

# Lakewood Livable Centers Initiative

September 2013

Prepared for the City of Atlanta and Invest Atlanta by TSW, in association with Grice Consulting Group, Contente Consulting, Noell Consulting Group, GreenRock Partners, and studio h urban





# Lakewood Livable Centers Initiative

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**Funding Provided By**

Atlanta Regional Commission

City of Atlanta

Invest Atlanta

Screen Gems Studios

*The team would like to thank Atlanta Technical College for the use of their facilities, as well as the many organizations and individuals who participated in the planning process.*



## Core Team

*The Core Team served as the steering committee for this planning process. Members attended four internal meetings, reviewed the draft plan, and assisted with community outreach. The hard work of the Core Team helped ensure a smooth planning process and a successful plan—thank you!*

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# Part 1: Executive Summary



## EXECUTIVE SUMMARY

The Lakewood Livable Centers Initiative (LCI) is a joint effort by the City of Atlanta and Invest Atlanta to prepare a community-based, economic development-focused plan for the area in and around the Lakewood Fairgrounds. The plan is funded through the Atlanta Regional Commission, which awards planning grants for the enhancement of existing centers and corridors consistent with regional development policies. The program also provides dedicated funding that the City can competitively apply for to implement key transportation projects emerging from the plan.

### Study Area

The Lakewood LCI study area includes approximately 1,900 acres of land and is focused along several centers. These include the historic Lakewood Fairgrounds and Amphitheater, an area now home to Screen Gems Studios, as well as the Metropolitan Parkway, Jonesboro Road, and Lakewood Avenue corridors. A number of historic single-family residential neighborhoods are also included in the study area.

### Planning Process

The recommendations of this study are based on a six-month long planning process that involved significant community input and four primary public meetings. Outreach tools included a website, postcards, posters, email blasts, and targeted outreach. Significant attendance at public meetings allowed for detailed feedback on the draft plan. More details about this process can be found in Part 4: Community Engagement.

### Specific Goals

The Livable Centers Initiative includes general goals intended to link transportation and land use, increase housing options, promote mixed-use development, expand transportation choice, and encourage thoughtful economic growth. In addition to those, specific goals were established for the Lakewood LCI, including:

- Leveraging the Lakewood Fairgrounds and attracting new movie and television production jobs and related businesses
- Increasing the number of jobs and businesses to serve the community
- Promoting transit supportive redevelopment of underutilized commercial areas

### Vision Statement

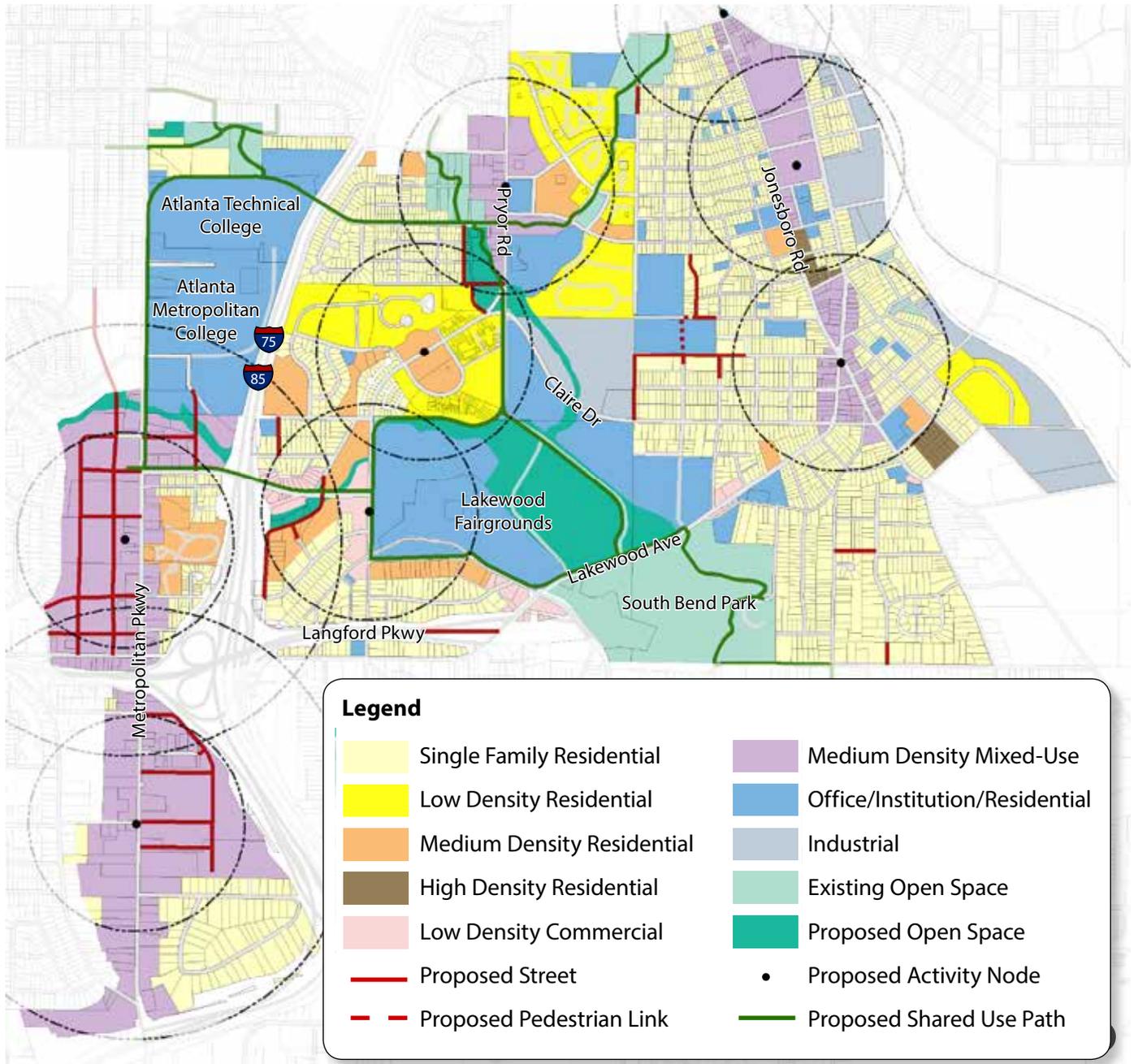
*The vision for the Lakewood LCI study area is for an economically thriving, historic community that provides economic opportunity and high quality of life. It is a community where people of all incomes, ages, and backgrounds can live, work, and play, with the needs of daily life and supporting services such as schools, parks, retail, and places of worship accessible to all residents through a variety of means, including walking, bicycling, riding transit, and driving. It is also a sustainable community that recognizes that environmental, social, and economic progress must be in balance to be truly lasting.*



*The historic Lakewood Fairgrounds, now a film studio, are at the heart of the study area*

- Improving mobility and accessibility for all modes of transportation to people of all ages and incomes levels
- Improving connectivity among various commercial nodes, employment districts, neighborhoods, and community facilities
- Improving transportation and opportunities for mixed-use/mixed-income development

**Figure 1.1: Recommendations Overview**



## Existing Conditions

The process included a comprehensive analysis of the study area. Key findings that are addressed by the recommendations below include:

- The study area contains approximately 7,000 residents, in addition to a significant number of visitors and students
- Population in zip code 30315, which includes the study area, decreased by 1.6% between 2000 and 2010
- The median income in zip code 30315, which includes the study area, is half the citywide median
- Strong existing regional anchors including Atlanta Metropolitan State College, Atlanta Technical College, the Aaron's Lakewood Amphitheater and the Screen Gems movie studio/stages;
- The area is strategically located along I-75/I-85 between Downtown Atlanta and the world's busiest airport
- There is a demand for
  - Approximately 35 new single-family houses per year
  - Approximately 27 new townhouses per year
  - Approximately 320 new rental apartments every two years
  - Approximately 30-40 new beds of senior housing every two years
  - A 300-bed student housing development, with demand for 90 more beds each year
  - Approximately 400,000 square feet of new retail
  - Approximately 100,000 square feet of office
- There is a lack of access to healthy food
- There are no walkable, mixed-use areas
- The area is well served by schools, churches, and public facilities
- The area benefits from several parks, but more public space is needed
- Adequate transit service exists, but much remains to be done to improve and maximize its use
- Walking is supported by compact land use patterns, but missing or poorly-maintained sidewalks and pedestrian-unfriendly development persist
- There are few bicycle facilities, but opportunities exist to improve biking conditions
- The area is moderately suited to the needs of different age groups, but much remains to be done to become a Lifelong Community
- The study area contains 108 acres of open space, more than the citywide average per resident
- Crime in the area is a significant concern



*Significant public investment in housing, parks, schools, and other facilities has brought many assets to the study area, especially the two colleges*



*On the large scale, there is a good mix of retail, housing, and other land uses, but many areas are not walkable*



*There is significant demand for local retail and restaurants, including the potential for a small specialty grocer*

## Land Use & Housing Recommendations

- Strive to achieve the land uses shown in the Recommendations Overview Map
- Encourage and preserve land uses that create jobs, especially industrial
- Encourage a mix of land uses in close proximity
- Preserve existing single-family areas and neighborhood commercial areas
- Concentrate new development and redevelopment along key corridors
- Focus new multifamily development along Metropolitan Parkway
- Ensure appropriate transitions between existing residences and more intense uses
- Focus on improving or removing vacant homes
- Encourage community development agencies and non-profits to purchase vacant/foreclosed properties in the near term
- Work to speed up stabilization of the residential market
- Continue to work with local partners to provide workforce housing
- Prevent the involuntary displacement of existing community residents
- Strive for a community that allows residents to age in place
- Focus on increasing homeownership rates
- Emphasize code enforcement to remove blight from vacant properties
- Focus redevelopment on catalytic sites:
  - The Lakewood Heights commercial district
  - Properties along Metropolitan Parkway north of Langford Parkway, including the Crossroads Shopping Center
  - 2244 Metropolitan Parkway
  - West of the Lakewood Fairgrounds
  - The Villages at Carver



*New sidewalk connections will provide safe access to homes, schools, and other destinations (image courtesy NHTSA)*

- Create a series of gateway improvements
- Create temporary gallery, display, or studio space in vacant storefronts and host events to enliven the Lakewood Heights commercial district
- Amend the City of Atlanta Future Land Use Plan
- Rezone certain properties to quality of life and Neighborhood Commercial districts
- Create a Polar Rock neighborhood master plan

## Transportation Recommendations

- Develop streets for multiple transportation modes
- Limit curb cuts and improve access to streets
- As redevelopment occurs, support the creation of blocks that are at least of 400 to 600 feet in length
- Focus pedestrian and landscape improvements in areas with the highest use and visibility
- Restripe crosswalks where necessary
- Design bicycle facilities at intersections
- Add cycle tracks or shared bicycle lanes in several locations
- Construct shared-use paths throughout the area
- Construct or rebuild sidewalks throughout area
- Install pedestrian or traffic signals at Lakewood Avenue and Olive Street, Pryor Road and Amal Drive, and Jonesboro Road and Moury Avenue
- Construct pedestrian improvements in the Lakewood Heights commercial district
- Establish the street grid with private funds
- Close the northern segment of Lakewood Way
- Create a roundabout at the intersection of Lakewood Way, Reynolds Drive, and Pryor Road
- Upgrade traffic signals along Jonesboro Road
- Improve intersections at Jonesboro Road and Lakewood Avenue, and Browns Mill Road
- Construct public a electric vehicle charging station
- Add wayfinding signage on I-75/I-85
- Improve Gammon Street's frontage along South Atlanta Park
- Construct a streetcar along Pryor Road
- Enhance bus route 42, 55, 155, and 95 service
- Provide future bus service along Fair Drive
- Study the following concepts:
  - Adding bus rapid transit between the Lakewood Heights commercial district and Lakewood/Fort McPherson MARTA station
  - Designating Sawtell Avenue a truck route
  - Reconfiguring the Pryor Road/Pryor Circle/Claire Drive intersection
  - Potential improvements at Jonesboro Road and Sawtell Avenue/Claire Drive
  - Improved access between Langford Parkway and Metropolitan Parkway

## Economic Development Recommendations

- Leverage the following assets:
  - Screen Gems Studios (the existing 250,000 sq. ft. film/television campus), the film industry, and the state tax credit to spur redevelopment and increase employment
  - Visitors to Aaron’s Lakewood Amphitheater to increase local retail and restaurant spending
  - Atlanta Metropolitan State College and Atlanta Technical College to spur redevelopment and provide training
- Align existing education and workforce development efforts with the entertainment industry
- Work with colleges to integrate the student body
- Explore potential programs to keep graduates within the community
- Create and market developer incentives
- Promote business retention and expansion
- Maximize job opportunities and training for local residents
- Work with key entertainment industry entities to create an entertainment-based business incubator
- Host or initiate developer tours of the community
- Conduct annual recruiting trips to Los Angeles
- Implement a realtor education caravan
- Inventory available sites with in-place zoning
- Proactively demolish properties beyond repair
- Reactivate the business association for the Jonesboro Road/Lakewood Heights corridor
- Create a Main Street Program and opportunity zone for Jonesboro Road/Lakewood Heights
- Create a business association for Metropolitan Parkway with long-term potential for a CID
- Initiate discussions with the owner of 2244 Metropolitan Parkway for future retail use
- Work with the owner of Crossroads Shopping Center to secure incentives for the first phase of redevelopment
- Create a business accelerator in space along Metropolitan Parkway
- Create a marketing program to brand the area
- Attract a regional or local bank
- Create a website that functions as a clearinghouse for all types of info on the community
- Renovate a portion of the Birdine Center for use by Screen Gems Studios and a business incubator
- Identify homes for temporary workers at Screen Gems Studios
- Create an equity pool to help fund the construction of spaces need by the entertainment industry
- Discuss additional uses of Lakewood Amphitheater



*The significant presence of the film industry should be leveraged to support economic growth in the area (image courtesy vancouverfilmschool)*



*A variety of recommendations of this plan seek to spur private investment and redevelopment*

## Urban Design & Historic Resource Recommendations

- Preserve, protect, and encourage the rehabilitation of historic buildings
- Allow architectural variety for commercial and mixed-use buildings, but require quality materials
- Incorporate crime prevention through environmental design
- Encourage the relocation or burial of utility lines
- Install historic markers at significant sites
- Work with Atlanta Public Schools to find an appropriate reuse for the historic Lakewood Heights School on Sawtell Avenue
- Inventory historic buildings



*Improvements to the lake and surroundings at the Lakewood Fairgrounds could create a regional destination park*



*Tree plantings throughout the community could create shade, beautify neighborhoods, clean the air, reduce air conditioning costs, and increase property values (photo courtesy ILRI)*

## **Public Space, Environment, Health, & Community Facility Recommendations**

- Encourage development patterns that promote physical activity and social interaction
- Ensure that new and existing parks are fronted with streets, serve local residents, and are designed to be safe
- Foster a healthy, educated, and well-trained community
- Preserve and enhance stream buffers, wetlands, floodplains and green stormwater infrastructure
- Ensure access to healthcare and medical facilities
- Pave streets and parking lots with permeable materials where appropriate
- Address perceptions of crime and proactively address potential locations that foster illegal activity
- Work with the Atlanta Police Department, security forces from colleges, and other private users to maximize communication, patrols, and relations
- Convert the area around the lake on the Lakewood Fairgrounds into a publicly accessible park
- Conduct neighborhood tree plantings
- Expand the pocket park at the southern intersection of Jonesboro Road and Lakewood Avenue
- Create a skate park and install multi-generational exercise equipment in Langford Park
- Expand Arthur Langford Jr. Park
- Program Langford Park with an environmental education theme
- Create a watershed-wide plan to reduce flooding and erosion issues and stream bank restoration
- Improve and enhance community gardens
- Relocate the police station for Atlanta Police Department Zone 3 along Metropolitan Parkway
- Rehabilitate aging water and sewer infrastructure where necessary
- Institute neighborhood watch programs
- Conduct walking public safety audits
- Improve the lighting of key corridors
- Provide recycling bins in parks and other public places and conduct community clean-up days
- Install security cameras on Metropolitan Parkway and in the Lakewood Heights commercial area
- Create LCI implementation task forces
- Develop a master plan for South Atlanta Park

# Part 2: Introduction



## INTRODUCTION

The Atlanta Regional Commission's Livable Centers Initiative (LCI) has been nationally recognized for its success in leveraging public investment to promote quality growth and private development in the towns, corridors, and population or employment centers of the Atlanta region. The goals of the Livable Centers Initiative are listed below. Implicit in the goals is the desire to support lifelong communities and strengthen the local economy.

- 1) Encourage a diversity of medium to high-density, mixed-income neighborhoods, employment, shopping and recreation choices at the activity and town center level.
- 2) Provide access to a range of travel modes including transit, roadways, walking and biking to enable access to all uses within the study area.
- 3) Encourage integration of uses and land use policies/regulations with transportation investments to maximize the use of alternate modes.
- 4) Through transportation investments, increase the desirability of redevelopment of land served by existing infrastructure at activity and town centers.
- 5) Preserve the historic characteristics of activity and town centers and create a community identity.
- 6) Develop a community-based transportation investment program at the activity and town center level that will identify capital projects, which can be funded in the annual Transportation Improvement Program (TIP).
- 7) Provide transportation infrastructure incentives for jurisdictions to take local actions to implement the resulting activity or town center study goals.
- 8) Provide for the implementation of the Regional Development Plan (RDP) policies, quality growth initiatives and Best Development Practices in the study area, both through local governments and at the regional level.
- 9) Develop a local planning outreach process that promotes the involvement of all stakeholders, particularly low income, minority and traditionally under-served populations.
- 10) Provide planning funds for development of activity and town centers that showcase the integration of



*Integrated planning of transportation and land use is a primary goal of the Livable Centers Initiative*

*The Lakewood LCI study focuses on economic development, in addition to land use and transportation.*

land use policy and regulation and transportation investments with urban design tools.

The City of Atlanta has received 11 LCI grants, including the one for this Lakewood study—more than any other single jurisdiction. The participation of Invest Atlanta in this study means that its goals focus more heavily on economic development in addition to land use and transportation planning.

The purpose of this study is to formulate strategies to encourage growth and development in the study area by focusing on the following:

- Leveraging the Lakewood Fairgrounds and attracting new movie and television production jobs and related businesses
- Increasing the number of jobs and businesses to serve the community
- Promoting transit supportive redevelopment of underutilized commercial areas
- Improving mobility and accessibility for all modes of transportation to people of all ages and income levels
- Improving connectivity among various commercial nodes, employment districts, neighborhoods, and community facilities
- Improving transportation infrastructure while providing opportunities for mixed-use/mixed-income developments

## REGIONAL CONTEXT

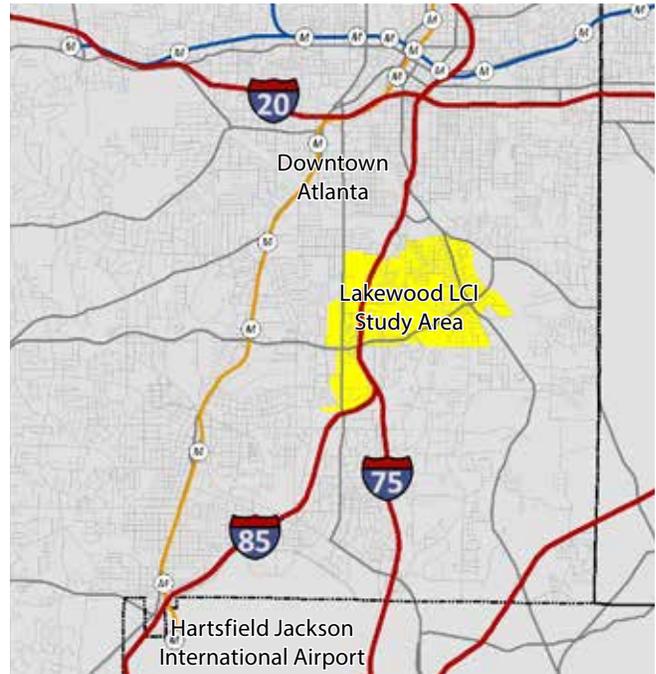
The Lakewood LCI study area is located at a key place in the region. The study area spans the Downtown Connector (I-75/I-85) and is approximately four miles south of Downtown Atlanta and six miles northeast of Atlanta Hartsfield Jackson International Airport. This position is key not only from a transportation standpoint but also for economic development. No MARTA rail lines intersect the study area.

## STUDY AREA

The Lakewood LCI study area includes approximately 1,900 acres of land and is focused along several centers. These include the historic Lakewood Fairgrounds and Amphitheater, an area now home to Screen Gems Studios, as well as the Metropolitan Parkway, Jonesboro Road, and Lakewood Avenue corridors. A number of historic single-family residential neighborhoods are included in the study area, as shown on the map below. Most of the study area lies within Neighborhood Planning Unit (NPU) Y, although the area along Metropolitan Parkway is in NPU X, and a very small portion of NPU Z is also included. The study area is roughly split between city council districts 1 and 12.

The study area contains a very diverse set of environments, from parks to historic commercial nodes to new residential developments to highways. The total assessed value of all property, according to Fulton County records, is approximately \$80.7 million.

Due to the additional funds contributed to this project by the City of Atlanta and Invest Atlanta beyond the required match, the study area was expanded south of Langford Parkway along Metropolitan Parkway. For this reason, the study area shown on maps throughout this document actually consists of two study areas as shown in Figure 2.6: the primary LCI study area, and a secondary area of influence, covered by the additional funds. For the sake of simplicity, one single combined study area was presented to the public throughout the process.

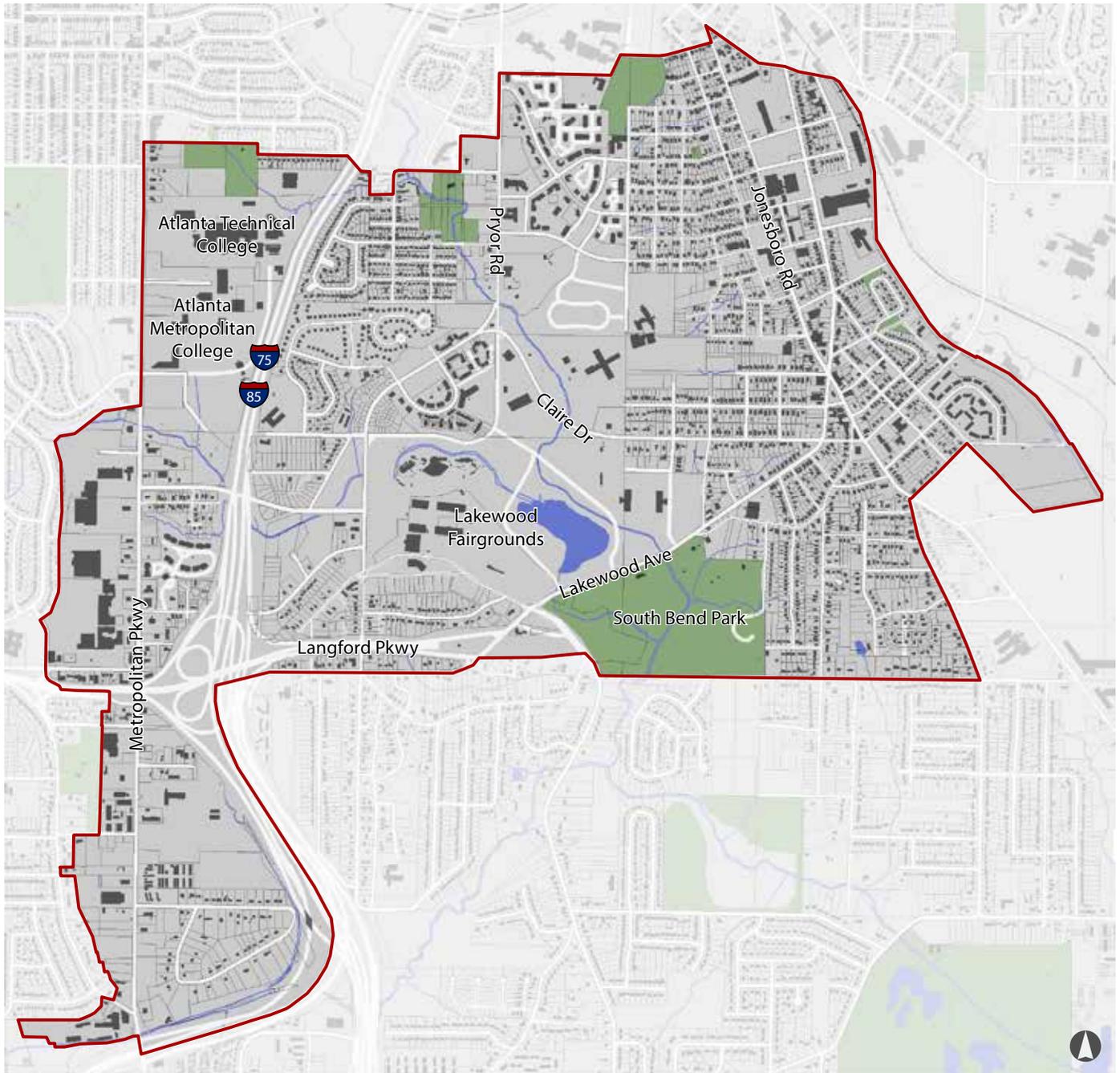


*The study area is located between the airport and downtown Atlanta, directly on I-75/I-85 and at a key place in the region*



*The historic Lakewood Fairgrounds, now a film studio, are at the heart of the study area*

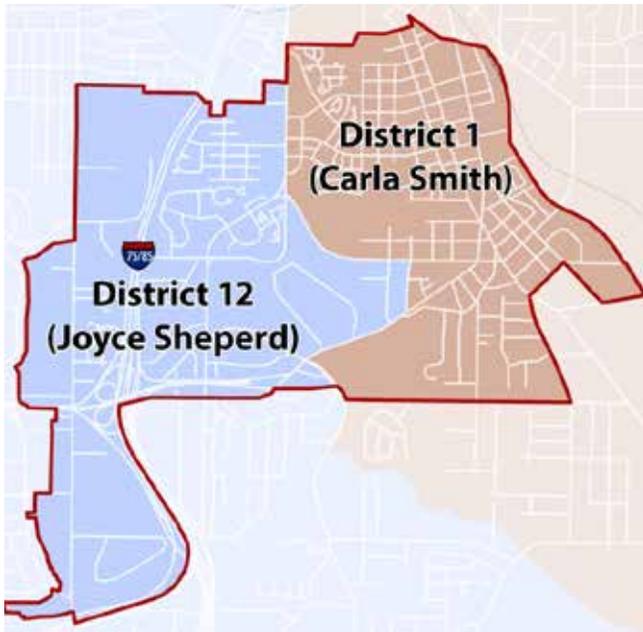
**Figure 2.1: Study Area Overview**



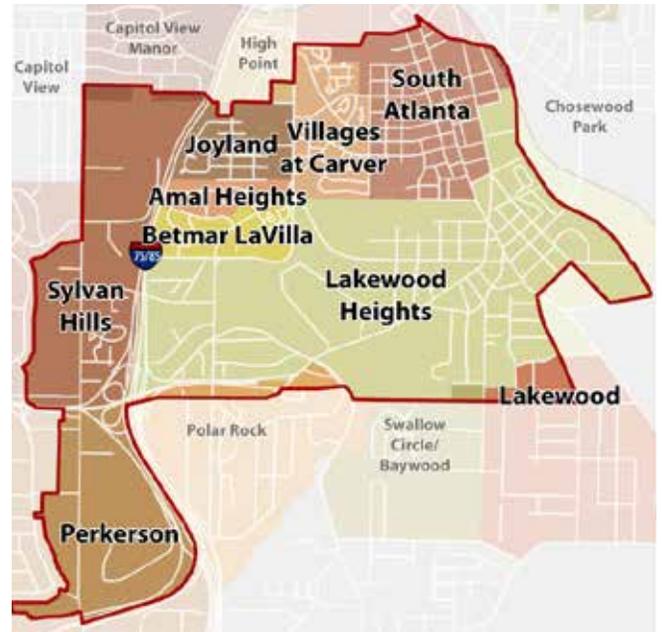
**Figure 2.2: Study Area Aerial Photo**



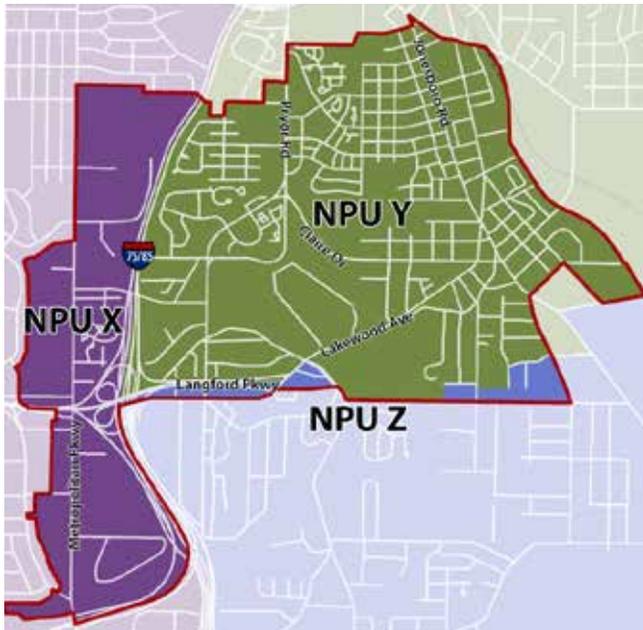
**Figure 2.3: City Council Districts Within the Study Area**



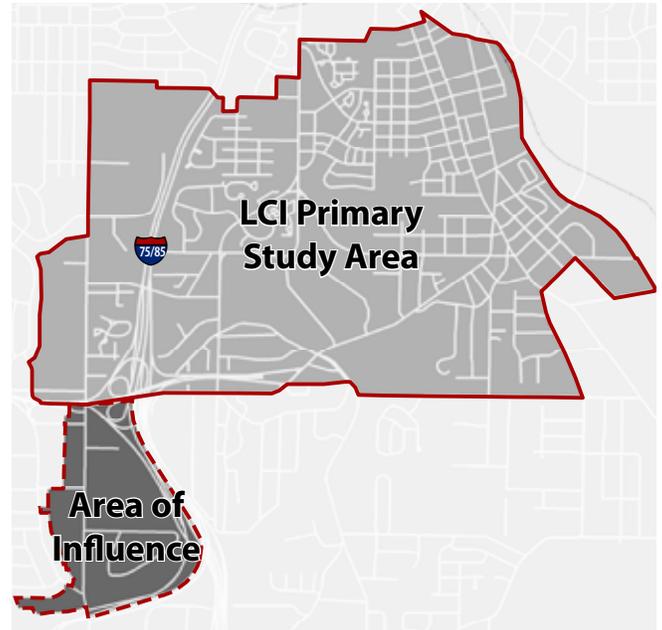
**Figure 2.4: Neighborhoods Within the Study Area**



**Figure 2.5: Neighborhood Planning Units (NPUs) Within the Study Area**



**Figure 2.6: Comparison of Primary LCI Study Area and Area of Influence**



## PREVIOUS PLANS

This current planning effort seeks to build on, rather than replace, the previous planning efforts in the community. Local stakeholders have spent significant time and energy investing in previous plans, and many of their recommendations are still relevant, so it is only natural that they would form the starting point of this effort. What follows is a summary of the recommendations of previous plans.

### Lakewood Heights Blueprint

The Georgia Conservancy's Blueprints for Successful Communities program worked with the Lakewood Heights community in 1998 to develop a vision for the future. Relevant recommendations included:

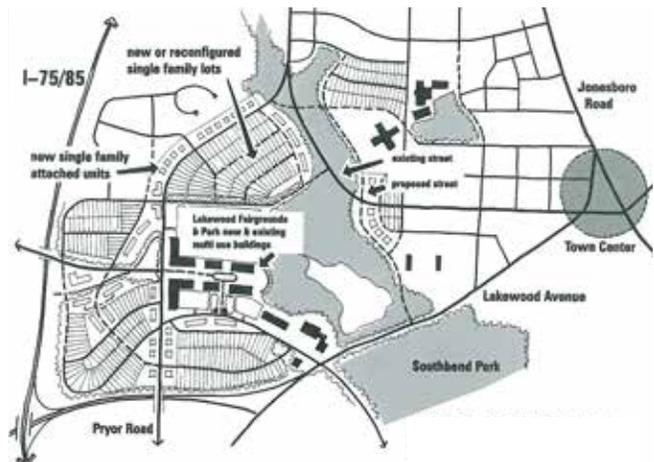
- Create a small public space on the south "point" of the intersection of Jonesboro Road and Lakewood Avenue.
- Streetscape improvements along Jonesboro Road to improve pedestrian circulation, improve aesthetics and lighting, and calm traffic.
- Reroute truck traffic from Jonesboro Road to Sawtell Avenue.
- Create public parking behind sidewalk retail buildings, buffered from residences.
- Develop community gardens on vacant parcels.
- Construct infill retail and rehabilitate existing retail buildings.
- Redevelop the historic Lakewood Fairgrounds buildings as a mixed-use development, surrounded by residential development.
- Create recreational land on both sides of the dredged and expanded lake.
- Provide nature trails, a botanical garden, and a mountain bike trail west of the creeks in South Bend Park.
- Connect/combine Lakewood and South Bend Parks.
- Create a new Lakeshore Parkway along the eastern edge of the lake.
- Extend Harper Road west to Macon Drive.
- Provide a multi-use trail from Pryor Road south to Harper Road along the creek.
- Clean up existing creeks and open them up.
- Remove DOT facility, fire training facility, APS bus facility, etc. from the neighborhood.
- Establish bus service between the neighborhood and the Lakewood MARTA station.
- Construct an underpass or rail bridge at the Sawtell Avenue crossing of the railroad.



*The Lakewood Heights Blueprint recommended infill retail and new public space along Jonesboro Road*



*The Lakewood Heights Blueprint recommended streetscape improvements along Jonesboro Road*



*This plan from the Lakewood Heights Blueprint, no longer viable, was created for the redevelopment of the Lakewood Fairgrounds*

- Evaluate feasibility of light rail service from downtown along Pryor Road.
- Construct sidewalks on residential streets east of Jonesboro Road.
- Install gateway signage and neighborhood identification street sign toppers.
- Improve job training and health facilities.
- Establish a storefront police presence along Jonesboro Road.
- Establish a neighborhood clean up team.

### Connect Atlanta Plan

As the City of Atlanta’s comprehensive transportation plan, this 2009 document lays out a complete vision for pedestrian, bicycle, vehicular, and transit improvements throughout the city. Relevant recommendations in the Lakewood LCI study area include the following, as shown in Figure 2.7:

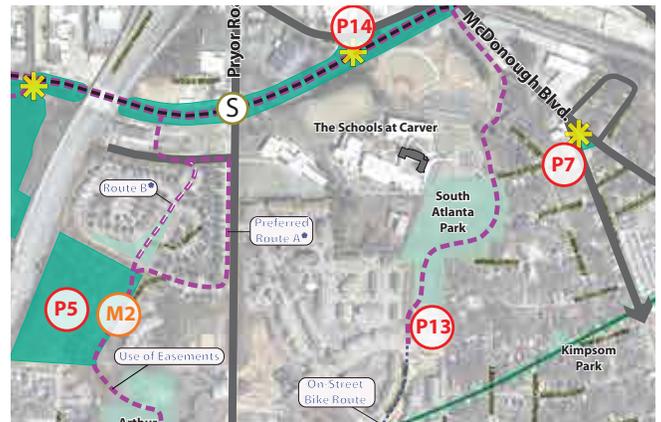
- BeltLine Transit (TR-001). While not within the LCI study area, this project would have a significant impact by providing public transit along the BeltLine corridor.
- Pryor Road Streetcar (TR-012). This transit project would construct a streetcar line that shares the road with traffic and runs from the intersection of Memorial Drive and Capitol Avenue, past Turner Field, south along Pryor Road and Pryor Circle, past the Lakewood Amphitheater, and to Lakewood Avenue.
- New Streets. A number of new streets are recommended by the plan, as follows:
  - Extension of Hipp Street east and south to Pryor Road (NS-141)
  - Completion of street network in Villages at Carver (NS-033 and NS-035)
  - New north-south street parallel to and west of Metropolitan Parkway from Lakewood Avenue north to Claire Drive (NS-032)
  - New street network west of Metropolitan Parkway as commercial properties redevelop (NS-034)
- Roundabout at Pryor Circle and Claire Drive (RB-005)
- Complete streets improvements along Jonesboro Road from Thirkeld Avenue south to Helena Street (CS-005)
- Complete streets improvements along Lakewood Avenue from Thirkeld Avenue south to Lakewood Terrace (CS-006)
- Jonesboro Road is designated as a core bicycle connection.



*A number of recommendations of previous plans, such as this trail in South Bend Park, have already been implemented*



*The Connect Atlanta Plan recommends a streetcar line along Pryor Road from the Lakewood Amphitheater to Turner Field*



*The BeltLine Subarea 2 Master Plan recommended a series of multi-use trails to connect the community to the future BeltLine trail*



*While not within the Lakewood LCI study area, nearby redevelopment contemplated by the BeltLine Subarea 2 Master Plan would have an enormous positive impact*

- The following streets are designated as secondary bicycle connections: Meldon Avenue, Pryor Road, Lakewood Avenue, Browns Mill Road, Fair Drive, and Sawtell Avenue.

### **BeltLine Subarea 2 Master Plan**

This subarea, one of ten along the BeltLine, intersects the Lakewood LCI area. A number of relevant recommendations are provided in this 2009 plan, as follows:

- Two multi-use trails to connect the neighborhood to the BeltLine: one west of Pryor Road through Arthur Langford Jr. Park, and a second trail east of Pryor Road through the Villages at Carver, South Atlanta Park, and The Schools at Carver.
- Low-rise mixed-use development along Pryor Road.
- Southern expansion of Arthur Langford Jr. Park to Hipp Street.
- Gateway and park space at corner of Jonesboro Road and McDonough Boulevard.

### **Jonesboro Road Redevelopment Plan Update**

This 2006 update of the original 1998 redevelopment includes the portion of Jonesboro Road within the Lakewood LCI area. This plan puts forth the following relevant recommendations:

- Identify historic buildings and install historic markers.
- Improve bus stop amenities.
- Implement direct bus service along Jonesboro Road.
- Undesignate Jonesboro Road as a state route between McDonough Boulevard and Sawtell Avenue.
- Upgrade traffic signals.
- Reduce the impact of truck impact on local streets.
- Streetscape improvements, including improved sidewalks, crosswalks, parallel parking, and plantings, on a number of area streets.
- Realign the intersection of Jonesboro Road and Lakewood Avenue.
- Construct a multi-use trail from Pryor Road along the creek southeast to Cleveland Avenue.
- Construct a multi-use trail from Pryor Road to Lakewood Avenue through the Fairgrounds.
- Construct a multi-use trail from Fair Drive north to the BeltLine via Langford Park.
- Install bicycle racks at various locations.



*The Jonesboro Road Redevelopment Plan Update recommended streetscape improvements, infill retail, and new public space*

- Redevelop the Lakewood Heights commercial district with infill housing and retail.
- Construct a public parking deck in the Lakewood Heights area.
- Install gateway and directional signage.
- Create a pocket park at the northern corner of the intersection between Jonesboro Road and Lakewood Avenue.
- Update the City's Future Land Use map to better reflect desired land uses.
- Update zoning to quality of life districts.

### Metropolitan Parkway Redevelopment Plan

This plan, prepared in 2006 for the creation of the Metropolitan Parkway Tax Allocation District (TAD), puts forth no specific public project recommendations, but details a vision for a redeveloped Metropolitan Parkway corridor with infill development centered along nodes. The plan also recommended that zoning be changed to MRC-2 and that the City's Future Land Use Plan be changed to Mixed Use for most of the corridor. This plan also lists a number of projects recommended in other plans.

### Oakland City/Lakewood LCI Study

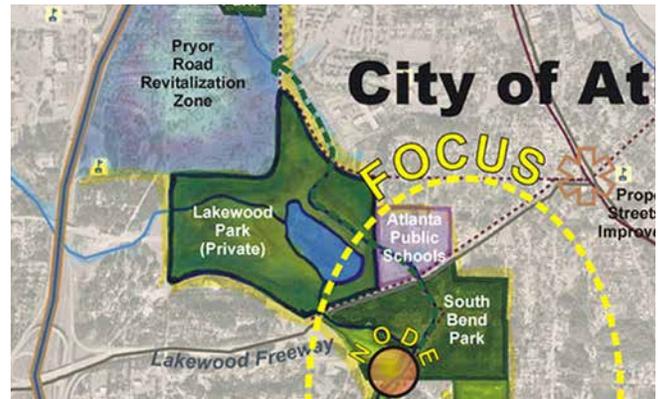
Only a small portion of this study area overlaps with the current Lakewood LCI effort. This 2004 plan recommends the redevelopment of the Crossroads Shopping Center property into a mix of retail and residential. The plan also recommends streetscape improvements along Metropolitan Parkway.

### Southside Atlanta Redevelopment Plan

This plan, adopted in 2000, puts forth a number of recommendations for revitalization in an area that includes the Lakewood LCI study area. Recommendations include rehabilitation of housing, and other buildings, redevelopment, sidewalk improvements, marketing, mixed-uses, community facilities, clean industry, parks & recreation, and more

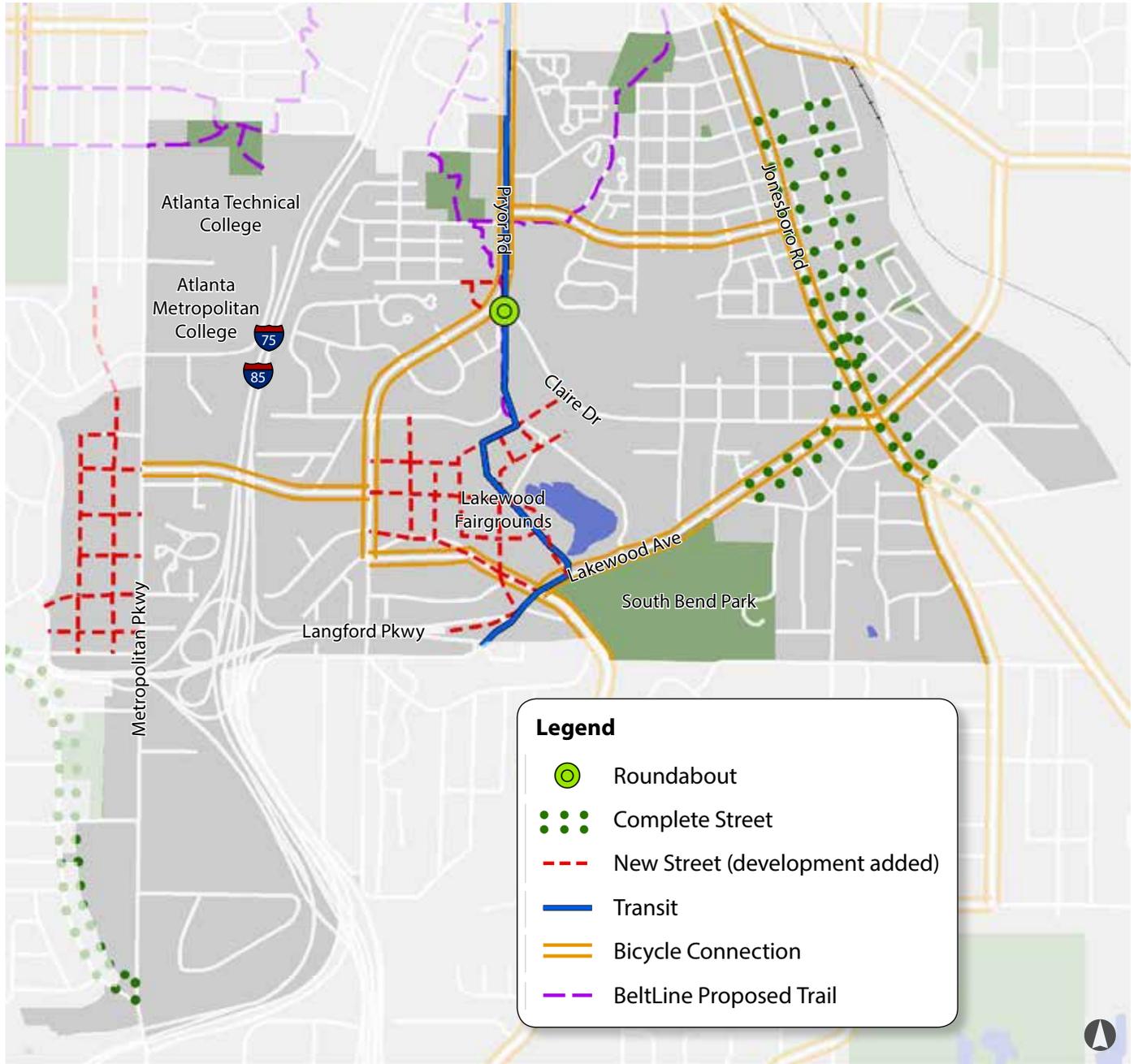


*The Oakland City/Lakewood LCI recommended the redevelopment of the Crossroads Shopping Center*



*The South River Preservation Corridor Plan, conducted by the Trust for Public Land, shows a park and greenway*

**Figure 2.7: Previous Plan Transportation Recommendations**



# Part 3: Existing Conditions



This part of the document examines existing conditions in the following functional areas: land use; transportation; markets & demographics; urban design & history; public space, environment, & health; community facilities; and lifelong communities. The goal of summarizing existing conditions is to provide a comprehensive understanding of the study area and form a baseline for recommendations.

## LAND USE

A look at how each parcel of land is used in the study area can shed light on the community as a whole. Land uses and the relationships between them contribute significantly to the feel of a place: whether it is interesting, memorable, or walkable. An increased focus on mixed uses in recent years is evidence of a rediscovery of the value of traditional community planning, in which shops, houses, apartments, civic buildings, and jobs are woven together compatibly.

### Existing Land Uses

Figure 2.1 shows the existing mix of land uses within the study area. The largest single land use by category is single-family homes, second to institutional land uses such as the colleges and the Lakewood Fairgrounds. 47 acres of industrial land are present. Overall, the study area has only 2.5 residences per acre. While this low density can be a barrier to creating lively, walkable places, as well as providing public services affordably, several neighborhoods within the study area have higher densities. Notably, 11% of land within the study area is vacant and/or undeveloped.

While the mix of uses from a broad perspective may seem ideal because of the presence of institutions, retail, and housing, there are very few walkable mixed-use areas. Lakewood Heights, a possible exception, suffers from high retail vacancy rates and low population density that detract from its mix of uses as shown on the land use map.

The mix of housing types within the study area is very important, and runs the spectrum from historic to new, single-family to apartments, and affordable to market rate.

### Existing Future Land Use Designations

The Future Land Use Map on page 31 comes from the City of Atlanta's Comprehensive Development Plan. It serves as the long-term guide for future land uses as well as zoning changes. It generally reflects existing land uses within the study area.



*The largest single land user within the study area is detached single-family houses*

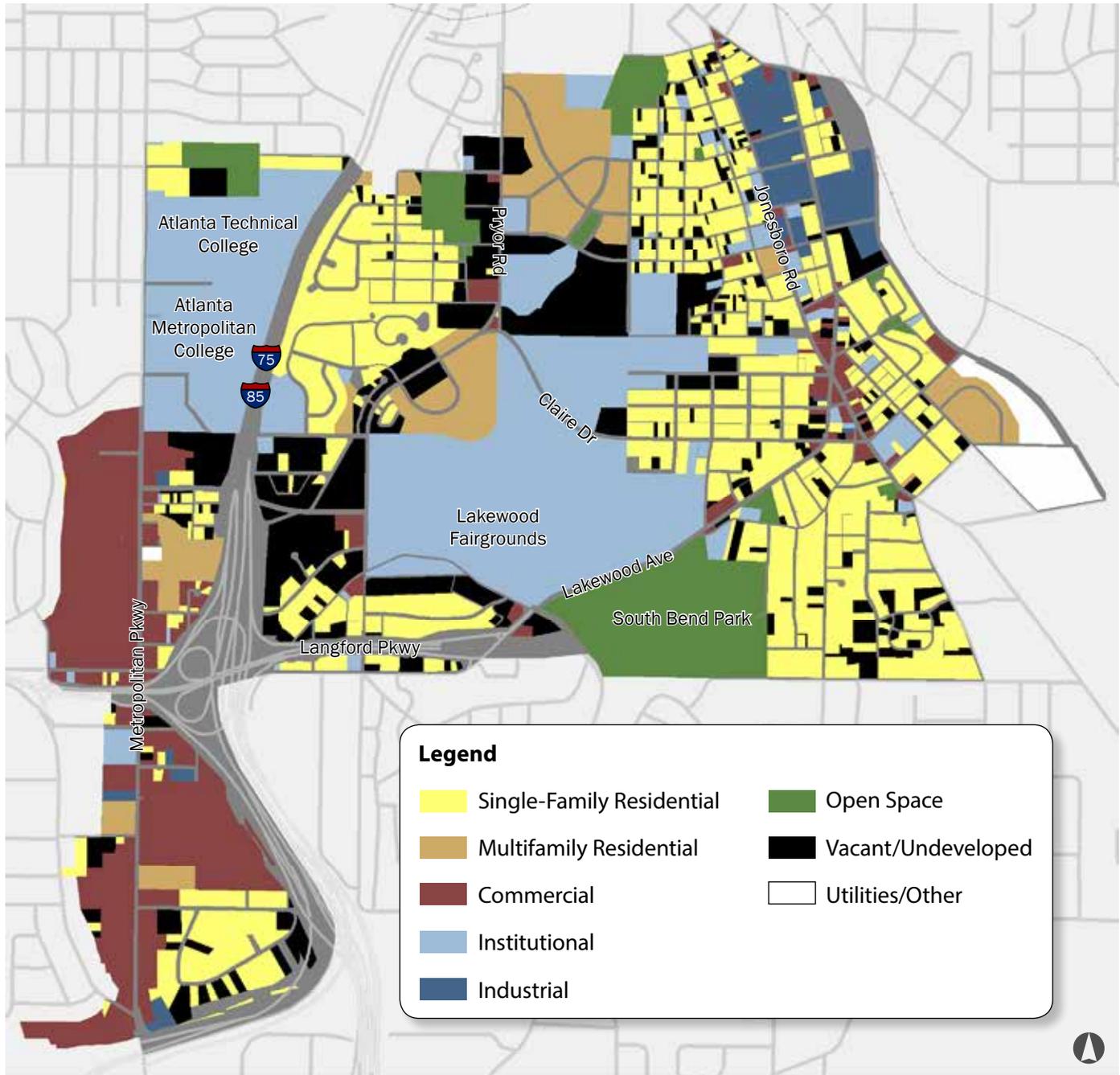


*On the large scale, there is a good mix of retail, housing, and other land uses, but many areas are not walkable*

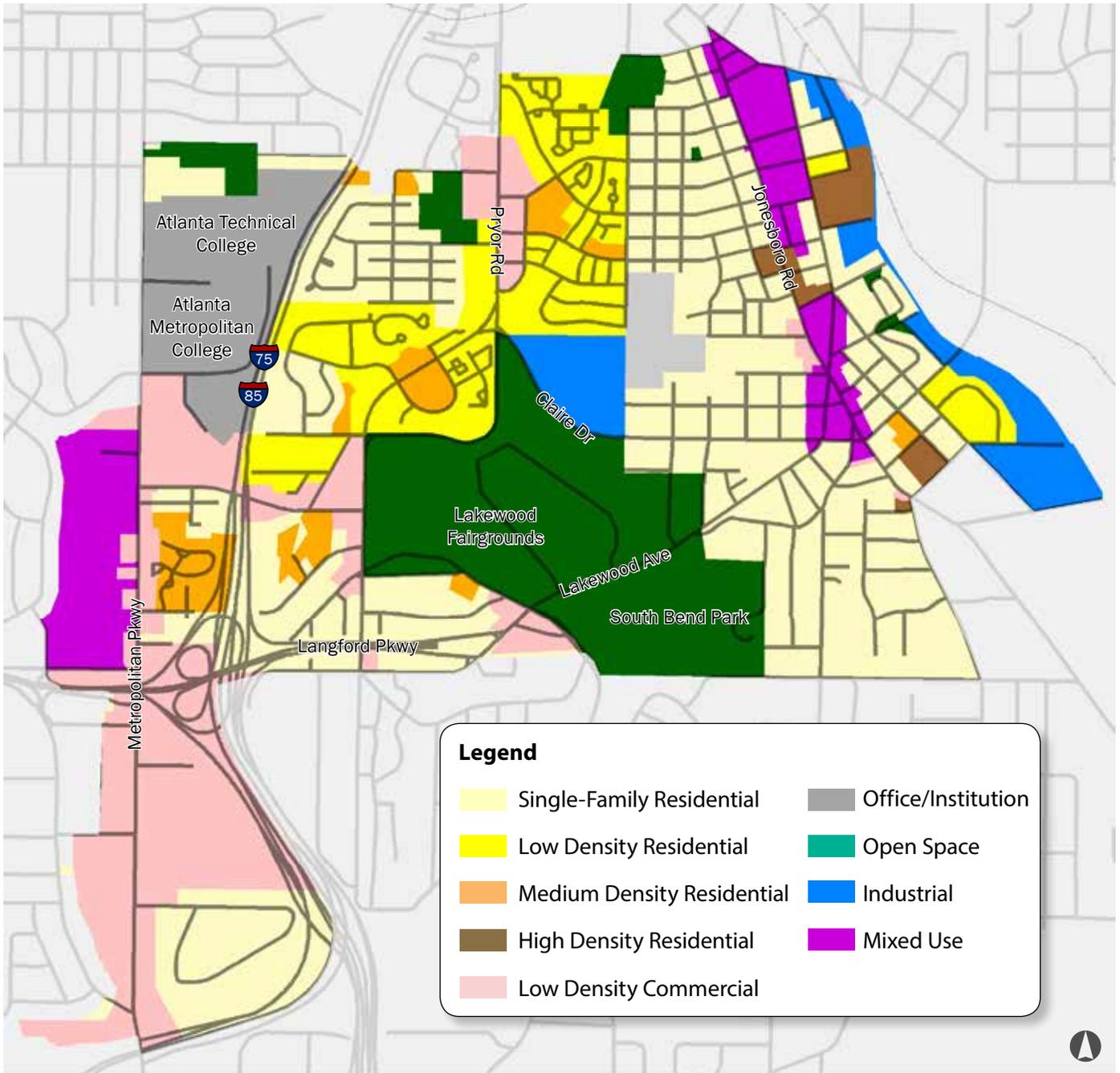


*Approximately 11% of land within the study area is vacant and/or undeveloped*

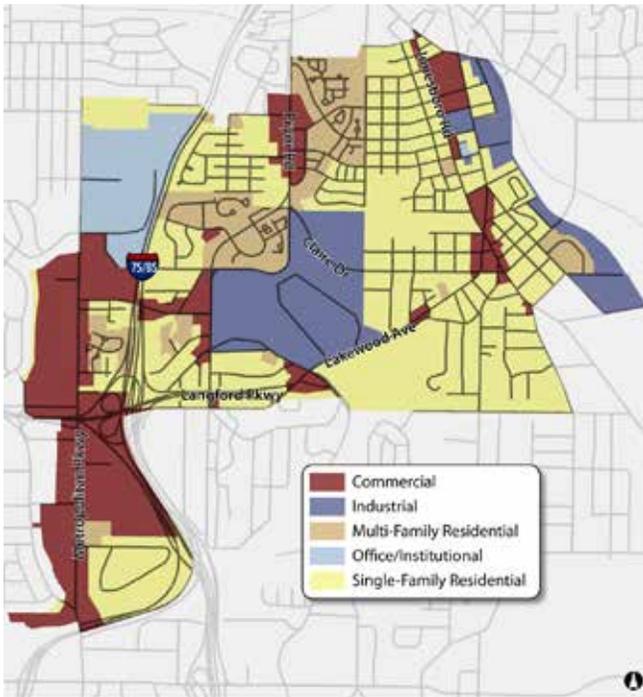
**Figure 3.1: Existing Land Use Patterns**



**Figure 3.2: Existing Future Land Use Designations**



**Figure 3.3: Existing Zoning by Allowed Uses**

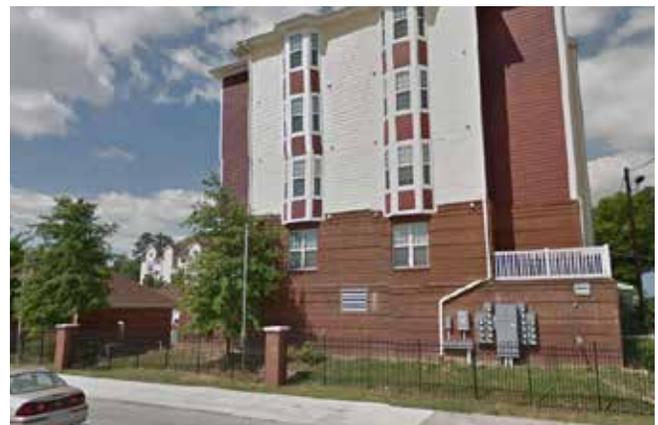
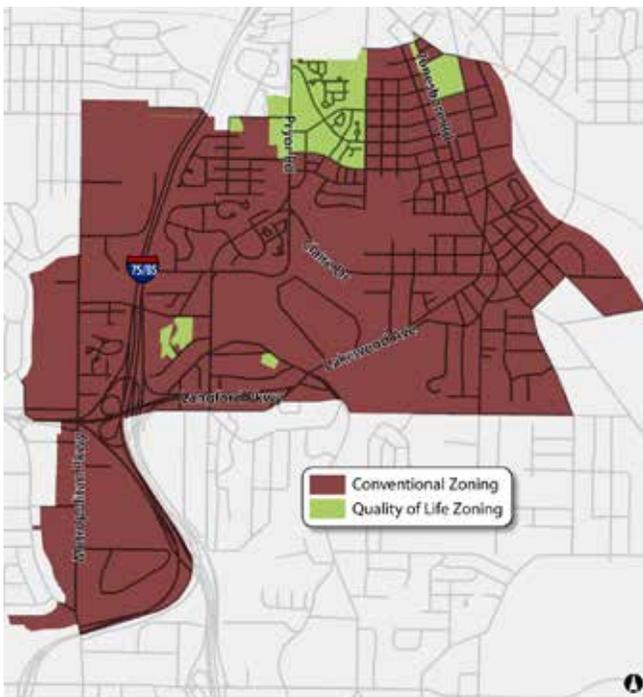


### Existing Zoning

There are 15 existing base zoning designations within the study area. Due to the complexity of the existing map and regulations, this analysis highlights two factors. The first are the existing uses allowed by the current zoning, shown at left. A broad variety of uses are allowed, including industrial, institutional, commercial, and residential, but these uses are for the most part separated into distinct pods rather than being combined into walkable, mixed-use areas.

The second is the fact that nearly all the zoning in the study area is conventional, rather than quality of life, zoning. While a number of developers, notably under the Atlanta Housing Authority, have chosen to build quality development and urbanism under conventional zoning, it does not require these. The BeltLine zoning overlay includes many of these elements, but applies only to non-single-family residential properties in the northern end of the study area.

**Figure 3.4: Quality of Life Zoning Districts**



*This development has blank walls to the street because it was built under conventional zoning regulations; quality of life zoning can help encourage better design (image ©2013 Google)*

## TRANSPORTATION

The study area’s transportation system has been divided into pedestrian facilities, bicycle facilities, streets, and public transportation for the sake of this analysis.

### Pedestrian Facilities

Every trip begins on foot. For this reason, the extent and quality of sidewalks and other pedestrian facilities are the foundation of a successful transportation system, particularly for the aging and children.

As shown in Figure 3.5, sidewalks are prevalent within the study area, except on some historic streets where low traffic speeds mean they are somewhat safe places to walk without sidewalks. There is an additional need for sidewalks to connect to schools and commercial areas. Almost all sidewalks are in standard condition, although in some areas they are in need or repair or even impassable.

Walking isn’t just about sidewalks—it’s about having amenities such as shops, restaurants, and parks within walking distance. Walk Score®, a popular measure of walkability, ranks study area neighborhoods as “somewhat walkable” or “car-dependent.” This is shown in the two tables at right.

Proportionally, fewer study area residents walk to work compared to the average Atlantan. This may be the result of the lack of significant job concentrations within walking distance.

There were 5 pedestrian or bicycle crashes reported in the study area between 2009 and 2011. Two of them were on I-75/I-85, one was at the intersection of Lakewood Avenue and McDonough Boulevard, one was along Lakewood Avenue between Macon Drive and Olive, and final one was along Lakewood Avenue between Shadydale Avenue and Terrace Way.

### Bicycle Facilities

The study area currently lacks designated bicycle facilities, except for the shared use path in South Bend Park. Use of sidewalks, although discouraged, may present the only way that both recreational and commuting bicyclists can travel on the majority of streets without direct exposure to vehicular traffic. Some streets present better cycle opportunities than others, particularly those with lower traffic volumes. Virtually no state, regional, or city designated bicycle facilities exist within the study area, although several



All major roads in the study area have sidewalks, and most are in good condition, but the lack of destinations within walking distance detracts from walkability

### Walk Score® Overview

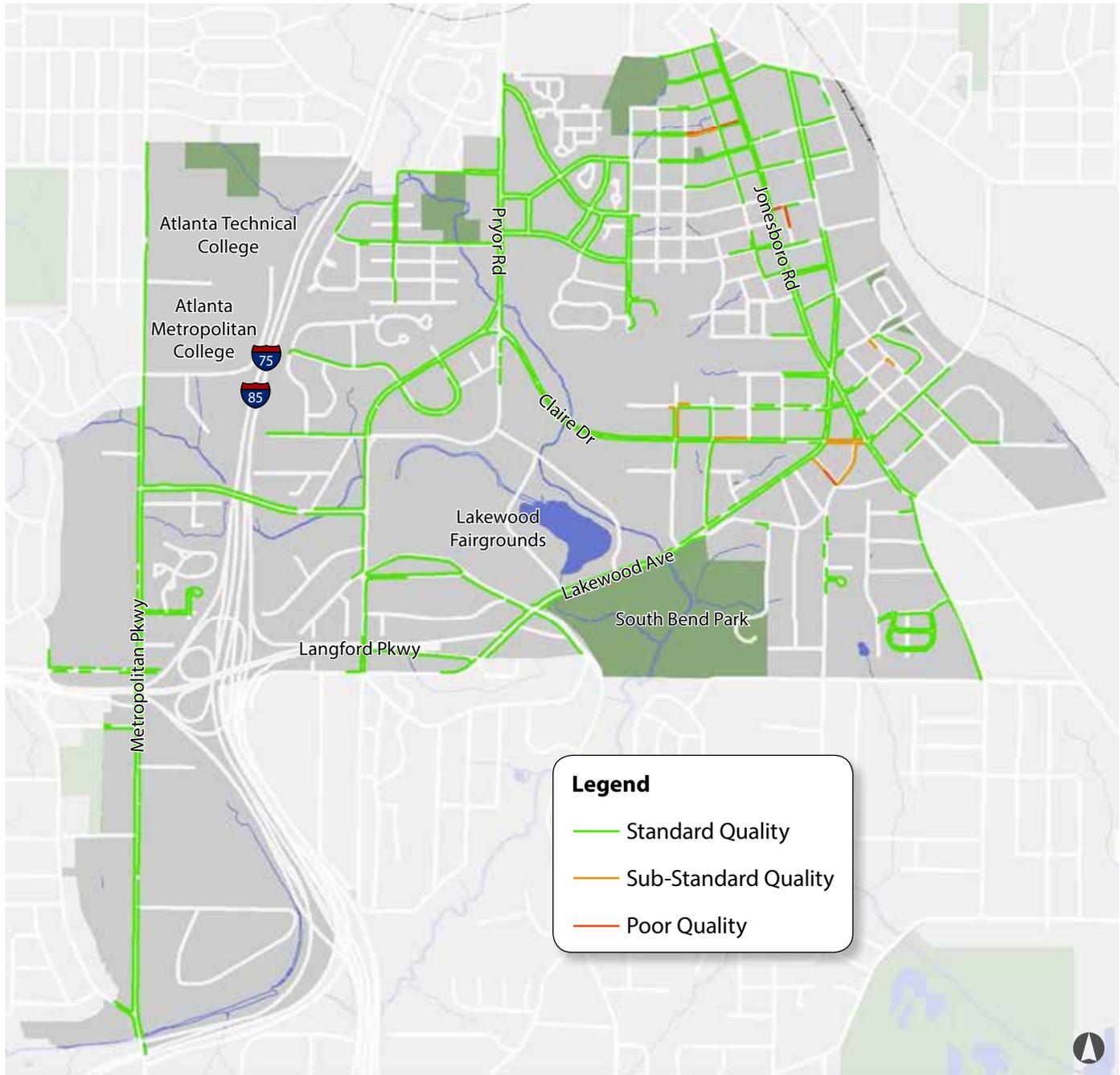
Walk Score	Description
90-100	Walker’s Paradise Daily errands do not require a car
70-89	Very Walkable Most errands can be accomplished on foot
50-69	Somewhat Walkable Some amenities within walking distance
25-49	Car-Dependent A few amenities within walking distance
0-24	Car-Dependent Almost all errands require a car

### Walk Scores for Study Area and Other Areas

Neighborhood/Site	Walk Score
Downtown Atlanta*	86
West End*	71
Crossroads Shopping Center	55
South Atlanta neighborhood	51
Atlanta Metropolitan College	48
The Villages at Carver	46
Lakewood Heights neighborhood	42
Amal Heights neighborhood	32

\*Not located within the study area, but shown for reference

**Figure 3.5: Existing Public Sidewalk Network**



## Bicycle Level of Service

Bicycle Level of Service is a nationally-used measure of on-road cyclist comfort level as a function of a roadway's geometry and traffic conditions. It is included in the Federal Highway Administration's (FHWA) Highway Capacity Manual. A letter grade (ranging from A to F, where F is the worst) is assigned to each road or street segment. Segments with a higher score are more attractive (and usually safer) for cyclists. The following elements are considered as data inputs. Roadway parameters often change, and averaging can be done depending on the situation.

- Number of lanes
- Width of outside lane
- Width of paved shoulder, bike lane, or parallel parking
- Traffic volume
- Trucks or heavy vehicles as percent of traffic
- Pavement condition rating
- Percentage of street segment with parallel parking



*There are almost no dedicated bicycle facilities in the study area, and most major streets score a letter grade of D for bicycle level of service (image courtesy NHTSA)*

Street/Road	Bicycle Level of Service
Jonesboro Road	B
Claire Drive	C
Lakewood Avenue	D
Fair Drive	D
Sawtell Avenue	D
Pryor Road	D
Metropolitan Parkway	D

are planned, as discussed above in Part 2. Bicycle level of service, as shown above, is an unacceptable grade level "D" for all major streets.

## Connectivity

Street connectivity ratios are a mechanism to quantify the connectivity of street networks to give a sense of their ability to provide better or worse accessibility. In the study area, calculating these ratios establishes a baseline by which improvements to increase accessibility can easily be measured. It does not examine the ability of each roadway link or segment to be able to accommodate current or future traffic volumes, but rather identifies general accessibility efficiency.

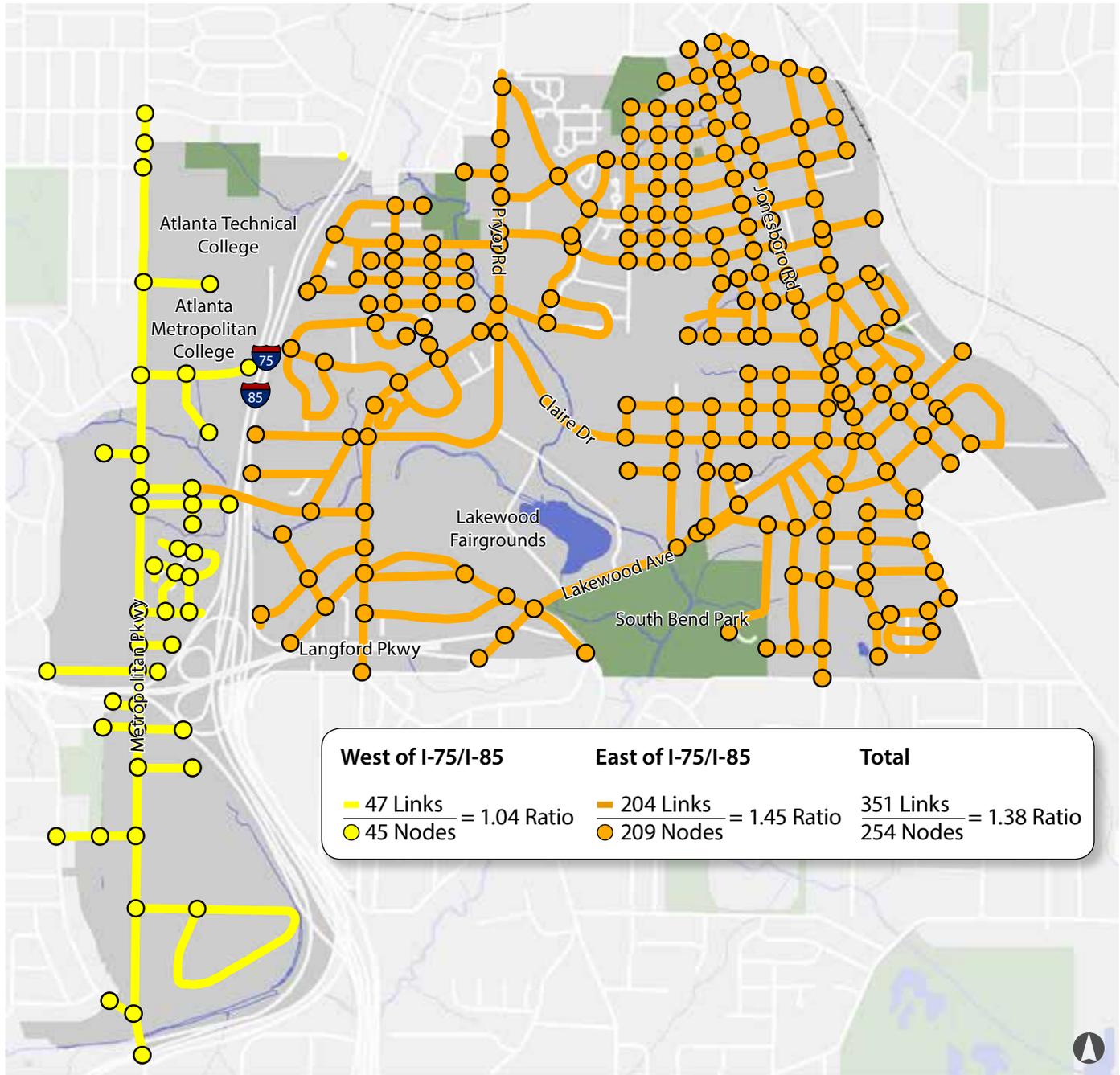
The connectivity or link to node ratio is calculated by dividing the total number of roadway segments (those roadway sections that are between an intersection or cul-de-sac) by the total number of nodes (intersections and cul-de-sacs). Generally, the higher the ratio, the greater are opportunities for roadway users to access their destinations more efficiently. A lower ratio indicates less efficient accessibility since lower ratios are often associated with a larger number of dead-end streets or cul-de-sacs. This analysis

considers all platted streets; the number of dead-end streets is higher in reality and connectivity ratios are lower in reality.

Figure 3.6 on the following page illustrates the link to intersection ratios by identifying the number of links (roadway segments) as well as the nodes, as described above. The study area was separated into two sections: east of I-75/I-85 and west of I-75/I-85. A total ratio was also developed for the total study area. As shown, east of I-75/I-85, a total of 304 segments were divided by 209 nodes to produce a ratio of 1.45. West of I-75/I-85, the ratio was calculated to be 1.04. It is clear that the west side has many more roadway connections that provide better accessibility. However, it can be argued that because the west side is so linear in nature, accessibility to most land uses within the west side by west-side users is fairly efficient. If this were a more equally shaped area vertically and horizontally, the low ratio may represent very low accessibility.

A link to node ratio was also calculated for the entire study area, resulting in a ratio of 1.38. This leads to a discussion of a significant physical constraint to providing increased accessibility between the east and west sides of the study area: I-75/85. Currently,

**Figure 3.6: Connectivity Analysis**



the only means of access between the two areas is University Avenue to the north (slightly out of the study area) and Fair Drive near the center of the study area. The Langford Parkway/Lakewood Avenue connection does not directly link the east and west sides of the study area. However, it does represent an opportunity to gain more regional access in the area. Currently, Fair Drive provides reasonable connectivity, however, the trip lengths and times may be longer than if more direct access were possible.

A number of physical constraints exist in the study area and are shown at right. These are a barrier to street connectivity and affect the connectivity analysis as well as the ability of residents to reach their destinations in a vehicle or on foot.

### Accessibility to Potential Growth Areas

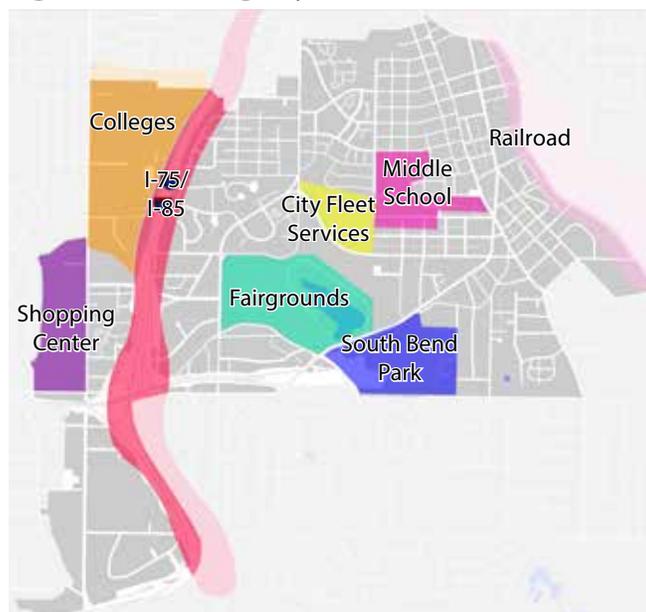
The table below shows several key destinations within the study area that have also been identified as potential growth areas. Based on Fulton County Tax Assessor data, the number of residences within a 0.5 or 1.0 mile radius (considered to be a reasonable walking or biking distance) is calculated and shown in the table below. With the exception of the Lakewood Heights commercial district, very few of these areas are within walking distance of a significant number of residences.

Distance radii do not take into account the directness of travel. Thus, a half-mile distance “as the crow flies” may actually equate to a mile or more trip.

### Traffic Volumes and Vehicular Level of Service

Figure 3.8 illustrates representative average daily traffic (ADT) volumes provided by the Georgia Department of Transportation (GDOT) and the level of

**Figure 3.7: Existing Physical Barriers**



*I-75/I-85 and other significant barriers or large properties decrease connectivity within the study area*

### Existing Residences Within Walking Distance of Potential Growth Areas

Potential Growth Area	Residences within Walking Distance	% of Study Area Total	Residences within Biking Distance	% of Study Area Total
Crossroads Shopping Center	142	6%	681	28%
Lakewood Fairgrounds	520	22%	1,464	61%
Colleges	248	10%	890	37%
YMCA	653	27%	1,755	73%
South Bend Park	340	14%	1,509	63%
New Schools at Carver	274	11%	1,241	52%
Lakewood Heights	866	36%	1,423	59%
<b>Total</b>	<b>2,407</b>	<b>n/a</b>	<b>2,407</b>	<b>n/a</b>

*Walking distance is considered to be 0.5 miles. Biking distance is considered to be 1 mile. All study area residences are within driving distance of all potential growth areas*

service ratings for collector or higher functional classification roadways that were generated by the Atlanta Regional Commission travel demand model.

Level of service (LOS) represents industry-standard ratings of a roadway’s ability to accommodate traffic volumes and to provide acceptable levels of efficiency and driver comfort and convenience. Typically, traffic volume measured in ADT is compared to the ability or “capacity” of the roadway to accommodate that traffic during a 24-hour period. The equation to calculate the LOS ratings is typically  $V/C$ , where  $V$  = Volume expressed in ADT and  $C$  = Daily Capacity.

Vehicular level of service on most study area roadways is A, which indicates that roadways are capable of handling much more traffic than they currently do.

### High Crash Occurrence Locations

The top 12 crash location sites in the study area from 2009 to 2011 are shown in Figure 3.9. These locations were identified based on crash location data provided by GDOT, and indicate locations where the highest frequency of crashes occurred during the three-year time period. Individual crash sites are depicted by yellow dots. A higher number of crashes occurred on Metropolitan Parkway at Fair Drive and at St. Johns Avenue/the Stewart Lakewood Shopping Center entrance.

### Roadway Width

Roads within the study area consist of two-lane, two-way roadways with the exception of several four-lane roadways as noted below.

- Metropolitan Parkway, entire length (Approximately 39 feet wide)
- Pryor Road, south of Ashwood Avenue (Approximately 38 feet wide)

- Pryor Road (note: road width sufficient for four lanes but striped one lane in each direction between Claire Drive and Ashwood Avenue)
- Fair Drive, between Pryor Road and Metropolitan Parkway (approximately 48 feet wide)
- Langford Parkway, divided to/from Lakewood Avenue (varying widths)
- Lakewood Avenue, essentially between Langford Parkway ramps and Claire Drive (varies between approximately 38 to 54 feet wide)
- Jonesboro Road between McDonough Boulevard and Browns Mill Road (approximately 40 feet wide including striped-off parking lanes of 8 feet west side and 6 feet east side)

Most newer or collector-rated two-way streets are typically 28 to 32 feet wide, while many of the older, local residential-oriented streets have roadway widths as narrow as 15 feet.

This information is important in the development of improvements phase of the study. For instance, if a deficient roadway segment(s) could operate at an acceptable level of service by implementing two lanes in each direction from one lane service, then it may be required to re-stripe the roadway or, in some cases, widen the facility to accept additional travel and/or turn lanes. Initially, it is observed that Metropolitan Parkway and the majority of Pryor Road are very narrow, consisting of 9 to 9 1/2- foot lane widths. As such, the inclusion of bike lanes in the roadway section would not be viable at their current dimensions.

### Signalized Intersections

Existing traffic signal locations are shown in Figure 3.10 on page 41.

### Existing MARTA Bus Service

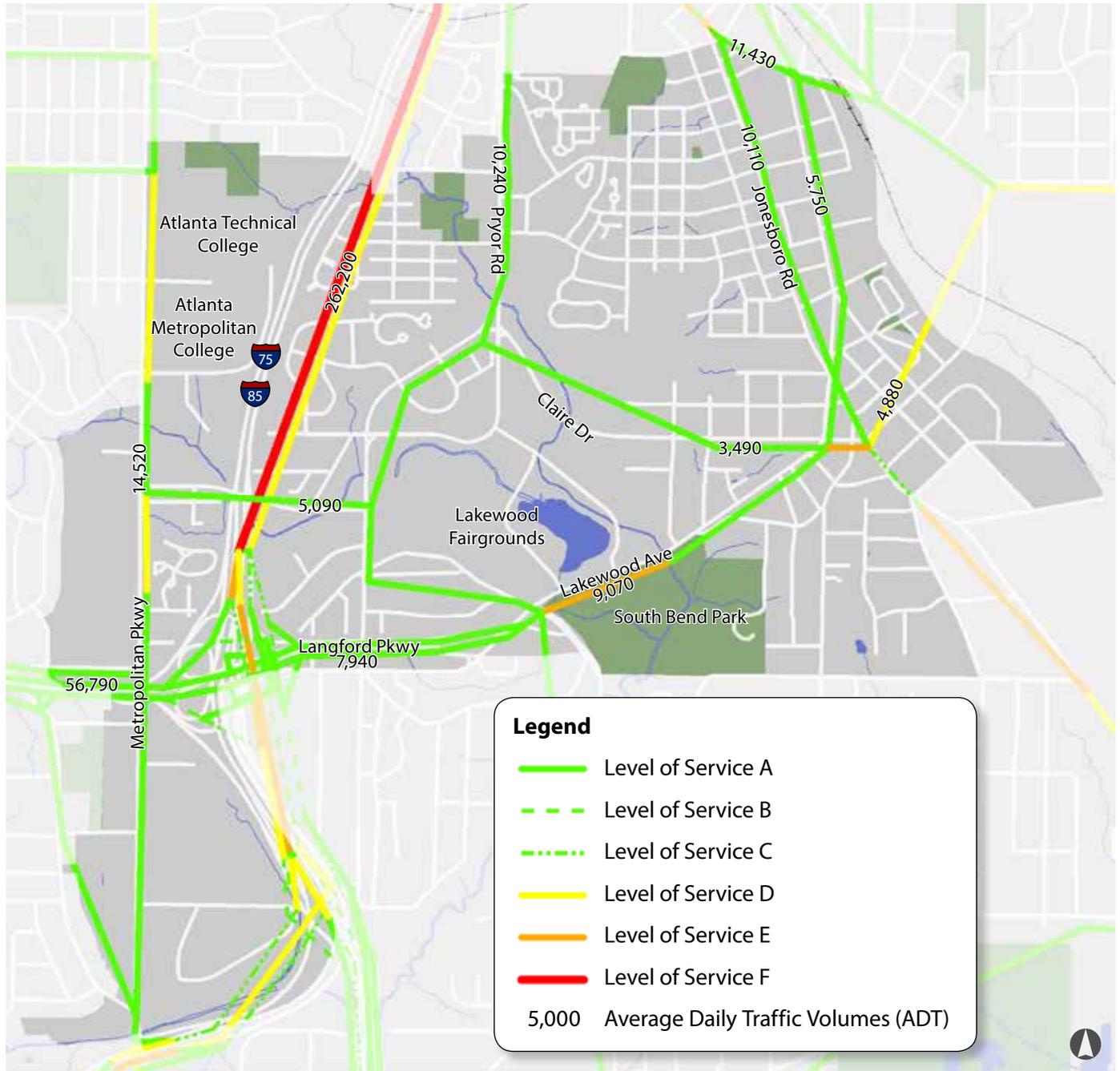
Currently, several MARTA bus routes serve the study area. These are summarized in the table below.

### Existing Bus Routes

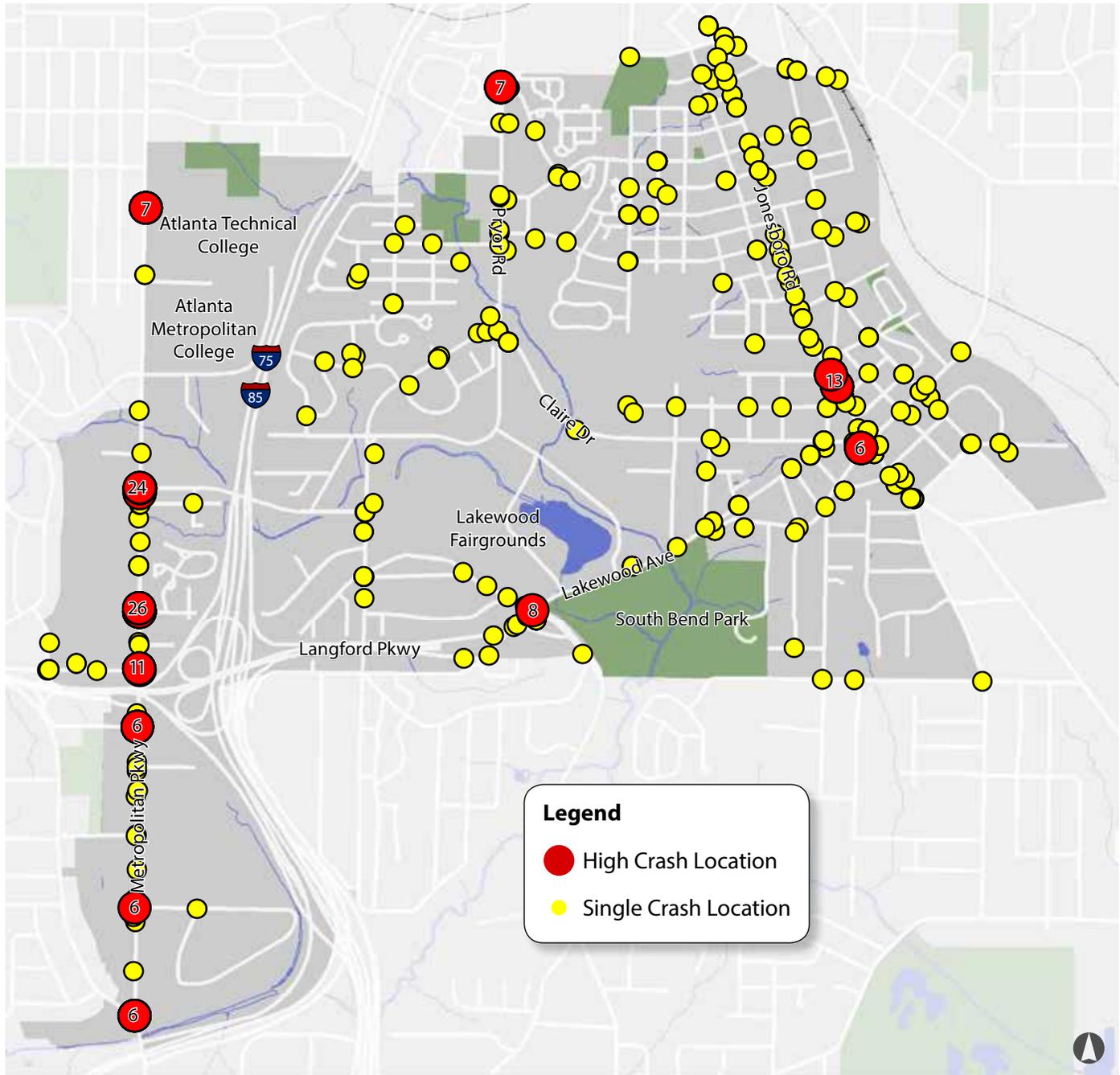
Bus Route	Local Destinations and Rail Stations Served	Peak Weekday Frequency	Average Weekday Ridership*
42	Lakewood/Fort McPherson Station, Lakewood Fairgrounds, 5 Points Station	30 minutes	2,631
55	Jonesboro Road, 5 Points Station	30 minutes	2,841
95	Metropolitan Avenue, West End Station, Atlanta Tech, Atlanta Metro College	15 minutes	4,994
155	Lakewood Ave., Lakewood Fairgrounds, 5 Points Station	30 minutes	1,414
178	Lakewood/Fort McPherson Station, Langford Parkway	30 minutes	1,216

\*From August 2012-December 2012

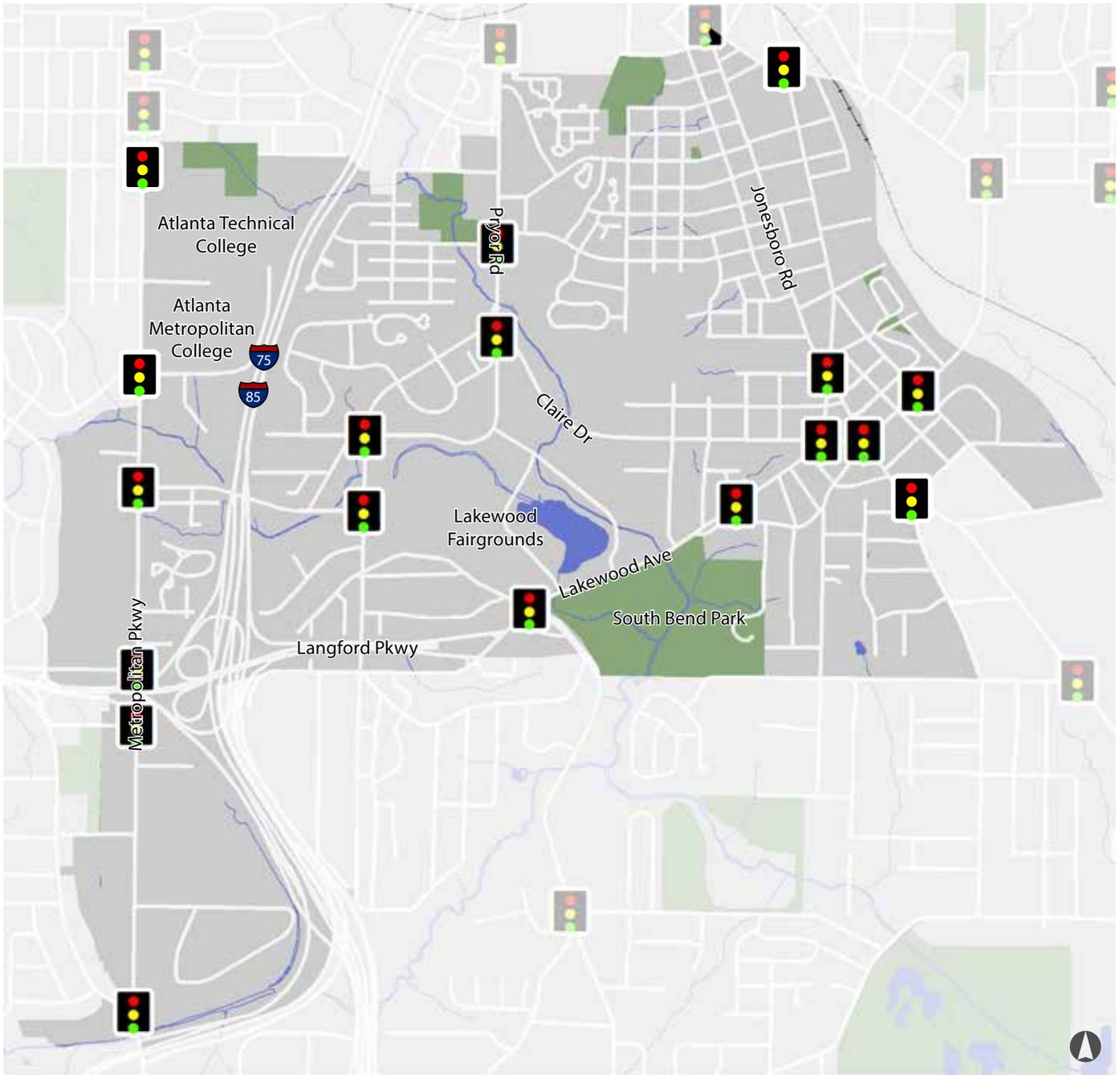
**Figure 3.8: Vehicular Level of Service**



**Figure 3.9: Vehicular Accidents (2009-2012)**



**Figure 3.10: Existing Traffic Signal Locations**





*Film studios such as this one attract significant investment to Atlanta; they also serve as a strong local anchor*



*The two colleges within the study area are significant assets; their students help drive demand for retail in the study area*



*Significant public investment in housing, parks, schools, and other facilities has brought many assets to the study area*

## MARKETS & DEMOGRAPHICS

This market analysis is specifically targeted to:

- Understand the key strengths and challenges impacting development opportunities;
- Identify target market audiences that could potentially support new development in the area;
- Understand key trends occurring in the local and regional market and how those trends will likely impact the study area in the coming years;
- Estimate supportable residential and commercial demand and development potential in the study area in the next 20 to 25 years; and
- Estimate net population, household, and job growth in the study area resulting from this development potential.

The results of this market analysis can be utilized to enhance land and transportation planning efforts in the area and to identify potential investments and strategies that could positively influence new private investment.

The following information summarizes the key conclusions resulting from the market analysis, which is focused on market audiences and demand/opportunities for retail, flex industrial, office, rental residential and for-sale residential. More detailed analyses can be found in Appendix A.

### Context

The study area enjoys a number of attributes that enhance opportunities for new housing and commercial development including:

- A strong regional location approximately halfway between Hartsfield Jackson International Airport and Downtown Atlanta, with direct access to/from Interstate 75/85;
- Strong existing regional anchors including Atlanta Metropolitan State College, Atlanta Technical College, the Aaron's Lakewood Amphitheater and the Screen Gems movie studio/stages; and
- Significant new public sector investment including several park enhancements, a new YMCA, multiple mixed-income public housing developments, and new elementary and high schools.

Against these key building blocks, the study area faces a number of challenges, including:

- A perception of high crime in the area, both in residential neighborhoods as well as along the

commercial corridors, with loss prevention being a major concern among current business owners (crime distribution is shown in Figure 3.11);

- A foreclosure rate that is still double the national average and nearly double the City of Atlanta average;
- Housing values that remain 60% below their 2006 peak before the recession;
- Deteriorated commercial properties and retail centers beyond their prime, and a lack of quality retail tenants capable of supporting local market demand, which results in a high leakage of retail expenditures outside the study area; and
- A median household income that is approximately half of the City median, with nearly twice the percentage of population below the poverty level.

Many of these problems are not unique to the Lakewood area and are, in fact, shared by other aging inner core suburbs in many metro areas. These locations, developed in the 50s, 60s, and 70s are now often bypassed by those choosing newer greenfield locations further out, or more intown locations. However, these inner core suburbs, including Lakewood, have great regional access and are highly convenient. As noted, these attributes are increasingly valuable in the Metro Area. Creating a strong lifestyle proposition in Lakewood will be key to its ability to effectively appeal to new market audiences, be it for a place to live, work, shop, or relax.

### Market Audiences

The study area is currently comprised of 7,009 residents in 2,983 households, along with an estimated 3,492 employees. In addition to the local population however, Atlanta Technical College and Atlanta Metropolitan College enroll 8,600 students, Aaron’s Lakewood Amphitheater seats 19,000 and attracts 250,000 annual concert attendees, the Atlanta Public Schools Lakewood Stadium attracts 100,000 annual attendees, and Screen Gems brings in an average of 300 non-direct employees per day. In addition to these audiences, the study area is bisected by Interstate 75/85 which sees an annual daily average of over 260,000 vehicles, and is within 4 miles of Hartsfield-Jackson International Airport which sees 90 million plus passengers per year. Important to this analysis is understanding how audiences beyond the existing local population can support retail and commercial services, as well as potential housing needs.

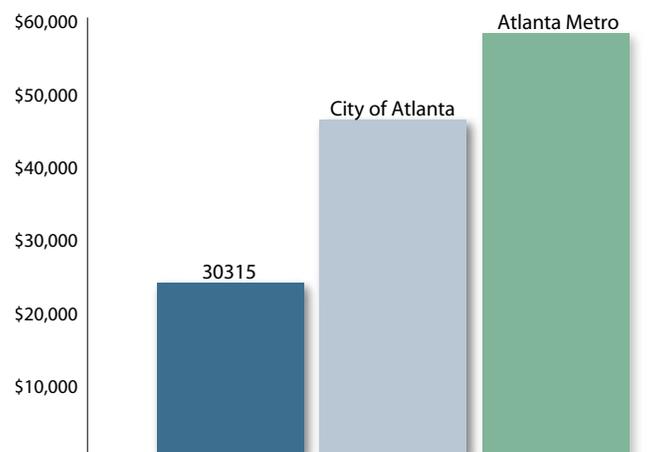


*A high foreclosure rate, low housing values, and vacant homes remain a significant challenge*



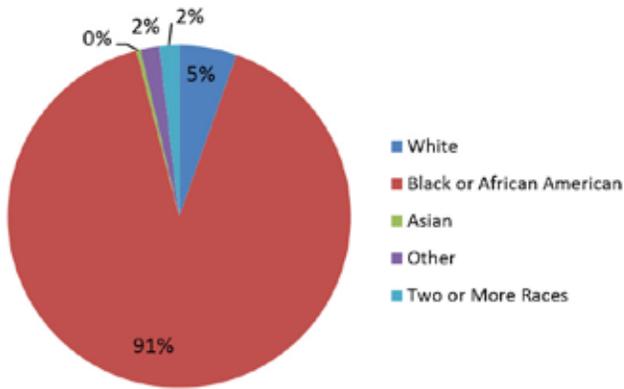
*Deteriorated retail space and a lack of quality tenants contribute to a leakage of retail spending outside the area*

### Median Household Income



*The area median income in ZIP code 30315, which includes the study area, is approximately half of the citywide median*

## 2012 Study Area Residents Racial Composition



## 2012 Study Area Residents Racial Composition

Race	Persons	Percent
White	385	5%
Black or African American	6,428	91%
Asian	28	0%
Two or More Races	126	2%
Other	132	2%
<b>Total</b>	<b>7,099</b>	<b>100%</b>

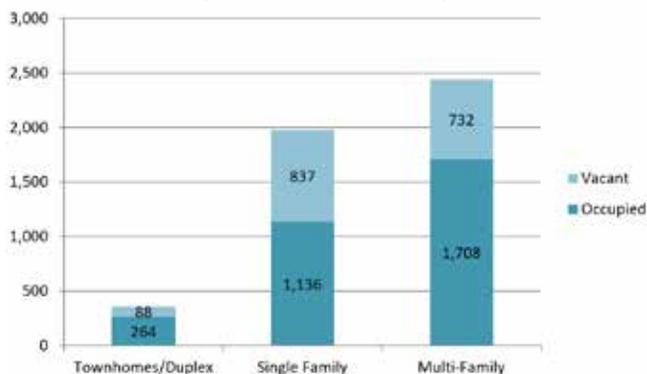
Data is for LCI study area only, Source: Claritas

## 2012 Housing Type and Occupancy

Housing Type	Occupied Units	Vacant Units
Townhomes/Duplex	264	88
Single-Family	1,136	837
Multifamily	1,708	732
<b>Total</b>	<b>3,108</b>	<b>1,657</b>

Data is for LCI study area only, Source: Claritas

## 2012 Housing Type and Occupancy



## Demographics

In 2012, the study area had a estimated population of 7,099, an increase of 582 or 8.9% from a 2000 population of 6,517. Between 1900 and 2000, the population growth rate was -24%.

In 2012, the study area had an estimated 2,983 households, an increase of 731 or 32% from 2,252 households in 2000. The average household size is 2.35. The 2012 estimated average household income was \$31,039.

The racial composition of residents of the study area is shown at right. These numbers differ from those provided in the Appendix due to differing data sources.

## Housing

The study area has approximately 4,765 residential units. Multifamily units make up 51% of the housing stock, while single-family units comprise 41% of all units. A total of 65% of the housing units are occupied and 35% are vacant. Of the occupied homes in 2012, 37% were owner occupied and 63% were renter occupied.

## Employment

Within the study area there are approximately 3,492 jobs. The percent of those jobs by industry sector is shown in the table on the following page. The educational services sector accounts for almost 56% of the jobs in the study area, which is not surprising given the presence of the two colleges. Retail trade (8%), health care (5.6%), and food services (5.6%) are the next three largest industries by employment.

In 2010, 3,062 study area residents were employed. The top three industries within which they were employed were Accommodation and Food Services (12%), Health Care and Social Assistance (11.6%) and Administration & Support, Waste Management and Remediation (10.6%). These jobs are not necessarily within the study area.

### Jobs Within Study Area by Industry Sector

Industry Sector	Percent of Jobs
Educational Services	55.8%
Retail Trade	8.3%
Health Care and Social Assistance	5.6%
Accommodation and Food Services	5.6%
Other Services (excluding Public Administration)	4.9%
Manufacturing	4.3%
Public Administration	3.1%
Transportation and Warehousing	2.7%
Wholesale Trade	1.9%
Finance and Insurance	1.6%
Administration & Support, Waste Management and Remediation	1.5%
Professional, Scientific, and Technical Services	1.4%
Arts, Entertainment, and Recreation	1.4%
Real Estate and Rental and Leasing	1.1%
Information	0.7%
Construction	0.2%

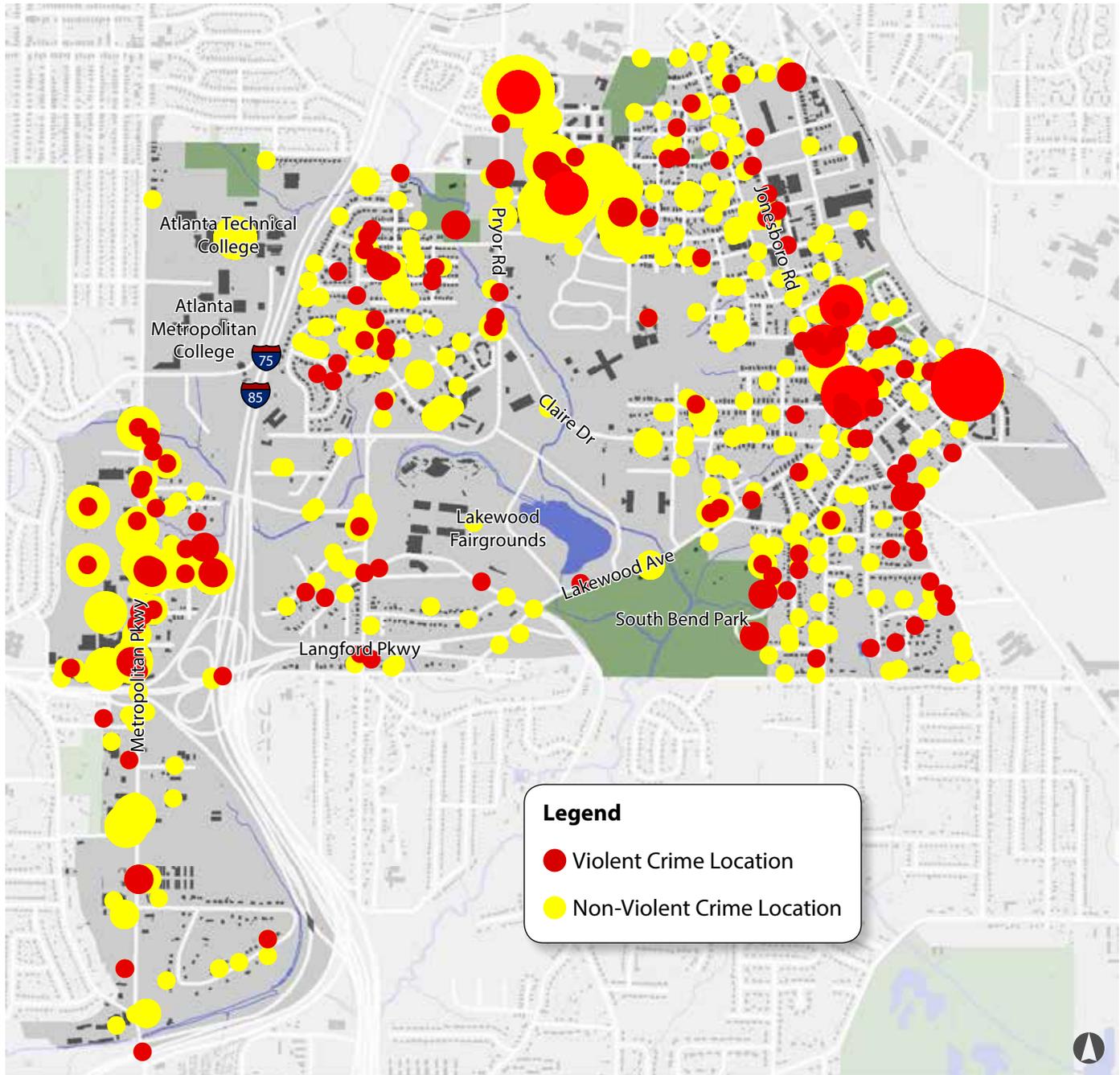
Source: U.S. Census Bureau, OnTheMap and LEHD Origin-Destination Employment Statistics

### Industry Sectors in Which Study Area Residents Are Employed

Industry Sector	% of Residents Employed in this Sector
Accommodation and Food Services	12.5%
Health Care and Social Assistance	11.6%
Administration & Support, Waste Management and Remediation	10.6%
Retail Trade	9.6%
Educational Services	9.4%
Public Administration	8.6%
Transportation and Warehousing	7.0%
Professional, Scientific, and Technical Services	5.8%
Manufacturing	4.5%
Wholesale Trade	4.0%
Information	3.7%
Finance and Insurance	3.5%
Other Services (excluding Public Administration)	2.6%
Construction	2.0%
Real Estate and Rental and Leasing	1.8%
Management of Companies and Enterprises	1.1%
Arts, Entertainment, and Recreation	1.1%
Utilities	0.3%
Agriculture, Forestry, Fishing and Hunting	0.1%

Source: U.S. Census Bureau, OnTheMap and LEHD Origin-Destination Employment Statistics

**Figure 3.11: Crime Distribution (2012)**



*Size of dot reflects the frequency of crimes per address; data source: Atlanta Police Department*

## For-Sale Residential Potential

As noted, the study area and the South Atlanta market overall have been adversely affected due to the national housing downturn (felt more prominently in South Atlanta where more first-time buyers exist) and the high foreclosure rates that have resulted.

The residential Primary Market Area (PMA), a larger four zip code surrounding area that influences the study area, has seen a drop in new home sales activity, from a 2006 peak of 827 down to only 82 in 2012. In addition, new home sale prices have dropped by 20% from their 2005 peak. Foreclosure rates on existing properties remain high at over 0.25% new notices received per month, which has contributed to a 63% decline in existing home values since the 2006 peak. The decline in property value has resulted in a loss of wealth among the area's households, and due to these conditions, a return to a healthy for-sale housing market is several years away.

Given the study area's urban location, there are few parcels suitable for large, detached single-family housing development. For this reason, much of the demand potential for new for-sale housing in the area will be for individual, single-family, infill homes on freestanding lots, or attached homes, particularly townhouses in smaller new developments. Examining demand from existing owner and renter households in the area, as well as the potential for new households moving into the area in the future, it is estimated that fairly significant demand for new housing exists going forward, as values stabilize and begin to justify new construction again, likely five years out. Specifically, it is estimated that the study area could capture up to 27 townhouses annually in the coming years (priced affordably from around \$105,000 to \$250,000) and up to 35 new single-family detached homes annually (priced affordably from around \$150,000 to \$295,000).

Again, to realize this capture, particularly in advance of five years, value must be created in the study area beyond that which exists today, and the reputation and image of the area's crime must improve. Interviewed builders and developers confirmed that they are not involved in South Atlanta because of its current crime, value, and foreclosure issues. Given the significant value loss in the area and inability for developers to obtain financing for new condominiums, there is no foreseeable demand for new condominiums within the study area in the next 10 years.

*Local assets such as Screen Gems, the Lakewood Amphitheater, and local colleges can help support retail and housing beyond what is supported by the local population.*



*Much of the demand for new for-sale housing will be for individual single-family infill homes in existing neighborhoods*

## Rental Residential Potential

The study area is located within the Central rental apartment submarket, which has been fairly active over the past decade. The Central rental apartment submarket averaged around 690 net new units annually from 2002-2012, or approximately one net new unit for every 4.91 net new jobs in Metro Atlanta. Much of this new growth, however, was in apartment cores closer to Downtown, including the Old Fourth Ward, Inman Park, and portions of Midtown West. That said, trouble in the for-sale housing market, growth in Generation Y, and a growing trend for intown living have helped to keep vacancy rates low, now less than 5%, while pushing rents to a \$1,072 monthly average for Class A garden properties, which is above 2007 peak values.

Historically, Lakewood has seen little new, privately built rental apartment development, largely driven by a lack of available greenfield sites, and thus very little Class Rental housing exists within the study area today, with the exception of those built as part of a larger public housing redevelopment. The three communities that do exist, Villages at Carver, Villas at Lakewood, and Brookside Park Apartments, average \$0.75 per square foot, each with an average of 25%



*Significant demand exists for new apartments, which could include student housing*



*There is demand for additional senior housing, but some of it would need to be subsidized*

market rate units, with the remaining 75% of units affordable to those earning 50-60% of area median income.

Based on the relationships between apartment demand and job growth in the metro area, demographic (affordability) and other factors, and Lakewood's ability to create a greater "selling" proposition in the study area through enhanced lifestyle—particularly with additional retail and services discussed below, it is estimated that one new rental apartment community with approximately 320 units could be supportable every two years in the study area. The study area's regional access and other attributes make it attractive for rental apartments. The site-specific location and value, however, must be created. In addition, at current rent levels, new construction will be difficult to justify without a low land basis (under \$7,500/unit), surface parking, exterior walk-up corridors, and incentives for offering affordable units.

## **Student Housing**

There is a potential for purpose-built student housing to support Atlanta Metropolitan and Atlanta Technical Colleges. Given current enrollment, and the percentage of full-time students commuting from outside Fulton County, it is estimated that demand exists today for up to a 300-bed community, with future growth of approximately 90 beds per year. As with traditional multifamily housing, this housing type will need incentives to justify new construction costs while delivering at market rents, as well as a site within walking distance of campus, since a shuttle service would be costly to support.

## **Senior Living**

In and around the study area, there is potential support for market rate senior housing developments (including both independent and assisted living components) with 30-40 new beds every two years or so. Significant demand exists for senior living options for those households earning below \$25,000, but these would need to be 100% subsidized.

## **Retail Potential**

Given the below average local household income, deteriorated existing commercial properties, crime/loss prevention concerns, and geographic boundaries such as the railroad lines, interstate, and industrial areas, many retail developers and retail tenants have overlooked the study area. The area has a shortage of quality retail options, and as a result over 85% of the retail expenditure potential is lost to competitive retail cores outside the study area.

What many of these retailers and retail developers have missed, however, is the complexity of the audiences in the local trade area, and the cumulative support that exists from these sources. As previously referenced, demand beyond the local population is fueled by over 8,000 students, 250,000 concert attendees, and nearly 25,000 employees (including the Screen Gems non-direct) in the trade area that could be shopping in the study area if the right retail existed in a clean/safe environment.

When all sources are combined, it is estimated that there is potential to support an additional 400,000 square feet of retail in the study area, to be anchored by a big-box department store anchor like Target (Walmart just announced an East Point location which will likely preclude their attraction), a home

improvement store such as Home Depot, a pharmacy/drugstore such as CVS, a small specialty grocer, approximately 80,000 square feet of full and limited service restaurants, and approximately 25,000 square feet of dry goods shops such as home furnishings and furniture stores.

Critical to these uses, particularly the larger anchors, are highly visible sites with high traffic counts and parcels with large depths of 100 feet or more to allow for surface parking. The existing 12,000 average annual daily traffic count along Metropolitan Parkway is not strong. This limits the majority of this demand within the study area to Metropolitan Parkway, with some demand potential, particularly for local serving restaurants, and to smaller commercial properties along the Jonesboro Road corridor.

### **Flex Industrial Potential**

While not a land use often associated with activity centers, the study area is adjacent to a significant industrial core around the airport and along I-75. Warehouse growth has been the primary focus of demand in the corridor over the past decade, but is a land use that is no longer feasible for development in the area given current land values and required density. Flex industrial, however, is a potential land use for portions of the study area, and could be attractive to film industry tenants desiring the same regional location that drew Screen Gems.

After interviewing Screen Gems and real estate brokers active with leasing space to film industry tenants, this does not appear to be a significant short-term opportunity for the trade area. These tenants look for existing space, which tends to limit their overall investment, an important criteria given the potential uncertainty of the state film tax credit. Additionally, these tenants do not need to be in close proximity to Screen Gems, and look for amenities not currently found within the study area, such as ample retail and restaurant opportunities. As retail and service is added to the study area, the opportunity for flex industrial space will grow, but will likely remain limited given greater competition from existing space in the airport core and further south along I-75.



*Demand for new retail in the study area could include a large anchor store*



*Demand for smaller retail and restaurants also exists, including the potential for a small specialty grocer*



*The demand for office space in the study area is mostly for small, neighborhood serving uses*

## **Office Potential**

The study area functions as a local-serving office core, with little market potential to attract larger-scale office users due to the lack of executive housing on the south side of Atlanta and its location between two more established office cores: Downtown Atlanta and Hartsfield-Jackson International Airport. South Atlanta, which includes the I-75 South and I-85 South corridors, is a small office market, averaging around 113,000 square feet of net absorption in multi-tenant buildings.

Local office space tends to be occupied by smaller firms serving the local population, including medical users, accountants, engineers, attorneys, insurance agents, and Realtors. These tenants are paying around \$12-16 per square foot modified gross rent and are located in smaller properties throughout the study area.

Based on the demand estimates (driven by ratios of office-using employees to population ratios at the metro level and applied to the greater Lakewood area) it is estimated that the study area could accommodate an additional 100,000 square feet of office, including significant medical-related space, insurance agents, attorneys and accountants, most of which require less than 5,000 square feet of space each.

In order to effectively capture this unmet demand, Lakewood will need to create a greater sense of location and lifestyle for office tenants, including spaces where firms can meet with clients, walk to a coffee shop, eat lunch nearby, etc. This environment is almost completely lacking in the study area today, with all trips requiring the use of a car and few quality locations to meet with clients in a casual setting. The Lakewood Heights neighborhood commercial district is one possible exception.

## URBAN DESIGN & HISTORY

The historic patterns of a community's blocks, lots, and buildings often remain unchanged for generations. They are important for determining the feel of a neighborhood, how easy it is to travel through, how people relate to each other, and how land is used.

### Street and Block Patterns

Streets and blocks are the most physically defining elements of a community. While buildings and land uses often change, street patterns can remain constant for centuries.

Existing street and block patterns within the study area are shown in Figure 3.12 at right. A number of barriers to connectivity or superblocks are visible. These include I-75/I-85, Sound Bend Park, the Lakewood Fairgrounds, the Colleges, and other large or institutional parcels. Blocks range from 300 feet square in the historic South Atlanta neighborhood (for a perimeter of approximately 1,200 feet) to nearly two miles in perimeter around the Crossroads Shopping Center.

The most significant benefit of smaller blocks and a grid of streets is that there are more routes to a given destination. This avoids concentrating all traffic onto wide, high-speed roads. It can make all streets more pleasant for walking and biking, allow more direct trips, and prevent accidents or other obstructions from shutting down the street system by providing alternate routes.

### Lot and Building Patterns

Lot patterns are also important in shaping communities, particularly because property lines remain stable over generations, even as the use of property changes.

Development patterns have divided residential and commercial land in historic neighborhoods within the study area into smaller lots, some of which are as small as 4,000 square feet. The diverse ownership of small properties in these areas can be beneficial to revitalization because it preserves diversity and character while allowing for incremental improvements by many smaller investors.

Larger parcels are scattered throughout the study area, but are mostly publicly owned. They include the Lakewood Fairgrounds, South Bend Park, Atlanta Technical College, and Atlanta Metropolitan College. The largest privately owned parcels are along

Figure 3.12: Existing Block Patterns



*Pleasant neighborhood streets such as this one in South Atlanta neighborhood are in part the result of small, interconnected blocks*



*The lack of connectivity around Metropolitan Parkway contributes to its high traffic speeds, while buildings oriented only toward cars do not add to the public realm*



*The old Alamo Plaza Hotel Courts was built on Stewart Avenue (now Metropolitan Parkway) in the 1940s; they are now known as the Santa Fe Villas and have deteriorated significantly (image courtesy Special Collections and Archives, GSU Library)*

Metropolitan Parkway. The scale and demands of modern real estate economics may make this last area most desirable for redevelopment.

Buildings can, through their placement and form, work together to define public spaces greater than their individual parts. Examples in the study area include the historic homes in the neighborhoods off of Jonesboro Road, where porches, human-scaled architecture, and proximity to the street create an intimate feel. The Lakewood Heights commercial district also has historic buildings that promote a strong sidewalk experience.

Most post-World-War-II buildings are not human scaled or pedestrian oriented. This is the case along Metropolitan Parkway. The exception to this rule is the many newer apartment communities are very well designed.

### **History: Metropolitan Parkway**

Metropolitan Parkway was once known as Stewart Avenue and was the primary connection between Downtown Atlanta and areas south before the construction of I-75/I-85. It formed part of the old Dixie Highway from Miami to Detroit.

Stewart Avenue was named after Fulton County tax collector and prominent citizen Andrew Perry Stewart, a resident of the Capitol View neighborhood.

In 1997, Stewart Avenue was renamed Metropolitan Parkway in honor of the college along its corridor.

### **History: Jonesboro Road**

The earliest history of Jonesboro Road can be traced to Native Americans. During construction of the Live Oak landfill, artifacts and tools were discovered on the site. Burial grounds were also found on the current Southside Park property.

During the Civil War, Jonesboro Road (historically referred to as Morrow Station Road) was the final route for General Sherman's infamous March to the Sea, with the Battle of Jonesboro marking the end of the Atlanta Campaign and the fall of Atlanta in 1864.

Farms and woodlands remained the defining characteristic of Jonesboro Road until the late 19th/early 20th century, when trolleys were developed along Pryor Road, Lakewood Avenue, and Jonesboro Road. These lines ushered in an era of development that urbanized the study area's northern end.

Before the prominence of Peachtree Street, Capitol Avenue (later named Hank Aaron Drive) was historically the first "capitol gateway," providing a direct line of sight north to the Georgia State Capitol building. This early development can be seen today in South Atlanta and Lakewood Heights.

The Lakewood Heights Historic District was added to the National Register of Historic Places in 2002.

The next major wave of development occurred following World War II, when many of the neighborhoods at the corridor's southern edge were developed. These neighborhoods, as well as those to the north, remained stable for decades, but gradually saw modest decline in the 1980s as the outlying suburbs experienced growth.

### **History: Lakewood Heights**

The name "Lakewood Heights" is derived from the nearby Lakewood Park facilities, which were developed concurrently with residential development during the late 1910s and early 1920s. The old City Waterworks formerly occupied the area around the Lakewood Fairgrounds, and its closing for residential development is attributed to the construction of the trolley line that connected the neighborhood to Atlanta in the 1890s. After World War II, the neighborhood became part of the City of Atlanta.

The neighborhood center at Jonesboro Road and Lakewood Avenue was once a thriving business district which provided employment and drew homeowners.

## History: Lakewood Fairgrounds

1874 City of Atlanta purchases 375 acres to create the City's first waterworks; previously a mill on "Ponders Creek"

1894 Former waterworks leased by Lakewood Park Company to create "resort park"

Supposed to include bathhouse, music stand, open air theater, aquarium, large event pavilion, row boats, "electric launches," lakeside "electric displays," picnic areas, and lawn game areas. Not all proposed elements were included

Late 1890s Atlanta Rapid Transit Company built street car to Lakewood Park

Early 20th Century Annual state fair held in Macon

1910s Atlanta Chamber of Commerce and Merchants and Manufacturers Association supports idea of another fair in Atlanta. One idea included expanding on the annual "Boys Corn Club show." Fair committee created. Lakewood Park selected as new fairground site.

1915 Southeast Fair Association formally founded, first buildings built, and first events held in the fall of 1915.

1916 One-mile dirt track built around lake

1917 and 1918 World War I and flu epidemic keep people away from fair

1920s and 1930s

South Pryor Street extended to grounds

Ostrich farm, concerts and movies shown

Attendance declines, revenues shrink

Buildings and grounds decline, lake condemned due to sewage

1946 Southeast Fair debts paid off, original stockholders paid in full

1948 Fourth and final Exhibition Building built (#4); used as administration building



(image courtesy Special Collections and Archives, GSU Library)



(image courtesy Special Collections and Archives, GSU Library)

1950s Lakewood Race Track shifts from horses to automobiles, including stunt car shows

1940s - 1960s - Amusement park rides and attractions are constructed and become center of activity

1975 Last annual fair held / "Sky Rocket" roller coaster closes

1979 Last car races held on track

1980s "Filmworks Exhibition Center" company begins using grounds for film/TV work, flea/antique markets, special events, etc.

1985 Amphitheater built in NW portion of the property

1990s Amphitheater and "Filmworks" occupy fairgrounds

2010 Screen Gems Studios occupies fairgrounds



*This photograph from the 1940s shows Jonesboro Road and McDonough Boulevard (image courtesy Special Collections and Archives, Georgia State University Library)*

Longtime residents recall two grocery stores, gas stations, a hardware store, drugstores, a shoe repair center, a dry cleaner, a barber shop, and bakery.

Many residents found employment in the General Motors plant on Lakewood Avenue. Some residents point to the closing of the GM plant in 1990 as an economic turning point for the neighborhood.<sup>1</sup>

### **History: South Atlanta**

Originally known as Brownsville, South Atlanta developed around Clark University (the name was changed to Clark College in 1941) and the Gammon Theological Seminary, both built in the area in the 1880s. At the turn of the century and well into the 1930s, South Atlanta was a cultural center, boasting the largest concentration of middle-class blacks in the city. Thanks to the university, the area would become an “elite” African American community during segregation.

Having served as the home to Clark University and Gammon Theological Seminary for more than sixty years, South Atlanta was influenced by some of the most important African American families, university and seminary professors, and concert artists of its time. In 1941, Clark moved to the Atlanta University Center, and Gammon moved shortly thereafter.<sup>2</sup> The buildings they left behind of are now a part of the Schools at Carver, a City of Atlanta public high school.

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<sup>1</sup> Source: *Lakewood Community Civic Association, Editor-In-Chief, Debra Jackson, 1998.*

<sup>2</sup> Source: *Atlanta Journal Constitution, Contributor Paula Crouch Thrasher, 1992. and South Atlanta Civic League, 2012.*

## **PUBLIC SPACE, ENVIRONMENT, & HEALTH**

The study area benefits from a significant amount of public space, although some of it is not accessible. The environmental and public health issues are similar to those in other urban areas. All of these are described below.

### **Public Space**

The study area contains 108 acres of public open space and approximately 7,400 residents, for a total of 14.6 acres per 1,000 residents. The citywide average is 11.4 acres per 1,000 residents, according to the Trust for Public Land. Parks are located within a ten-minute walk of most homes, although there are some missing sidewalks or other missing connections. More detailed information on parks is provided below in the Community Facilities section.

The Lakewood Fairgrounds and Lakewood Amphitheater are on public land, but are not publicly accessible. The lake could be a significant public amenity, but is scattered with litter and fenced off.

### **Natural Environment**

The Downtown Connector creates significant amounts of particulate and carbon monoxide pollution, although this is an issue only adjacent to the freeway. (Research shows that airborne particulate matter is greatest within 300 meters downwind of highways<sup>1</sup>). The study area also suffers from high ozone levels and other air pollutants that affect the entire region.

Noise (particularly from traffic) and light pollution are also significant, as in most urban areas.

Litter and illegal dumping is an issue on private as well as public property. It creates unsightly parks, pollutes streams, clogs storm drains, and decreases property values.

Invasive species have a presence in many parks as well as on private property. If left unchecked, they can displace native species and reduce the tree canopy.

The historic Lakewood Fairgrounds have been identified as a brownfield site by the Georgia Environmental Protection Division and may require environmental cleanup, but soil testing will be needed.

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<sup>1</sup> Zhu, Yifang and William C. Hinds. "Concentration and Size Distribution of Ultrafine Particles near a Major Highway." *Journal of the Air & Waste Management Association*. 52, Sept. 2002. Page 1032.



*The study area has a wide variety of amenities in public parks, including playgrounds and sports facilities*



*The lake and Lakewood Fairgrounds is public property, but is not accessible as public open space; litter and invasive species are also issues*



*Litter pollutes all streams within the area, while development patterns contribute to erosion by creating large quantities of storm water runoff*

Several neighborhoods have very mature tree canopies. These help clean the air, create shade, reduce the urban heat island effect and air conditioning costs, increase property values, and provide wildlife habitat.

Flooding is an issue, particularly for the Lakewood Amphitheater and other properties located in the floodplain. The approximate extent of the 500-year floodplain is shown in Figure 3.14 on the following page.

Significant erosion has occurred at a number of sites. All existing streams are shown in Figure 3.14 on the following page.

Storm water runoff contributes significantly to erosion, polluted streams, and lack of biodiversity. More compact development patterns can accommodate more people while creating less runoff.

The entire study area falls within the watershed of the South River, which flows to the Ocmulgee River and the Atlantic Ocean. Topography in the study area is characterized by gently rolling terrain that ranges from 808 feet above sea level in South Bend Park to 1,040 feet above sea level near the Schools at Carver.

**Public Health**

A lack of access to fresh, healthy foods can contribute to poor diets, as well as higher levels of obesity and other diet-related diseases. As shown on the map at right, most study area residents lack walkable access to places to buy or grow healthy food. The majority of places to buy food within the study area are convenience stores, many of them at gas stations. These places offer a variety of processed foods, but few fresh foods and little produce. The only supermarket within the study area is the Save A Lot on Metropolitan Parkway, which is not within walking distance of most homes. There are a number of supermarkets within driving distance.

A lack of physical activity is also a significant health issue for many Americans, and is also an issue within the study area. The lack of sidewalks in some areas, limited street connectivity, perception of public safety, and lack of daily amenities within walking distance are significant barriers to walking and park using. These factors contribute negatively to health within the study area.

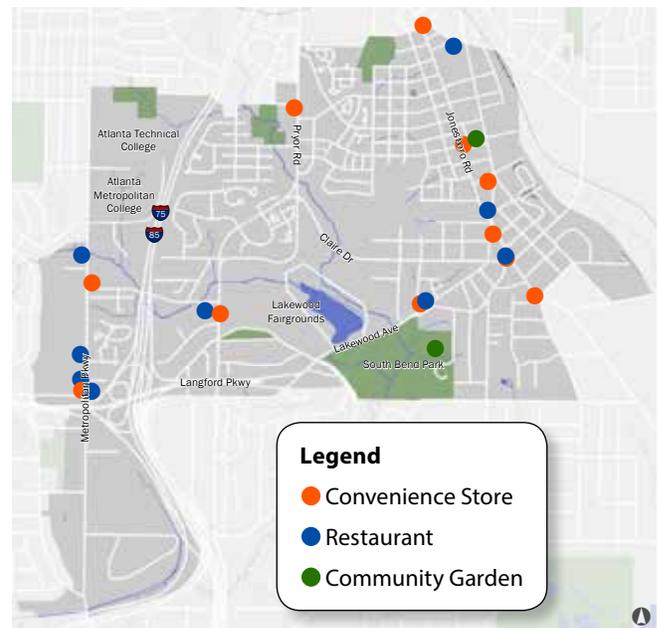


*The dog park within South Bend Park is popular with dog owners and is a community amenity*

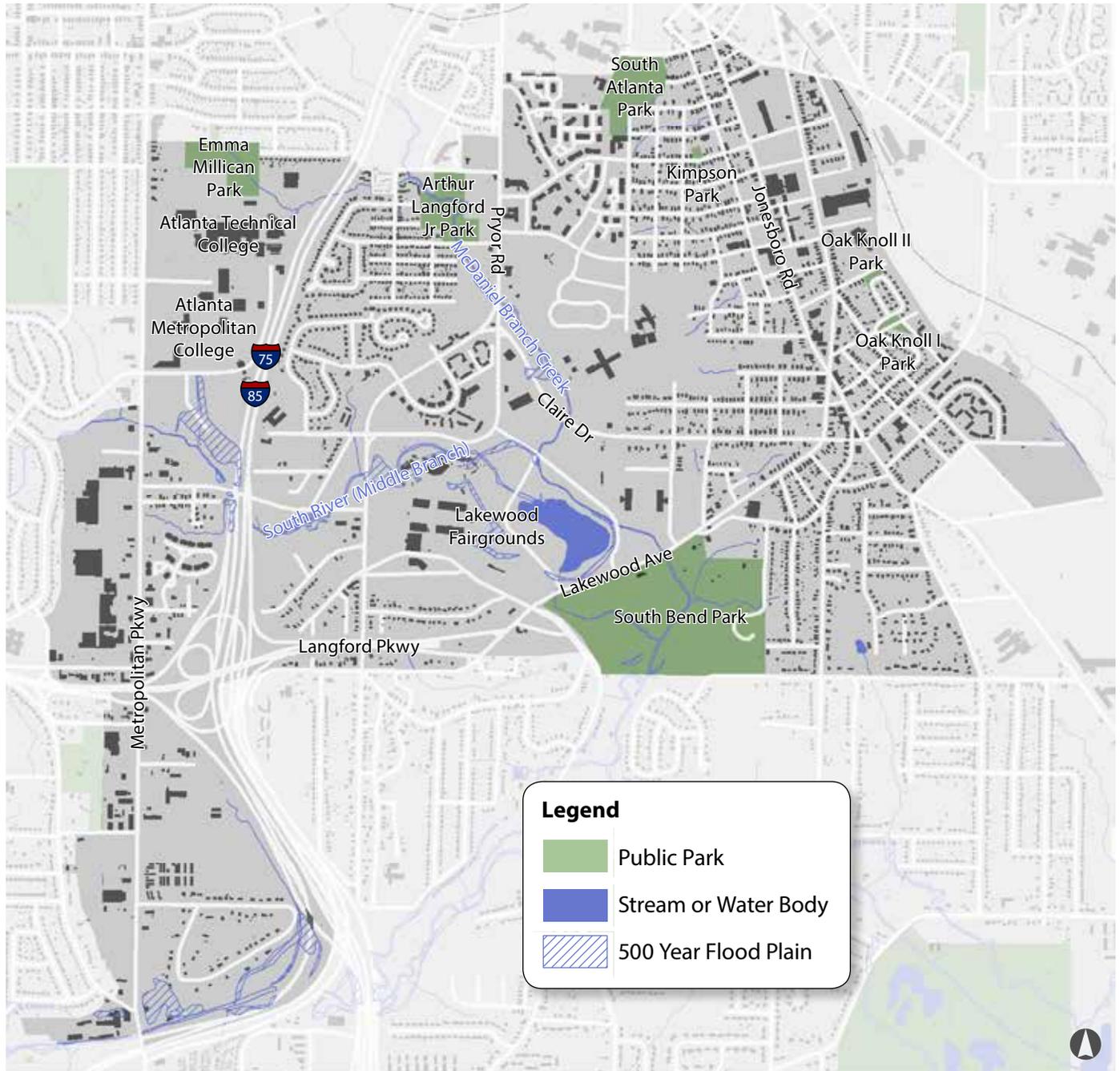


*The South Bend Arts Center offers a variety of spaces and programs*

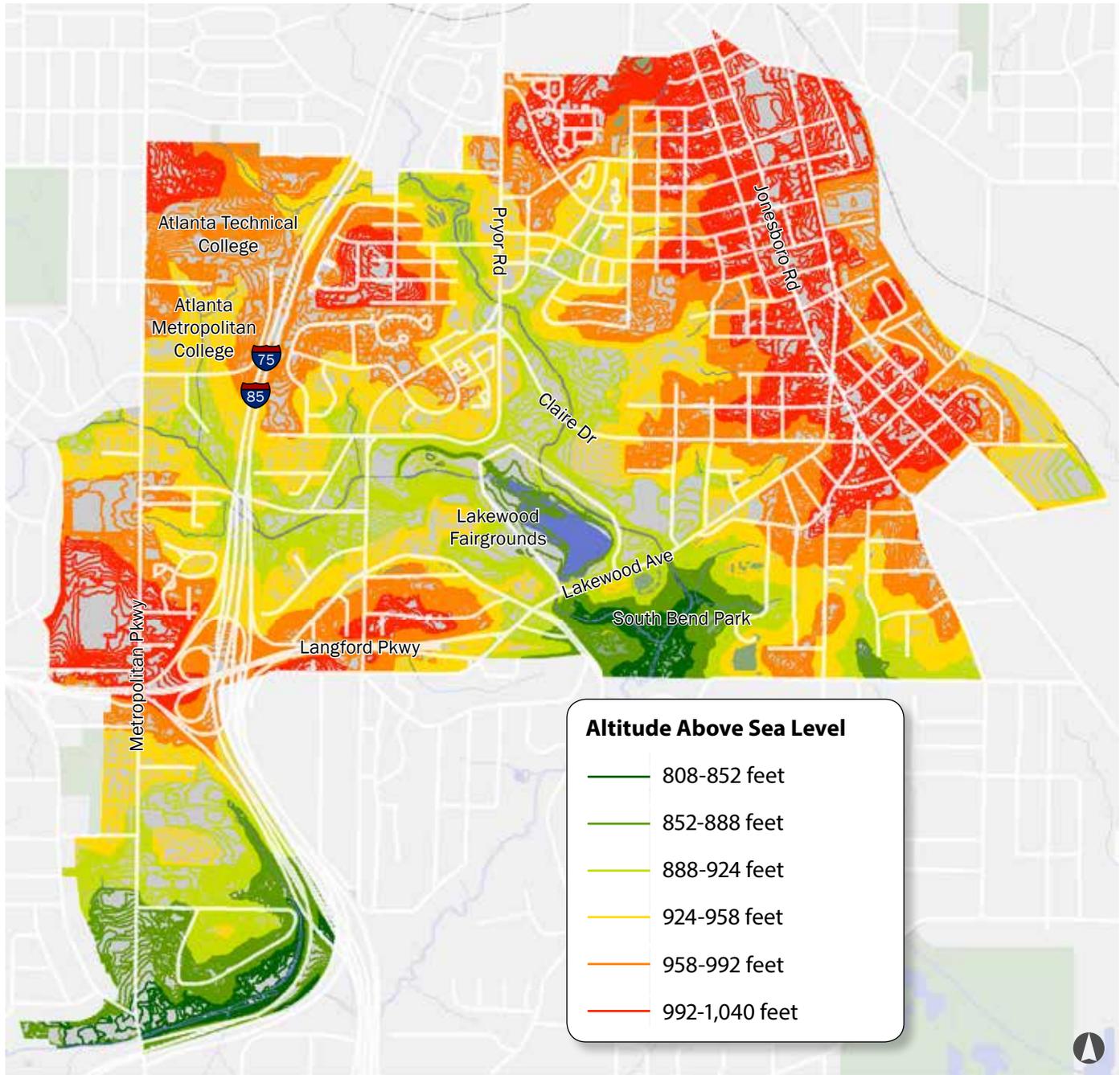
**Figure 3.13: Existing Food Sources**



**Figure 3.14: Natural Features**



**Figure 3.15: Existing Topography**



## COMMUNITY FACILITIES

Community facilities are important for the public services they provide—recreation opportunities, education, public safety, and more. They also serve as neighborhood gathering places and anchors for a local community. The services they provide are essential to a community’s health.

The John C. Birdline Neighborhood Center, located on Lakewood Way, houses a variety of public agencies and provides meeting space and a variety of services to the community.

### Park Space

The table at left shows all existing public parks within the study area. Not included are private or semi-private green spaces within residential neighborhoods or other areas. Parks in the area contain a wide variety of amenities, including playgrounds, walking trails, baseball fields, shelters, tennis courts, basketball courts, a soccer field, and a dog park. The YMCA, while not a public park, offers significant recreational amenities and a successful baseball program. The South Bend Arts Center and the Boys and Girls Club also provide significant programming.

### Schools and Colleges

There are a number of public and private schools and colleges within and near the study area, as shown in Figure 3.16. Three elementary schools lie just outside the study area, as does the high school campus of the Schools at Carver. Price Middle School is located within the study area just off of Bickers Drive. The Ron Clark Academy, a private school teaching 5th through 8th grades. Atlanta Public Schools also owns the Lakewood Stadium, which serves schools city-wide, and the Campbell School building on Thirkeld Avenue, which is used for administrative offices.

Also located within the study are two key public colleges: Atlanta Technical College and Atlanta Metropolitan State College. These institutions are key anchors and economic drivers within the study area. They have a strong presence on Metropolitan Parkway, educational and jobs training resources for the community and the region, and 8,100 full time students.

### Police and Fire Stations

The entire study area falls within Atlanta Police Department Zone 3. The headquarters for this zone



*The Braves Baseball Academy and other programs at the YMCA are a significant benefit to the community*

### Existing Public Parks

Park	Area
South Bend Park	75 acres
South Atlanta Park	11 acres
Emma Millican Park	10 acres
Arthur Langford, Jr. Park	10 acres
Oak Knoll I Park	1 acre
Oak Knoll II Park	0.6 acres
Kimpson Park	0.4 acres



*Local colleges and schools are significant community facilities*

are currently located in Grant Park, and a mini-precinct is located on Metropolitan Parkway just north of Langford Parkway. The Zone 3 headquarters are currently proposed to be relocated to Metropolitan Parkway. A map showing recent crime can be found on page 46 above.

The only fire station within the study area is Fire Station 2, located on Jonesboro Road between Lethea Street and Dorothy Street. A fire training facility is located at a former public school on Ashwood Avenue, but it is proposed to be relocated to Fort McPherson.

### **Libraries**

There are two public libraries within the study area: the Lakewood Avenue branch of the Atlanta-Fulton Public Library system (located at the corner of Lakewood Avenue and Fleet Street) and a small library located inside the John C. Birdine Neighborhood Center (on Lakewood Way)

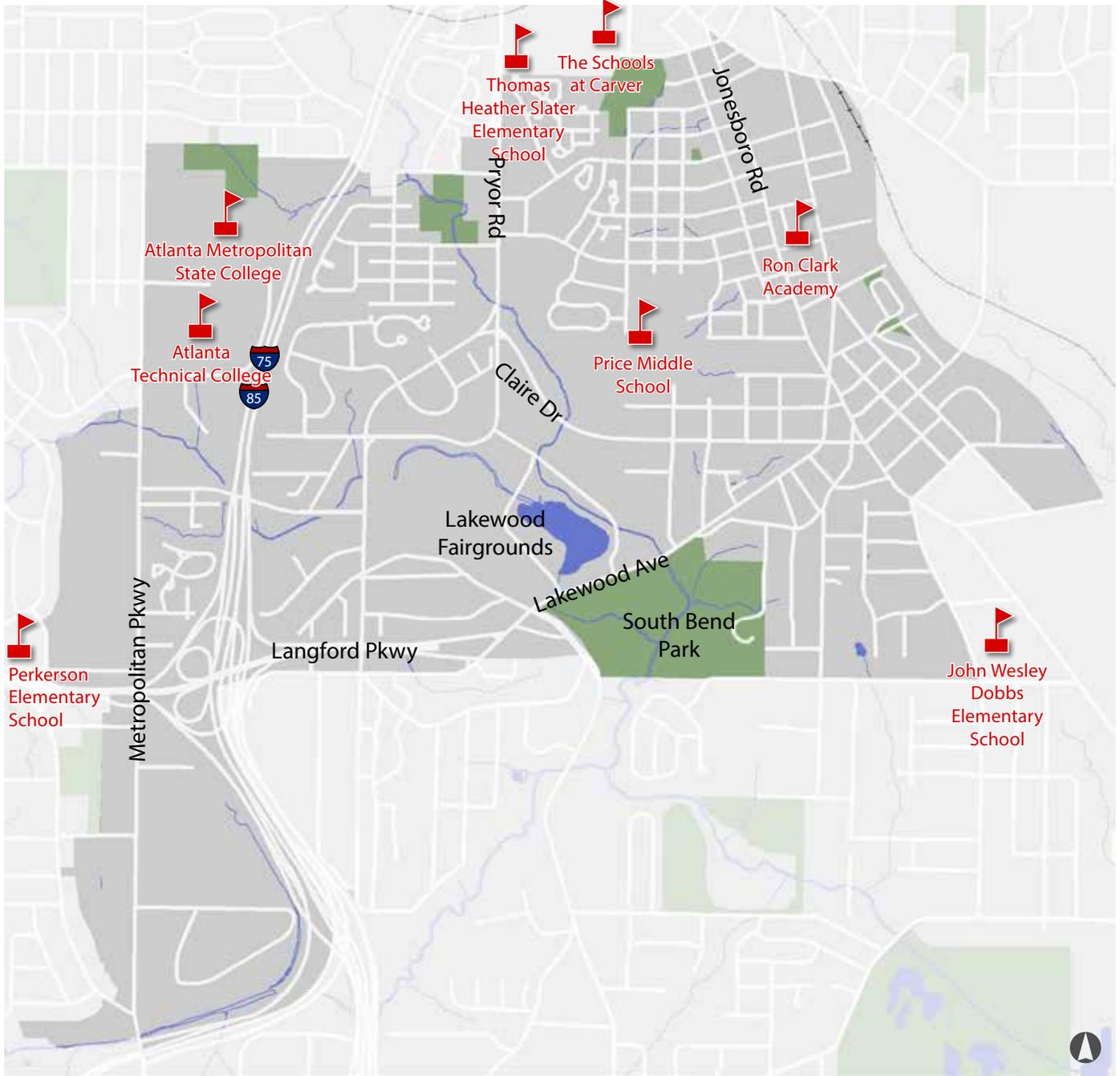
### **Oak Hill, Child, Family and Adolescent Center**

This Fulton County Facility is located on Metropolitan Parkway outside of the study area, but serves the study area with a variety of health and behavioral services, particularly for youth.

### **City of Atlanta Fleet Services**

The Office of Fleet Services is responsible for the acquisition, maintenance and disposal of the City of Atlanta's motorized equipment fleet of 4,673 units and 756 components, totaling over 5,429 pieces. This Office is also responsible for the purchasing and dispensing of over three million gallons of fuel annually. The central facility for this Office is located on Claire Drive within the study area. It is not open to the public.

**Figure 3.16: Schools and Colleges**



## LIFELONG COMMUNITIES

Lifelong communities are places where people of all abilities can live throughout their lifetime. Components that make a community a place where individuals can age in place successfully include a range of housing and transportation options (including a connected and walkable environment), opportunities that encourage healthy lifestyles, and access to supportive services and information.

The Lakewood LCI study area is a place where people of all ages and abilities live, but the area lacks some amenities and characteristics that are important for an aging population or those with physical disabilities.

Connectivity is good in many historic neighborhoods within the study area, but not along Metropolitan Parkway or near the barriers discussed on page 37. Sidewalks are satisfactory in most places. Public transportation covers the study area well, but has room for improvement.

The lack of a local mix of retail and services within study area neighborhoods means that not all daily needs can be met within walking distance of most homes. There is a notable lack of access to healthy food.

Social interaction between people of all ages and abilities occurs in the study area in semi-public settings such as stores and churches, as well as in the numerous public parks, on buses, and at community centers such as the Birdine Center and the YMCA.

A diversity of dwelling types is also important for establishing a diverse residential population because of the needs of different groups. The mix of owned and rental properties, market-rate and subsidized, and single-family and apartments, means that places are provided for those in many walks of life to live.

The median age in ZIP code 30315, which includes most of the study area, is 34.6, almost exactly the same as the regional average. Approximately 20% of the population of 30315 is over 55 years of age, again very close to the regional average.

Having walkable access to healthy food and daily needs is even more critical for the aging population, since many of them are not able to drive. Of seniors in Atlanta, 13% indicated they always need assistance with meals.



*Being able to walk to daily needs (such as places to buy healthy food) becomes even more important as the population ages (image courtesy DerrickT)*



*Access is critical for those with mobility impairments (image courtesy Michael Ronkin)*

The Lifelong Communities Assessment on the following pages shows key factors or amenities identified by the Atlanta Regional Commission as important for seniors, and whether they are being fully, partially, or not met within the study area.

## Lifelong Communities Assessment

Principle		Met?
Mobility and Accessibility	Streets that are welcoming and unthreatening	<input checked="" type="checkbox"/>
	Traffic calming strategies that make the environment feel safe	<input type="checkbox"/>
	Plantings and fencing positioned to reduce traffic noise	<input type="checkbox"/>
	Engaging frontages that include diverse urban and building form	<input checked="" type="checkbox"/>
	Walkable/fall-safe sidewalks	<input checked="" type="checkbox"/>
	Manage sidewalks during any construction and repair to avoid access barriers	<input checked="" type="checkbox"/>
	Manage sidewalks to avoid cluttering of pedestrian environment	<input checked="" type="checkbox"/>
	Grade level changes that are clearly marked and well-lit	<input checked="" type="checkbox"/>
	Handrails installed where appropriate	<input type="checkbox"/>
	Curb cuts at all intersections	<input checked="" type="checkbox"/>
	Pedestrian friendly sidewalk paving	<input checked="" type="checkbox"/>
	Trees for shade	<input checked="" type="checkbox"/>
	Sensory cues at decision points, such as junctions or grade changes	<input checked="" type="checkbox"/>
	Adequate pedestrian lighting	<input checked="" type="checkbox"/>
	Crossable streets	<input checked="" type="checkbox"/>
	Accommodation for specialized vehicles (power chairs, golf carts, etc.)	<input type="checkbox"/>
	Sitting arrangements to provide respite and facilitate conversation	<input checked="" type="checkbox"/>
	Sturdy seating with arm and back rests, made of appropriate materials	<input checked="" type="checkbox"/>
	Covered bus stops with seating	<input checked="" type="checkbox"/>
	Areas of sun and shade considered in the design of the street	<input type="checkbox"/>
	Gates/doors requiring less than 5 pounds of pressure to open & having lever handles	<input checked="" type="checkbox"/>
	Consideration given to required vegetative buffers and pedestrian access	<input checked="" type="checkbox"/>
	Consideration given to parking requirements and pedestrian access	<input checked="" type="checkbox"/>
	Centralized transit waiting areas	<input checked="" type="checkbox"/>
	Transit stops that provide protection from rain, wind and sun	<input checked="" type="checkbox"/>
	Smart transit technology that alerts riders to bus/shuttle's arrival time	<input type="checkbox"/>
	Smart transit technology alerts bus drivers to riders waiting out of sight	<input type="checkbox"/>
	Stops for shuttles, jitneys, buses and light rail	<input checked="" type="checkbox"/>

- Yes, this principle is met in the study area
- Partly Yes, this principle is met in parts of the study area
- No, this principle is not met anywhere in the study area

Dwelling	Diversity of housing (varying sizes, products)	■
	Accessibility of housing products	▣
	Workforce housing	■
	Range of supportive housing types	■
	Range of specialized housing types (co-housing, models that address disabilities)	▣
	Accessible spaces as appropriate based on community accessibility standards	▣
Social Interaction	Front yard gardens, porches and stoops	▣
	Reinforcement of found gathering places	▣
	Community rooms (large enough for exercise classes, meetings, movies)	■
	Opportunities for meaningful volunteer activities (e.g. after-school tutoring)	■
	Active and passive open space such as dog parks, playgrounds, etc.	■
	Third-places such as parks, shops, community centers, etc.	▣
Healthy Living	Daily needs within safe and inviting walking distance	□
	Fall-safe environment	▣
	Shorter block sizes	▣
	Walkable destinations	▣
	Designated walking loop	□
	Exercise and recreation venues (e.g. bocce, dancing, tennis, yoga, tai chi)	■
	Swimming pool	■
	Community equipped with access to health services and education	▣
	Community concierge (and case management)	□
Neighborhood access to healthy foods	□	
Access to Services	Community bulletin boards	▣
	Wayfinding signage	□
	Community must have local access to ordinary daily needs that are location appropriate	□

- Yes, this principle is met in the study area
- ▣ Partly Yes, this principle is met in parts of the study area
- No, this principle is not met anywhere in the study area

# **Part 4: Community Engagement**



## OVERVIEW

Recognizing that no plan can be successful without the support of those who live and do business within a community, this plan embodies the vision and aspirations of local stakeholders. The plan was developed through consensus building and a custom-tailored approach to participation that incorporates oversight and information sharing, communication and education, visioning for the future, and implementation.

### Leadership & Input Groups

The six-month planning process included a leadership team to guide the process, maintain the schedule, and provide technical expertise to ensure that the plan process and recommendations were consistent with the goals of the City of Atlanta and its partners. Various input groups were established, each providing opportunities to share information and capture a range of input to inform the existing conditions analysis, develop a community vision, validate recommendations, and prioritize projects. The portals used to garner oversight and input included:

**Consulting Team.** This group provided professional analysis of the existing conditions and associated constraints along with expertise in respective areas to help the community identify implementable recommendations.

**Project Management Team.** This small group of representatives from the City of Atlanta Office of Planning, Atlanta Regional Commission, and Invest Atlanta met monthly to provide direction on the actual process and oversight of the project.

**Core Team.** A core of approximately 50 individuals who represented a wide array of interests within the broader community provided targeted input and advice. The Core Team convened prior to every community forum and served as a sounding board to review documents and provide recommendations on delivery to the general public.

**Stakeholders.** A cross-section of over 30 citizens, businesses owners, agency representatives, etc. who, in one-on-one interviews with the consulting team, offered detailed information regarding the varying conditions within the study area and beyond.

**General Public.** Many voices and opinions of the Lakewood area community were engaged through public forums as well as online formats throughout the process.



*Significant public input was secured to make sure that this plan reflects the visions and aspirations of the community*

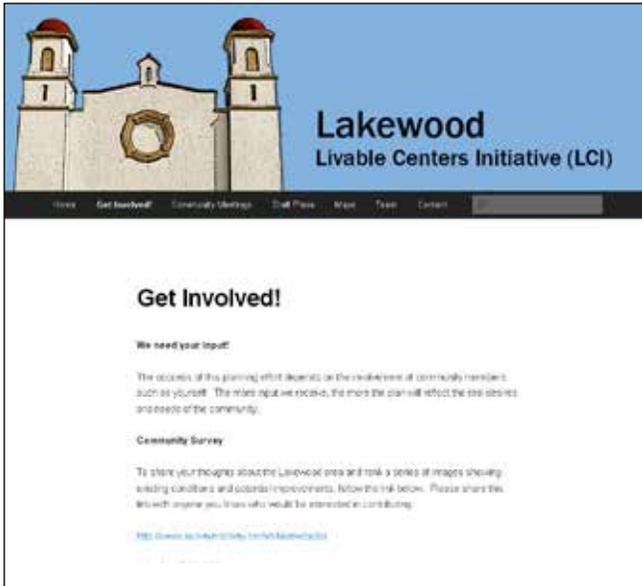


*The Core Team represented a wide array of interests and helped to guide the planning process*

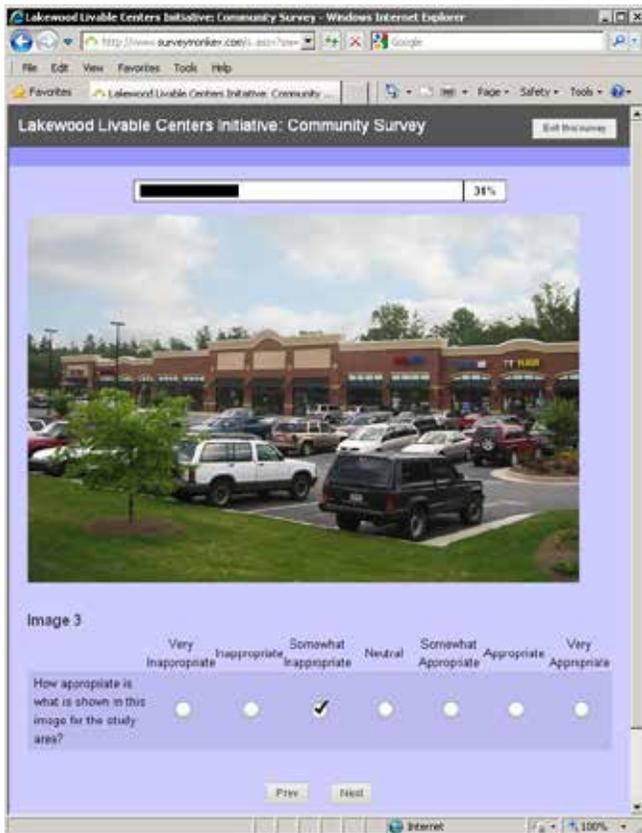


*Plans were on display for comments at a local coffee shop*





The [www.lakewoodlci.com](http://www.lakewoodlci.com) website provided regular updates on public meetings, as well as maps and draft plans



The community survey received 127 responses and was the source of a wealth of information about concerns and priorities

## OUTREACH ACTIVITIES/ TOOLS

### Website

Much consideration was given to how to effectively inform the Lakewood area stakeholders of the planning process to ensure maximum participation. Using a variety of online, print, verbal mediums and communication approaches, over 300 community stakeholders participated in the process. An interactive website ([www.lakewoodlci.com](http://www.lakewoodlci.com)) was developed to provide the public with accurate and timely information on a wide range of project topics. The website announced all public forums including links to presentations and summaries, an interactive map of the study area, draft plan reports, and information on the consulting team.

### Community Surveys

Two online survey tools were developed using a combination of graphic images and targeted questions to help citizens give shape to their ideas for the future of the area. The Lakewood LCI Community Survey was posted online for two months and hard copies were distributed at various neighborhood meetings allowing for a larger sample of responses and therefore a good deal of input for analysis. Overall, the 127 responses showed optimism about the future, but serious concerns about current issues, specifically crime and vacant or dilapidated properties. More shopping, restaurants, and a grocery store were desired. Sidewalks, bike paths and lanes, improved bus service, and fewer trucks were the most common transportation concerns.

Of the 37 students attending Atlanta Technical College and Atlanta Metropolitan State College participating in the Lakewood LCI Student Survey, the concerns and desires were consistent with those expressed in the community survey and reinforced that the perception of crime in the community influences many of the students' decisions about transportation, housing and quality of life. Affordable, safe and family oriented student housing (on campus or near-by) is desired. With much of the population being MARTA dependent, transportation recommendations included: shuttle service from the Lakewood and Oakland City MARTA stations, increased bus service, bus shelters, and pedestrian improvements including sidewalks, bike lanes, and bike racks. Healthy food options including dine-in restaurants and a grocery store, entertainment and fitness options, personal care services, and a bookstore were also desired conveniences.

## Summary of Major Themes of Public Comments

The major themes, key observations, and areas of consensus from discussion at the Public Kickoff and other meetings are summarized as follows:

### Assets/ Strengths

- Access to the Downtown Connector, airport, downtown Atlanta, venues, community facilities, the BeltLine, etc.
- The presence and influence of colleges and universities
- The affordable land prices and low real estate values in historic single-family neighborhoods;
- The large vacant lots are development opportunities
- The new Zone 3 precinct, which will increase police presence and address crime issues

### Challenges and Needs

- Criminal activity, drugs and trash
- Abandoned, dilapidated housing and businesses attract crime and loitering
- Food desert
- Lack of police presence
- Neglected residential roadways and insufficient sidewalks
- Speeding and accidents on Metropolitan Parkway
- Owner occupied single-family houses are on a decline
- Negative community image

### Vision

- A community with a diverse population, varied incomes and quality housing options in all price points
- A safe, pedestrian friendly and walkable community
- Residents who take pride and ownership of their neighborhoods
- A holistic community that address the social needs and partnerships with schools
- Revitalizations will not displace existing residents and businesses
- A live, work, and play community

## Meeting Announcements

Public meeting announcements were published on the websites of the City of Atlanta Office of Planning, as well as those of City Council members Joyce Sheperd and Carla Smith. In addition, the use of email blasts to provide information to a large distribution list was highly effective throughout the process. Print media was highly utilized including distributing postcards to all property owners within the study area boundary. Posters were also placed throughout the study area and press releases forwarded to media outlets announcing public meeting logistics, major events and milestones throughout the life of the project. Finally, automated personal voice messages were recorded and distributed to constituents in the associated voting precincts with home telephones.

## FORUMS/COMMUNITY INPUT PROCESS

Public meetings were used as a formalized method to share information gathered and compiled by the consultants and offer a forum for the public to provide comments and articulate their vision for the area. The process included five public forums that captured a range of information—from general feelings about the quality of life in the Lakewood area to specific notions of where development types should occur—which formed the basis for the final plan recommendations.

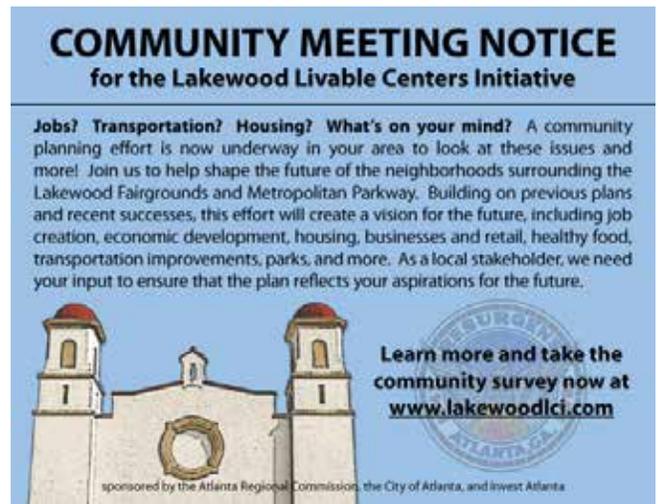
The first of the public forums was the **Public Kickoff Meeting** (January 15, 2013; Atlanta Technical College).

The approximately 120 participants were asked to form consensus on the assets, challenges, and a vision for the area. Proximity and accessibility to the interstate system, MARTA, the airport as well as Downtown Atlanta, the colleges and sports/entertainment venues were considered valuable assets. There was also consensus that the area is prime for reinvestment and redevelopment due to the abundance of large vacant lots, underutilized strip malls, and affordable real estate values. Despite the areas prime location, high criminal activity, physical neglect and blight are considered challenges and drawbacks that contribute to the area's negative perception and image. Also, due to the lack of healthy food choices, goods and services, residents are forced to shop outside the community. Almost universally, the Lakewood area stakeholders are looking for a safe and walkable community with a diverse population, varied incomes, and quality shopping and housing options.

Recognizing that business issues, concerns and opportunities are unique, the Lakewood LCI hosted a forum for this specific focus. The **Business Forum** (February 1, 2013; Villages at Carver YMCA) convened on with approximately 16 business owners, institutions, City of Atlanta staff, and consultants in attendance. Participants were introduced to local market research, related factors and potential short and long term; funding options presented by Invest Atlanta and the West End CID; and finally participated in a candid discussion on challenges facing businesses and what resources are needed fro sustainability.

The **Community Workshop** (February 16, 2013; Atlanta Technical College) was attended by approximately 65 people and addressed a variety of areas and topics: Jonesboro Road, Metropolitan Parkway north of Langford Parkway, the Lakewood Fairgrounds area, economic development, transportation and youth.

- **Jonesboro Road.** Workshop participants reviewed the Jonesboro Road Redevelopment Plan and the Lakewood Heights Blueprint to determine relevancy and projects to update. In the end they emphasized stabilizing residential areas with infill development, creating a retail destination at the triangle intersection at Jonesboro and Lakewood Terrace and addressing aesthetics and safety through landscape buffering and code violations, burying power lines, and adding bike lanes.
- **Metropolitan Parkway north of Langford Parkway.** Key areas for preservation, rehabilitation, and future development along Metropolitan



Postcards such as this one were mailed twice to everyone who owned property within the study area



Participants in the kickoff meeting shared ideas about existing assets and challenges in the community



These dots, placed by attendees at the kickoff meeting to indicate the location of their home or business, show the broad geographic participation in the planning process



The Business Forum allowed more focused discussion about the needs of local businesses

## Health & Aging

### Aging

- The older adult population is growing. Atlanta, like the rest of the nation and many parts of the world, is experiencing a dramatic increase in its older adult population. In fact, the changing older adult population is a demographic force that will reshape the region.
- The older adult population in the Atlanta region doubled between 1970 and 2000. Between 2000 and 2015, it will double again.
- By 2020, one in five Atlanta region residents will be over the age of 60.
- The median age in ZIP code 30315 is 34.6, almost exactly the same as the regional average. Approximately 20% of the population of 30315 is over 50 years of age, again very close to the regional average.
- Having walkable access to healthy food and daily needs is even more critical for the aging population, since many of them are not able to drive. Of seniors in Atlanta, 13% indicated they always need assistance with results.
- The Lifelong Communities Assessment below shows key factors or services identified by the Atlanta Regional Commission as important for seniors, and whether they are being fully, partially, or not met within the study area.

### Existing Food Sources

While there are places to purchase food with walking distance of one block, most of these places are concentrated in the inner city area. There are also a few locations that lack fresh or healthy food sources. There are no supermarkets within the study area.

### Seniors and Physical Activity

According to a survey by the Georgia Regional Commission, 30% of seniors over 65 are physically active either once a week or more often or never. This is due in part to the lack of places to walk or exercise with many communities, and a significant contributor to health.

1. Safe, curving streets that make the environment feel safe	Partly
2. Sidewalks and/or pedestrian sidewalks	Partly
3. Frequent benches that include shade and building heat	Partly
4. Well-lit sidewalks	Partly
5. Manage sidewalks during construction and repair to avoid road barriers	Partly
6. Manage sidewalks to avoid obstructions of pedestrians and bicycles	Partly
7. Sidewalks that are clearly marked and well lit	Partly
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### Lifelong Communities Assessment

1. Access to an array of recreational and entertainment options	Partly
2. Safe, curving streets that make the environment feel safe	Partly
3. Sidewalks and/or pedestrian sidewalks	Partly
4. Frequent benches that include shade and building heat	Partly
5. Well-lit sidewalks	Partly
6. Manage sidewalks during construction and repair to avoid road barriers	Partly
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### Healthy Food

- A lack of access to fresh, healthy foods can contribute to poor diets and higher levels of obesity and other diet-related diseases. A growing number of children in the United States—one in three between the ages of 2 and 19, according to peer-reviewed studies collected by the White House's Task Force on Childhood Obesity—are overweight or obese.
- In 1960, fewer than one in 10 American children were overweight or obese, but today that number is one in four. Families very rarely land very serious childhood diseases like Type 2 diabetes (and become increasingly common).
- A quarter of adults are now obese, up from one in 10 in 1990. That's contributing to soaring health costs—over \$100 billion a year, or 20 percent of all health care spending, according to a recent Cornell University study.
- As shown on the map above, most study area residents lack walkable access to places to buy or grow healthy food.

### Walkability

- By 1990, 66 percent of all American children walked or biked to school. By 2001, that number had dropped to 13 percent. The lack of safe places to walk is a significant contributor to childhood obesity and other health factors. For further analysis of walkability in the study area, see the Transportation section.
- Walking can help:
  - Manage your weight
  - Reduce the risk of type 2 diabetes, heart disease, stroke, cancer, sleep apnea, and osteoarthritis.
  - Control your blood pressure
  - Decrease your risk of heart attack
  - Boost "good" cholesterol/Lowering your risk of stroke
  - Reduce your risk of breast cancer and type 2 diabetes
  - Protect against hip fracture.
- According to one study by the California Air Resources Board, children spend only 10% of their time outdoors.

Boards such as this one allowed those at the Community Workshop to learn about key issues in the community before participating in detailed discussion tables

Parkway north of Langford Parkway were identified, with much attention given to the Lakewood Crossing Shopping Center. The trend was clear that redevelopment should include a mixed-use, mixed-income development with office and retail services. In addition, the vision is contingent on partnerships with various local agencies and institutions.

- **Lakewood Fairgrounds area.** Future improvements identified in the Lakewood Fairgrounds area focused on three key redevelopment ideas: neighborhood shops at the intersection of Macon Drive and Lakewood Avenue, townhouses on Lakewood Way, and sidewalk retail and residential up to four stories in height at the intersection of Pryor Road and Fair Street. A trail around the lake and increased accessibility to the lake were also discussed.

- **Economic Development.** The economic development discussion looked at a few strategic issues facing the area: how to attract new businesses, residents, and visitors to the area; and how to re-define the image or brand the area. As part of the market assessment, area accessibility and Screen Gems could be leveraged to attract new industry, visitors and residents. Ideas were solicited and included eliminating redundancy of services with new retail, quality grocery and a farmers market; addressing vacant and abandoned homes; improving schools and family oriented services; diversifying housing products for students, corporate and film industry professionals; and creating an identity/branding emphasizing local assets.

- **Transportation.** The transportation discussion focused on three key issues: improvements to MARTA bus service and amenities, pedestrian movements, and roadway/traffic issues. The participants identified routes to increase frequency, headways and service in addition to bus stop locations requiring shelters and safety amenities. The discussion also helped identify locations for a shared use path system, bicycle facilities, pedestrian crossings, new sidewalks, and roadway connections.

- **Youth.** Using a base map, the youth from the Whitehead Boys and Girls Club identified issues, challenges recommendations to address safety, mobility, and employment from a youth perspective.

Over 70 community residents, business owners, organization representatives and concerned citizens, met with the planning team and City staff to review and

comment on draft plan recommendations at the **Draft Plans Open House** (March 19, 2013; Atlanta Technical College). Developed from an inclusive public engagement process, these recommendations address potential Land Use & Housing; Economic Development; Transportation; Urban Design & Historic Resources; Public Space, Environment, Health, & Community Facilities policies and projects.

In addition to proposed policies and projects, illustrations were also on display including a future land use framework map, proposed transportation improvements map, and redevelopment concepts for four areas: west of the Lakewood Fairgrounds, the 2244 Metropolitan Parkway site, the Lakewood Heights Neighborhood Commercial District, and the Lakewood Crossing Shopping Center site.

The **Final Draft Plan Presentation** was attended by approximately 60 stakeholders. The meeting, held at the Atlanta Technical College Dennard Conference Center Ballroom, consisted of an overview presentation of the final draft recommendations of the study. Several boards showing the recommendations were also on display, and a question and answer time allowed for input from the public. A significant number of senior residents were present at the meeting and shared their input.

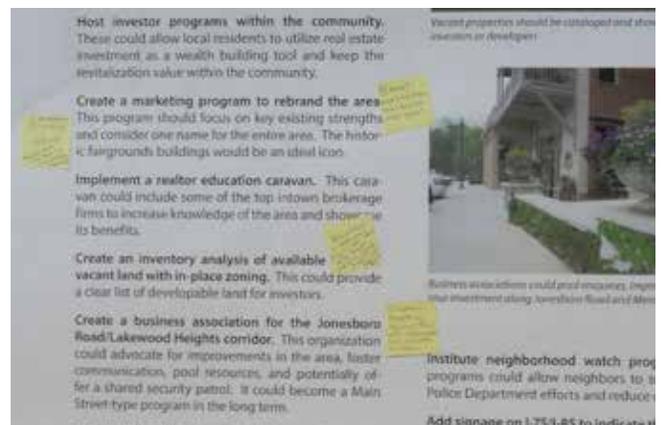
The final draft plan was presented to Neighborhood Planning Units (NPU) X, Y, and Z in May 2013. Each of the NPUs voted to adopt the plan at their meetings in either June or July. The plan was then forwarded to Atlanta City Council for final approval in September.



*Workshop participants discuss the informational boards and issues affecting the community*



*Participants at the Open House viewed draft plans and recommendations and provided feedback*



*Sticky notes allowed participants at the Open House to share their comments on draft recommendations*

## Youth Input

Students from the Whitehead Boys and Girls Club were engaged throughout the planning process. They discussed issues, challenges, and recommendations to address safety, mobility, and employment from a youth perspective.

**Safety.** Vacant lots, abandoned houses, and sites with loitering and drug activity compromise safety. Many solutions to these issues require policy changes, so youth expressed interest in community participation in initiatives such as organized cleanups, neighborhood watch programs, and staffing surveillance posts.

**Mobility.** With many youth dependent on MARTA, headways, rate increases, and transfer inconvenience are a concern. A student/youth monthly pass program should be instituted. Better east/west connectivity was suggested to reduce transfers.

**Employment.** Many of the students intend to pursue training and careers in the technology, retail, and entertainment industries, but find that the Lakewood area lacks employment opportunities in these industries. Future redevelopment opportunities should attract businesses with these opportunities.



# Part 5: Recommendations



## STUDY AREA VISION

*The vision for the Lakewood Livable Centers Initiative study area is for an economically thriving, historic community that provides economic opportunity and high quality of life. It is a community where people of all incomes, ages, and backgrounds can live, work, and play, with the needs of daily life and supporting services such as schools, parks, retail, and places of worship accessible to all residents through a variety of means, including walking, bicycling, riding transit, and driving. It is also a sustainable community that recognizes that environmental, social, and economic progress must be in balance to be truly lasting.*

The vision for the Lakewood Livable Centers Initiative study area is one that began over 100 years ago, when many of the area's neighborhoods were first developed—transforming the rural landscape south of central Atlanta into an integral part of the city. Years later, in 1916, the establishment of Lakewood Fairgrounds would create a focal point and draw visitors from far and wide a community that continued to grow and change around the Fairgrounds until this present day.

Today, the Lakewood Fairgrounds and the surrounding neighborhoods are continuing to undergo a renaissance that is being driven by the growing film industry; presence of local colleges; proximity to Hartsfield-Jackson Atlanta International Airport, Downtown Atlanta, and the future Atlanta BeltLine; strong leadership with a can-do attitude; and communities rich in a sense of place and local pride.

The study area should grow as a center of opportunity, while at the same time respecting the individual heritage and character of its neighborhoods. Specifically, the vision for the area is to offer:

- A strong employment base to provide good jobs for residents and support for local retailers;
- A strong employment base, including a significant entertainment component, that generates tax revenue for the City and creates employment opportunities for the surrounding community;
- A business climate that facilitates investment in the community;
- A high quality of life, with safe and attractive neighborhoods and quality housing options at varying price points, for rent and for purchase;
- A safe, convenient intown Atlanta location that offers an attractive and engaging environment for its residents and businesses;
- A friendly, safe, and healthy environment;

*By realizing this vision, the study area will achieve its potential to become an increasingly important center for both the City of Atlanta and the greater Atlanta region, while at the same time respecting the local character that makes the area unique.*

- A visible and positive image outside of the community;
- Vibrant neighborhood commercial districts providing a variety of shopping and service options for area residents as well as residents of nearby communities;
- Capitalizing on Atlanta Metropolitan State College and Atlanta Technical College's and making them a more integral part of the community;
- Better leveraging and growth of existing demand generators, Aaron's Lakewood Amphitheater, Screen Gems, and the Atlanta Public Schools Lakewood Stadium;
- Enhanced gathering places and open space to improve environmental quality and provide neighborhood amenities;
- High quality civic institutions, including schools, places of worship, public safety, healthcare facilities, and more;
- A balanced transportation system that includes bicycling, walking, and transit, in addition to cars; and
- Growth that is guided to promote efficient use of public and private resources.



*The Lakewood Fairgrounds are the historic focal point of the community and a significant economic driver*

## RECOMMENDATION FRAMEWORK

### **ENSURING ECONOMIC OPPORTUNITY: STRONG NEIGHBORHOODS - GOOD JOBS - SUSTAINABLE GROWTH**

In today's economy, economic and population growth is increasingly attracted to communities that offer a high quality of life. Many businesses and workers are looking for a lifestyle that includes walkability, a sense of authenticity, arts and culture, sustainability, transit, safety, retail, and an entrepreneurial environment that supports creativity.

These same features also make a community a great place to live. It is with a recognition of this strong relationship between economic opportunity and quality of life that the recommendations for the Lakewood Livable Centers Initiative have been prepared.

#### **Transportation**

Provide a balanced transportation system that moves people, goods, and ideas, both within the study area and to nearby areas.

#### **Economic Development**

Encourage economic growth by:

1. Supporting and growing existing engines, including the film industry and academic institutions,
2. Supporting and growing area small businesses and neighborhood commercial districts, and
3. Attracting new residents and businesses with a high quality of life and "can do" attitude.

#### **Urban Design and Historic Resources**

Build on the study area's heritage to create a place that is authentic, memorable, and attractive, and where people want to live and invest.

#### **Public Space, Environment, Health, and Community Facilities**

Support a sustainable future by offering high-quality public and private facilities to existing and future residents and businesses.

#### **Land Use and Housing**

Protect neighborhoods by concentrating new development into areas best suited for it. Offer a balanced range of housing for people of different ages, incomes, and lifestyles.

## RECOMMENDATIONS OVERVIEW

The following recommendations are based on input received from the public during the planning process and the professional opinions of the planning team. They are guided by the vision described above and fall within the Recommendation Framework, in order to reflect the community's vision for the future, with a focus on ensuring economic opportunity.

### LAND USE & HOUSING POLICIES

**Strive to achieve the land uses shown in the Recommendations Overview Map.** Figure 5.1 shows the overall vision for future land uses and growth patterns over the next 25 years, using the official City of Atlanta land use categories. Mixed use and other categories provide opportunities for a variety of job creating land uses, as well as the shopping, office and housing needed to support them. The plan's goal is that people of all incomes and ages will be able to live, work, and play in the area, with all the necessary supporting services such as schools, parks, and places of worship within a short walk.

**Encourage and preserve land uses that create jobs, especially industrial.** A robust employment base depends on the land uses that support it. Existing industrial areas should be preserved as shown in Figure 5.1, and a variety of other land uses, especially mixed-use areas, should be considered throughout the study area to allow local employers to thrive and grow.

**Encourage a mix of land uses in close proximity.** In order to create real walkable communities, residences, daily needs, and jobs must be located within close proximity. The Medium Density Mixed-Use areas shown in Figure 5.1, combined with the areas adjacent to them, will create walkable communities.

**Preserve existing single-family areas and neighborhood commercial areas.** Existing residential and commercial areas should be preserved as new growth occurs. Neighborhood commercial areas should be rehabilitated and revitalized with new investment.

**Concentrate new development and redevelopment along key corridors.** While there is a large amount of vacant or underutilized land within the study area, development activity should be concentrated along existing major corridors and at activity nodes shown in Figure 5.2, especially along Metropolitan Parkway, Jonesboro Road, Lakewood Avenue, Pryor Road, and west of the Lakewood Fairgrounds.

### Projects vs. Policies

Recommendations on the following pages are divided into projects and policies.

**Projects** are specific tasks with defined cost and time frame. Numbers in parentheses after each project refer to cost and time frame details in Part 5 Implementation.

**Policies** are general guidelines that provide direction to the implementation of the plan. They often support recommended projects, and should serve as the basis for future actions on the part of decision makers.

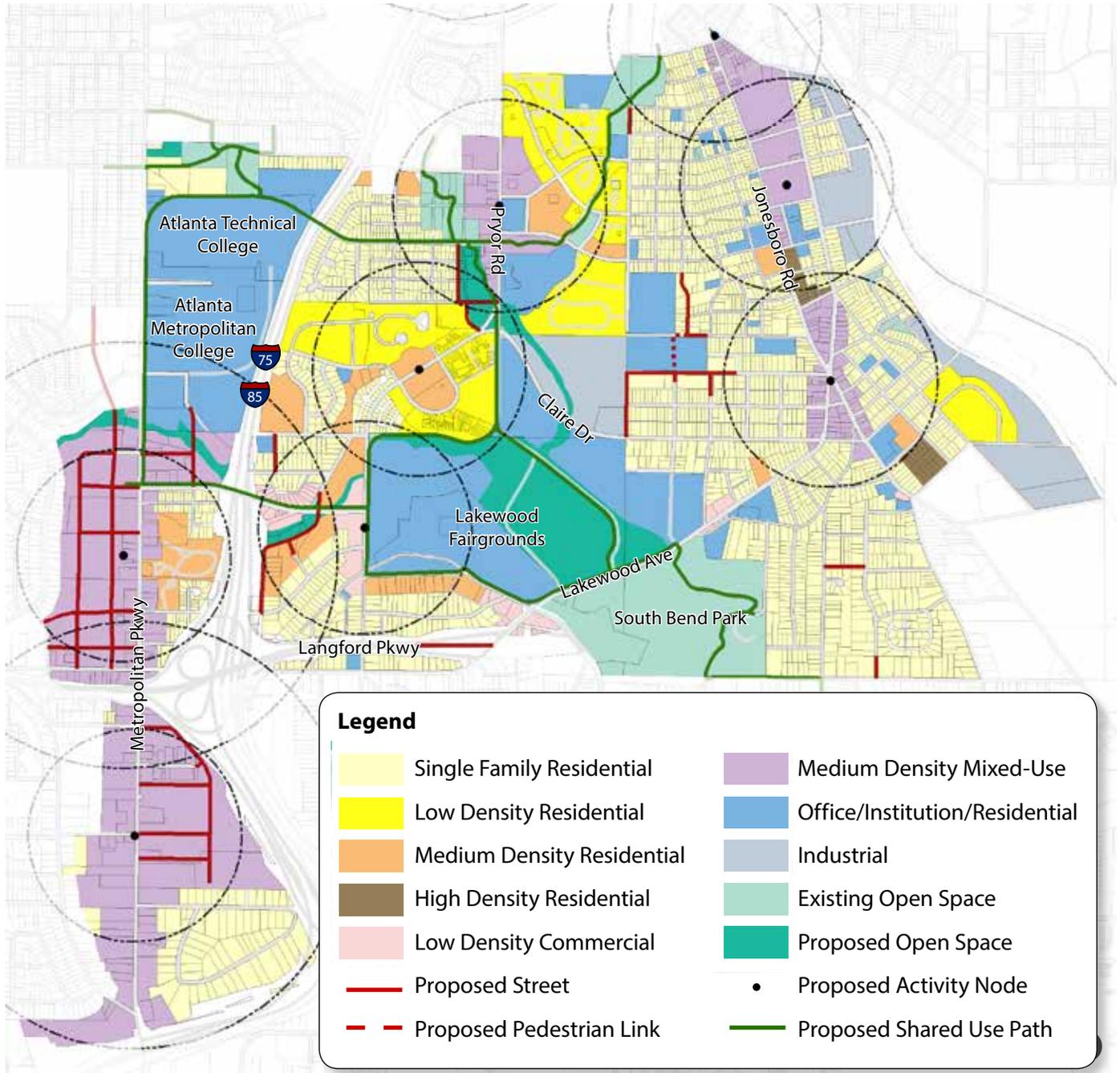


*The creation of a series of walkable, mixed-use centers is a key recommendation of this plan*



*Job creating land uses should be a priority because of the foundation they provide for economic growth*

**Figure 5.1: Recommendations Overview**



## Description of Land Use Categories

The land use categories in Figure 5.1 on the previous page come from the City of Atlanta’s Comprehensive Development Plan. They are described generally below. For more detail on what compatible zoning districts allow and require, see the Atlanta Zoning Ordinance.

Color	Land Use Category	Compatible Zoning Districts
	<b>Single Family Residential.</b> Consists entirely of detached single family homes with one house per lot and a maximum height of 35 feet.	R-2, R-3, R-3A, R-4, R-4A, R-4B, PD-H
	<b>Low Density Residential.</b> Consists primarily of detached single family homes, duplexes, triplexes, quadruplex, townhomes, and small multi-family developments. Building height primarily is up to 3 stories.	R-2, R-3, R-3A, R-4, R-4A, R-4B, R-5, RG-1, RG-2, MR-1, MR-2, PD-H
	<b>Medium Density Residential.</b> Consists of the residential uses included in single family and low density residential land uses as well as duplex, triplex, quadruplex, townhomes and multifamily units such as apartments, condos and lofts. Building heights are primarily up to 4 stories.	R-2, R-3, R-3A, R-4, R-4A, R-4B, R-5, RG-1, RG-2, RG-3, MR-1, MR-2, MR-3, PD-H
	<b>High Density Residential.</b> Includes residential uses included in single family, low density and medium density residential land uses as well as attached/stacked residential developments such as apartments and condos. Building heights are up to 12 stories.	R-2, R-3, R-3A, R-4, R-4A, R-4B, R-5, RG-1, RG-2, RG-3, RG-4, MR-1, MR-2, MR-3, MR-4A, MR-4B, PD-H
	<b>Low Density Commercial.</b> Includes commercial uses such as retail, restaurants, services, etc. A building height up to 3 stories is typical.	R-2, R-3, R-3A, R-4, R-4A, R-4B, R-5, RG-1, RG-2, RG-3, RL-C, MR-3, MR-4A, MR-4B, LW, NC, C-1, C-2, MRC-1, MRC-2, PD-OC
	<b>Medium Density Mixed Use.</b> Allows for a mix of uses—residential, limited office, and commercial—along corridors and nodes that serve various neighborhoods.	RL-C, OI, LW, NC, C-1, C-2, MRC-1, MRC-2, PD-OC, PD-MU
	<b>Office/Institutional/Residential.</b> Allows office, institutional uses and residential uses. Examples are multifamily housing, clinics, and colleges.	R-2, R-3, R-3A, R-4, R-4A, R-4B, R-5, RG-1, RG-2, RG-3, RG-4, RG-5, RG-6, RL-C, MR-3, MR-4A, MR-4B, MR-5A, MR-5B, MR-6, OI, PD-BP
	<b>Industrial.</b> Allows for industrial uses such as warehousing, distribution, transportation, manufacturing, refining, production, construction, truck and rail terminals, industrial parks, and related support services. Also includes rehabilitation of older industrial buildings to residential uses. Also includes retail uses such as big box stores.	LW, I-1, I-2, PD-BP
	<b>Open Space.</b> Includes land for active and/or passive recreational uses and open space. It includes parks, nature preserves, land in conservation, golf courses, recreation centers, playgrounds, etc. In Figure 5.1, both existing and proposed open spaces are shown.	None

**Focus new multifamily development along Metropolitan Parkway.** This key corridor should be the focus of new multifamily development because of the access, amenities, and vacant land it offers. New multifamily will also support local businesses.

**Ensure appropriate transitions between existing residences and more intense uses.** This includes transitions to new, higher intensity development, as well as screening between residences and existing or future industrial areas.

**Focus on improving or removing vacant residential homes.** Vacant homes are sources of blight and deterrents to investment. Their renovation or removal can significantly improve aesthetics, crime, and property values.

**Encourage community development agencies and non-profits to purchase vacant/foreclosed properties in the near term.** While increased individual home ownership rates are desirable in the long term, these entities can help reduce vacancy and improve the housing stock in the short term.

**Work to speed up stabilization of the residential market.** Stable home values and occupancy are key to fostering redevelopment and economic growth.

**Continue to work with local partners to provide workforce housing.** This key resource should continue to be provided by the Atlanta Housing Authority, Invest Atlanta, Habitat for Humanity, Charis, and other public and private partners.

**Prevent the involuntary displacement of existing community residents.** Redevelopment and economic growth should occur in a way that allows existing residents to stay in their homes.

**Strive for a community that allows residents to age in place.** Amenities and community patterns should be provided such that existing residents can continue to live in the community as they age.

**Encourage a mix of housing price points and types.** A diversity of detached houses, townhouses, apartments, senior residences, student housing, and other types of housing at a variety of prices will preserve diversity and allow the community to be accessible to everyone.

**Focus on increasing homeownership rates.** In the long term, the percentage of owned homes should be increased relative to rental housing. This will promote stability and long-term investment.



*New multifamily development should be concentrated along Metropolitan Parkway*

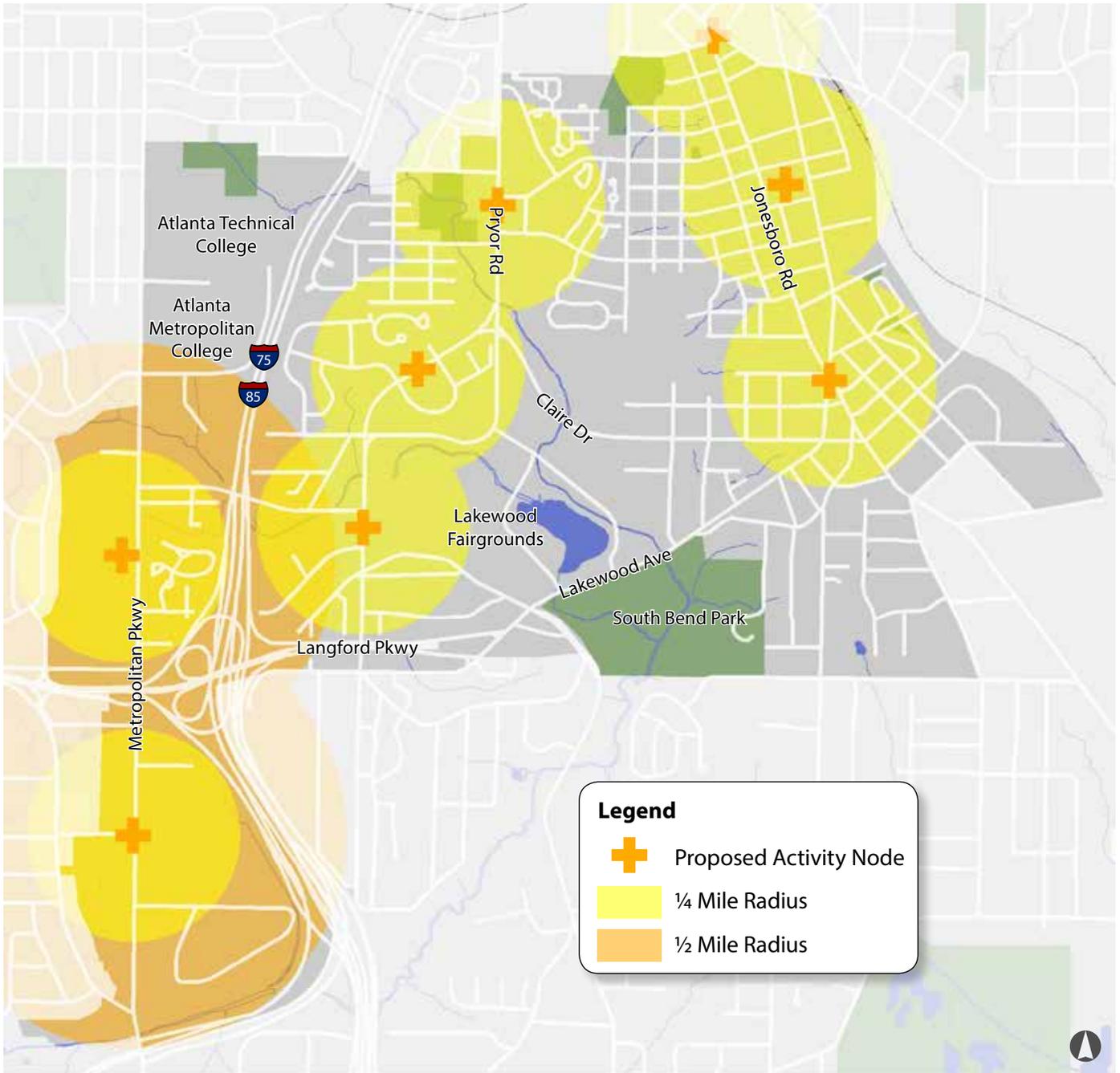


*A stable base of owned single-family homes will help encourage economic growth and development in the area*



*A variety of accessible housing types will promote diversity and allow aging in place*

**Figure 5.2: Proposed Activity Nodes**



**Emphasize code enforcement to remove blight from vacant properties.** A continued focus on code enforcement will help improve appearances, crime, property values, and investment. Industrial and commercial properties should be kept well maintained.

## **LAND USE & HOUSING PROJECTS**

**Revitalize the Lakewood Heights commercial district (LU-1).** This area is to include renovated historic buildings with infill commercial and housing, along with public improvements. See the conceptual plan on pages 92-93 for more detail.

**Redevelop the properties along Metropolitan Parkway north of Langford Parkway (LU-2).** This area includes the existing Crossroads Shopping Center and is to include a mix of public space, multifamily residences, and new sidewalk-oriented retail on a grid of proposed new streets. See the conceptual plans on pages 86-87 for more details.

**Redevelop the property at 2244 Metropolitan Parkway (LU-3).** This area is to include a mix of retail and restaurants along with a business park. See the conceptual plans on pages 88-89 for more details.

**Establish an activity center adjacent to and west of the Lakewood Fairgrounds (LU-4).** This area is to include a mix of new housing types and neighborhood serving retail and office. See the conceptual plan on pages 90-91 for more detail.

**Work with the community and the Atlanta Housing Authority to create a plan to complete the development of the Villages at Carver (LU-5).** This key neighborhood is a great asset to the community. Vacant parcels should be redeveloped as deemed appropriate to revitalize the Pryor Road corridor.

**Develop student housing within walking distance of the two colleges (LU-6).** This housing could be located on or off campus and should include student-oriented retail and services.

**Redevelop the Atlanta Public Schools property on Ashwood Avenue (LU-7).** When the existing fire training facility vacates this school, the property should be redeveloped with a new school, if needed, or with multifamily residential development. Both options should provide publicly accessible open space.

**Create a series of community gateway improvements at the locations shown in Figure 5.3 (LU-8).** Work to remove visual clutter, overgrown areas, and litter at these areas and along commercial corridors. Install landscaping and signage as appropriate.

**Create temporary gallery, display, or studio space in vacant storefronts and host events to enliven the Lakewood Heights commercial district (LU-9).** These uses could help enliven vacant storefronts, particularly in neighborhood commercial areas, as well as increase activity and attract more permanent tenants. Festivals, cultural events, food trucks, musical performances, and other tools could also enliven the area and generate interest.

**Create incentives such as discounted tap, impact, and permit fees for new single-family and entertainment-industry related construction. Create an expedited permitting process for all types of development (LU-10).** Permitting fees and the permitting process are a deterrent to new development. These incentives could help jump start new residential construction and buildings that serve the entertainment industry.

**Amend the City of Atlanta Future Land Use Plan to reflect the plan's vision (LU-11).** A number of changes are necessary to amend the 2011 Comprehensive Development Plan (CDP) in accordance with the vision of this plan.

**Rezone certain properties to quality of life districts and create a Neighborhood Commercial zoning district for Lakewood Heights (LU-12).** Zoning districts such as MR, MRC, and NC will promote the desired mix of uses with appropriate site design requirements to promote quality development and walkability.

**Create a Polar Rock neighborhood master plan (LU-13).** This neighborhood is not within the LCI study area, but should be studied separately, particularly with regard to connectivity to potential redevelopment areas.

## Tactical Urbanism as Economic Development

The trend of tactical urbanism involves informal and temporary improvements to public spaces. It allows neighborhoods to “test out” potential street improvements, but also attracts attention to an area and can spur economic revitalization. It works best in areas with some existing pedestrian traffic and urban spaces with potential for adaptive uses. In the Lakewood Livable Centers Initiative study area, the best candidate for tactical urbanism is the Lakewood Heights neighborhood commercial district.

While many of the techniques described below are low cost, a coordinating entity would be necessary to secure funds, bring partners together, and plan events. Potential partners include the Atlanta Regional Commission, Living Walls, the Congress for the New Urbanism, Streets Alive, the City of Atlanta Office of Cultural Affairs, local neighborhood associations, and Screen Gems Studios.

**Temporary streetscape improvements.** Using temporary paint, potted trees, planters, movable seating, and other materials, portions of a street can be converted to bicycle lanes, greenspace, seating areas and more. This allows for a low cost test of proposed improvements to see how they will affect traffic flows and the pedestrian realm.

**Events and festivals.** Events can include outdoor concerts, performances, food, craft fairs, historic home tours, and more. They have long been used as economic development tools in transitional urban neighborhoods and can attract attention and investment.

**Temporary storefronts.** Vacant storefronts can be converted for use as display space, historical information displays, or temporary stores or restaurants. This can both make streets feel more lively and also attract permanent tenants.

**Public art.** Murals, performance art, sculpture, and other temporary art of all kinds can improve aesthetics and attract visitors to the area.



*Temporary lane changes, plantings, and seating can transform a street into an urban oasis*



*Vacant storefronts could house gallery or display space to improve aesthetics and attract permanent tenants*



*A regular event or festival could draw visitors and raise funds*

## Metropolitan Parkway North Redevelopment Concept



Multifamily buildings could provide a fresh frontage on Metropolitan Pkwy., while buildings behind them are preserved



Small existing businesses could redevelop incrementally with landscaping and architectural improvements



Aerial rendering showing improvements, including internal green open spaces

Note: This plan represents one possibility for redevelopment and is for illustrative purposes only. This plan assumes that any future development will occur when willing developers cooperate with the city and the surrounding community. It is also assumed that improvements would occur in phases. This is a conceptual plan for the Crossroads shopping center and adjacent shopping center. The intent is to strive for connectivity with block size no larger than 600 feet in length. Streets and open space location may change subject to topographic constraints, transportation issues and utilities.

## Metropolitan Parkway North Redevelopment Concept

These plans show one potential vision for a long-term transformation of the west side of Metropolitan Parkway from Lakewood Avenue north past Fair Drive. The plan shows a mix of 620 new multifamily residences, with 430,000 square feet of shopping and restaurants that line Metropolitan Parkway, as well as a new internal street system. This street grid can accommodate a variety of development types over time.

**Phasing.** The diagrams below show how the vision could be implemented in phases. The first phase could include landscaping improvements, new businesses and restaurants along Metropolitan, and multifamily housing to the east that transitions appropriately to existing residences. Initial phases would rely on surface parking. Longer term, structured parking may be possible, depending on market conditions

**Public Space.** The interconnected grid of streets are lined with shade trees and ample sidewalks. These streets intersect at one of three public squares that provide green space and social space.

**Multifamily Residential.** A number of residential buildings are shown, which could include student or senior housing in walking distance of the many amenities provided. Parking decks will not be feasible within the near to mid-term, so surface parking and buildings of three stories or less are envisioned. Rooftop space could take advantage of downtown views.

Phase 1



Phase 2



Phase 3



## 2244 Metropolitan Parkway Redevelopment Concept



## 2244 Metropolitan Pkwy. Redevelopment Concept

This property was identified as a prime redevelopment opportunity because it is currently vacant, under single ownership, would require minimal site work or grading to develop, is located along a key corridor, is located across from the proposed police station, and has prime visibility from Interstate 75/85.

The vision shown here would transform the property into a mix of shopping, restaurants, light industrial space, and other uses, based on demand shown in the market study. This could serve the local community as well as be a regional draw and catalyst for improvements along Metropolitan Parkway.

**Home Improvement Store and Supermarket.** The market analysis revealed demand for two potential anchor tenants such as these. They should be pedestrian-oriented as shown and could total 210,000 square feet.

**Main Street.** This street serves as the main access point and axis. Its wide sidewalks, median, tree plantings, and parking provide a pleasant frontage to small offices, shops, and sidewalk restaurants, some of which also front Metropolitan Parkway with a sidewalk presence. More than 85,000 square feet of such space is shown.

**Access improvements.** Three access points are proposed to avoid concentrating traffic in one area. An extension of Langston Drive would increase access.

**Light Industrial/Technology.** These flexible spaces could accommodate a variety of light industrial or technology users to create jobs in 80,000 square feet of space or more. Care should be taken to ensure uses compatible with existing homes to the south, as well as appropriate buffers.

**Recommendations that support this plan.** LU-3, LU-11, LU-12, T-16, T-37, ED-3, ED-11 through ED-16, ED-18, ED-19 (see implementation section for details)



*A new "Main Street" would provide shady sidewalks lined with new restaurants, offices, and shops*

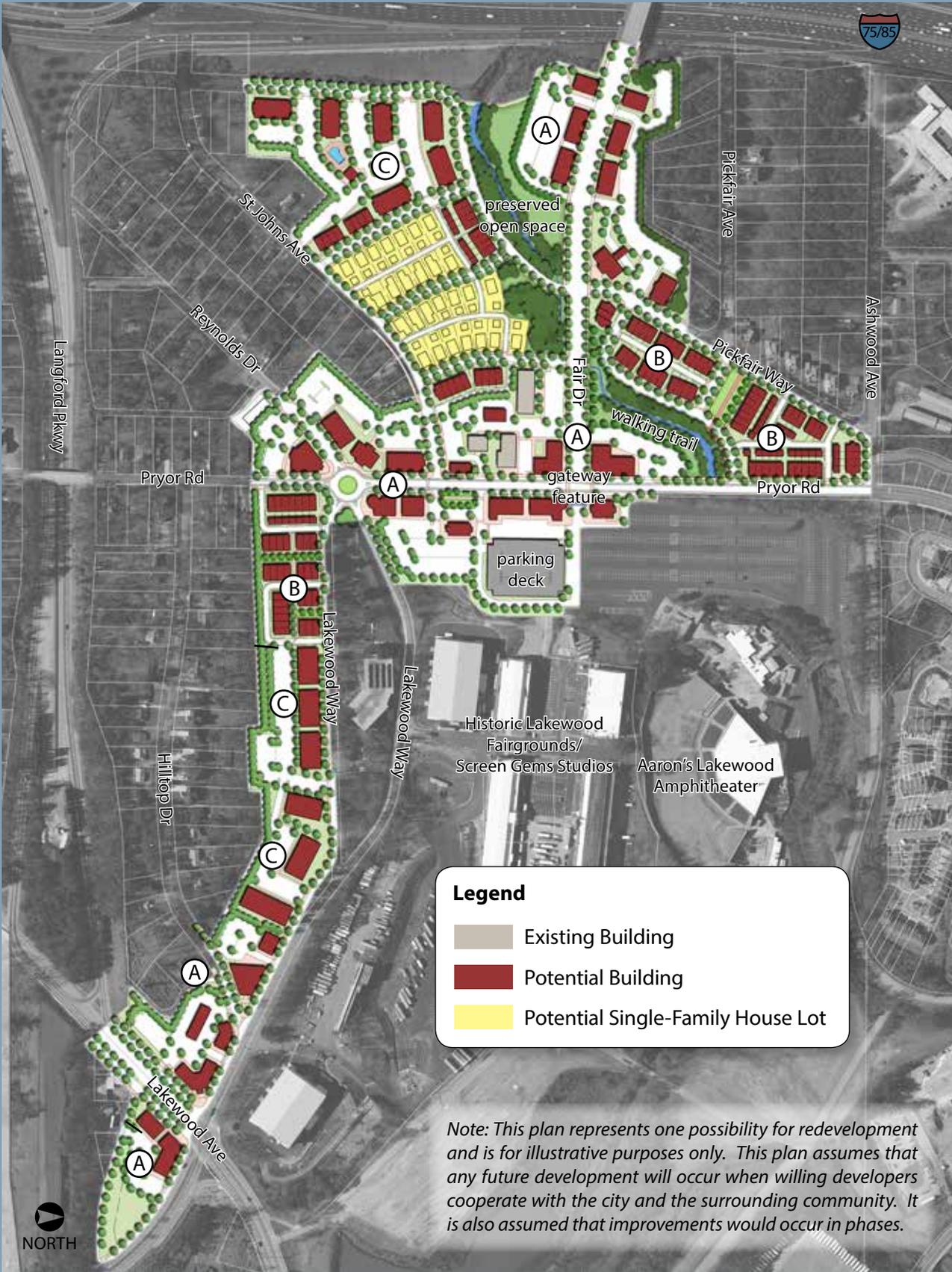


*A supermarket could serve as one anchor and should be pedestrian oriented*



*Light industrial or technology users could be accommodated at the rear of the site*

# Fairgrounds Area Redevelopment Concept



**Legend**

- Existing Building
- Potential Building
- Potential Single-Family House Lot

*Note: This plan represents one possibility for redevelopment and is for illustrative purposes only. This plan assumes that any future development will occur when willing developers cooperate with the city and the surrounding community. It is also assumed that improvements would occur in phases.*

## Fairgrounds Area Redevelopment Concept

The Lakewood Fairgrounds is the geographic and psychological center of the community. The amphitheater and Screen Gems studios should remain and be supported by redeveloping the significant amount of vacant land surrounding them. This could create a new neighborhood center to serve the local residents, the film industry, and concert-goers. It could also provide a location for spinoff and complementary entertainment-related businesses.

**New Housing.** Most of the plan is dedicated to a mix of new detached houses, townhouses (B), and small multifamily buildings (C). Approximately 200 multifamily units are shown, along with 110 townhouses.

**Retail Space (A).** Approximately 150,000 square feet of new space for shops and restaurants could create a small district to serve concert-goers before and after events, as well as local residents. New buildings, including gas stations or convenience stores, should be sidewalk oriented.

**Roundabout.** The dangerous intersection of Pryor Road, Lakewood Way, and Reynolds Drive could be redesigned as a roundabout. This would speed traffic flows during events, but should be designed to accommodate truck traffic for the film studios. It could create a gateway opportunity.

**Parking Deck.** In order to redevelop and improve the frontage along Pryor Road as shown, a parking deck would need to be constructed to free up parking land for development.

**Open Space.** Small areas of open space should be preserved or created in each development, particularly along the creek, where a walking trail is also desirable.

**Recommendations that support this plan.** LU-4, LU-8, LU-10, LU-11, LU-12, T-1, T-5, T-6, T-11, T-18, T-21, T-22, T-30, T-31, T-32, ED-5, ED-19 through ED-23 (see implementation section for details)



*New housing should be a mix of detached houses, townhouses, and small multifamily buildings such as this one*



*New retail, including gas stations, should be sidewalk oriented*

# Lakewood Heights Neighborhood Commercial Area Activity Center Concept



## Lakewood Heights Neighborhood Commercial Area Activity Center Concept

The conceptual plan on the previous page shows one potential vision for infill development and public investment in the Lakewood Heights Commercial Area. This plan represents a dramatic revitalization that would combine sidewalk and street improvements and new public space with renovated historic buildings and new infill housing and shopping.

**Sidewalk and Street Improvements.** The improvements should would repair and improve sidewalks. Street tree plantings, crosswalk improvements, decorative pavers, better lighting, and other improvements could be included to give a significant face lift. Publicly accessible electric car charging stations should also be provided.

**Expanded Plaza.** A realignment of Lakewood Avenue and Whatley Street will preserve access to businesses, while expanding the existing plaza. This should be improved with trees, decorative paving, seating, and other elements to serve transferring bus passengers and others.

**Renovated Historic Buildings.** Existing retail buildings should be renovated and improved for similar uses. The historic school on Sawtell Avenue should be renovated for a use compatible with the community.

**Infill Development.** Vacant or underdeveloped lots should be redeveloped with appropriately scaled buildings and new uses to enliven the area. These uses should include shops, restaurants, small offices, apartments, townhouses, and live-work units.

**Recommendations that support this plan.** LU-1, LU-9 through LU-12, T-4, T-6, T-12, T-14, T-15, T-17, T-19, T-23, T-24, T-25, T-29, T-35, T-36, ED-1, ED-2, ED-4, ED-5, ED-7, ED-8, ED-9, ED-10, ED-19 through ED-22. (see implementation section for details)



*Infill retail buildings could provide new places to shop and dine for local residents and others from across the city*

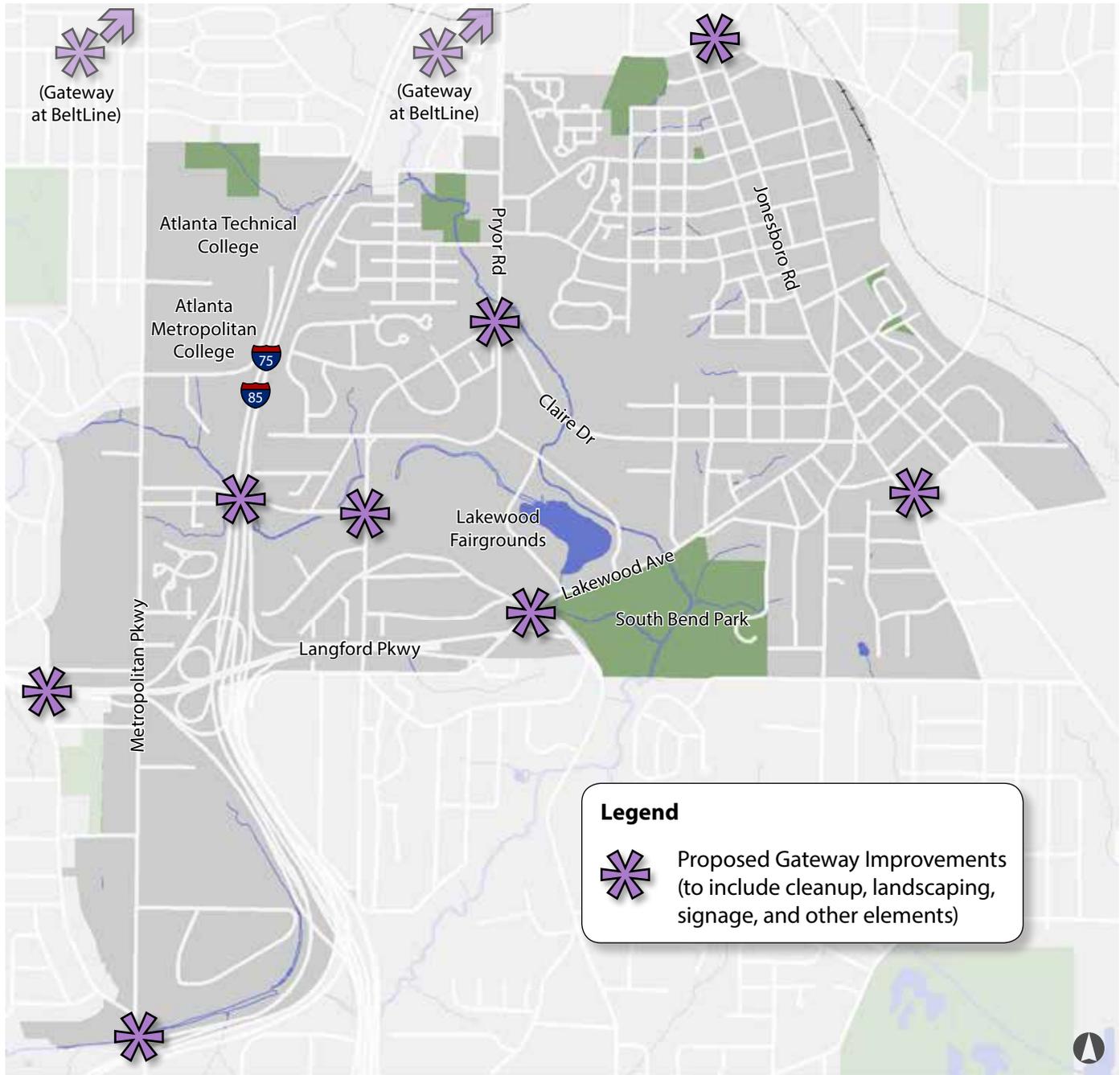


*An expanded and improved plaza at the intersection of Jonesboro Road and Lakewood Avenue could serve as a community gathering space*



*Renovated historic buildings could house new shops and restaurants*

**Figure 5.3: Proposed Gateway Improvements**



## TRANSPORTATION POLICIES

Ensure that the transportation system is balanced between automobiles and other users. Ensure that transportation improvements and new streets incorporate complete street principles. Complete streets allow appropriate use by vehicles, pedestrians, and those on bicycles.

As redevelopment occurs, limit the number of curb cuts and incorporate access management techniques such as shared driveways, private alleys, and inter-parcel access along major roads. Access management can reduce accidents, especially for pedestrians, as well as improve traffic flows.

As redevelopment occurs, particularly along Metropolitan Parkway, support the creation of new blocks that are a maximum of 400 to 600 feet in length. Smaller blocks are defined by street networks that provide multiple routes to each destination and are more walkable.

**Repair or replace sidewalks where needed.** Priority sidewalk connections are shown on the transportation recommendations map, but existing sidewalks should be repaired or replaced to ensure that they are passable. Existing sidewalks and crosswalks should also be upgraded to be compliant with Americans with Disabilities Act (ADA) standards. Utility poles should be relocated to allow for passable sidewalks.

**Focus pedestrian and landscape improvements in areas with the highest use and visibility.** This will allow the largest impact in terms of initial impressions for local residents and visitors.

**Establish new streetscapes with redevelopment along Metropolitan Parkway.** These should include a 7 foot wide unpaved street furniture and tree planting zone (excluding curb), a 10 foot clear zone, and a 5 foot supplemental zone (which should be landscaped adjacent to ground floor residential units).

**Ensure that bicycle facilities are designed appropriately at intersections and other transitions.** Bike paths and lanes should be designed with safety and ease of use in mind.



*Shared driveways and other access management techniques could improve safety and traffic flows, particularly along Metropolitan Parkway*

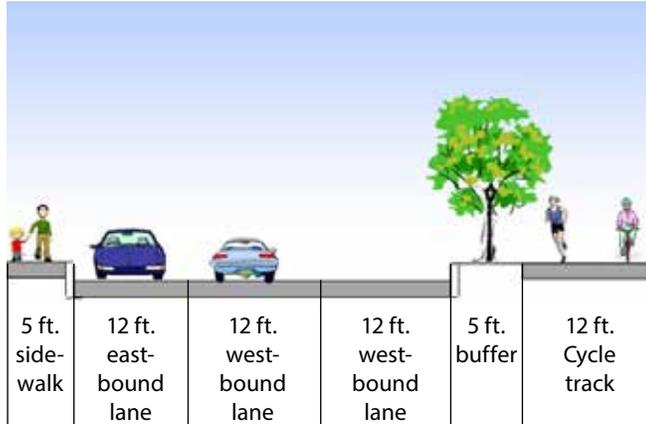


*Existing sidewalks should be repaired and improved to allow safe passage by everyone (image courtesy Michael Ronkin)*



*A separated bikeway along Fair Drive could provide a key connection for bicyclists, while still preserving lanes for vehicular traffic (image courtesy Paul Kreuger)*

## Proposed Fair Drive section



"Sharrows" are shared lane markings that indicate potential bike routes to cyclists and remind motorists to share the road



The proposed network of shared use paths would connect parks, neighborhoods, and other destinations (image courtesy NHTSA)

## TRANSPORTATION PROJECTS

### Pedestrian/Bicycle Projects

**Redesign Fair Drive between Pryor Road and Metropolitan Parkway to add a two way cycle track (T-1).** A cycle track is a protected, two-way bicycle lane within a roadway. Fair Drive is one of few connections across I-75/I-85. Making this street safe for bicyclists is key, particularly as other north-south bicycle facilities are constructed as shown in Figure 5.4.

**Restripe Claire Drive between Pryor Road and Jonesboro Road to add bicycle shared lane markings ("sharrows") (T-2).** As a key east-west connector street with low traffic volumes, Claire Drive is a key candidate for bicycle improvements that will not require widening the street.

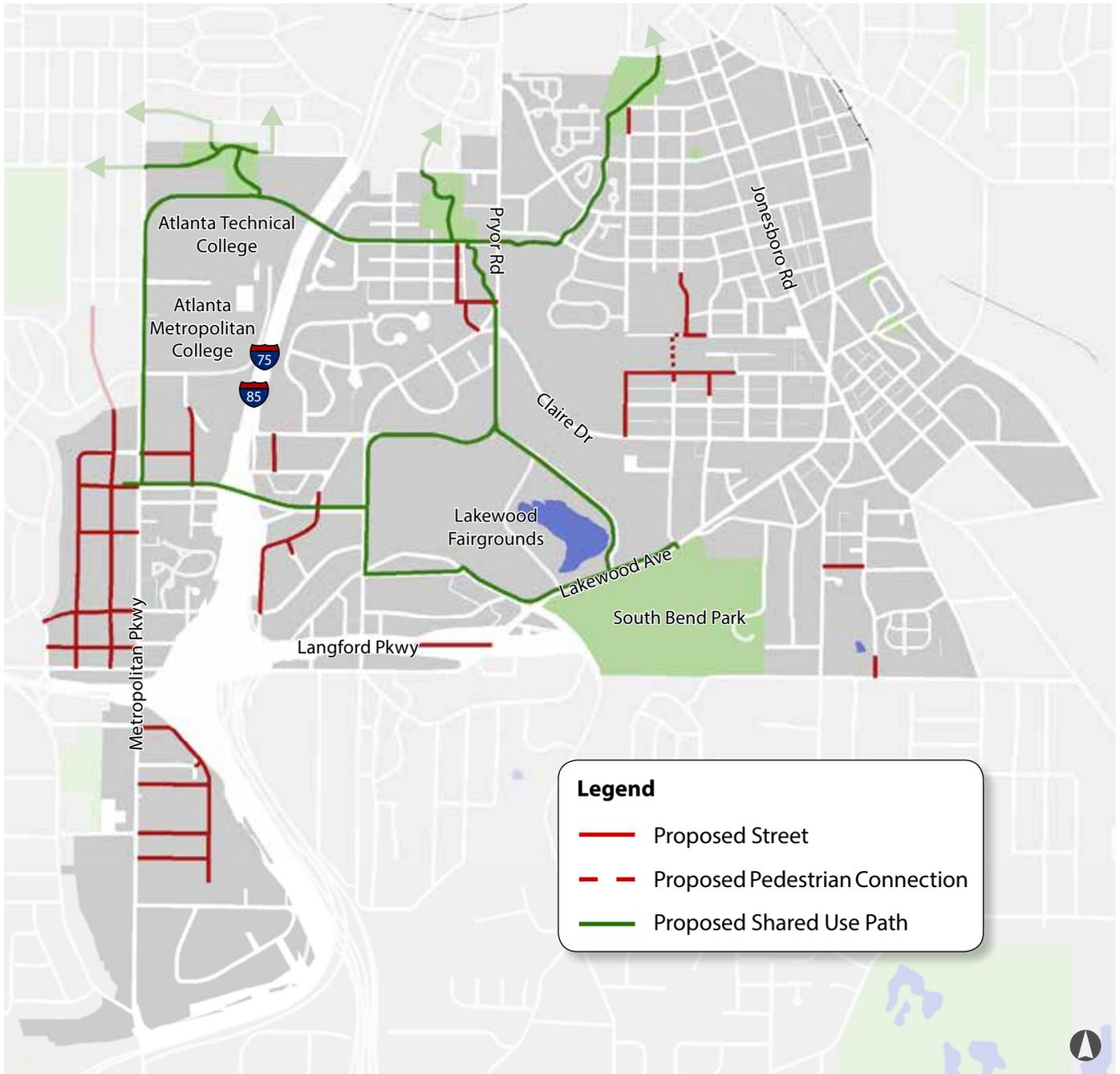
**Restripe Macon Drive from Lakewood Avenue south to the study area limit to add bike lanes (T-3).** Macon Drive, identified as a secondary bicycle connection in the Connect Atlanta Plan, could accommodate bicycle lanes that would allow neighborhoods to the south to access destinations within the study area and connect north to Downtown.

**Implement complete street improvements along Lakewood Avenue from Olive Street east and north to McDonough Boulevard (T-4).** Appropriate solutions should be considered to make the street more accessible for transit vehicles, pedestrians, and bicyclists, while preserving parking and vehicular access.

**Construct shared use paths in the following locations (T-5).** These locations are shown on the transportation recommendations map and would consist of concrete paths at least 10 feet wide for use by pedestrians and bicyclists. This network provides key connections between major destinations within the study area, the BeltLine, and area parks.

- **Short-term alignment for Southtowne Trail connection (T-5a).** North side of Lakewood Avenue from a point across from the existing Southtowne Trail to existing driveway on east side of lake, around east side of lake to Pryor Circle, north along Pryor Circle and Pryor Road to Thornton Street; west along north side of Thornton Street to Langford Park
- **Long-term alignment for Southtowne Trail connection (T-5b).** North side of Lakewood Avenue from a point across from the existing Southtowne Trail to Lakewood Way (northern leg), north along east side of Pryor Road from Lakewood Way to

**Figure 5.4: Proposed Street and Path Connections**





New sidewalk connections will provide safe access to homes, schools, and other destinations (image courtesy NHTSA)



A HAWK pedestrian crossing signal could allow safe crossings of Lakewood Avenue at the entrance to South Bend Park



Crosswalks should be repainted where they are worn, substandard, or non-existent

Pryor Circle, east and north along Pryor Circle and Pryor Road to Thornton Street; west along north side of Thornton Street to Langford Park

- **East side of Metropolitan Parkway (T-5c)** between the Atlanta Technical College entrance and St. Johns Avenue
- **North side of Thornton Street (T-5d)** and via a new bridge over I-75/I-85 to the Atlanta Metropolitan State College campus and Emma Millican Park
- **Through Emma Millican Park (T-5e)**
- **From Arthur Langford Jr. Park and along Middleton Street and through South Atlanta Park (T-5f)**

**Construct or rebuild sidewalks in the following locations (T-6).** These locations are shown on the transportation recommendations map and will provide key new sidewalk connections, especially to schools and shopping areas.

- **East side of Pryor Road adjacent to the Fairgrounds (T-6a)** (would not be necessary with the proposed long-term shared use path alignment described above)
- **Both sides of Claire Drive between Bond Street/Shadydale Avenue and Lakewood Avenue (T-6b)** (intermittent)
- **Both sides of Lakewood Avenue between Richmond Avenue and Margaret Street (T-6c)**
- **East side of Lakewood Avenue between Margaret Street and Miller Reed Avenue (T-6d)** (with relocation of utility poles)
- **Both sides of Jonesboro Road (T-6e)** (relocate signs and utility poles in sidewalk or divert sidewalk to maintain adequate width) (consistent with Jonesboro Road Redevelopment Plan project J-4 and J-37)
- **Connector streets between Jonesboro Road and Lakewood Avenue (T-6f)** (including Lethea, Dorothy, Margaret, Anne, and Harriett Streets, and Miller Reed Ave.) (consistent with Jonesboro Road Redevelopment Plan project J-35)
- **Both sides of Moury Avenue (T-6g)** between Capitol Avenue and Jonesboro Road
- **Both sides of Meldon Avenue (T-6h)** between Hardwick Street and Capitol Avenue
- **North side of Sawtell Avenue (T-6i)** (Jonesboro Rd. Redevelopment Plan project J-36)

**Install a pedestrian signal at Lakewood Avenue and Olive Street (T-7).** This new HAWK signal would allow for safe pedestrian/bicycle crossing of Lakewood Avenue for access to South Bend Park.

**Install a traffic signal at Pryor Road and Amal Drive (T-8).** If MARTA bus route 42 is not extended through Amal Drive east of Pryor Road, a traffic signal at the southern intersection of these two streets would allow safe crossing of Pryor Road for MARTA patrons and others. A signal at the northern intersection should also be included.

**Install a HAWK pedestrian crossing signal at Jonesboro Road and Moury Avenue (T-9).** This will provide a safer crossing of Jonesboro Road where there currently is none.

**Create a walking trail or loop with proposed redevelopment in the block bounded by Pickfair Way, Fair Drive, and Pryor Road (T-10).** This block could provide a walking path open to the public, with signage and exercise stations or other amenities.

**Add bicycle shared lane markings (“sharrows”) to Margaret Street between Jonesboro Road and Lakewood Avenue (T-11).** This block of Margaret Street should also be designated as a bicycle route.

**Restripe crosswalks where necessary (T-12).** Crosswalks throughout the study area should be repainted to current standards where they are worn, substandard, or non-existent.

**Pedestrian improvements along Metropolitan Parkway (T-13) (Oakland City LCI plan project S-7).** Wider sidewalks, improved lighting, tree plantings, and other improvements could begin to improve aesthetics along Metropolitan Parkway.

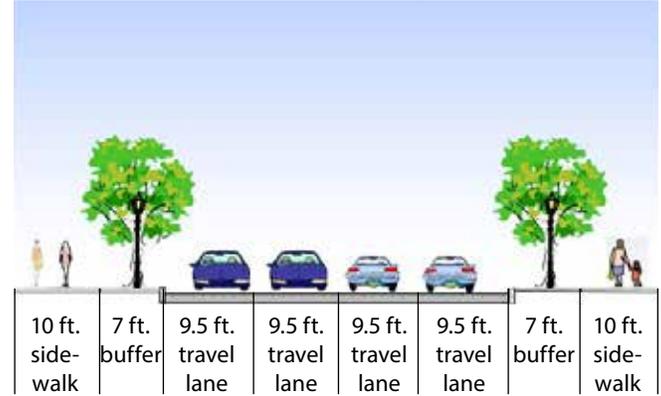
**Implement Lakewood Heights Town Center pedestrian improvements (T-14).** These improvements, to include sidewalks, tree plantings, lighting and traffic signal upgrades, and improvements to the plaza, should be implemented as currently planned.

**Vehicular Projects**

**Establish the street grid as shown in Figure 5.4 (T-15).** These key transportation connections should be constructed with private or public funds as redevelopment occurs. They will increase connectivity and increase access to schools, colleges, neighborhoods, parks, and businesses.

**Close the northern segment of Lakewood Way to public traffic (T-16).** This one-way segment creates a dangerous intersection at Pryor Road and should remain open only to Screen Gems traffic. The gatehouse and entrance to Screen Gems should be relocated to

**Proposed Metropolitan Parkway section**



*Wider sidewalks with improved amenities along Metropolitan Parkway could improve aesthetics*



*The northern leg of Lakewood Way should be closed to public traffic to improve intersection safety at Pryor Road*



*The proposed roundabout at Lakewood Avenue, Lakewood Way, and Reynolds Drive could improve traffic flows*



*The proposed intersection improvements shown above would create new public space and more logical street connections*



*An electric vehicle charging station in the Lakewood Heights neighborhood commercial district could allow for more sustainable transportation options and attract visitors*

the eastern end of this segment. A traffic study should be conducted prior to closing this segment.

**Create a roundabout at the intersection of Lakewood Way, Reynolds Drive, and Pryor Road (T-17).** This dangerous intersections could be made safer and encourage better traffic flows by being converted to a roundabout. Radius should be adequate to accommodate truck traffic. A traffic study should be conducted prior to designing the roundabout.

**Upgrade traffic signal system and communications along Jonesboro Road (T-18)** (consistent with Jonesboro Road Redevelopment Plan project J-1). Improved traffic signals, including decorative mast arms and better timing, could enhance aesthetics, safety, and traffic flows.

**Upgrade Jonesboro Road from McDonough Boulevard to Lakewood Avenue (T-19)** (lane, curb, and gutter improvements consistent with Jonesboro Road Redevelopment Plan project J-6). Raising curbs will improve safety and storm water flows.

**Intersection improvements at Jonesboro Road and Lakewood Avenue (T-20)** (consistent with Jonesboro Road Redevelopment Plan project J-7). These improvements, shown at right, would improve safety and create an expanded public space, while preserving access to businesses.

**Intersection improvements at Jonesboro Road at Browns Mill Road (T-21)** (consistent with Jonesboro Road Redevelopment Plan project J-10). This project should improve safety and turning movements, but details are to be determined.

**Construct a publicly accessible electric vehicle charging station in the Lakewood Heights commercial area (T-22).** This station could allow for more sustainable transportation options for local residents, while also serving as an economic development tool by drawing others to the neighborhood.

**Add wayfinding signage on I-75/I-85 (T-23).** Signage could help brand the area as well as allow visitors to locate Screen Gems Studios.

**Develop a signage program for the Amphitheater to best route special event traffic and support local businesses (T-24).**

**Improve Gammon Street's frontage along South Atlanta Park (T-25).** Improvements should bring the road bed up to local street standards, and add on-street parking, speed humps, sidewalks, and trees.

## Transit Projects

**Construct a streetcar along Pryor Road (T-26)**, per the Connect Atlanta Plan (TR-012) and the Atlanta Streetcar Expansion Strategy. The proposed streetcar would run from Lakewood Avenue north to Memorial Drive in downtown Atlanta.

**Conduct a public hearing to consider rerouting bus 42 to loop through Amal Drive east of Pryor Road (T-27).** This additional short loop would serve senior residences and prevent southbound passengers from having to cross Pryor Road.

**Increase frequency of route 42 service if supported by ridership (T-28).** This bus currently runs only every 30 minutes, but serves key destinations and rail stations. Increasing frequency could boost ridership.

**Enhance route 55 bus service along Jonesboro Road (T-29)** between McDonough Boulevard and the southern limit of the study area. Bus stops should be consolidated and amenities provided including concrete pads, shelter, bench, lighting, trash receptacle, route/schedule information and safe pedestrian access.

**Enhance route 155 bus service along Lakewood Avenue (T-30)** between McDonough Boulevard and Olive Street. Bus stops should be consolidated and amenities provided including concrete pads, shelter, bench, lighting, trash receptacle, route/schedule information and safe pedestrian access.

**Enhance route 95 bus service along Metropolitan Parkway (T-31).** Bus stops should be consolidated and amenities provided including concrete pads, shelter, bench, lighting, trash receptacle, route/schedule information and safe pedestrian access.

**As Metropolitan Parkway redevelops, provide bus service along Fair Drive between Pryor Road and Metropolitan Parkway (T-32).** This would provide an east-west connection between Pryor Road or Jonesboro Road and Metropolitan Parkway, allowing access to destinations along Metropolitan Parkway without lengthy transfers.

**Study adding bus rapid transit (BRT) service between the Lakewood Heights neighborhood commercial district and Lakewood/Fort McPherson MARTA station (T-33).** While part of this route is already served by bus service, BRT service with limited stops could provide faster service as redevelopment occurs in the future, subject to demand and available funding.



*Improved bus stop amenities will encourage ridership*



*A streetcar has been proposed by the Connect Atlanta Plan to run from the Lakewood Fairgrounds north to Memorial Drive*



*Trucks should be rerouted off of Jonesboro Road through the Lakewood Heights commercial district*



*Further study will be needed to determine the trade-offs between parallel parking and bicycle lanes along Jonesboro Road*

## **Recommended Studies**

**Metropolitan Parkway complete street study (T-34).** Study the Metropolitan Parkway corridor to determine the best solutions to accommodate vehicular, bicycle, and pedestrian traffic within the limited right-of-way.

**Jonesboro Road complete street study (T-35).** Further study is needed to determine whether preserving existing parking for businesses and residents should be prioritized over adding bicycle lanes. The study could also examine potential parallel bicycle corridors.

**Study the feasibility of designating Sawtell Avenue as a truck route between Jonesboro Road and McDonough Boulevard (T-36)** (consistent with Jonesboro Road Redevelopment Plan project J-3). This designation would remove truck traffic from Jonesboro Road between Sawtell Avenue and McDonough Avenue by rerouting it in order to preserve the neighborhood commercial feel of Jonesboro Road, but should be investigated as part of the larger citywide freight planning process.

**Conduct a study to determine how to best reconfigure the Pryor Road/Pryor Circle/Claire Drive intersection (T-37).** This complicated intersection could be simplified to improve safety and could be designed as a roundabout as recommended in the Connect Atlanta Plan (project RB-005).

**Study potential intersection improvements at Jonesboro Road and Sawtell Avenue/Claire Drive (T-38)** (consistent with Jonesboro Road Redevelopment Plan project J-9). This project should improve safety and turning movements, but details are to be determined.

**Study improved access between Langford Parkway and Metropolitan Parkway (T-39).** The lack of direct access between these two roads is a significant barrier to connectivity and economic development; a variety of short and long-term solutions should be studied.

**Langford Parkway urban boulevard conversion study (T-40).** As Langford Parkway and its overpasses near the end of their life and need replacement, a study should be conducted to determine the viability of converting the roadway to an urban boulevard with at-grade intersections. This study should address the entire length of the roadway, from Lakewood Avenue east to I-285.

## ECONOMIC DEVELOPMENT POLICIES

The following pages show a summary of the economic development recommendations. More details on these recommendations, including how projects implement the proposed policies, are provided in the Appendix.

**Leverage Screen Gems Studios, the film industry, and the state tax credit to spur redevelopment and increase employment opportunities.**

**Leverage the 250,000 annual visitors to the Aaron's Lakewood Amphitheater and the 100,000 annual visitors to the Atlanta Public Schools Lakewood Stadium.**

**Leverage Atlanta Metropolitan State College and Atlanta Technical College to spur redevelopment and provide training.**

**Link existing education and workforce development efforts and align them with the growing entertainment and media industry.**

**Work with college leadership and faculty to integrate the student body into the local community.**

**Explore potential programs to keep graduates within the community, such as first-time home buyer assistance.**

**Market existing and consider additional incentives specific to developers targeting entertainment industry businesses.**

**Promote business retention, expansion, and creation, including promoting awareness of existing small business programs provided by Invest Atlanta and others.**

**Maximize job opportunities and training for local residents, in cooperation with the Community Jobs Task Force and the Atlanta Workforce Development Agency.**

**Coordinate efforts to maximize the efficiency and effectiveness of workforce development, including the Community Jobs Task Force, Atlanta Workforce Development Agency, and other entities.**

**Work with key entertainment industry entities in the area (private and public) to identify opportunities to create an entertainment-based business incubator.**



*The significant presence of the film industry should be leveraged to support economic growth in the area (image courtesy vancouverfilmschool)*



*The Lakewood Amphitheater brings a significant number of visitors to the area; their spending power should be leveraged*



*The significant presence and assets of the area's educational institutions should be leveraged to spur redevelopment and provide job training*

**Encourage local businesses to hire locally and ensure that public projects hire locally.** To maximize the benefits of public and private investment, contractor and other jobs should be kept local (in accordance with the City of Atlanta First Source policy for public projects).

**Tap into potential economic development programs offered by Georgia Power to reduce the costs of energy supply to those involved in the entertainment industry.** Also, ensure the provision of an uninterrupted power supply to Screen Gems Studios.



*Vacant properties should be cataloged and marketed to potential investors or developers*



*Business associations could pool resources, improve aesthetics, and spur investment along Jonesboro Road and Metropolitan Parkway*

## **ECONOMIC DEVELOPMENT PROJECTS**

**Host or initiate developer tours of the community (ED-1).** Organizations as Georgia Real Estate Investors Association could host tours of the community to raise awareness about its assets and highlight available properties.

**Host developer programs within the community (ED-2).** These could allow local residents to utilize real estate investment as a wealth building tool and keep the revitalization value within the community. They could be related to Screen Gems and identify key criteria for levels of property maintenance, rents charged, lease terms, etc.

**Conduct annual recruiting trips to Los Angeles to market the Film Industry Park to post production firms leveraging the film incentives (ED-3).**

**Implement a realtor education caravan (ED-4).** This caravan could include some of the top intown brokerage firms to increase knowledge of the area and showcase its benefits.

**Create an inventory of available lots and vacant land with in-place zoning (ED-5).** This could provide a clear list of developable land including the size of the properties, zoning, potential for rezonings, utilities available, programs and incentives in place to assist development, and other key information to prospective buyers need in considering a purchase.

**Create a catalog of existing real estate spaces ideal for film industry (ED-6).** These sites should be marketed on the Invest Atlanta website as well as the Georgia Film website.

**Proactively demolish properties beyond repair (ED-7).** Residential and commercial properties that are not feasible to rehabilitate should be demolished to improve the appearance of the community.

**Reactivate the business association for the Jonesboro Road/Lakewood Heights corridor (ED-8).** This organization could advocate for improvements in the area, foster communication, pool resources, and potentially offer a shared security patrol.

**Create a Main Street program for the Jonesboro Road/Lakewood Heights corridor (ED-9).** This entity could access and promote available funds and other resources to enhance that corridor and implement this plan.

**Designate the Jonesboro Road/Lakewood Heights corridor as an opportunity zone (ED-10).** This designation will provide a state tax incentive for new employees and spur business development.

**Create a business association for Metropolitan Parkway with long-term potential for a Community Improvement District (CID) (ED-11).** This organization could support existing businesses and encourage new ones. It should create a central clearinghouse of properties for sale/lease and act as a conduit for existing resources offered by Invest Atlanta and other entities. It could also potentially offer a shared security patrol, in coordination with the security forces of the colleges.

**Create a business incubator space focused on focused on local niche markets (ED-12).** This space, which could focus on the entertainment industry, could cultivate new small businesses and could be located in the Birdine Center.

**Initiate discussions with the owner of 2244 Metropolitan Parkway (ED-13).** These discussions should help understand interest in joint development of the project and identify feasibility of some type of joint venture structure with a local developer. Initiate discussions with select local developers to gauge interest and criteria.

**Market the 2244 Metropolitan Parkway site to key big-box anchors such as Target, Home Depot, and Lowe's (ED-14).** While demand exists for these or similar retailers, the area's assets and available land will need to be marketed to attract them. These retailers should also work with the entertainment industry to be sure that they stock appropriate materials to support their needs.

**Promote and facilitate local serving retail uses on the 2244 Metropolitan Parkway site (ED-15).** In addition to the big-box anchors on the 2244 site, focus on adding services currently undeserved in the community, but also for supporting the film industry. These include dry cleaners, restaurants, coffee shop, hardware (big-box will suffice), prepared food market, and conventional population services such as medical, salon, bank, etc.

**Plan a business park as a portion of the redevelopment of 2244 Metropolitan Parkway (ED-16).** Begin proactive discussions with key entertainment-related industries in Metro Atlanta to understand their inter-



*A website could help brand the area and serve as a clearinghouse for all types of info on the community*

est, specific needs, and the key incentives that could be used to attract them to the area.

**Work with the owner of Crossroads Shopping Center to secure incentives for the first phase of redevelopment (ED-17).** Assist negotiations with key intown apartment developers to understand their expectations, gaps that exist in project feasibility, etc.

**Create a business accelerator in space along Metropolitan Parkway (ED-18).** Concurrent with the first phase of redevelopment of the Crossroads Shopping Center, enhanced investment in existing retail should be prioritized. A community-based, non-profit business accelerator should be created to help foster new, local businesses in Crossroads and elsewhere on the Metropolitan corridor.

**Create a marketing program to brand the area (ED-19).** This program should work with key community leaders, focus on key existing strengths, consider one name for the entire area to sharpen the brand and the image being conveyed. The historic fairgrounds buildings would be an ideal logo.

**Attract a regional or local bank to open a local branch (ED-20).** This should be a bank looking to fulfill their Community Reinvestment requirements and could possibly create a housing fund for use within the community.

**Create a website that functions as a clearinghouse for all types of information on the community (ED-21).** This website should highlight local amenities, events, available properties, programs, incentives, information about reduced crime, and more.



*A variety of recommendations of this plan seek to spur private investment and redevelopment*

**Create a community map of local restaurants and retail offerings (ED-22).** This could be distributed to event attendees at the Lakewood Amphitheater and Lakewood Stadium.

**Renovate a portion of the John C. Birdine Neighborhood Center for use by Screen Gems Studios and a business incubator (ED-23).** Underutilized space in this building could be used to showcase the historic Lakewood Fairgrounds and the movie industry to the public, provide much needed office space for Screen Gems, and provide below-market-rate space for an entertainment-industry-related business incubator.

**Create programs and incentives to create a pool of homes available for temporary workers at Screen Gems Studios and keep more workers living in the study area (ED-24).**

**Create an equity pool to help fund the construction of spaces need by the entertainment industry (ED-25).** The pool should serve as a source for equity or capital, with some type of deferred return program being in place in situations where this fund acts as an equity investor.

**Initiate discussions with the Amphitheater about additional use of the facility for performance training, rehearsal use, concert series, etc. (ED-26).** These types of uses may be attractive to entertainers and recording companies.

## URBAN DESIGN & HISTORIC RESOURCES POLICIES

**Preserve, protect, and encourage the rehabilitation of historic buildings** (those over 50 years old). These buildings are valuable because of the history and memories they preserve, because of their historic design, and because of the flexible affordable space for homes and businesses they provide.

**Allow architectural variety for commercial and mixed-use buildings, but require quality building materials.** Quality construction and facade materials create lasting buildings that enhance the value of a community. This policy should be implemented through voluntary developer compliance, conditions created through the rezoning process, and review by City of Atlanta agencies.

**Incorporate crime prevention through environmental design (CPTED).** Ensuring buildings that successfully relate to the street can allow for informal supervision of the public realm and reduce crime. This policy should be implemented through voluntary developer compliance, conditions created through the rezoning process, and review by City of Atlanta agencies. Design can also make parks safer because they are more visible from adjacent streets.

**Encourage the relocation or burial of utilities with redevelopment.** While costly, this is crucial to improve aesthetics, particularly in commercial areas.

## URBAN DESIGN & HISTORIC RESOURCES PROJECTS

**Inventory and install historic markers at significant sites (O-1).** Existing historic markers should be identified so that new ones can be strategically located. Those at the Lakewood Fairgrounds could include historical exhibits.

**Work with Atlanta Public Schools to find an appropriate reuse for the historic Lakewood Heights School on Sawtell Avenue (O-2).** This historic school building is an asset to the community and should be preserved. Renovations should not preclude possible reuse as a school.

**Inventory historic buildings (O-3).** Building on previous efforts, this project could compile a more comprehensive and up-to-date inventory of historic buildings. This could serve as a foundation for preservation, zoning, or educational efforts.



*Historic buildings should be preserved for their historic and economic value*



*Quality building materials create lasting buildings that enhance the value of a community*



*The historic Lakewood Heights School on Sawtell Avenue should be renovated for a use deemed appropriate by the community*

## Crime Prevention through Environmental Design (CPTED)

CPTED is a multi-disciplinary approach to deterring criminal behavior through design. Its strategies rely upon the ability to influence offender decisions that precede criminal acts. Research into criminal behavior shows that the decision to offend or not to offend is more influenced by cues to the perceived risk of being caught than by cues to reward or ease of entry. Consistent with this research, CPTED strategies emphasize enhancing the perceived risk of detection and apprehension.

**Natural Surveillance.** Natural surveillance increases the threat of apprehension by taking steps to increase the perception that people can be seen. Natural surveillance occurs by designing the placement of physical features, activities and people in such a way as to maximize visibility and foster positive social interaction among legitimate users of private and public space. Potential offenders feel increased scrutiny and limitations on their escape routes.

**Natural Access Control.** Natural access control limits the opportunity for crime by taking steps to clearly differentiate between public space and private space. By selectively placing entrances and exits, fencing, lighting and landscape to limit access or control flow, natural access control occurs.

**Natural Territorial Reinforcement.** Territorial reinforcement promotes social control through increased definition of space and improved proprietary concern. An environment designed to clearly delineate private space does two things. First, it creates a sense of ownership. Owners have a vested interest and are more likely to challenge intruders or report them to the police. Second, the sense of owned space creates an environment where “strangers” or “intruders” stand out and are more easily identified. By using buildings, fences, pavement, signs, lighting and landscape to express ownership and define public, semi-public and private space, natural territorial reinforcement occurs. Additionally, these objectives can be achieved by assignment of space to designated users in previously unassigned locations.

**Maintenance.** Maintenance is an expression of ownership of property. Deterioration indicates less control by the intended users of a site and indicates a greater tolerance of disorder. The Broken Windows Theory is a valuable tool in understanding the importance of maintenance in deterring crime. Broken Windows theory proponents support a zero tolerance approach to property maintenance, observing that the presence of a broken window will entice vandals to break more windows in the vicinity. The sooner broken windows are fixed, the less likely it is that such vandalism will occur in the future.

*This information was compiled using information from [www.wikipedia.com](http://www.wikipedia.com) accessed on May 20, 2010*



*Well designed streets and public places are essential to providing natural surveillance that can reduce crime*



*Maintenance is key to reducing crime and negative perceptions of a neighborhood*

## **PUBLIC SPACE, ENVIRONMENT, HEALTH, & COMMUNITY FACILITIES POLICIES**

**Support the provision of healthy food options within walking or biking distance of residential areas.** Supermarkets, farmers markets, community gardens, and other sources of fresh food should be encouraged.

**Encourage development patterns that promote physical activity and social interaction.** Compact development and buildings that encourage walking and neighborly connections should be encouraged.

**Ensure that new and existing public and private parks are fronted with streets or other public frontages, serve local residents, and are designed with safety in mind.**

**Foster a healthy, educated, and well-trained community.** These three factors are key to economic growth.

**Preserve and enhance stream buffers, wetlands, and floodplains.** These areas should be preserved from development, returned to their natural state, and be made accessible to the public where feasible.

**Daylight streams where appropriate.** Some streams in the study area have been placed underground or in culverts. These should be reopened and restored with redevelopment or public investment.

**Continue to ensure access to healthcare and medical facilities.** These facilities are crucial to ensure health and should continue to be provided within an accessible radius of the community.

**Pave streets and parking lots with permeable materials where appropriate.** Permeable materials allow rain water to filter into the soil and reduce flooding and erosion.

**Address perceptions of crime in the study area and proactively address potential locations that foster potential illegal activity.**

**Work with the Atlanta Police Department, security forces from the two colleges, and other private users in the area to maximize communication, consistent patrols, and community relations.**



*Places to buy produce and other fresh, healthy foods should be provided within walking or biking distance of residential areas (photo courtesy rick)*



*Parks that are bordered by streets or buildings are safer than more isolated or poorly defined parks*



*Stream buffers, wetlands, and flood plains should be preserved and enhanced, along with implementing measures to reduce flooding and erosion on an area-wide level*



Improvements to the lake and surroundings at the Lakewood Fairgrounds could create a regional destination park



Tree plantings throughout the community could create shade, beautify neighborhoods, clean the air, reduce air conditioning costs, and increase property values (photo courtesy ILRI)



A skate park could be constructed on the site of the former swimming pool in Arthur Langford Jr. Park (image courtesy HotlantaV)

## PUBLIC SPACE, ENVIRONMENT, HEALTH, & COMMUNITY FACILITIES PROJECTS

**Convert the area around the lake on the Lakewood Fairgrounds into a publicly accessible park (O-4).** This historic lake could be a significant asset to the community, but is currently inaccessible and has litter, pollution, and invasive species. Improvements should allow access to the water and include a walking loop. This park could become a key destination on Atlanta's south side and serve as an expansion of South Bend Park.

**Conduct neighborhood tree plantings throughout the study area (O-5).** Trees help clean the air, reduce air conditioning costs, enhance property values, and beautify neighborhoods. These plantings should be coordinated with local neighborhoods, Trees Atlanta, and other partners.

**Expand and rebuild the pocket park at the southern intersection of Jonesboro Road and Lakewood Avenue (O-6).** This small and poorly maintained public space should be expanded and improved, to include improvements for those transferring buses, historic information, plantings, and more.

**Create a skate park and install multi-generational exercise equipment in Langford Park (O-7).** These amenities will promote exercise for multiple generations as well as provide gathering and opportunities for youth who are not attracted to team athletics.

**Expand Arthur Langford Jr. Park south along the creek to Hipp Street (O-8).** This expansion would convert unbuildable land in the floodplain to an extension of the park and allow space for a shared use path.

**Program Langford Park with an environmental education theme (O-9).** The underused recreation center in Arthur Langford Jr. Park could incorporate environmental education information and programming in a way that complements the nearby Outdoor Activity Center.

**Create a watershed-wide plan to reduce flooding and erosion issues (O-10)** at the Lakewood Fairgrounds and at other locations. This strategy should look at sources of storm water runoff and tools to reduce flooding.

**Conduct stream bank restoration (O-11).** These projects, such as the one just completed north of the study area, could rebuild banks of creeks and restore native plantings.

**Improve and enhance existing community gardens (O-12).** Existing community gardens are located in The Villages at Carver, Ron Clark Academy, South Bend Park, and Kimpson Park. These could benefit from additional care and enhancements.

**Identify locations for new community gardens and a farmers market (O-13).** These amenities could provide healthy food, improve vacant land, and build community bonds. This will build on existing community gardens and the mobile Fulton County Fresh farmers market that stops at the Villages at Carver.

**Implement green stormwater infrastructure projects (O-14).** In conjunction with stream bank restorations, these projects could capture and treat storm water to reduce erosion and flooding.

**Relocate the police station for Atlanta Police Department Zone 3 along Metropolitan Parkway (O-15).** This facility should include a community center and will be key for the revitalization of Metropolitan Parkway.

**Rehabilitate aging water and sewer infrastructure where necessary (O-16).** Projects already identified in the Clean Water Atlanta program should continue to be implemented to bring the water and sewer systems up to a state of good repair.

**Institute neighborhood watch programs (O-17).** These programs could allow neighbors to support Atlanta Police Department efforts and reduce crime.

**Conduct walking public safety audits (O-18).** Work with the Atlanta Police Department to walk key portions of the study area and identify where enhancements need to be made to lighting, clearing brush, removing blight, etc. to improve safety and perceptions. Identify areas that could serve as hiding places for those planning to attack or assault passersby.

**Improve the lighting of key corridors (O-19).** Identify and repair streetlights not working or not bright enough.

**Provide recycling bins in parks and other public places (O-20).** The presence of recycling bins will decrease the amount of waste that goes to landfills and promote environmental awareness.



*A new police station along Metropolitan Parkway could be a catalyst for redevelopment*

**Conduct community clean-up days (O-21).** These should involve City staff and area residents or leaders. They should include removing trash, addressing illegal dumping, and mowing unkempt lots.

**Install security cameras along Metropolitan Parkway (O-22).** These should be integrated with the Atlanta Police Department system and should be located at activity nodes or concentrations of businesses.

**Install security cameras in the Lakewood Heights Commercial area (O-23).** These should be integrated with the Atlanta Police Department system.

**Inventory, build on, and expand existing youth education and training programs at local schools and colleges (O-24).** These programs will be key to ensuring that youth remain a responsible and engaged part of the community.

**Create LCI implementation task forces (O-25).** These groups should focus on key areas addressed in this LCI plan, such as Lakewood Heights and Metropolitan Parkway, and meet regularly to ensure that implementation is moving forward. Members should include representatives of the City of Atlanta, Invest Atlanta, City Council members, and local residents.

**Develop a master plan for South Atlanta Park (O-26).** This plan should address such issues as: increasing accessibility, adding parking along Bisbee Avenue and Gammon Street, developing/activating the south end of the park, and enhancing pedestrian connectivity from and between existing streets.

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# Part 6: Action Plan



## ACTION PLAN

This Action Plan outlines the next steps after the Lakewood LCI is adopted by Atlanta City Council. The Action Matrix, provided below, lists all projects along with timelines, the parties responsible for implementation, and cost estimates. The matrix is intended to serve as a blueprint for achieving the community's vision for the future.

In order to ensure implementation, continued diligence will be required on the part of neighborhood residents, local businesses, relevant NPUs, city government, and other organizations. These groups must monitor private development and public improvements in the study area to ensure that they are consistent with the community vision embodied here. Specifically, stakeholders must cooperate with city government and private developers to ensure that land use and zoning changes that support the vision are implemented satisfactorily.

Key recommendations are provided on an aggressive five year timeline, although many extend beyond this time period as funding becomes available. Projects in the near future represent those addressing areas with the most critical need for public improvement or those where public investment can spur private investment. Longer-term projects are less urgent, but equally key to the ultimate success of this study.

Through LCI studies, the Atlanta Regional Commission (ARC) has committed to making funding available for the implementation of plan elements related to transportation. Their expressed desire is for public infrastructure improvements to spur private investment in existing activity centers. Transportation projects may also be funded through other sources administered by the ARC. The City of Atlanta should work with ARC staff to ensure that projects requiring transportation funds are included in future Regional Transportation Plans, which are revised every five years. Most transportation funds administered by the ARC will require a 20 percent local match. Sources for the local match funds could include:

- **Development Impact Fees:** As new development occurs citywide, impact fees are generated to fund transportation, parks, and public safety improvements. These could be used to leverage federal funds in the study area.
- **Private donations:** Local matches could be obtained by soliciting area property owners, businesses, residents, and institutions. Private funds may also



*Successful implementation will require diligence on the part of stakeholders (photo courtesy ILRI)*



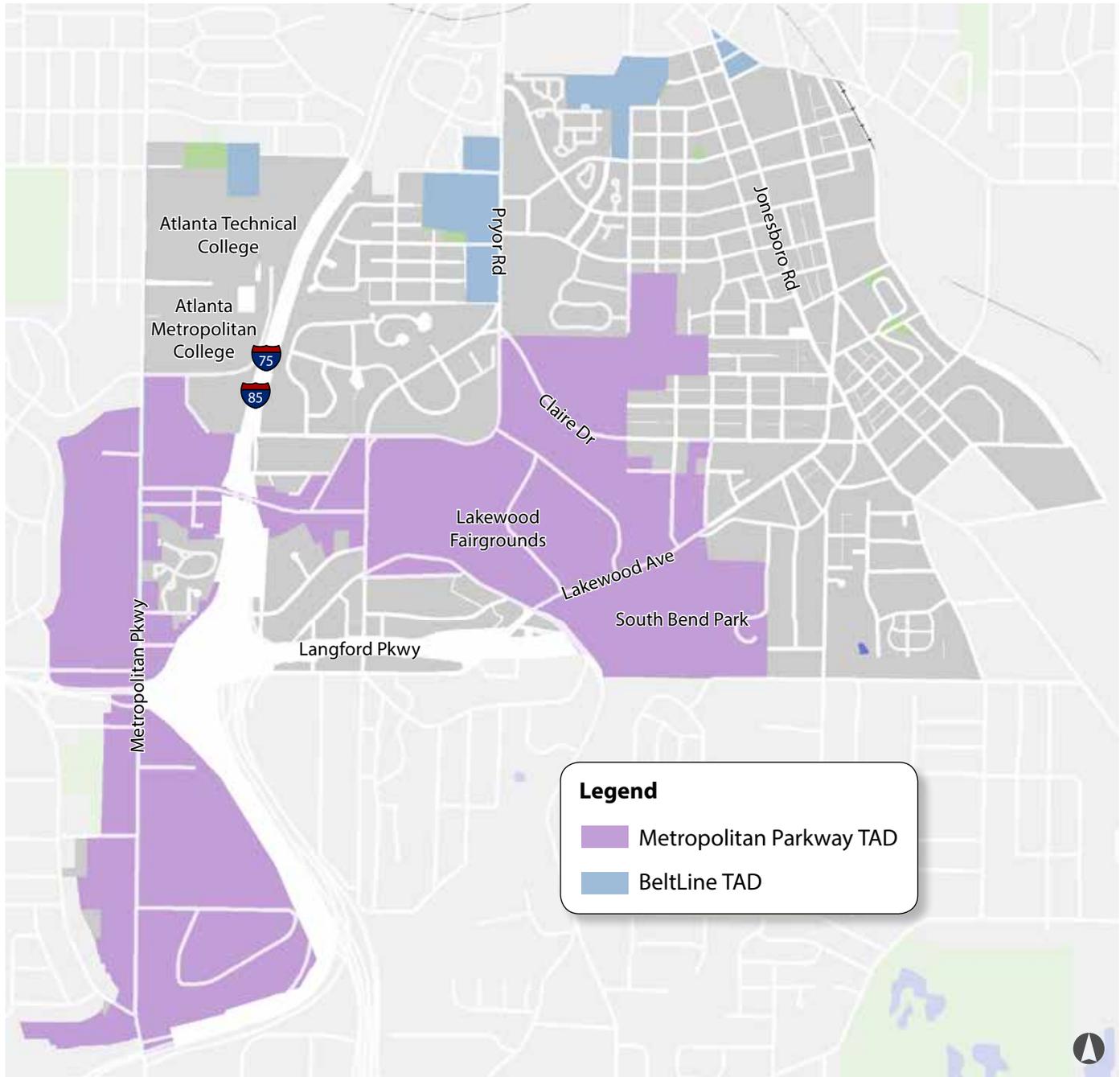
*Public investment can spur private investment and redevelopment in the area*

be used to fund specific “special interest” projects. For example, the PATH Foundation funds shared use paths, while the Trust for Public Land and the Blank Foundation sometimes fund parks.

- **Tax allocation district funds:** The existing Metropolitan Parkway and BeltLine tax allocation districts can fund the local match within the areas shown in Figure 6.1.
- **Community improvement district funds:** This plan recommends the creation of a Metropolitan Parkway community improvement district, which could provide local match funding.

Without a detailed analysis that is beyond the scope of this study, the ideal source for local match funds cannot be determined. However, all available options should be carefully explored.

**Figure 6.1: Existing Tax Allocation Districts (TAD)**



## Steps Toward Implementation

This plan contains an aggressive but achievable guide for growth in the Lakewood area. For the vision to become a reality there must be both short and long-term commitments to its principles. The following steps are intended to guide the short and long-term implementation processes.

### Short Term

Short term implementation should strive to remove regulatory barriers to the vision and create the necessary review system via the following steps.

- This plan should be adopted by Atlanta City Council as an official part of the Comprehensive Development Plan.
- The future land use maps should be amended as shown in Figure 6.6.
- Those projects with city funding should be incorporated into the CDP as a part of the Short-Term Work Program, which is updated yearly.
- Once funding has been identified for those projects with city funding, those projects should be moved to the city's Capital Improvement Program (CIP), which has high visibility and yearly status reports.
- Projects within each city council district should be reviewed at least annually for funding and priority-setting.
- Members of the recommended implementation task forces should be selected and begin to meet quarterly.
- Zoning amendments should be adopted as shown in Figure 6.7.
- Funding should be pursued by the City of Atlanta or Invest Atlanta for the Metropolitan Parkway/Langford Parkway access study and the Complete Street study for Jonesboro Road.

### Long Term

The realization of the vision will also require a long-term commitment. The plan's aggressive long-term vision cannot be achieved overnight, and if it is not consulted and reviewed regularly, it risks becoming obsolete. As the City of Atlanta moves forward with implementing the vision of this study, it is critical that the following be kept in mind:

- **The Vision:** Of all of the components of this study, the vision should represent its most lasting legacy. The ideas contained on pages 77-78 represent the results of an inclusive public involvement process.

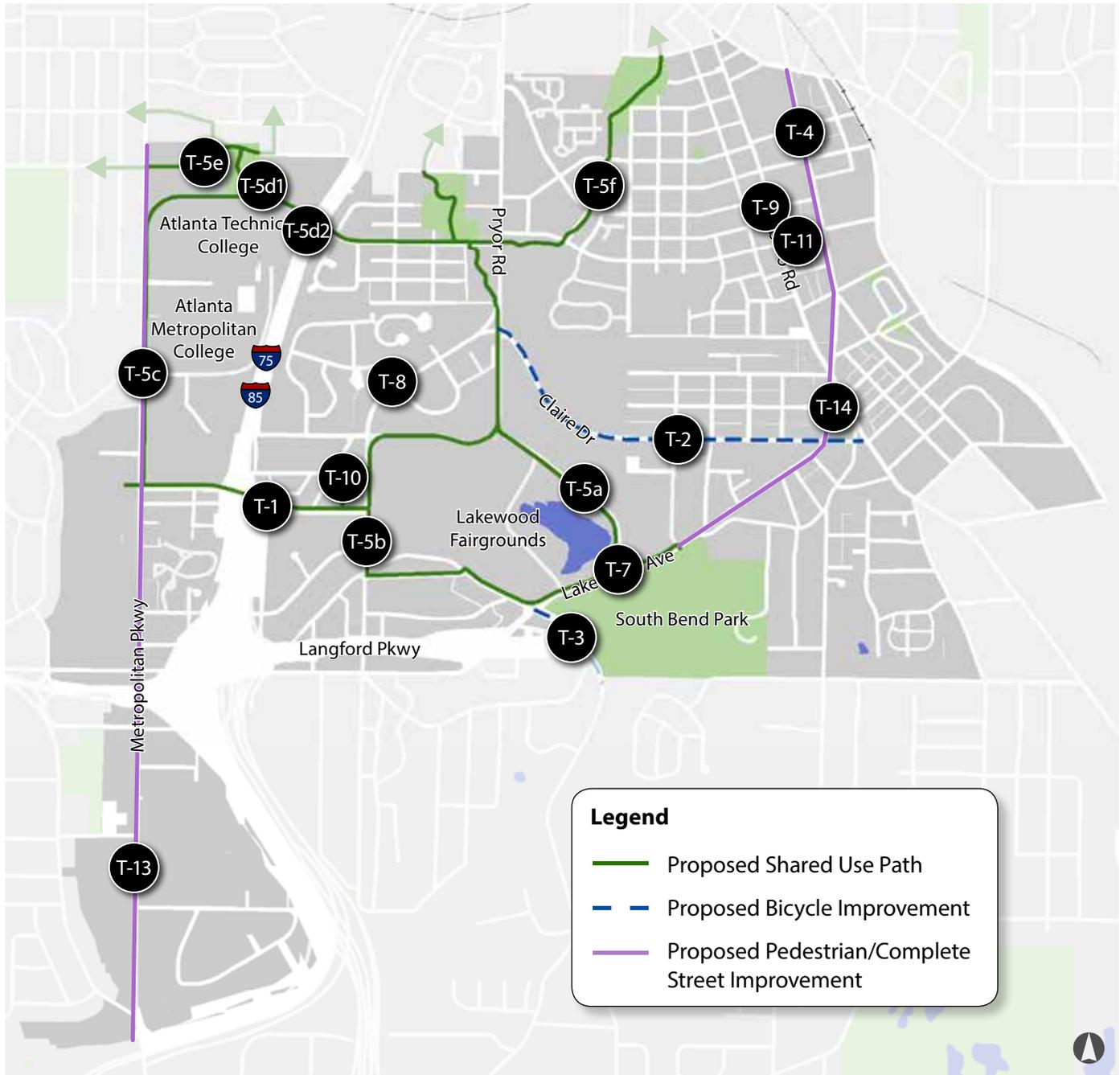
It is unlikely that the general vision and goals resulting from this process will change significantly, even though the steps to achieving them may.

- **Flexibility:** While the vision is unlikely to change in the near future, it is critical that the community recognize that the ways in which the vision is achieved can and will change. The future addition or subtraction of policies or projects should not be viewed as a compromise of the plan, but rather its natural evolution in response to new conditions. Many of the assumptions used to guide this process, including the economic climate, land and transportation costs, funding programs, and development trends, are never fixed. The City of Atlanta must be prepared to respond to changes in order to ensure a relevant plan.
- **Redevelopment guide:** One of the greatest long-term values of this document, in addition to its role in procuring transportation funding, is that it lays out a detailed land use framework. All future development proposals should be reviewed for compatibility with the framework. By being mindful of these three concepts, this plan can guide positive change in and around the area for years to come.

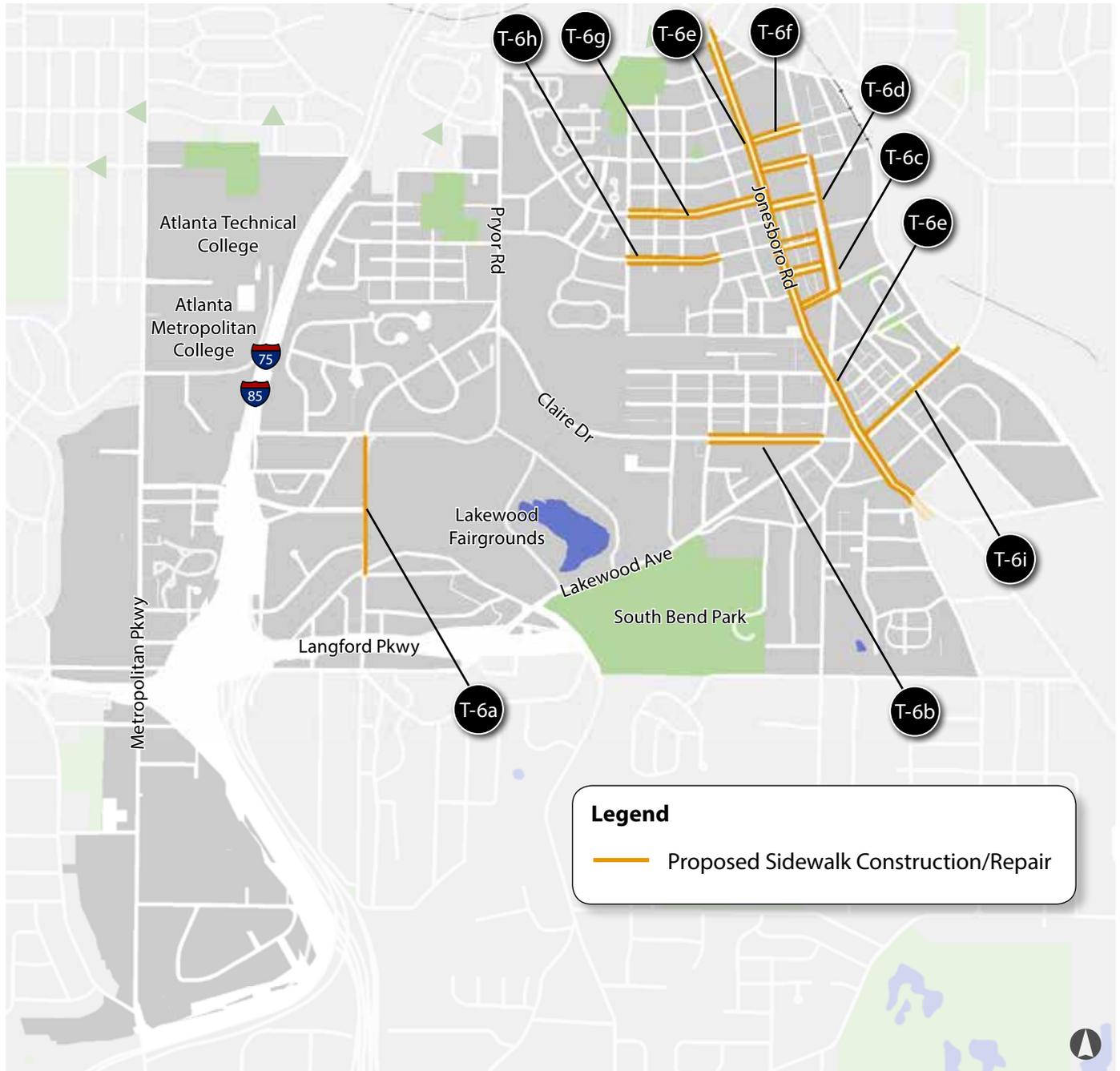
### Transportation Project Map

Figures 6.2 through 6.5 show all proposed transportation projects that have a specific location within the Lakewood study area. Project numbers refer to the Action Matrix on the following pages. Some projects without a specific geographic location are not shown on these maps.

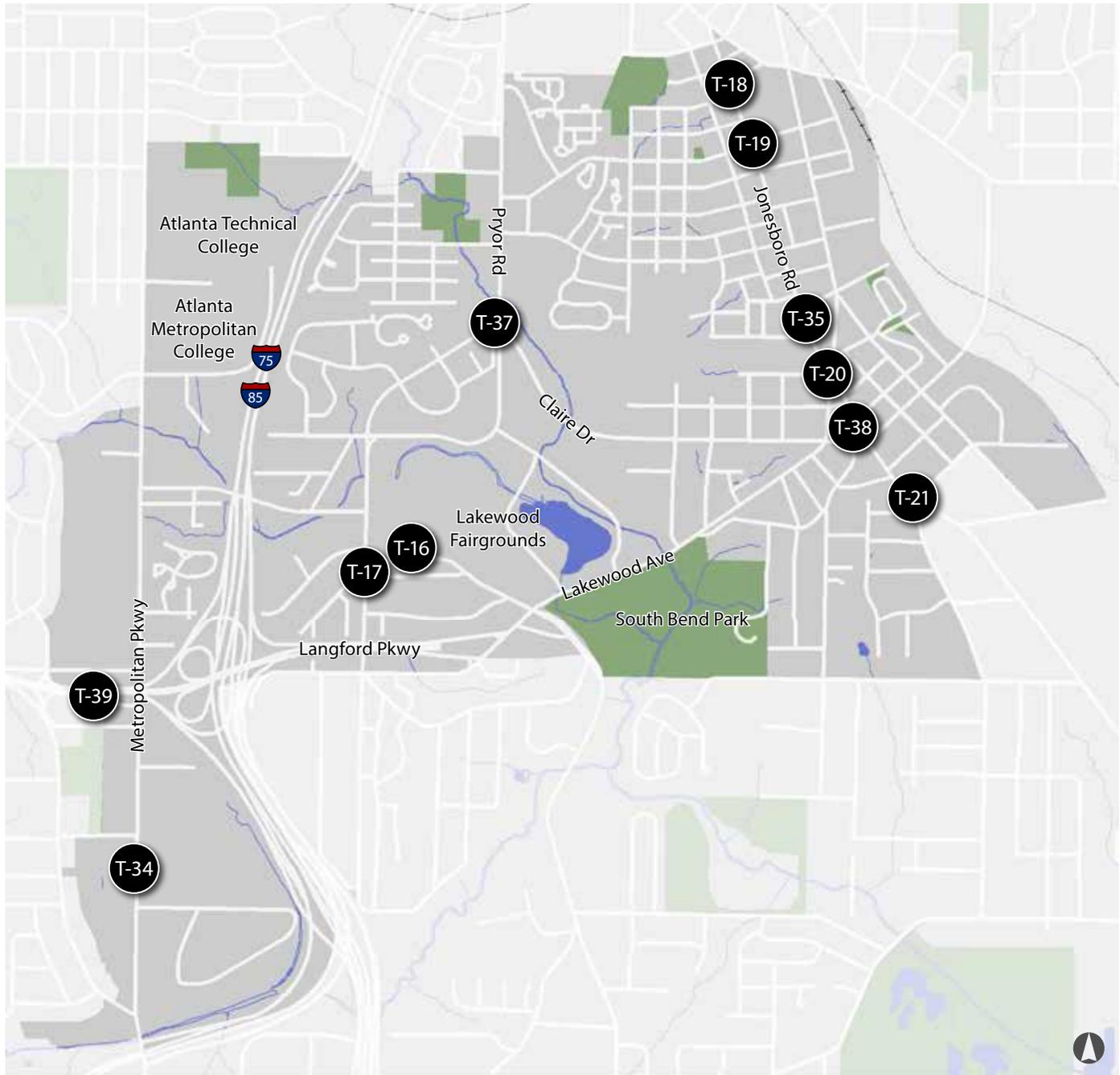
**Figure 6.2: Pedestrian and Bicycle Projects**



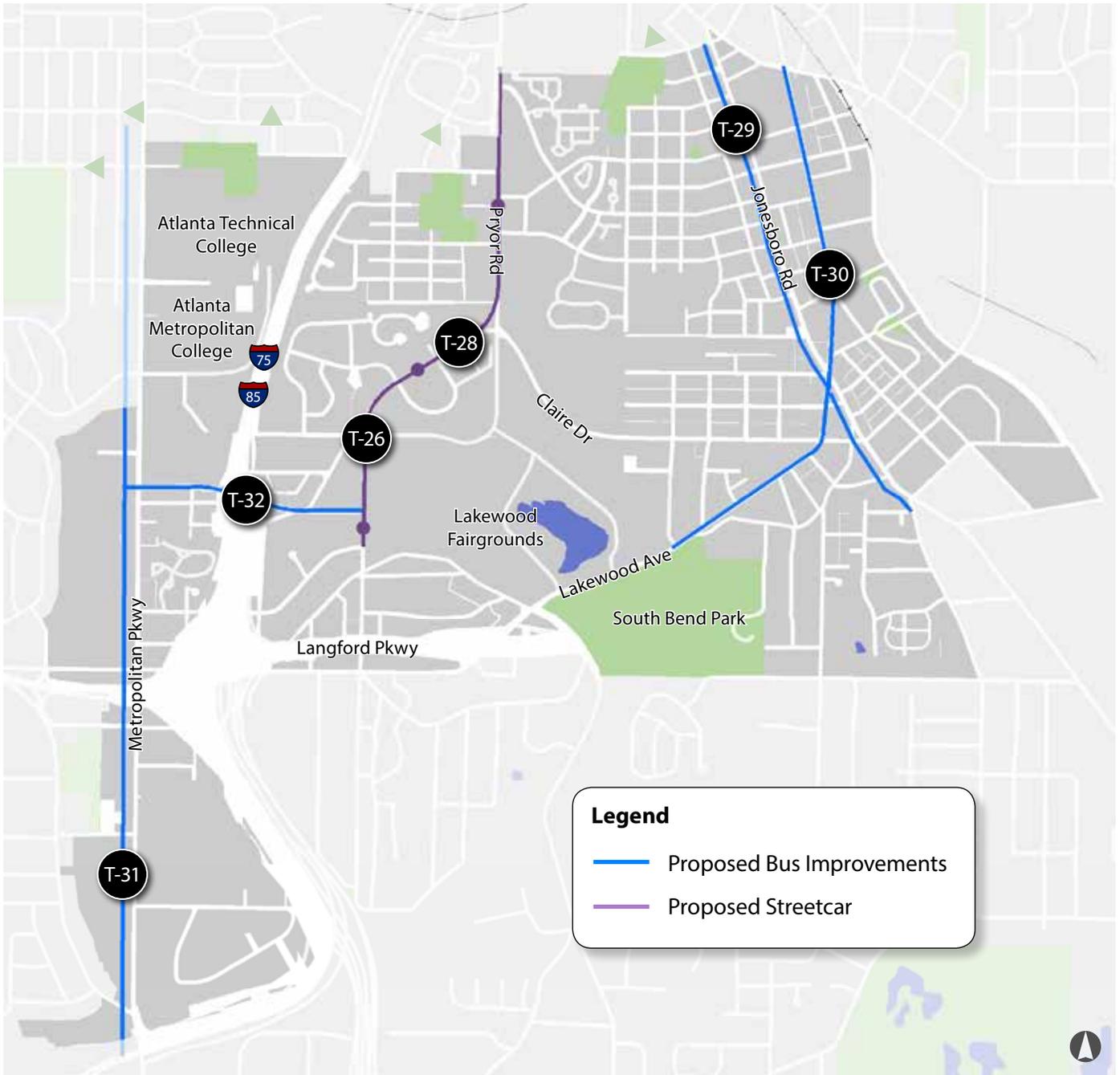
**Figure 6.3: Sidewalk Projects**



**Figure 6.4: Vehicular Projects and Transportation Studies**



**Figure 6.5: Transit Projects**



### Action Matrix: Pedestrian and Bicycle Transportation Projects

ID	Name	Previous Plans	Type of Improvement	Engineer- ing Year	Engineer- ing Costs	ROW Year	ROW Costs	Construc- tion Year	Construc- tion Costs	Total Project Costs	Respon- sible Party	Funding Source	Local Source & Match Amount
T-1	Fair Drive cycle track	none	Roadway/ Capacity Reduction or Conversion	2027	\$332,850	n/a	\$0	2028	\$2,219,000	\$2,551,850	COA	TAP, LCI, COA	various sources \$776,650
T-2	Restripe Claire Drive to add sharrows	none	Last Mile Connectivity/ Bicycle Facility	2022	\$600	n/a	\$0	2023	\$4,000	\$4,600	COA	TAP, COA	various sources \$1,400
T-3	Restripe Macon Drive to add bike lanes	CTP	Last Mile Connectivity/ Bicycle Facility	2022	\$1,233	n/a	\$0	2023	\$8,220	\$9,453	COA	TAP, COA	various sources \$2,877
T-4	Lakewood Avenue complete street improvements	CTP	Last Mile Connectivity/ Joint Bike- Ped Facility	2019	\$45,750	n/a	\$0	2020	\$305,000	\$350,750	COA	TAP, COA	various sources \$106,750
T-5	Shared Use Paths												
T-5a	Southtowne Trail connection (short-term)	BL Subarea 2 (projects M-2 & M-3)	Last Mile Connectivity/ Sidepaths and Trails	2016	\$88,725	n/a	\$0	2018	\$591,500	\$680,225	COA	TAP, LCI, COA, Private	various sources \$207,025
T-5b	Southtowne Trail connection (long-term)	BL Subarea 2 (projects M-2 & M-3)	Last Mile Connectivity/ Sidepaths and Trails	2021	\$199,875	n/a	\$0	2023	\$1,332,500	\$1,532,375	COA	TAP, LCI, COA, Private	various sources \$466,375
T-5c	Metropolitan Parkway	none	Last Mile Connectivity/ Sidepaths and Trails	2022	\$65,325	n/a	\$0	2023	\$435,500	\$500,825	COA/GDOT	M TAD, TAP, LCI, COA, GDOT	various sources \$152,425
T-5d1	Thornton Street to Emma Millican Park	BL	Last Mile Connectivity/ Sidepaths and Trails	2032	\$41,535	n/a	\$0	2033	\$276,900	\$318,435	COA/GDOT	BL TAD, TAP, LCI, COA, GDOT	various sources \$96,915
T-5d2	Bridge over I-75/I-85	none	Last Mile Connectivity/ Sidepaths and Trails	2030	\$450,000	n/a	\$0	2033	\$3,000,000	\$3,450,000	COA/GDOT	TAP, LCI, COA, GDOT	various sources \$1,050,000

**Action Matrix: Pedestrian and Bicycle Transportation Projects (continued)**

ID	Name	Previous Plans	Type of Improvement	Engineering Year	Engineering Costs	ROW Year	ROW Costs	Construction Year	Construction Costs	Total Project Costs	Responsible Party	Funding Source	Local Source & Match Amount
T-5e	Through Emma Millican Park	BL Subarea 2 (projects M-4 & M-5)	Last Mile Connectivity/ Sidepaths and Trails	2027	\$39,000	n/a	\$0	2028	\$260,000	\$299,000	COA	BL TAD, TAP, COA, GDOT	various sources \$91,000
T-5f	Langford Park to South Atlanta Park	BL Subarea 2 (projects M-1 & M-2)	Last Mile Connectivity/ Sidepaths and Trails	2029	\$70,200	n/a	\$0	2030	\$468,000	\$538,200	COA	BL TAD, TAP, LCI, COA	various sources \$163,800
T-6	Sidewalks												
T-6a	Pryor Road (east side near Fairgrounds)	none	Last Mile Connectivity/ Pedestrian Facility	2017	\$15,120	n/a	\$0	2018	\$100,800	\$115,920	COA	COA	various sources \$35,280
T-6b	Claire Drive between Bond Street/Shadydale Avenue and Lakewood Avenue		Last Mile Connectivity/ Pedestrian Facility	2014	\$5,985		\$0	2015	\$39,900	\$45,885	COA	COA	various sources \$13,965
T-6c	Lakewood Avenue between Richmond Ave. and Margaret Street	none	Last Mile Connectivity/ Pedestrian Facility	2015	\$5,670	n/a	\$0	2016	\$99,600	\$105,270	COA	COA	various sources \$25,590
T-6d	East side of Lakewood Avenue between Margaret St and Miller Reed Ave		Last Mile Connectivity/ Pedestrian Facility	2015	\$5,670		\$0	2016	\$37,800	\$43,470	COA	COA	various sources \$13,230
T-6e	Jonesboro Road (both sides)	Jonesboro Rd. Redev. Plan projects J-4 & J-37)	Last Mile Connectivity/ Pedestrian Facility	2017	\$28,500	n/a	\$0	2018	\$190,000	\$218,500	COA/GDOT	COA, GDOT	various sources \$66,500

### Action Matrix: Pedestrian and Bicycle Transportation Projects

ID	Name	Previous Plans	Type of Improvement	Engineer- ing Year	Engineer- ing Costs	ROW Year	ROW Costs	Construc- tion Year	Construc- tion Costs	Total Project Costs	Responsi- ble Party	Funding Source	Local Source & Match Amount
T-6f	Connector streets between Jonesboro Road and Lakewood Avenue. Letha, Dorothy, Margaret, Anne, and Harriett Streets, and Miller Reed Ave.)	Jonesboro Rd. Redev. Plan (project J-35)	Last Mile Connectivity/ Pedestrian Facility	2024	\$165,000	n/a	\$0	2025	\$1,100,000	\$1,265,000	COA	COA	various sources \$385,000
T-6g	Moury Avenue (both sides between Capital Avenue and Jonesboro Road)	none	Last Mile Connectivity/ Pedestrian Facility	2026	\$30,420	n/a	\$0	2027	\$202,800	\$233,220	COA	COA	various sources \$70,980
T-6h	Meldon Avenue (both sides between Hardwick Street and Capital Avenue)	none	Last Mile Connectivity/ Pedestrian Facility	2026	\$19,800	n/a	\$0	2027	\$132,000	\$151,800	COA	COA	various sources \$46,200
T-6i	Sawtell Avenue (both sides)	Jonesboro Rd. Redev. Plan (project J-36)	Last Mile Connectivity/ Pedestrian Facility	2019	\$12,600	n/a	\$0	2020	\$84,000	\$96,600	COA	COA	various sources \$29,400
T-7	Pedestrian signal at Lakewood Ave and Olive St	none	Roadway/ Operations and Safety	2015	\$15,000	n/a	\$0	2016	\$100,000	\$115,000	COA	TAP, COA	various sources \$35,000
T-8	Traffic signal at Pryor Rd and Amal Dr	none	Roadway/ Operations and Safety	2017	\$30,000	n/a	\$0	2018	\$200,000	\$230,000	COA	TAP, COA	various sources \$70,000
T-9	Pedestrian crossing signal on Jonesboro Road at Moury Ave.	none	Roadway/ Operations and Safety	2017	\$15,000	n/a	\$0	2018	\$100,000	\$115,000	COA/ GDOT	TAP, COA, GDOT	various sources \$35,000
T-10	Walking trail with redevelopment west of Pryor Rd	none	Last Mile Connectivity/ Sidepaths and Trails	2022	\$18,525	n/a	\$0	2023	\$123,500	\$142,025	Private	Private	n/a n/a

**Action Matrix: Pedestrian and Bicycle Transportation Projects (continued)**

ID	Name	Previous Plans	Type of Improvement	Engineer- ing Year	Engineer- ing Costs	ROW Year	ROW Costs	Construc- tion Year	Construc- tion Costs	Total Project Costs	Respon- sible Party	Funding Source	Local Source & Match Amount
T-11	Margaret Street sharrows	none	Last Mile Connectivity/ Bicycle Facility	2019	\$750	n/a	\$0	2020	\$5,000	\$5,750	COA	COA	various sources \$1,750
T-12	Restripe crosswalks where necessary	none	Last Mile Connectivity/ Sidepaths and Trails	ongoing	\$21,600	n/a	\$0	ongoing	\$144,000	\$165,600	COA	COA	various sources \$50,400
T-13	Pedestrian improve- ments along Metropolitan Parkway	Oakland City LCI (project S-7)	Last Mile Connectivity/ Sidepaths and Trails	2017	\$550,200	n/a	\$0	2018	\$1,487,100	\$2,037,300	COA, Invest Atlanta	M TAD, TAP, LCI, COA, GDOT	various sources \$847,620
T-14	Lakewood Heights town center pedestrian improvements	none	Last Mile Connectivity/ Sidepaths and Trails	2012	\$15,000	n/a	\$0	2013	\$100,000	\$115,000	COA	COA	various sources \$35,000

BL: BeltLine

BL TAD: BeltLine Tax Allocation District funds

COA: City of Atlanta

CTP: Connect Atlanta Plan

GDOT: Georgia Department of Transportation

LCI: Livable Centers Initiative

MARTA: Metropolitan Atlanta Rapid Transit Authority

M TAD: Metropolitan Parkway Tax Allocation District

TAP: FHWA Transportation Alternatives Program (replaces Transportation Enhancement (FE) funds)

Pedestrian Signal refers to a system similar to the High-intensity Activated Crosswalk (HAWK) system as specified in the Manual on Uniform Traffic Control Devices (MUTCD).

Construction costs associated with improvements recommended in the Jonesboro Road Redevelopment Plan, 2006, are increased by 25 percent to account for inflation. This is only an estimate as some costs may not have increased by that rate due to the economic downturn experienced in recent years. In some cases, planning costs should substitute for construction costs if only an assessment is noted.

New street costs do not reflect structure costs for bridge or retaining walls. Streets system for the Stewart Lakewood Shopping Center redevelopment area is not included in cost estimate.

## Action Matrix: Vehicular Transportation Projects

ID	Name	Previous Plans	Type of Improvement	Engineer- ing Year	Engineer- ing Costs	ROW Year/ Cost	Construc- tion Year	Construc- tion Costs	Total Project Costs	Respon- sible Party	Funding Source	Local Source & Match Amount
T-15	New streets	none	Roadway/ General Purpose Capacity	ongoing	\$445,200	n/a	ongoing	\$2,968,000	\$3,413,200	COA, Private	COA, Private	n/a
T-16	Close northern segment of Lakewood Way	none	Roadway/ Operations and Safety	2020	\$7,250	n/a	2021	\$15,000	\$22,250	COA, Private	COA, Private	various sources
T-17	Roundabout at Pryor Road, Lakewood Way, and Reynolds Dr	none	Roadway/ Operations and Safety	2032	\$87,500	n/a	2033	\$450,000	\$537,500	COA	LCI, COA	various sources
T-18	Upgrade traffic signal system and communications along Jonesboro Road	Jonesboro Rd. Redev. Plan (project J-1)	Roadway/ Operations and Safety	2018	\$100,500	n/a	2019	\$670,000	\$770,500	COA	COA, GDOT	various sources
T-19	Upgrade Jonesboro Road from McDonough Boulevard to Lakewood Avenue	Jonesboro Rd. Redev. Plan (project J-6)	Roadway/ Operations and Safety	2015	\$150,000	n/a	2016	\$1,000,000	\$1,150,000	COA	LCI, COA, GDOT	various sources
T-20	Intersection improve- ments at Jonesboro Road and Lakewood Avenue	Jonesboro Rd. Redev. Plan (project J-7)	Roadway/ Operations and Safety	2020	\$521,250	n/a	2023	\$3,475,000	\$3,996,250	COA, GDOT	COA, LCI, COA, GDOT	various sources
T-21	Intersection improve- ments at Jonesboro Road at Browns Mill Road	Jonesboro Rd. Redev. Plan (project J-10)	Roadway/ Operations and Safety	2027	\$126,600	n/a	2028	\$844,000	\$970,600	COA, GDOT	COA, GDOT	various sources
T-22	Electric vehicle charging station	none	Roadway/ Operations and Safety	2014	\$1,500	n/a	2015	\$10,000	\$11,500	COA, private	Private	various sources
T-23	Wayfinding signage on I-75/I-85	none	Study; Roadway/ Operations and Safety	2014	\$7,500	n/a	2015	\$50,000	\$57,500	COA, GDOT	GDOT, Private	various sources
T-24	Amphitheater event signage program	none	Roadway/ Operations and Safety	2014	\$4,500	n/a	2015	\$30,000	\$34,500	COA, Private	Private	various sources
T-25	Gammon Street improvements	none	Roadway/ Operations and Safety	2024	\$6,000	n/a	2025	\$40,000	\$46,000	COA	COA	n/a

### Action Matrix: Transit Projects

ID	Name	Previous Plans	Type of Improvement	Engineering Year	Engineering Costs	ROW Year/ Cost	Construction Year	Construction Costs	Total Project Costs	Responsible Party	Funding Source	Local Source & Match Amount
T-26	Pryor Road streetcar	CTP (project TR-012)	Transit/Rail Capital	2023	TBD	n/a	2028	TBD	TBD	COA	COA	n/a
T-27	Public hearing to reroute bus 42 through Amal Dr	none	Transit/Operations and Maintenance	2014	\$0	n/a	2015	\$0	Staff Time	MARTA	MARTA	n/a
T-28	Increased frequency of route 42 service	none	Transit/Operations and Maintenance	2017	\$0	n/a	2018	TBD	TBD	MARTA	MARTA	n/a
T-29	Route 55 bus service enhancements along Jonesboro Road	none	Transit/Bus Capital	2014	TBD	n/a	2015	TBD	TBD	MARTA	MARTA	n/a
T-30	Route 155 bus service enhancements along Lakewood Avenue	none	Transit/Bus Capital	2015	TBD	n/a	2016	TBD	TBD	MARTA	MARTA	n/a
T-31	Route 95 bus service enhancements along Metropolitan Parkway	none	Transit/Bus Capital	2015	TBD	n/a	2016	TBD	TBD	MARTA	MARTA	n/a
T-32	Bus service along Fair Drive	none	Transit/Operations and Maintenance	2022	TBD	n/a	2023	TBD	TBD	MARTA	MARTA	n/a
T-33	East-west BRT service	none	Transit/Bus Capital	2027	\$0	n/a	2028	\$0	\$200,000	MARTA	MARTA	n/a

BRT: Bus rapid transit

COA: City of Atlanta

CTP: Connect Atlanta Plan

GDOT: Georgia Department of Transportation

LCI: Livable Centers Initiative

MARTA: Metropolitan Atlanta Rapid Transit Authority

## Action Matrix: Transportation Studies

ID	Name	Previous Plans	Type of Improvement	Engineering Year/Cost	ROW Year	Construction Year	Construction Costs	Total Project Costs	Responsible Party	Funding Source	Local Source & Match Amount
T-34	Metropolitan Parkway complete street study	none	Study	n/a	n/a	2018	n/a	\$40,000	COA, ARC	COA, LCI	various sources \$8,000
T-35	Jonesboro Road complete street study	none	LCI Supplemental Study	n/a	n/a	2015	n/a	\$50,000	COA	LCI, COA, GDOT	various sources \$25,000
T-36	Sawtell Avenue truck route designation	Jonesboro Rd. Redev. Plan (project J-3)	Roadway/ Operations and Safety	n/a	n/a	2018	n/a	\$10,000	COA, GDOT	COA, GDOT	various sources \$2,000
T-37	Reconfigure the Pryor Road/Pryor Circle/Claire Drive intersection	"CTP (project RB-005)"	LCI Supplemental Study	n/a	n/a	2023	n/a	\$20,000	COA	COA	various sources \$10,000
T-38	Study intersection improvements at Jonesboro Road and Sawtell Avenue/ Claire Drive	Jonesboro Rd. Redev. Plan (project J-9)	Roadway/ Operations and Safety	n/a	n/a	2019	n/a	\$20,000	COA, GDOT	COA, GDOT	various sources \$0
T-39	Study improved access between Langford Parkway to Metropolitan Parkway	none	Roadway/ Operations and Safety	n/a	n/a	2014	n/a	\$100,000	COA, GDOT	LCI	various sources \$0
T-40	Langford Parkway urban boulevard conversion study	none	Study	n/a	n/a	2018	n/a	\$150,000	COA, ARC	COA, LCI	various sources \$30,000

ARC: Atlanta Regional Commission

COA: City of Atlanta

CTP: Connect Atlanta Plan

GDOT: Georgia Department of Transportation

LCI: Livable Centers Initiative

## Action Matrix: Land Use and Housing Projects

ID	Description	Cost	Year	Responsible Party	Funding Source
LU-1	Lakewood Heights commercial district revitalization	TBD	ongoing	Private developer(s)	Private
LU-2	Metropolitan Parkway north redevelopment	TBD	ongoing	Private developer(s)	Private, TAD
LU-3	2244 Metropolitan Parkway redevelopment	TBD	2015	Private developer(s)	Private, TAD
LU-4	Lakewood Fairgrounds area activity center	TBD	ongoing	Private developer(s)	Private
LU-5	Refined plan for Villages at Carver buildout	Admin. Time	2015	Atlanta Housing Authority	n/a
LU-6	Student housing	TBD	2017	Colleges, private developer(s)	State of Georgia, Private
LU-7	Redeveloped school property on Ashwood Ave.	TBD	TBD	Private developer, APS	Private
LU-8	Community gateway improvements	\$200,000	2015	City, neighborhoods, private	Various
LU-9	Lakewood Heights commercial district temporary display space/events	TBD	2014	Lakewood Heights Business Assoc.	LHBA, private sponsors, ARC
LU-10	Reduced permit and other fees, expedited permit process	Admin. Time	2016	City	n/a
LU-11	Updated Future Land Use plan	Admin. Time	2013	City	n/a
LU-12	Updated zoning	Admin. Time	2014	City, ARC	n/a
LU-13	Polar Rock neighborhood master plan	\$20,000 - \$30,000	2014	TBD	Neighborhood, City

All cost estimates are in 2013 dollars

APD: Atlanta Police Department

APS: Atlanta Public Schools

ARC: Atlanta Regional Commission

CID: Proposed Metropolitan Parkway Community Improvement District

LHBA: Lakewood Heights Business Association

TAD: Metropolitan Tax Allocation District

## Action Matrix: Economic Development Projects

ID	Description	Cost	Year	Responsible Party	Funding Source
ED-1	Developer tours	Admin. Time	2013	City, Invest Atlanta	City, Invest Atlanta
ED-2	Developer programs	Admin. Time	2013	City, Invest Atlanta	City, Invest Atlanta
ED-3	Recruiting trips to Los Angeles	Admin. Time	2014	Invest Atlanta	Invest Atlanta
ED-4	Realtor education caravan	Admin. Time	2013	City, Invest Atlanta	City, Invest Atlanta
ED-5	Inventory of vacant/available land	Admin. Time	2013	City	City
ED-6	Catalog of real estate for film industry	Admin. Time	2014	Invest Atlanta	Invest Atlanta
ED-7	Proactively demolish properties beyond repair	Admin. Time	2013	City	City
ED-8	Jonesboro Road/Lakewood Avenue Business Association	Admin. Time	2014	Invest Atlanta	Invest Atlanta
ED-9	Main Street program for Jonesboro Road/Lakewood Avenue	Admin. Time	2016	Invest Atlanta, Business Association	Invest Atlanta
ED-10	Opportunity zone designation for Jonesboro Road/Lakewood Avenue	Admin. Time	2014	Invest Atlanta	Invest Atlanta
ED-11	Metropolitan Parkway CID	Admin. Time	2018	City	City, CID
ED-12	Business incubator for entertainment industry	Admin. Time	2014	Invest Atlanta	Invest Atlanta
ED-13	Initiate discussions with owner of 2244 Metropolitan Parkway and developers	Admin. Time	2013	Invest Atlanta, City	Private, TAD
ED-14	Market the 2244 Metropolitan Pkwy site to key retail anchors	Admin. Time	2013	Invest Atlanta, City	Private, TAD
ED-15	Local-serving retail uses on 2244 Metropolitan Pkwy site	Admin. Time	2014	Invest Atlanta, Private	Private
ED-16	Business park with entertainment industry focus	Admin. Time	2013	Invest Atlanta, City	Private, TAD
ED-17	Work with Crossroads Shopping Ctr. owner to secure incentives	Admin. Time	2014	City, Private	City, TAD, Private
ED-18	Business accelerator on Metropolitan Parkway	TBD	2015	Invest Atlanta, Private	Invest Atlanta, Private
ED-19	Marketing and branding program	Admin. Time	2013	City, Invest Atlanta	City, Invest Atlanta
ED-20	New bank branch	TBD	2014	Invest Atlanta, Private	Private
ED-21	Website	Admin. Time	2014	Invest Atlanta	Invest Atlanta
ED-22	Create map of local restaurants and retail	TBD	2014	Invest Atlanta, Live Nation, APS	Invest Atlanta, Live Nation, APS
ED-23	John Birdine Center/Screen Gems space	TBD	2014	City, Screen Gems	City, Screen Gems
ED-24	Entertainment industry worker housing program and incentives	TBD	2015	Invest Atlanta, Screen Gems	Invest Atlanta
ED-25	Equity pool to fund construction of entertainment industry spaces	TBD	2016	Invest Atlanta	Invest Atlanta
ED-26	Amphitheater additional uses	TBD	2015	Private	Private

All cost estimates are in 2013 dollars

APS: Atlanta Public Schools

CID: Proposed Metropolitan Parkway Community Improvement District

TAD: Metropolitan Tax Allocation District

## Action Matrix: Urban Design, Historic Resources, Public Space, Environment, Health, and Community Facilities Projects

ID	Description	Cost	Year	Responsible Party	Funding Source
O-1	Historic markers	\$5,000	2015	City	City, Private
O-2	Renovate historic Lakewood Heights School on Sawtell Avenue	TBD	TBD	APS, Private	Private
O-3	Inventory historic buildings	Volunteer Time	2015	City, Private	Private
O-4	Lakewood Park	\$2,000,000	2016	City	City
O-5	Neighborhood tree plantings	\$15,000	2014	City, Trees Atlanta	City, Private
O-6	Jonesboro/Lakewood pocket park expansion and improvements	\$60,000	2018	City	City
O-7	Langford Park skate park and exercise equipment	\$40,000	2016	City	City
O-8	Langford Park expansion	\$2,250,000	2020	City, BeltLine	BeltLine
O-9	Langford Park environmental education theme	TBD	2018	City	City
O-10	Watershed wide plan to address flooding	TBD	2015	City	City
O-11	Stream bank restorations	TBD	ongoing	City, Private	City, Private
O-12	Improve existing community gardens	Volunteer Time	2014	Private	Private
O-13	Identify new community garden and farmers market locations	Admin. Time	2018	Private	Private
O-14	Stormwater garden projects	\$10,000-\$50,000	2015	City	City
O-15	New Police Zone 3 precinct building	TBD	2016	City, APD	City
O-16	Water/sewer infrastructure rehabilitation	See City of Atlanta Capital Improvement Plan (CIP)			
O-17	Neighborhood watch programs	Admin. Time	2013	City, neighborhoods, APD, private	Private
O-18	Public safety audits	Volunteer Time	2013	Neighborhoods, APD	n/a
O-19	Lighting improvements	TBD	2014	City, Georgia Power	City, Private
O-20	Recycling bins in public places	\$16,000	2015	City	City
O-21	Community clean-up days	Volunteer Time	2014	Private	Private
O-22	Metropolitan Pkwy security cameras	\$500,000	2023	City, APD, CID	CID
O-23	Lakewood Heights security cameras	\$200,000	2028	City, APD, Private	TBD
O-24	Youth education and training programs	TBD	ongoing	City, APD, Colleges, Private	City, APD, Colleges, Private
O-25	Implementation task forces	Admin. Time	2013	City, Councilmembers, Invest Atlanta, Private	n/a
O-26	South Atlanta Park master plan	\$40,000	2023	City, Private	City, Private

All cost estimates are in 2013 dollars

APD: Atlanta Police Department

APS: Atlanta Public Schools

CID: Proposed Metropolitan Parkway Community Improvement District

TAD: Metropolitan Tax Allocation District

## LAND USE AMENDMENTS

The Future Land Use Maps in the City of Atlanta Comprehensive Development Plan serve as the long-term guide for future growth and land uses as well as rezoning requests. A number of updates to these maps are necessary to fully achieve the vision of this plan, as shown in Figure 6.6. Figure 6.6 shows the changes outlined on a base map of the current future land use map. These changes generally reflect a move toward a broader mix of uses and more dense residential development in areas approved by the community.

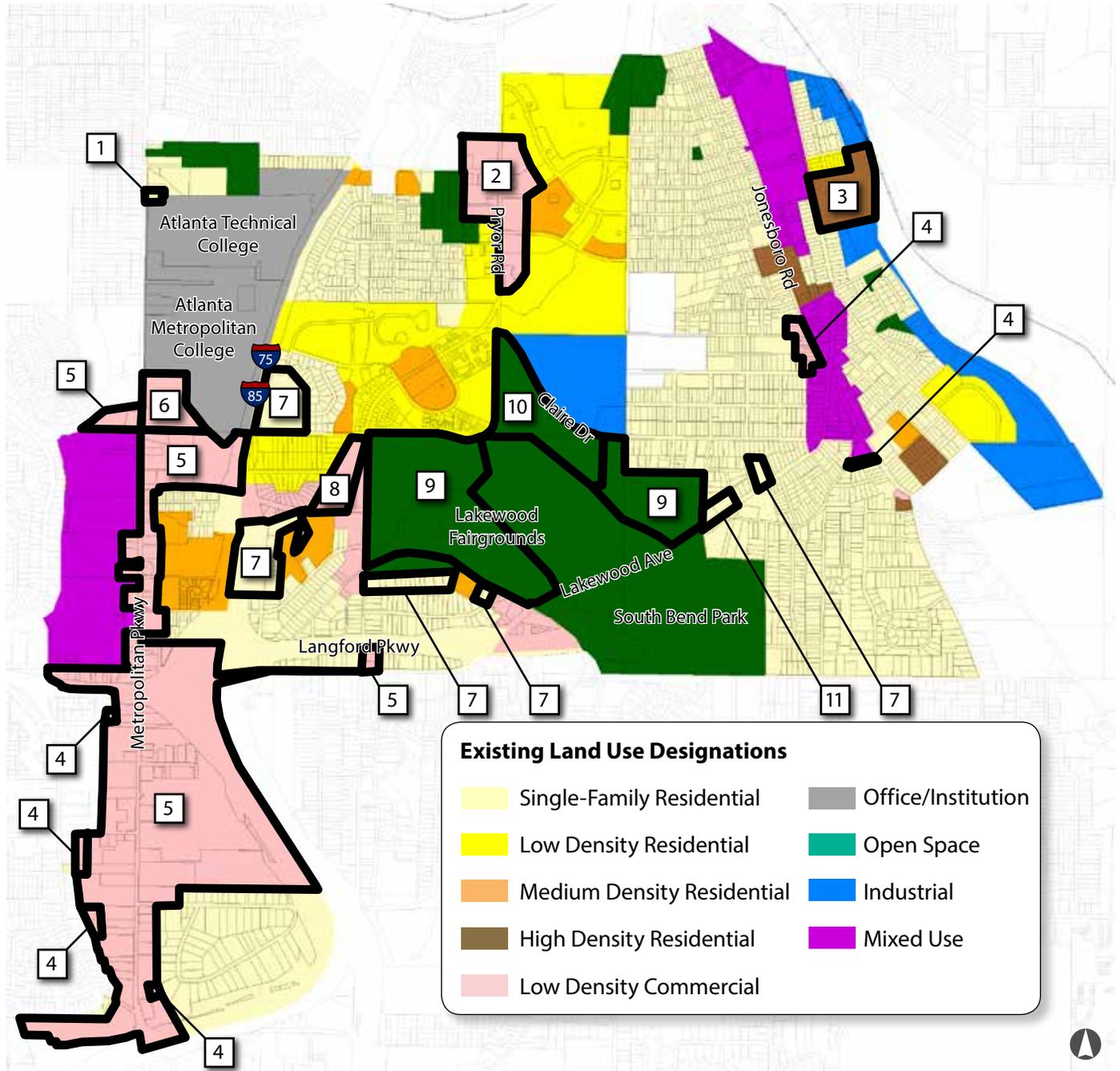


*The proposed land use changes will allow for a better mix of uses and more density in appropriate areas*

### Proposed Changes to Future Land Use Plan (see Figure 6.6)

Number on Map	Current Designation	Proposed Designation	Rationale
1	Single Family Residential	Office/Institutional	Bring plan into conformity with existing zoning
2	Low Density Commercial	Low Density Mixed Use	Allow for a broader mix of uses
3	High Density Residential	Industrial	Bring plan into conformity with existing zoning
4	Low Density Commercial	Single Family Residential	Preserve existing single-family residential uses
5	Low Density Commercial	Medium Density Mixed Use	Allow for a broader mix of uses
6	Low Density Commercial	Office/Institutional	Reflect institutional ownership of property
7	Single Family Residential	Medium Density Residential	Allow for a mix of housing types
8	Low Density Commercial	Medium Density Residential	Allow for more appropriate development types
9	Open Space	Community Facility	Reflect existing and desired future uses
10	Open Space	Industrial	Reflect existing and desired future uses
11	Single Family Residential	Low Density Commercial	Reflect existing and desired future uses

**Figure 6.6: Proposed Amendments to Comprehensive Development Plan Future Land Use Map**



## ZONING AMENDMENTS

The zoning changes outlined below will allow study area neighborhoods to more fully achieve their vision and will promote a high-quality, pedestrian friendly, mixed use environment that will serve the neighborhood and make best use of public infrastructure such as transit.

The zoning changes shown on the following page are consistent with the Draft Recommendations Overview Map, and are intended to guide the private sector toward achieving the plan’s vision. They balance the community’s desires, market opportunities, and rights of land owners. They are intended to maintain property values, while expanding support for better design.

Where increases in density are recommended, potentially adverse effects on nearby properties are reduced by significant investment in public infrastructure, such as wider streets, better sidewalks, and better access to public transit. These investments will enhance these areas by improving traffic flow, access, aesthetics, and walkability.

Public and private investments can ultimately enhance property values by raising the bar for new development and protecting existing neighborhood residential fabric. They can also help the community achieve a more competitive position among Atlanta’s inner neighborhoods.

Key to this is the use of quality of life zoning districts such as MRC, MR, and NC. These districts help ensure quality development with good urban form and can prevent some of the inappropriate development that the area has already seen. The creation of an NC (neighborhood commercial) district for the Lakewood Heights Neighborhood Commercial district will be key to implementing the vision.

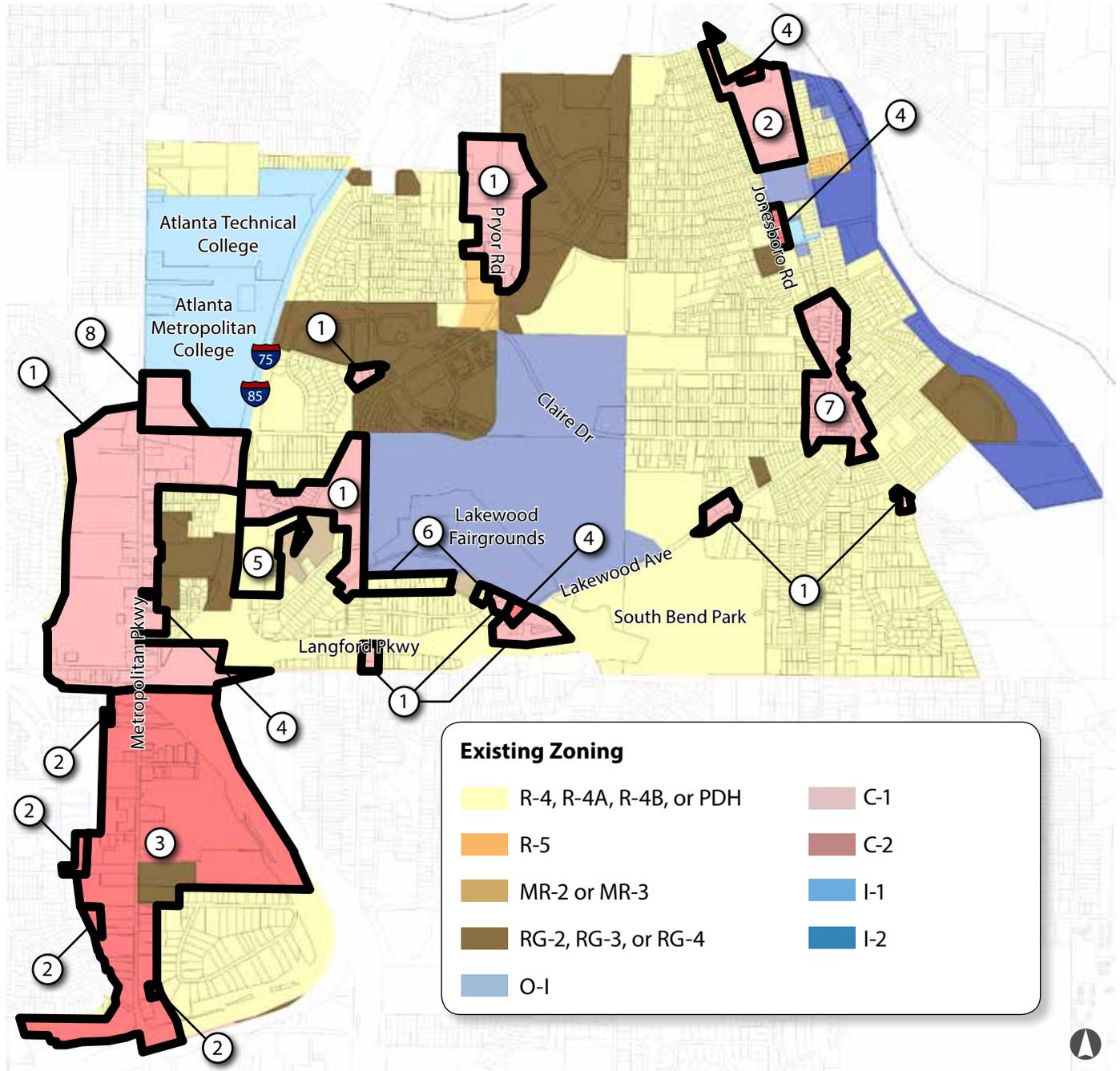


*Zoning amendments are crucial to the implementation of this plan, since they will help require quality development*

### Proposed Zoning Changes (see Figure 6.7)

Number on Map	Current Zoning	Proposed Zoning
1	C-1	MRC-1
2	C-2	R-4
3	C-2/RG-2	MRC-2
4	C-2	MRC-2
5	R-4	MR-3-C
6	R-4	MR-2
7	C-1	NC
8	C-1	O-I

**Figure 6.7: Proposed Zoning Amendments**



## POPULATION & EMPLOYMENT PROJECTIONS

As established in Part 3, a significant amount of demand for retail and residential space exists within the study area, as well as some demand for office space. There is a demand for:

- Approximately 35 new single-family houses per year
- Approximately 27 new townhouses per year
- Approximately 320 new rental apartments every two years
- Approximately 30-40 new beds of senior housing every two years
- A 300-bed student housing development, with demand for 90 more beds each year
- Approximately 400,000 square feet of new retail
- Approximately 100,000 square feet of office

As with any planning study, the amount of theoretical demand does not necessarily indicate the amount of new development that will be built in the study area. The actual amount of new development built will be that portion of demand that is achievable. It is, however, projected that the built-out plan will add jobs and population in the study area as outlined in the tables on the following page.

### Methodology

Population and employment projections are calculated by using current study area population and employment data and factoring growth based on the recommended land use program.

Growth is determined by first establishing today's baseline. Lots with redevelopment potential are then identified, including vacant lots, parking lots, and vacant or marginal lots along mixed-use corridors. Areas where no change is envisioned, such as parks, schools, churches, neighborhoods, and historic structures, are excluded.

An average residential and commercial density is then assigned to each property based on the recommended land use, and the overall number of housing units and commercial square feet that is physically supportable at build-out of the framework plan is determined. These figures are converted to population and jobs based on household size and employees per floor area unit estimates. This shows the growth envisioned 20 years into the future.

Estimates are determined by assuming an incremental build out of each of the concept plans; assuming that all vacant single-family lots will be developed; and assuming a modest capture of redevelopment on other sites. This is then compared to projected demands, to ensure that they are not exceeded.

It is estimated that 7,394 residents currently live within the study area. The recommended land uses will increase the number of residents to 9,696 by 2018 and 11,563 by 2023. Residential density will increase from the current 1.6 occupied units per acre to an estimated 2.2 occupied units per acre in 2023. It is assumed that residential growth will occupy vacant housing units before significant new construction begins.

Currently, 2,298 employees are estimated to work within the study area. When the recommended land uses are factored in, 660 new jobs could be added by 2023.

## CONSISTENCY WITH LCI COMPONENTS

This study and its recommendations are consistent with the LCI program components as outlined below:

- 1) Efficiency/feasibility of land uses and mix appropriate for future growth including new and/or revised land use regulations needed to complete the development program.

*The study calls for an increase of density and an increased mix of uses, particularly along major corridors. Residential neighborhoods are complemented by new or revitalized retail nodes and commercial development along neighboring corridors. Institutional uses are to remain and be complemented by other uses. Residential infill is a key focus.*

*This new pattern is largely feasible given current land uses and efficient because of the proximity of homes, shopping, jobs, and bus service. Several changes to the city's land use plan are necessary to achieve the vision. Existing zoning regulations in the area are not consistent with the vision, and require a number of updates.*

- 2) Transportation demand reduction measures.

*A reduction in the demand for vehicular trips is proposed via a combination of improved sidewalks, more compact development, a greater mix of uses, new bicycle facilities, and improved bus service.*

### Study Area Population Projections by Housing Type

	Single-Family	Townhouses/Duplexes	Multifamily	Total
<b>2013 Existing</b>				
Occupied Housing Units	1,136	264	1,708	<b>3,108</b>
Vacant Housing Units	837	88	732	<b>1,657</b>
Average Household Size	2.50	2.37	2.30	<b>2.38</b>
Population	2,839	626	3,928	<b>7,394</b>
<b>2018 Estimate</b>				
Average New Household Size	2.25	2.00	1.80	<b>1.99</b>
Formerly Vacant Units Filled	486	26	293	<b>805</b>
Net New Units	0	0	350	<b>350</b>
Net New Population (Incl. Vacant Backfill)	1,093	53	1,157	<b>2,303</b>
Total Population	3,932	679	5,085	<b>9,696</b>
<b>2023 Estimate</b>				
Average New Household Size	2.20	1.90	1.75	<b>1.85</b>
Net New Units	175	135	700	<b>1,010</b>
Net New Population	385	257	1,225	<b>1,867</b>
Total Population	4,317	936	6,310	<b>11,563</b>

### Study Area Employment Projections by Land Use Type

	Commercial	Office/ Institutional/ Other	Total
<b>2013 Existing</b>			
Employees	375	1,923	<b>2,298</b>
<b>2018 Estimate</b>			
Net New Square Footage	20,000	20,000	<b>40,000</b>
Net Employees	24	48	<b>72</b>
Total Employment	399	1,971	<b>2,370</b>
<b>2023 Estimate</b>			
Net New Square Footage	375,000	85,000	<b>460,000</b>
Net Employees	456	204	<b>660</b>
Total Employment	855	2,175	<b>3,030</b>

- 3) Internal mobility requirements – traffic calming, pedestrian circulation, transit circulation, bicycle circulation including safety and security of pedestrians.

*Streetscape improvements, better crosswalks, bike lanes and other markings, and other elements will help calm traffic and promote the safe circulation of pedestrians, cyclists, and buses.*

- 4) Mixed-income housing, job/housing match and social issues.

*The study recommends encouraging a variety of housing types and sizes to preserve a mix of incomes and ages. The program includes apartments, townhomes, detached homes, rehabilitated historic residences, senior housing, and student housing.*

*Additional retail and office space, combined with better access to transit and local business incubator space will improve the jobs/housing balance by providing locally accessible jobs. Training programs and improved access will allow local residents to better access the significant number of jobs in the study area as well as nearby.*

- 5) Continuity of local streets in the study area and the development of a network of minor roads.

*Connectivity in the study area is limited by the presence of major transportation facilities and large institutional properties. Several new streets are proposed with redevelopment to improve connectivity, including several shared use paths that will bridge gaps in the network.*

- 6) Need/identification of future transit circulation systems.

*The study area has several bus lines, but service is infrequent and there are few amenities. Increased frequency combined with improved facilities at bus stops such as shelters, schedules, and trash cans could improve the transit experience. In the long term, the proposed Pryor Road streetcar could also connect the study area to Downtown Atlanta.*

- 7) Connectivity of transportation system to other centers.

*The existing bus system and street/highway grid connect the study area well to nearby centers such as the airport and Downtown Atlanta. Recommended*

*bus improvements, combined with new streets and paths, will improve these connections.*

- 8) Center development organization, management, promotion, and economic restructuring.

*More effective organization, management, and promotion of existing and proposed assets within the study area is greatly needed. Recommendations in the areas of marketing, small business promotion, and economic development begin to address these needs and move toward a more sustainable economic structure.*

- 9) Stakeholder participation and support.

*Public participation was solicited throughout the six month process through a combination of in-person interviews, community meetings, neighborhood meetings, a community workshop, and Core Team meetings. Meeting announcements were distributed to all property owners twice by mail. Additional stakeholders were contacted by electronic mail or telephone. Consultants also met individually with numerous groups with an interest in the area. A web site provided details and updates on the process.*

- 10) Public and private investment policy.

*Successful implementation of the plan depends on a marriage of public and private investment policy, in which significant public investments in streetscapes, parks, transportation improvements, and other areas are complemented by private investments in development, streetscapes, new streets, and more. Both public and private projects may draw from a variety of funding sources, including tax allocation district monies; city, state, and federal dollars; non-profit investment; and private sources.*

# Appendix A



## DETAILED MARKET ANALYSIS AND ECONOMIC DEVELOPMENT PLAN

This market analysis is specifically targeted to:

- Understand the key strengths and challenges impacting development opportunities
- Identify target market audiences that could potentially support new development in the area
- Understand key trends occurring in the local and regional market and how those trends will likely impact the study area in the coming years
- Estimate supportable office, industrial, studio, residential and retail demand and development potential in the study area in the next 20 years
- Estimate net population, household, and job growth in the study area resulting from this development potential
- Formulate strategies to encourage growth, development and redevelopment in the study area
- Determine the needs of the film and TV industries and develop strategies on how to address them
- Develop recommendation on the redevelopment and revitalization of commercial corridors and nodes

The results of this market analysis can be utilized to prioritize and enhance economic development, land and transportation planning efforts in the area and potential investments and strategies that could positively influence new private investment.

The following information summarizes the key conclusions resulting from the market analysis, which is focused on supporting market audiences and demand/opportunities for film, retail, flex industrial, office, rental residential and for-sale residential. More detailed analyses can be found beginning on page 156.

### Context

The study area enjoys a number of key drivers of demand potential. The following is a summary of each, their sizes, current impacts on the area, and the means by which each can be leveraged to create greater impact on development and revitalization opportunities in the study area.

- A strong regional location approximately halfway between Hartsfield Jackson International Airport and Downtown Atlanta, with direct access to/from Interstate 75/85. This location benefits the study area by offering:



*Screen Gems Studios is a regional anchor and produces an estimated economic impact of \$500 million over ten years*

- Access to over 256,000 jobs in existing office cores both in Downtown/Midtown and around the airport, which when including all airlines, vendors, and supporting services represents Georgia's largest employer;
- High visibility along I-75/85 featuring average annual daily traffic counts of more than 260,000;
- Direct bus connectivity to the Lakewood – Ft. McPherson and Five Points MARTA rail stations;
- Proximity to regional medical services at Grady Memorial Hospital, one of the largest public hospitals in the country;
- Strong access to Hartsfield Jackson International Airport, the world's busiest airport with over 95.5 million annual passengers for national and international travel including the new \$1.4 billion dollar international terminal;
- Less than 5 minute commutes to two planned mixed use developments: Aerotropolis, a \$600 million development to feature the 234,000 square foot North American headquarters for Porsche, and the planned redevelopment of the 488-acre Fort McPherson.
- Significant existing regional anchors, including Atlanta Metropolitan State College, Atlanta Technical College, the Aaron's Lakewood Amphitheatre and the Screen Gems movie studio/stages.
  - Atlanta Metropolitan State College employees 240 on campus, has a full time student attendance of 2,700 and an estimated annual economic impact of \$110 million, with the recent additions of a \$57 million academic sciences facility and an a \$12 million expansion to their Student Athletic Center;
  - Atlanta Technical College which employees over 600 full and part time staff on campus, has a full time student attendance of 5,400 and has



*Atlanta Metropolitan State College produces an estimated annual economic impact of \$110 million*

- recently built the Allied Health Building and is currently undergoing renovation of their library;
- o Aaron’s Lakewood Amphitheatre, a 20,000-seat venue with an average annual attendance of approximately 250,000 people;
- o Screen Gems, a 250,000-square foot film and digital media studio set on 34 acres that has an estimated 10 year economic impact of over \$500 million in the combined local, City, State and Federal levels. In addition, Screen Gems employees an average of 300 direct and indirect employees per day at this local facility; and
- o Lakewood High School’s football stadium, one of two major Atlanta Public School stadiums that host high school sporting events.
- Significant new public sector investment including several park enhancements, a new YMCA, multiple new mixed-income public housing redevelopments, along with new elementary and high schools, and the Fulton County Oak Hill Child, Adolescent, and Family Center.
- A myriad of existing development incentives to encourage new investment within the study area including:
  - o State of Georgia Entertainment Industry Incentive Act;
  - o Metropolitan Parkway Tax Allocation District (TAD);
  - o New Markets Tax Credit (NMTC); and
  - o Multiple Opportunity Zones (OZs)

While these key attributes, demand generators, investments and incentives create opportunity, the area is still largely economically challenged today. There are a number of specific challenges present in the area that temper redevelopment and revitalization opportunity:

- A relatively small job base in the area (only 3,492 jobs), and one that has declined by nearly 50% between 2000 and 2012;
- A perception of high crime, both in residential neighborhoods and along the commercial corridors, with loss prevention being a major concern among business owners;
- A foreclosure rate that is still double the national average and nearly the double citywide average;
- Housing values that today remain approximately 60% below their pre-recession peak;
- Outdated commercial properties, many of which suffer from deferred maintenance, and a lack of quality retail tenants capable of supporting local market demand, resulting in a high leakage of retail expenditures outside the study area; and
- A median household income level that is approximately half of the city median, with nearly double the percentage of population below the poverty level compared to the city average.

Many of these problems are not unique to the Lakewood area and are, in fact, shared by other aging inner city and inner suburban areas of Atlanta. These locations, developed in the 50s, 60s, and 70s are now often bypassed by those choosing newer greenfield locations further out, or more intown locations. However, these inner core suburbs, including Lakewood, have great regional access and are highly convenient. As noted, these attributes are increasingly valuable in the Metro Area. Creating a strong lifestyle proposition in Lakewood will be key to its ability to effectively appeal to new market audiences, be it for a place to live, work, shop, or relax.

## MARKET STUDY OVERVIEW

The following is an overview of supporting market audiences and development potential by land use within the study area. For more detailed information please refer to the accompanying exhibit package beginning on page 156. Figure A.1 shows the approximate areas in which demand exists for various types of development.

### Supporting Market Audiences

As referenced earlier, there are a number of conventional and non-conventional audiences spurring demand for residential and commercial products in the study area. These are shown in Table A.1 below.

By and large, demand potential from these major audience groups, as well as nearby sources such as Atlanta Hartsfield Jackson International Airport (employees and passengers) has not been harnessed well. Identifying the residential and commercial demand potential that these audiences create and addressing the key barriers that exist to capturing this demand form the key bases for the market analysis efforts. The following pages summarize key conclusions relative to demand potential in the study area and the key economic development strategies Invest Atlanta and the City should consider.

### FOR-SALE RESIDENTIAL POTENTIAL

As noted, the study area and the South Atlanta market overall have declined recently, due to the national housing downturn (felt more prominently in South Atlanta where more first-time buyers exist) and the high foreclosure rates that have continued to exist.

The residential Primary Market Area (PMA), a larger four ZIP code area that influences the study area, has

seen a drop in new home sales activity from a 2006 peak of 827 down to only 82 in 2012. In addition, new home sale prices have dropped by 20% from their 2005 peak. Foreclosure rates on existing properties remain high at over 0.25% new notices received per month, which has contributed to a 63% decline in existing home values since the 2006 peak. This decline in property values has resulted in a loss of wealth among the area's households and, due to these conditions, a return to a healthy for-sale housing market is several years away.

Newer for-sale housing endeavors in the area are performing modestly today, with newer single-family homes proximate to the study area selling for around \$125,000 (\$66 per square foot) and newer townhouses selling for approximately \$82,000 (\$53 per square foot). Both of these price points are below those needed to feasibly construct new homes; a significant issue to be addressed in the study area. It is anticipated that the area housing market will require at least five years to stabilize and for appreciation to reach levels supporting new, market-rate construction.

Examining demand from existing owner and renter households in the area, as well as the potential for new households moving into the area in the future, fairly significant demand potential for new housing exists in the study area going forward. Based on modeling efforts, it is estimated that the study area can capture up to 27 townhouses annually in the coming years, with product being priced affordably from around \$105,000 to \$250,000 and up to 35 new single-family detached homes annually, with product being priced affordably from around \$150,000 to \$295,000.

To realize this capture potential, particularly in advance of five years, value must be created in the study area beyond that which exists today and the repu-

**Table A.1: Audiences Spurring Demand for Residential and Commercial Development**

Audience	Size	Uses Supported
Local Residents	7,009 in the study area	Rental and for-sale residential, retail, local-service office uses
Area Employees	3,492 in the study area	Office, industrial and institutional space as well as retail uses
Temporary Employees at Screen Gems Studios	300 average on-site per day	Dining and retail uses, some housing and/or lodging
Aaron's Lakewood Amphitheatre	250,000 visitors per year	Restaurant use and some retail
Atlanta Technical College and Atlanta Metropolitan College Students	8,600 students	Restaurants and retail, rental housing
I-75/I-85 Drivers	260,000 per day	Retail and dining uses, lodging



*Newer for-sale housing endeavors in the area are performing modestly today due to the national housing downturn*

tation and image of the area's crime must improve. Interviewed builders and developers confirmed that they are not investing in South Atlanta in the short-term given its current perceptions of crime, low values, and stubbornly high foreclosure rates. Given the significant value loss in the area and inability for developers to obtain financing for new condominium product, there is no foreseen demand for new condos within the study area for at least the next 10 years.

## **RENTAL RESIDENTIAL POTENTIAL**

### **Conventional Rental Apartments**

The study area is located within the defined Central rental apartment submarket, which has been fairly active over the past decade. The Central rental apartment submarket averaged around 690 net new units annually from 2002-2012, or approximately one net new unit for every 4.9 net new jobs in Metro Atlanta. Much of this new growth, however, was in apartment cores east and north of the Downtown area, including the Old Fourth Ward, Inman Park, and portions of Midtown West. This being said, trouble in the for-sale housing market, growth in Generation Y, and a growing trend for intown living have helped to keep vacancy rates low in the Central submarket, now less than 5%, while pushing rents to a \$1,072 monthly average for Class A garden properties, which is above 2007 peak values.

Historically, Lakewood has seen little new rental apartment development, largely a result of a lack of available greenfield sites and relatively affordable for-sale housing, and thus very little Class A rental product exists in or adjacent to the study area today. The three communities that do exist in the area, The Villages at Carver, Villas at Lakewood, and Brookside

Park Apartments, feature rents considered quite affordable for intown Atlanta (averaging around \$0.75 per square foot for market-rate units), with market rate units comprising 25% of their total offerings, and the remaining 75% of units being affordable to prospects making 50-60% of Area Median Income.

Based on the aforementioned relationships between apartment demand and job growth in the Metro Area, and assuming a higher quality of life can be provided to complement Lakewood's existing high level of accessibility, demand potential exists to support one 320-unit rental apartment community every two to three years in the study area.

As referenced earlier, site-specific locations need to be created in the study area to support this new rental apartment demand potential. Current rent levels in the area make new construction challenging in Lakewood, without land bases of less than \$7,500 per unit. Even with such a low basis, new rental apartment development will require surface parking and exterior walk-up corridors, and incentives for offering affordable units.

### **Student Housing**

In addition to conventional rental apartment demand, the potential for student housing to support Atlanta Metropolitan and Atlanta Technical Colleges was examined. Given current enrollment and the percentage of full-time students commuting from outside Fulton County, demand exists today for up to a 300-bed community, with future growth of approximately 90 beds per year. As with traditional multifamily housing, this product type will require some type of incentives to justify new construction costs while delivering at market rents, as well as a site within walking distance to campus since shuttle service will be costly to support.

### **Senior Housing**

Senior living that encompasses both independent and assisted living components as a potential alternative rental land use in the study area was examined. Potential support was found for 30-40 beds of new senior living product at market rate in and around the study area every two years or so. This would likely be significant enough to support one new senior living community (likely a mix of independent and assisted living) every 3 to 4 years. Much of this demand exists for those households at the more affordable end of the scale, including those earning below \$25,000, although these would need to be 100% subsidized.

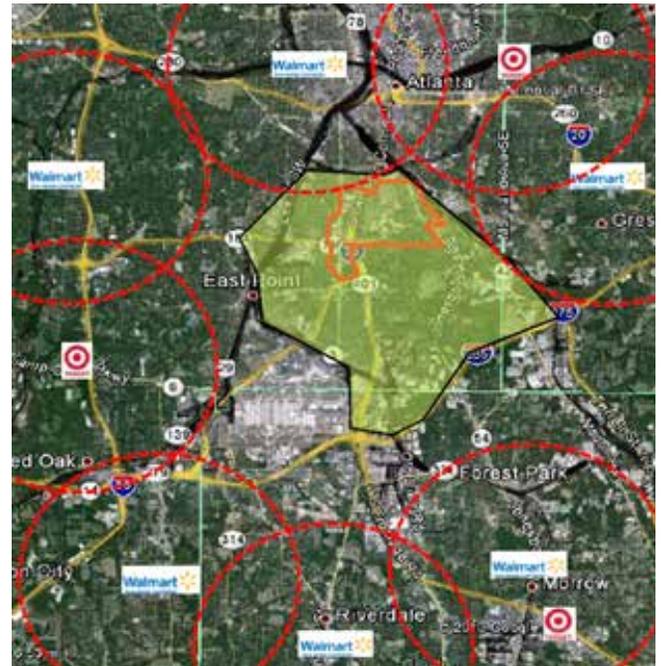
## RETAIL POTENTIAL

Given the below average local household incomes, deteriorated existing commercial properties, crime/loss prevention concerns, and geographic boundaries such as the railroad lines, interstate, and industrial areas, many retail developers and retail tenants have overlooked the study area. The area has a shortage of quality retail options, and as a result over 85% of the retail expenditure potential among study area resident is lost to competitive retail cores outside the study area.

What many of these retailers and retail developers have missed, however, is the complexity of the audiences in the local trade area, and the cumulative support that exists from these sources. As previously referenced, demand beyond the local population is fueled by over 8,000 students, 250,000 concert attendees, and nearly 25,000 employees (including the Screen Gems non-direct) in the trade area (an area that extends beyond the study area boundaries) that could be shopping in the study area if the right retail existed in a clean and safe environment.

When all sources are combined, there is potential to support an additional 405,000 square feet of retail in the study area, to be anchored by a big-box department store anchor like Target (Walmart just announced an East Point location which will likely preclude their attraction), a home improvement store such as Home Depot, a pharmacy/drugstore such as CVS, a small specialty grocer, approximately 80,000 square feet of full and limited service restaurants, and approximately 25,000 square feet of dry goods shops such as home furnishings and furniture stores. Critical to these uses, particularly the larger anchors, are highly visible sites with traffic counts in excess of 15,000 average annual daily traffic counts (AADT) and parcels with large depths of 100 feet or more to allow for surface parking. This limits the majority of this demand within the study area to Metropolitan Parkway, with some demand potential, particularly for local serving restaurants, in smaller commercial properties along the Jonesboro Road corridor.

After satisfying this current unmet demand, the study area will demand new retail space at a rate of approximately 18 square feet per capita of added population within the trade area. With projected annual population growth of 3-4% beyond 2018 this translates to approximately 10,000 square feet per year of future retail demand growth.



*Existing WalMarts and Targets are located in a ring around the study area; there could be potential for a similar store within the study area*

## FLEX INDUSTRIAL POTENTIAL

While not a land use often associated with activity centers, the study area is adjacent to a significant industrial core around the airport and along I-75. Warehouse growth has been the primary focus of demand in the corridor over the past decade but is no longer feasible for development in the Lakewood area given current land values and required density. Flex industrial space, however, which includes a more significant office component, is a potential for portions of the study area, and could be attractive to film industry-related tenants (not studio space) desiring the same regional location that drew Screen Gems.

To capitalize on this opportunity, issues relating to quality of life will need to be addressed. Creation of some type of flex business park in the study area (likely either adjacent to Screen Gems or along Metropolitan Avenue) needs to be encouraged and a greater quality of life needs to be fostered through more retail and dining options, particularly given that many of these uses don't require physical proximity to the studios themselves.

## OFFICE POTENTIAL

The study area functions as a local-serving office core, with little market potential to attract larger-scale office users due to the lack of executive housing on the south side of Atlanta and its location between two more established office cores (Downtown Atlanta and Hartsfield-Jackson International Airport). South Atlanta, which includes the I-75 South and I-85 South corridors, is a small office market, averaging around 113,000 square feet of net absorption in multi-tenant buildings.

Local office space tends to be occupied by smaller firms servicing the local population, including medical users, accountants, engineers, attorneys, insurance agents, and Realtors. These tenants are paying around \$12-16 per square foot modified gross rent and are located in smaller properties throughout the study area.

Based on demand estimates (driven by ratios of office-using employees to population ratios at the metro level and applied to the greater Lakewood area) the study area could accommodate an additional 100,000 square feet of office today, including significant medical-related space, insurance agents, attorneys and accountants, most of which require less than 5,000 square feet of space each.

In order to effectively capture this unmet demand, Lakewood will need to improve quality of life and create spaces where firms can meet with clients, walk to a coffee shop, eat lunch nearby, etc. This environment is completely lacking today. All trips require the use of a car and few quality locations exist to meet with clients in a casual setting, such as something adjacent to a park or in a town center environment. Through addressing these quality of life needs, future service-oriented office demand in the study area will come at a rate of 9 square feet per capita of new population growth. With projected annual population growth of 3-4% beyond 2018, this translates to approximately 5,000 square feet annually of future service oriented office demand growth.

## ENTERTAINMENT INDUSTRY SPACE

Interviews with local Screen Gems representatives, the Georgia Film Commission, the Wilmington Regional Film Commission, and real estate brokers representing entertainment industry tenants provided insights into the needs of the film and entertainment industry. Two major factors come into play relative to the locations of studios such as Screen Gems:

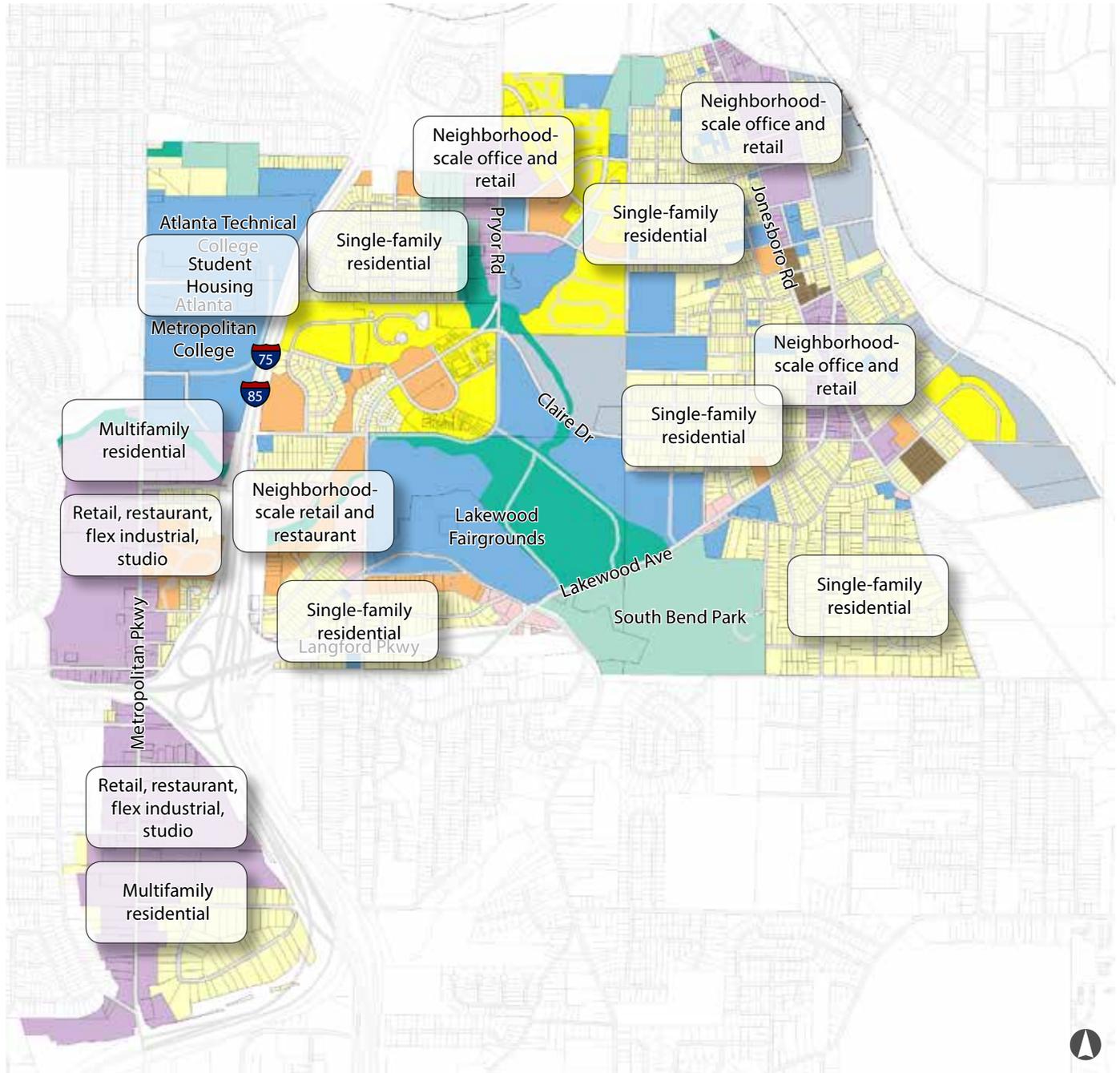
- The presence of State tax credits targeting the movie industry (something Georgia-specific, but not Lakewood-specific); and
- The presence of larger spaces with 40 foot minimum ceiling heights and large column spacing (more than 50 feet preferred).

There is no true means by which studio space demand can be estimated, although the preservation of these tax credits and the creation of this space certainly opens the door to greater studio investment. While factors of agglomeration do not play a major role in these studios (talent is often skilled and imported from California and other locations), the access the study area provides—both to the airport and Midtown, Buckhead, and other key areas of metro Atlanta—enhances its attractiveness to prospective users. No immediate plans for additional studio space exist on the Screen Gems campus.

In addition to studio space, the film and entertainment industry has a variety of other real estate space needs including storage, mill shops, and production/post production/recording. While strong demand exists for storage and mill shop space, this is a very value driven market and typically targets existing buildings in highly secured environments and/or business parks with low rent in the \$3-6 per square foot range. As such, targeting such a use in the study area is not recommended.

Production and recording space needs for this industry are very comparable to other technology industries. They seek conventional office space typically in the 2,000 - 8,000 square foot range per tenant with open floor-plates, secure environments, other similar tenants, and look for amenities such as walkable areas, access to lunch and full service restaurants, and strong interstate access. Often value concerns and/or a desire for more unique space lead these tenants to adaptive reuse complexes such as those found in Midtown West, Inman Park, and the Old Fourth Ward. Examples include Southern Dairies, Stoveworks, Studioplex, Lumber Yards, Puritan Mill, and King Plow. Given the current lack of these amenities and/or existing space for adaptive reuse in the study area this demand is very low today but has the potential to grow over time as the area improves. A business park to capture this growth has been planned in the study area and is discussed further in this report.

**Figure A.1: Potential Locations for Types of Development Demand**



## ECONOMIC DEVELOPMENT VISION & RECOMMENDATIONS

The following represents the economic vision for the Lakewood LCI study area; a vision that should guide key decision-making regarding economic policies and investments in the study area. ED numbers in parentheses refer to project numbers in Part 6. The economic vision for the Lakewood area is one that:

- Is perceived and recognized as being a safe, convenient intown Atlanta location that offers an attractive and interactive environment for its residents and businesses;
- Features a strong employment base, including a significant entertainment component, that not only generates tax revenue for the City, but creates employment opportunities for the surrounding community;
- Better leverages and grows the demand generators in the community, including the two colleges in the study area, Aaron's Lakewood Amphitheater, Screen Gems, and the Atlanta Public Schools Lakewood Stadium.
- Provides a stable and growing residential base with a housing market that is highly stable and provides the opportunities to grow wealth among its growing homeownership base;
- Captures a greater share of the retail dollars being spent by area residents and businesses, bringing dollars into the community as opposed to solely losing expenditures to other areas.

To achieve this vision it is recommended that economic development efforts in the study area occur in three key waves:

- 1) Stabilization of the area as it struggles to recover from the recent economic and housing recession;
- 2) Enhancing the market and physical infrastructure of the area; and
- 3) Further leveraging of demand sources and creation of new economic development opportunities to grow demand drivers and new economic development.

### 1) Stabilization of the Area

As referenced throughout this report, the study area suffers from perceptions of crime and disinvestment and a general sense of economic struggle. These perceptions (and realities in some cases) must be



*Encourage community development agencies to purchase vacant/foreclosed properties in the near term*

addressed before private-sector investment can be expected to occur (either incented or pure market rate). These issues must be addressed on a number of fronts, which are summarized as follows:

- Focus on improving or removing vacant residential homes in the study area neighborhoods.
  - Code enforcement must be heavily emphasized to remove blight from vacant properties. Consider community signage encouraging local residents to report violators and designate code enforcement drive-by routes within the community periodically.
- Use of existing City programs is encouraged to proactively deal with properties identified as being beyond repair, with those properties being razed (ED-7).
  - Encourage qualified and responsible investors and housing agencies to purchase existing housing stock, including vacant/foreclosed properties within the community that can be renovated. While in some cases these homes may convert into rental occupancy, an occupied home is far superior to the homes remaining vacant, and is a natural first step in the market evolution prior to being converted back into ownership opportunities as values return.
  - Host or initiate investor tours of the community through such organizations as Georgia Real Estate Investors Association (GAREIA) (ED-1).
  - Host developer programs within the local community so local residents can utilize real estate investment as a wealth building tool and keep the revitalization value within the community (ED-2).
- Work to speed up stabilization of the existing residential market.

- o Encourage community development agencies and non-profits to purchase vacant/foreclosed properties in the near term. This will aid in an increase in homeownership rates while also reducing vacancy.
- o Create a marketing program to rebrand the area and market the strengths of the existing assets. Consider one name for the entire area, or as an overlay, as opposed to the disjointed collection of small neighborhoods that exist today. Discussions in the public workshop revealed that the historic fairground building would be the ideal icon for the rebranding efforts. Emphasis should be placed on the large offering of public parks, newer YMCA, central location, affordable housing stock, large lots and heavy tree coverage along with the redevelopment efforts being planned (ED-19).
- o Implement a Realtor education caravan with some of the top intown brokerage firms to increase knowledge of the area and showcase its benefits (ED-4).
- Work to remove blight at community gateways and along primary commercial corridors.
  - o In addition to addressing buildings that need to be razed, proactively sponsor clean-up days in the study area, involving City staff and area residents and leaders. This should include removing trash, addressing illegal dumping, and mowing unkempt lots (O-21).
  - o Also clean up sidewalks via removal of overgrown bushes and trees and clearing areas where soil has over-washed pavement.
- Address perceptions of crime in the study area and proactively address potential locations that foster potential illegal activity.
  - o Identify areas which could serve as a hiding place for those planning to attack or assault passersby in the area and proactively address those areas via clearing undergrowth, removing old walls, etc.
  - o Address potential issues with lighting in the area, including working with Georgia Power to ensure streetlights are both working and functioning at an appropriate level of brightness (O-19).
  - o Work with the APD and the security forces from the two colleges and other private users in the area to maximize communication, consistent patrols, and community relations;
  - o Publicize the actual crime rates and compare them to overall city or regional statistics, chang-



*Community clean-up days can reduce trash and blight, maintain landscaping, and keep areas safer*

- es in crime, etc to let residents and those considering investing in the area hear the “good news” about the area.
- Create a community website that both serves to inform those within the community about events meetings, things happening in the area, city programs available to assist in homeownership, property improvement, working with the City (its departments), Invest Atlanta, and other public and non-profit entities to better the study area (ED-21). This website should also serve as a resource to those interested in or considering investment or development in the study area. This website should include information relative to:
  - o Demographics and other data on demand generators in the community that may appeal to retailers interested in store locations;
  - o Data on different sites that are available for development or redevelopment, their general characteristics and zoning, access to infrastructure, and other data potential buyers will need to know;
  - o Homes and properties listed for sale, rent or lease in the community, their characteristics, asking prices/lease rates, defining characteristics, etc; and
  - o Programs, preferred lenders, and other resources that can be utilized to make the purchase, leasing, renovation, and development processes simpler, more cost efficient, and more predictable.
  - o In this website consider the inclusion of the history the area, significant locations to see, and information on area venues.

## 2) Enhancing Market and Infrastructure

- Prioritize the community's ability to capitalize on current unmet demand for quality retail by focusing on one key catalytic redevelopment site. Given the anchors for this development will be big-box retailers, likely a Target and a home improvement store such as Home Depot or Lowe's, the higher traffic counts and visibility on Metropolitan Parkway make it the only feasible location. The site with the highest potential for such a development is the Crossroads Shopping Center, however given the inability to justify the current value of the site in a full scale redevelopment it will likely need to be phased in over time, whereas the currently available former automotive auction yard at 2244 Metropolitan Parkway represents an ideal opportunity at values that justify redevelopment today.
- Plans should be prepared for this site with a marketing flyer showing its potential including the incentives already in-place for development such as the Metropolitan TAD, but also educating developers and retailers as to the multiple layers of supporting shoppers in the market beyond the local population including students, employees, concert attendees, and in-direct Screen Gems employees (ED-13,14, and 15).
  - Consider talking with Sembler Company about their new \$40M new market tax credit fund, the Forge Fund. That fund—part of the Community Reinvestment Act—is targeting retail redevelopment opportunities in the Southeast within low- to moderate-income areas.
- Encourage new single-family and townhome development ahead of the full market rebound.
  - While values are currently, and will likely remain, too low to support new construction for the next five years, work now to create programs ensuring that builders will consider this area as soon as viable.
  - Create incentives such as discounted tap, impact, and permit fees as well as expedited permitting for all development types (LU-10).
  - Create an inventory analysis of available lots and vacant land with in place zoning (ED-5).
  - Create programs and incentives to create a pool of homes available for temporary workers at Screen Gems Studios and keep more workers living in the study area (ED-24);
  - These programs should set out minimum requirements for levels of improvement and maintenance, targeted rent levels, and means



*Public improvements along potential development corridors will enhance their market appeal and infrastructure*

- by which the properties can be advertised and marketed;
  - They should also provide for low-interest loans to improve or upgrade these homes and/or tax incentives to reward those housing employees.
- Focus streetscape and landscape improvements along areas that have the highest visibility such as the interchange of Lakewood Freeway off the connector (particularly within the DOT ROW), and along Metropolitan Parkway (LU-8).
- Meet with representatives from the two colleges and understand the potential levels of demand for new student housing in the study area. This could include some type of survey of students of the colleges to better understand their financial situations, rents paid, interest levels in living close to the colleges, key factors impacting their living decisions, etc (LU-6).
- Identify potential properties in which student housing could be developed and approach both land owners and the colleges about deal structures that can be created to leverage both entities' resources and needs. This could include some type of land lease deal structure, use of tax credits, work with key student housing developers in the Southeast, etc.
  - Potential properties considered should be on campus or adjacent, and within a short walk or bike ride of the two campuses and where coverage by the security forces of the two colleges can include these sites.
- Continue to leverage the outstanding resources of Atlanta Tech and Atlanta Metropolitan within the community in creating relevant coursework to prepare future generations of employees. While the colleges have noted the connection between Screen Gems and students has been weak to date (lack of student interest has been an issue), the pres-

ence of such a potentially significant and skill-set focused job base nearby should be an opportunity the colleges cannot afford to miss.

- Additionally, work with college leadership to continue looking for ways to integrate the student body into the local community through coursework and training (such as the planned LELA program).
- As noted earlier in this report, the key criteria for the location of film industry businesses appears to largely be both financially-related as well as the physical spaces available. While Invest Atlanta has incentives that could be utilized by the movie industry, they are programs and incentives available for larger areas of the city (including Lakewood), but are not specific to Lakewood itself. There are several opportunities to enhance the attractiveness of the study area for these users:
  - Economics for building the types of spaces needed by much of the film industry don't work, particularly when combined with the speculative nature of this development. Creation of proactive policies to "fill the gaps" of project feasibility via low interest loans, property tax abatement, elimination of impact and permit fees, etc, would enhance the attractiveness of the area. Further Invest Atlanta should consider the creation of some kind of fund pool and act as a source for equity or capital, with some type of deferred return program being in place in situations where this fund acts as an equity investor (ED-25);
  - Portions of the 2244 Metropolitan site could be utilized for the development of entertainment-related spaces in an Entertainment Industry Business Park (ED-16).
  - The City and Invest Atlanta should also work with Georgia Power to both ensure provision of uninterrupted power supply as well as tap into potential economic development programs they offer to reduce the costs of energy supply to those involved in the entertainment and movie industries.
  - Take appropriate steps to work with the big-box home improvement store attracted to the redevelopment site, either a Lowe's or Home Depot, to enhance their product offering to meet the specific needs of the film industry (ED-14).
  - Create a catalog of existing real estate spaces within the study area ideal for the entertainment industry per the space requirements listed in the market study (ED-6). These sites should then be marketed on a combination of the com-



*Attracting a home improvement store will enhance area product offering and meet needs of the film industry.*

- community website, Invest Atlanta's website, and the Georgia Film website.
- Add signage on I-75/I-85 to indicate the presence of Screen Gems Studios within the community, aiding in branding the area as an entertainment destination (T-23).
- Create a business incubator space focused on local niche markets including the entertainment industry (ED-12). This space could potentially be located in the John C. Birdine Center. An additional use to be considered in the Birdine Center that would pair well with an entertainment industry incubator would be a Screen Gems museum/showcase and/or expanded Screen Gems administrative office.
- Approach area entertainment industry businesses currently located elsewhere in the City regarding their current space situations, key location factors, and/or needs for future spaces. There are several film and other entertainment industry businesses located around the city and metro area that could be focused into one strategic location with the right incentives. One note of caution: there have been some crime issues related to certain entertainment uses, so caution should be used as to which businesses potentially are targeted for relocation to the study area.
- Approach Aaron's Lakewood Amphitheater about the potential to incentivize the location and potential use of the facility for area entertainment businesses through some type of concert series, performance training/rehearsal use, etc that may be attractive to entertainers and/or recording companies (ED-26).
- As brought out in interviews, the retail environment and area housing markets, while not the

- key issues driving location decisions among entertainment users, aren't positives today for Lakewood. Policies and action items above will address these issues, including stabilization or the housing market and creation of a more significant rental pool for short-term leases, addressing issues of crime and safety, and providing hardware/lumber access as well as safe dining opportunities, particularly later at night.
- o As the desired environment and services are enhanced within the community, conduct periodic recruiting trips to the Los Angeles market to attempt to recruit more post production services to relocate or open an east coast affiliate within the Entertainment Industry Park (ED-3).

### 3) Growing Demand Drivers and New Economic Development

- Work with the current ownership of Crossroads Shopping Center to prioritize a phased redevelopment of the property. The back portion of the property, approximately 11 acres, is underutilized and provides no current revenue stream for the owner and as such represents a near term redevelopment opportunity with proper incentives, whereas the front portion is not yet financially ready for full scale redevelopment (ED-17).
- Focus on immediate demand for new multifamily development on the back portion, with a portion of the proceeds from such being channeled into necessary improvements to the front portion. The addition of those rooftops on-site, along with facade and site improvements to the existing retail will help to increase the attraction of the property to a higher caliber tenant.
- In aid in the redevelopment of the Crossroads Shopping Center along with other underutilized and blighted properties along Metropolitan Parkway, create a business association which over time could become a Community Improvement District (ED-11). This organization could support existing businesses and encourage new ones. It should create a central clearinghouse of properties for sale/lease and act as a conduit for existing resources offered by Invest Atlanta and other entities.
- Additionally, consider the installation of a business accelerator in space along the Metropolitan Corridor, possibly within the existing retail portion of the Crossroads Shopping Center (ED-18). Such an accelerator can offer start-up office space, consulting, and administrative services for entrepreneurs looking to start businesses within the community.
- Reactivate the business association for the Jonesboro Road/Lakewood Heights corridor (ED-8). This association should be tasked with support for existing businesses, including potentially adding a shared security patrol, but in addition focusing on what will be necessary to encourage new business relocation or formation within the corridor. The association should take on the role of a central clearing house for all available properties for sale/lease and act as a conduit to existing program and services offered by Invest Atlanta.
  - o Create a Main Street program for the Jonesboro Road/Lakewood Heights corridor (ED-9). This entity could access and promote available funds and other resources to enhance the corridor and aid in implementation of this plan.
  - o Designate the Jonesboro Road/Lakewood Heights corridor as an opportunity zone (ED-10). This designation will provide a state tax incentive for new employees and spur business development, particularly with the small local type businesses that are most likely to flourish in the corridor.
  - o In addition, Invest Atlanta should further educate business owners in the area about the programs it offers (including the Business Improvement Loan Fund, The Phoenix Fund, Opportunity Loan Fund, Empowerment Zone Fund, and New Markets Fund).
  - o Policing efforts should focus on supporting and building relationships with owners of quality businesses while cracking down on those businesses that invite crime or negatively impact others in the key cores.
  - o Increase programming in the area with festivals, performances, temporary art installations in public spaces, temporary storefront installations etc.
- Explore potential programs for trying to keep graduates of the two colleges in the community after they graduate. To this, also approach faculty and staff of the two colleges regarding incentives to encourage them to live closer to the schools. In both cases, this could include use of tax incentives or low mortgage rates, first time buyer programs, or some other tool to better capture these households.
  - o As a component to aid with such incentives, but also to add to the overall revitalization efforts, work to attract a regional, local, or credit union financial institution to open a local branch (ED-20). This could be a larger financial

institution looking to fulfill their Community Reinvestment requirements.

- Leverage the 250,000 annual visitors to the Aaron's Lakewood Amphitheatre through increasing full and limited service restaurant offerings, but also focusing on the ingress/egress patterns these visitors take to/from the amphitheatre as marketing corridors for the entire community (T-24). What these visitors see will form their perception of the neighborhood which will then be discussed with others and ultimately define the image of the study area within the entire region.
- Leverage the 100,000 annual visitors to the Atlanta Public Schools Lakewood Stadium through increasing full and limited service restaurant offerings, but also as with the amphitheatre visitors, focus on the ingress/egress patterns these visitors take to/from the stadium as marketing corridors for the entire community.
- To aid in leveraging the visitors to both the Amphitheatre and the football stadium, create a map of local restaurants and retail offerings within the community (ED-22). This map should be distributed with advanced ticket sales and during the events to aid in visitors patronage of local establishments.



*In addition to the studios, leveraging existing strengths and points of interest within the study area such as Aaron's Lakewood Amphitheatre, Lakewood Stadium, and South Bend Center for Arts and Culture can increase economic development.*

## EXISTING BUSINESS RETENTION AND EXPANSION STRATEGIES

- Create a program by which qualified and responsible investors and housing agencies can purchase existing housing stock, including vacant/foreclosed properties within the community that can be renovated. Such a program could give preferential treatment to those located within the community and those willing to hire local employees for the work.
  - Consider hosting or at least initiating investor tours of the community through such organizations as Georgia Real Estate Investors Association (GAREIA) (ED-1).
  - Consider hosting investor programs within the local community so local residents can utilize real estate investment as a wealth building tool and keep the revitalization value within the community (ED-2).
- Encourage local community development agencies and non-profits to purchase vacant/foreclosed properties in the near term. This will aid in an increase in homeownership rates while also reducing vacancy.
- Consider hiring a local firm/in neighborhood expertise to create a marketing program to rebrand the area and market the strengths of the existing assets (ED-19).
- Implement a Realtor education caravan with some of the top intown brokerage and local in community firms to increase knowledge of the area and showcase its benefits (ED-4).
- Create a community website that both serves to inform those within the community about events meetings, things happening in the area, city programs available to assist in homeownership, property improvement, working with the City (its departments), Invest Atlanta, and other public and non-profit entities to better the study area (ED-21). This website should also serve as a resource to those interested in or considering investment or development in the study area, including existing businesses. This website should include information relative to:
  - Demographics and other data on demand generators in the community that may appeal to retailers interested in store locations;
  - Data on different sites that are available for development or redevelopment, their general characteristics and zoning, access to infrastructure, and other data potential buyers will need to know;
  - Homes and properties listed for sale, rent or lease in the community, their characteristics, asking prices/lease rates, defining characteristics, etc; and
  - Programs, preferred lenders, and other resources that can be utilized to make the purchase, leasing, renovation, and development processes simpler, more cost efficient, and more predictable.
- Consider a percentage of local employee requirement for the commercial development planned on the 2244 Metropolitan Parkway site (ED-13,14, & 15).
- Create programs and incentives to create a pool of homes available for temporary workers at Screen Gems Studios and keep more workers living in the study area (ED-24);
- These programs should set out minimum requirements for levels of improvement and maintenance, targeted rent levels, and means by which the properties can be advertised and marketed;
- They should also provide for low-interest loans to improve or upgrade these homes and/or tax incentives to reward those housing employees.
- Meet with representatives from the two colleges and understand the potential levels of demand for new student housing in the study area. This could include some type of survey of students of the colleges to better understand their financial situations, rents paid, interest levels in living close to the colleges, key factors impacting their living decisions, etc (LU-6).
- Portions of the 2244 Metropolitan site (as planned out by TSW) could be utilized for the development of entertainment-related spaces in an Entertainment Industry Park (ED-16).
- Create a catalog of existing real estate spaces within the study area ideal for the entertainment industry per the space requirements listed in the market study (ED-6). These sites should then be marketed on a combination of the community website, Invest Atlanta’s website, and the Georgia Film website.
- As the desired environment and services are enhanced within the community, conduct periodic recruiting trips to the Los Angeles market to attempt to recruit more post production services to relocate or open an east coast affiliate within the Entertainment Industry Park (ED-3).
- Create a business incubator space focused on local niche markets including the entertainment industry (ED-12). This space could potentially be located in the John C. Birdine Center. An additional use to be consider in the Birdine Center that would pair well

with an entertainment industry incubator would be a Screen Gems museum/showcase and/or expanded Screen Gems administrative office.

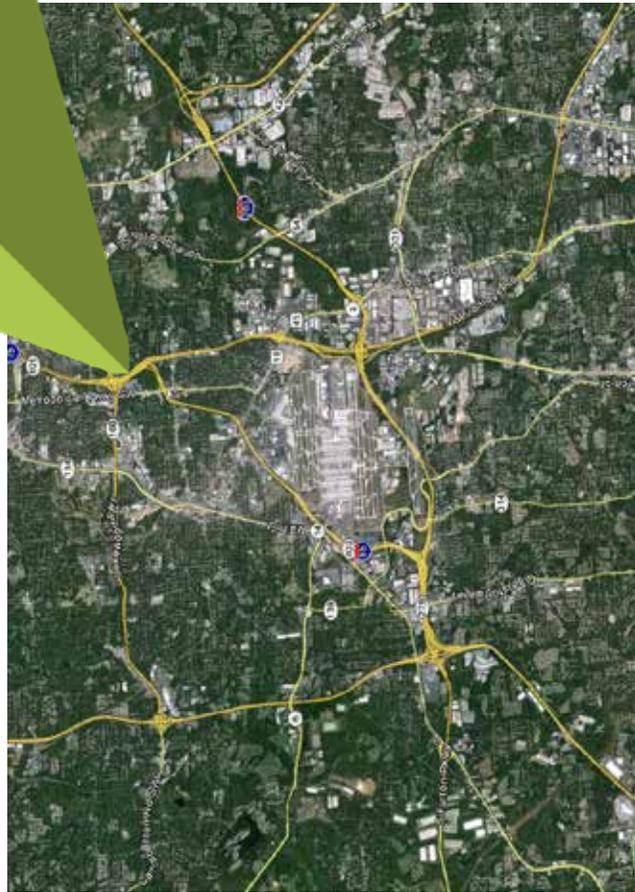
- Approach area entertainment industry businesses currently located elsewhere in the City regarding their current space situations, key location factors, and/or needs for future spaces. There are several film and other entertainment industry businesses located around the city and metro area that could be focused into one strategic location with the right incentives. One note of caution: there have been some crime issues related to certain entertainment uses, so caution should be used as to which businesses potentially are targeted for relocation to the study area.
- Approach Aaron’s Lakewood Amphitheater about the potential to incentivize the location and potential use of the facility for area entertainment businesses through some type of concert series, performance training/rehearsal use, etc that may be attractive to entertainers and/or recording companies (ED-26).
- In aid in the redevelopment of the Crossroads Shopping Center along with other underutilized and blighted properties along Metropolitan Parkway, create a business association which over time could become a Community Improvement District (ED-11). This organization could support existing businesses and encourage new ones. It should create a central clearinghouse of properties for sale/lease and act as a conduit for existing resources offered by Invest Atlanta and other entities.
- Additionally, consider the installation of a business accelerator in space along the Metropolitan Corridor, possibly within the existing retail portion of the Crossroads Shopping Center (ED-18). Such an accelerator can offer start-up office space, consulting, and administrative services for entrepreneurs looking to start businesses within the community.
- Reactivate the business association for the Jonesboro Road/Lakewood Heights corridor (ED-8). This association should be tasked with support for existing businesses, including potentially adding a shared security patrol, but in addition focusing on what will be necessary to encourage new business relocation or formation within the corridor. The association should take on the role of a central clearing house for all available properties for sale/lease and act as a conduit to existing program and services offered by Invest Atlanta.
  - Create a Main Street program for the Jonesboro Road/Lakewood Heights corridor (ED-9). This



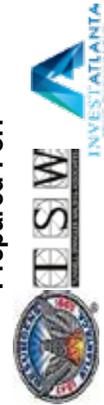
*Crossroads shopping center can revitalize with the right techniques*

- entity could access and promote available funds and other resources to enhance the corridor and aid in implementation of this plan.
  - Designate the Jonesboro Road/Lakewood Heights corridor as an opportunity zone (ED-10). This designation will provide a state tax incentive for new employees and spur business development, particularly with the small local type businesses that are most likely to flourish in the corridor.
  - In addition, Invest Atlanta should further educate business owners in the area about the programs it offers (including the Business Improvement Loan Fund, The Phoenix Fund, Opportunity Loan Fund, Empowerment Zone Fund, and New Markets Fund).
- Leverage the 250,000 annual visitors to the Aaron’s Lakewood Amphitheatre through increasing full and limited service restaurant offerings, but also focusing on the ingress/egress patterns these visitors take to/from the amphitheatre as marketing corridors for the entire community (T-31). What these visitors see will form their perception of the neighborhood which will then be discussed with others and ultimately define the image of the study area within the entire region.
- Leverage the 100,000 annual visitors to the Lakewood High School Football Stadium through increasing full and limited service restaurant offerings, but also as with the amphitheatre visitors, focus on the ingress/egress patterns these visitors take to/from the stadium as marketing corridors for the entire community.
- To aid in leveraging the visitors to both the Amphitheatre and the football stadium create a map of local restaurants and retail offerings within the community (ED-22). This map should be distributed with advanced ticket sales and during the events to aid in visitors patronage of local establishments.

# Market Analysis for the Lakewood LCI Study Area Atlanta, Georgia



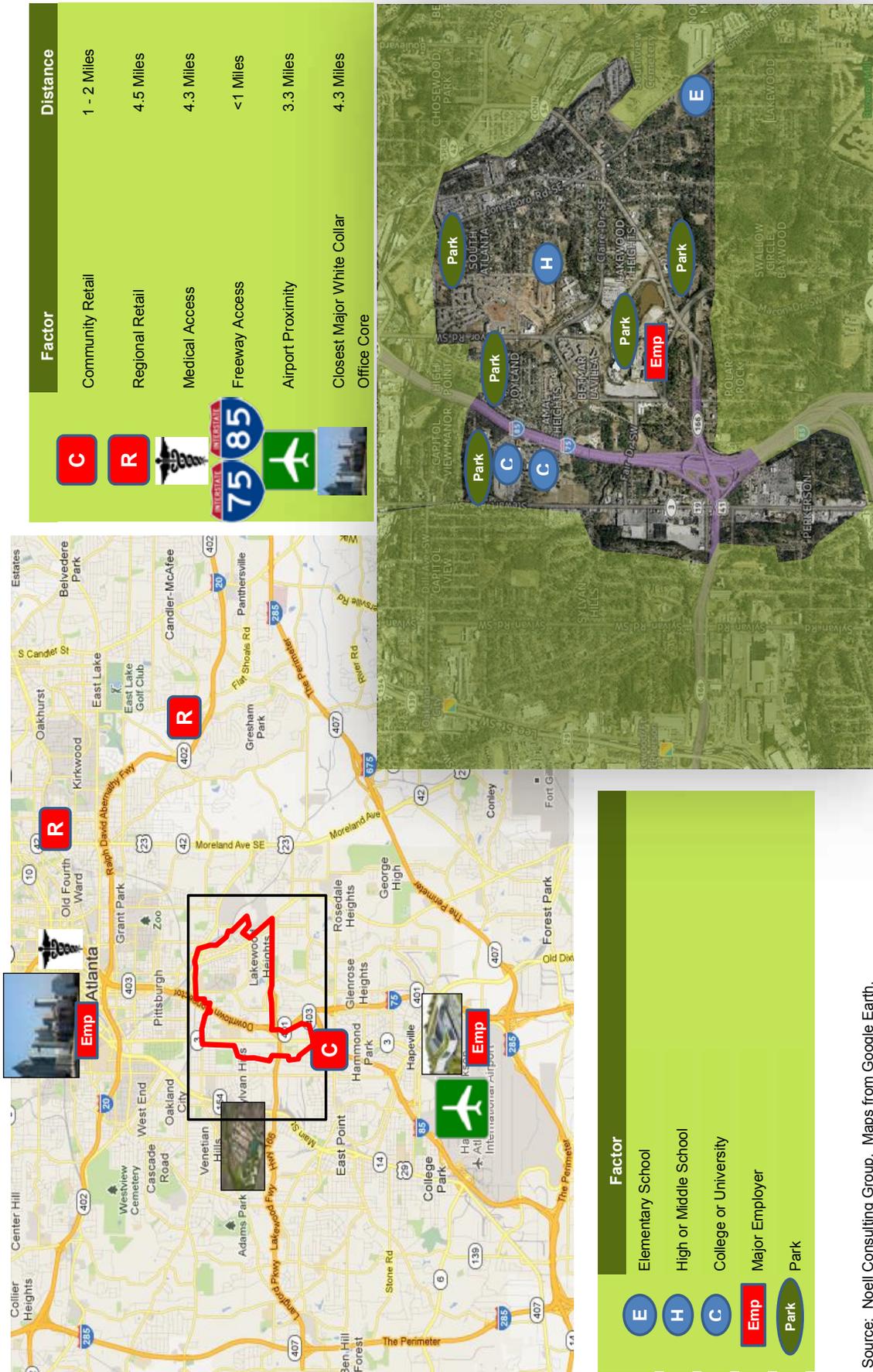
Prepared For:



March 2013

Exhibit 1

Physical Context of Lakewood LCI Study Area/Area of Influence Based on Key Local and Regional Factors



Source: Noell Consulting Group. Maps from Google Earth.

**Exhibit 2**  
**Study Area Assessment**

**Overview**  
Located in South Atlanta, the study area is centrally located between downtown Atlanta and the Hartsfield-Jackson International Airport, with access and visibility from I-75/85. It is currently the home to over 2,900 households consisting of more than 7,000 individuals. It contains two colleges, a 6 stage movie studio, and one of Atlanta's premier amphitheatres.



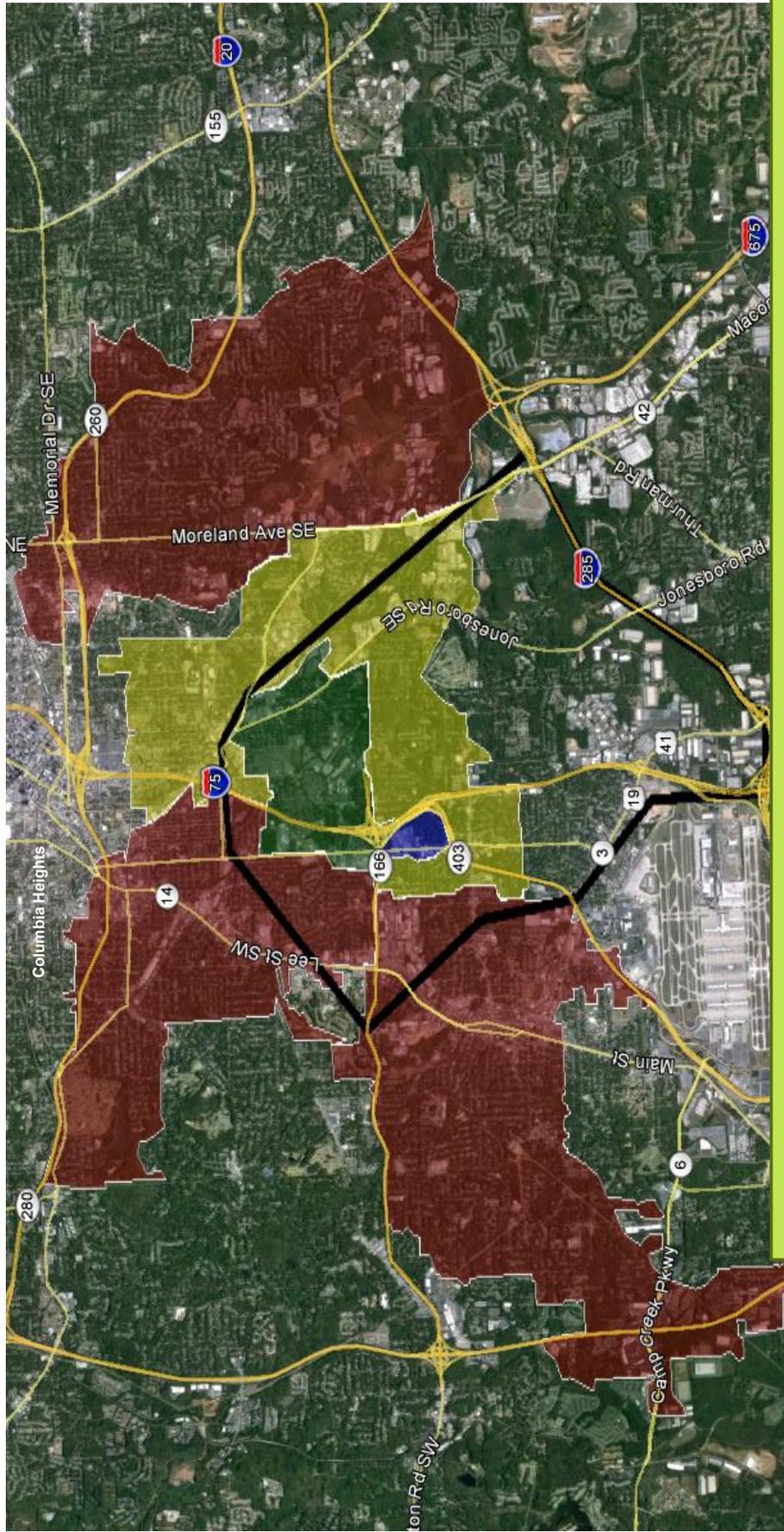
**Strengths**  
The area benefits from a regional location along I-75/85 that makes it convenient to all central and southern metro employment cores, Hartsfield-Jackson International Airport, and interstate commerce/distribution/travel along the heavily travelled corridor. Major economic drivers include Atlanta Metropolitan College, Atlanta Technical College, Aaron's Amphitheater, and Screen Gems.

**Opportunities**  
Take advantage of area strengths and previous investments and work to create a quality of life that will appeal to today's residential and commercial markets. This includes creating more walkable communities and connecting current development nodes along with proactively addressing failed residential projects as well as aging office and retail.

**Challenges**  
Located in South Atlanta, the study area suffers from a negative perception associated with crime and blight. Additionally, little new residential product has been added to the study area since the market crash while at the same time foreclosure rates have been high resulting in a loss of population in the larger trade area. New competitive retail has opened or is planned to open outside the study area, often passing over this area and existing retail is aged. Major demand generators and development nodes are physically separated by I-75/85, Screen Gems, and the amphitheater.

SOURCE: Noell Consulting Group

Exhibit 3  
Map of Study Area, Local Zip Code, and Residential Primary Market Area

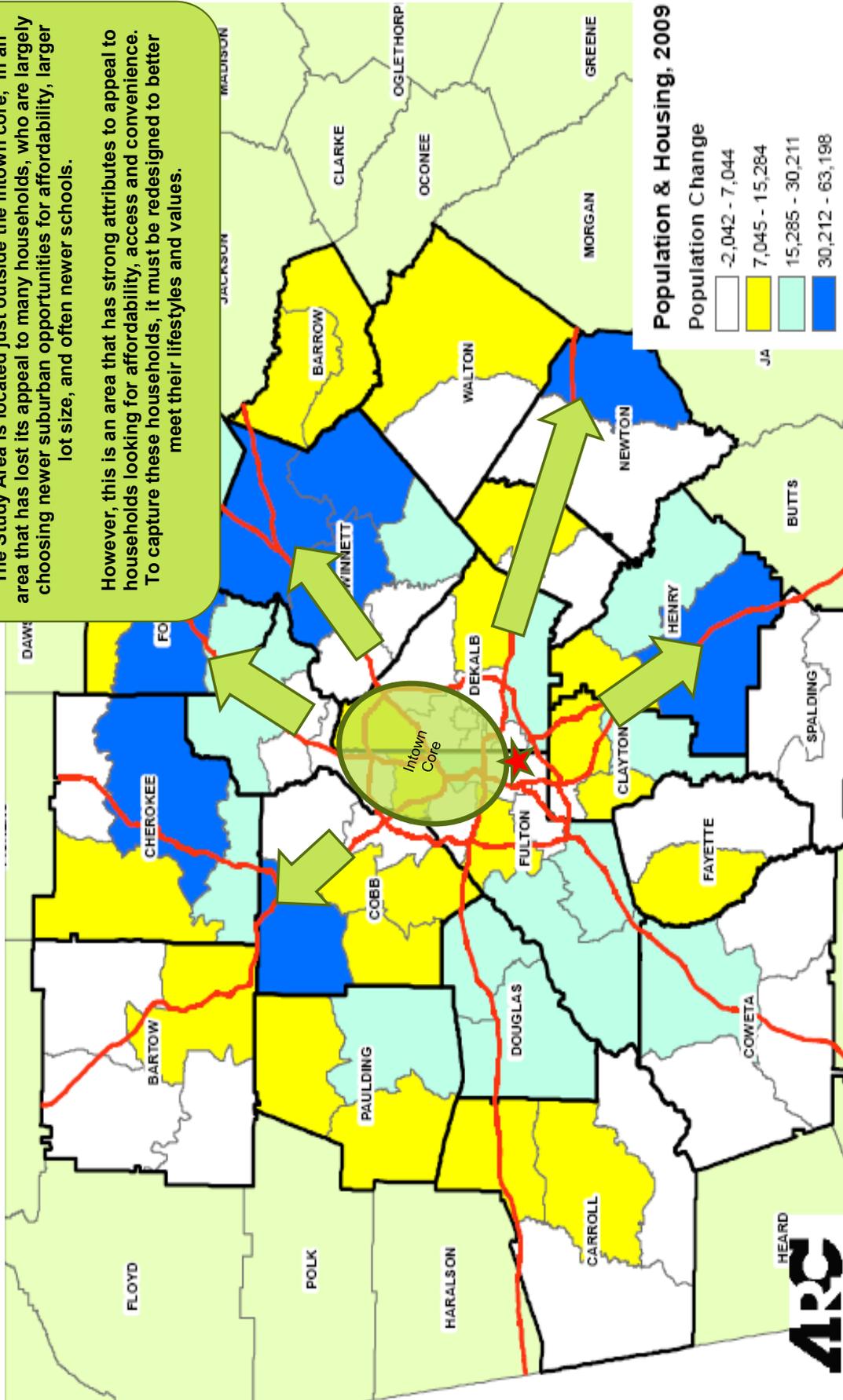


Being such a small, customized area, economic and demographic data for the exact Study Area boundary (shown in green with area of influence in blue) is not always available. As such, the local zip code of 30315, highlighted in yellow, was used to obtain localized economic and demographic data from certain sources no customizable such as US Census, BLS, etc.

Many large factors and geographies play a role in shaping the LCI study area. The Primary Market Area for residential product within the study area stems from a larger area identified through developer/broker interviews and includes the study area, the area of influence, and those areas shaded in red and yellow, which are zip codes 30310, 30316, 30344, and 30315. The trade area, outlined in black, affects the retail market of the Lakewood LCI and what stores should locate in the area.

SOURCE: Noell Consulting Group

Exhibit 4  
Atlanta Regional Population Growth Trends - Aging Inner Suburbs



The Study Area is located just outside the intown core, in an area that has lost its appeal to many households, who are largely choosing newer suburban opportunities for affordability, larger lot size, and often newer schools.

However, this is an area that has strong attributes to appeal to households looking for affordability, access and convenience. To capture these households, it must be redesigned to better meet their lifestyles and values.

SOURCE: ARC, Noell Consulting Group

Exhibit 5  
Demographic and Economic Comparison: Lakewood Study Area, City of Atlanta, Fulton County, and Atlanta Metro

Area	Demographic Overview		Education Level 2011		Level and Type of Empl./ Access to Transit 2011			Population Age			Household Income			Rates of Poverty and Indicators of Economic Distress			Housing Characteristics							
	Population	Annual Population Growth 2000-2010	Households	Annual Household Growth 2000-2010	% High School (25 years and over)	% Bachelor Degree* (25 years and over)	% In Labor Force	% Work in White Collar Sectors	% Commute By Public Transportation/Walking	Mean Travel Time to Work	Median Age	% Under 18	% 18 - 54	% 55+	Median HH Income	% Under \$25,000	% Over \$100,000	% of Population Below Poverty Rate	% of Households Paying 50% or More of Income on Rent	% of Households Paying 50% or More of Income on Mortgage	Highest Median Home Value Past Decade	Lowest Median Home Value Past Decade	% Overall Value Loss	Foreclosure Notices Received in Past Month
Zip Code 30315	33,857	-1.60%	11,771	-0.28%	36%	10%	52%	51%	25%	32.5	34.6	25%	55%	20%	\$23,608	52%	8%	40%	35%	19%	\$143	\$53	63%	0.25%
City of Atlanta	420,003	0.08%	185,142	1.01%	21%	28%	65%	72%	16%	25.4	33.0	19%	61%	19%	\$45,946	31%	24%	23%	27%	18%	\$230	\$125	46%	0.16%
Fulton County	920,581	1.28%	376,337	1.72%	20%	30%	69%	73%	10%	26.9	34.1	24%	57%	19%	\$57,582	23%	29%	16%	25%	15%	-	-	-	-
Atlanta Metro Area	5,268,860	n/a	1,937,225	n/a	25%	23%	70%	66%	5%	30.5	34.7	27%	54%	19%	\$57,783	20%	25%	14%	25%	15%	-	-	-	-



	The LCI Study Area		Area of Influence	
	2012	2000	2012	2000
Pop.	7,099	6,517	295	127
HHs	2,983	2,252	125	54
Employ.	3,492	6,812	108	278
		Growth		Growth
		0.74%		11.02%
		2.71%		10.96%
		-4.06%		-5.10%

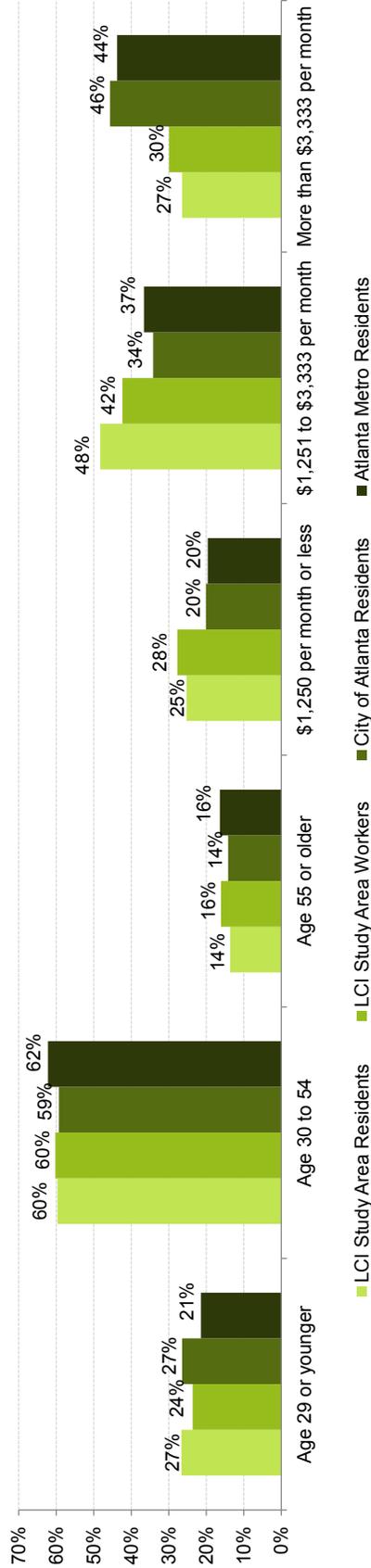
SOURCE: Noell Consulting Group, US Census, US Census LED on the map, Claritas, Trulia



Exhibit 7

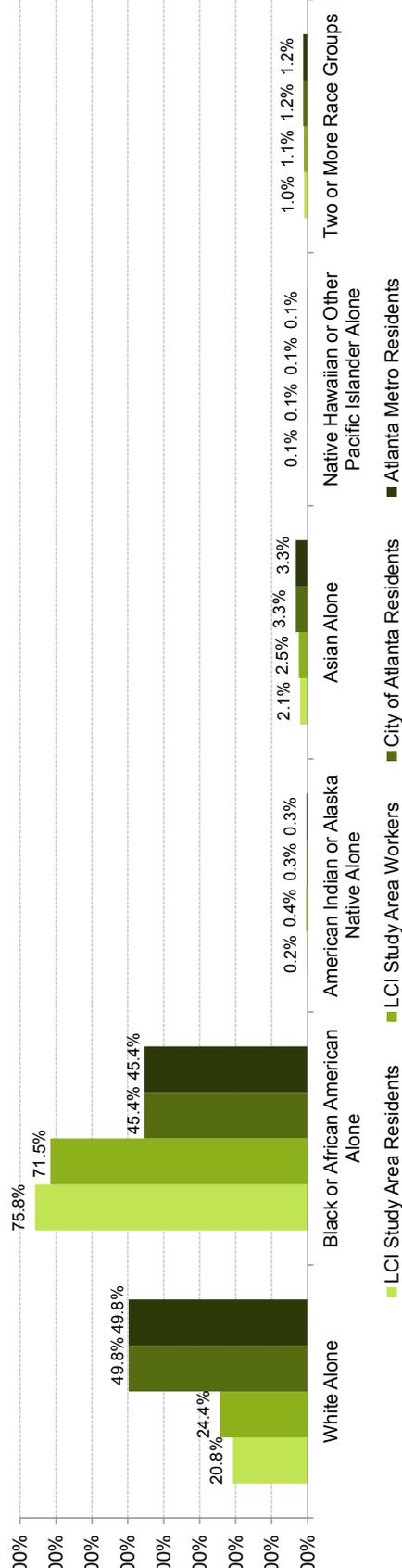
Age, Income and Ethnicity for Employed Persons Living in or Working in the Lakewood LCI Study Area, 2010

**Ages and Incomes of LCI Study Area Employed Residents, Those Working in LCI Study Area, City of Atlanta and Metro Atlanta Residents**



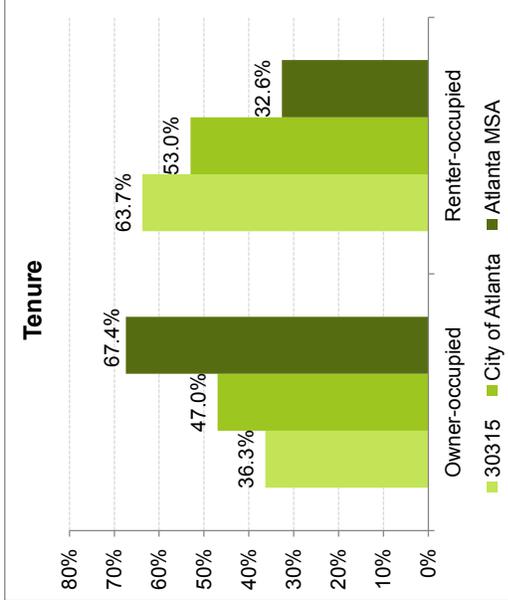
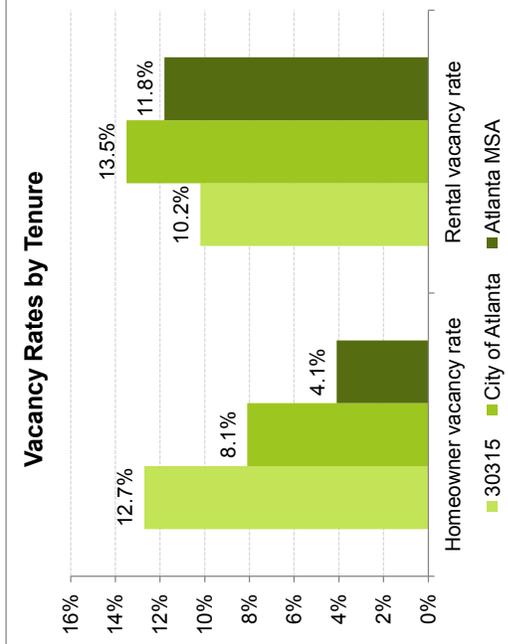
Residents of the LCI study area tend to be very similar to those of the City of Atlanta in terms of ages, while their monthly incomes are lower. African-Americans comprise a greater share of the LCI residents than those of the city overall. Those working in the LCI study area tend to have similar incomes to the residents, while lower than those of the City of Atlanta or the Atlanta Metro, not surprisingly with the lack of skilled jobs.

**Ethnicity for LCI Study Area Residents, Those Working in LCI Study Area, City of Atlanta and Metro Atlanta Residents**



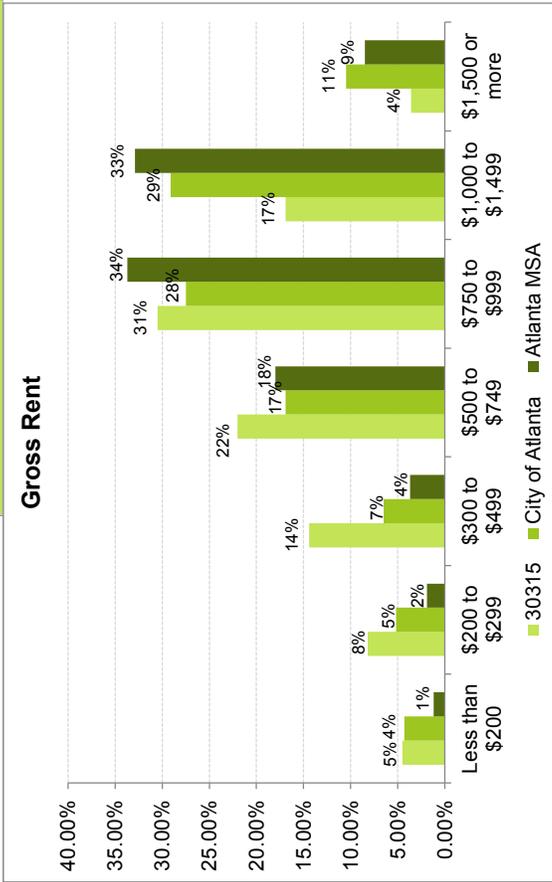
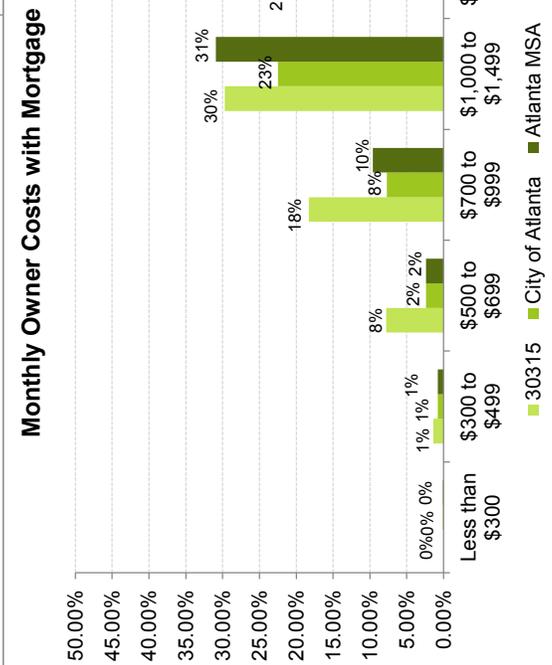
Source: Noell Consulting Group based on data obtained from US Census LED on the Map.

Exhibit 8  
Housing Characteristics for 30315, City of Atlanta, and the Atlanta MSA, 2011



The 30315 zip code has a much higher owner vacancy rate than Atlanta and almost triple the Atlanta MSA, while the area's renter vacancy rate is lower compared to both the city and MSA.

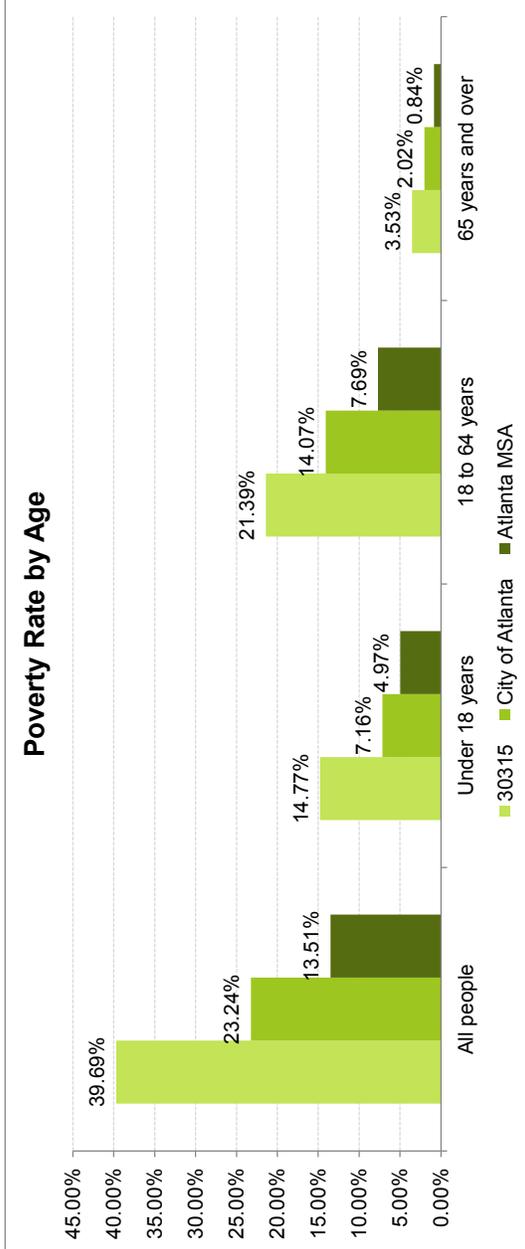
More households in the 30315 zip code rent than own, the inverse of the Atlanta MSA. Residents and owners in zip code 30315 pay less than those living in the City of Atlanta, as well as the Atlanta MSA. The next page details the % of their income that they spend.



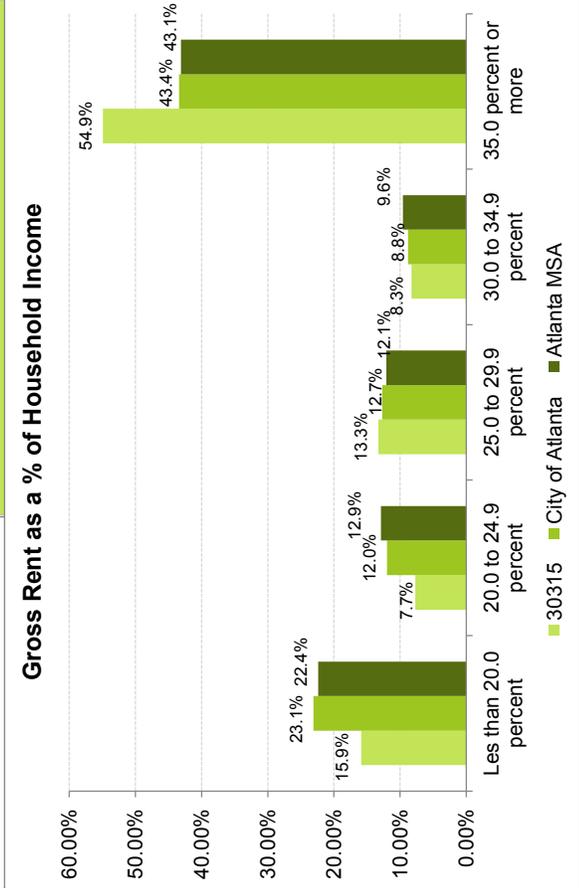
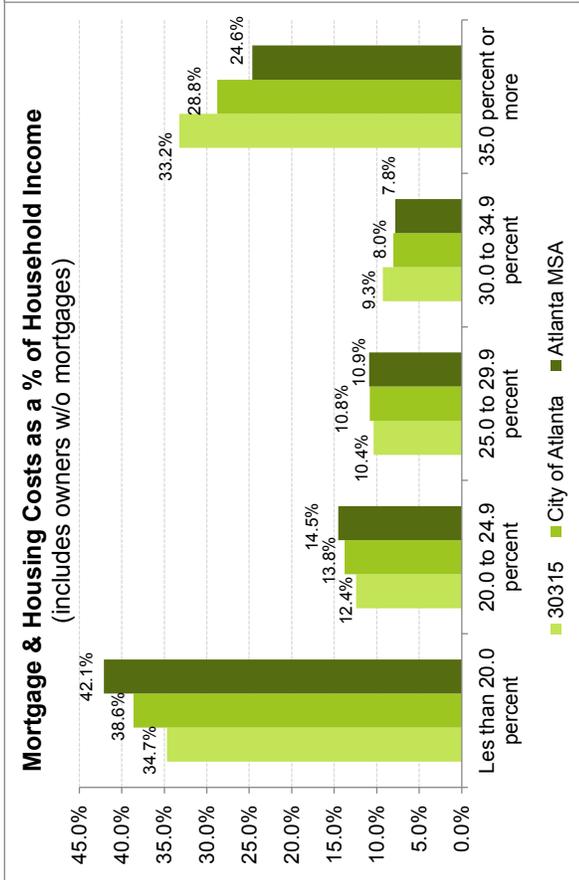
Source: Noell Consulting Group based on data obtained from the US Census American Community Survey.

Exhibit 9

Poverty and Health Insurance As Indicators of Economic Distress in 30315, City of Atlanta, and the Atlanta MSA, 2011



The poverty rate in zip code 30315 is much higher than those in the City of Atlanta or the Atlanta MSA. Those under the age of 18 who are in poverty in the 30315 zip code are almost three times those in the Atlanta MSA. Both, owners with a mortgage and renters paying more than 35 percent of their incomes, make up the majority of households in the 30315 zip code. While this is similar to both the city and the MSA, 30315 has a much higher percentage, an indication of financial distress.



Source: Noell Consulting Group based on data obtained from the US Census American Community Survey.

Exhibit 10

Psychographics of Residents in the LCI Study Area Versus Residents of Fulton County

Top Categories in LCI Study Area	% of HHs Conc.	Us Avg. Conc.	Multiplier Over US Avg.
New Beginnings	32.5%	1.5%	21.54
Old Glories	32.2%	0.98%	32.81
Suburban Pioneers	29.2%	1.1%	27.81
Domestic Duos	2.2%	1.2%	1.76
Blue-Chip Blues	1.3%	1.3%	1.00
Suburban Sprawl	0.8%	1.3%	0.60
Young Influentials	0.8%	1.5%	0.52
Kids and Cul-de-Sacs	0.3%	1.7%	0.20
Beltway Boomers	0.2%	1.0%	0.20
Upper Crust	0.2%	1.5%	0.11

Top Categories Living in Fulton County	% of HHs Conc.	Us Avg. Conc.	Multiplier Over US Avg.
Movers and Shakers	7.2%	1.7%	4.34
Executive Suites	7.0%	0.9%	7.61
New Beginnings	5.5%	1.5%	3.62
Old Glories	4.5%	1.0%	4.58
Winner's Circle	4.4%	1.1%	3.91
Young Influentials	4.4%	1.5%	2.99
Upper Crust	3.6%	1.5%	2.35
Brite Lites, Li'l City	3.3%	1.5%	2.14
Suburban Pioneers	3.1%	1.1%	2.98
Up-and-Comers	2.9%	1.2%	2.37

Top Categories in the LCI Study Area But Not Heavily Present In Fulton County

**New Beginnings** Med Inc. \$31,226 Age Ranges: <55  
 Young and growing family households often single parents



Filled with young, single adults, New Beginnings is a magnet for adults in transition. Many of its residents are twenty something singles and couples just starting out on their career paths--or starting over after recent divorces or company transfers. Ethnically diverse--with nearly half its residents Hispanic, Asian, or African-American--New Beginnings households tend to have the modest living standards typical of transient apartment dwellers.

**Suburban Pioneers** Med Inc. \$34,441 Age Ranges: <55  
 Area already evolving into a higher concentration of these audiences



Downscale, Middle Age Family Mix  
 Suburban Pioneers represents one of the nation's eclectic lifestyles, a mix of singles, recent divorcees, and single parents who have moved into older, inner-ring suburbs. They live in aging homes and garden-style apartment buildings, where the jobs are scarce and the money is tight. But what unites these residents--a diverse mix of whites, Asians, Hispanics, and African-Americans--is a working-class sensibility and an appreciation for their off-the-beaten-track neighborhoods.

**Old Glories** Med Inc. \$31,880 Age Ranges: 65+  
 Older residents aging in-place, target for senior housing

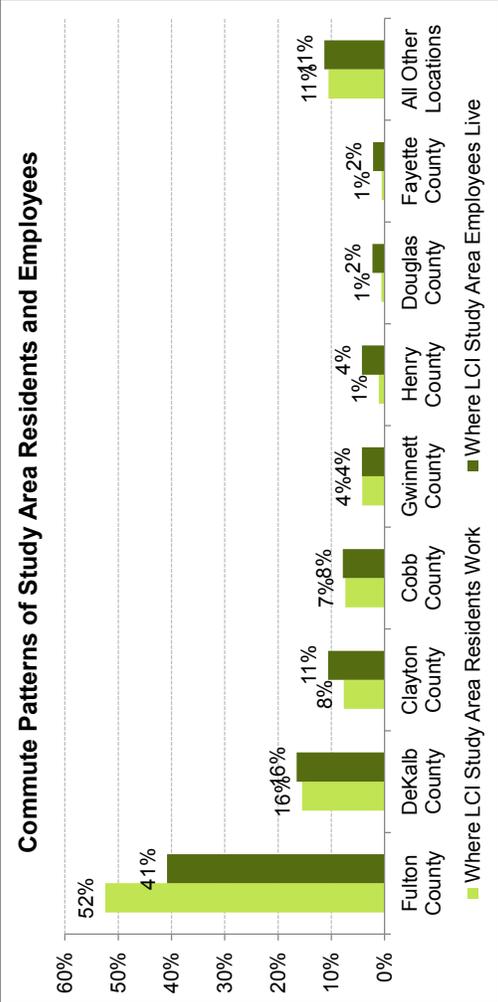
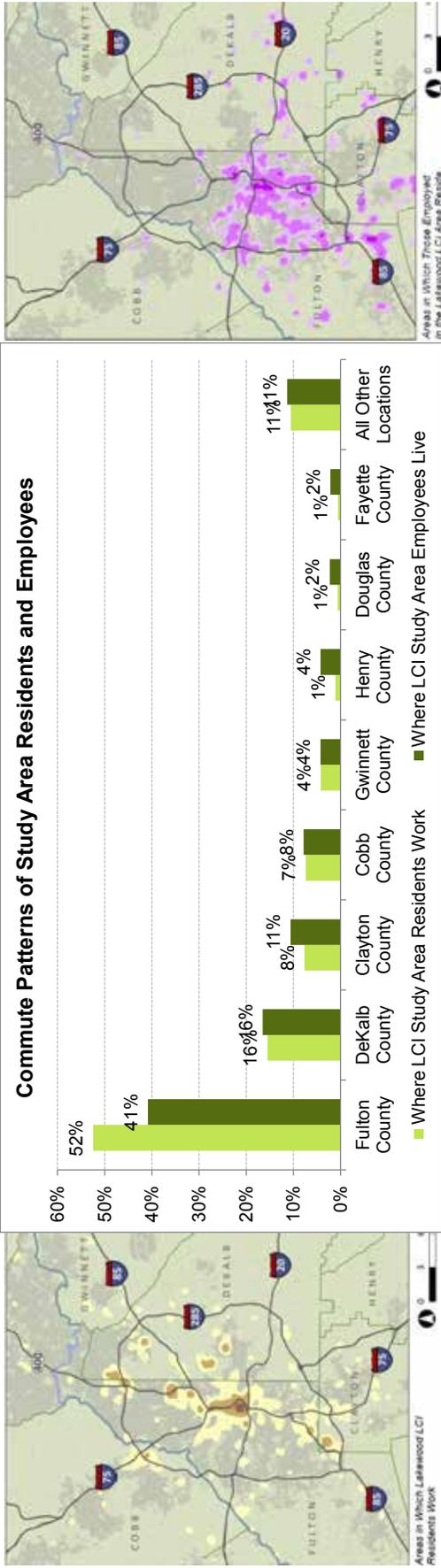


Downscale, Mature Mostly w/o Kids  
 The residents of Old Glories are the nation's downscale suburban retirees, Americans aging in place in older apartment complexes. Households in this racially-diverse segment often contain widows and widowers living on fixed incomes who tend to lead home-centered lifestyles. They're among the nation's most ardent television fans, watching game shows, soaps, talk shows, and news magazines at high rates.

New Beginnings, Old Glories, and Suburban Pioneers make up 93% of all households in the LCI study area, compared to 13.1% in Fulton County. These three categories tend to have lower incomes, with median household incomes in the low thirties. Both New Beginnings and Suburban Pioneers range over a large age bracket (from local demographics the majority are below 35), while Old Glories on the other hand are a small age group focused on those over 65+.

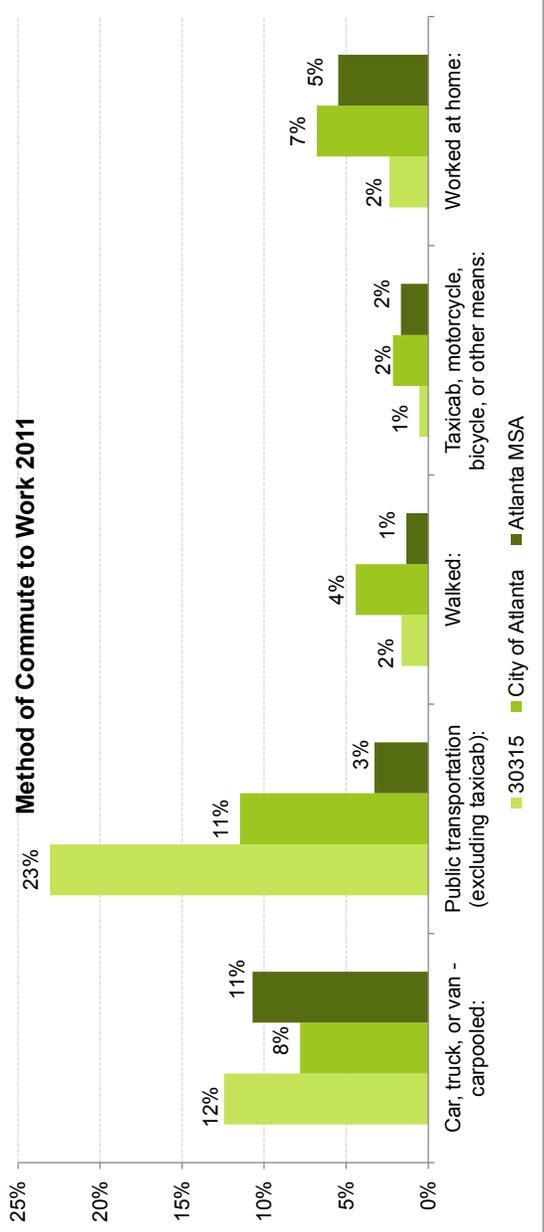
SOURCE: Claritas, Inc.; Noell Consulting Group

Exhibit 11  
 Commuting Patterns for Study Area Residents and Workers Mode of Travel 2011



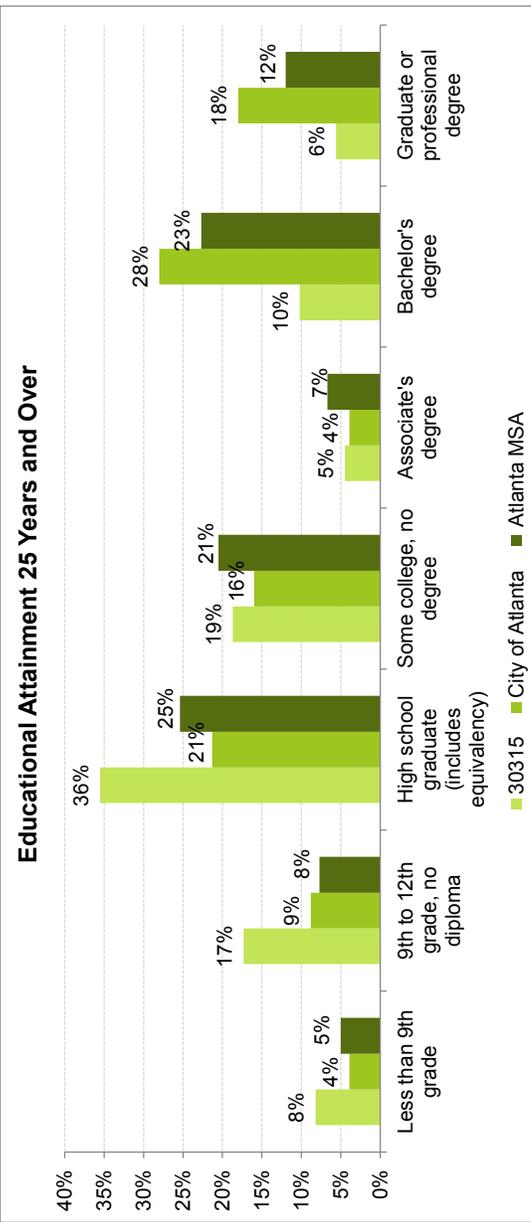
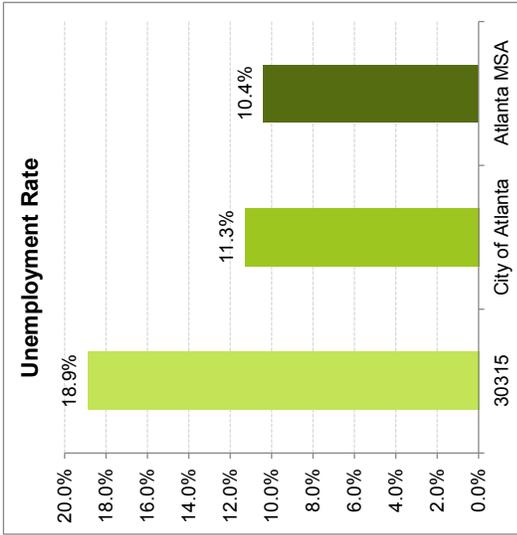
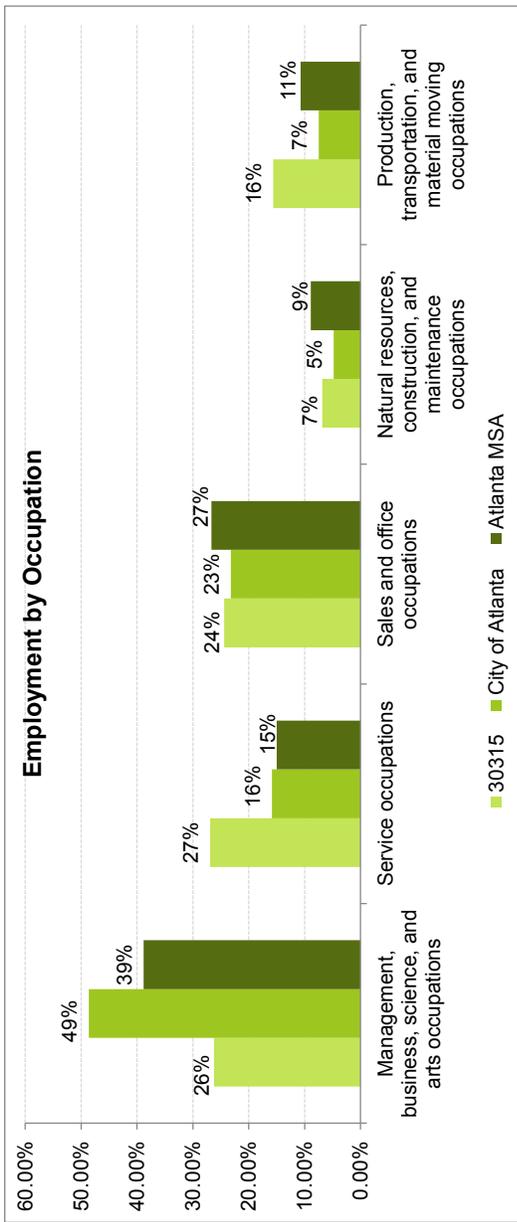
More than half of those who live in the LCI study area work in Fulton County, mostly in the major employment centers- downtown, Midtown, Buckhead, Perimeter and the Airport. More than 40% of the workers who work in the LCI study area also live within Fulton County. DeKalb county has the second highest capture of those who live and those who work in the LCI study area.

Public transportation is a life line to those who live within the LCI study area. 23% of workers use public transportation to get to work, compared to only 11% in the City of Atlanta. Carpooling is also higher in the study area compared to Atlanta, but the Metro area is very similar.



Source: Noell Consulting Group based on data obtained from US Census LED on the Map.

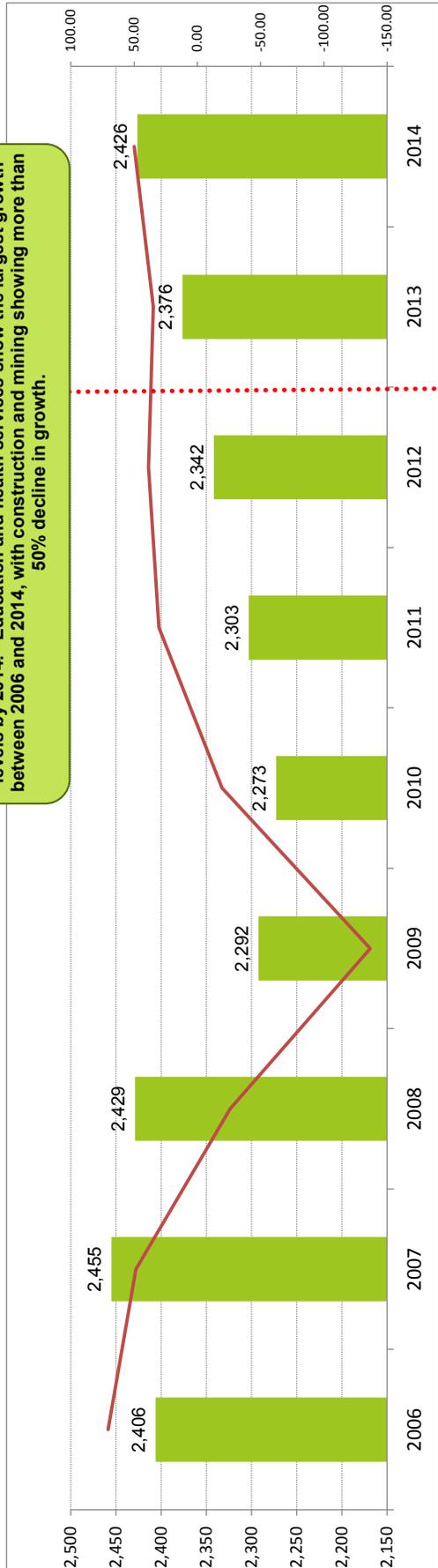
Exhibit 12  
 Employment Characteristics of the Populations of 30315, City of Atlanta, and the Atlanta MSA, 2011



When compared to both the City of Atlanta and the Atlanta MSA, the 30315 zip code has less residents employed in management, business, science, and arts, however production, transportation, and material moving occupations surpass the other areas. Unemployment is a huge factor in the 30315 zip code. The unemployment rate in 2011 was 18.9%, which is much higher than Atlanta or the Atlanta MSA. The majority of residents in the 30315 zip code have graduated with a High school degree.

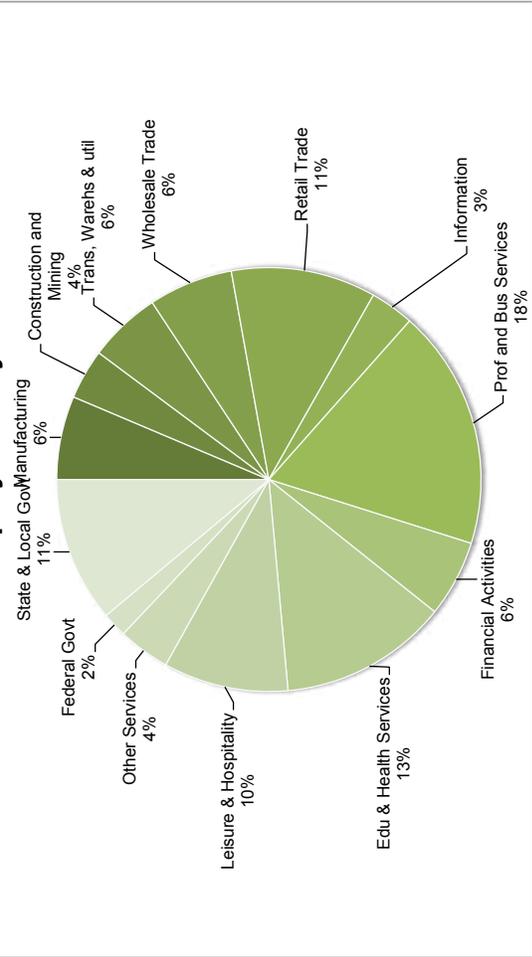
Source: Noel Consulting Group based on data obtained from the US Census American Community Survey.

**Exhibit 13**  
**Historical and Projected Atlanta Metro Employment Trends**



According to projections from the Georgia State Economic Forecasting Center, the Atlanta Metro employment will return to 2006 employment levels by 2014. Education and health services show the largest growth between 2006 and 2014, with construction and mining showing more than 50% decline in growth.

**Atlanta Metro Employment by Sector 2012**



Sectors	Employment by Sector 2006	Employment by Sector 2014	Growth 2006-2014
Manufacturing	7%	6%	-15.1%
Construction and Mining	6%	4%	-50.8%
Trans, Warehs & Util	5%	6%	6.2%
Wholesale Trade	7%	6%	-1.5%
Retail Trade	11%	11%	0.1%
Information	4%	3%	-5.3%
Prof and Bus Services	17%	18%	9.8%
Financial Activities	7%	6%	-14.2%
Edu & Health Services	10%	13%	19.9%
Leisure & Hospitality	9%	10%	2.0%
Other Services	4%	4%	-0.9%
Federal Govt	2%	2%	-0.4%
State & Local Govt	11%	11%	0.0%

As shown on the next page health services is a growing market in the 30315 zip code, the area should capitalize on this growing industry as well as professional and business services, as shown by the lack of met demand in the small office business demand.

SOURCE: Noell Consulting based on data from Georgia State Economic Forecasting Center

Exhibit 14

Non-Governmental Employment Growth: 30315, Fulton County, and the Atlanta MSA

Sector	Industry	Zip Code 30315 Change 2000-2010	Fulton County Change 2000-2010	Atlanta MSA Change 2000-2010
<b>Total Growth</b>		<b>-2,831</b>	<b>-87,212</b>	<b>-108,458</b>
11----	Forestry, fishing, hunting, and agriculture support	0	-99	-291
48----	Transportation & warehousing	-1,906	-6,998	1,286
44----	Retail trade	-458	-14,244	1,034
54----	Professional, scientific & technical services	-389	-10,699	-34,286
56----	Admin, support, waste mgt, remediation services	-360	-25,179	-59,801
31----	Manufacturing	-255	-15,822	11,892
71----	Arts, entertainment & recreation	-154	938	-15,009
23----	Construction	-139	-11,927	1,905
61----	Educational services	-35	3,383	-12,644
53----	Real estate & rental & leasing	-22	-1,727	-7,092
55----	Management of companies & enterprises	-20	15,805	-3,493
99----	Unclassified establishments	-2	-453	8,131
51----	Information	0	-4,937	15,589
52----	Finance & insurance	23	-5,445	-58,535
42----	Wholesale trade	25	-6,569	11,750
72----	Accommodation & food services	79	7,670	58,109
81----	Other services (except public administration)	296	1,929	6,434
62----	Health care and social assistance	486	8,826	27,806
21----	Mining	*	-24	5,227
22----	Utilities	*	1,943	-38,933
95----	Auxiliaries (exc corporate, subsidiary & regional mgt)	*	-23,582	-1,182

A significant decline in the number of manufacturing and transportation & warehousing employees over the past 10 years signal a potential opportunity to look at repositioning of some previous industrial properties within the study area. The decrease in this category is common across other markets.

Struggles in the retail sector can be witnessed by the job losses. At an average of approximately 350 SF per employee, this translates to approximately 160,000 SF of retail/restaurants going dark over the 10 year period. This loss in retail can be seen across other markets in the area and is not uncommon.

While the study area lost jobs overall from 2000 to 2010, there were 5 sectors that experienced positive job growth, with health care having the largest number of jobs created in all 30315 zip code. Long-Term: Greater focus should be placed on creating an inviting environment to enhance and leverage the educational, professional, and health care firms/services already located in the area, as well as attract new businesses in those sectors.

SOURCE: US Census County Business Patterns for 30260

## Exhibit 15 Residential Primary Market Area and Study Area Overview

### New Home Sales

- Similar to Atlanta overall, the local Residential PMA has witnessed a significant drop in volume of new home sales, with 2012 coming in around 82 new home sales versus over 827 in 2006.
- In addition, new home median prices have reset with new home median prices near \$191,000 for single-family and \$138,000 for attached product.
- The PMA is a very affordable market, with over 60% of new home sales occurring below \$150,000.
- Attached product made up 83% of all new sales in the PMA in 2012, with the median price of new attached homes falling 24% from 2004
- This larger drop in the entry-level price point and product type is a direct result of the change in lending practices raising the bar for qualification measures, and down payment requirements, a barrier to those without accumulated wealth.
- The value loss of new homes in the area has been so great that it is unlikely new construction will occur for at least 5 years until values have stabilized.
- The suburban condominium market has also witnessed a significant value and volume decrease, and new condominiums, particularly those in non-lifestyle driven locations will be unfinanceable for the foreseeable future.

### Residential Resales

- The decline can also be witnessed in the resale market in the PMA, with median sales prices down almost 50% on resale attached product and new single family down by almost 37%.
- With such depressed values the volume of transactions has also decreased with an estimated 52% drop since 2004 levels.
- The PMA also has a higher foreclosures notice rate than the City of Atlanta and the state, and nearly double that of the nation.

### Rental Multifamily Market

- The LCI study area's rental apartment market is comprised almost entirely of suburban garden-style walk-up rental apartments, with a handful of rental townhouse units and virtually no urban, street-oriented product, largely driven by the inability to justify urban product construction costs.
- These rental apartment communities lack any real lifestyle proposition, beyond offering a pool and other amenities, and space for the money.
- Market rents are relatively affordable in these communities; averaging \$.83/SF.
- Approximately 78% of all units at the apartment comparables are affordable units to a range of 50-60% of AMI.

### Rental Multifamily Student Market

- Currently there is a lack of student housing in the area for both the Atlanta Technical College as well as Atlanta Metropolitan College.
- Our demand estimates signal potential for up 500 new student beds today, and then future growth of approximately 100 beds per year.

### Rental Multifamily Senior Market

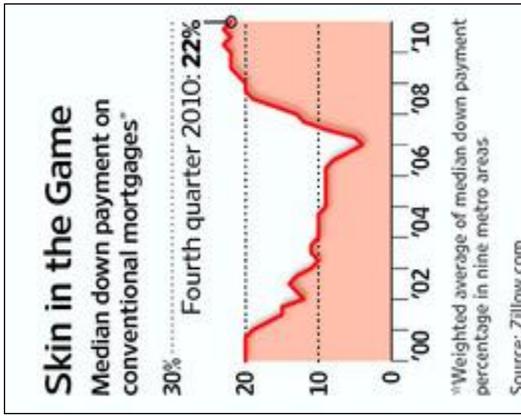
- While several existing independent and assisted living facilities exist in the PMA, there continues to be a strong opportunity to deliver new facilities to support the aging population base. These facilities will largely need to be tax credit beds given the lower HH incomes in the trade area.
- Additionally, much of the existing senior living options are in isolated residential areas, lacking visibility as well as access to local/regional retail, a quality that senior developers often look for as amenities to help market their facilities.

SOURCE: Noell Consulting Group

In addition to the current economic cycle strains on the residential market, it is important to note that south Atlanta has a very negative image in the marketplace, led primarily by a crime and abandoned homes. Significant strides must be made to correct this image in the marketplace for positive market rebounding to take hold. It is important to note that this effects not only owners, but also renters and developers targeting the area.



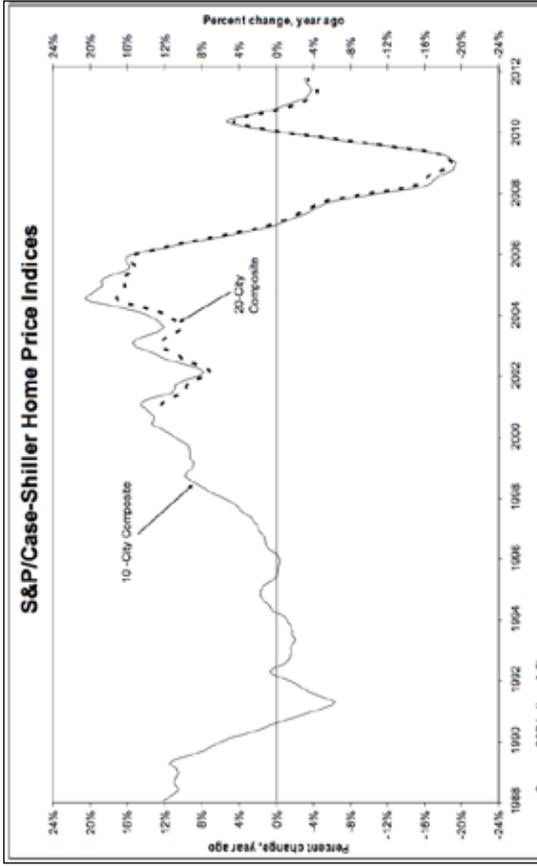
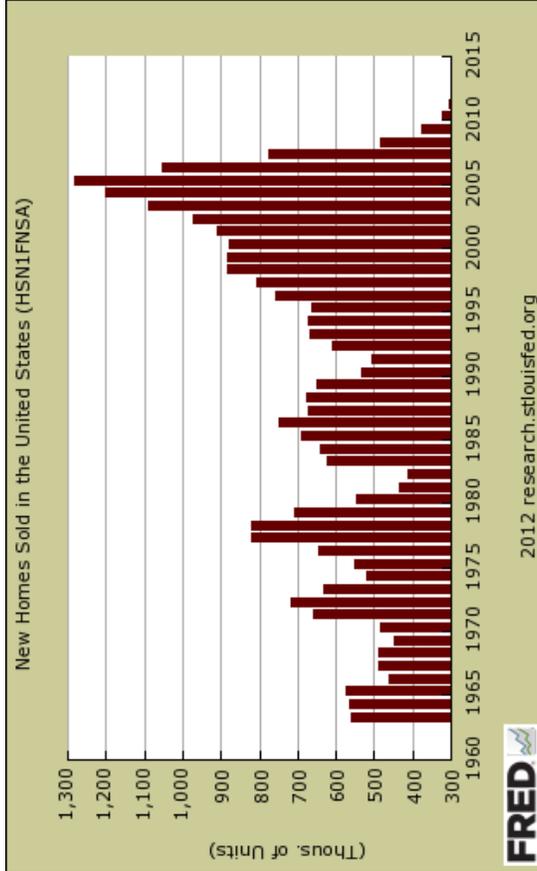
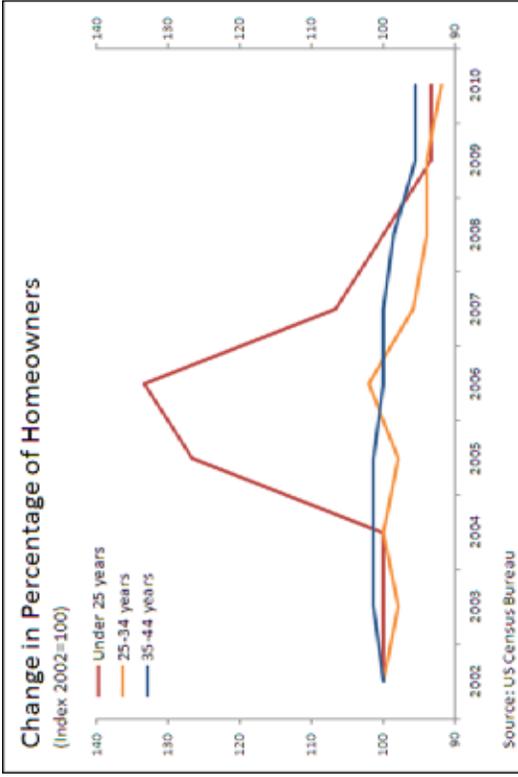
Exhibit 16  
The Housing Bubble



What happened?

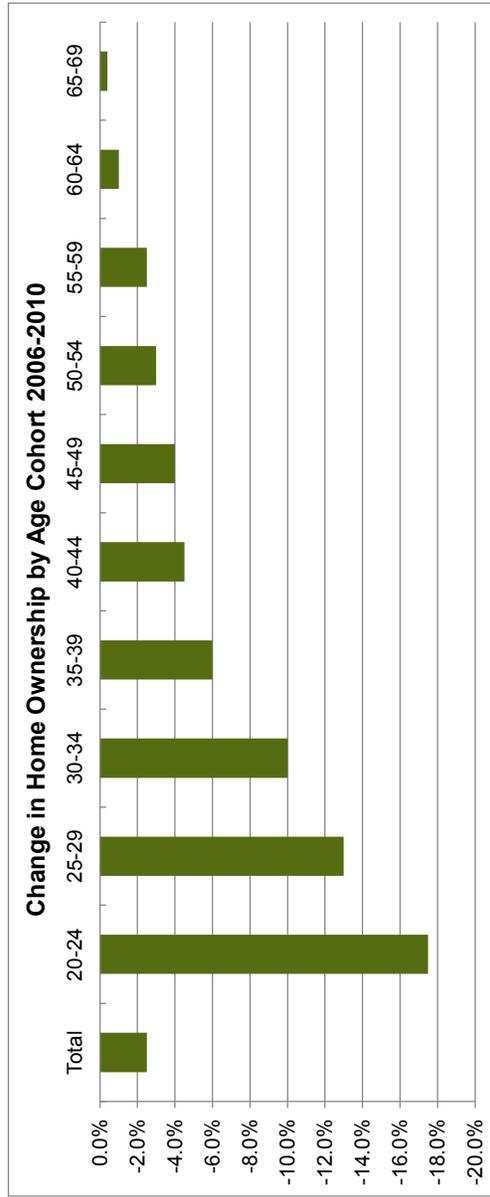
Starting in the early 2000s and peaking in 2007, many new mortgage programs were created enabling homes to be purchased with far less than 20% down payments. This lowering of up-front investment needed for home ownership caused a surge in renter households to purchase, the majority of which were first time homeowners just completing college and in their 20s.

This artificial increase in housing demand caused a surge in both sales and new home starts, 69% unprecendented home price appreciation year after year.



SOURCE: Noell Consulting Group, Zillow, US Census, FRED, S&P/Case Shiller

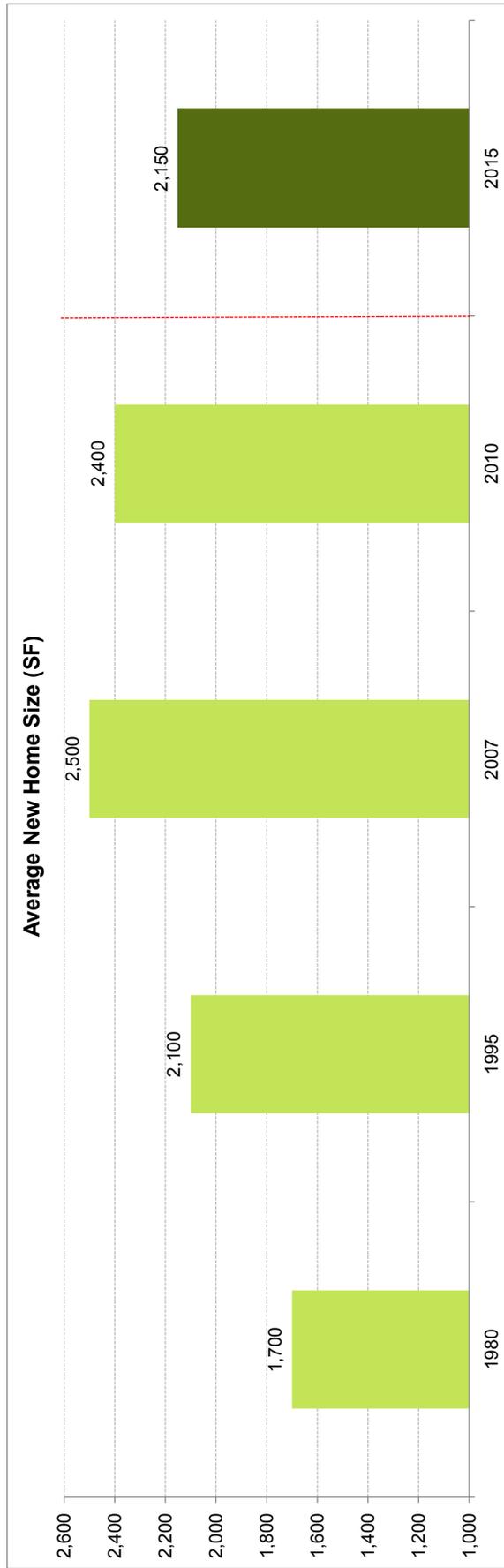
**Exhibit 17**  
**The Shifting Housing Market**



**Market Shifts**

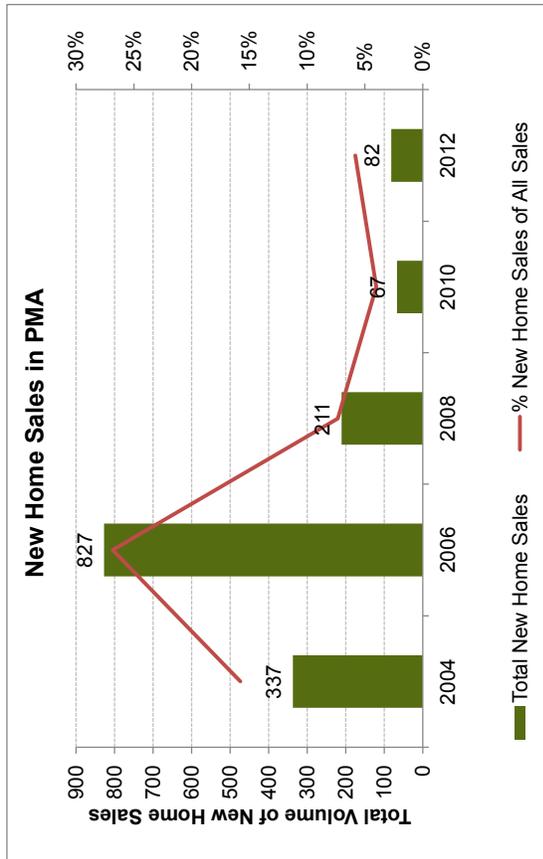
Following the recession a 2.5% decrease in national home ownership was witnessed and is expected to continue going forward until at least 2015 when more existing homes have regained their lost value. This shift is most significant in younger households, with the majority of Generation Y now choosing to rent.

The result of the shifting tenure preferences by age range, as well as the inability to afford larger homes, both combine to result in an overall decrease in the average size of new homes being built today and in the near term, with forecasted new homes in 2015 to be back in line with 1995 sizes.

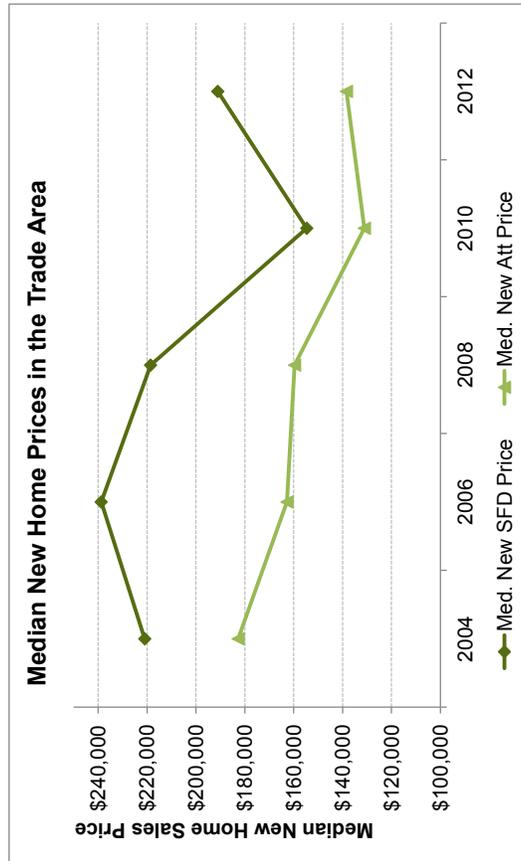
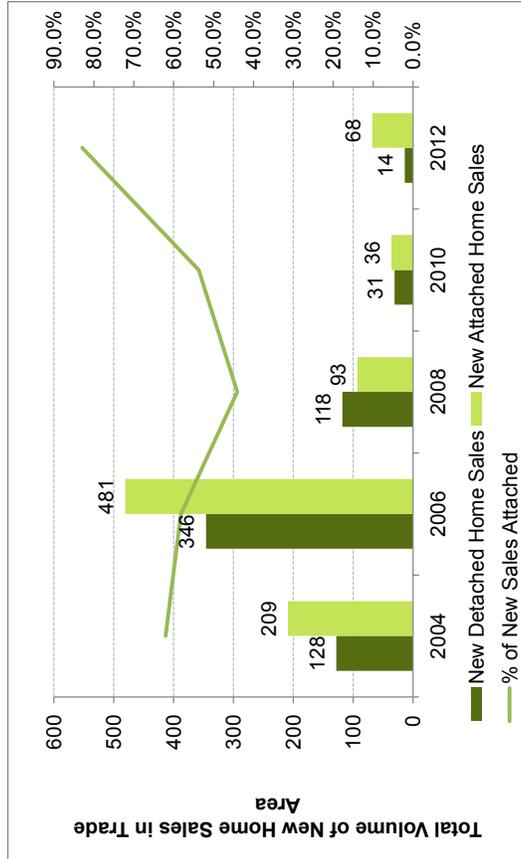


SOURCE: Noell Consulting Group, US Census American Housing Survey, National Association of Homebuilders

Overview of the Local Home Sale Market in the Lakewood Primary Market Area



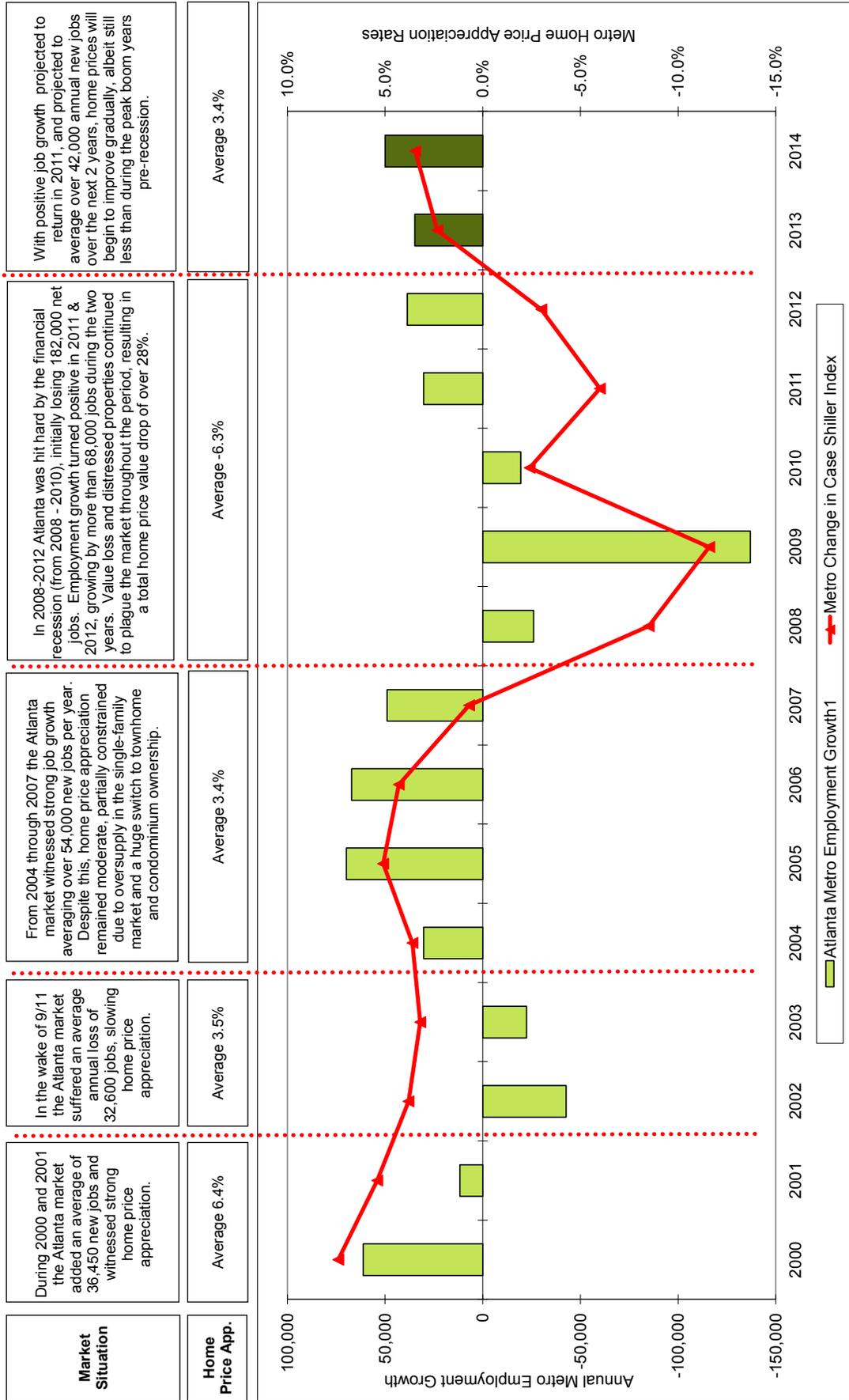
Like many areas within the City of Atlanta, the PMA was hit hard by the recession, resulting in average home values dropping over 60% from their peak, and new homes by 30%. In addition, volumes of new home sales are now only 10% of what they were in their peak. 2012 has shown some rebound in home values, primarily driven by a slow down in the number of foreclosures.



SOURCE: Noell Consulting Group based on data from SmartNumbers.

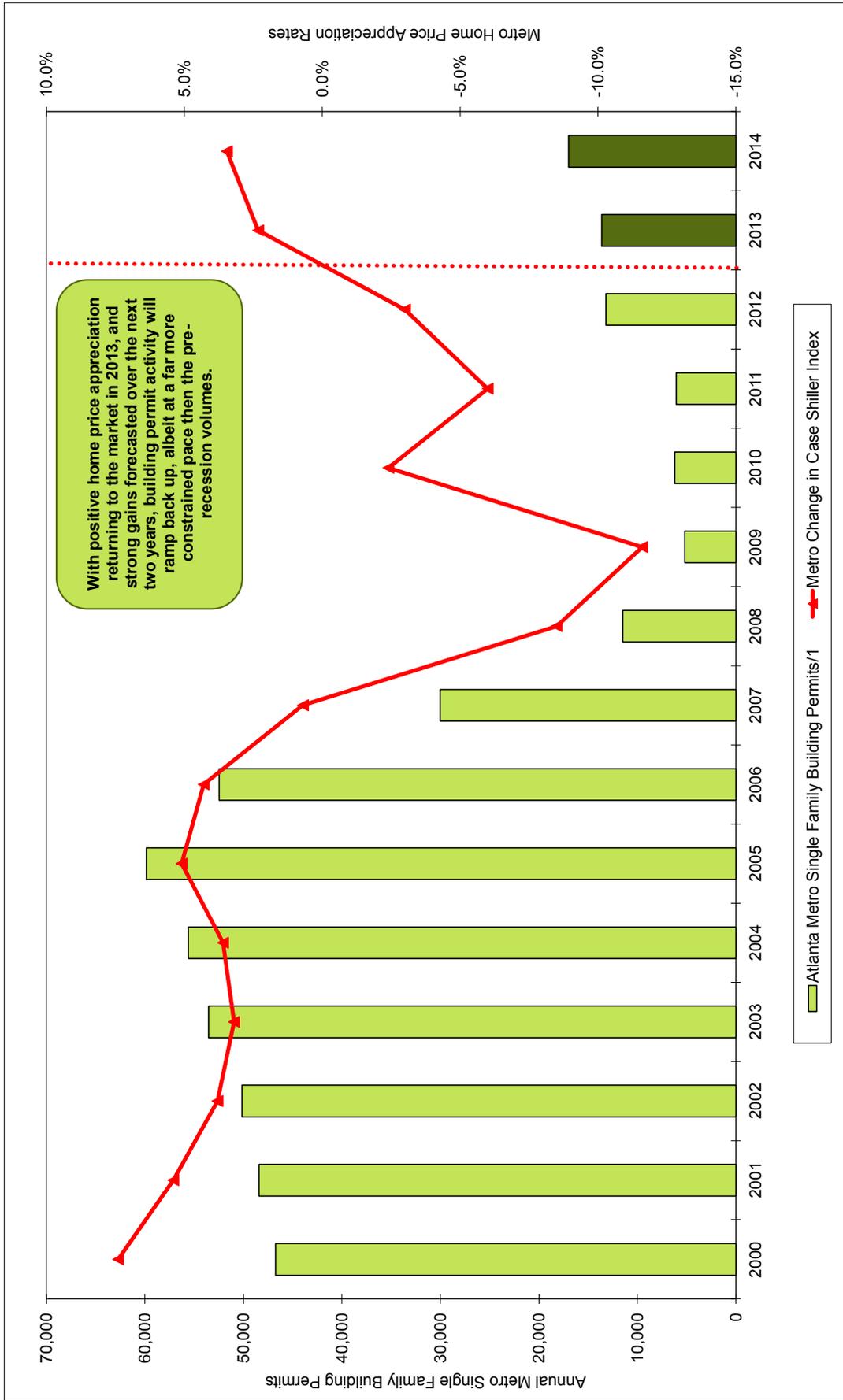
Exhibit 19

Historical and Projected Atlanta Employment to Home Price Appreciation



SOURCE: Noell Consulting based on data from Georgia State Economic Forecasting Center/Case Shiller Index

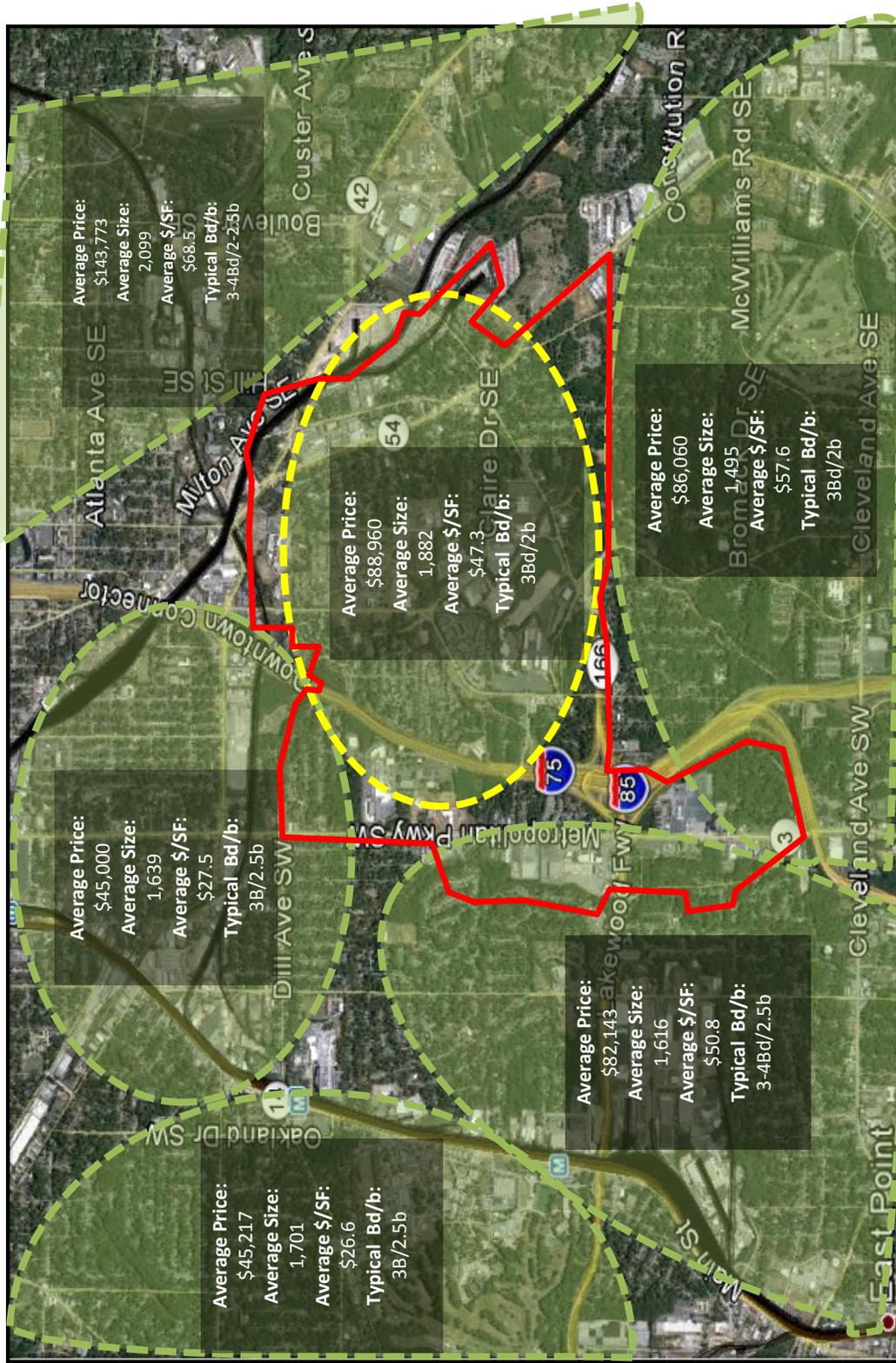
Exhibit 20  
Historical and Projected Atlanta Single-Family Permits to Home Price Appreciation



SOURCE: Noell Consulting based on data from Georgia State Economic Forecasting Center/Case Shiller Index

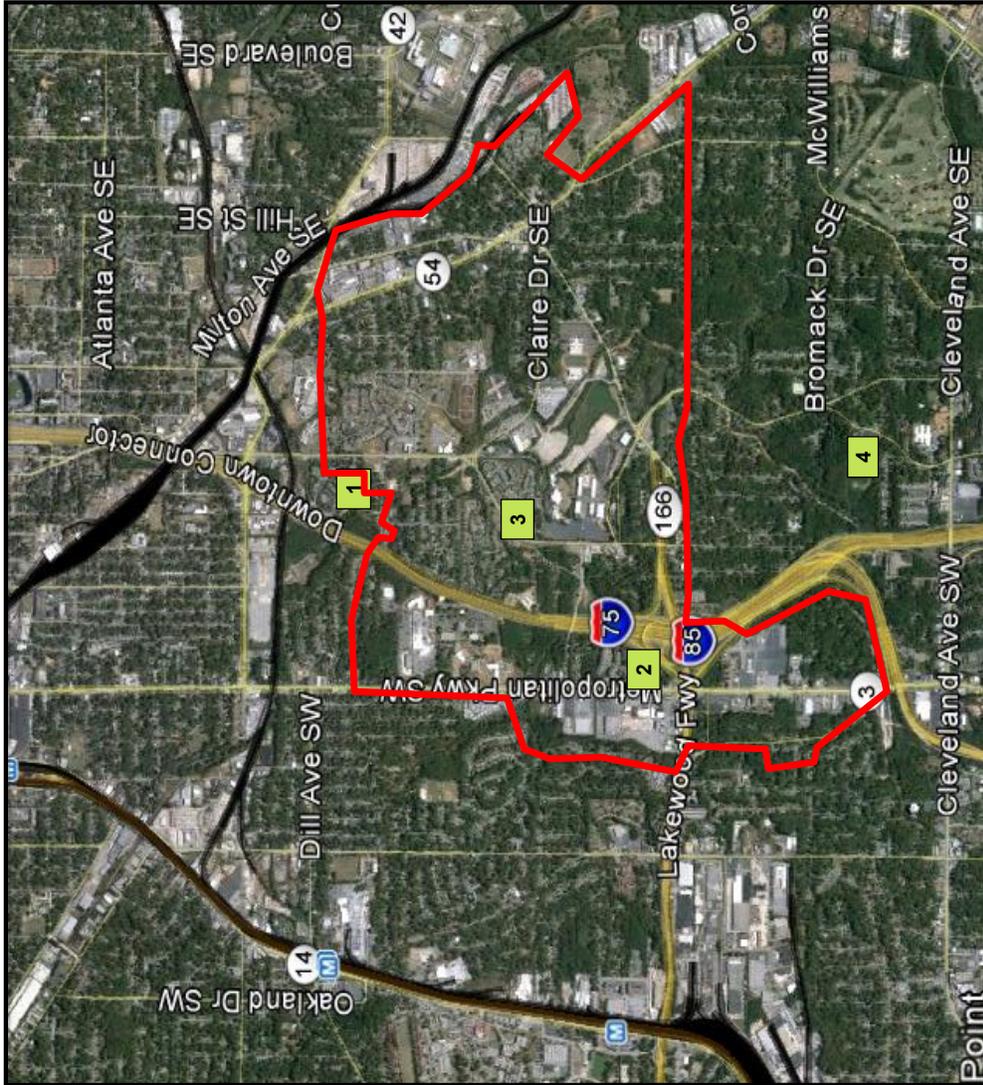
Exhibit 21

Summary Map of Recently Selling Single-Family Homes Built in 2005+ Sold in the Last 2 Years



SOURCE: Noel Consulting Group, Redfin.com, Google Earth

Exhibit 22  
Map of Recently New Selling Single-Family Communities



Subject Site	Units	\$/SF
1 High Point Estates	105	\$69
2 Saint Johns Place	8	\$73
3 Park Place South	11	\$69
4 Preston Hills	36	\$54
<b>Average, All Projects</b>	<b>40</b>	<b>\$66</b>

SOURCE: Noell Consulting Group

Exhibit 23

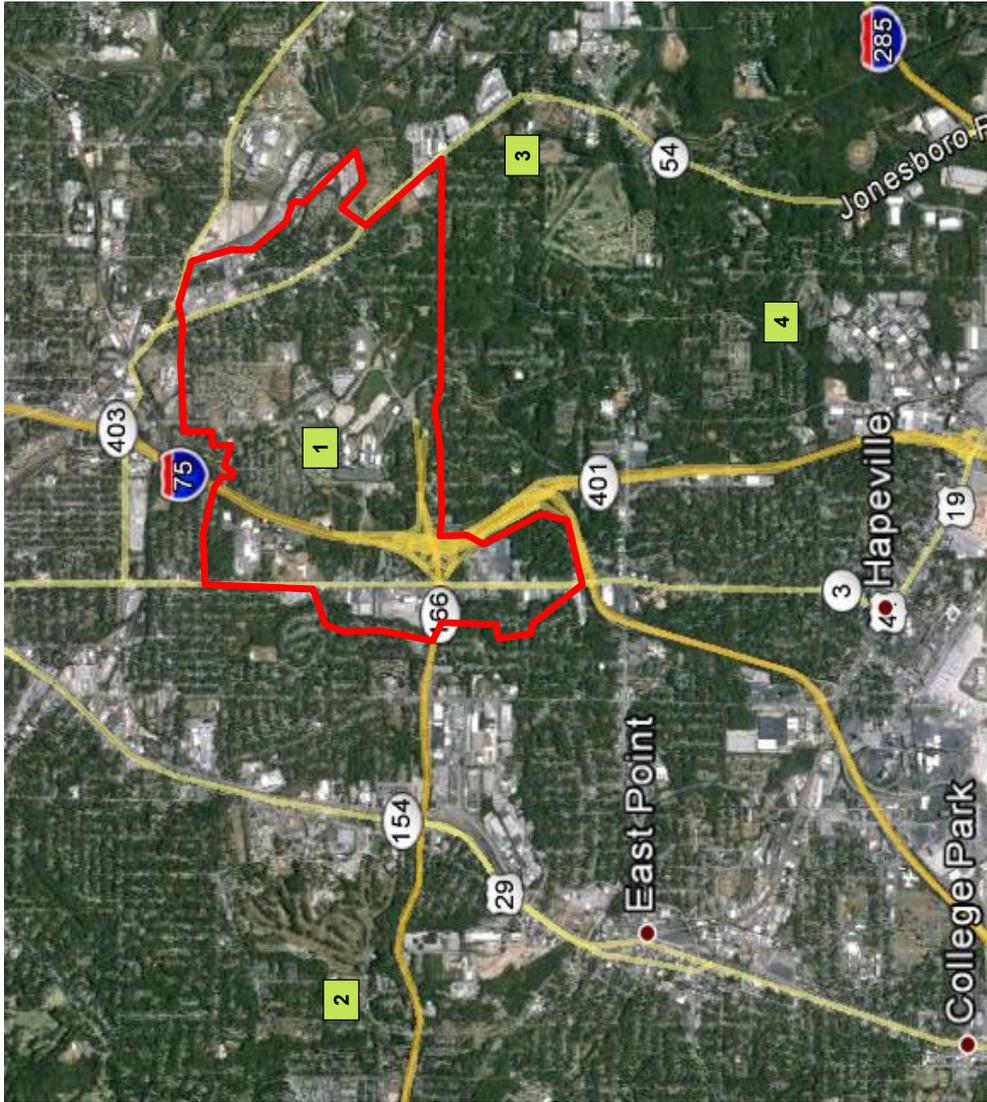
Recently Selling, New Construction Single-Family Communities

\*Data below reflects the past 2 years

Photo	Subdivision Name	Year Built/Started	Community Status	Homes Built	Remaining lots	Current Price Range	Current Avg Price	Unit Size Range	Avg Size	\$/SF Range	Avg \$/SF	Amenities
	Bowen Circle	2001	Built out and finished. Successful project with quality homes	105	0	\$72,700 - \$194,900	\$128,016	1,320 - 3,912	1,857	\$55 - \$50	\$ 69	None. Some greenspace
	Saint Johns Place	2006	8 homes built & construction stopped. Lots foreclosed on and sold in a bulk sale in 2012	8	15	\$138,500 - \$143,900	\$141,200	1,734 - 2,184	1,959	\$80 - \$66	\$ 73	None
	Park Place South	2006	11 homes built. Put on hold in '06 and never restarted. 6 lots have concrete foundations	11	40	\$124,900 - \$129,900	\$127,400	1,692 - 2,018	1,855	\$74 - \$64	\$ 69	Clubhouse, pool, and greenspace
	Preston Hills	2006	36 built & construction stopped. Well kept and quality homes w/ few foreclosures	36	0	\$103,000 - \$125,400	\$112,769	1,858 - 2,606	2,095	\$55 - \$48	\$ 54	None
<b>Summary:</b>				<b>160</b>	<b>55</b>	<b>\$ 72,700 - \$ 194,900</b>	<b>\$ 125,202</b>	<b>1,320 - 3,912</b>	<b>1,915</b>	<b>\$55 - \$66</b>	<b>\$66</b>	

SOURCE: Noell Consulting Group, Fulton County Tax Assessor

Exhibit 24  
Map of Recently Selling Townhome Communities



SOURCE: Noell Consulting Group

Subject Site	Units	\$/SF
1 Park Place South	126	\$74
2 Villages of East Point	108	\$39
3 The Park at Brown Mill	126	\$32
4 Monticello	107	\$67
<b>Average, All Projects</b>	<b>117</b>	<b>\$53</b>

## Exhibit 25 Recently Selling Townhome Communities

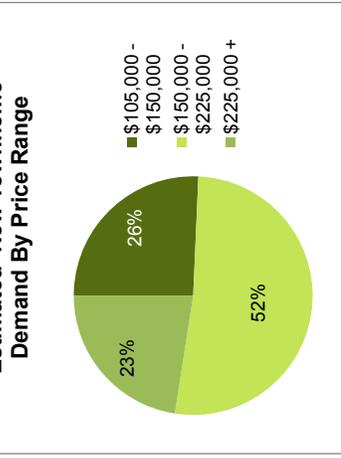
\*Data below reflects sales in the past 2 years

Photo	Community Name	Year Built/Started	Community Status	Total Units	Remaining lots	Current Price Range	Current Avg Price	Unit Size Range	Avg Size	\$/SF Range	Avg \$/SF	Amenities
	Park Place South	2003	Majority of development built. Last two single family phases put on hold in 06-07 by AHA	126	0	\$20,524 - \$247,869	\$98,933	805 - 2,018	1,334	\$25 - \$123	\$74	Pool, clubhouse, greenspace
	Villages of East Point	2006	108 townhomes built. Development stalled and foreclosed on	108	76	\$31,763 - \$112,100	\$56,365	1,248 - 1,636	1,436	\$25 - \$69	\$39	Pool, playground, clubhouse, greenspace
	The Park at Brown Mill	2005	60% units sold & completed. DR Horton stalled project but still owns all the remaining lots	126	64 (est)	\$24,000 - \$126,352	\$54,941	1,548 - 2,028	1,711	\$16 - \$62	\$32	None
	Monticello	2006	50% units sold & completed. DR Horton stalled project but still owns all the remaining lots	107	117 (est)	\$60,000 - \$199,643	\$118,486	1,408 - 2,370	1,763	\$43 - \$84	\$67	Pool, clubhouse, tennis courts
<b>Summary:</b>				<b>467</b>	<b>257</b>	<b>\$ 20,524 - \$ 247,869</b>	<b>\$ 81,699</b>	<b>805 - 2,370</b>	<b>1,558</b>	<b>\$16 - \$123</b>	<b>\$53</b>	

SOURCE: Noell Consulting Group, Fulton County Tax Assessor

Estimated Annual Demand Potential for New Single-Family and Townhome Units in the PMA and in the Lakewood LCI Study Area

HHs By Income	Under \$25k	\$25k - \$35k	\$35k - \$50k	\$50k - \$75k	\$75k+	Total
Households By Income /1	16,760	7,949	6,704	7,279	9,194	47,887
% of HHs Owners /2	17.8%	42.3%	47.2%	54.2%	78.8%	43.2%
Owner HHs By Income	2,989	3,359	3,167	3,942	7,248	20,704
Households in Turnover /3	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%
Owner HHs in Turnover By Income	239	269	253	315	580	1,656
Owner HHs Maintaining Ownership /4	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%
Owner HHs Maintaining Ownership	227	255	241	300	551	1,574
% of HHs Renters /2	82.2%	57.7%	52.8%	45.8%	21.2%	45.4%
Renter HHs By Income	187	147	127	137	117	715
Households in Turnover /3	39.0%	39.0%	39.0%	39.0%	39.0%	39.0%
Renter HHs in Turnover By Income	73	57	50	54	45	279
Renter HHs Turning Into Ownership /4	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%
Former Renter HHs Looking to Buy	11	9	7	8	7	42
Total Renter and Owner HHs in Turnover	238	264	248	308	558	1,615
Ratio of Income to Purchase Price /5	3.0	3.0	3.0	3.0	3.0	3.0



HHs By Purchase Price	Under \$75k	\$75k - \$105k	\$105k - \$150k	\$150k - \$225k	\$225k+	Total
Potential Owner HHs in Turnover	238	264	248	308	558	1,615
% Prefer New /6	0.0%	3.0%	20.0%	20.0%	34.0%	19.1%
Potential Annual New Home Sales	0	8	50	62	190	309
% Prefer Detached /6	4.0%	25.0%	39.0%	24.0%	54.0%	44.9%
Potential Annual New Single Family Home Sales	NA	NA	NA	15	102	117
Est. Study Area Potential Capture /7	NA	NA	NA	66.0%	25.0%	30.2%
Est. Study Area Annual New Single Family Home Sales	NA	NA	NA	10	26	35
% Prefer Attached /6	96.0%	75.0%	61.0%	76.0%	46.0%	55.1%
Potential Annual New Home Sales	0	6	30	47	87	170
Est. Study Area Potential Capture /7	NA	NA	23.0%	30.0%	7.0%	15.9%
Est. Study Area Annual New Townhome Home Sales	NA	NA	7	14	6	27

Once values justify new construction, annual demand for 35 new single family detached homes from \$150-295k, and 27 new townhomes from \$105-250k within the study area is forecasted.

1/ US Census American Community Survey 2011  
 2/ US Census American Community Survey 2011  
 3/ US Census.

4/ Based on national home purchasing patterns, NAR.

5/ Based on a return to healthy bank underwriting standards.

6/ Based on an average of 2004-2012 demonstrated home sales in the PMA as reported by SmartNumbers.

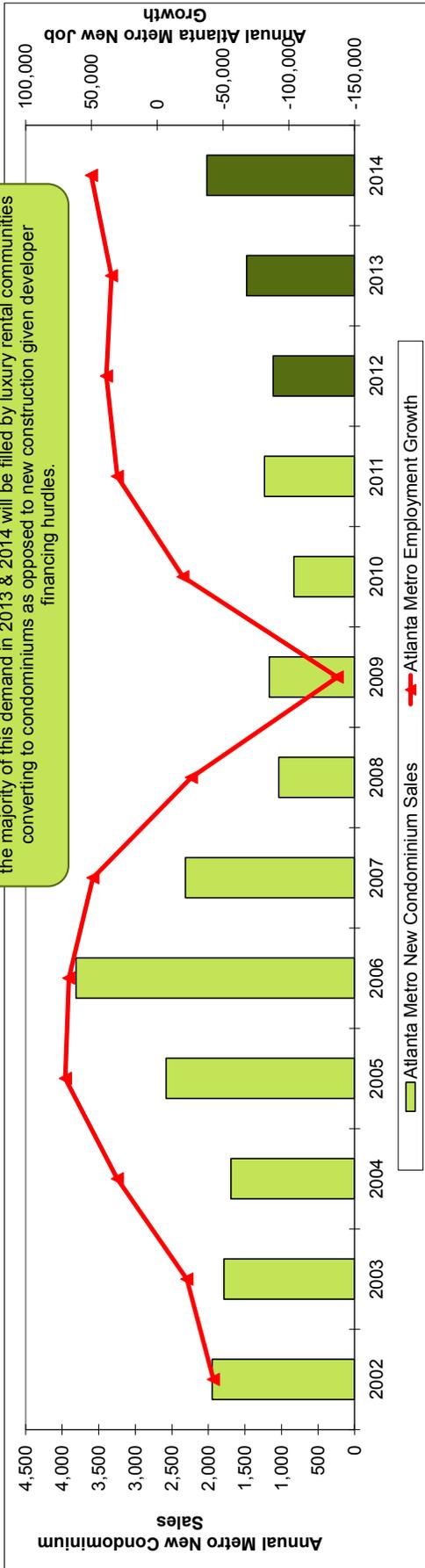
7/ Based on the Study Area zip code of 30315 as a percent of the PMA.

SOURCE: Novell Consulting, Claritas, US Census, NAR, and SmartNumbers.

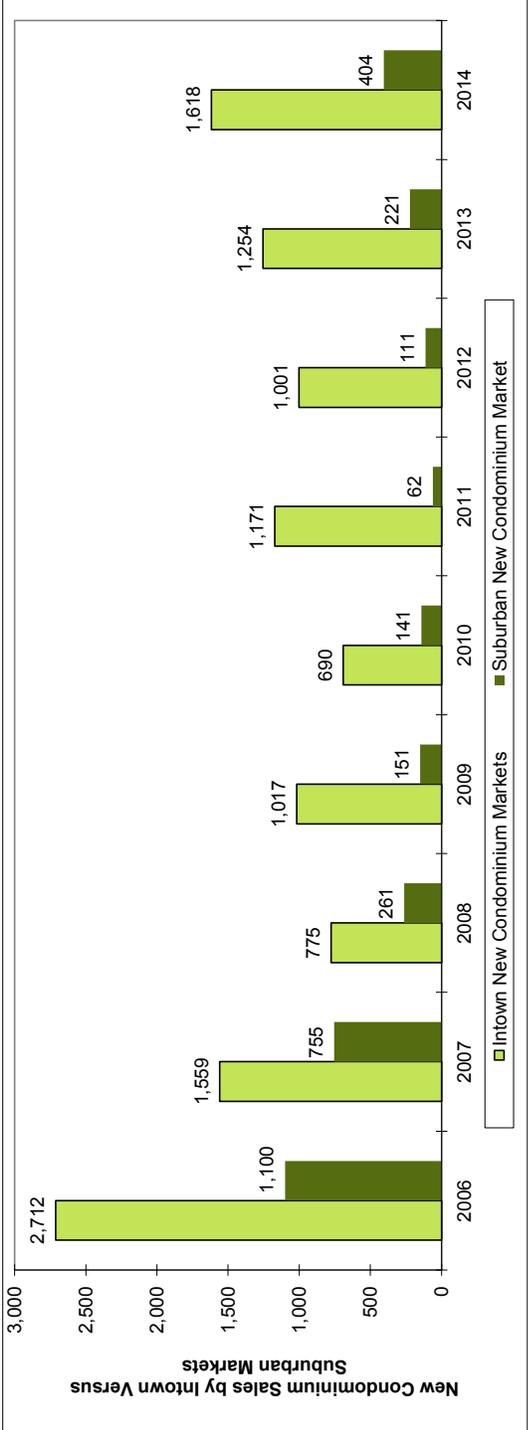
Exhibit 27

Historical and Projected Atlanta Metro New Condominium Sales to Employment Growth

With existing new condominium inventory levels across the Metro currently declining back to historic norms, new demand will begin to grow in 2013. It is forecasted that the majority of this demand in 2013 & 2014 will be filled by luxury rental communities converting to condominiums as opposed to new construction given developer financing hurdles.

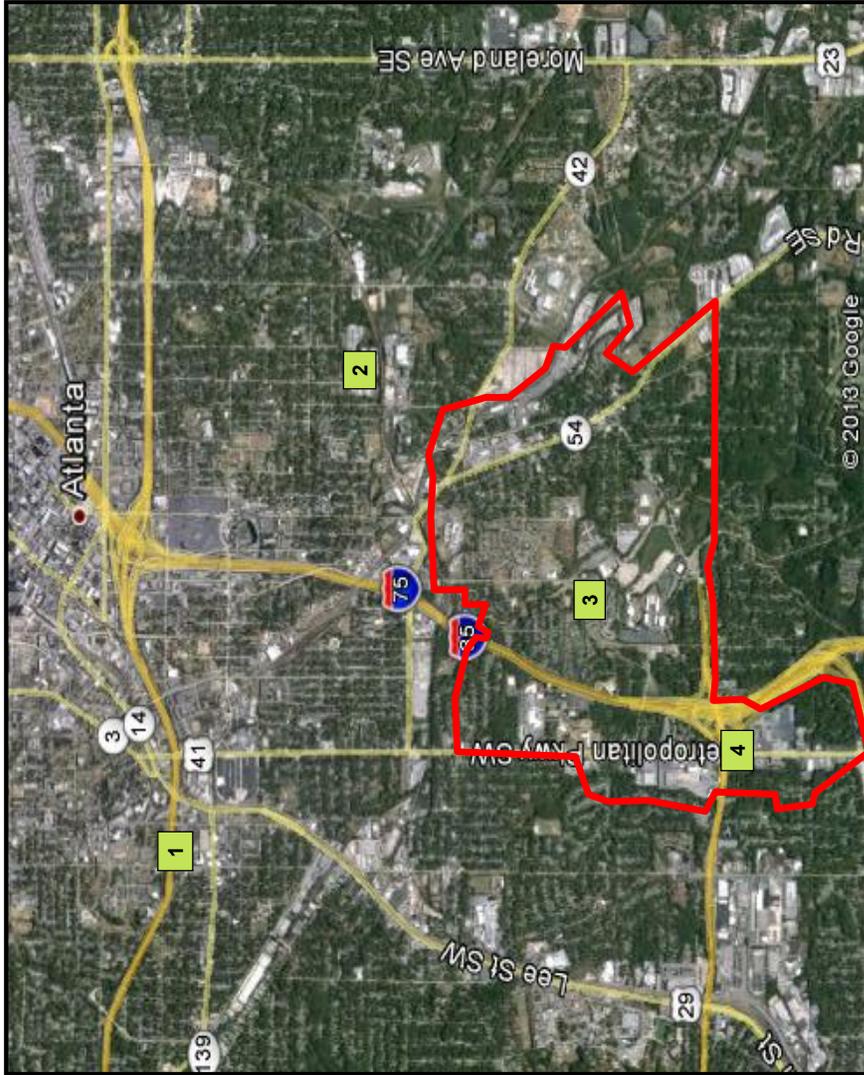


Based on demonstrated historic captures, we have projected the new suburban (this would include the trade area given its non core location) condominium market to average a 10-20% capture of the total Metro. At this level, current inventory levels represent approximately 20 months of supply, and will soak up the majority of demand in 2013. Given the inability of most to finance new construction condominiums, much of the 2014 demand will be satisfied by apartment conversions, and it will not be until 2015 until true new construction suburban condominium demand returns.



SOURCE: Noell Consulting based on data from Georgia State Economic Forecasting Center, SmartNumbers.

Exhibit 28  
Map of Recently New Selling Condominium Communities



<u>Subject Site</u>	<u>Units</u>	<u>\$/SF</u>
1 Skylofts	203	\$123
2 Hill Street Lofts	146	\$84
3 Park Place South	96	\$28
4 Central City	78	\$22
<b>Averages, All Projects</b>	<b>131</b>	<b>\$64</b>

SOURCE: Noell Consulting Group, Google Earth

Exhibit 29

Summary of Comparably Situated Condo Communities

\*Data below reflects the last two years

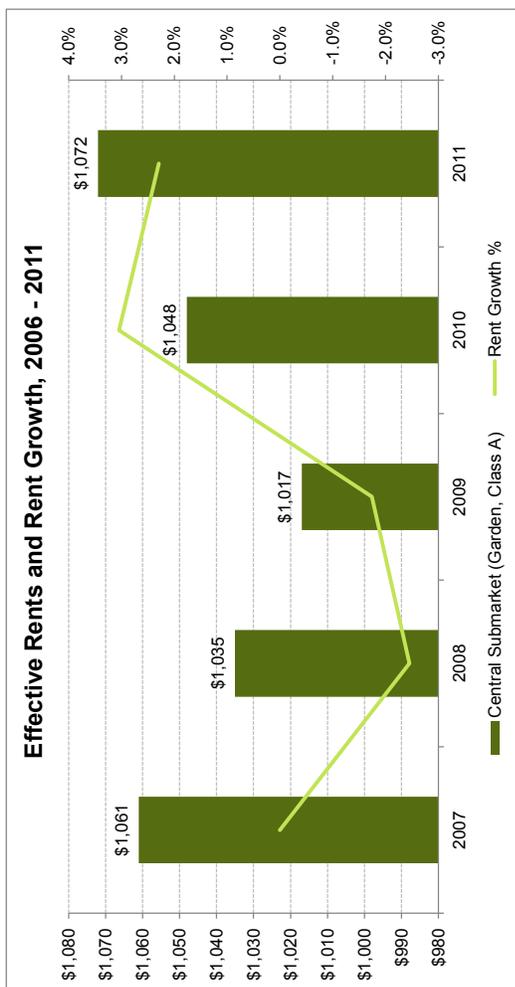
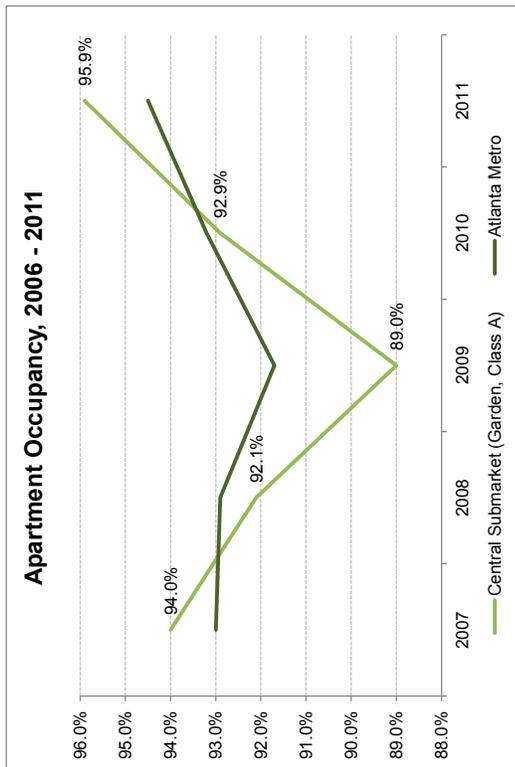
Photo	Project	Unit Type	Unit Count	Unit Mix	Unit Mix	Unsold Units	Annual Sales Pace	Current Sales Prices	Avg. Sales Price	Unit Size Range	Avg. Size	Current Average \$/SF	Comment
	Skylofts	1B/1b 1B/1b/D 2B/2b	80 35 88	39% 17% 43%	NA	15 3 4	25 / year (develop r and resales)	\$26,000 - \$157,500 \$90,000 - \$177,713 \$42,202 - \$199,515	\$96,095 \$127,316 \$132,537	679 - 786 918 - 1,105 1,019 - 1,253	705 963 1,148	\$136 \$132 \$115	Built 2006 in two phases and still selling
	Hill Street Lofts	1B/1b 2B/2b	88 58	60% 40%	NA	0 0	13.5 / year (resales)	\$23,879 - \$189,919 \$30,490 - \$450,000	\$50,405 \$114,766	683 - 943 1,064 - 1,337	725 1,198	\$69 \$96	70% of sales foreclosures
	Park Place South	1B/1b 2B/2b 3B/2b	NA NA NA	NA NA NA	NA	0 0 0	3.0 / year (resales)	\$29,500 - \$31,100 \$24,000 - \$35,000 \$35,000 - \$52,000	\$30,300 \$29,500 \$43,500	1,048 - 1,081 1,188 - 1,356 1,169 - 1,669	1,065 1,272 1,419	\$28 \$23 \$31	Built in phases, originally sold in 130's
	Central City	2B/2b 3B/2b	NA NA	NA NA	NA	Now rentals	2 / year (resales)	\$30,000 - \$41,500 No Sales for Three Bedrooms units	\$34,750 \$34,750	1,584 - 1,584 1,584 - 1,584	1,584 1,584	\$22 \$22	Sales put on hold, now renting from \$900-\$1150
<b>Summary:</b>			<b>131</b>	<b>100%</b>	<b>7</b>	<b>10.88</b>		<b>\$23,879 - \$450,000</b>	<b>\$66,572</b>	<b>679 - 1,669</b>	<b>1,183</b>	<b>\$64</b>	

SOURCE: Noell Consulting Group, Fulton County Tax Assessor, Redfin.com

### Exhibit 30 Summary of the Atlanta Multifamily Rental Market and Central Submarket

	2004	2005	2006	2007	2008	2009	2010	2011	2012	Avg 2002-2012	2013	2014	2015
Historic and Projected Atlanta Empl. Growth	30,300	69,800	67,200	48,900	-26,100	-137,000	-19,500	30,300	38,600	3,391	34,800	50,000	50,000
Atlanta Net Apartment Abs.	6,996	7,248	4,872	6,053	6,086	8,184	5,832	2,189	4,126	6,700	6,024	5,696	5,696
Central Submarket Net Absorption	1,071	1,146	113	380	206	734	1,088	827	646	690	831	786	786
Central Submarket as % of Metro	15%	16%	2%	6%	3%	9%	19%	38%	16%	14%	16%	16%	16%

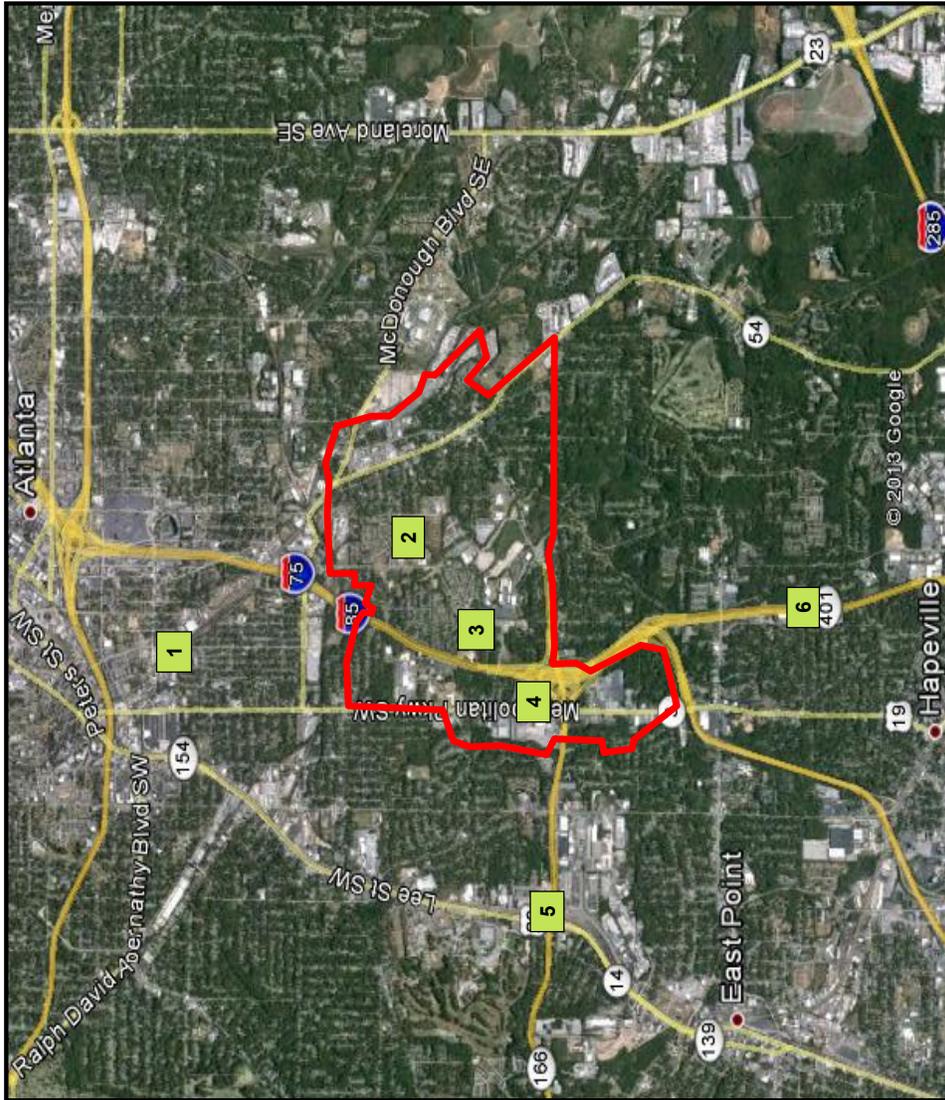
Rental apartment absorption is expected to remain strong in the coming years as home ownership continues to slowly recover and many younger households opt to rent instead of own.



SOURCE: Noell Consulting Group based on data from Dale Henson Atlanta Apartment Market Tracker

Exhibit 31

Map of Apartment Communities



Subject Site	Units	\$/SF
1 Heritage Station	134	\$0.87
2 Villages at Carver	667	\$0.88
3 Villas at Lakewood	192	\$0.64
4 Brookside Park Apartments	200	\$0.72
5 Columbia at Sylvan Hills	191	\$0.87
6 Avalon Ridge	222	\$0.90
<b>Average, All Projects</b>	<b>268</b>	<b>\$0.82</b>

SOURCE: Noell Consulting Group, Google Earth

Summary of Comparably-Situated Apartment Communities

Photo	Project	Year Building / Product	Unit Count	% Market Rate Units	Market Absolute Rent Range	Market Rate Size Range	Affordable Units	Affordable Rent Range	Affordable Size Range	Avg. Size	Market Average \$/SF
	Heritage Station	2007 (1-3 Bd, flats, garden style)	134	41%	\$790 - \$1,060	700 - 1300	59%	Tier 1 (54%) \$592 - \$738 Tier 2 (60%) \$675 - \$808	790 - 1,300	1,058	\$0.87
	Villages at Carver	2003 (1-4 Bd, flats, garden style)	667	40%	\$695 - \$1,100	698 - 1335	60%	Tier 1 (50%) \$525 - \$700 Tier 2 (60%) \$650 - \$900	698 - 1,335	1,017	\$0.88
	Villas at Lakewood	1967 (3Bd, all duplex)	192	2%	\$820 - \$820	1,273 - 1273	98%	Tier 1 (50%) \$789 - \$789 Tier 2 (60%) \$664 - \$664	1,273 - 1,273	1,273	\$0.64
	Brookside Park Apartments	2005 (1-3Bd, flats, garden style)	198	25%	\$710 - \$910	830 - 1335	75%	Tier 1 (60%) \$655 - \$842	830 - 1,335	1,119	\$0.72
	Columbia at Sylvan Hills	2008 (1-3Bd, flats, garden style)	191	15%	\$750 - \$1,110	768 - 1367	85%	Tier 1 (60%) \$773 - \$853	1,067 - 1,367	1,068	\$0.87
	Avalon Ridge	2008 (1-4Bd, flats, garden style)	222	10%	\$804 - \$1,013	688 - 1340	90%	Tier 1 (60%) \$675 - \$974	688 - 1,340	1,014	\$0.90
<b>Summary:</b>			<b>267</b>	<b>22%</b>	<b>\$695 - \$1,110</b>	<b>688 - 1,367</b>	<b>78%</b>	<b>688 - 1,367</b>	<b>1,091</b>	<b>\$0.82</b>	

\*Tiers based on percentage of household income to HUD area median income.

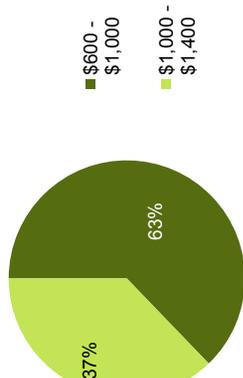
SOURCE: Noell Consulting Group.

**Exhibit 33**

**Estimated Annual Demand Potential for New Rental Apartments in the PMA and the Lakewood LCI Study Area**

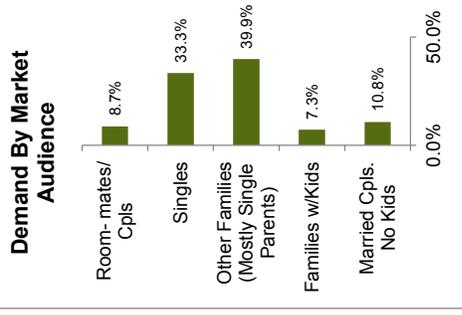
Income	Est. Rent Range	2011 HHs	% Renter	Renter HHs	Married Cpls.		Families w/Kids		Other Families (Mostly Single Parents)		Total
					No Kids	w/Kids	Single Parents	Single Parents	Singles	Rmts./Cpls.	
All Households in PMA		47,887	58.2%	27,858	2,999	2,033	11,102	9,289	2,435	13,044	27,858
Under \$20k	Under \$600	15,738	82.9%	13,044	1,404	962	5,198	4,350	1,140	13,044	13,044
\$20k - \$35k	\$600 - \$1,000	8,944	66.9%	5,960	644	436	2,383	1,994	523	5,980	5,980
\$35k - \$50k	\$1,000 - \$1,400	6,711	52.8%	3,541	381	258	1,411	1,181	310	3,541	3,541
\$50k - \$75k	\$1,400 - \$2,000	7,300	45.8%	3,347	360	244	1,334	1,116	293	3,347	3,347
\$75k+	\$2,000+	9,195	21.2%	1,946	209	142	776	649	170	1,946	1,946
<b>Households in Turnover</b>											
	\$600 - \$1,000		39%	251	170	929	39%	778	204	2,332	2,332
	\$1,000 - \$1,400			149	101	550		461	121	1,381	1,381
	\$1,400 - \$2,000			140	95	520		435	114	1,305	1,305
	\$2,000+			82	55	302		253	66	759	759
<b>Those Continuing to Rent</b>											
	\$600 - \$1,000		85%	213	145	790	85%	661	173	1,982	1,982
	\$1,000 - \$1,400			126	86	468		391	103	1,174	1,174
	\$1,400 - \$2,000			119	81	442		370	97	1,109	1,109
	\$2,000+			69	47	257		215	56	645	645
<b>Preference for New</b>											
	\$600 - \$1,000		16%	34	23	126	16%	106	28	317	317
	\$1,000 - \$1,400			20	14	75		63	16	188	188
	\$1,400 - \$2,000			19	13	71		59	16	178	178
	\$2,000+			11	8	41		34	9	103	103
<b>Est. Study Area Capture</b>											
	\$600 - \$1,000		30%	10	7	38	30%	32	8	95	95
	\$1,000 - \$1,400			6	4	22		19	5	56	56
	\$1,400 - \$2,000			0	0	0		0	0	0	0
	\$2,000+			0	0	0		0	0	0	0
<b>Total</b>					<b>16</b>	<b>11</b>	<b>60</b>	<b>51</b>	<b>13</b>	<b>152</b>	<b>152</b>

**Estimated Demand By Rent Range**



Based on the demographics in the supporting PMA, if new rental product was to be offered in the Study Area (pending financial justification), demand exists for an average community size of approximately 300 units to be absorbed every 2 years, driven largely by area singles and one parent households.

**NOTES:**  
Households by Income via US Census American Community Survey for PMA (30315, 30310, 30344, 30316)  
Households by tenure, rent, turnover via US Census American Community Survey for PMA  
Preference for new estimated via examination of Henson data for the 11 County Area Class A Garden Properties.  
Study Area captures based on renter HHs in 30315 as a % of the overall rental HHs in the PMA  
Capture for \$1,400+ removed due to current product positioning.  
SOURCE: Noel Consulting Group



Est. 2-Year Demand (@95 occ)	12.6
Avg. Units/Mo. Lease-Up Pace	319

Exhibit 34  
Local University Student Impact

Sizing Up The Student Market	Atlanta Metropolitan State College	Atlanta Technical College
Fall 2012 Student Enrollment	2,700	5,400
% Full Time	60%	33%
Full Time Enrollment	1,620	1,760
Estimated % Local Commuters	83%	95%
Potential S. Fulton Student Bed Demand	1,345	1,672
Existing Student Beds	0	0
Existing Local Student Bed Demand Potential	1,345	1,672
Potential Lakewood Capture Rate	8.8%	11.1%
Potential Lakewood Student Capture	118	186
Estimated New Student Growth Rate	3.2%	3.0%
Estimated New Annual Student Bed Demand	43	50
Target Bed Size New Student Housing Complex	300	300
Estimated Demand Today	118	186
Estimated Future Annual Demand	43	50

**Justification**

- \*The vast majority of student housing is occupied by those in full time enrollment
- \*This is used to net out international or out-of-state students who may be visiting for a period of less than one academic year.
- \*Capture rate based on the potential to attract 25% of those not already living in Fulton County.
- \*Capture rate based on the potential to attract 25% of those not already living in Fulton County.
- \*Based on demonstrated historic growth rate of enrollment.
- \*Based on development and operational efficiencies that need to be met for new construction.

There is current estimated unmet demand for up to 300 student beds within the study area based on the current depth of the market from Atlanta Metropolitan and Atlanta Tech. Based on their growth rates, new annual demand will be approximately 90 beds/year.



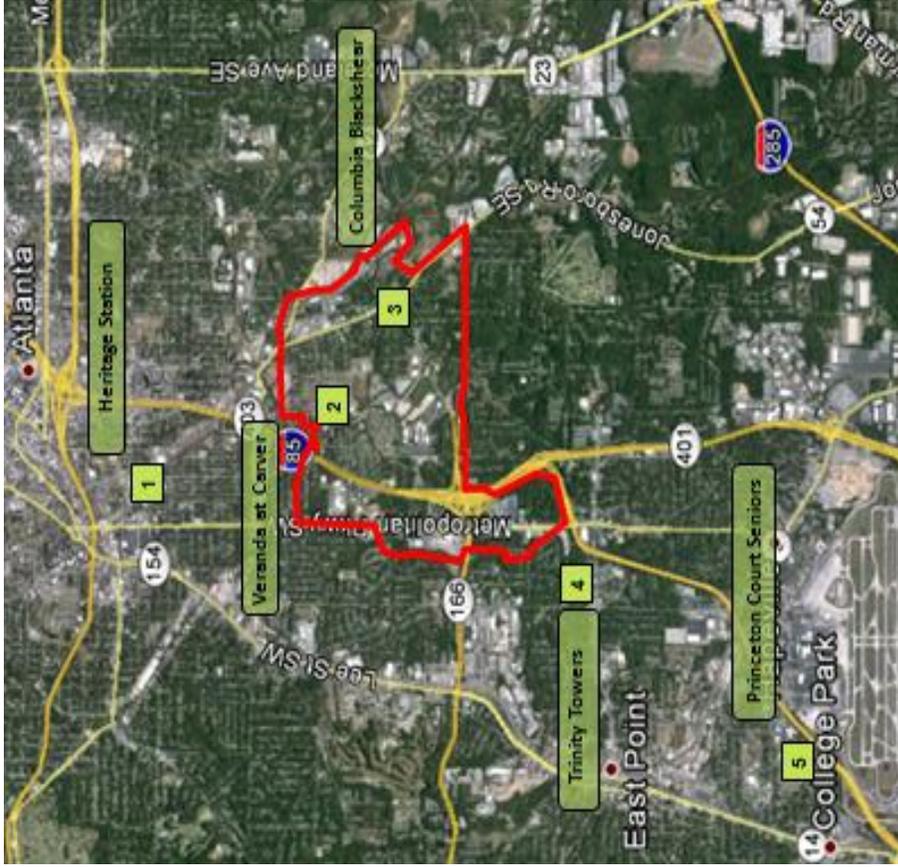
SOURCE: Noell Consulting Group, Atlanta Metropolitan State College, and Atlanta Tech

## Exhibit 35 Estimated Demand Potential for New Independent and Assisted Living Units in the Study Area

Senior Household Demand	
Total Senior Households, Lakewood PMA /1	8,234
Seniors 70+, \$25k Income + /1	2,676
% Not in Nursing Home/Assisted Living/Living with Family /2	76%
Renter Propensity /3	21.1%
Preference for Age-Restricted Apartments /2	43.0%
Annual Turnover /4	16.2%
Total Supportable Age-Restricted Apartments	30
Growth of Age/Income-Qualified Seniors Preferring Age-Restricted Apts	2
Total Annual Demand	32
Factoring in Lost Seniors (at 5%) /5	33
Factoring in 10% Vacancy Rate /5	37
Number of Competitive Indp/Ass. Senior Living Facilities in Lakewood PMA	5
Study Area Fair Share Capture	40%
Net Annual Demand Potential at Fair Share Capture	15
<b>Two-Year Lease-Up Period</b>	<b>30</b>
<b>Total Units Assuming Add'l 30% Assisted Living Units /5</b>	<b>38</b>

While limited, demand exists for market rate senior housing at only 30-40 beds every two years, demographic data shows a high percentage of seniors with HH incomes of under \$25,000, indicative of a strong tax credit market.

- 1/ Claritas, Inc. for HHs 65+.
  - 2/ AARP based on National average.
  - 3/ Noell Consulting using modified estimates from the US Census.
  - 4/ US Census Bureau
  - 5/ From previous interviews and research with analogous facilities in the SE.
- SOURCE: Noell Consulting, Claritas, AARP, US Census



## Exhibit 36 Lakewood LCI Retail Trade Area Retail Market Overview

### Regional Retail

- ▣ There is a significant lack of quality retailers within the study area resulting in significant retail leakage in nearly every store category.
- ▣ Many regional retailers have overlooked the area due to lack of available sites (particularly greenfield), concerns over crime/loss prevention, and only examining basic demographics revealing low household incomes.
- ▣ A forecasted current unmet demand of 285,000 SF of regional demand comprised of a strong opportunity for a big-box, category killer such as Target as well as for a home improvement/hardware store such as Home Depot or Lowe's exists.
- ▣ While most of the demand for regional retail comes from the local and regional population, additional support is added from other non-household sources, particularly with Screen Gems and their potential support of a home improvement/hardware store.
- ▣ Given the traffic counts/visibility, access, and parcel depths required for these types of regional retailers, the Metropolitan Parkway corridor represents the only potential location for attracting development capable of housing these tenants.

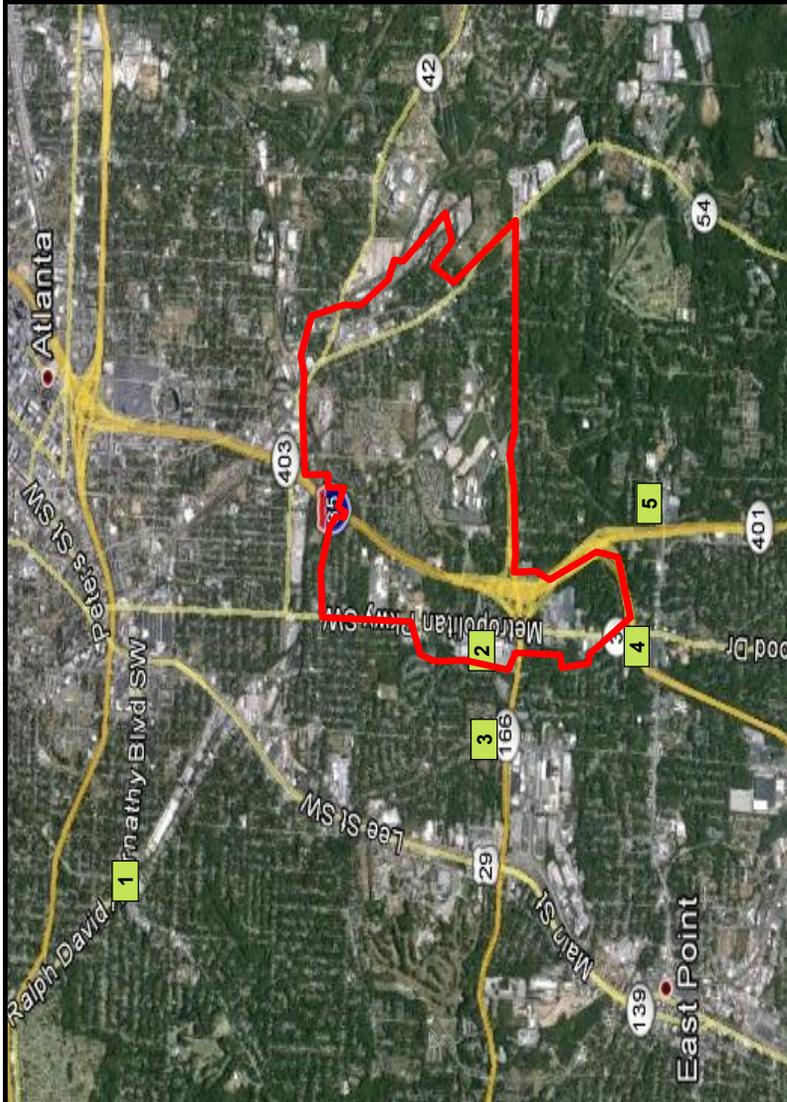
### Local Retail

- ▣ Again given the lack of existing quality retailers and support from multiple audiences current unmet demand for up to 120,000 SF is forecasted, with approximately 2/3 coming in the form of full and limited service restaurants and drinking establishments/specialty food services.
- ▣ While local household incomes are low, the addition of retail expenditures from non-household sources such as local students, concert attendees, employees, and in-direct employees filming at Screen Gems add to create strong opportunity, but potential developers/retailers must be attracted through informative marketing as they will not understand those dynamics - a reason many have overlooked the area.
- ▣ While the majority of these local tenant types will still look for higher traffic counts/visibility and access offered on Metropolitan Parkway, a portion of them, particularly local mom & pop's, will consider Pryor Road and/or Jonesboro Road locations though this will require lower rents/incentives.



SOURCE: Noell Consulting Group

Exhibit 37  
Map of Select Retail Comparables



Subject Site	Sqft	\$/SF
1 Cascade Citi Center	99,516	\$16.00
2 Cross Roads	prox. 173,000	
3 Sylvan Plaza	23,750	\$8.00
4 City Center Shopping Center	164,637	
5 230 Cleveland	89,123	\$6.50
<b>Average, All Projects</b>		

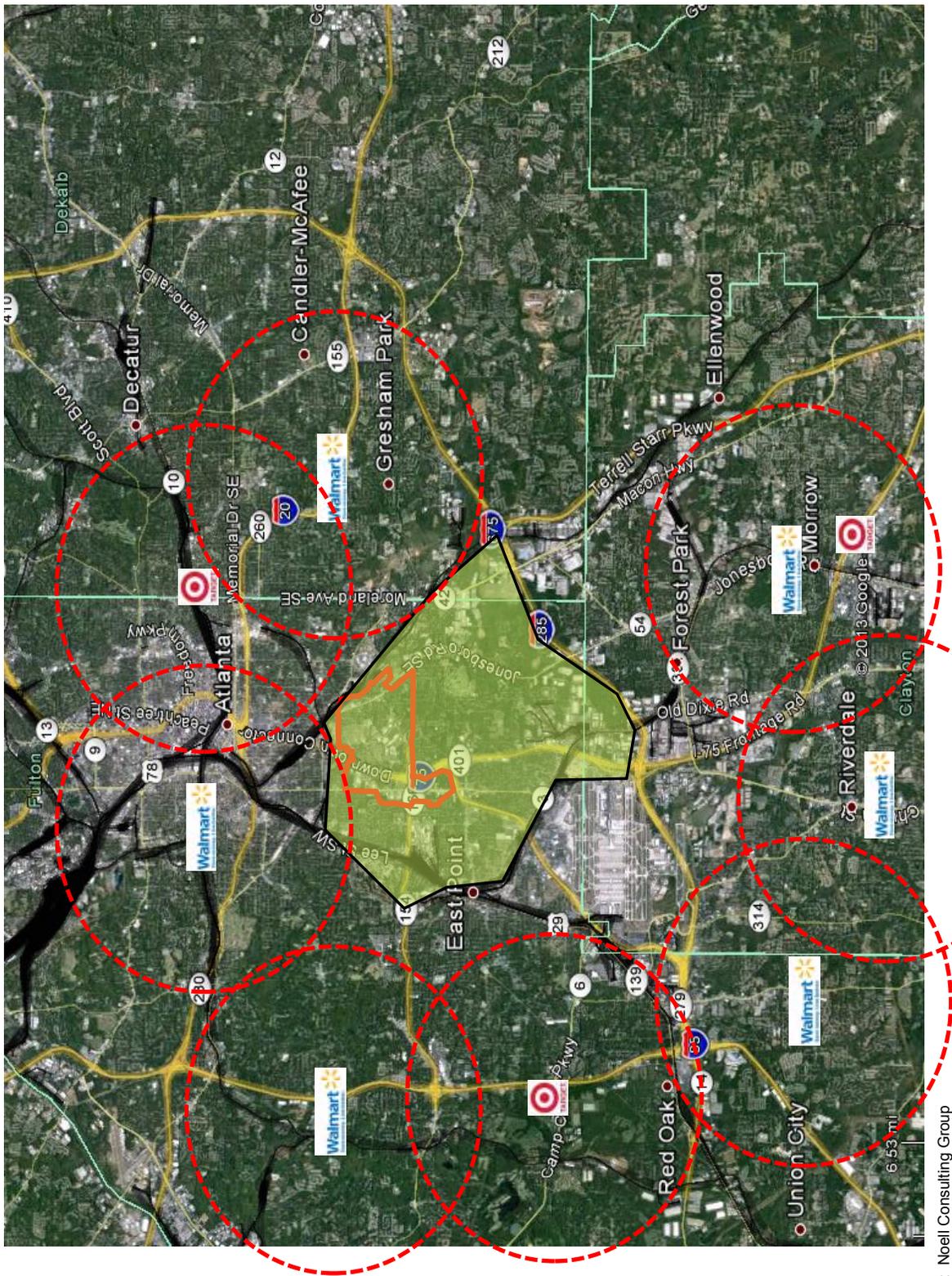
SOURCE: Noell Consulting Group

Exhibit 38  
Summary of Comparable Retail Centers

Photo	Center Name	Built	Total Square Feet	Avail. Square feet	% Leased	Current Lease Rates	Type	Current Tenants / Typical Tenants
	Cascade Citi Center	1973	99,516	2,150	98%	\$16.00 - \$16.00	N/A	Kroger Marshalls Athlete's Foot
	Crossroads	1969	Approx. 173,000	WND	WND	\$6.00 - \$12.00	Neg.	Family Dollar
	Sylvan Plaza	1952	23,750	5,600	76%	\$7.60 - \$8.40	Net Lease	Barber Shop, Nail Salon, and Beauty supply
	City Center Shopping Center	1967 (ren. In 1986)	164,637	8,200	95%	NA - NA	NA	Kroger
	230 Cleveland	1964	89,123	74,800	16%	\$4.00 - \$9.00	Triple Net Lease	Former Kmart
<b>Summary:</b>			<b>94,257</b>	<b>90,750</b>	<b>71%</b>	<b>\$4.00</b>	<b>\$16.00</b>	<b>\$</b>

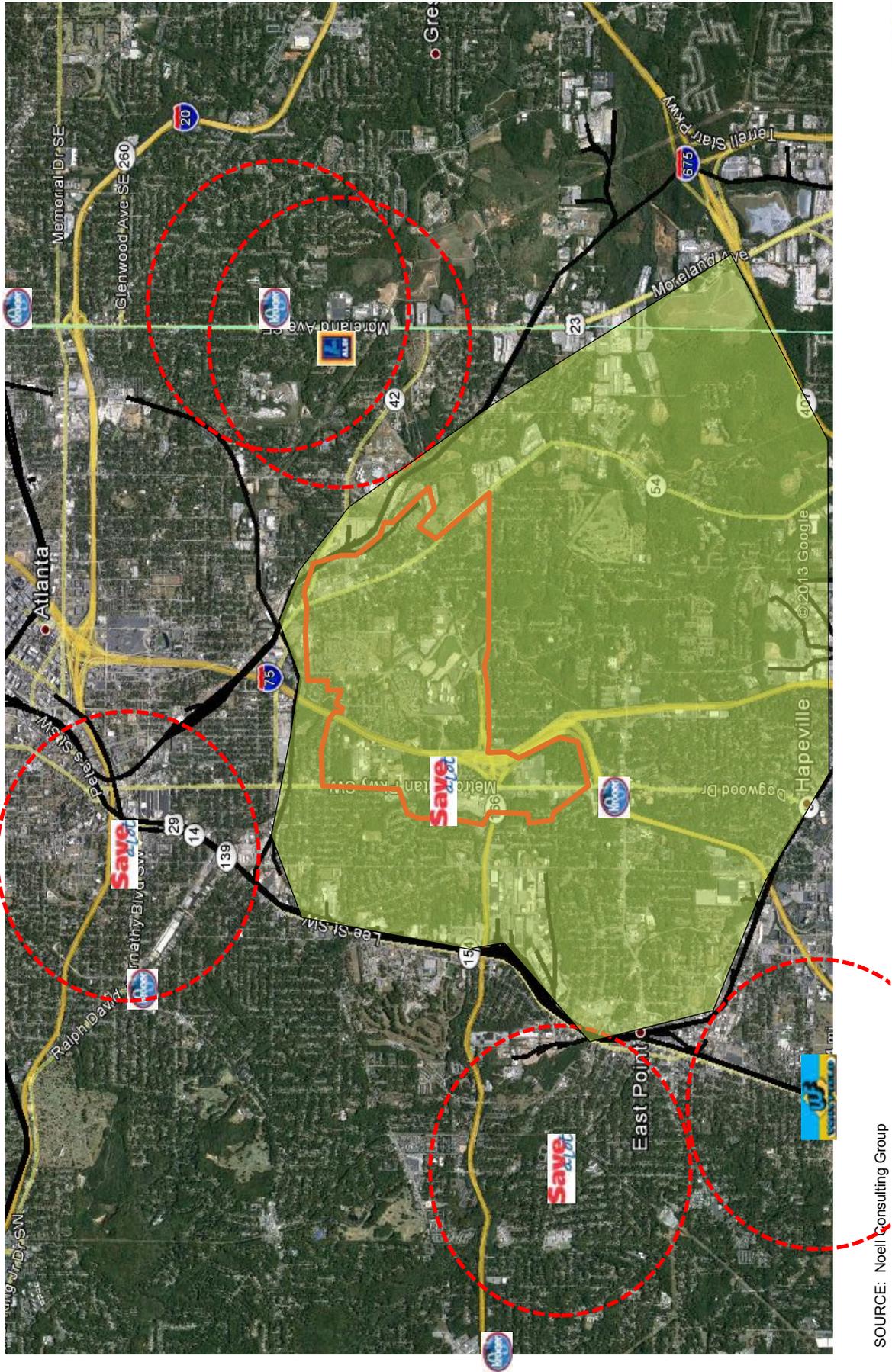
SOURCE: Noell Consulting Group, The Costar Group

Exhibit 39  
Lakewood Study Area's Regional Retail Trade Area



SOURCE: Noell Consulting Group

Exhibit 40  
Lakewood Study Area's Local Retail Trade Area



**Exhibit 41**  
**Matrix of Retail Demand Sources For the Study Area**

	Existing Local Trade Area Population	Existing Regional Trade Area Population	Lakewood Concert Attendees	Local College & University Students	Local Employees (Primarily Screen Gems)
Example Picture					
Description	A local population of approx. 43,000, with average per capita incomes of approx. \$15,000.	A regional population of approx. 55,000, with average per capita incomes of approx. \$15,000.	Approx. 250,000 people age 25 - 65 with HH incomes of \$40k+ - 80% from throughout the Atlanta Metro and 20% from outside.	8,600 full time, undergraduate students attending Atlanta Metropolitan and Atlanta Tech	25,000 employees working in the trade area, including the in-direct Screen Gems employees on location, shopping/dining during their commute or on lunch breaks.
Expenditure Categories	All	All	Destination type retailers, restaurants (mostly limited service but some full as well), drinking establishments, and grocery	Primarily restaurants, drinking establishments, and grocery	Full and limited service restaurants and drinking establishments both during commute, lunchtime, and happy hour/dinner, along with some retail shopping (mostly grocery or convenience). Also hardware in the case of Screen Gems.
Estimated Mix of Total Demand	44%	48%	2%	2%	4%
Estimated Mix of Rest./Bar Demand	61%	11%	10%	7%	11%
Estimated Mix of Retail (Dry goods) Demand	28%	70%	0%	0%	1%

SOURCE: Noell Consulting Group

Exhibit 42

Estimated Retail Demand from the Lakewood Regional Trade Area (Destination Demand)

Store Type (Excl. Gas)	Demand Potential <sup>1</sup>	Per Capita	% in Regional Ctrs <sup>2</sup>	Sales Potential In Regional Ctrs	Typical Sales/SF <sup>2</sup>	Demand Potential (SF)	Capture Rate of Study Area <sup>2</sup>	Lakewood Study Area Capture	Mix By Store Categories
2012 Population 55,053									
Furniture and Home Furnishings	\$9,113,023	\$166		\$5,960,685		22,202		16,651	8%
Furniture Stores	\$4,928,715	\$90	70%	\$3,450,101	\$275	12,546	75%	9,409	
Home Furnishing Stores	\$4,184,308	\$76	60%	\$2,510,585	\$260	9,656	75%	7,242	
Electronics & Appliance Stores	\$11,072,274	\$201	80%	\$8,857,819	\$429	20,648	75%	15,486	8%
Bldg Mats., Garden Equip & Supply	\$39,860,493	\$724		\$27,902,345		84,310		63,232	31%
Bldg Materials & Supply Stores	\$36,139,554	\$656	70%	\$25,297,688	\$334	75,742	75%	56,806	
Lawn & Garden Equipment	\$3,720,939	\$68	70%	\$2,604,657	\$304	8,568	75%	6,426	
Food & Beverage Stores	\$80,219,022	\$1,457		\$4,481,219		13,478		10,109	5%
Grocery Stores	\$73,773,092	\$1,340	5%	\$3,688,655	\$347	10,630	75%	7,973	
Specialty Food Stores	\$2,351,338	\$43	25%	\$587,835	\$250	2,351	75%	1,764	
Beer, Wine & Liquor Stores	\$4,094,592	\$74	5%	\$204,730	\$412	497	75%	373	
Health & Personal Care	\$34,390,980	\$625	10%	\$3,439,098	\$475	7,240	75%	5,430	3%
Clothing & Clothing Accessories	\$28,673,659	\$521		\$22,938,927		58,118		43,589	21%
Clothing Stores	\$20,841,056	\$379	80%	\$16,672,845	\$382	43,646	75%	32,735	
Shoe Stores	\$4,764,420	\$87	80%	\$3,811,536	\$363	10,500	75%	7,875	
Jewelry, Luggage & Leather	\$3,068,183	\$56	80%	\$2,454,546	\$618	3,972	75%	2,979	
Sporting Gds., Hobby, Book & Music	\$9,448,842	\$172		\$7,302,123		21,613		16,210	8%
Sport. Goods, Hobby	\$6,879,332	\$125	80%	\$5,503,466	\$378	14,559	75%	10,920	
Book & Music Stores	\$2,569,510	\$47	70%	\$1,798,657	\$255	7,054	75%	5,290	
Miscellaneous Store Retailers	\$13,230,736	\$240		\$6,567,350		29,179		21,884	11%
Florists	\$855,526	\$16	0%	\$0	\$235	0	75%	0	
Office Supplies, Stationery & Gifts	\$4,848,135	\$88	70%	\$3,393,695	\$263	12,904	75%	9,678	
Used Merchandise Stores	\$1,179,765	\$21	0%	\$0	\$263	0	75%	0	
Other Misc. Store Retailers	\$6,347,310	\$115	50%	\$3,173,655	\$195	16,275	75%	12,206	
Food Service & Drinking Places	\$58,050,356	\$1,054		\$5,072,976		13,797		10,347	5%
Full-Service Restaurants	\$26,010,592	\$472	10%	\$2,601,059	\$391	6,652	75%	4,989	
Limited-Service Eating Places	\$24,719,170	\$449	10%	\$2,471,917	\$346	7,144	75%	5,358	
Special Food Services	\$4,782,508	\$87	0%	\$0	\$201	0	75%	0	
Drinking Places	\$2,538,086	\$46	0%	\$0	\$519	0	75%	0	
<b>TOTAL</b>	<b>\$363,170,296</b>	<b>\$6,597</b>	<b>25%</b>	<b>\$92,522,542</b>		<b>270,584</b>	<b>75%</b>	<b>202,938</b>	
**GAFO3	\$142,266,844		100%	\$142,266,844	\$300	474,223	75%	355,667	

1 Based on data obtained from Claritas.

2 Estimates via NCG based on ICSC data. Excludes shopping at local establishments outside the area while on destination trips/vacations/near workplace.

3 GAFO is a combination of General merchandise, Apparel, Furniture and Other and tracks demand for a "Category killer" such as Walmart or Target.

SOURCE: Noell Consulting Group, Claritas, Inc.

**Exhibit 43**  
**Estimated Retail Demand from the Local Lakewood Trade Area Today**

Store Type (Excl. General Merch. & Gas)	Demand Potential <sup>1</sup>	Per Capita	% in Non- Regional Ctrs <sup>2</sup>	Sales in Non- Reg Ctrs	% Local Sales <sup>2</sup>	Local Sales in Non-Reg Ctrs	Est. Sales/ SF	Capture Rate of Study Area <sup>2</sup>	Lakewood Study Area Capture	Mix By Store Categories
<i>2012 Population \$15,007 Per Capita Inc., Median HH Income \$27,548</i>										
<b>Furniture and Home Furnishings</b>	<b>\$7,445,802</b>	<b>\$174</b>	<b>35%</b>	<b>\$2,576,602</b>	<b>78%</b>	<b>\$2,001,024</b>			<b>5,241</b>	<b>3%</b>
Furniture Stores	\$4,017,189	\$94	30%	\$1,205,157	75%	\$903,868	\$156	50%	2,897	
Home Furnishing Stores	\$3,428,613	\$80	40%	\$1,371,445	80%	\$1,097,156	\$234	50%	2,344	
<b>Electronics &amp; Appliance Stores</b>	<b>\$9,027,122</b>	<b>\$211</b>	<b>20%</b>	<b>\$1,805,424</b>	<b>20%</b>	<b>\$361,085</b>	<b>\$370</b>	<b>50%</b>	<b>488</b>	<b>0%</b>
Bldg Mats., Garden Equip & Supply	\$32,748,570	\$767	30%	\$9,824,571	82%	\$8,043,293	\$156	50%	24,799	13%
Bldg Materials & Supply Stores	\$29,687,974	\$695	30%	\$8,906,392	80%	\$7,125,114	\$234	50%	22,837	
Lawn & Garden Equipment	\$3,060,596	\$72	30%	\$918,179	100%	\$918,179	\$234	50%	1,962	
<b>Food &amp; Beverage Stores</b>	<b>\$65,270,649</b>	<b>\$1,528</b>	<b>94%</b>	<b>\$61,624,825</b>	<b>81%</b>	<b>\$49,616,224</b>			<b>56,700</b>	<b>30%</b>
Grocery Stores	\$60,029,047	\$1,406	95%	\$57,027,595	80%	\$45,622,076	\$455	50%	50,134	
Specialty Food Stores	\$1,911,456	\$45	75%	\$1,433,592	80%	\$1,146,874	\$193	50%	2,971	
Beer, Wine & Liquor Stores	\$3,330,146	\$78	95%	\$3,163,639	90%	\$2,847,275	\$396	50%	3,595	
<b>Health &amp; Personal Care</b>	<b>\$28,344,542</b>	<b>\$664</b>	<b>90%</b>	<b>\$25,510,088</b>	<b>80%</b>	<b>\$20,408,070</b>	<b>\$458</b>	<b>50%</b>	<b>22,280</b>	<b>12%</b>
Clothing & Clothing Accessories	\$23,244,782	\$544	20%	\$4,648,956	60%	\$2,789,374	\$287	50%	4,992	3%
Clothing Stores	\$16,893,965	\$396	20%	\$3,378,793	60%	\$2,027,276	\$205	50%	3,532	
Shoe Stores	\$3,855,785	\$90	20%	\$771,157	60%	\$462,694	\$200	50%	1,129	
Jewelry, Luggage & Leather Goods	\$2,495,032	\$58	20%	\$499,006	60%	\$299,404	\$451	50%	332	
<b>Sporting Gds., Hobby, Book &amp; Music</b>	<b>\$7,648,210</b>	<b>\$179</b>	<b>23%</b>	<b>\$1,735,749</b>	<b>60%</b>	<b>\$1,041,449</b>			<b>2,647</b>	<b>1%</b>
Sporting Goods, Hobby, Musical Inst	\$5,587,145	\$131	20%	\$1,117,429	60%	\$670,457	\$195	50%	1,719	
Book & Music Stores	\$2,061,065	\$48	30%	\$618,320	60%	\$370,992	\$200	50%	927	
<b>Miscellaneous Store Retailers</b>	<b>\$10,756,170</b>	<b>\$252</b>	<b>50%</b>	<b>\$5,417,821</b>	<b>86%</b>	<b>\$4,665,775</b>			<b>13,026</b>	<b>7%</b>
Florists	\$702,182	\$16	100%	\$702,182	100%	\$702,182	\$226	50%	1,554	
Office Supplies, Stationery & Gifts	\$3,938,614	\$92	30%	\$1,181,584	95%	\$1,122,505	\$202	50%	2,778	
Used Merchandise Stores	\$952,735	\$22	100%	\$952,735	95%	\$905,098	\$202	50%	2,240	
Other Miscellaneous Store Retailers	\$5,162,639	\$121	50%	\$2,581,320	75%	\$1,935,990	\$150	50%	6,453	
<b>Food Service &amp; Drinking Places</b>	<b>\$47,004,284</b>	<b>\$1,101</b>	<b>91%</b>	<b>\$42,897,312</b>	<b>63%</b>	<b>\$27,026,060</b>			<b>56,196</b>	<b>30%</b>
Full-Service Restaurants	\$21,060,888	\$493	90%	\$18,954,799	60%	\$11,372,880	\$308	50%	18,462	
Limited-Service Eating Places	\$20,008,834	\$468	90%	\$18,007,951	65%	\$11,705,168	\$199	50%	29,410	
Special Food Services	\$3,872,755	\$91	100%	\$3,872,755	70%	\$2,710,929	\$200	50%	6,777	
Drinking Places	\$2,061,807	\$48	100%	\$2,061,807	60%	\$1,237,084	\$400	50%	1,546	
<b>TOTAL</b>	<b>\$231,490,131</b>	<b>\$5,420</b>	<b>67%</b>	<b>\$156,041,348</b>	<b>74%</b>	<b>\$115,952,353</b>			<b>186,369</b>	

1 Based on data obtained from Claritas.  
2 Estimates via NCG based on ICSC data. Excludes shopping at local establishments outside the area while on destination trips/vacations/near workplace.  
SOURCE: Noell Consulting Group, Claritas, Inc.

Exhibit 44

Estimated Retail Demand from Additional Non-Local Sources

\*Based on interviews with Lakewood GM and various Economic Impact studies of concert goers

Store Type	Demand Potential <sup>1</sup> : Per Capita	% Dest. Sales in Local Centers <sup>2</sup>	Dest. Sales Potential	Est. Sales Potential/Attendee	Total Sales Potential All Attendees	% of Ann. Dest. Sales Pre/Post Concert	Capture Rate of Study Area <sup>2</sup>	Est. Sales/SF	Lakewood Study Area Capture
250,000 *Annual Concert Attendees: Population 25 - 65 w/ HH Incomes \$50k+, living mostly in Atlanta Metropolitan Region.									
Grocery Stores	\$480,750,000	5%	\$24,037,500	\$5	\$1,250,000	5%	33%	\$455	907
Beer, Wine & Liquor Stores	\$38,750,000	10%	\$3,875,000	\$1	\$250,000	6%	33%	\$396	208
Full-Service Restaurants	\$243,250,000	35%	\$85,137,500	\$11	\$2,750,000	3%	33%	\$308	2,946
Limited-Service Restaurants	\$221,750,000	30%	\$66,525,000	\$14	\$3,500,000	5%	33%	\$199	5,804
Drinking Places	\$23,500,000	25%	\$5,875,000	\$2	\$500,000	9%	33%	\$400	413
<b>TOTAL</b>				\$33					<b>10,278</b>

**Atlanta Tech & Metropolitan Student Demand**

Store Type	Demand Potential <sup>1</sup> : Per Capita	% Dest. Sales (Not in Local Trade Area)	Total Near Campus Potential All Students	Capture Rate of Study Area <sup>2</sup>	Est. Sales/SF	Lakewood Study Area Capture
8,100 *Local full time students at Atlanta Metropolitan and Atlanta Tech						
Grocery Stores	\$5,692,422	10%	\$569,242	75%	\$455	938
Full-Service Restaurants	\$1,997,157	50%	\$998,579	75%	\$308	2,432
Limited-Service Restaurants	\$1,897,393	50%	\$948,697	75%	\$199	3,575
Drinking Places	\$391,033	75%	\$293,275	75%	\$400	550
<b>TOTAL</b>						<b>7,495</b>

**Local Employee Demand**

Store Type	Demand Potential <sup>1</sup> : Per Capita	% Sales To/From or While at Work <sup>2</sup>	Est. Sales Near Work	Est. Sales/SF	Capture Rate of Study Area <sup>2</sup>	Lakewood Study Area Capture
24,762 *Local Employees, working in Regional Trade Area. Includes Screen Gems direct and indirect.						
Bldg Materials & Supply Stores			\$500,000	\$334	75%	1,123
Grocery Stores	\$33,182,012	11%	\$3,650,021	\$455	50%	4,011
Specialty Food Stores	\$1,057,596	5%	\$52,880	\$193	50%	137
Health & Personal Care	\$15,468,538	13%	\$2,010,910	\$458	50%	2,195
Florists	\$384,803	5%	\$19,240	\$226	50%	43
Office Supplies, Stationery & Gifts	\$2,180,617	5%	\$109,031	\$202	50%	270
Full-Service Restaurants	\$11,699,168	13%	\$1,520,892	\$308	50%	2,469
Limited-Service Eating Places	\$11,118,306	28%	\$3,113,126	\$199	50%	7,822
<b>TOTAL</b>						<b>18,069</b>

\*Screen Gems Only. Estimate from GM, requires direct and on-time lumber delivery.

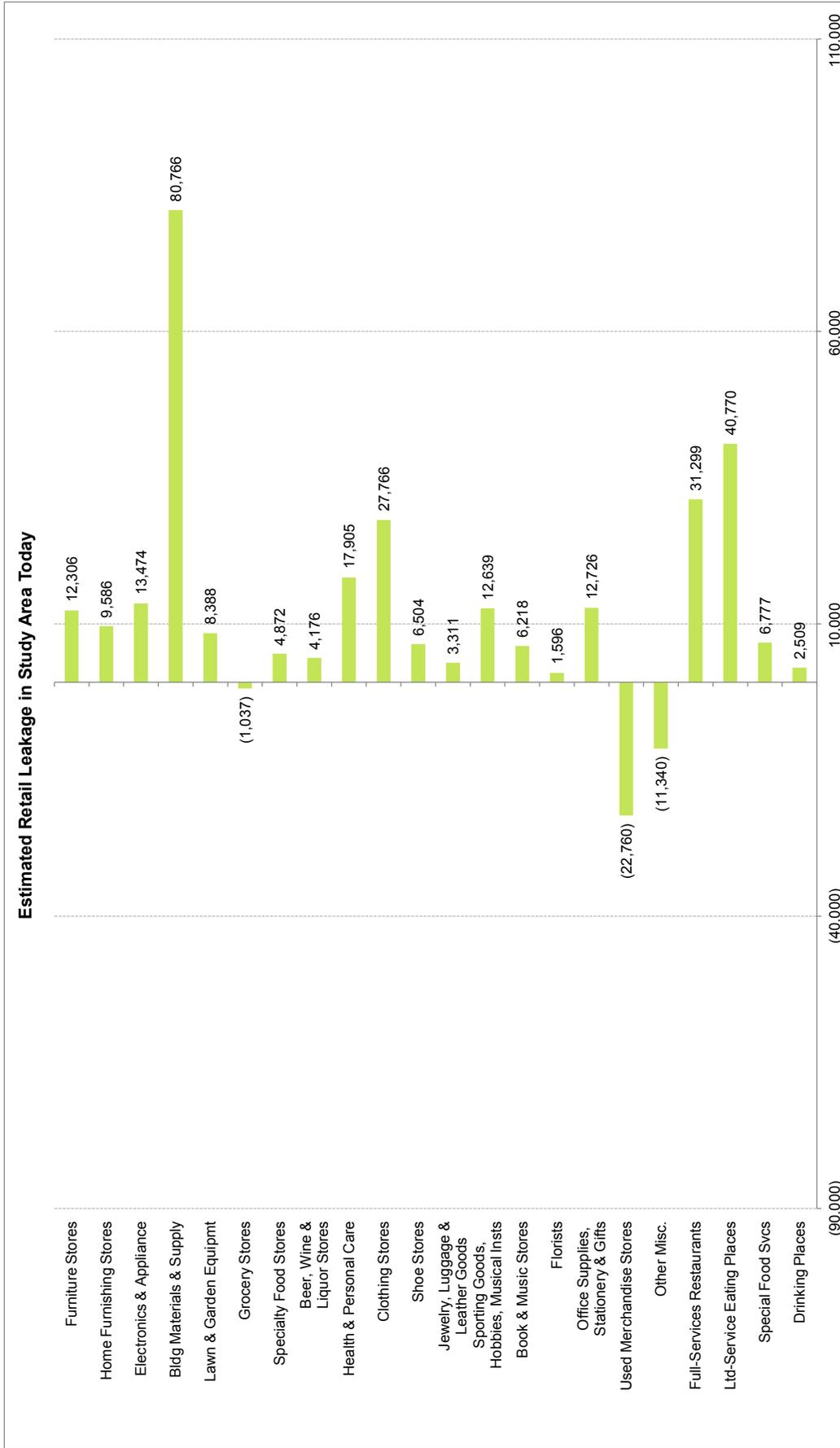
**Exhibit 45**  
**Summary of Estimated Retail Demand (By Source) and Supply By Store Type**

Store Type (Excl. Gas)	Demand Potential From Local Trade Area	Demand Potential From Regional Area	Lakewood Concert Attendees	Atlanta Tech & Metropolitan Student Demand	Local Employee Demand	Combined Demand From All Sources	Estimated Existing Healthy Supply	Net Excess Demand	Excess Demand Adj. For Store Size/Type	Example Tenant's
Furniture and Home Furnishings	5,241	16,651	0	0	0	21,893	0	21,893	22,000	
Furniture Stores	2,897	9,409	-	-	-	12,306	0	12,306	12,000	
Home Furnishings Stores	2,344	7,242	0	0	-	9,586	0	9,586	10,000	
Electronics & Appliance Stores	488	15,486	0	0	0	15,974	2,500	13,474	-	
Bldg Mats., Garden Equip & Supply	24,799	63,232	0	0	1,123	89,154	0	89,154	105,000	
Bldg Materials & Supply Stores	22,837	56,806	-	-	1,123	80,766	0	80,766	105,000	
Lawn & Garden Equipment	1,962	6,426	-	-	-	8,388	0	8,388	in above	
<b>Food &amp; Beverage Stores</b>	<b>56,700</b>	<b>10,109</b>	<b>1,115</b>	<b>938</b>	<b>4,148</b>	<b>73,010</b>	<b>65,000</b>	<b>8,010</b>	<b>7,500</b>	
Grocery Stores	50,134	7,973	907	938	4,011	63,963	65,000	-1,037	-	
Specialty Food Stores	2,971	1,764	-	-	137	4,872	0	4,872	5,000	
Beer, Wine & Liquor Stores	3,595	373	208	-	-	4,176	0	4,176	2,500	
Health & Personal Care	22,280	5,430	0	0	2,195	29,905	12,000	17,905	12,000	
Clothing & Clothing Accessories	4,992	43,589	0	0	0	48,581	11,000	37,581	-	
Clothing Stores	3,532	32,735	-	-	-	36,266	8,500	27,766	GAFO	
Shoe Stores	1,129	7,875	-	-	-	9,004	2,500	6,504	GAFO	
Jewelry, Luggage & Leather Goods	332	2,979	-	-	-	3,311	0	3,311	GAFO	
Sporting Gds, Hobby, Book & Music	2,647	16,210	0	0	0	18,856	0	18,856	GAFO	
Sporting Goods, Hobby, Musical Inst	1,719	10,920	-	-	-	12,639	0	12,639	GAFO	
Book & Music Stores	927	5,290	-	-	-	6,218	0	6,218	GAFO	
<b>Miscellaneous Store Retailers</b>	<b>13,026</b>	<b>21,884</b>	<b>0</b>	<b>0</b>	<b>312</b>	<b>35,222</b>	<b>55,000</b>	<b>-19,778</b>	<b>-</b>	
Florists	1,554	0	-	-	43	1,596	0	1,596	-	
Office Supplies, Stationery & Gifts	2,778	9,678	-	-	270	12,726	0	12,726	GAFO	
Used Merchandise Stores	2,240	0	-	-	-	2,240	25,000	-22,760	-	
Other Miscellaneous Store Retailers	6,453	12,206	-	-	-	18,660	30,000	-11,340	-	
<b>Food Service &amp; Drinking Places</b>	<b>56,196</b>	<b>10,347</b>	<b>9,163</b>	<b>6,557</b>	<b>10,291</b>	<b>92,554</b>	<b>11,200</b>	<b>81,354</b>	<b>79,500</b>	
Full-Service Restaurants	18,462	4,989	2,946	2,432	2,469	31,299	0	31,299	30,000	
Limited-Service Eating Places	29,410	5,358	5,804	3,575	7,822	51,970	11,200	40,770	42,000	
Special Food Services	6,777	0	0	-	-	6,777	0	6,777	5,000	
Drinking Places	1,546	0	413	550	0	2,509	0	2,509	2,500	
<b>TOTAL</b>	<b>186,369</b>	<b>202,938</b>	<b>10,278</b>	<b>7,495</b>	<b>18,069</b>	<b>425,149</b>	<b>156,700</b>	<b>268,449</b>	<b>226,000</b>	
<b>GAFO</b>	<b>-</b>	<b>355,667</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>355,667</b>	<b>186,000</b>	<b>169,667</b>	<b>180,000</b>	

\*Includes planned East Point Walmart

SOURCE: Noell Consulting Group, Claritas, Inc.

Exhibit 46  
Summary of Retail Leakage



SOURCE: Claritas, Inc.

## Exhibit 47 South Atlanta and Study Area Commercial Overview

### Flex Industrial Market

- The Study Area is within the South Atlanta submarket, comprised of approximately 5.2 M SF of space
- The area represents 9.5% of the Atlanta market, and has averaged 55,000 SF of annual net demand
- The majority of this demand is driven by tenants wanting to be near either I-75/85 or the airport in new space
- Flex space in the market is a 25-33% premium over conventional industrial space, and as such typically suffers worse in soft economic times such as the current cycle.
- The majority of the flex space in the Study Area is aging and struggles to compete with newer space in the market
- Rental rates for Flex space within the Study Area range from \$9.50 - \$13.00/SF mod. Gross



### Office Market

- As with Flex, the Study Area is within the South Atlanta office submarket, comprised of approximately 13.2 M SF of space
- The area represents 6% of the Atlanta market, and has averaged 113,000 SF of annual net demand
- The majority of this demand has been in larger, more established business/office parks, again many near the airport
- As with many aging inner core areas, medical demand makes up a sizeable piece of the market, estimated at 20% of the total small office demand, with the remainder being a mix of law firms, CPAs, Insurance carriers, etc.
- Lease rates for this small tenant space in the market are between \$16-17/SF modified gross



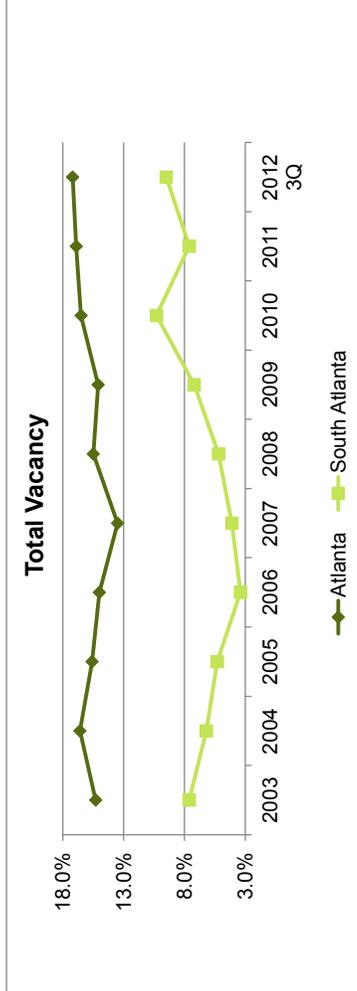
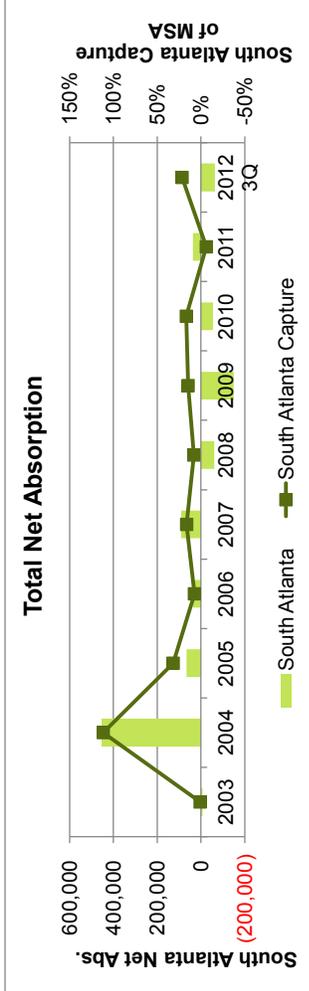
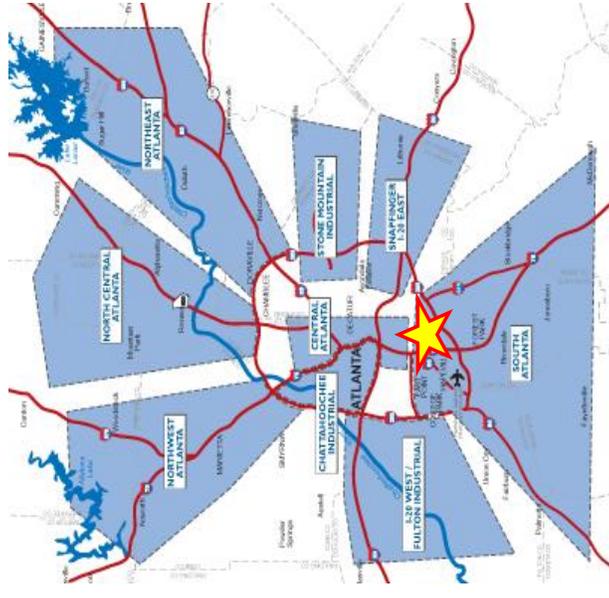
SOURCE: Noell Consulting Group

Exhibit 48

Atlanta and the South Atlanta Flex Industrial Market Overview

Flex Submarket	Total Existing SF (2012 Q3)	Share of Flex Market	Current Vacancy Rate	Avg. Rental Rate	Net Abs. (2012 YTD)	Share of Net Abs.
North Central Atlanta	8,477,082	14.9%	22.0%	\$9.50	(11,887)	4%
Northwest Atlanta	9,927,335	17.4%	14.9%	\$7.70	(105,007)	35%
Northeast Atlanta	18,478,964	32.4%	21.3%	\$6.47	(94,137)	32%
Central Atlanta	2,733,505	4.8%	8.8%	\$10.74	31,886	-11%
Chattahoochee	2,683,887	4.7%	11.2%	\$7.88	(31,799)	11%
Stone Mnt.	3,431,803	6.0%	23.7%	\$5.01	(43,717)	15%
I-20 West	3,057,634	5.4%	15.4%	\$6.57	(1,493)	1%
I-20 East	2,970,345	5.2%	7.1%	\$6.70	23,328	-8%
<b>South Atlanta</b>	<b>5,282,248</b>	<b>9.3%</b>	<b>9.5%</b>	<b>\$8.61</b>	<b>(64,134)</b>	<b>22%</b>
	57,042,803	100.0%	17.2%	\$7.40	(296,960)	

The South Atlanta flex market is only 9.3% of the Atlanta market. In the past decade South Atlanta has only seen an annual average net absorption of 34,877 SF, most of which locates near the airport. While there may be some spin-off potential from film industry looking to locate near Screen Gems, this is minimal and new development is unlikely.



SOURCE: Noel Consulting Group, Colliers International

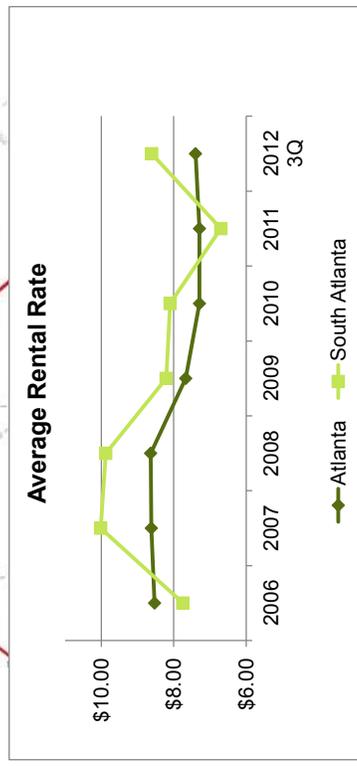
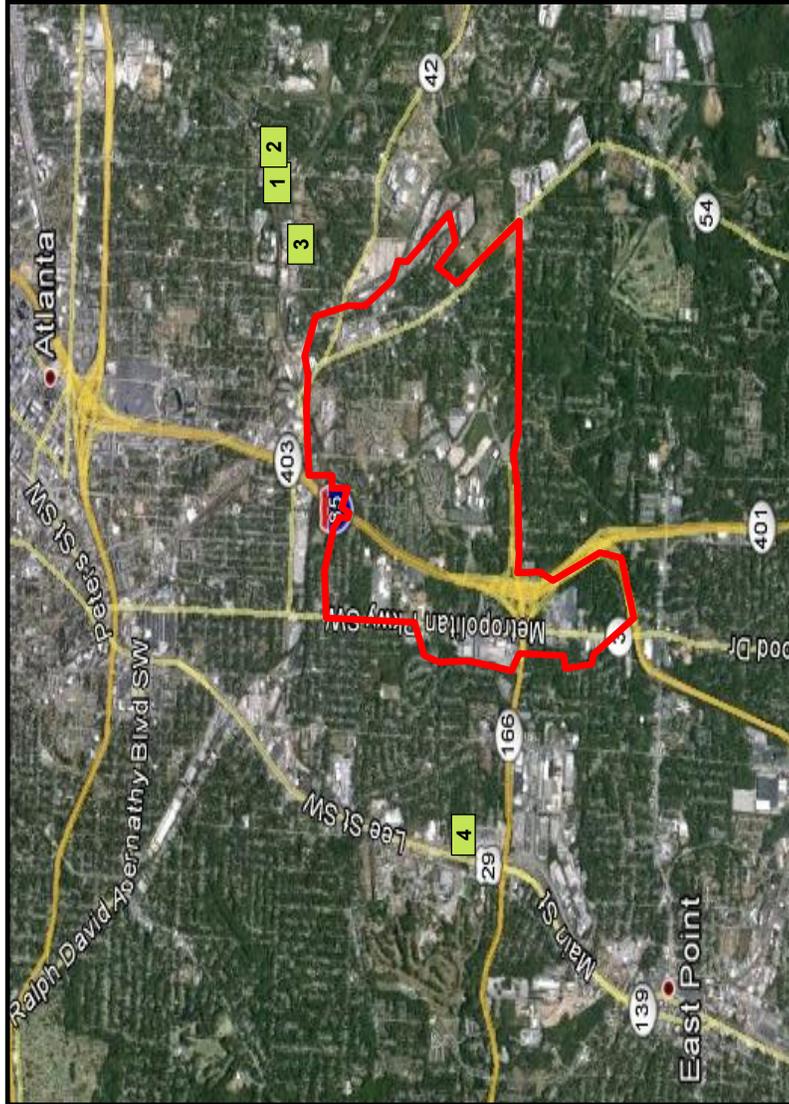


Exhibit 49  
Map of Recently and Actively Leasing Flex Space Buildings



<u>Subject Site</u>	<u>Sqft</u>	<u>\$/SF</u>
1 Ten Forty Commercial Lofts	46,354	\$13.00
2 650 Hamilton Ave.	48,000	\$11.50
3 Mailing Ave. Stageworks	85,000	\$9.50
4 1910 Murphy	115,000	\$4
<b>Average, All Projects</b>	<b>73,589</b>	<b>\$10</b>

SOURCE: Noell Consulting Group, Google Earth

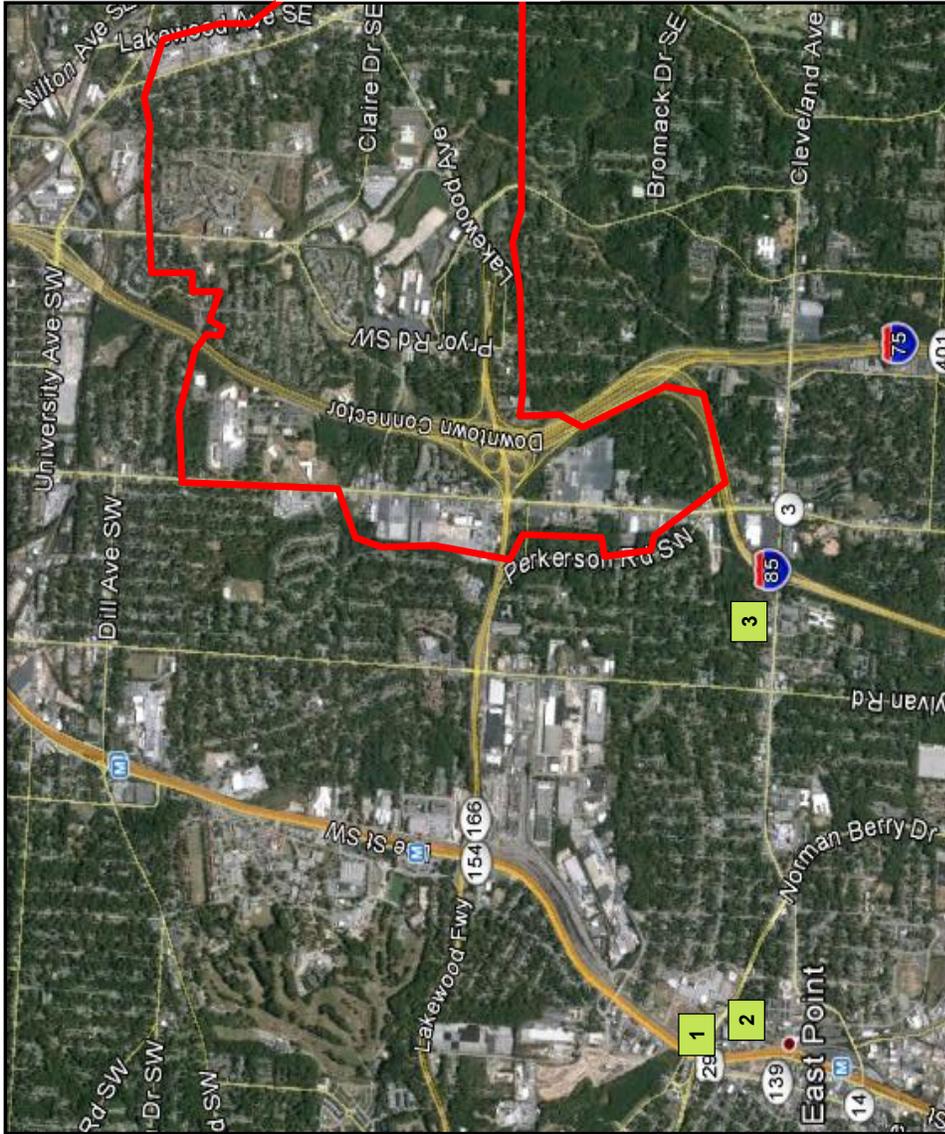
Exhibit 50  
Office Comparables

Photo	Flex Name	Year Built	Total Square Feet	Avail. Square feet	% Leased	Quoted Lease Rates	Lease Type	Key Tenants/ Tenant Types
	Ten Forty Commercial Lofts	2007	46,354	3,387	93%	\$13.00 - \$13.00	Modified Gross	Technology and Art base tenants
	650 Hamilton Ave.	1950 Ren. 2003	48,000	16,300	66%	\$10.00 - \$13.00	Modified Gross and Net	Technology and Art base tenants
	Mailing Avenue Stageworks	Ren 2012	85,000	85000	96% (Stageworks rents on a monthly bases)	\$9.50 - \$9.50	Modified Gross	N/A
	1910 Murphy	Ren 2012	115,000	115,000	0%	\$3.00 - \$5.00	Modified Gross and Net	Mostly Warehouse
<b>Summary:</b>			<b>73,589</b>	<b>219,687</b>	<b>53%</b>	<b>\$3.00 - \$ 13.00</b>	<b>Mod. Gross</b>	

SOURCE: Noell Consulting Group, Costar Group



Exhibit 52  
Map of Recently and Actively Selling Office Buildings



	<u>Subject Site</u>	<u>Soft</u>	<u>\$/SF</u>
1	Jefferson Station at the Buggy Works	70,000	\$16
2	The Buggy Works	58,630	\$16
3	Summit South	61,993	\$17
	<b>Average, All Projects</b>	<b>63,541</b>	<b>\$16</b>

SOURCE: Noell Consulting Group, Google Earth

Exhibit 53  
Office Comparables

Photo	Office Name	Year Built	Total Square Feet	Avail. Square feet	% Leased	Quoted Lease Rates	Lease Type	Key Tenants/Tenant Types	Comments
	Jefferson Station at the Buggy Works	1930 (Ren. in 2006)	70,000	8,320	88%	\$16.00 - \$16.00	Modified Gross	The Marquin Group (Business Consultants) and Child Support Office (government)	Adaptive reuse building w/streetscape, outdoor common area, and loading area
	Buggy works	1890 (Ren. in 2003)	58,630	15,994	73%	\$16.00 - \$16.00	Modified Gross	Chasm Architecture, Family Healthcare Center, and small patient care doctor offices	Class B office building with traditional office space and medical space available
	Summit South	1974	61,993	9,801	84%	\$17.00 - \$17.00	Full Service	Tenants are medical based businesses	Older medical office building with direct access from I-85, was purchased out of foreclosure a year and half ago.
<b>Summary:</b>			<b>63,541</b>	<b>34,115</b>	<b>82%</b>	<b>\$ 16.00 - \$ 17.00</b>	<b>Mod. Gross</b>		

SOURCE: Noell Consulting Group, Costar Group

**Exhibit 54  
Small Service Oriented Office and Retail User Demand**

While the conventional multi-tenant market depth in South Atlanta is small, local population service based demand opportunities still exist in the marketplace, with an estimated unmet demand of approximately 100,000 SF led largely by medical and professional services.

Industry Code	Industry Code Description	Metro Employees (Est. Less Than 19 Empl.)	Metro Approximate SF @ 350 SF/Employee	Metro Approx. SF Per Capita	Local Employees (Est. Less Than 19 Empl.)	Approximate SF Per Capita	Potential Unmet Demand	Average Tenant Size	Potential Tenants Supported	Income/Comp. Adjustment (50% of Metro)	Estimated Demand By SF
<b>Typical Office/Flex Users</b>											
5231	Mortgage and Non Mortgage Loan Brokers	784	274,400	0.05	0	0.00	1,725	-	-	-	71,150
52392	Portfolio Management	1,341	469,350	0.09	0	0.00	2,951	1,500	2	1	1,500
52393	Investment Advice	1,215	425,250	0.08	0	0.00	2,673	1,500	2	1	1,500
524	Insurance Carriers and Related Act.	11,230	3,930,500	0.73	4	0.04	23,309	2,500	9	5	11,250
531	Real Estate	18,789	6,576,150	1.22	78	0.81	14,042	2,500	6	3	7,500
532	Rental and Leasing Services	5,050	1,767,500	0.33	0	0.00	11,112	5,000	2	1	5,000
54111	Offices of Lawyers	11,086	3,880,100	0.72	7	0.07	21,943	2,500	9	5	11,250
541213	Offices of CPAs	3,828	1,339,800	0.25	0	0.00	8,423	2,500	3	2	3,750
541213	Tax Preparation Services	2,700	945,000	0.18	22	0.23	0	-	-	-	-
541380	Testing Laboratories	423	148,050	0.03	0	0.00	931	2,000	0	0	0
5414	Specialized Design Services	2,581	903,350	0.17	2	0.02	4,979	2,500	2	1	2,500
54194	Veterinary Services	3,233	1,131,550	0.21	0	0.00	7,114	5,000	1	1	2,500
541519	Computer Related Services	1,224	428,400	0.08	0	0.00	2,693	2,500	1	1	1,250
6115	Technical and Trade Schools	550	192,500	0.04	2	0.02	510	5,000	0	0	0
6116	Other Schools and Instruction	4,093	1,432,550	0.27	0	0.00	9,006	2,600	3	2	3,900
6211	Office of Physicians	18,332	6,416,200	1.19	98	1.01	6,036	3,500	2	1	3,500
6212	Office of Dentists	12,530	4,385,500	0.81	14	0.14	22,670	3,500	6	3	10,500
6213	Office of Other Health Practitioners	7,569	2,649,150	0.49	16	0.17	11,054	3,500	3	2	5,250
6214	Outpatient Care Centers	2,499	874,650	0.16	23	0.24	0	-	-	-	-
6215	Medical and Diagnostic Laboratories	754	263,900	0.05	4	0.04	259	2,500	0	0	0
6216	Home Health Care Services	969	339,150	0.06	14	0.14	0	-	-	-	-
8122	Death Care Services	1,258	440,300	0.08	11	0.11	0	-	-	-	-
<b>Typical Retail Users</b>											
5172	Wireless Telecommunication Carriers	1,575	551,250	0.10	2	0.02	2,765	2,500	1	1	1,250
52211	Commercial Banking	10,644	3,725,400	0.69	21	0.22	16,070	4,500	4	2	9,000
52212	Savings Institutions	1,216	425,600	0.08	7	0.07	226	4,500	0	0	0
52213	Credit Unions	783	274,050	0.05	0	0.00	1,723	4,500	0	0	0
6244	Child Day Care Facilities	7,455	2,609,250	0.48	34	0.35	4,503	4,900	1	1	2,450
71394	Fitness and Other Rec. Centers	2,116	740,600	0.14	0	0.00	4,656	5,750	1	1	2,875
81211	Hair, Nail, and Skin Care Services	6,335	2,217,250	0.41	6	0.06	11,839	2,500	5	3	6,250
81219	Other Personal Services	1,342	469,700	0.09	0	0.00	2,953	2,500	1	1	1,250
8123	Dry Cleaning and Laundry Services	3,341	1,169,350	0.22	6	0.06	5,251	1,500	4	2	3,000
8129	Other Personal Services	3,027	1,059,450	0.20	7	0.07	4,210	1,500	3	2	2,250
			47,355,700	8.79	374	3.87			58	29	
											28,325

SOURCE: Noell Consulting Group, US Census for All Metro and Zip Code 30315

Combined Local Professional Serving Office/Retail Demand: 99,475

Exhibit 55  
Georgia Film Industry Fact Sheet (2011)

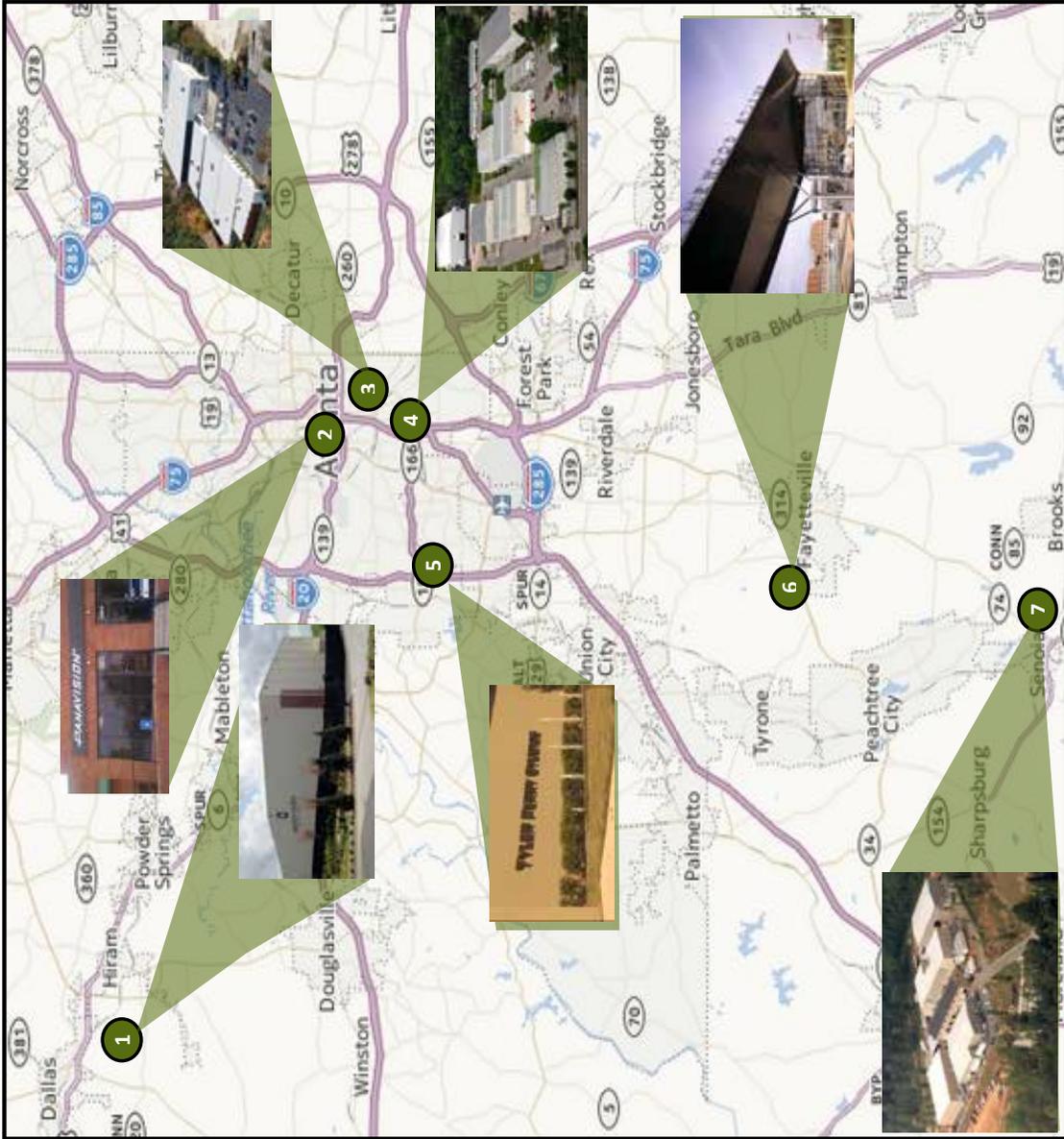
<p><b>FACTS</b></p>	<p>Over <b>700</b> film , TV scenes, &amp; movies have been filmed across Georgia.</p> <p>Over <b>\$2,400,000,000</b> economic impact from the film industry.</p> <p>Over <b>\$700,000,000</b> invested from the film industry in Georgia.</p> <p>Over <b>5,000</b> experienced crew professionals across the state.</p> <p>Over <b>1,000</b> vendors and suppliers that support the industry in Georgia.</p>
<p><b>FINANCIAL INCENTIVES</b></p>	<p>Income <b>tax credit</b> for all costs &amp; investments of \$500k or more.</p> <p>Credits for music videos, commercials, <b>smaller scale</b> productions.</p> <p><b>10%</b> credit given to film and television production with Georgia Ent. Logo.</p> <p>Sales <b>tax exemption</b> on materials, service purchases, and rentals.</p>
<p><b>OTHER INCENTIVES</b></p>	<p>Warm and mild climate with four seasons.</p> <p>High quality of life and low city living costs.</p> <p>An abundant amount of production value at a low and competitive price.</p> <p>Vast highway infrastructure with easy access to anywhere in Georgia.</p> <p>Hartsfield-Jackson Atlanta Int. Airport, the busiest airport in the World.</p> <p>Offers mountains, oceans, cities, small towns, etc. in a short drive.</p>
<p><b>ECONOMIC DEVELOP-</b></p>	<p><b>MENT</b></p> <p>30% tax credits for expenditures that play key roles in growth.</p> <p>Strong growth in the recent years in music, video, and TV productions.</p> <p>Growth will continue to grow as a result of state policies and the GA Ent. Tax Credits.</p>

SOURCE: Noell Consulting Group

Exhibit 56  
Notable Film and Television Industry Locations



- 1 Atlanta Film Studios**  
 Located in Hiram  
 A 82,000 sqft facility that offers two sound stages, mill space, and production office space on 11 acres.
- 2 Panavision**  
 Located in West Midtown  
 Occupies a 10,000 sqft facility that offers design, manufacturing, and rental of camera systems.
- 3 Mailing Avenue Stageworks**  
 Located just south of Grant Park  
 A 85,000 sqft facility on a five-acre site. The location features 80' x 120' filming areas and 30'+ ceilings. Facility was a former industrial building.
- 4 Screen Gems Studios**  
 Located in Lakewood Fairgrounds  
 A 211,500 sqft production facility occupied by Screen Gems Studios. Screen Gems has invested \$10.8 million in total.
- 5 Tyler Perry Studios**  
 Located in Southwest Atlanta, off I-285  
 A 200,000 sqft facility including 5 sound stages, 400 seat theatre, screening room, and production facility.
- 6 Planned Fayette Film Studio Complex**  
 Located south of Atlanta in Fayette County  
 Facility will open with over 300,000 sqft on 288 acres.
- 7 Raleigh Studios**  
 Located south of Atlanta in Senoia  
 A 120 acre facility located in the town of Senoia. Offers sound stages, mill space, office space, and storage facilities.



SOURCE: Noell Consulting Group

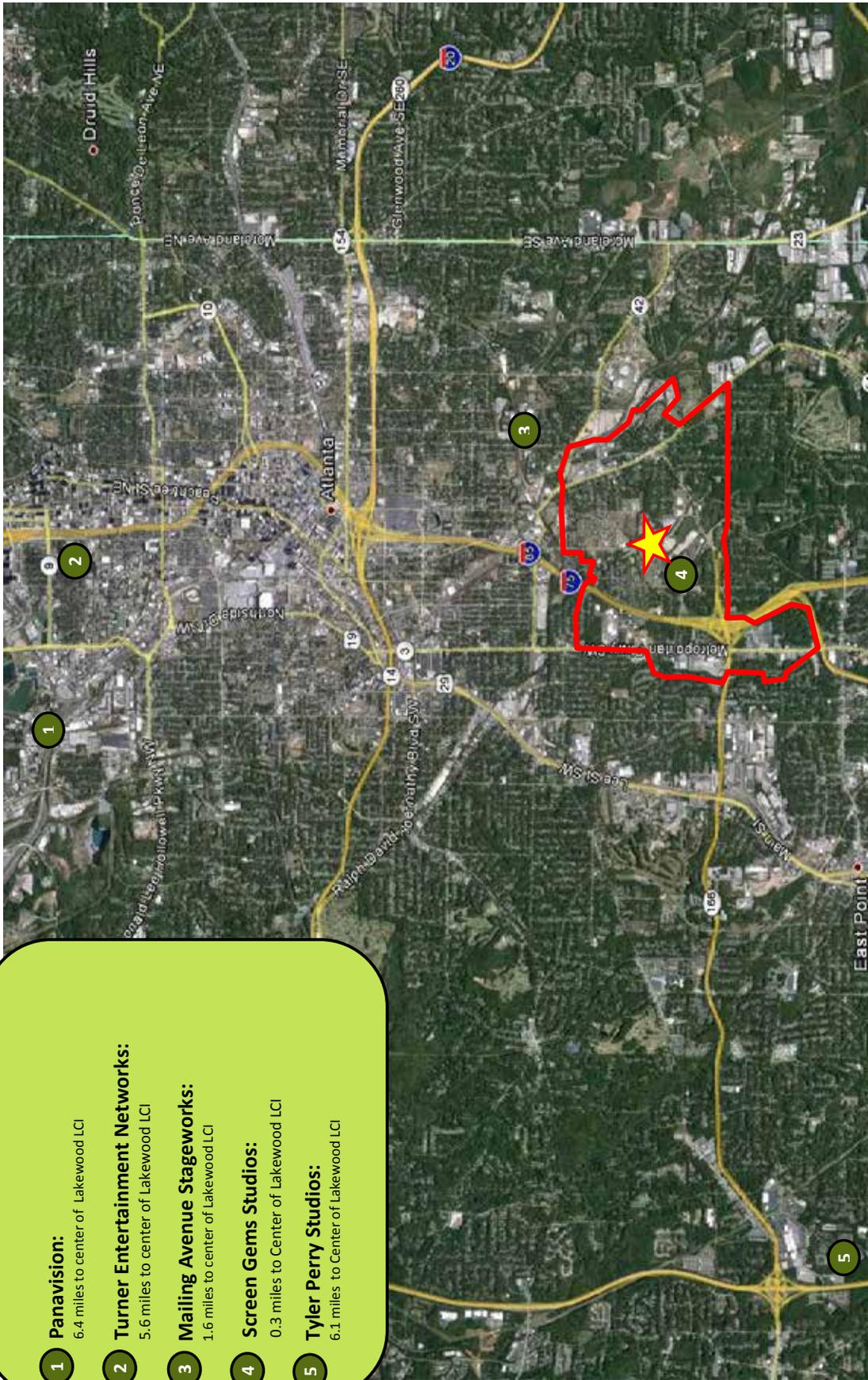
**Exhibit 57  
Current Film Industry Summary**

	<b>Size</b>	<b>Services</b>	<b>Access to Airport and Highway</b>	<b>Comments and Selling Points</b>
<b>Atlanta Film Studios</b>	82,000 square feet/ 11 acres	Small facility with 2 stages and mill space on site, as well as 10,000 sqft of production office space. Offers a number of on site production support options.	Airport: 36.2 miles away with an estimated 43 minute commute. Highway: 12.4 miles from I-20 with an estimated 22 minute drive	Offers on site production support and mill space, as well as on site office space, with everything located inside the fenced facility reducing travel time.
<b>Panavision</b>	10,000 square feet	Panavision, a company with locations around the World, offers the design, manufacture and rental of camera systems. The Atlanta office is a full-service camera rental office.	Airport: 15.3 miles away with an estimated 22 minute commute. Highway: 2.3 miles from I-75 with an estimated 6 minute drive	Panavision is the leading camera manufacturer and rental company in the entertainment industry for over 50 years. The Atlanta location offers easy access to camera rentals in the industry.
<b>Mailing Avenue Stageworks</b>	85,000 square feet / 4.6 acres	For lease facility including a film/television production facility, office area, stage and mill shop, and storage.	Airport: 8.8 miles away with an estimated 13 minute commute. Highway: 1.8 miles from I-75/I-85 with an estimated 5 minute drive	Offers a television and film production under one roof in a secure self-controlled environment. Large stage areas, 31' ceiling heights, and insulated ceiling. Large parking area, multiple docks, and truck access.
<b>Screen Gems Studios</b>	211,500 square feet / 33 acres	Campus style facility with film/TV/digital production studios, 6 sound stages, lighting and grip services, paint and plaster shops, 25k sqft of furnished office space, phone-system, Wi-Fi, and 24-hour access.	Airport: 6.3 miles away with an estimated 10 minute commute. Highway: 1.0 miles from I-75/I-85 with an estimated 4 minute drive	An all-in-one campus with an abundant amount of services. It has one of the largest stages in the country at 37,500 square feet. Screen Gems has invested a total of \$10.8 million dollars.
<b>Tyler Perry Studios</b>	200,000 square feet / 60 acres	Large facility with 5 sound stages, a post-production facility, a back lot, a 400-seat theatre, a private screening room, and designated areas for entertain and hosting.	Airport: 5.5 miles away with an estimated 12 minute commute. Highway: 0.9 miles from I-285 with an estimated 2 minute drive	Large facility with good commute and access to the Airport. Has the Tyler Perry brand that allures companies.
<b>Fayette Film Studio Complex</b>	305,000 square feet / 288 acres	Large facility with 5 sound stages, production space, training grounds, mill shops, special effect facilities, production offices, and administrative offices.	Airport: 17.5 miles away with an estimated 31 minute commute. Highway: 9.1 miles from I-85 with an estimated 17 minute drive	Opening in Spring of 2014. Will be the largest film production space in the market. This new and state-of-art complex will serve as a central ground for training and productions. The facility is teaming up with the International Alliance of Theatrical Stage Employees and Clayton State University.
<b>Raleigh Studios</b>	Est. 84,000 square feet/ 120 acres	Small facility with 4 stages, cyclorama, offices, complete set lighting department, screening room, dressing rooms, mill space, and production services.	Airport: 31.8 miles away with an estimated 43 minute commute. Highway: 20.8 miles from I-85 with an estimated 33 minute drive	Offers a small town backdrop with natural landscape. The town has doubled for locations ranging from trendy Hollywood to charming Savannah.

SOURCE: Noell Consulting Group

Exhibit 58  
 Notable Film and Television Distance from Lakewood LCI

- 1 Panavision:**  
6.4 miles to center of Lakewood LCI
- 2 Turner Entertainment Networks:**  
5.6 miles to center of Lakewood LCI
- 3 Mailing Avenue Stageworks:**  
1.6 miles to center of Lakewood LCI
- 4 Screen Gems Studios:**  
0.3 miles to Center of Lakewood LCI
- 5 Tyler Perry Studios:**  
6.1 miles to Center of Lakewood LCI



SOURCE: Noell Consulting Group

Exhibit 59  
Film Industry Space Requirements

	Physical Space Configuration	Site Criteria	Local Atlanta Examples	Potential for Lakewood Growth
<b>Stages</b>	Ideally need 40' ceiling heights and the larger the column span is the better - target 50' spread. Space must be properly insulated for low noise levels.	Large, level sites with ample parking for vehicles and semi's.	Screen Gems, Tyler Perry Studios, Stageworks. Other misc. buildings around town - some Sylvan Rd.	Very low. No additional structures qualify, and a lack of large level sites in quiet zones.
<b>Production Related Offices</b>	Conventional office space with mix of private offices and conference rooms.	Often on location within secured campus and walking distance from stage.	On site at studios. Very few free standing as this is part of the studios rental model.	Very low. Screen Gems has adequate space and no real external demand without additional studios.
<b>Storage</b>	Warehouse space greater than 5,000 SF with loading dock. Existing structures preferred given lower rates. Target \$3-6/SF.	Secure business/industrial parks within close proximity to major studios preferred.	Many warehouses on Sylvan Road, Midtown West, West End.	Low currently but moderate potential if new warehouse/flex space could be built economically - security will be biggest concern.
<b>Mill Shop</b>	Typically 10-20,000 SF, but can go up to 60,000 SF for the right opportunity. Look for cheapest space possible, often renting out portions of vacant warehouses/manufacturing facilities.	Prefer industrial or isolated locations where noise at random hours is ok. Ideally within 15 minutes of stages.	Similar to above. One example near Lakewood in old manufacturing plant - opportunistic.	Low currently but moderate potential if new warehouse/flex space could be built economically - security will be biggest concern.
<b>Post Production</b>	Approximately 8-9,000 SF per average production. Typical office space configuration.	Can locate virtually anywhere so long as fiber present. Typically go into creative loft office space in walkable environments near or in transitioning neighborhoods for employees earning \$75-150k.	Most of this work is still done in LA due to Union protection of jobs. Crawford is largest here.	None.
<b>Short Term Housing for Crew</b>	Those from out of market look for cheap basic housing with flexible lease terms. Often need month to month. Affordability requirements typically drive more apartments or weekly hotels.	Love to be in walking distance to bars/restaurants, particularly those open late given odd working hours.	Location managers typically have a go to complex or two near each studio known for flexible lease terms. Near Screen Gems they often go to East Atlanta.	Moderate potential if new quality product is built and restaurant and retail offerings significantly increased.
<b>Short Term Housing for Top Staff</b>	Typically expect spacious hotel rooms/suites. Looking for brand name quality - W, Loew's, Ritz-Carlton	Usually driven by brand location, but expect to be within an easy commute from the studio but also proximate to great restaurants and shopping.	W Midtown, Loew's, Ritz-Carlton Buckhead, St. Regis	None.
<b>Short Term Housing for Stars</b>	Typically expect spacious rental homes in most premier locations.	Privacy and exclusivity while maintaining easy access to studio and restaurants.	Typically placed in Buckhead homes.	None.

SOURCE: Noel Consulting Group

Exhibit 60  
Overall Land Use Conclusions

Sector	Current State	Drivers of Demand	Est. Current Unmet Demand	Forecasted Future Demand	Product Type	Challenges
<b>Professional Office</b> 	No existing Class A multi-tenant buildings, most office found in small freestanding buildings or as tenants in larger flex or retail centers.	Small professional firms servicing the local population	Potential for additional 100,000 SF - driven by medical, legal, and service firms	Once existing unmet demand is met, future demand based almost solely on population growth. Approx. 500 SF supported for every 100 new residents.	Small, service oriented space in neighborhood/town center formats	Creating dynamic environments to offer quality workplace locations - park setting with visibility & proximity to res.
<b>Flex Industrial</b> 	No modern flex space exists in the study area - struggling to compete with newer space further south closer to airport	Interstate and airport access - dist. potential throughout Atlanta	Limited demand for small or flex space, but brokers indicate demand exists for large scale distribution facilities 300,000 SF+ . Some future potential for flex driven by film industry, but not likely in near term given lack of supporting services/retail.		New distribution facilities needed with strong access to I-75	Lack of available/feasible sites - not a community supporting use
<b>Retail</b> 	Few quality tenants, high leakage into surrounding retail cores by all audiences.	Local population under served, combined with students, concert goers, and employees	400,000 SF of unmet demand, with potential for both a hardware/home improvement and a big-box department store anchor.	Neighborhood/service oriented retail to support new population growth at a rate of 10 SF per each new resident.	Values will not support mixed-use or structured parking so typical suburban strip/big-box	Site availability, crime/loss prevention, I-75/85 North access from Metropolitan Parkway
<b>Single Family</b> 	High foreclosure rate, coupled with overall drop in market volume and value has stalled out local communities and put builders into bankruptcy	Employment growth, changing household types	None	Potential for approximately 35 units per year once for-sale market recovers and distressed construction - likely 5-10 years.	Entry/Move-Up product for young couples, and starter families. Priced \$150,000 - \$295,000	Current economic climate - inability to justify new construction, crime, vacant properties, lack of greenfield sites
<b>Townhomes</b> 					Entry-level product for young singles and couples, along with single parents. Priced under \$250,000	
<b>Apartments</b> 	Lack of new quality communities in area, particularly any built in "new economy" post 2009	Employment growth, changing household types, student market	Demand potential exists for one new 300 unit community every 2 years		Low to mid-rise wood frame construction \$0.95/SF rents - above/adjacent to retail to aid in support	Site availability, crime, need to surface park
<b>Student Housing</b> 	No purpose built student housing exists within the trade area	Atlanta Tech and Atlanta Metropolitan both witnessing strong growth	Up to 300 beds currently	Growth potential of approximately 90 beds per year	Conventional four bed shared unit model of 300 + bed complex in close proximity to the universities	Site availability, crime, need to surface park
<b>Senior Living</b> 	Two relatively new, state-of-the-art independent/assisted facilities exist in study area - both successful as mixed-income	Aging population, proximity to retail and families	Demand potential for market rate units is fairly low at only 30-40 beds every 2 years - more likely a mixed-income, tax credit deal every 2 years.		Mixed-income, independent and assisted facility near community/retail facilities	Site availability, tax incentive or other financial support

SOURCE: Noel Consulting Group

# Appendix B: Meetings



## City of Atlanta Lakewood Livable Centers Initiative (LCI)

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**Public Kickoff Meeting Agenda: January 15, 2013**

**Atlanta Technical College Dennard Conference Center: 1560 Metropolitan Pkwy.**

### MEETING SUMMARY

The Community Kick-off Meeting for the Lakewood Livable Centers Initiative was conducted on Tuesday, January 15 from 6pm to 8pm at Atlanta Technical College Dennard Center. Nearly 120 citizens consisting of residents, property owners, business owners, and youth attended the meeting which was presented in an information sharing format.

First, the planners wanted to document where the participants reside, own property, or own a business. At the sign-in table, they were asked to locate their home, property or business and place a colored adhesive dot on a large-scale map depicting the Lakewood LCI Study Area boundary. This exercise concluded that many of the meeting participants were located outside the boundary. As a result of the aggressive community outreach efforts, they received a meeting notification and attend the Kick-off to receive information on revitalization planning for the Lakewood Area, Metropolitan Pkwy and Jonesboro Road.

At 6:15pm the meeting kicked off with a welcome from Councilmembers Joyce Sheperd and Carla Smith. Following the welcome, a member of the planning team provided an overview of the LCI program which included a short video prepared by the Atlanta Regional Commission. In addition, he presented the purpose of the Lakewood LCI, study area boundary and areas of impact, and project schedule. In addition, the participants were introduced to the various methods of community outreach and engagement to be utilized throughout the planning process to inform and encourage community participation. The detailed PowerPoint presentation is located on the project website ([www.lakewoodlci.com](http://www.lakewoodlci.com)).

The final information sharing element of this workshop included the participants discussing and forming consensus on the assets, challenges and a vision for the area. Arranged in groups of 8 to 10, the participants engaged in a discussion facilitated by a member of the planning team for 45 minutes. At the conclusion, a designee from each group presented the assets, challenges, and visions for the Lakewood LCI area. As a result of the Kick-off meeting, the major themes, key observations and areas of consensus from the exercise are summarized as follows:

#### **Assets/ Strengths:**

- The area is accessible to I-75/85, downtown Atlanta, MARTA and the Airport;
- The presence and influence of Atlanta Technical College and Atlanta Metropolitan State University, and Ron Clark Academy and access to the Atlanta University Center;
- The community contains or is accessible to numerous parks, recreational facilities and venues including South Bend Park, Perkerson Park, the BeltLine, Carver High School Stadium, Turner Field, Carver YMCA, Lakewood Amphitheater, a new Fulton County Library and the Boys and Girls Club;
- The attraction of the movie industry (Screen Gems) and potentially expanding the market and supportive services;
- The affordable land prices and low real estate values and surrounding neighborhoods;

**MEETING SUMMARY**

- The large vacant lots are development opportunities;
- Historic single family neighborhoods;
- The new Zone 3 precinct will increase police presence and address the crime issues;
- The growing senior population is being addressed with the development of senior housing units.

**Challenges and Needs:**

- Abandoned and unoccupied houses and businesses are eye soars and havens for crime, loitering and vagrants;
- Vacant lots are used as illegal dumping sites for trash and tires;
- The area is a food desert lacking local quality restaurants and grocery stores that promote healthy living;
- Inconsistent code enforcement and zoning contribute to the poor image and aesthetics of the community;
- The area is infested with criminal activity, drugs and prostitution;
- Primary and secondary roadways have been neglected and not maintained;
- Residential streets lack consistent sidewalks and are not ADA compliant.
- Owner occupied single family homes are on a decline and absentee landlords and investors convert homes into rental property that are not well maintained;
- Speeding and accidents on Metropolitan between 166 and I-85 are common;
- Continuing education programs and resources (parenting classes, daycare centers, senior day facilities, healthcare facilities) to address social issues are not accessible;
- Convenience stores and liquor stores are the dominate retail services in the area;
- Increased police presence and addressing public safety concerns are warranted;
- Resident participation in community building activities is on a decline;
- Quality housing options for varied income levels are limited;
- Unemployment and unsuccessful economic development initiatives contribute to the decline of the area.

**Vision:**

- A mixed income community with a diverse population, varied incomes and quality housing options in all price points;
- A pedestrian friendly and walkable community that includes ADA compliant sidewalks, walking trails, bike trails, and streetscapes with lighting;

## City of Atlanta Lakewood Livable Centers Initiative (LCI)

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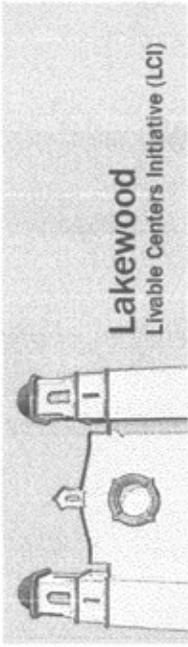
Public Kickoff Meeting Agenda: January 15, 2013

Atlanta Technical College Dennard Conference Center: 1560 Metropolitan Pkwy.

### MEETNG SUMMARY

- An aesthetically appealing and marketable community that attracts a variety businesses and residents;
- A community with pride and all residents take ownership of their neighborhoods and actively participate in community building activities;
- Deteriorated and dilapidated housing will be rehabilitated and occupied by homeowners that will maintain the property;
- A holistic community that includes resources and opportunities that address the social needs of its citizens (job training programs, day care centers, and health center);
- Owner occupied single family neighborhoods;
- Increased police presence and response time;
- A community that offers local and regional entertainment options including a movie theater and restaurants;
- Revitalizations will not displace existing residents and businesses;
- Performance levels at K-12 schools increase and attract families to the community;
- A community that addresses the food desert with urban gardening programs and a grocery store;
- A live, work and play community;
- An area that cultivates leaders through increased partnerships with K-12 schools and local colleges.

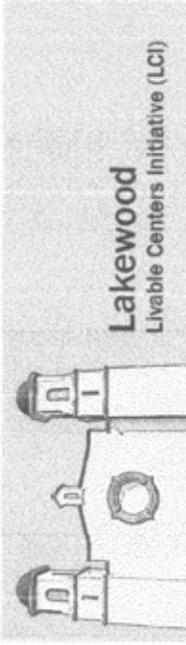
Lakewood LCI  
 Public Kickoff Meeting  
 Atlanta Technical College  
 Dennard Center  
 January 15, 2013



Lakewood  
 Livable Centers Initiative (LCI)

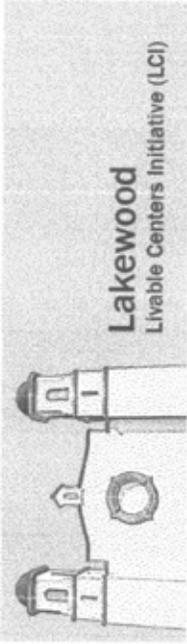
NAME	NEIGHBORHOOD / ORGANIZATION	ADDRESS (Include Zip Code))	EMAIL & PHONE
Shirley Jackson	Lakewood	2127 Rhineland	(4) 622-3311
Albert Bynes	Capital View	1525 Athen Ave 358 Lynnhaven Dr	404-252-5196
Timothy Dobbins	Capital View	Marion Rd, Ga 30310	
Rosier Hughes	South Atlanta		(678) 237-5379
Fredrick Sippial	LAKWOOD	39 Letta St Atlanta, GA	(334) 667-1809 (334) 552-1559
India Wright	High Point	178 Bowen Atlanta, GA	india-wr@uga.edu leilaj12@UGA.edu
Leila Jones	Midtown	1757 Washington Rd. East Point GA. 30344	(4) 762-4077 EXT 220

Lakewood LCI  
 Public Kickoff Meeting  
 Atlanta Technical College  
 Dennard Center  
 January 15, 2013



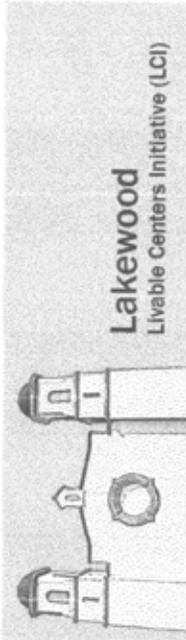
NAME	NEIGHBORHOOD / ORGANIZATION	ADDRESS (Include Zip Code))	EMAIL & PHONE
Tucker Auto Electric Acc Aest - Turner Jr.		2016 metropolitan Atlanta GA 30316	none
GARY Allen		535 Milan Ave atl. GA 30315	4-766-7027
Shirley Nichols	NP4-Z	989 Eisenhower Rd ATL 30354	404-361-0491
Viviane Farnus		1195 Milton Park SE Atlanta GA 30315	4) 803.6760
April Williams		1952 Pryor Rd #204 Atlanta GA 30315	4) 941-7905
Ashton Carter	Bank of America	4183 Snellfieldwoods Dr Decatur GA 30035	7) 601-3500
CeeJai Jones	Lakewood/Brown Mill	386 E. Rhinehill Rd. Atlanta, GA 30315	ceejai@hotmail.com 4) 627-5988

Lakewood LCI  
 Public Kickoff Meeting  
 Atlanta Technical College  
 Dennard Center  
 January 15, 2013



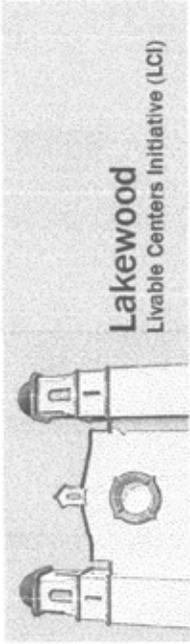
NAME	NEIGHBORHOOD / ORGANIZATION	ADDRESS (Include Zip Code))	EMAIL & PHONE
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 Atlanta Technical College  
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 January 15, 2013



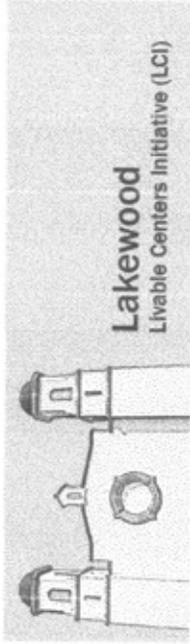
NAME	NEIGHBORHOOD / ORGANIZATION	ADDRESS (Include Zip Code))	EMAIL & PHONE
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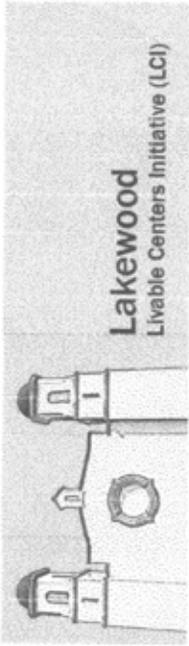
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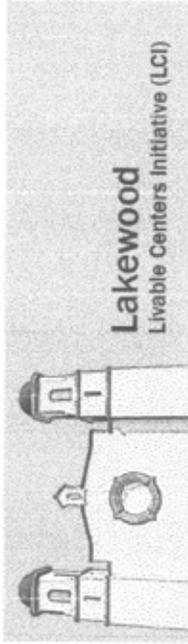
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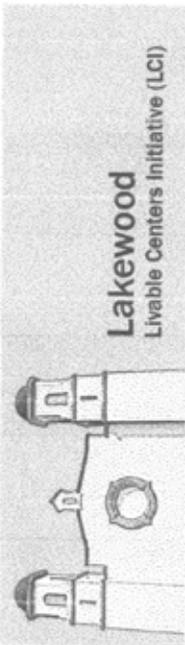
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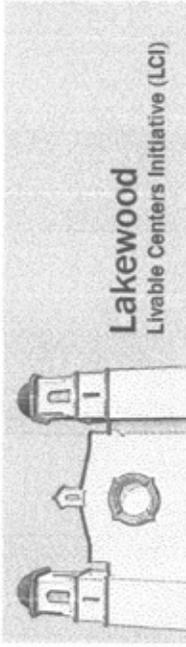
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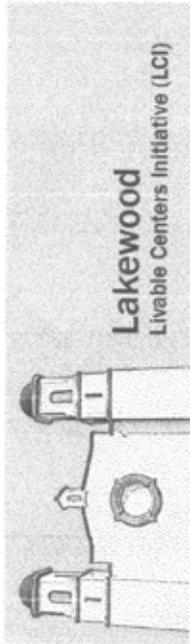
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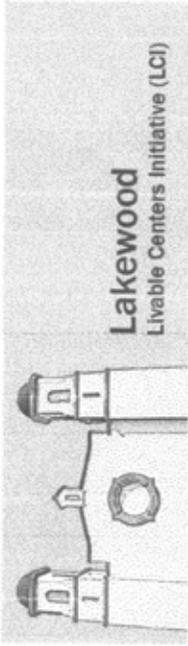
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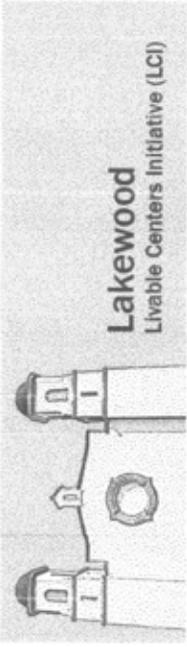
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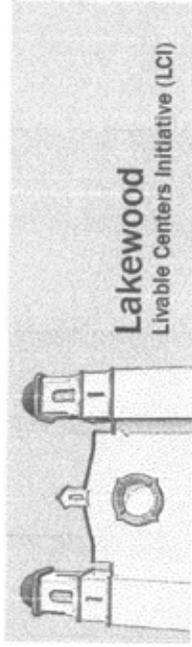
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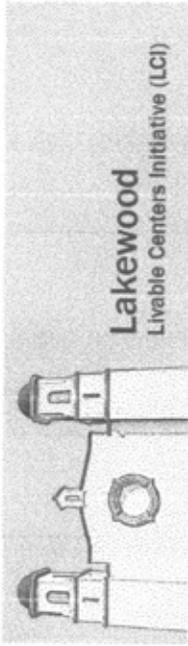
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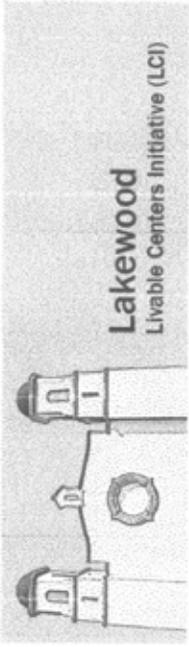
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Lakewood  
 Livable Centers Initiative (LCI)

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## City of Atlanta: Metropolitan/Jonesboro/Lakewood Business Forum

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**Meeting Summary: Sponsored by the Lakewood Livable Centers Initiative (LCI)  
Villages at Carver Family YMCA: 1600 Pryor Road, February 1, 2013**

### MEETING SUMMARY

Recognizing that business issues, concerns and opportunities are unique, the Lakewood Livable Centers Initiative hosted a forum for this specific focus. The Business Forum convened on February 1, 2013 at the Villages at Carver YMCA. There were approximately 16 business owners, institutions, City of Atlanta staff, and consultants in attendance.

The meeting opened with a welcome from Councilmembers Joyce Sheperd and Carla Smith followed by a brief overview of the LCI purpose, process and information available on the project website including a community survey. Local market research, related factors and potential short and long term recommendations were presented by David Laube of Noell Consulting Group to address the issues and opportunities based on the market realities. This information is available on [www.lakewoodlci.com](http://www.lakewoodlci.com).

Following the presentation, Gwendolyn Shands with the West End community was introduced to provide the participants with an example of a neighboring business district currently in pursuit of a financial resource: a Community Improvement District (CID). This tool specifically funds governmental services and facilities that will potentially address safety, aesthetics, infrastructure and economic development improvements in West End. The brief overview highlighted the following elements/ process of the CID.

- CIDs are created with the consent of the majority of property owners within the area that will have an additional assessment;
- Governed by a board of directors;
- There are currently 16 CIDs in the Atlanta Metropolitan Area;
- West End CID process began in 2009;
- Partners include Invest Atlanta, Atlanta University Center Consortium, West End Mall and other private entities;
- Approximately 42% of businesses have consented to participating in the CID;
- The West End Merchants Association is active in the process with a desire to change perceptions through investment in the community and business district. They meet monthly;
- The most comparable CID to West End is the Stone Mountain CID:  
[www.stonemountaincid.com](http://www.stonemountaincid.com).

The meeting participants later engaged in a facilitated discussion and questions/ responses are listed below:

#### **What challenges do you face as a business owner in the area? What are the larger issues related to business and economic development in the community?**

- Safety is a challenge at night, although the Metropolitan Parkway (formally Stewart Avenue) stigma has gone away and there is much less prostitution;
- We don't need another dollar store;
- Lack of retail and traffic to drive retail; things are far apart for those on foot or bus;

## **City of Atlanta: Metropolitan/Jonesboro/Lakewood Business Forum**

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**Meeting Summary: Sponsored by the Lakewood Livable Centers Initiative (LCI)**

**Villages at Carver Family YMCA: 1600 Pryor Road, February 1, 2013**

### **MEETING SUMMARY**

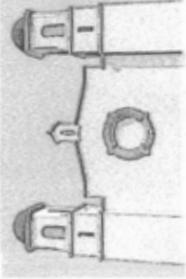
- When I-75 backs up, traffic on Metropolitan Parkway goes way up (this could be seen as good or bad);
- Market realities of Crossroads Shopping Center make redevelopment unrealistic, but they should work to find tenants that benefit the community;
- Crossroads property should be rehabilitated with a facelift (apartments are also proposed by the owner);
- A youth was murdered on the Crossroads property (limited lighting);
- Value Village is a crime generator;
- Lakewood Heights is not centrally located—a lot of industrial areas around it, no anchors or significant traffic;
- Coffee shop gets high school students and some Screen Gems employees, but not college students;
- Condos on Metropolitan Pkwy at Avery Road were converted to rental apartments and were never completely built out; they have bad architectural design with walls facing the street;
- Trouble spots are the gym (Atlanta Metro Fitness) and the biker nightclub;
- Teenagers in the community committing break-ins, auto larceny, etc. – mostly occur at night.

### **What organizational or physical improvements could be made to help your business grow?**

- New zone 3 precinct going in on Metropolitan Pkwy;
- Businesses are at a crossroads; working collaboratively with an organized entity (i.e. merchants association) will end the silos;
- Need incentives to attract developers from the north side to the south side;
- My home-based business needs capital to expand to a storefront location;
- Atlanta Metropolitan College is starting a Law Enforcement Leadership Academy that will be a magnet for training for police officers across the region and increase police presence in the neighborhood

In closing, meeting participants were encouraged to attend the upcoming LCI Community Workshop – Saturday, February 16, 2013 9am – noon, Atlanta Technical College Dennard Center – Building B.

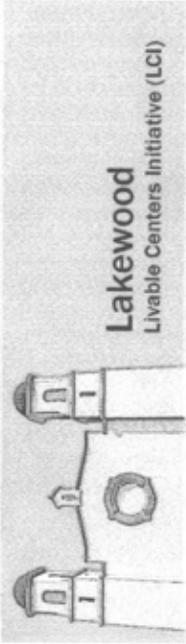
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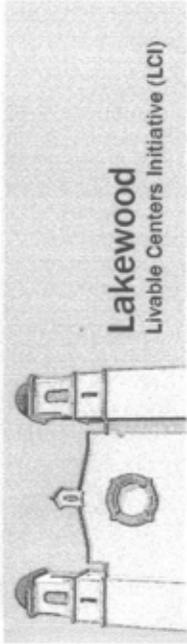
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Carle Smith	City Council		
Harold Craig Representing Dr. Alvetta Thomas	Atl. Technical College	1560 Metropolitan Avenue Atlanta GA 30310	hrcraig@atltech.edu
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 Business Forum  
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Lakewood LCI  
 Business Forum  
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 February 1, 2013



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# City of Atlanta Lakewood Livable Centers Initiative (LCI)

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Community Workshop: February 16, 2013

Atlanta Technical College Dennard Conference Center: 1560 Metropolitan Pkwy.

## MEETING SUMMARY

On Saturday, February 16<sup>th</sup> at the Atlanta Technical College Dennard Center, the City of Atlanta hosted a Community Workshop for the Lakewood Livable Centers Initiative. A passionate and engaged group of 65 community stakeholders rolled up their sleeves and worked alongside of planners to develop a housing, commercial development and transportation vision for the Lakewood area.

Prior to the formal presentation, participants were given an opportunity to circulate the room and review/ provide comments on existing conditions analysis boards. Topics included:

- Health & Aging
- Zoning & Development
- Open Space & Environment
- Transportation: Vehicles, Pedestrians, Bicycles and MARTA
- Housing & Residential Market Factors
- Commercial Market Factors
- History of the area

The formal presentation began at 9:30am with a welcome from Councilmembers Joyce Sheperd and Carla Smith. Following the welcome, Contente Terry with Contente Consulting provided an overview of the LCI program including comments emphasizing community assets, challenges and vision received during the Public Kick-Off Meeting held on January 15<sup>th</sup>. A brief summary of the existing land use, urban design and open space/ environment was presented by Woody Giles with TSW. The transportation overview included crash data, ARC and the City of Atlanta existing and proposed bike routes, existing MARTA routes, and physical circulation and accessibility constraints throughout the LCI study area was presented by Ron Sherwood with Grice Consulting Group. Noell Consulting Group's David Laube introduced the market conditions including growth deterrents, demographic overview, and future job and retail development opportunities.

The detailed PowerPoint presentation and existing conditions analysis posters are located on the project website ([www.lakewoodlci.com](http://www.lakewoodlci.com)).

## Interactive Exercises

The interactive portion of the community workshop followed the formal presentation. Meeting participants were asked to select one of eight (8) topics and join a table facilitated by a planning team member(s) with expertise in the subject:

- Jonesboro Road area
- Metropolitan Parkway North area (north of Langford Parkway)
- Metropolitan Parkway South area (south of Langford Parkway)
- Lakewood Fairgrounds area
- Economic Development
- Transportation
- Open Space/Environment/Health
- and a Youth participant table

For 90 minutes tables engaged in detailed discussions validating existing condition, identifying issues, and using a variety of aides to illustrate opportunities and a vision for the respective areas within the LCI study area. The following section provides an overview of the table exercises and outcomes.

**Table 1: Jonesboro Road Area**

The participants at the Jonesboro Road table reviewed the recommendations of the Jonesboro Road Redevelopment Plan and the Lakewood Heights Blueprint to determine relevancy and projects to update. The following is a list of future improvements that should happen in the area.

- Stabilize residential areas with infill development
- Create a destination at the triangle intersection at Jonesboro and Lakewood Terrace:
  - Adaptive reuse of structures into active storefronts
  - Sawtell Avenue improvements to include adaptive reuse of school with retail and offices above. A Spa and doctors office north of Sawtell and multifamily on the south.
  - Expand upon the cultural corner west of Lakewood Terrace with specialty shops
  - East of Jonesboro at triangle corner, expand dry cleaners and include a grocery
- Restaurants, ice cream parlor, doctor’s office, art galleries, and a spa are recommended retail uses
- Bike lane on Lakewood Ave.
- Playground in park at Bisbee Ave.
- Landscape buffers in front of A-TOW
- Bury power lines
- Golf cart transportation, biofuel stations and electric car charging stations
- Redevelop industrial property as a recycling center for alternative energy

The group recognized that before redevelopment can occur in the area, crime must be addressed. They recommended working with Atlanta Police Department to develop neighborhood security protocols and document the top 10 addresses with code violations.

**TABLES 2 & 3: Metropolitan Parkway (north of Langford Parkway)**

Using a base map, markers and colored building blocks, the group identified key areas for preservation, rehabilitation, future development along Metropolitan Parkway north of Langford Parkway. Much attention was given to the Lakewood Crossing Shopping Center site due to its current condition and owner’s interest to redevelop the site. A developer working with the existing owner participated in the discussion and provided an overview of their proposal to redevelop the back of the site versus the Metropolitan Parkway frontage.

The group recognized the Lakewood Crossing site as prime real estate due to its location and access to the Connector, airport and downtown Atlanta; views of downtown; and the existing demographics including the Atlanta Technical College and Atlanta Metropolitan State College population. The group proposed that redevelopment of this site is contingent on:

- The entire site should be considered for redevelopment
- An owner, community and developer collaboration to identify an option that supports the community’s vision:
  - Mixed-use, mixed-income community with office and retail services guided by a detailed market study
  - Attract and promote small businesses

- Change perception with a marketing strategy and inviting gateway into the community
- Identifying a variety of funding sources to support project

The exercise concluded with a discussion of resources and partnerships in support of the vision for the Crossroads site:

- Atlanta Police Department’s new Zone 3 station and a commitment to public safety/ code enforcement
- Invest Atlanta – Metropolitan Parkway TAD approx. \$2 – \$3 million
- ARC / State / Regional & City of Atlanta support
- Atlanta Public School System support
- Screen Gems and the film industry
- Foster new businesses utilizing Atlanta Metropolitan State College’s entrepreneurship program

**Table 4: Metropolitan Parkway South Area (south of Langford Parkway)**

n/a

**Table 5: Lakewood Fairgrounds Area**

The table began the discussion by identifying key destinations or focal points in the area surrounding Lakewood Fairgrounds and key areas and buildings that should be preserved or rehabilitated.

Points of interest: Screen Gems, Aarons Amphitheatre at Lakewood, South Bend Park, Lake, Birdine Center, the Lakewood Stadium

Things to Preserve: Lake (with park improvements), Screen Gems, Aarons Amphitheatre at Lakewood, South Bend Park

Using a map and colored blocks, the group identified key future improvements that should happen in the area. The following are recommendations for redevelopment areas, locations of new buildings and building heights:

- Intersection Macon Drive/Lakewood Ave - Neighborhood Shops up to 4 stories
- Across from Birdine Center – Townhouses to Lakewood Way
- Pryor Road/Fair Street intersection – ground floor retail and residential up to 4 stories

Desired commercial uses:

- Hardware store, dry cleaners
- Pet store/veterinarian
- Services – bank, dentist and doctor’s offices
- Small grocery store, restaurants, cafes, coffee shop

New green space proposed at Fair Street /Pryor Road, in addition to improvements to the lake and installing trails.

**TABLES 6 & 7: Economic Growth/Markets/Housing**

Using the market analysis and results from the Lakewood LCI Community Survey as a foundation, the table participants engaged in a discussion focusing on housing, job and service creation and defining an image or brand for the area. As summary of the key discussion points are as follows:

- Eliminate redundancy of services with new retail, quality grocery and a farmers market, hardware (Ace), restaurants (Flying Biscuit, Fellini's)
- Address vacant and abandoned homes with incentives for home buyers, increased code enforcement, and monitoring investor activity
- Include multi-family housing for students and corporate housing to serve Screen Gems and movie industry related professionals
- To address businesses leaving or overlooking the area, concentrate new jobs on Jonesboro Road and Pryor Road, and support/ promote small business development
- As more families move into the area, improve schools (charter school, day care, pre-school) and family oriented services in addition to the YMCA
- Create an identity / rebrand the area emphasizing assets such as parks (Joyland Park, Southbend Park), accessibility, architecture, history, YMCA, Stadium, and address the perception of crime.

**TABLE 8: Transportation**

The transportation table undertook an interactive map exercise to highlight locations in the study area where new or improved transportation facilities should go. The participants placed the various symbols on the maps at locations of their choosing and engaged in a discussion identifying the following issues and recommendations for transit, pedestrians, bicycles, and roadways.

The group agreed that improvements to MARTA bus service and amenities should include:

- Route 42: extend along Amal Drive to the Senior Living buildings and increase frequency to downtown
- New route along Fair Drive between Pryor Road and Metropolitan Parkway to provide connection between the east and west sides of the Lakewood LCI study area
- Improve bus stops to address safety by including waiting areas, shelters, amenities; consolidate some bus stops
- Route 24: Increase headway along Ashwood route; current route in conflict with service along Pryor Road
- Extend bus service along Jonesboro Road to Lakewood Avenue (via transfer station) and then extend to Lakewood/Ft. McPherson MARTA Station via Langford Parkway.

Pedestrian related comments and recommendations:

- New sidewalk along east side of Pryor Road near Fairgrounds
- Provide a multi-use trail, extending from South Bend Park (via sidewalks along Lakewood Ave.), across Lakewood Avenue to the east side of Fairgrounds Lake; extend to creek and along creek; crossing Pryor Road and continuing along the creek to the park
- Pedestrian crossing at Amal Drive and Pryor Road (particularly the southern intersection) is hampered by poor pedestrian sight distance due to hill

Bicycle recommendations include providing bike lanes along Pryor Road (Lakewood Way to Macon Drive) and along Fair Drive

The group identified the following roadway/traffic issues and recommendations for improvement:

- Need traffic calming in Lakewood Avenue/Jonesboro Road/Rhodesia Avenue/Claire Drive vicinity (focus area for commercial)
- Consider truck route designation to reduce trucks along Jonesboro Road and Sawtell Avenue.
- Lakewood Way intersection is difficult to cross (all directions).

- The owner of the Transmission shop is selling property on SW corner of Lakewood Avenue and Lakewood Way. Prospective buyer wants to convert to convenience store – generating more traffic to the area (particularly with beer/wine sales).
- Extend Bickers Drive (in Price Middle School area) south past Fleet Services to Capitol Avenue. Continue alignment southward along east Fairgrounds boundary to Lakewood Avenue. Also consider the above connection via Olive Street and Claire Drive.
- Connect Bickers Drive and Pryor Road with a new roadway (possibly through new subdivision) to align just south of YMCA.

**TABLE 9: Youth Discussion**

All the youth table participants attend the Whitehead Boys and Girls Club. They focused their discussion and used a base map to identify issues and challenges from a youth perspective. In addition, they developed recommendations that will include student participation to address safety, mobility and employment. The key points are as follows:

Safety - As pedestrians and transit riders, the students discussed and identified locations on the map where their safety is compromised near Carver High School, Price Middle School and the Whitehead Boys and Girls Club:

- vacant lots
- abandoned houses
- sites where loitering is prevalent (corner gas station)
- Drug houses near Carver High School
- Hot spots where high school students congregate and intimidate middle school students
- Lakewood fairgrounds – none of the students have attended an event at the venue

The group recommended several solutions/ programs to combat crime and create a community where the youth feel safe:

- Institute a neighborhood watch program
- Demolish or rehab deteriorated houses
- Install security cameras in strategic locations
- Organize neighborhood cleanups
- Install emergence phone posts to alert police immediately and more police presence

Mobility - The group discussed mobility challenges that they experience as transit riders and pedestrians:

- MARTA rates have increased and the service is not timely. A MARTA Pass youth discount is warranted.
- To travel east/ west in the Lakewood area on MARTA, transfers at Five Points Station is required
- Lack of sidewalks, poor lighting and road conditions on Polar Rock

Employment – The students intend to pursue careers in technology, retail and entertainment. They were asked if employment opportunities exist today in the Lakewood Area for these professions. Although the all agreed that the opportunities are limited, they did acknowledge that both Atlanta Technical College and Atlanta Metropolitan State College provide the training in these industries. None of the students were aware of partnerships with the Colleges and their respective schools, so they recommended the institutions offer and promote career exploration and mentorship programs. Finally, the students discussed what changes are necessary for them to return to the Lakewood area to live after completing college:

- jobs in the appropriate industries
- a variety of housing options (condos, apartments and single family homes)
- address safety

The meeting concluded with a reminder of the upcoming meetings to review and comment on the draft and final recommendations.

*Open House – Draft Recommendations*

March 19, 2013

Atlanta Area Technical College Dennard Center – Building B

5:00pm – 9:00pm (drop in anytime)

*Final Plan Presentation*

April 23, 2013

Atlanta Area Technical College Auditorium

6:00pm – 8:00pm

Lakewood LCI  
 Community Workshop  
 Atlanta Technical College  
 Saturday, February 16, 2013



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 NEIGHBORHOOD or  
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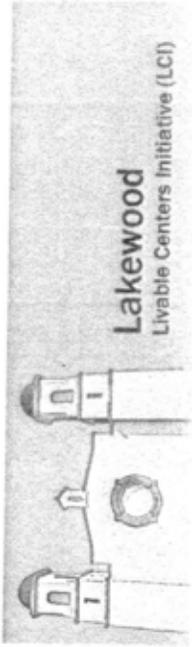
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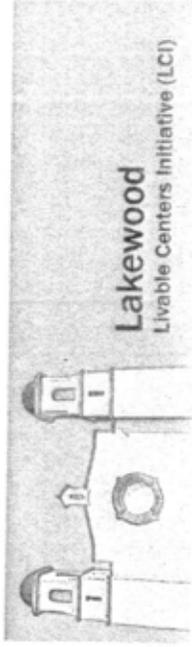
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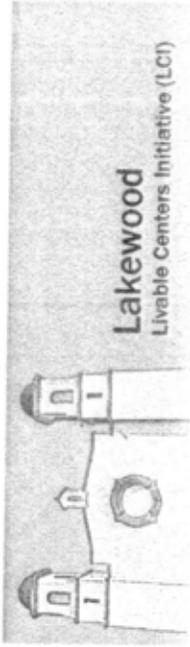
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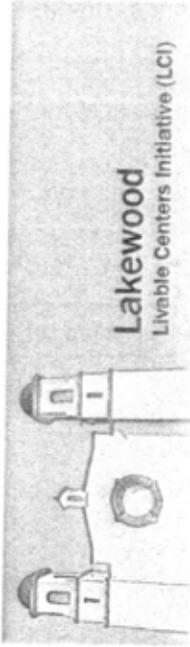
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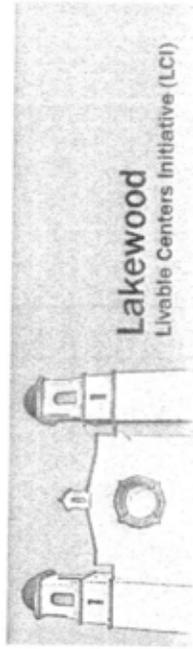
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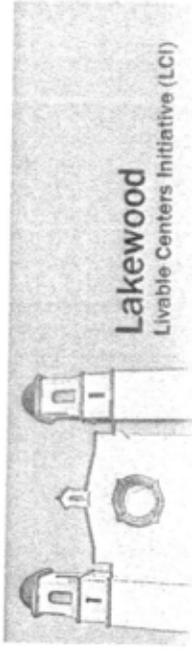
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Lakewood  
 Livable Centers Initiative (LCI)

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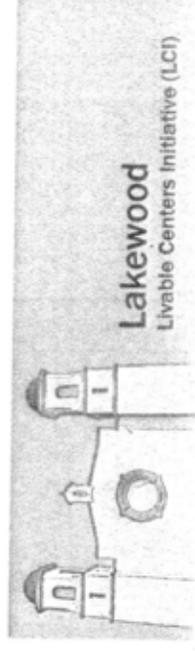
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## City of Atlanta Lakewood Livable Centers Initiative (LCI)

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Draft Plans Open House: March 19, 2013

### Public Comments

*Over 70 community residents, business owners, organization representatives, and concerned citizens met with the Lakewood Livable Centers Initiative planning team and City staff on March 19<sup>th</sup> at Atlanta Technical College to review and comment on draft plan recommendations. Developed from an inclusive public engagement process, these recommendations address potential Land Use & Housing; Economic Development; Transportation; Urban Design & Historic Resources; Public Space, Environment, Health, & Community Facilities policies and projects that will contribute to the revitalization of the Lakewood Area community.*

*In addition to proposed policies and projects, illustrations were also on display including: a future land use framework; redevelopment concepts for conceptual Lakewood West: Lakewood Avenue @ Pryor Road and Fair Street; 2244 Metropolitan Parkway; Jonesboro Road @ Lakewood Avenue; and Lakewood Crossing.*

*The following comments were received at the Open House on the recommendation boards around the room and are produced here verbatim. The City of Atlanta does not endorse any specific comments.*

### Land Use/Housing

- Pomona Circle residential area need it restructure
- Metropolitan—security and sidewalks, lights in the area to dark parks upgrade
- Home at 633 Langston Drive should be shown as residential, not commercial
- Area east of Metropolitan and south of Langford should be industrial
- Land along other side of Lethea Street west of railroad should be industrial rather than residential
- 208 and 210 Claire Drive should be changed from residential to mixed use
- Buchanan Lane and Jonesboro—move that corner building
- Move A-Tow fence back off road about 6 feet and plant trees
- Move A-Tow back about 15 feet and plant trees
- General improvements in Lakewood commercial area to catalyze revitalizing area
- Tabernacle of Faith Church of God in Christ, 1800 Jonesboro Road, intersection of Sawtell
- Church not going, 1800 Jonesboro Rd Tabernacle of Faith Church of God in Christ
- Focus on inside of the [South Atlanta] community (residential)—1) preserve 2) renovate
- 2244 Metropolitan Parkway: movie theater, community theater, Trader Joe's, bookstore, not Sav-a-Lot, supermarket yes!, more walk paths/connectivity in center so once you park you can walk to other areas
- Removal of towing and recycling companies
- Incorporate Habitat for Humanity
- Reopen closed neighborhood schools and vacant APS property for charter schools

## City of Atlanta Lakewood Livable Centers Initiative (LCI)

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Draft Plans Open House: March 19, 2013

### Public Comments

- Develop a maintenance requirement plan for commercial businesses to keep them from bringing the appearance down
- Charter schools would benefit the entire community, a Montessori or Waldorf school would benefit only a small section.
- Discounted permits is a good idea.
- Houses must blend well with existing historic neighborhoods.
- Vision: where is focus on colleges expanding now?
- Ensure industry that coexists with residential neighborhoods, nothing toxic, noisy, or dumps
- Existing industrial businesses should be required to do a facelift on their properties at city developed standard
- Do not allow development on land that has not been previously developed
- We need to have handouts of the boards for the community
- Need a thriving commercial area along Pryor @ Joyland: greenery, laundry, gas
- Need to identify a builder to finish our Carver
- Knock down old houses, create new housing options: townhouse, condos
- South Metropolitan Site: tires dumped, no business license, trailers used for business, illegally parked cars, etc.

### Metropolitan Parkway North concept plan

- Need to have handouts of the boards for the community
- Take advantage of the views
- Show streets on the large plan
- Add lookout towers to derive city views
- Rooftop dining
- Below ground parking decks
- Prefer green space with recycling receptacles and trash – promote environmentally friendly activity

### Transportation

- Bike racks at colleges
- Bike route from colleges to Dill/Murphy/West End
- Safety along proposed lakeside trail is highly needed
- Trail along creek west of Fairgrounds
- Put parking on west side of Jonesboro Road
- Walk signal connected to traffic light at Amal Drive and Pryor Road (northern intersection)
- Traffic signal at Amal Drive and Pryor Road—much needed, accident waiting to happen
- Take 1 of 4 lanes of Pryor Road in front of Fairgrounds and create sidewalk and bike lane

## City of Atlanta Lakewood Livable Centers Initiative (LCI)

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Draft Plans Open House: March 19, 2013

### Public Comments

- Councilperson Sheperd multi-use trail system
- Crosswalk between Martin and Buchanan. There is no stop light from Jonesboro Road all the way to Lakewood and people fly.
- Trolley from downtown, Capitol Ave, Hank Aaron by stadium, Milton Ave, Lakewood Ave to Lakewood Fairgrounds
- Add Zipcar stations and electric charging stations at street parking
- Zipcar stations in Lakewood commercial area
- Electric car charging and on-street parking in Lakewood commercial district
- Lakewood Heights pedestrian improvements—with extension to plan to include Jonesboro from Sawtell to Adair and Lakewood Terrace
- Bring a streetcar back to Lakewood Avenue—connect Lakewood Heights and fairgrounds to downtown via Capitol Avenue and Hank Aaron Milton Drive Lakewood Ave.
- Keep trucks off Lakewood Avenue, they shake my house when they hit the potholes
- Natural gas pumps for trucks
- Yes bikes! Can we connect to BeltLine?
- Love the concept of separated bike lanes! / Would like this on Macon Drive
- Jonesboro Road is too small for a bike lane, 1375 Jonesboro Road is a funeral home and we use street parking
- Jonesboro Road bike lanes
- No paid parking
- Include landscaping at highway exits: University Ave, Langford Pkwy
- Add mixed trail or other connecting from Sylvan Hills Rd, new shrubs encourage walk/bike to grow

### Public Space, Environment, Health, and Community Facilities

- Implement Green Stormwater Initiative projects
- Safety, safety, safety, safety
- We also have waterfalls in South Bend Park, remove invasives to see and access waterfalls
- Daylight streams “where feasible”
- Basketball and tennis courts near YMCA need to be visible—promote what’s there!
- Promote and improve existing parks and facilities
- Promote jobs for teens like lifeguard or other park service job
- Keep pool operational at Langford Park, add skate park and basketball
- What about a library?
- Individual stores now serving convenience foods could specialize and sell fish, meats, dry goods, dairy, etc. instead of large supermarket
- Individual specialty food stores serve all demographics and encourage walking from one store to the other

## City of Atlanta Lakewood Livable Centers Initiative (LCI)

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Draft Plans Open House: March 19, 2013

### Public Comments

- Encourage xeriscaping and water-capture at individual properties
- Add in sports activities for kids and adults
- Encourage K-12 school age groups to participate in learning and community gardens
- Preserve “riparian buffers”
- Need drug store in the Jonesboro Road area / We have one: help with advertising and community outreach
- Add stormwater management to inter-parcel access diagram
- New police precinct on Metropolitan? Crime? Expected 2015
- Grant money for students to clean/evaluate lakes/creeks
- More trash/recycling centers
- Can we save/bring back the recently closed Harold's BBQ?

### Urban Design and Historic Resources

- Restore façade of buildings to historical accuracy
- Yes! [to encouraging relocation or burial of utility lines]
- Historic school on Sawtell Avenue: Montessori and private elementary, charter and not Montessori (just in case there was thought of making it exclusive), praada.org has a petition with APS for a charter school, sign the petition at praada.org

### Economic Development

- Film/integrating branding Lakewood, network more with BeltLine and win/win relationship
- Rebrand? What’s the brand now? Rebrand it for whom?
- Bring grad era of Lakewood in origin (1890-1920) with present creative energy investors, homeowner and business
- Create a staffing agency for the improvement and projects to come
- Expand CID to full extent of Metropolitan Parkway
- Innovate initiatives, incubators, accelerators, tourism as economic development, highlight historic as economic development
- Screen Gems tie into Bauder College?
- Screen Gems mentoring high/middle school issues
- Tyler Perry has non-profit. Screen Gems?
- Non-profit training kids how to do recording
- Innovative initiatives
- Investors caused the blighted community. They committed massive fraud to renovated homes incorrectly robbing them of their historical features.
- NO! to encouraging investors to purchase vacant/foreclosed properties in the near term
- Encourage homeownership, not investors
- Preserve affordability

## City of Atlanta Lakewood Livable Centers Initiative (LCI)

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Draft Plans Open House: March 19, 2013

### Public Comments

- Homeowners and not investors! / Ditto!
- Habitat development has caused further deterioration of the neighborhood. They do not keep up their properties and their buyers.
- Not just service industry jobs—how about livable wage jobs?

### Polar Rock Comments

- What happens to the Polar Rock community?
- Polar Rock needs road and sidewalk improvements
- Why was Polar Rock not included in the boundary line of the LCI? We are impacted directly by development, etc.
- Connectivity is an issue. Will we be able to get in/out the same way?
- We can throw a rock and hit the Screen Gems building. We border the Fairgrounds and Screen Gems.
- Boundary lines omit Polar Rock neighborhood
- Dead end issue
- Event parking
- Sidewalks, pedestrian access to parks, etc.
- How will this impact Polar Rock community's transportation?
- What impact would this have on the poorest residents and their homes and property taxes?
- What is the impact here? What is their access to amenities, improve connectivity

### What did we miss?

- Innovative initiatives
- Security and crime prevention needs bigger focus with specifics
- Demolish abandoned houses that are past fixing
- Cooperative banking programs to keep good neighbors who purchased during bubble
- Save Harold's BBQ
- Connectivity to BeltLine and bike routes to West End MARTA
- Fulton County regional library connectivity to Metropolitan College
- Over-reliance on service sector jobs as economic empowerment to existing communities

Lakewood LCI

Open House

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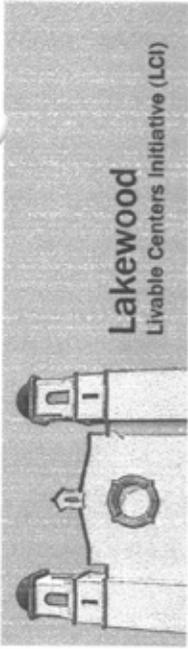
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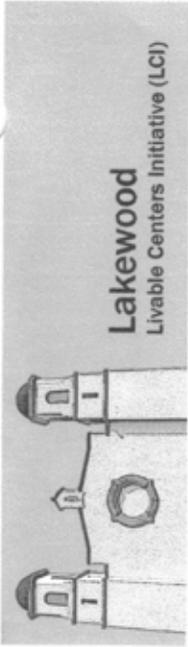
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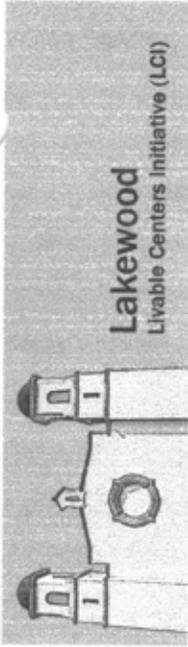
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Wini Hephell	South View	1920 Tombs Rd ATL 30315	info@southviewcemetery.com
Chermaine Axam	South-View	" "	cwillkins@southviewcemetery.com

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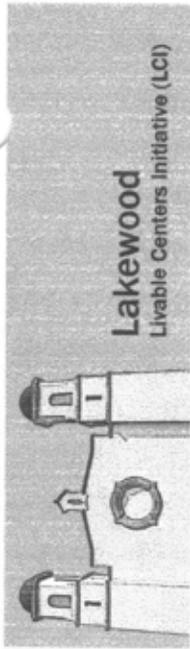


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NAME (Print)	BUSINESS, NEIGHBORHOOD or ORGANIZATION	ADDRESS (Include Zip Code)	EMAIL & PHONE (Land Line Preferred)
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JIM SCHNEIDER			
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KRISTEN ANDREWS	POLAR ROCK		
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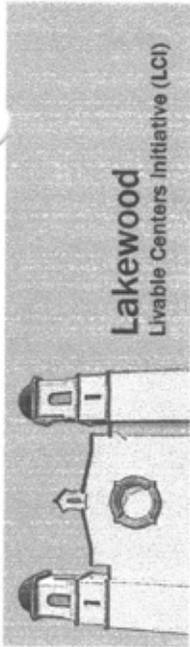
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ERIC PINCKNEY		

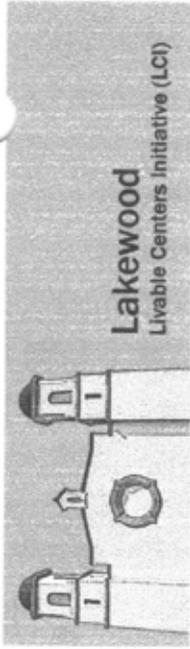
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MARIE Goolsby	Goolsby Mortuary	1375 JONESBORO RD ATL, GA 30315	goolsby170@aol.com
Amber Raley	Adair Park Atlanta Bicycle Coalition	845 Oakhill Ave SW ATL 64 30310	amberaley@gmail.com
HAKIM MORN	CAROL VIEW VP	795 DILL AVE	HAKIMMORN@YAHOO.COM

## City of Atlanta Lakewood Livable Centers Initiative (LCI)

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Final Public Meeting: April 23, 2013; 6pm-8pm

Atlanta Technical College Auditorium: 1560 Metropolitan Pkwy.

### MEETING SUMMARY

On April 23<sup>rd</sup>, 2013, the City of Atlanta convened the final public meeting for the Lakewood LCI. This meeting was intended to provide the 58 community residents and stakeholders in attendance an opportunity to review the final draft policies and recommendations before beginning the City's administrative approval process for the plan. The majority of the first time attendees were residents of the Columbia Blackshire and Columbia Heights senior housing developments.

Using a PowerPoint presentation (see attached) the planning team provided a detailed overview of the following:

- Public outreach process
- Vision, Housing and Land Use Recommendations
- Catalytic site: Metropolitan Parkway
- Economic Development Recommendations
- Transportation Recommendations
- Other Recommendations and Implementation

During Q&A, much attention was dedicated to the City's intended processes for the implementation of plan recommendations and projects. Council Member Joyce Sheperd reinforced the need for community stakeholders to take ownership of the plan, become active in the Neighborhood Associations, join NPU committees and participate in community wide projects designed to address area concerns articulated by the community citizens. In addition, the City of Atlanta Department of Planning will evaluate and prioritize projects ensuring that they are consistent and correspond with existing planned projects identified in the City's Comprehensive Development Plan (CDP).

The planning team also addressed questions regarding attracting professionals ultimately increasing the median income for the area. The response suggested developing a marketing campaign to educate potential residents and business owners of the existing and future spending power to support improved schools, film industry related services to support Screen Gems and services to attract Lakewood Amphitheater patrons. These services will create jobs and attract working professionals.

Transportation related questions emphasized the ramps and access to the Polar Rock community via 166. The plan recommends sponsoring a study to evaluate this access point in detail, and the community's responsibility to make the City and APD aware of vehicular infraction related to this issue. The Connect Atlanta Plan which evaluated every street/roadway in the City of Atlanta, also identified issues and recommendations for this area. Regarding issues of mobility along Perkerson Road, that area is outside the Lakewood LCI study area.

## **City of Atlanta Lakewood Livable Centers Initiative (LCI)**

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**Final Public Meeting: April 23, 2013; 6pm-8pm**

**Atlanta Technical College Auditorium: 1560 Metropolitan Pkwy.**

### **MEETNG SUMMARY**

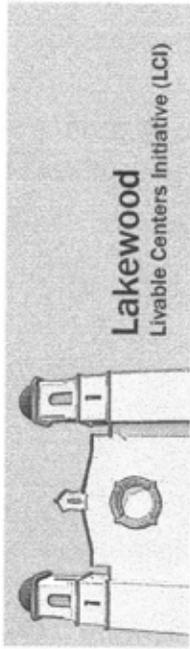
The LCI has attracted investors and speculators, many suggesting retail projects inconsistent with the LCI recommendations. Council Member Sheperd introduced instituting a moratorium to delay development while zoning changes occur, in addition to creating a marketing package to shop qualified developers.

The community also requested more detail on social related projects, specifically addressing youth and healthy foods. The plan includes recommendations to address issues and concerns articulated by youth participating in the planning process regarding safety, job creation, education and accessibility. A community food system consultant suggested that the plan includes recommendations to support sustainable living through local food production.

The final phase of the plan approval process will include presentations to NPUs X, Y and Z in May followed by City Council adoption in late summer. Community attendees were encouraged to attend these meetings and offering support of the plan.

The meeting adjured at 9:00pm

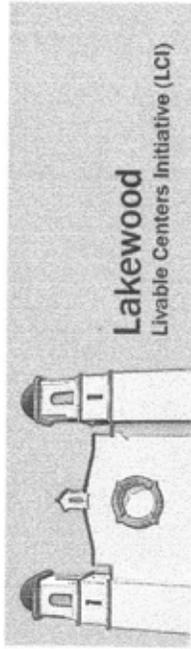
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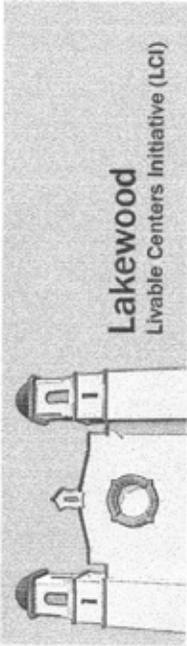
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Shirley Nichols	989 Eisenhower Rd AHI 30354	shirley.nichols@americold.com 404-361-0491
Lonnie Malcolm	Lakewood Christian Mandr Resident ASSOC. SW AHI 30315	404 9631584
TINA A. ARNOLD	Lakewood Heights NPU-4 23 Gued St. S.E. Atlanta GA 30315	404-627-6118

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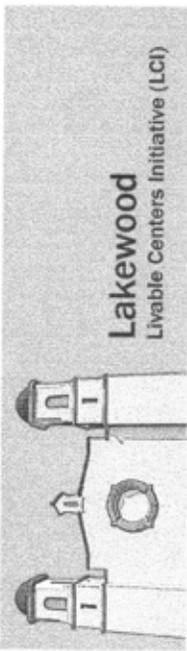
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Jackie Gray	361 Wyndham way Atl. GA 30315	
Kwabena Nkrumah	250 Georgia Ave, Suite 309 Atlanta, GA 30315	Atl. Metro. Food e.gmail.com (404) 991-0334
KRISTIE ANDREWS	2320 DAWGWOOD RD ATL. GA 30315	404-307-5393 km-andrews99@yahoo.com
Sharon Webb	2368 Macan Dr Atl 30315	404 534-3387 Bryantslife@comcast.net



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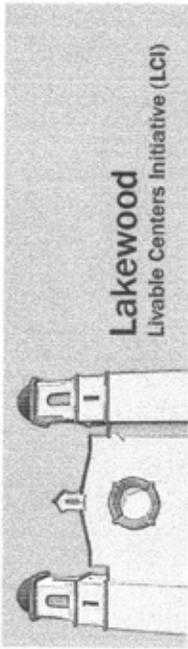
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Betty Smith	Jonesboro Rd SE 14 Meldon Ave #116	404-688-9833
Mary Green	Jonesboro Rd Meldon #214	404-688-9868
Terri Redden	14 MELDON 303	404-453-7123
Lonna Woodom	14 MELDON 218	404-207-9894

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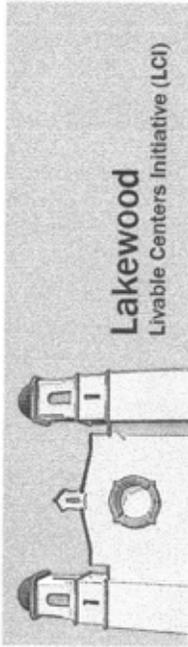
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Sheryl Bennett	City Council	City Hall	4-330-6059
Daniel Calvert	C of A Park Design	233 Peachtree St NE Suite 1600	(404) 227-1086
Jacqueline Church	CV	1004 Dill Ave	404-753-9988
Rosa Smith	CV	717 ERIN AVE	404-752-9141



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Kimberly Jones	teacher/perkerson N/A	kgjones@atlanta.k12. ga.us

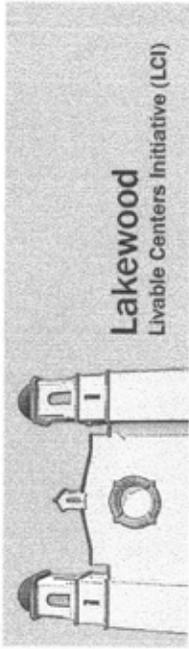
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Paul McManus	1411 Fern St Atlanta, Ga. 30316	pcms50.comcosit.net
Hyneshia Coffey	2040 Brewer Blvd	hcoffey@atlanta.k12.ga.us
Nikea Hurt	"	nhurt@atlanta.k12.ga.us

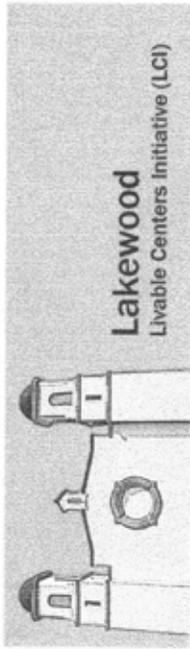
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Gary Allen	"	"
Randy Veal		

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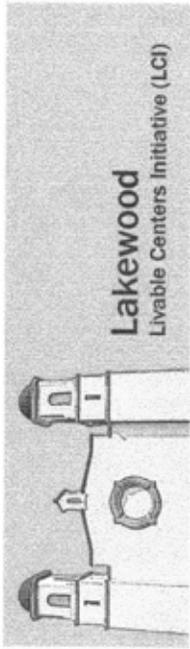
**ADDRESS (Include Zip Code)**

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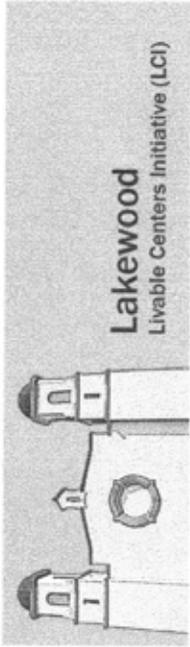
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