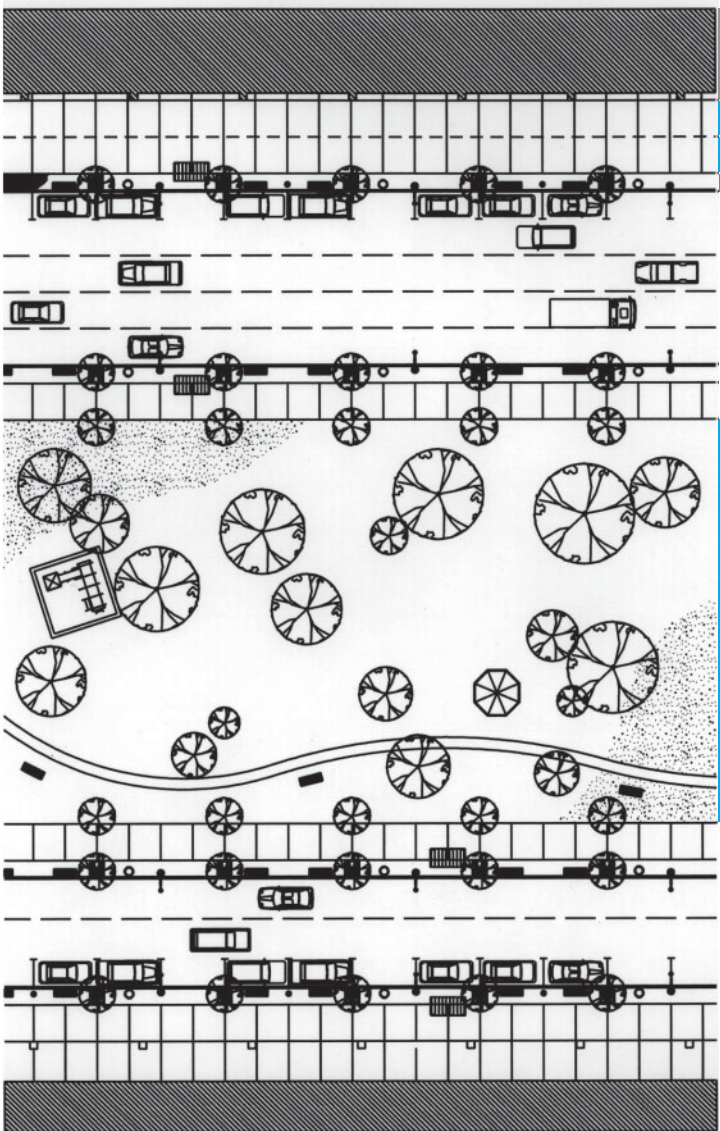
- Optional Zone** 5'-10' dining zone
- Circulation Zone** 10' pedestrian zone
- Utility Zone** 5' trees street furniture
streetlights bus stop

Memorial Drive

Park/ Public Space

- running path
- interpretive elements
- public art
- performance spaces
- playgrounds
- bike PATH
- history centers

MLK, Jr. Drive



Typical Street Plan: Option A
with typical sidewalk configuration



Typical Street Section: Option A

Street Type A Option B

<Arcade Building Line

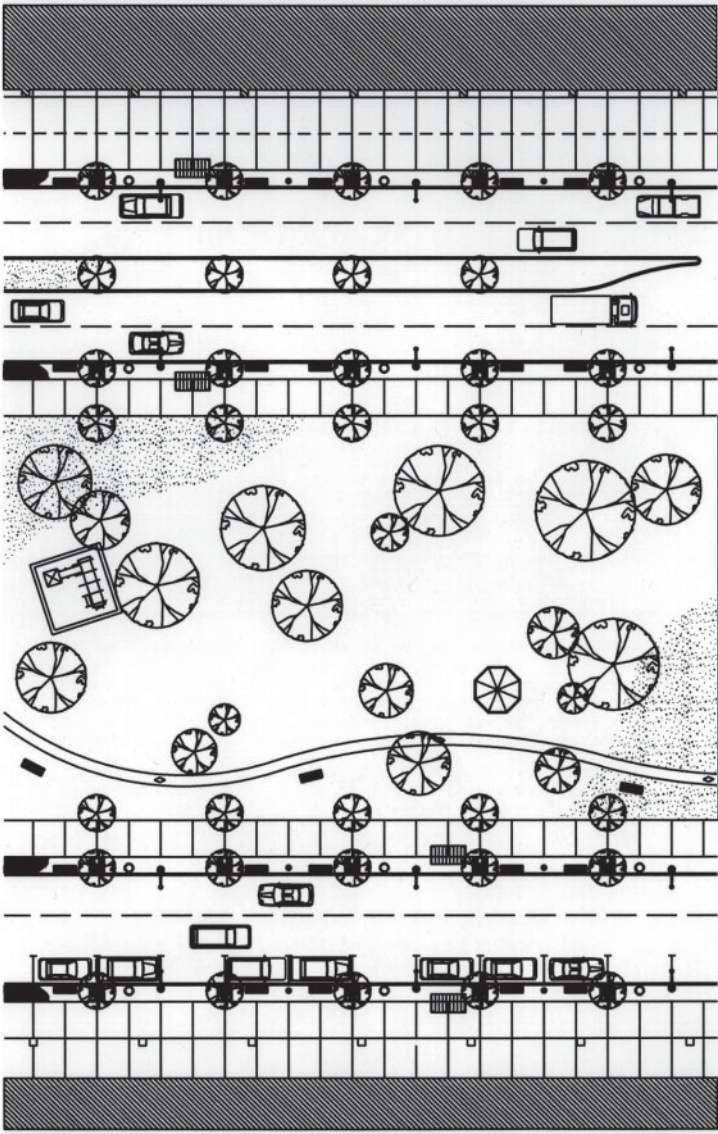
- Optional Zone** 5'-10' dining zone
- Circulation Zone** 10' pedestrian zone
- Utility Zone** 5' trees street furniture
streetlights bus stop

Memorial Drive

Park/ Public Space

- running path
- interpretive elements
- public art playgrounds
- performance spaces bike PATH
- history centers

MLK, Jr. Drive



Typical Street Plan: Option B
with typical sidewalk configuration



Typical Street Section: Option B

4.1.2 Street Type B

4.1.2

4.1.2.1 Streetscape Guidelines:

Related Area Reports:

Street Type A guidelines relate specifically to the following Area Reports:

- **Area D:** Grant Park (Area adjacent to Oakland Cemetery)

Sidewalks:

Sidewalks in this area should conform to the following standards:

For Major Streets (Memorial Drive and Boulevard)-

- Granite curb line as per City of Atlanta Standards for curbs and gutters
- 5'-0" masonry paved zone to include:
 - Bus Shelters and Bus Stop Signage.
 - Street Furniture, benches, waste cans and signage.
 - Historic or Interpretive Markers.
 - Street Trees at 20'-0" on center with metal grating at base.
 - Streetlights to match City of Atlanta Standard.
 - Pedestrian Lighting to match City of Atlanta Standard.
- 10'-0" concrete paved pedestrian circulation zone, which may include:
 - Historic or Interpretive Elements embedded in the surface.
 - Public Art Installations, approved for durability, embedded in the surface.
- Optional 5'-0" to 10'-0" concrete or brick paved outdoor dining zone, which may include:
 - Temporary decorative fencing and gates.
 - Temporary seating and tables.
 - Temporary or permanent secondary lighting sources.
- Bury electric lines and all other utilities currently overhead
- Exceptions on sidewalk width for existing structures.

For Memorial Drive at Oakland Cemetery wall (North side)-

- Granite curb line as per City of Atlanta Standards for curbs and gutters
- 5'-0"-10'-0" masonry paved zone to include:
 - Street Furniture, benches, waste cans and signage.
 - Historic or Interpretive Markers.
 - Streetlights to match City of Atlanta Standard.
 - Pedestrian Lighting to match City of Atlanta Standard.
 - Protective, decorative bollards at street edge with chain.
- Bury electric lines and all other utilities currently overhead

For Minor and Neighborhood Streets-

- Provide Granite curb line as per City of Atlanta Standards for curbs and gutters
- Maintain existing sidewalk width.
- Repair and replace sidewalks as required.
- Provide adequate pedestrian lighting.
- Bury electric lines and all other utilities currently overhead as feasible.
- Exceptions on sidewalk width for existing structures.
- Provide street furniture and bus stops as merited by volume of use.

Street, Public Right-of Way:

The Memorial Drive right-of-way will include:

- 2 lanes of traffic in each direction
- Signalized clearly marked pedestrian crossings at all cross streets.
- Bike Path to meet City of Atlanta and PATH standards.

4.1.2

Public Space:

The Cherokee Square public space will include:

- A 40'-0" to 50'-0" setback from the Memorial Drive curb-line from Cherokee Ave. to Wood St.
- A landscaped public space
- Street Furniture, benches, waste cans and signage.
- Historic or Interpretive Markers.
- Streetlights to match City of Atlanta Standard.
- Pedestrian lighting of a design unique to the park.
- Pedestrian lighting
- Optional elements may include:
 - Sitting areas
 - Public art installations
 - Areas for small vending stands
 - Historic markers or interpretive elements
 - Public fountains or other water features

4.1.2.2 Building Development Guidelines:

Building Uses:

Building uses as outlined in the Area Report and Projects section of this report (see section 3.4) will include:

- Retail or commercial establishments at the first floor of each building.
 - These establishments may include- shops, restaurants and small professional or other types of offices.
 - Cultural spaces, such as theaters, museums or interpretive centers are also permitted and encouraged here.
 - Live/ Work spaces open to the street that may converted to retail or commercial space at a later date are also permitted away from major street intersections.
- Rental or condominium housing on levels above the street.

Building Massing and Height:

- All structures should sit at the set-back line of the street, adjacent to the sidewalk (see section 4.1.2.1 above)
- First level retail/ commercial/ live-work are encouraged to be a minimum 16'-0" in height and may vary according to ground level at the base of buildings. This first level should form an arcade (see section titled: **First Floor Arcade**, below).
- Upper building levels may vary according to building design and to accommodate living unit balconies, but should form a continuous overall street wall defining the area of the street below. (see **Area Reports and Projects, section 3.4**).
- Buildings located at major street intersections should respond in form to their locations leaving space at corners and by changing materials or heights at corners.
- Walls at interior of block adjacent to future building projects to be treated as zero lot line parti walls to provide for a future continuous façade at the street.

4.1.2

Balconies:

- Balconies are allowed and encouraged for living units above the street. They may:
 - Extend over the public sidewalk right-of-way a maximum of 8'-0" at areas where sidewalk width is 15'-0" or greater.
 - Be attached directly to building facades or be a part of the building façade above the ground floor arcade.
 -

First Floor Arcade:

- Retail/ Commercial/ Live-Work first level uses should form a continuous arcade. This arcade should:
 - Be constructed of masonry or concrete materials.
 - Be compatible in materials and design to those of adjacent structures.
 - Form a regular line of columns at 15'-0" to 30'-0" on-center.
 - From a full (internal pedestrian space) or blank (shop fronts 2'-0" or more from face of arcade) arcade.
 - Have a sign band above columns. Signs located here may:
 - Be surface mounted individual letters (and may be back-lit).
 - Be cut-out or other 3 dimensional designs.
 - Be neon.

They may not:

- Be plastic box-mounted rear-lit signs.
- Be wood or other surface mounted designs.

Building Materials:

Allowable exterior building materials in this area include:

- Brick or other masonry
- Stone
- Concrete panels (stained or painted)
- Metal or Ceramic Panel Construction Systems
- Glass and Metal Storefront or Curtain Wall Systems

Exterior building materials not allowed in this area include:

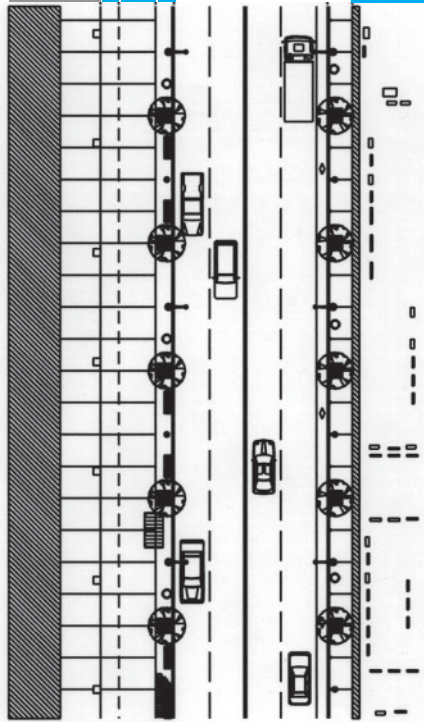
- Wood (wood panels or siding)
- Vinyl or other plastic (vinyl or plastic panels or siding)
- Metal siding

Street Type B

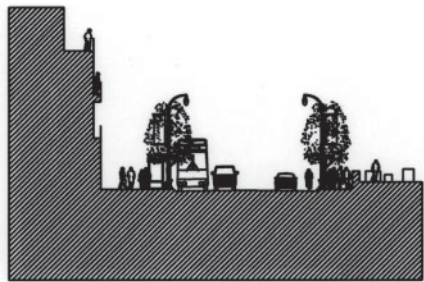
<Arcade Building Line
Optional Zone 5'-10' dining zone
Circulation Zone 10' pedestrian zone
Utility Zone 5' trees street furniture streetlights bus stop

Memorial Drive

Oakland Cemetery



Typical Street Plan
with typical sidewalk configuration



Typical Street Section

4.1.3 Street Type C

4.1.3

4.1.3.1 Streetscape Guidelines:

Related Area Reports:

Street Type A guidelines relate specifically to the following Area Reports:

- Area F: Cabbagetown

Sidewalks:

Sidewalks in this area should conform to the following standards:

For Major Streets (Memorial Drive and Boulevard)-

- Granite curb line as per City of Atlanta Standards for curbs and gutters
- 5'-0" masonry paved zone to include:
 - Bus Shelters and Bus Stop Signage.
 - Street Furniture, benches, waste cans and signage.
 - Historic or Interpretive Markers.
 - Street Trees at 20'-0" on center with metal grating at base.
 - Streetlights to match City of Atlanta Standard.
 - Pedestrian Lighting to match City of Atlanta Standard.
- 10'-0" concrete paved pedestrian circulation zone, which may include:
 - Historic or Interpretive Elements embedded in the surface.
 - Public Art Installations, approved for durability, embedded in the surface.
- Optional 5'-0" to 10'-0" concrete or brick paved outdoor dining zone, which may include:
 - Temporary decorative fencing and gates.
 - Temporary seating and tables.
 - Temporary or permanent secondary lighting sources.
- Bury electric lines and all other utilities currently overhead
- Exceptions on sidewalk width for existing structures.

For Minor and Neighborhood Streets-

- Provide Granite curb line as per City of Atlanta Standards for curbs and gutters
- Maintain existing sidewalk width.
- Repair and replace sidewalks as required.
- Provide adequate pedestrian lighting.
- Bury electric lines and all other utilities currently overhead as feasible.
- Exceptions on sidewalk width for existing structures.
- Provide street furniture and bus stops as merited by volume of use.

Street, Public Right-of Way:

The Memorial Drive right-of-way will include:

- 2 lanes of traffic in each direction
- Signalized clearly marked pedestrian crossings at all cross streets.
- Bike Path to meet City of Atlanta and PATH standards.

Public Space:

The Cabbagetown Neighborhood Park will include:

- Pedestrian Jogging and Exercise facilities
- Pedestrian lighting
- Optional elements may include:
 - Sitting areas
 - Children's playgrounds
 - Drinking fountains

4.1.3

- Public art installations
- Areas for small vending stands
- Areas for staging small performances
- Public interpretive pavilions
- Historic markers or interpretive elements

4.1.3.2 Building Development Guidelines:

Building Uses:

Building uses as outlined in the Area Report and Projects section of this report (see section 3.6) will include:

- Retail or commercial establishments at the first floor of each building.
 - These establishments may include- shops, restaurants and small professional or other types of offices.
 - Cultural spaces, such as theaters, museums or interpretive centers are also permitted and encouraged here.
 - An Hispanic cultural center with meeting, educational and job placement facilities to serve and preserve the area's Hispanic population.
 - Live/ Work spaces open to the street that may converted to retail or commercial space at a later date are also permitted away from major street intersections.
- Rental or condominium housing on levels above the street.

Building Massing and Height:

- All structures should sit at the set-back line of the street, adjacent to the sidewalk (see section 4.1.3.1 above)
- First level retail/ commercial/ live-work areas are encouraged to be a minimum 16'-0" in height and may vary according to ground level at the base of buildings. This first level should form an arcade (see section titled: **First Floor Arcade**, below).
- Upper building levels may vary according to building design and to accommodate living unit balconies, but should form a continuous overall street wall defining the area of the street below. (see **Area Reports and Projects, section 3.6**).
- Buildings located at major street intersections should respond in form to their locations leaving space at corners and by changing materials or heights at corners.
- Walls at interior of block adjacent to future building projects to be treated as zero lot line parti walls to provide for a future continuous façade at the street.

Balconies:

- Balconies are allowed and encouraged for living units above the street. They may:
 - Extend over the public sidewalk right-of-way a maximum of 8'-0" at areas where sidewalk width is 15'-0" or greater.
 - Be attached directly to building facades or be a part of the building façade above the ground floor arcade.
 -

First Floor Arcade:

- Retail/ Commercial/ Live-Work first level uses should form a continuous arcade. This arcade should:
 - Be constructed of masonry or concrete materials.
 - Be compatible in materials and design to those of adjacent structures.
 - Form a regular line of columns at 15'-0" to 30'-0" on-center.
 - From a full (internal pedestrian space) or blank (shop fronts 2'-0" or more from

4.1.3

face of arcade) arcade.

- Have a sign band above columns. Signs located here may:
 - Be surface mounted individual letters (and may be back-lit).
 - Be cut-out or other 3 dimensional designs.
 - Be neon.

They may not:

- Be plastic box-mounted rear-lit signs.
- Be wood or other surface mounted designs.

Building Materials:

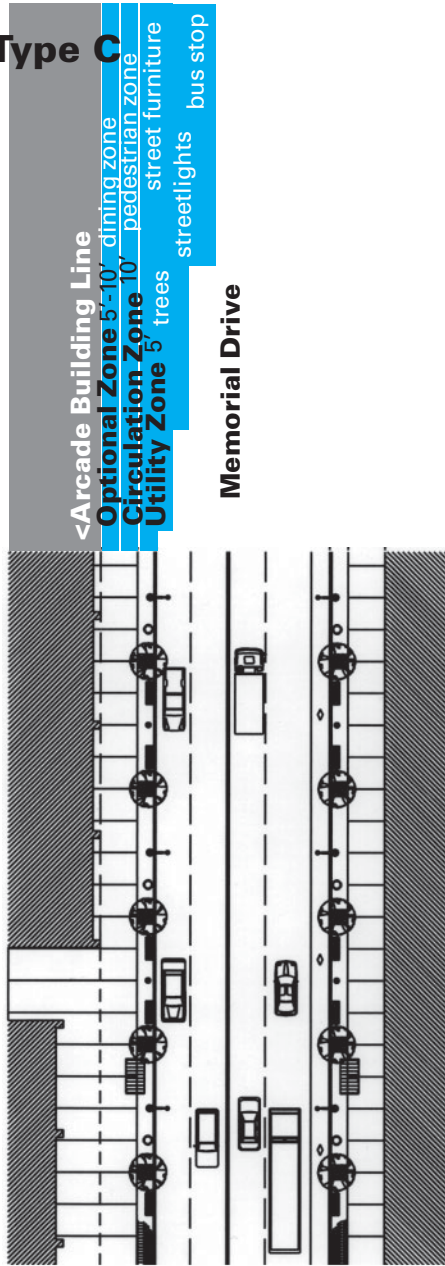
Allowable exterior building materials in this area include:

- Brick or other masonry
- Stone
- Concrete panels (stained or painted)
- Metal or Ceramic Panel Construction Systems
- Glass and Metal Storefront or Curtain Wall Systems
- Wood (wood panels or siding)
- Metal siding

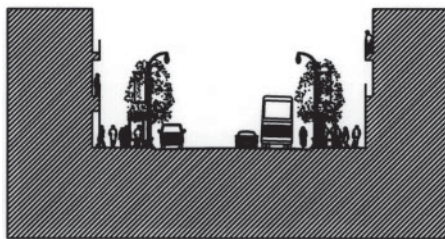
Exterior building materials not allowed in this area include:

- Vinyl or other plastic (vinyl or plastic panels or siding)

Street Type C



Typical Street Plan
with typical sidewalk configuration



Typical Street Section

4.1.4 Street Type D

4.1.4

4.1.4.1 Streetscape Guidelines:

Related Area Reports:

Street Type A guidelines relate specifically to the following Area Reports:

- **Area G:** Reynoldstown Industrial District

Sidewalks:

Sidewalks in this area should conform to the following standards:

For Major Streets (Memorial Drive and Boulevard)-

- Granite curb line as per City of Atlanta Standards for curbs and gutters
- 5'-0" masonry paved zone to include:
 - Bus Shelters and Bus Stop Signage.
 - Street Furniture, benches, waste cans and signage.
 - Historic or Interpretive Markers.
 - Street Trees at 20'-0" on center with metal grating at base.
 - Streetlights to match City of Atlanta Standard.
 - Pedestrian Lighting to match City of Atlanta Standard.
- 10'-0" concrete paved pedestrian circulation zone, which may include:
 - Historic or Interpretive Elements embedded in the surface.
 - Public Art Installations, approved for durability, embedded in the surface.
- Optional 5'-0" to 10'-0" concrete or brick paved outdoor dining zone at loft and retail areas, which may include:
 - Temporary decorative fencing and gates.
 - Temporary seating and tables.
 - Temporary or permanent secondary lighting sources.
- Bury electric lines and all other utilities currently overhead as possible.
- Exceptions on sidewalk width for existing structures.
- 8'-0" to 12'-0" high solid wall or iron fence at interior edge of sidewalk adjacent to industrial loading areas, parking lots and open fields.

For Minor and Neighborhood Streets-

- Provide Granite curb line as per City of Atlanta Standards for curbs and gutters
- Maintain existing sidewalk width.
- Repair and replace sidewalks as required.
- Provide adequate pedestrian lighting.
- Bury electric lines and all other utilities currently overhead as feasible.
- Exceptions on sidewalk width for existing structures.
- Provide street furniture and bus stops as merited by volume of use.

Street, Public Right-of Way:

The Memorial Drive right-of-way will include:

- 1 lane of traffic in each direction, reversible lane in middle (as is).
- Signalized clearly marked pedestrian crossings at all cross streets.
- Bike Path to meet City of Atlanta and PATH standards.
- Limit number of industrial and commercial curb cuts.

Public Space:

No major new public spaces in this area.

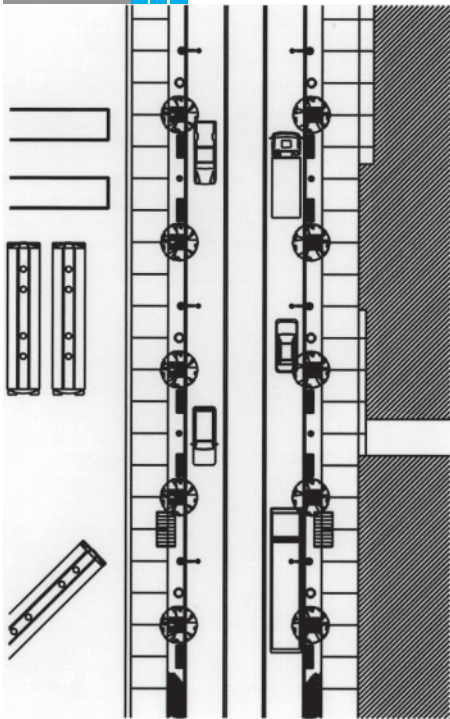
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4.1.4.2 Building Development Guidelines:

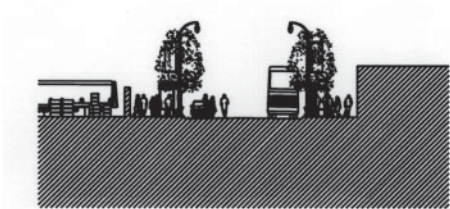
Building uses and other guidelines as outlined in the Area Report and Projects section of this report (see section 3.7) will include:

- Industrial uses to remain
- New residential and mixed-use buildings to meet Standards as outlines in section 4.1.3.

Street Type D

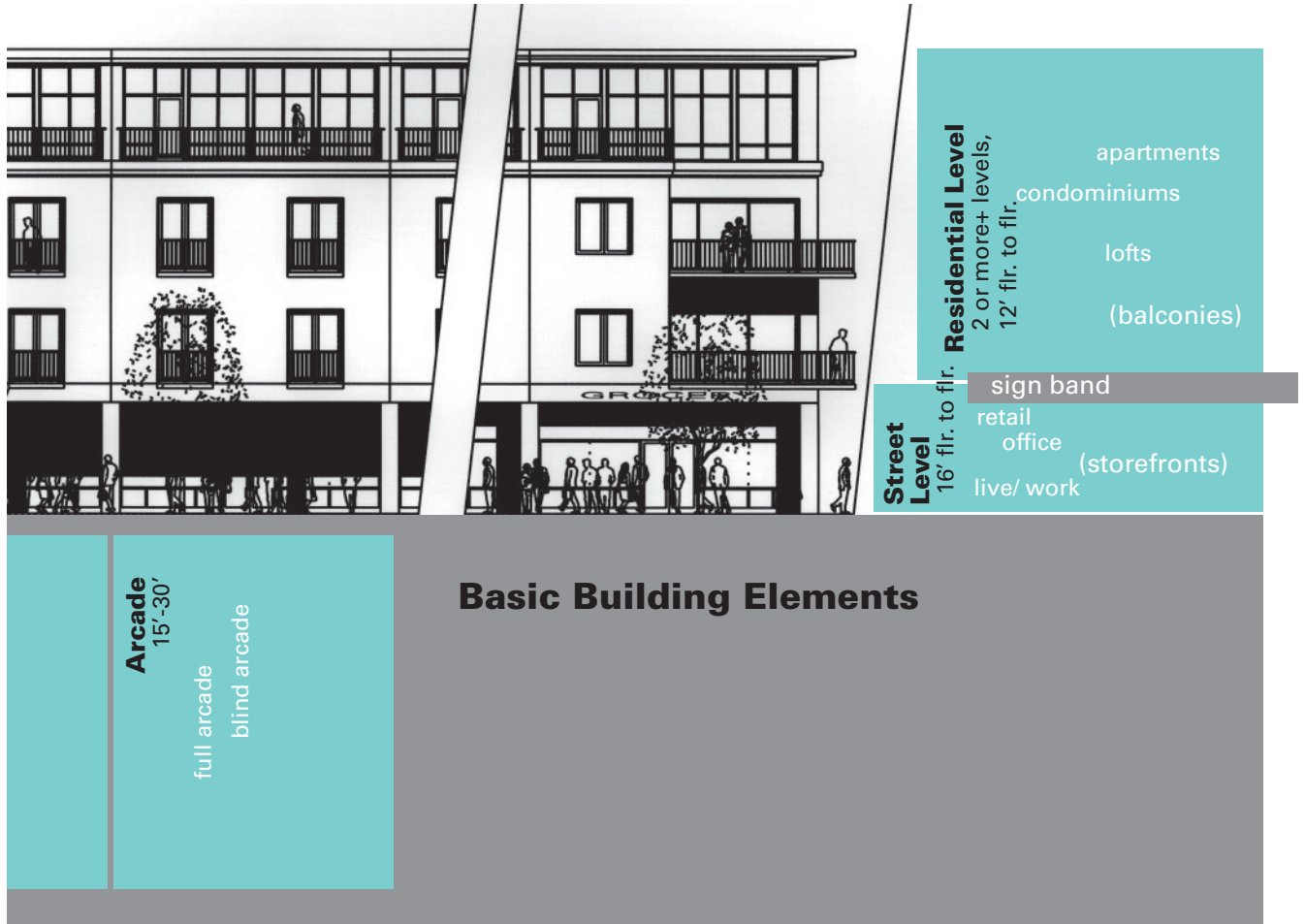


Typical Street Plan
with typical sidewalk configuration



Typical Street Section

Typical Building Elevation



5.0 Economic Development Demand and Potential in the Memorial Drive/ MLK Study Area:

Report by Dale Henson and Associates

5.1

5.1 Area Description and General Background

5.1.1 Overview

The Memorial Drive Corridor, as defined for this analysis, extends from I-20 on the west to Moreland Avenue on the east. The general location—between the east line of MARTA and I-20—insulates the Corridor itself and the abutting neighborhoods from development across I-20 on the south side (most of Grant Park, Ormewood Park) and across the MARTA tracks on the north (the Old Fourth Ward, Inman Park). Along its two-mile stretch, the Corridor can generally be characterized as a broad expanse of concrete, lined with abandoned factories, vacant strip shopping centers, small low-end retailers (liquor stores, check-cashing establishments, a few restaurants), and paved parking lots. Nevertheless, the Corridor has three distinct personalities.

- The westernmost area, extending from I-20 to Oakland Cemetery, contains Capitol Homes, a 695-unit public housing project last renovated in 1995-96, a new elementary school under construction, three new residential loft conversions under construction, the Marzetti plant, along with the northernmost portions of the Grant Park neighborhood now in the last stages of gentrification.
- The middle section, generally extending from Cherokee Avenue to Pearl Street, includes the southern boundary of Oakland Cemetery, the North Grant Park neighborhood, Cabbagetown—a revitalizing area, “Little Beirut”—a deteriorated residential area on the south side of the roadway, and underused relics of former transportation centers associated with the CSX railway and truck terminals.
- The east portion of the Corridor from Pearl Street to Moreland Avenue, is the center of most of the still-active light industrial uses, including Parmalat Dairies. Some single-family residential units front along Memorial; Reynoldstown abuts the area to the north, and Hubert Elementary School anchors the area as it transitions to typical highway commercial uses (auto repair, used car sales) near Moreland.

Memorial Drive is now a barrier, effectively separating the upgrading surrounding neighborhoods. It can be a unifying element, tying the neighborhoods together and providing the sorely needed employment centers, convenience goods and services now in short supply.

5.1.2 Strengths of the Corridor:

- Location: Proximity to downtown Atlanta. The State Capitol complex anchors the western end of the Corridor.
- Memorial Drive is a four-lane roadway with sidewalks on each side.
- Very few single-family residences abut the road and there appear to be no dilapidated units from which families should be displaced.
- The surrounding neighborhoods are in various stages of upgrading. All are gentrifying.
- Historic Oakland Cemetery is a tourist destination and its open space relieves some of the sense of congestion in the area.

5.1 5.2

- Several vacant structures along Memorial Drive offer opportunity for adaptive reuse. These include an old railroad station depot and factory buildings.
- Highly accessible: at I-20 and I-75/85; at two MARTA rail stations; on bus route.

5.1.3 Weaknesses of the Corridor:

- In general, the Corridor suffers from a prevalence of abandoned industries, vacant lots and absentee landlords.
- Commercial activities are generally not pedestrian-friendly, composed of car repair shops, truck staging areas, abandoned commercial structures, closed or under used industrial buildings, scattered retail operations limited to liquor stores, small restaurants and check cashing facilities.
- Cracked sidewalks; poor street lighting.
- Intense truck traffic which often spills over into neighborhoods.
- No signature feature; street has no identity.
- A portion of the Corridor is crime-ridden.
- Public housing is not well maintained.

5.1.4 Potential:

- The Memorial Drive Corridor can be a strong unifying element, tying together the various neighborhoods—all upgrading—and providing them with convenience goods and services.
- Optimize positive existing elements: presence of State buildings and landscape; loft conversions under way (Mattress Factory, Crown Candy Lofts, Fulton Cotton Mill). Encourage loft reconstruction along Memorial Drive itself to include retail or service uses at street level, with studios and residential units above.
- Transform Memorial as a gateway to Oakland Cemetery with small restaurants, a motel, activities targeted to tourism.
- A supermarket (not a convenience-type operation, nor a specialty market with luxury prices) to serve the neighborhood—and State workers—would be an asset to the area, along with such convenience stores as drug stores, hardware stores, dry cleaning establishments. Our economic data will verify the potential viability of these operations.
- Encourage pedestrian links to MARTA rail stations from Memorial Drive.
- Public support and infrastructure is critical: street paving, lighting, sidewalk repair. Add community facilities, e.g., park, library.

5.2 Potential Economic Development Viability of the Memorial Drive Corridor: An Examination

5.2.1 Overview:

Because of the checkered history of the Memorial Drive Corridor, its potential for economic health cannot be determined by traditional methods which typically rely on past performance. The revitalization of this area hinges largely on general Atlanta business and residential market conditions, as well as on public/private development efforts along the Corridor. Lifestyle trends, such as the current back-to-the-city movement and “new urbanism,” are major contributors to the positive outlook for these efforts.

5.2

The overall Atlanta setting for the revitalization of the subject area is excellent:

- Total population in the ten-county central Atlanta region grew by 94,300 persons during 1999 alone.
- The economy is robust: 79,000 new jobs were created in 1999, following 77,000 in 1998.
- Housing starts in 1999 were 48,071; apartment starts, 11,613 units.
- The rental market is strong: average weighted apartment rents are \$759, up 4.7% from \$725 at year-end 1998; apartment occupancy is 95.4%.
- Demographics of the Memorial Drive Corridor Study Area
- The six census tracts comprising the three neighborhoods surrounding Memorial Drive from downtown Atlanta to Moreland Avenue have demonstrated little change since 1990.
- Population and households have gained an average of 2.2% per year: approximately 225 persons/year in 72 households/year. Today, there are nearly 12,400 people in approximately 4,000 households.
- The six census tracts, which include a portion of downtown, posted an estimated loss of approximately 420 jobs per year. Employment has dropped
- Nearly 70% of the Memorial Drive area residents are minority.
- The current age distribution is estimated at 27% children under 18; 30% young adults 18-34; 34% in the prime wage-earning years 35-64; and 10%, 65 and over.
- The overall study area income level is fairly low, a reflection of the number of household living in Capital Homes, a public housing community. More than one-third of the households—37%—have annual income below \$15,000; on the other hand, 29% have household income above \$50,000.
- Two-thirds of the households are renters.
- Approximately 27,600 people worked in the study area during 1998, two-thirds in government.

5.2.2 Current Retail Capacity:

Based on current demographics, the accompanying tables indicate the demand for retail/service businesses emanating from existing Memorial Drive Corridor neighborhoods and employees.

Space needs were determined from the median itemized in the accompanying table *Typical Tenants, Store Size, and Rent in U.S. Neighborhood Shopping Centers*.

- Based on residents' incomes and estimated expenditures for selected retail items, as well as on potential expenditures by 10% of the workers in the area, the most

5.2

demand for space is for eating and drinking places. Approximately 20 such establishments at an average size of 2,500 square feet could be supported at the present time.

- According to the data shown on the table *Expenditures for Retail Items Space in the Memorial Drive Corridor*, approximately 21,600 square feet of grocery/food store space could be supported by study area residents and 10% of workers in the area today, equating to about one small grocery store. This table lists additional stores typically found in neighborhood shopping centers. (A neighborhood shopping center generally serves an area encompassing 2,500-40,000 people within five-ten minutes driving time or a 1.5-mile radius. It is usually built around a supermarket and features such personal services as a dry cleaner or shoe repair shop.)

5.2.3 Recent Residential Development:

- There had been no *major* additional residential development in the Memorial Drive Corridor until 1998 when the long-standing vacant Fulton Cotton Mill opened as a loft conversion.
- Its immediate success (Phase I with 206 units achieved 95% stabilized occupancy in nine months, for an absorption pace averaging 21.7 units per month) indicates a pent-up demand for modern, upscale rental units in this close-in part of Atlanta.
- The first units of Fulton Cotton Mill Phase II opened in December 1999. Although construction is not scheduled for completion until July 2000, 45 units had been leased by late January 2000. Phase II is to include 300 units.
- The first phase of Mattress Factory Lofts, an 81-unit factory conversion, opened in September 1999; construction was completed in December 1999. By January 2000, 56 units had been leased. A second phase of 70 units is to be completed by year-end 2000.
- Sales of units at Crown Candy Lofts, a 22-unit factory conversion, began in December 1998. By December 1999, 16 units had been sold for prices ranging from \$125,000 to \$269,000.
- Completion and sales/rentals of these properties will add more than 400 multifamily units in the study area in one year. If sold/leased, these units would add more households than have been added in the preceding five years combined.

5.2.4 The Development Plan:

- The proposed development plan is based on major infrastructure improvements, intense public cooperation, and private initiative. It is supported by demographic and economic considerations which are likely to occur over the long-term (15-20 years) evolution of a typical comprehensive plan.

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- The plan provides for approximately 2,300 net additional residential units (in addition to those currently under construction) over the long term: 2,100 in multi-family developments concentrated along Memorial Drive; 200 single-family homes on in-fill lots within the neighborhoods.
- At a projected average household size of 1.8 persons per household, these additional housing units will provide for approximately 4,150 more people in the study area than in 2000, an average annual gain of 210 persons in 115 households. This is in conformity with levels of growth projected by the Atlanta Regional Commission and Dale Henson Associates for the near-term. (See table *Population, Households, and Employment in the Memorial Drive Study Area*.)
- Most of the multi-family housing units are proposed for location over ground-level retail space. The plan provides for approximately 311,000 square feet for retail establishments at build-out. Estimates itemized in the table *Expenditures by Study Area Households for Retail Items* indicate support for nearly 300,000 square feet of retail/service space by 2020 from study area households and only 10% of study area employees. (Employment in the study area in 2020 is estimated to remain at current levels.)

6.0 Traffic and Pedestrian Movement Plan Analysis

Report by Street Smarts, Inc.

6.1 6.2

6.1 Introduction

This technical memorandum documents transportation elements of the redevelopment plan for the Memorial Drive study area. This study area included the Grant Park, Cabbagetown, Capitol Homes, and Reynoldstown neighborhoods. However, the Reynoldstown plan is being developed separately and is not included in this memorandum.

The work reported herein includes the following tasks:

- ∅ Develop trip generation for proposed redevelopment
- ∅ Project future traffic volumes along Memorial Drive
- ∅ Analyze future conditions at key intersections
- ∅ Recommend transportation guidelines for redevelopment
- ∅ Report results

The previous technical memorandum on existing conditions reported on the results of these tasks:

- ∅ Inventory the existing roadway network
- ∅ Collect existing traffic data
- ∅ Identify planned improvements to the road network
- ∅ Analyze existing conditions of the road network
- ∅ Inventory pedestrian and bicycle traffic at the King Memorial and Inman Park MARTA Stations
- ∅ Inventory available transit services

For the analysis of future conditions, Street Smarts has reviewed the draft redevelopment plan and discussed with the planners the objectives, proposed redevelopment land uses, and a number of specific proposals for the area. The likely transportation impacts of these proposals are also discussed in this memorandum.

6.2 FUTURE PHYSICAL CONDITIONS

6.2.1 Roadway Inventory

The future conditions capacity analysis was restricted to the major signalized intersections on Memorial Drive that were analyzed in the existing conditions study. In order to establish a base network to study future traffic conditions, certain assumptions were made regarding the major roads in the study area. The following road geometry was assumed:

- ∅ Memorial Drive (S.R. 154) will be a four-lane road with left turn lanes provided at major intersections, with a landscaped median between intersections. This cross-section would extend from Capitol Avenue to Pearl Street.
- ∅ Memorial Drive currently has one lane in each direction and a center reversible lane between Moreland Avenue and Pearl Street. No changes are assumed in the analyses reported in this memorandum; however, continuation of the five-lane cross-section to Moreland Avenue would be desirable. This section of Memorial Drive was not the focus of the redevelopment land uses studied.

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- ∅ A planned Georgia DOT project to improve the intersection of Boulevard at Memorial Drive will be completed. This will include the addition of a northbound right turn lane on Boulevard.
- ∅ Another planned Georgia DOT project will improve the intersection of Memorial Drive at Moreland Avenue.
- ∅ No other roadway improvements were assumed.

6.2.2 Redevelopment Plan

The redevelopment plan, as presented to Street Smarts, will emphasize pedestrian and transit-oriented transportation systems. Sidewalks will be provided along Memorial Drive that will be 15 feet wide and include street furniture such as benches, transit shelters/benches, street lights, and landscaping.

Access to parcels will be via alleys where feasible. Some of the alleys still exist and some are proposed to be re-opened. Many mid-block driveways that now exist would be closed with redevelopment, with shared access via alleys and/or side streets. This reduction of curb cuts will benefit both pedestrians and vehicular movement.

Provisions for bicycles are included in the redevelopment plan. In order to provide for cyclists along Memorial Drive, it would be desirable to provide a wider curb lane – some standards have set the minimum at 14 feet (assuming no on-street parking). In suburban areas in recent local and state projects, a four-foot wide marked bicycle lane has been provided. However, in an urban location such as this the slightly wider curb lane may be more appropriate to the pedestrian-oriented scale that is sought.

6.3 TRIP GENERATION

Street Smarts was provided with a map and tables showing the locations of various proposed new land uses and intensities. These represented new uses, or if they were replacement uses, the net new square footage/units of development. The study area was divided into seven districts, for which the 20-year build-out land use was projected by the land use planners. The trips expected to be generated by these uses were then developed, based on weekday A.M. and P.M. peak hours.

The typical procedure for determining the traffic generated by a new development is to apply the rates or equations developed by the Institute of Transportation Engineers (ITE) as published in *Trip Generation, 6th Edition*. The rates and equations in this informational report are calculated from nationally collected data. The results of the trip generation are shown in Table 1.

The land uses represented by the redevelopment plan include multi-family residential, single-family residential, retail commercial, museum/exhibit space, and community centers. Detailed trip generation by land use category and redevelopment district is included in the appendix.

Most of the ITE trip generation data is based on suburban, auto-oriented development. To avoid overstating the vehicle trips that would be generated, a 15% reduction in trip rates was taken to account for the expected higher rate of transit and pedestrian travel in the study area.

6.3
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Because of the limited nature of our study, only trips using Memorial Drive were to be distributed and analyzed. Therefore, estimates were made of the percentage of traffic in each district that would use Memorial Drive. These ranged from 50% to 100%, depending on the location and available alternatives. For most districts, approximately 70% to 80% of trips were assumed to use Memorial Drive.

The trips that use Memorial Drive totaled approximately 8830 into the redevelopment uses and an equal number out of these uses each day. The total A.M. and P.M. peak hour new trips using Memorial Drive are shown in Table 1. Trips by district are shown in the table in the Appendix.

Table1. Trip Generation for Redevelopment Plan

District	A.M. Peak Hour		P.M. Peak Hour	
	In	Out	In	Out
Capitol Hill	18	92	90	45
Hill Street (South of Memorial)	70	209	226	170
Hill Street (North of Memorial)	14	52	58	36
MLK	26	106	106	62
Oakland	43	179	176	105
Boulevard (South of Memorial)	88	178	223	212
Boulevard (North of Memorial)	14	31	44	37
Cabbagetown (South of Memorial)	9	43	46	23
Cabbagetown (North of Memorial)	40	110	128	81
Grant Park Neighborhood	3	14	20	10
Total New Trips	322	1013	1118	779
Total Trips on Memorial Drive	247	778	857	599

6.3.1 Distribution and Assignment

The distribution of new traffic was based on existing traffic and development patterns. Applying the percentages using Memorial Drive and the directional distributions for A.M. and P.M. peak hours, new turning movement volumes were developed for both peak periods. This new traffic was then assigned to turning movements at each of the study intersections and added to existing traffic to yield future peak hour traffic volumes. A diagram showing future traffic generated by redevelopment is included in the appendix.

6.4 FUTURE TRAFFIC CONDITIONS

6.4.1 Future Volumes

The peak hour and daily traffic volumes were projected by adding redevelopment-generated traffic to existing traffic volumes. The redevelopment is projected to add approximately 8,800 trips per day in and an equal number out of the new residential, retail, and community uses. Based on existing travel patterns, traffic would be somewhat more likely to come and go to the west. Thus, it is estimated that the 2020 average daily traffic (ADT) on Memorial Drive would be approximately 25,000 near the west end of the project (up from 15,000 in 1999), and 19,000 near Pearl Street (up from 10,700 in 1999).

6.4

Future peak hour volumes for the study intersections on Memorial Drive are included in the capacity analysis printouts in the appendix. These were calculated as described in the previous section.

6.4.2 Intersection Capacity Analysis

Capacity analyses of the study intersections were completed using procedures in the *Highway Capacity Manual (HCM), 3rd Edition, 1997 Update* and the Highway Capacity Software (HCS-3). This is the usual methodology for the analysis of traffic conditions. The software program Synchro 4.2 was used to optimize signal timings and perform the HCS calculations.

Traffic conditions at signalized intersections are evaluated in terms of volume-to-capacity (V/C) ratios and average stopped delay per vehicle and are reported as a level of service (LOS). Levels of service A through E are generally accepted by most reviewing agencies as acceptable peak hour operations. Level of service F is generally considered an unacceptable peak hour condition.

The criteria for levels of service for signalized intersections are shown in Table 2. Levels of service for signalized intersections are reported in composite fashion, i.e., one LOS for the entire intersection and are presented in terms of average stopped vehicle delay.

Using the methods described above, the level of service was determined for the study intersections for future conditions using the anticipated future number of lanes and intersection control. The results are shown in Table 3.

Table 2. LOS Criteria for Signalized Intersections

Level of Service	Average Delay Per Vehicle (sec)
A	< 9.9
B	10.0 to 20
C	20.1 to 35.0
D	35.1 to 55.0
E	55.1 to 80.0
F	> 80.0

Source: *Highway Capacity Manual, 3rd Edition, 1997 Update*

As shown in the table, all of the intersections are expected to operate acceptably with the build-out of the redevelopment plan with the exception of Memorial Drive at Boulevard and Memorial Drive at Moreland Avenue. However, there is an improvement project programmed for the Moreland Avenue intersection that was not included in this analysis.

6.4

Table 3. Existing and Future Levels of Service

<i>Intersection</i>	<i>Existing LOS</i>		<i>Future LOS</i>	
	<i>A.M.</i>	<i>P.M.</i>	<i>A.M.</i>	<i>P.M.</i>
Memorial Dr & Capitol Ave	C	C	C	D
Memorial Dr & Hill St	C	B	C	B
Memorial Dr & Cherokee Ave	E	A	B	A
Memorial Dr & Boulevard	E	B	D	E
Memorial Dr & Moreland Ave	C	D	F	E

Within the area where redevelopment plans are concentrated, the most congested intersection is Memorial and Boulevard. Even with the addition of a northbound right turn lane, this intersection will be LOS D in the morning and E in the evening peak hour, essentially at capacity. A somewhat better LOS could be attained with adjustments to signal timing and phasing when the future redevelopment actually occurs.

6.4.3 Truck Traffic

There are some conflicts created in the study area due to the truck-oriented businesses on Memorial Drive and the CSX rail yard and what the residents view as the intrusion of truck traffic in the neighborhoods.

The City of Atlanta designates truck routes by city ordinance. Trucks¹ are prohibited, except for pick-ups and deliveries, on all other streets. The following streets in the study area are designated truck routes:

- Ø Memorial Drive
- Ø Moreland Avenue
- Ø Boulevard
- Ø Hill Street from I-20 to Memorial Drive
- Ø Capitol Drive from Memorial Drive to McDonough Boulevard
- Ø Flat Shoals Avenue from Memorial Drive to Moreland Avenue
- Ø Old Flat Shoals Road from Pearl Street to Chester Street
- Ø Chester Street from Glenwood Avenue to Wylie Street
- Ø Wylie Street from Chester Street
- Ø Estoria Street from Wylie Street to Krog Street
- Ø Krog Street from Estoria Street to Irwin Street
- Ø Pearl Street from Wylie Street to Old Flat Shoals Road

Some of these streets are located in areas where neighborhood redevelopment may not be compatible with heavy truck traffic. In the Cabbagetown and Reynoldstown neighborhood, a number of these routes provide access to the CSX rail yard but also traverse redeveloping residential areas. These include Estoria, Wylie, Krog, and Chester Streets.

6.4

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Boulevard is a designated truck route, and provides an important connection for commercial traffic from the CSX yard and points north to I-20. There is certainly some conflict between this function of the road and the objective of relating Oakland Cemetery to Cabbagetown. Any pedestrian linkages will have to consider this as a major through route for trucks well as automobiles, providing safe, possibly signalized crosswalks. Similarly, redevelopment of the Boulevard/Memorial Drive area will need to provide for truck traffic while serving local vehicular and pedestrian movements.

Hill Street is another location where significant residential and neighborhood commercial development is planned. As another link to I-20, it is also a designated truck route.

Truck traffic can be made more compatible with planned uses by several measures. First, roadway design and maintenance should be adequate to accommodate the larger size and turning radius of combination tractor-trailers. Adequate curbs should be constructed, to help separate pedestrian and vehicular zones. Pedestrian signalized crosswalks should be provided where needed for activity centers, transit stops, and for continuity of pedestrian movement.

Streets that are not designated truck routes, but where truck activity is noted by residents or planners, can be signed by the city to note that trucks are prohibited. Enforcement of truck restrictions may be difficult to maintain. The best way to assure trucks use designated routes is to make those routes more desirable: more direct, a better level of service, better geometry, and better maintained. If there are any truck routes where, for example, turning radii or lane widths are not adequate, these should be improved.

As redevelopment changes the land uses in the area, some the existing truck routes may no longer be appropriate. These designations can be changed by city ordinance. At present, no recommended changes were identified. Unless truck-oriented businesses, including the CSX multimodal facility, relocate from this area, it is anticipated that truck traffic will continue to be a significant constituent of traffic in the area.

6.5 DEVELOPMENT GUIDELINES

A safe, efficient, and adequate transportation system to provide access and mobility for land uses and the accompanying residents, customers, and patrons is essential for the success of a community's development. The objective of this portion of the study has been to determine what transportation facilities will be required to serve and enhance the proposed redevelopment plan. In addition, the main corridor of Memorial Drive is a state highway that must also provide for through traffic for both passenger cars, transit, and goods movement by truck. In this section, some general guidelines are presented to be considered as development and design decisions are made. In some cases, the guidelines come from conflicting goals (moving traffic versus serving pedestrians, for example), and a balance will have to be found.

1. Memorial Drive and other arterials must continue to move through traffic safely and efficiently as part of the overall Atlanta road network. Whatever pedestrian-friendly and neighborhood-friendly improvements are made, this requirement should be kept in mind. It also applies to minor arterials and major collectors with ties to I-20, north of the railroad tracks, or other major arterials. This would include roads such as Hill Street and Boulevard.

6.5

2. The recommended cross-section of Memorial Drive is four lanes divided by a median, with left turn bays provided at intersections. If the median is landscaped, it should be planted with small trees, shrubs, and other low-growing vegetation as appropriate to vehicle safety and visibility at intersections. Twelve-foot wide lanes are the standard width, but discussions could be initiated with GDOT and the City to discuss the feasibility of 11-foot lanes to provide more room for pedestrian enhancements.
3. Along Memorial Drive, access should be limited, with mid-block curb cuts eliminated where possible and access to redevelopment parcels from alleys and/or side streets. This will have a positive effect both on vehicular traffic flows and pedestrian safety.
4. Alley intersections providing access to major vehicular generators should be spaced appropriately far enough from street intersections. For example, a supermarket has been proposed for the corner of Boulevard and Memorial Drive. If access were from the alley parallel to Memorial Drive, a traffic study should be done at the time of development to assure that this new access will not conflict with left-turn storage on Boulevard or otherwise cause more congestion at the Boulevard/Memorial Drive intersection.
5. Any landscaping or street furniture along Memorial Drive, at gateways such as Cherokee Street, or at alley access to new development should consider an adequate site triangle, pedestrian safety, and vehicular safety.
6. Improvements to encourage transit ridership should be part of all design and redevelopment efforts. This includes providing bus shelters and benches along Memorial Drive as well as improving the attractiveness and safety of transit station access and parking facilities. Successful intensive development of this area requires transit usage.
7. Improvements to pedestrian facilities are a key factor in promoting transit, walking trips to neighborhood activities/shops, and the overall community quality of life. Provision of wide sidewalks, adequate curbs, pedestrian-activated crossing signals, and recreational trails are all desirable. It appears that the Memorial Drive right-of-way is sufficient to accommodate adequate sidewalks, with adjustments in some locations.
8. Transit service in this area appears to be better than in most parts of Atlanta, with several bus lines and the two MARTA train stations. Physical improvements to serve transit riders and redevelopment in the station areas, such as that proposed near the MLK station, should increase the usage of transit. The perceived or real lack of personal safety prevents many people who have the option to drive from using the train to commute.
9. Bicyclists could be accommodated along Memorial Drive and certainly along the path envisioned for Capitol Green north of Memorial Drive. At the least, bicycle friendly design of storm sewer grates should be included in any improvements to Memorial Drive. A 14-foot wide right lane is recommended if there is room in the right-of-way.

6.6

6.6 SUMMARY

The purpose of this memorandum is to document the projected future traffic conditions with the draft 20-year redevelopment plan fully implemented. It also presents some guidelines to assure that transportation factors are considered in redevelopment and that the transportation system is adequate to support the redevelopment objectives.

In general, traffic is expected to increase along Memorial Drive but still operate at acceptable levels of service. The redevelopment should be able to be accommodated with a four-lane Memorial Drive that includes left turn lanes and protected movements at the major signalized intersections. The intersections of Memorial Drive with Capitol Ave., Boulevard, and Moreland Avenue will be most likely to experience peak hour congestion.

The overall theme of providing a walkable Memorial Drive, including focusing property access on alleys and cross-street entrances, will benefit the vehicular as well as the pedestrian traffic. Provision must be made for adequate spacing of these access drives or alleys from intersections, so as not to interfere with queued traffic at the intersections. In some cases, one-way operation may be appropriate. The details would need to be worked out at the time of development design.

Truck traffic will probably continue to be of concern to residential development areas, but as redevelopment occurs, the land planners have suggested that some of the truck-oriented businesses will probably be relocated.

The study area is expected to continue to be relatively well served with transit. There are two MARTA rail stations and seven bus lines within the area. However, amenities that make transit an attractive alternative to driving will encourage transit usage. It is recommended that the redevelopment plan include bus shelters and benches along Memorial Drive and at other locations along the routes. The pedestrian access to the rail stations has been noted as deficient for some time. Improvements and redevelopment around the MARTA stations, such as that proposed near the MLK station, should encourage transit use.

Some of the single-family residential may cause localized problems on neighborhood streets. Although there will be sufficient capacity on Memorial Drive and the major cross streets, some of the local streets are narrow and the residents park on the street. The lot frontages may not be adequate to provide two spaces per house. Reopening the alleys and redirecting vehicular access and parking to the rear of the lots may be the best solutions. Some of the alleys may need to be one-way due to narrow widths.

6.7

6.7 Appendix

6.7.1 Memorial Drive Redevelopment Trip Generation

Raw Trip Generation by District and Land Use

District Peak:Weekdays	Land Use	Weekday PM Peak: Weekdays	AM	
			In	Out
Capitol Hill District 108	Residential	833	833	21
Hill Street District 47	South Retail	1513	1513	44
	83 Residential	1476	1476	38
199	North Retail	183	183	5
10	13 Residential	448	448	11
55	58 Retail	260	260	8
MLK District 14	19 Residential	876	876	22
115	111 Retail	486	486	14
Oakland District 15	27 Residential	1449	1449	37
195	180 Retail	2440	2440	70
Boulevard District 76	South Community Cen.	115	115	9
6	134 Residential	972	972	24
129	122 Retail	370	370	11
11	North Residential	232	232	5
26	32 Residential	415	415	10
Cabbagetown District 51	South Retail	132	132	4
7	54 Community Cen.	112	112	9
6	North Residential	1041	1041	34
121	10 Residential	138	74	

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Grant Park Neighborhood	Residential	160	160	3
16	24	12		
Total		13513	13513	379
1190		1315	917	Grand
Totals				

B. District Summary

8800

4840

0.55

District

Peak:Weekdays

0.6

Out

Capitol Hill District

108

Hill Street District

246

61

MLK District

125

Oakland District

210

Boulevard District

209

37

Cabbagetown District

51

129

Grant Park Neighborhood

16

Weekday

PM Peak: Weekdays

AM

5280

In

In

Out

Out

In

833

106

2989

200

631

42

1136

125

1935

207

3527

249

602

43

415

27

1285

95

160

24

833

53

2989

2989

631

1136

1136

73

1935

1935

3527

3527

602

415

415

1285

1285

160

160

21

82

16

30

51

103

16

10

47

3

3

6.7

C. Reduction for Transit Usage and Increased Walking: reduce by 15%

0.85

District Peak:Weekdays		Weekday PM Peak: Weekdays		AM
		In	Out	In
Out		In	Out	
Capitol Hill District		708	708	18
92		90	45	
Hill Street District	South	2541	2541	70
209	226	170		
	North	536	536	14
52	58	36		
MLK District		966	966	26
106		106	62	
Oakland District		1645	1645	43
179		176	105	
Boulevard District	South	2998	2998	88
178	223	212		
	North	512	512	14
31	44	37		
Cabbagetown District	South	353	353	9
43	46	23		
	North	1092	1092	40
110	128	81		
Grant Park Neighborhood		136	136	3
14		20	10	
Total		11486	11486	322
1013		1118	779	

D. Reduction for Traffic using Routes other than Memorial Drive

District Peak:Weekdays		% use Mem. Drive	Weekday PM Peak: Weekdays		AM
			In	Out	In
Out			In	Out	
Capitol Hill District		100%	708	708	18
92		90	45		
Hill Street District	South	80%	2033	2033	56
167	181	136			
	North	50%	268	268	7
26	29	18			
MLK District		50%	483	483	13
53		53	31		
Oakland District		80%	1316	1316	35
143		141	84		

6.7

Boulevard District	South	80%	2398	2398	70
142	178	169			
	North	80%	409	409	11
25	35	29			
Cabbagetown District	South	100%	353	353	9
43	46	23			
	North	70%	765	765	28
77	90	57			
Grant Park Neighborhood		70%	95	95	2
10		14	7		
Total			8828	8828	247
778			857	599	

6.7

6.7.2 Peak Hour Redevelopment-Generated Traffic on Memorial Drive *see attached chart, following page:*

>CHART<

7.0 Implementation Recommendations

7.1 7.2

7.1 Introduction

Any vision, plan or strategy for the redevelopment of an urban area is only as effective as the political and financial commitment given to that plan. The Memorial Drive Area Revitalization Study recommends the formation of a Neighborhood Development Corporation (NDC) in order to oversee the future development of the area. This organization would work closely with the City of Atlanta Department of Planning, Development and Neighborhood Conservation in both the formulation and administration of new zoning and land-use regulations that will be the eventual outcome of this plan. The organization would also be a dedicated source of promotion and advocacy for the plan (see section 7.2.1). This report also sites sources and mechanisms of planning and implementation funding available as programs and grants (see section 7.2.2).

7.2 The Neighborhood Development Corporation

7.2.1 Introduction:

The Memorial Drive Revitalization Study recommends the establishment of a joint Neighborhood Development Corporation (NDC) or other alliance to coordinate future site specific planning, zoning, land use and design efforts, market the area to potential private interests, coordinate public improvement projects and find both public and private sources of funding. This organization should be a non-profit with representation from area neighborhoods and businesses. Successful examples these kinds of organizations include any number of Atlanta neighborhood based CDC's (including those in Reynoldstown and Cabbagetown) and the Midtown Alliance. This new organization may be independent or an autonomous part of a larger organization. If it is a part of a larger organization care should be taken to maintain decision making independence and grassroots neighborhood representation from all of the constituent neighborhoods. Coordination of this organization without full neighborhood and business representation as outlined below (see section 7.2.2) should not be undertaken.

7.2.2 NDC Membership Structure:

The Neighborhood Development Corporation (NDC) for the Memorial Drive/ MLK Drive Area should encompass all of the Memorial Drive/ MLK Drive, Hill Street, Boulevard, Carroll Street corridor area from the State Capitol to Moreland Avenue. Overlaps with the jurisdictions of other neighborhood groups, Community Development Corporations (CDCs) or local or state planning jurisdictions should be negotiated with the effected group. A clear set of responsibilities for each of the organizations and the NDC should be established. Guidelines outlining when decisions are to be made by each group or both groups jointly should be clearly delineated. A good working relationship between all area organizations is critical to the success of the redevelopment of the area.

Membership of the board of directors of the NDC should include the following representatives:

Neighborhood representatives from:

- * Capitol Homes (1 or 2 persons)
- * Grant Park (1 or 2 persons)
- * Cabbagetown (1 or 2 persons)
- * Reynoldstown (1 or 2 persons)

Other neighborhood representatives from:

- * The MLK MARTA Station Loft Area* (1 resident)
- * The Fulton Bag and Cotton Mill Lofts* (1 resident)

Large foundations, property and business owners in the area, which may include**:

7.2

- * The Historic Oakland Foundation
 - * Parmalat Dairies
 - * Masterrack
 - * The Fulton Bag and Cotton Mill Lofts
 - * The Mattress Factory Lofts
- Small business owners in the area:
- * 2 or 3 representatives serving on a rotating basis

- *- indicates optional membership
- ** - indicates list to be further developed

In addition, non-voting representation from organizations with an interest in the area may include:

- * The One Stop Capital Shop
- * NPU N
- * NPU V
- * NPU W
- * The State Government of Georgia
- * State Capitol Area Planning
- * The Capitol Area Mosaic
- * MARTA
- * The Georgia Department of Transportation (GDOT)
- * The Atlanta Housing Authority (AHA)
- * The Greater Atlanta Small Business Project (GRASP)
- * The Atlanta Board of Education
- * The Atlanta Economic Empowerment Zone Corporation (AEZC)
- * The Atlanta Development Authority (ADA)
- * The Atlanta Police Department (APD)
- * South Atlantans for Neighborhood Development (SAND)
- * Representatives of Elected Officials, including:
 - o City of Atlanta, Council District 1
 - o City of Atlanta, Council District 5
 - o State of Georgia Senate Representative
 - o State of Georgia House Representative

Members should be appointed by constituting organizations (i.e.: the Cabbagetown Neighborhood representative should be selected by the Cabbagetown Neighborhood Improvement Association, the Reynoldstown representative by the Reynoldstown Revitalization Corporation, etc.). Terms of representation may be one or several years to be determined by the organization.

7.2.3 NDC Role and Responsibilities:

The primary role of the NDC is to adopt and advance a strategic urban design plan and strategy for the Memorial Drive/ MLK Drive area. In support of this goal the NDC should:

- * Develop, with the City of Atlanta, zoning and other standards for the area based on the recommendations of the Memorial Drive Area Revitalization Study.
- * Develop, with the City of Atlanta, effective enforcements and incentives for zoning and other area standards.
- * Coordinate and sponsor further detailed planning and design efforts in the area.
- * Oversee additions and changes to the established standards as future conditions may warrant.

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- * Coordinate and facilitate public improvements in the area, including:
 - o Sidewalk and streetscape improvements
 - o Road right-of-way improvements
 - o Public space and park improvements
 - o Historic or interpretive element development.
- * Facilitate funding for public improvement projects and associated planning and design by:
 - o Soliciting sources of private and public funding.
 - o By setting up appropriate funding mechanisms (such as a TAD or TIFF district).
 - o By working with other organizations (such as the ADA) to develop public and private projects in the area.
- * Promote the area to private developers through the use of:
 - o Printed and other promotional materials.
 - o A web site containing a database of developable properties and outlining development standards and plan goals.
 - o Selective local, regional, and national advertising.
- * Solicit cooperation between various city, county, state and other interests in the pursuit of plan goals.
- * Oversee development efforts in the area and review them for conformance area plans and standards.

7.2.4 NDC Relationship to Other Organizations and Agencies:

The work of the Memorial Drive/ MLK Drive NDC should be closely coordinated with the City of Atlanta, Department of Planning, Development and Neighborhood Conservation. A representative from the city should be assigned a role as liaison to the NDC and should report to the planning department on NDC planning and design activities. It is important that city planning initiatives and those of the NDC be closely coordinated and complementary. In most cases these two organizations will work together on the design, funding and construction of public projects in the area. In addition, enforcement of zoning and other standards, while primarily the responsibility of the City of Atlanta, can be assisted by the NDC.

The NDC should also establish a close working relationship with other city and state agencies, such as the Atlanta Development Authority (ADA) The Atlanta Regional Commission (ARC) and State of Georgia Facilities Development Authority.

7.3 Funding Resources:

7.3.1 City Of Atlanta Quality of Life Bond Funding:

7.3.1.1 Description

The Memorial Drive/ MLK area was listed as the recipient of funding in the recent quality of life project bond issue passed by the City of Atlanta in November of 2000. These funds are slated for public improvements in the areas of sidewalks, public plazas and greenspace, public streets bridges and viaducts and public traffic control devices. It is the recommendation of this report that these monies be jointly administered by the City of Atlanta and the Memorial Drive/ MLK Drive NDC. The NDC would become the primary organization for coordination of planning, design and construction for specific public improvement projects developed using bond referendum monies.

7.3

Memorial Drive/MLK Drive area projects listed in the preliminary report on priorities and projects include:

Areas listed that are located totally within the Study Area boundaries

(by category, with amount budgeted in preliminary budget):

Sidewalks [sidewalk improvements]

* Boulevard	\$160,000.00
* Capitol Homes	\$200,000.00
* Glenwood Memorial Drive Con.	\$140,000.00
* Memorial Drive	\$120,000.00
* Memorial Drive (SR 154)	\$440,000.00

Sidewalks [streetscape projects]

* Memorial Drive	\$850,000.00
* Reynoldstown Streetscape	\$450,000.00
* Sidewalks [intersection improvements]	
* Memorial Drive/ Connally Street	\$60,000.00
* Memorial Drive/ Martin Street	\$60,000.00

Plazas and Greenspace [greenspace enhancements]

* Cabbagetown Park	\$750,000.00
* Memorial Drive Parks	\$950,000.00

Pedestrian Friendly Streets and Bridges [unpaved street pavings]

* Tye Street	
--------------	--

Pedestrian Friendly Streets and Bridges [street resurfacing and reconstruction]

* Capitol Homes	\$250,000.00
* Short Street	\$11,504.02

Total Bond Monies Allotted in Area: \$4,441,504.02

Areas listed that are partially located within the Study Area boundaries

(by category, with amount budgeted in preliminary budget):

Sidewalks [sidewalk improvements]

* Capitol Ave./ Hank Aaron Blvd.	\$160,000.00
* Flat Shoals Ave.	\$100,000.00
* Hill St.	\$200,000.00
* Moreland Dr.	\$150,000.00

Sidewalks [streetscape projects]

* Glenwood Ave.	\$450,000.00
* Moreland Ave.	\$850,000.00

Plazas and Greenspace [greenspace enhancements]

* Greenway Trail Projects	\$5,000,000.00
* Memorial Drive Parks	\$950,000.00

Pedestrian Friendly Streets and Bridges [street resurfacing and reconstruction]

* Flat Shoals Ave.	\$65,010.40
* Glenwood Ave.	\$51,768.89

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General bond funded categories that apply to the Memorial/ MLK Study Area:

- * Sidewalk Design (Citywide)
- * Bicycle Route Signage and Markings
- * Crosswalks Replaced with International Crosswalks
- * Speed Hump Installation
- * School Signs Replaced with Yellow-Green Signs
- * Traffic Signals and Communication

In addition, a portion of 4 million dollars in implementation monies are available for streetscape improvements along Boulevard and Grant Streets (adjacent to the MLK MARTA Station) through the Federal TEA-21 Grant for Streetscape Improvements for the King Memorial Station and Surrounding Area. This grant also includes streetscape improvement projects outside of the study area.

7.3.1.2 Priorities

In general, priority should be given to the further detailed planning and design of the public space and other projects listed in this report. Without these detailed initial investments of resources in design the quality of the final products of these initiatives will suffer. Care should be given in the selection of innovative qualified professionals who can meet the ambitious public sector goals of this study.

In general projects should be developed with priorities as outlined in each area report. Priority categories include:

Priority 1: Project for which the community is in direct need. Project should be funded for design and implemented as soon as possible.

Priority 2: Project from which the community could benefit substantially in the short run. Project should be funded for design and implementation in a two to five year cycle.

Priority 3: Project from which the neighborhood could benefit in the long run. Project should be funded in a 4 to 10 year cycle.

Streetscape improvements at major intersections are Priority 1, between major intersections at major streets are Priority 2 and streetscape improvements on minor streets are Priority 3, unless otherwise noted.

7.3.2 Funding Sources and Organizations:

Numerous sources of funding for further planning, design and construction for public and private elements of this plan exist. The NDC, as recommended above should, in partnership with the City of Atlanta, should explore many of these available funding resources. Options range from setting up legally binding mechanisms (such as a TAD or TIF district) to applying for funding from various public and private entities.

7.3.2.1 Tax Allocation Financing (TAD) Districts:

Tax Allocation Districts (TAD) is a form of tax increment financing (TIF) and is a common mechanism for generating funding for geographically specific areas. TAD districts are governed by state law and require approval by legislative bodies. Specifically, a Tax Allocation District (TAD) is a mechanism by which tax moneys collected in a designated area may be returned directly to that area in the form of public improvements or development incentives. Bonds may be issued based

7.3

on projected TAD revenues generated by new development projects in order to fund public improvements. The amount of TAD revenue is determined as that amount over the amount collected in a pre-determined base year (example: tax revenue in base year 2000= \$100.00, tax revenue on improved property in 2005= \$125.00, 25.00 goes to the TAD area improvement fund to be spent on public improvements or development incentives).

7.3.2.2 Governmental Grants and Private Sector Grants:

One of the most common sources of money for public improvements, planning and design are public and private sector grants. Most monies are given to specific causes such as the redevelopment of public housing in a mixed-income model (United State Department of Housing and Urban Development (HUD), HOPE VI) or for brownfield redevelopment (United States Environmental Protection Agency (EPA) Brownfields Redevelopment Grants). A comprehensive list of Grants available from the United States Department of Housing and Urban Development (HUD) is available on the world wide web at <http://www.hud.gov/grants/index.cfm>. A list of current programs administered by the City of Atlanta, Atlanta Development Authority is also available at <http://www.atlantada.com>. In addition many private foundations exist that either directly or indirectly fund planning and design in urban areas. Web based resources for some of these foundations include: The Turner Foundation at, <http://www.turnerfoundation.org/turner>, the Ford Foundation at, <http://www.fordfound.org> and the Trust for Public Land at <http://www.tpl.org>.

7.3.2.3 The Atlanta Development Authority (ADA):

The Atlanta Development Authority (ADA) is a public authority created by the City of Atlanta to promote the revitalization and growth of the City through a comprehensive and centralized program focusing on community development and redevelopment. It represents a consolidation of the City's economic and community development efforts in real estate, finance, marketing and employment, for the purpose of providing a focal point for improving Atlanta's neighborhoods and the quality of life for all of its citizens. The Atlanta Development Authority is comprised of the Urban Residential Finance Authority, Downtown Development Authority and the Atlanta Economic Renaissance Corporation. *

The ADA has been involved in a number of large and small-scale urban development projects in the city of Atlanta and is currently developing the West Side Village near the Atlanta University Complex. The ADA has cooperated with the Memorial Drive Study authors in the formulation of this report and could be an excellent resource for the realization of many of the projects identified in this study.

7.3.2.4 The Atlanta Regional Commission (ARC):

The Atlanta Regional Commission (ARC) is the regional planning and intergovernmental coordination agency for the 10-county area including Cherokee, Clayton, Cobb, DeKalb, Douglas, Fayette, Fulton, Gwinnett, Henry and Rockdale counties, as well as the City of Atlanta. For more than 50 years, ARC and its predecessor agencies have helped to focus the region's leadership, attention and resources on key issues of regional consequence.

ARC is dedicated to unifying the region's collective resources to prepare the metropolitan area for a prosperous future. It does so through professional planning initiatives, the provision of objective information and the involvement of the community in collaborative partnerships that:

* Encourage healthy economic growth compatible with the environment,

7.3

7.4

* Improve the region's quality of life, and

* Foster leadership development.

Each year, ARC adopts a diverse program of work and a budget for the next calendar year. This includes the functional planning areas of aging, community services, economic development, environmental planning, governmental services, job training, land use and public facilities, transportation planning and data gathering and analysis. *

The ARC and its related programs represent a valuable resource for future efforts in the Memorial Drive/ MLK Study area.

7.3.2.5 The City of Atlanta:

The City of Atlanta through the Department of Planning, Development and Neighborhood Conservation should be included in all planning decisions concerning the Memorial Drive/ MLK Drive area. Close cooperation between the city and the proposed NDC is of paramount importance to the eventual success of the planning, design and implementation efforts outlined in this report. In addition, while city resources are limited, some funding can be sought for various planning and design programs.

7.3.2.6 The State of Georgia:

Recent initiatives by the Governor of Georgia and the Georgia State Legislature have dealt specifically with the acquisition of parkland in urban areas, smart growth in metropolitan Atlanta, and the control of sprawl and its related problems of air and water pollution. The Memorial Drive/ MLK Drive study's proposals mesh completely with the goals of these initiatives. Further, many of the developments outlined in the study offer the state a chance for demonstration projects relating to these initiatives literally at the steps of the State Capitol. A number the projects described in the report will have a direct impact on the image of the state and on the physical context of the Capitol building itself. For these reasons, the State of Georgia should be a strong partner in achieving the goals of this study.

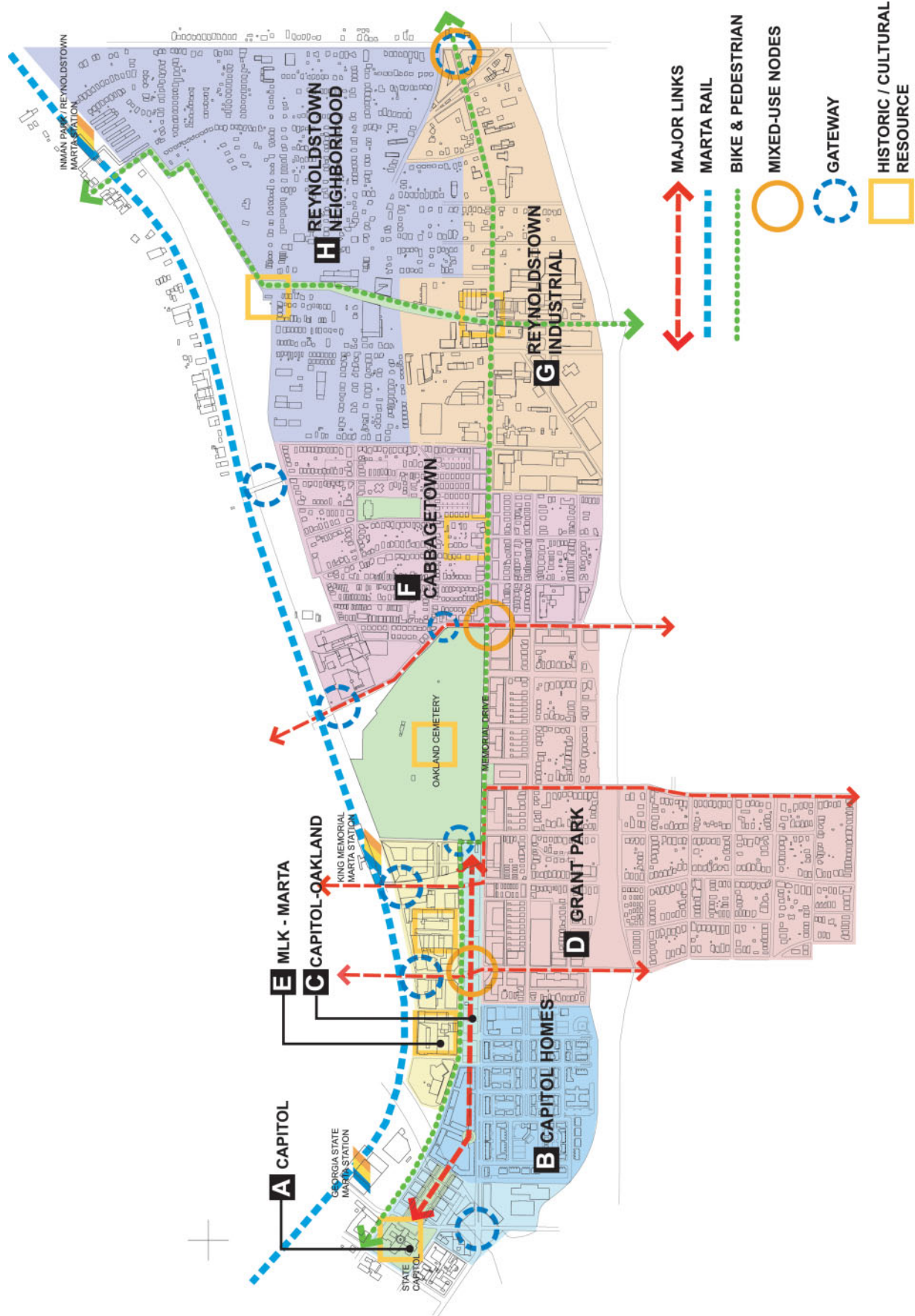
7.4 Costs of Public Improvements:

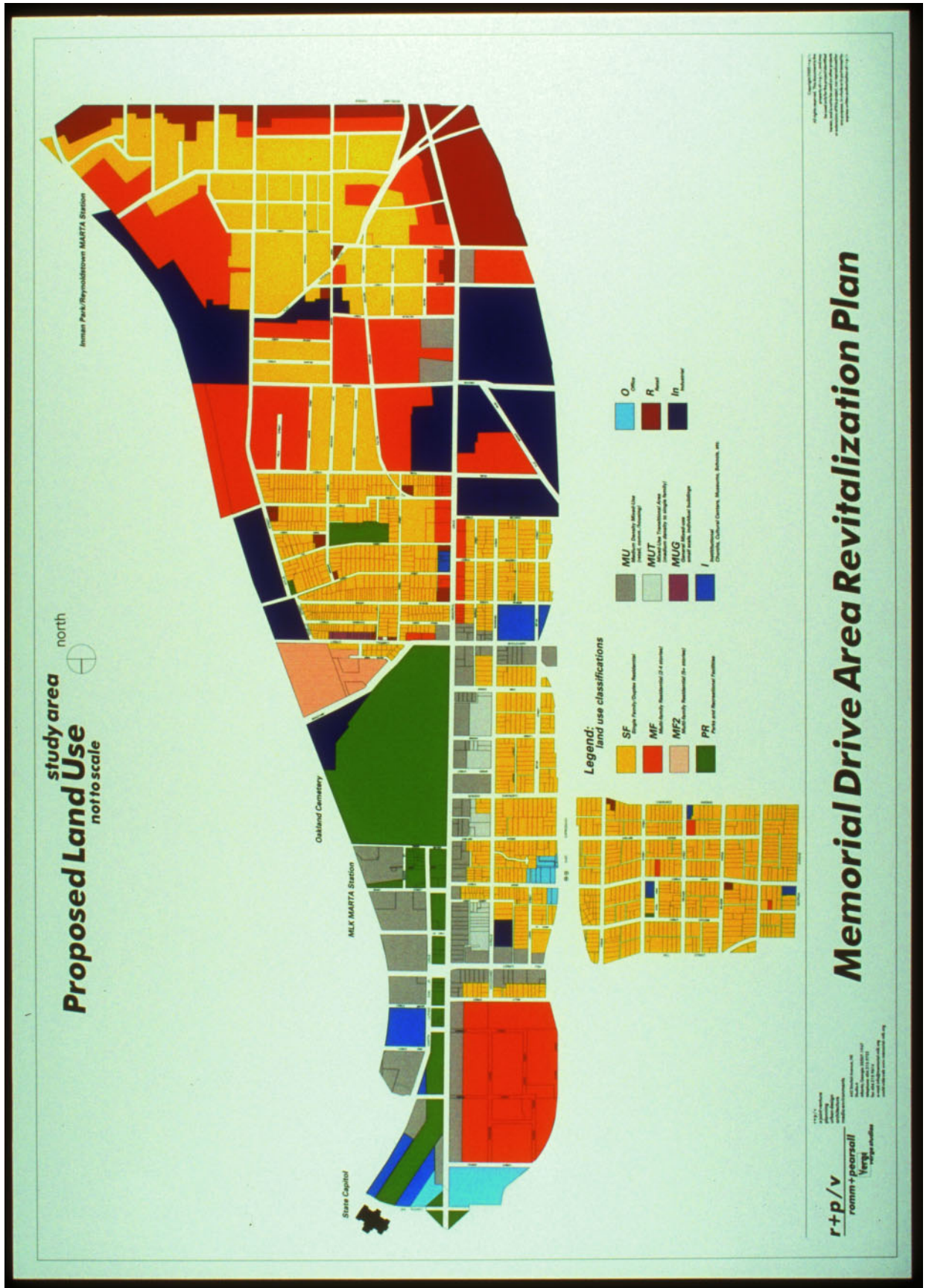
See **Chart 7.4.1** for an estimate of the costs of major public improvements (parks, public spaces, streetscape) in the study area.

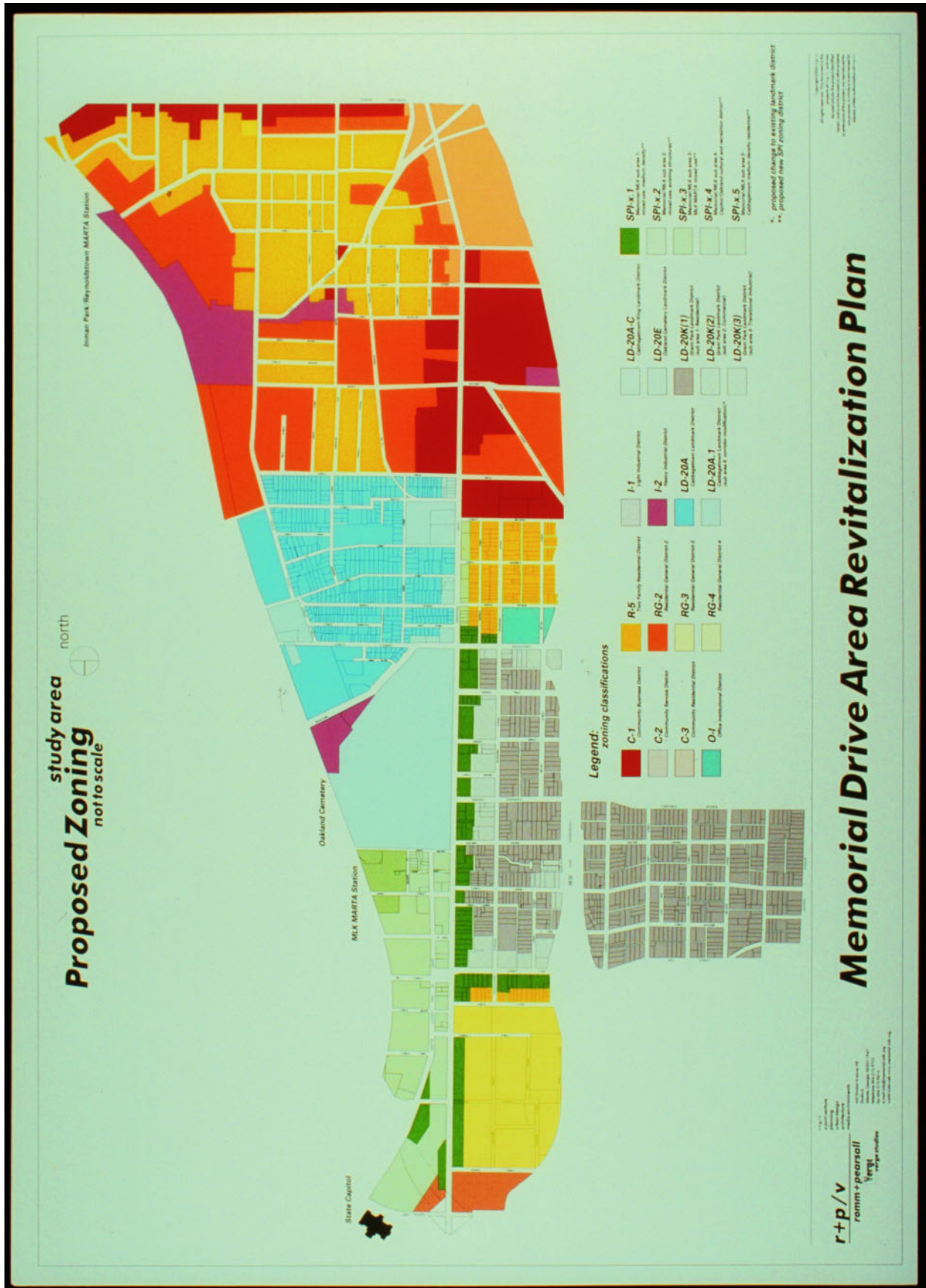
8.0 Appendix

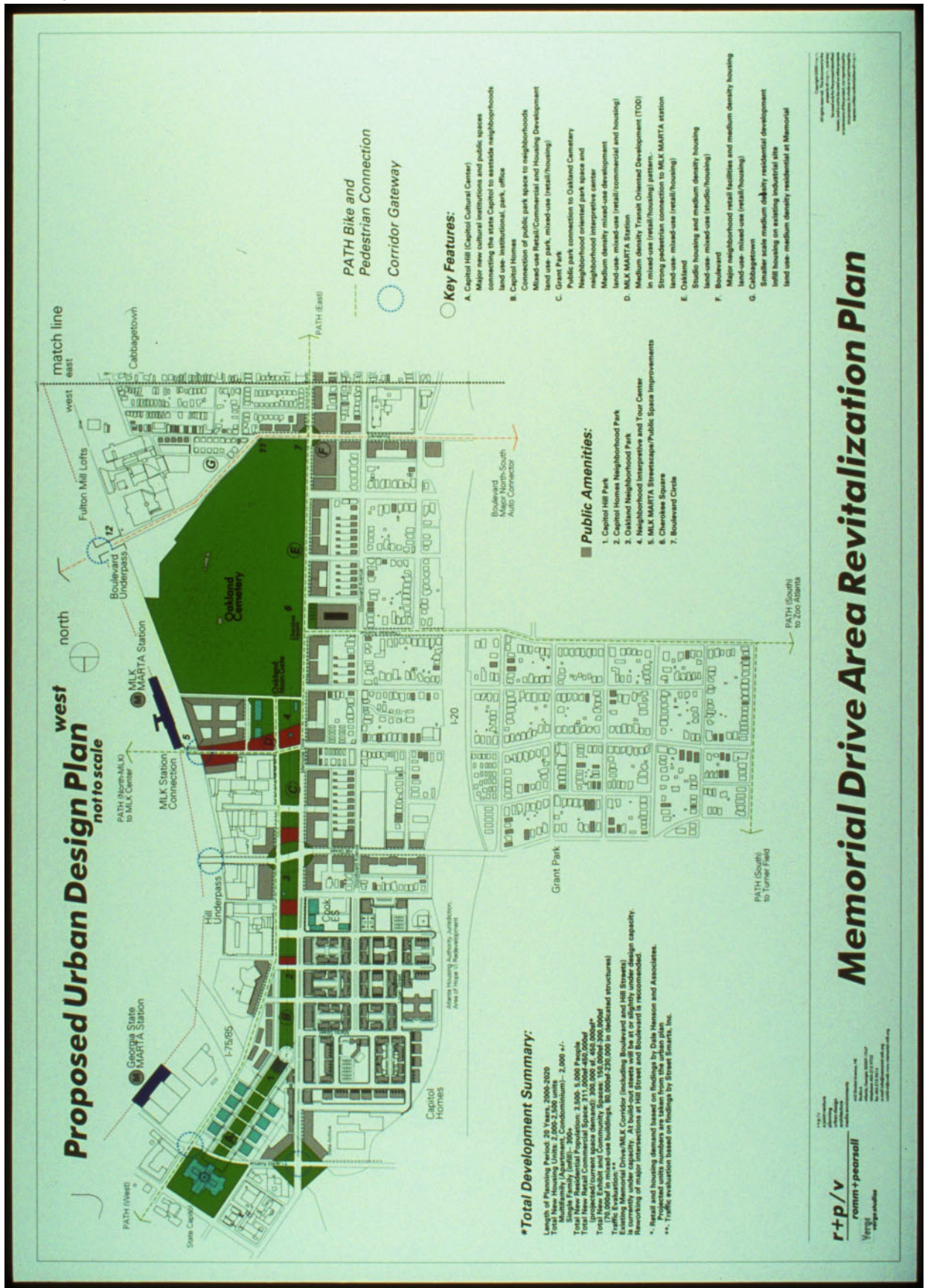
8.1 Memorial Drive- MLK Drive Revitalization Study Background Report *from Technical Memo #1, March 23, 2000*

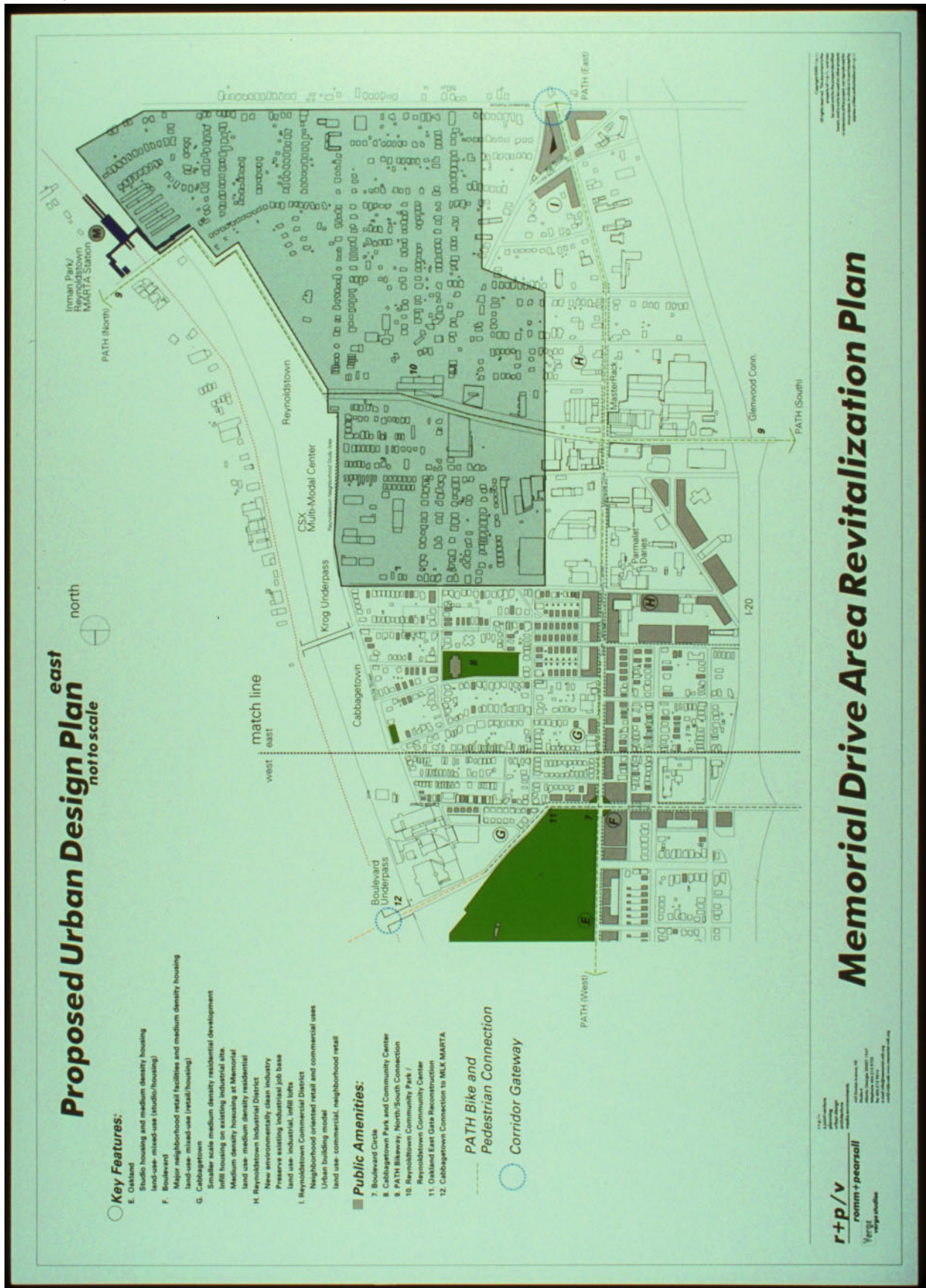
8.2 Drawings Presented at Public Workshop #3: The Memorial Drive- MLK Drive Plan
includes Urban Design Concept Drawing











8.3 Cabbagetown Masterplan Needs Assessment

Cabbagetown Master Plan Needs Assessment January 2000

Street	at	What is Needed?
Memorial	Pearl to Tye	sidewalks on southside of Memorial
Estoria	Memorial	Pedestrian cross signal for crossing Memorial
Estoria	Gaskill	Benches at Bus 18 Busstops
Estoria	Gaskill	Shelters at Bus 18 Busstops
Estoria	Memorial to Molly	Sidewalks on both sides of street
Estoria	Kirkwood	To slow southbound traffic on hill (south of kirkw
Estoria	Krog	Repaving in tunnel
Estoria	Krog	Better lighting in tunnel
Estoria	Krog	Beautification of tunnel
Berean	Pickett	Historic brick sidewalk needs repair where city sanitation equipment removed bricks.
Berean	Gaskill	No dumping signs in front of empty lots
Estoria	Krog	No littering sign at entrance to tunnel
ALL		Better MARTA bus service to train stations
Powell	Memorial	Empty lot needs fallen tree removed
Berean	ALL	Better sanitation pickup
Berean	ALL	trash can removal ordinance enforcement - cans are chronically left on street
Estoria	Krog	Limit rush hour traffic flow (cut through) which results in speeding
Boulevard	Fulton Cotton Mill	Reflectors on island@turn lane into the Mill
Powell	Kirkwood	Stop sign
Powell	Kirkwood to Memoria	1 Way and Wrong Way signs
Powell	ALL	Park/Do not Park signs, Pedestrian/Child warning signs
Powell	Memorial	Cars moved back from sidewalk to see Memorial for turn
Tennille	Powell	Stop sign
Iswald	Memorial	Bench and Shelter for Buses 18/21.
Carroll	ALL	limit speed and amount of traffic passing through.
Gaskill	ALL	One Way signs (some are missing).
Gaskill	Carroll	Need 15-20' no parking zone to ease turning onto Gaskill from Carroll.

report consultants:

planning and urban design:

r+p/v, Romm + Pearsall, Verge Studios (joint venture)

demographics and GIS database:

B. Dona and Smith

economic analysis:

Dale Henson and Associates

traffic and pedestrian movement analysis:

Street Smarts, Inc.

implementation and urban planning analysis:

Urban Collage



Study Sponsors:

City of Atlanta

Bill Campbell, **Mayor**

Rob Pitts, **Council President**

Atlanta City Council

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*Michael Dobbins, Commissioner, Department of Planning,
Development and Neighborhood Conservation*

*Renee Kemp-Rotan, Director of Urban Design, Department of Planning,
Development and Neighborhood Conservation*

The Atlanta Economic Development Corporation (AEZC)

The Capitol Homes, Grant Park, Cabbagetown
and Reynoldstown Neighborhoods

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1999:2000:2001

prepared by r+p/v (romm+pearsall/verge studios)
for the City of Atlanta, Department of Planning, Development and Neighborhood Conservation
and the Atlanta Empowerment Zone Corporation