CITY OF ATLANTA 2016 COMPREHENSIVE DEVELOPMENT PLAN

Prepared by:
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City of Atlanta
2016 Comprehensive Development Plan

November 2016

City of Atlanta
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2016 CDP

City of Atlanta, Georgia

Mayor

The Honorable Kasim Reed

City Council

Ceasar C. Mitchell, Council President

Carla Smith	Kwanza Hall	Ivory Lee Young, Jr.
Council District 1	*Council District 2*	*Council District 3*
Cleta Winslow	Natalyn Mosby Archibong	Alex Wan
Council District 4	*Council District 5*	*Council District 6*
Howard Shook	Yolanda Adrean	Felicia A. Moore
Council District 7	*Council District 8*	*Council District 9*
C.T. Martin	Keisha Bottoms	Joyce Sheperd
Council District 10	*Council District 11*	*Council District 12*
Michael Julian Bond	Mary Norwood	Andre Dickens
Post 1 At Large	*Post 2 At Large*	*Post 3 At Large*

Department of Planning and Community Development

Commissioner Tim Keane

Office of Zoning and Development

Charletta Wilson Jacks, Director

Jessica Lavandier, Assistant Director, Strategic Planning

Rodney M. Milton, Jr.

Julia Billings, AICP

Carter E. Coleman III

2016 CDP Steering Committee

Andre Dickens, Chair — Atlanta City Council, Post 3 At Large

City Departments

Name	Department
Oz Hill	Atlanta Fire Rescue (AFRD)
Randall Slaughter	Atlanta Fire Rescue (AFRD)
Michael Simmons	Atlanta Fire Rescue (AFRD)
Darlene Jackson	Atlanta Police (APD)
John Quigley	Atlanta Police (APD)
Celeste Murphy	Atlanta Police (APD)
Maj. Barry Shaw	Atlanta Police-Code Enforcement
Theo Pace	Atlanta City Council
Yolanda Pascall	Corrections (DC)
Leslie Cannan	Planning and Community Development (DPCD)
Doug Young	Planning and Community Development (DPCD)
Forrest Rose	Planning and Community Development (DPCD)
Charletta Jacks	Planning and Community Development (DPCD)
Gregory Pace	Planning and Community Development (DPCD)
Jordan Williams	Planning and Community Development (DPCD)
Barrington Brown	Public Works (DPW)
Susan Rutherford	Watershed Management (DWM)
Sebrina Hightower	Finance_ Grants Services
Charlotte Daniely	Finance_ Grants Services
Jeff Haymore	Law Department
Anamaria Hazard	Law Department
Brohaugh Bridges	Parks and Recreation (DPR)
Daniel Calvert	Parks and Recreation (DPR)
Ruthie Norton	Office of Sustainability

Boards

Name	Board
Jennifer Freeman	Atlanta Planning Adviosry Board (APAB)
Andrew Kohr	Atlanta Urban Design Commission (AUDC)
Danita Brown	Board of Zoning Appeals (BZA)
Eugene Miller	Board of Zoning Appeals (BZA)
David Coleman	Zoning Review Board (ZRB)

Agencies

Name	Agency
James Talley	Atlanta Housing Authority (AHA)
Paul Morris	Atlanta Beltline, Inc.
Jim Durrett	Buckhead CID
Audrey Leous	Central Atlanta Progress
Brian Hooker	Fort Mac LRA
Pete Hayley	Fort Mac LRA
Nicholas Mulkey	Invest Atlanta
Denise Stanly	Livable Buckhead
Greg Floyd	MARTA
Susannah Lee	Midtown Alliance

2016 Comprehensive Development Plan

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The City of Atlanta
2016 Comprehensive Development Plan

The development and adoption of a comprehensive plan is a requirement for local governments called for by the Georgia Planning Act of 1989. In addition, the Charter of the City of Atlanta mandates the preparation of a comprehensive development plan (CDP) every 3 to 5 years in Section 3-601 as indicated below.

> The Mayor shall have a comprehensive development plan of the City of Atlanta prepared and maintained to be used as a guide for the growth and development of the City and which will identify its present and planned physical, social and economic development. This plan shall:
>
> 1) set forth the comprehensive development goals, policies and objectives for both the entire City and for individual geographic areas and communities within the City
>
> 2) in conformance with such development goals, objectives and policies, identify the general location, character, and extent of streets and thoroughfares, parks, recreation facilities, sites for public buildings and structures, City and privately-owned utilities, transportation systems and facilities, housing, community facilities, future land use for all classifications, and such other elements, features and policies as will provide for the improvement of the City over the next 15 years.

The Comprehensive Development Plan and its impact on communities

Comprehensive planning is the foundation for quality growth management. The comprehensive plan brings together and addresses all aspects of community and economic functions with the objective of sustaining and improving these functions in the future. The Comprehensive Development Plan addresses, but is not limited to the following topics: population, economic development, housing, natural resources, historic resources, community facilities, transportation, urban design, and land use. In summary, the Comprehensive Development Plan:

- Is a guide for growth and development;
- Provides information on the characteristics of the community;
- Identifies needs and opportunities to be addressed over the next twenty years;
- Sets forth policies for the City and for communities;
- Provides a framework for evaluating zoning/development proposals;

- Identifies projects that assist in addressing needs and opportunities or in implementing its policies; and
- Includes future land use maps which complements and implements policies.
- Incorporates all adopted plans such as – BeltLine Subarea plan, LCI plans, Redevelopment Plans, The Comprehensive Transportation Plan, Project Greenspace, etc.

Planning Standards

The Georgia Planning Act calls for cities and counties to prepare adopt and implement a Comprehensive Plan. The Georgia Department of Community Affairs sets the Minimum Standards and Procedures of Local Comprehensive Planning (chapter 110-12-1) and the date by which a plan has to be adopted to maintain Qualified Local Government status. Qualified Local Government designation allows the governments to impose development impact fees, makes them eligible to participate in certain DCA Programs like the CDBG Loan Guarantee (Section 108), Local Development Fund, and programs administered by other State Departments like those of the Georgia Department of Natural Resources and the Georgia Environmental Finance Authority. For the City of Atlanta, the Comprehensive Plan that meets the standards has to be adopted by October 31, 2016.

According to the standards, a local comprehensive plan is a fact-based resource for local constituents that track implementation of community-based policies. Furthermore, local comprehensive planning creates an environment of predictability for business and industry, investors, property owners, tax payers and the general public. In addition, the plan helps local governments recognize and then implement important economic development and revitalization initiatives. The Comprehensive Plan should address its immediate needs and opportunities while moving toward realization of its long-term goals for the future and identify:

- Assets that can be **accentuated** and **improved**;
- Liabilities that can be **mitigated** and **changed** over time; and
- Potential that can be **sought after** and **developed**.

Planning Elements

The Georgia Department of Community Affairs (DCA) adopted the "Standards and Procedures for Local Comprehensive Planning" effective on March 1, 2014. These standards streamlined the planning process and the required Plan Elements. These are outlined below:

- Community Goals
    - General Vision Statement
    - Community Policies
    - Character Areas and narrative
- Needs and Opportunities - This is the locally agreed upon list of Needs and Opportunities the community intends to address.
- Community Work Program - This element lays out the specific activities the community plans to undertake during the next five years to address the priority Needs and Opportunities in the short range - 5 year plan and in the long range. The Community Work Program is prepared and adopted every year with the Capital Improvements Element.
- Capital Improvements Element – The CIP is an implementation plan for the construction, maintenance, and renovation of public facilities and infrastructure over the next 5 years. All projects listed in the CIP must have some identified funding and cost of at least $25,000. This element is prepared and adopted every year.

- Land Use Element- The land use section consists of:
    - Future Land Use map and narrative with land use categories,
    - Summary of adopted plans, and
    - Character Area Maps and defining narrative – the Character Areas are mapped and described.
- Transportation Element – This consists of a summary of the Connect Atlanta Plan and the recently adopted Connect Atlanta Plan appendices.
- Housing Element – This consists of a summary of the Consolidated Plan, the Housing Strategy for the City of Atlanta (2015), the Strategic Community Investment report (2013) and Unsheltered No More (2012).
- Regional Water Plan and the Environmental Planning Criteria - This will consist of a review of Regional Water Plans and the Rules for Environmental Planning Criteria needed to address protection of natural resources.
- Additional Planning Elements- Planning Elements that have been part of previous CDPs are included in the 2016 CDP. These include:
    - Population Element
    - Economic Development
    - Natural Resources Element
    - Historic Resources
    - Infrastructure
    - Community Facilities
        - Parks and Recreation
        - Cultural Resources
        - Public Safety Element

Planning Process

Public Hearings

The Comprehensive Development Plan is under the purview of the City Council Committee. The 2016 CDP Planning process started with the first required public hearing which was held on April 26, 2016 during the Atlanta City Council Community Development/Human Resources Committee meeting. The purpose of the public hearing was to present information about the planning process for the City of Atlanta's 2016 Comprehensive Development Plan, the opportunities for public participation in development of the plan, and to obtain input on the proposed planning process.

The second public hearing was held during the 3rd quarter City Council Community Development and Human Resources Committee public hearing on September 12, 2016. The purpose of the public hearing was to provide a briefing on the contents of the 2016 Comprehensive Development Plan and to provide a final opportunity for comments.

After the second public hearing, the draft plan was transmitted to the Atlanta Regional Commission with a cover letter signed by the Mayor. The Atlanta Regional Commission will transmit the 2016 CDP to the Department of Community Affairs for their review. The review process will take 30 to 40 days. Once the review is completed and determined to be in compliance with the Minimum Standards and Procedures, the City of Atlanta City Council will consider the plan for adoption at its next Council Meeting. The target meeting for adoption is October 17th, 2016. Within seven days of adoption, the Office of Planning will provide a copy of the adoption resolution to the Atlanta Regional Commission. Once the Department of Community Affairs has received the adoption resolution, it will notify the City of Atlanta that its Qualified Local Government Certification has been extended.

Steering Committee

The Minimum Planning Standards call for the development of a Steering Committee that includes representation from elected City Officials and stakeholders. The Steering Committee, chaired by Council Member Andre Dickens and composed of representatives of City Departments, City appointed Boards and agencies, provided guidance in the development of the plan (see Table 1. At the first meeting, held on May 17, 2016, Office of Planning staff gave a presentation on the Planning Process and the Existing Conditions for demographics, housing and economic development. The Steering Committee reviewed and discussed the relevancy of the issues and opportunities from the 2011 CDP. At the second meeting, held on July 13, 2016, Steering Committee members "voted" on their top 5 vision statements, the top 24 issues/needs and top 24 opportunities. Office of Planning staff provided a summary of the top vision statements, needs/issues and opportunities from the first round of community meetings. Staff also presented information about Character Areas. The third meeting will be in September 2016.

Table 1: 2016 CDP Steering Committee

City Departments	Boards	Agencies
City Council - CDHR Chair	APAB	Invest Atlanta, MARTA
Law Department	ZRB	Atlanta Housing Authority
City Departments	AUDC	CIDs, Fort McPherson
	BZA	Atlanta BeltLine

Meetings and Presentations

Office of Planning staff made several presentations and held community meetings during the planning process, as described below. Information about the 2016 CDP, including a fact sheet, meeting dates, presentation, draft 2016 CDP was available on the Office of Planning webpage http://www.atlantaga.gov/index.aspx?page=1295.

City Council: Office of Planning staff met with City Council members to review the planning requirements and process for the 2016 CDP and the CIP-CWP during March and April 2016.

Atlanta Planning Advisory Board: According to the City of Atlanta Code of Ordinances, the Atlanta Planning Advisory Board (APAB) may serve as an advisory board on to the preparation and updating of the CDP. Office of Planning staff made a presentation about the DCA's Standards and Procedures for Local Comprehensive Planning as well as the pro-

2016 CDP Steering Committee Meeting

posed schedule to formulating the 2016 Comprehensive Development plan at its the April 16, 2016 meeting. Staff also requested that the Neighborhood Planning Units review their policies. A brief update about the 2016 CDP was made on August 20, 2016.

Neighborhood Planning Units: Information about the 2016 CDP was included in the June and July Neighborhood Planning Unit (NPU) agendas. A fact sheet about the 2016 CDP and meeting schedule was available at the NPU meetings. In addition, the NPU Planners presented information about the 2016 CDP during the Planner's report. The NPUs were asked to review and edit their NPU policies.

Atlanta Streets Alive: At the Atlanta Streets Alive on Sunday June 12, 2016, Office of Planning had a 2016 CDP station. Participants were asked to vote on their top two vision statements. They also had the chance to write what they liked most about Atlanta and what they liked least about Atlanta.

Atlanta Design Studio: Information about the Character Areas and comment sheets were posted at the new Atlanta Design Studio at Ponce City Market.

Community Engagement

Two rounds of community meetings were held. Each round will consist of four meetings, one in each quadrant of the city – North, East, West and South.

- Round 1 Meeting: Vision, Needs and Opportunities: A series of meetings were held in June 2016 (June 1st in the North, June 2nd in the East, June 9th in the West and June 22nd in the South) throughout the City of Atlanta to introduce the 2016 Comprehensive Development Plan, the planning process, and provide information about population, housing and economic development. After the presentation, meeting attendees reviewed and prioritize the issues/needs and opportunities for each subject areas. Meeting attendees were asked to "vote" on their top 5 Vision statements, their top 24 Needs and top 24 Opportunities.

- Round 2: Character Areas: A series of Round 2 meetings were held in July (July 26nd in the North, July 25th in the East, July 28th in the West and July 27th in the South) to discuss issues/needs and opportunities, to review and revise Character Areas. Maps with the Character Areas were reviewed and key characteristics that are present, the desired characteristics, as well as what to preserve/maintain, change/redevelop, create and connect for each Character Area were discussed. Meeting attendees were again asked to "vote" on their top 5 Vision statements and their top 24 Needs and Opportunities.

2016 CDP Steering Commiunity Meeting

COMMUNITY VISION

The Community Vision paints the overall picture of what the City of Atlanta hopes and desires to become in the future. The Vision Statement incorporates the main comprehensive development plan topics: population, economic development, housing, natural resources, historic resources, community facilities, transportation, land use and urban design. This vision was initially developed as a cooperative effort through community meetings and with the Atlanta stakeholders and the City of Atlanta's Office of Planning staff during the development of the 2011 Comprehensive Development Plan and reconfirmed during community meetings held as part of the 2016 CDP planning process.

VISION STATEMENT

Atlanta is a vibrant city. It promotes sustainability, economic growth and development; protects its natural and cultural resources and builds a successful future for its residents. Health, housing, education and transportation opportunities are major factors in the City's continuous work to enhance the quality of life for its resident's livability. Over the next 20 years, the City will be a place where communities are better connected to each other and there are ample opportunities in which to invest, live, work, play, and raise a family.

Atlanta will:

Population

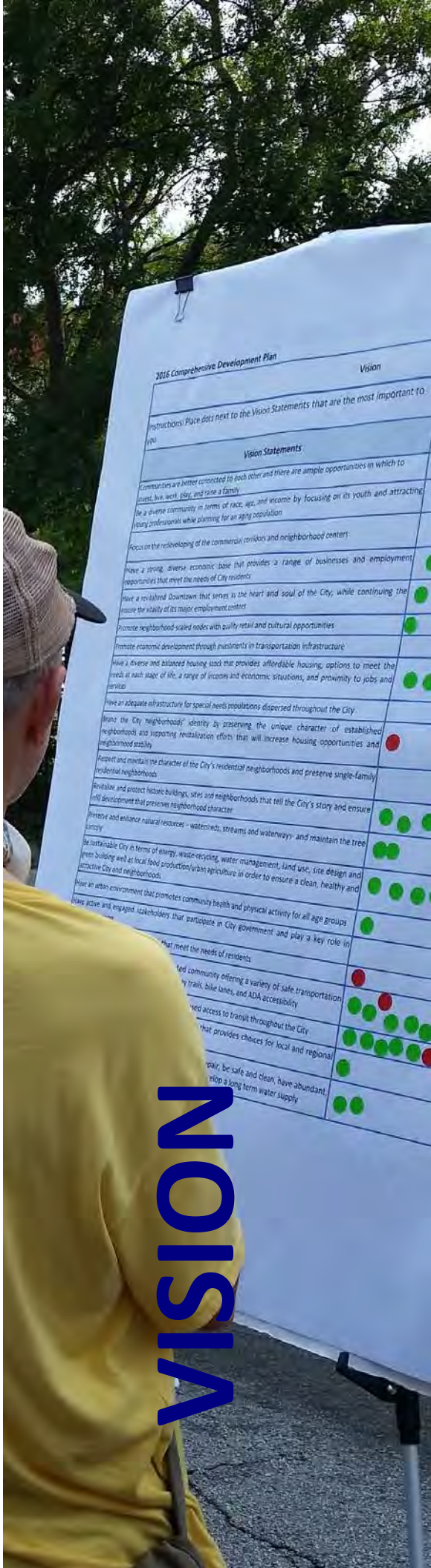
- ***Be a diverse community in terms of race, age, and income by focusing on its youth and attracting young professionals while planning for an aging population***

Housing

- ***Have a diverse and balanced housing stock that provides affordable housing, options to meet the needs at each stage of life, a range of incomes and economic situations, and proximity to jobs and services***

Economic Development

- Focus on the redeveloping of the commercial corridors and neighborhood centers
- Have a strong, diverse economic base that provides a range of businesses and employment opportunities that meet the needs of City residents
- Have a revitalized Downtown that serves as the heart and soul of the City; while continuing the ensure the vitality of its major employment centers



2016 CDP VISION

Natural Resources

- ***Be sustainable City in terms of energy, waste-recycling, water management, land use, site design and green building well as local food production/urban agriculture in order to ensure a clean, healthy and attractive City and neighborhoods***
- ***Preserve and enhance natural resources – watersheds, streams and waterways- and maintain the tree canopy***

Historic Resources

- Revitalize and protect historic buildings, sites and neighborhoods that tell the City's story and ensure infill development that preserves neighborhood character

Community Facilities

- ***Provide City services efficiently, have infrastructure in good repair, be safe and clean, have abundant, accessible and well maintained parks and greenspace, and a develop a long term water supply***
- Have a quality educational institutions that meet the needs of residents
- Have active and engaged stakeholders that participate in City government and play a key role in achieving its vision
- Have an adequate infrastructure for special needs populations that is dispersed throughout the City

Transportation

- ***Be a bikeable, walkable and pedestrian-oriented community offering a variety of safe transportation options such as sidewalks, streetscapes, greenway trails, bike lanes, and ADA accessibility***
- ***Expand MARTA and public transit services with increased access to transit throughout the City***
- ***Develop a balanced, multi-modal transportation system that provides choices for local and regional trips.***
- Promote economic development through investments in transportation infrastructure

Land Use and Urban Design

- ***Respect and maintain the character of the City's residential neighborhoods and preserve single-family residential neighborhoods***
- ***Promote neighborhood-scaled nodes with quality retail and cultural opportunities***
- Brand the City neighborhoods' identity by preserving the unique character of established neighborhoods and supporting revitalization efforts that will increase housing opportunities and neighborhood stability
- Have an urban environment that promotes community health and physical activity for all age groups

The vision statements that ranked the highest during the 2016 CDP community meetings are in bold and italics.

NEEDS AND OPPORTUNITIES

At the Community Meetings, community members reviewed and ranked Needs and Opportunities for each of the Planning Elements. The top ranked needs and opportunities are listed in the tables below. They are also in the applendix in order of the "votes" received.

Highest Ranked Needs	Plan Element
The City has concentrated areas of poverty. The poverty rate has increased since 2010.	Population
Illegal dumping, trash, litter, unkempt appearance in communities	Public Safety
Traffic Congestion	Transportation
There is a lack of grocery stores and basic retail services in many areas of the City.	Economic Development
Some neighborhoods have a high concentration, vacant and abandoned many with code violation and absentee landlords.	Housing
Drugs, prostitution, drug houses, open and vacant houses and thefts plague neighborhoods.	Public Safety
The City's ability to provide housing code enforcement is out-paced by the volume, back log and rate at which code violations occur and can be addressed therefore, substandard housing persists.	Housing
Atlanta needs a seamlessly integrated public transportation network with various modes, technologies and classes of transit service along railroad corridors and multimodal streets connecting livable activity centers.	Transportation
Lack of value of historic resources/lack of preservation of historic resources. Too much demolition of historic buildings. The poor condition of some historic resources make them	Historic Resources
Some areas of the City have experienced increased growth while others have had very slow growth or a declining population	Population
There is too much land dedicated to parking or other paved areas, particularly in Downtown and Midtown.	Land Use
There are blighted neighborhood commercial districts, commercial and industrial corridors and districts. Many of these areas have the wrong type of retail.	Economic Development
Preserve existing neighborhoods.	Land Use

Highest Ranked Opportunities	Plan Element
Work to attract a diverse mix of population - to include singles, couples, children, retires/seniors, empty nesters and families, as well as all ethnic backgrounds and income levels.	Population
Video Integration Unit is effective tool in crime reduction. Continue to expand the network of cameras.	Public Safety
Support Transit Oriented Development/density around transit.	Land Use
Preserve existing neighborhoods.	Land Use
Partner with Atlanta Public Schools to create a neighborhood-based educational system that can become a key asset in attracting residents to live and work in Atlanta.	Economic Development
Create policies to encourage and promote growth in areas with slow growth/declining population	Population
Develop plan to meet the needs of an aging population, provide the ability to age in place in all City Neighborhoods and affordably	Population
Improve crime fighting/reduction by creating specialized units to combat specific types of crime and ensuring that police zones and beats are staffed and distributed proportionately,	Public Safety
Focus on neighborhood economic development - rehabilitation and investment in neighborhood commercial districts and work to attract grocery stores and basic retail in targeted areas.	Economic Development
Through the Livable Centers Initiative (LCI) plan, Ft. McPherson, Atlanta Beltline, Inc., MARTA's TOD initiative, transit oriented development has become a focus in the city's planning efforts. This encourages residential development at new and existing transit stations and it encourages mixed income residential, job creation and economic development.	Housing
Reducing stormwater runoff, preventing soil erosion and stormwater contamination, and maintaining and developing the stormwater system so as to prevent stormwater damage and flooding	Community Facilities
Bicycle and pedestrian facility planning, construction, and maintenance are cost effective investments for expanding transportation choices.	Transportation
Streetcars, arterial bus rapid transit, and enhanced bus service will expand transit options, attract more riders and reduce single occupant vehicle use.	Transportation

Livability Index

In addition to the needs and opportunities listed above, AARP's Livability Index measures livability across seven categories: Housing, Neighborhood, Transportation, Environment, Health, Engagement, and Opportunity. The index measures livability broadly at the neighborhood level for the entire country and is intended to inform people about opportunities to make communities more livable. The index draws from 50 data sources and includes 40 metrics and 20 policies. According to this index, Atlanta scored 49 (out of 100) in overall livability, compared to an overall score of 46 for Georgia and 53 for the US.

Livability index categories where Atlanta scored lower than the state and country were Environment and Opportunity. In the Environment category, Atlanta scored only 19 compared to 52 for Georgia and 61 for the US. The specific measures contributing to Atlanta's score were 68% of percent of people exposed to drinking water violations, 12.3 unhealthy air quality days per year, 16% of people exposed to near-roadway air pollution, and a local industrial pollution index of 7.44 (on a scale from 0 to 311,000). Compared to the US, Atlanta scored in the bottom third on three out of these four Environment metrics and in the middle third on regional air quality (number of unhealthy air quality days per year). In the Opportunity category, Atlanta scored in the bottom third of US neighborhoods in equal opportunity as measured by income inequality with a Gini coefficient of 0.54 (the gap between rich and poor, measured from 0 to 1). Atlanta also scored in the bottom third on education, with a high school graduation rate of 54% and in the bottom third on multi-generational communities, with an age diversity index of 0.78 (on a scale from 0 to 1). Atlanta scored in the middle third in terms of economic opportunity, with 0.72 jobs per person in the workforce.

Atlanta scored above the state and the country in the livability index categories for Neighborhood (58, compared to 42 for Georgia and 35 for the US), Transportation (57, compared to 44 for Georgia and 46 for the US), and Health (64, compared to 46 for Georgia and 20 for the US). Notable strengths contributing to Atlanta's high score for Neighborhoods include access to grocery stores and farmers' markets, access to parks, access to jobs by transit, access to jobs by auto, and activity density. In the Transportation category, Atlanta scored in the top third compared to neighborhoods across the county in frequency of local transit service and household transportation costs ($9,354 per year compared to US average of $10,791). Atlanta's strengths in the Health category include a relatively low smoking prevalence rate of 16% compared to 20.3% for the US, obesity prevalence rate of 22.1% compared to 27.8% for the US, and preventable hospitalization rate of 46.1 per 1,000 patients compared to a rate of 62.1 for the US.

AARP Livability Index

	Atlanta	Georgia	US
Overall Livability Score	49	46	53
Housing	65	49	65
Neighborhood	58	42	35
Transportation	57	44	46
Environment	19	52	61
Health	64	46	20
Engagement	60	49	90
Opportunity	18	42	49

Source: AARP Livability Index, https://livabilityindex.aarp.org/

1. POPULATION

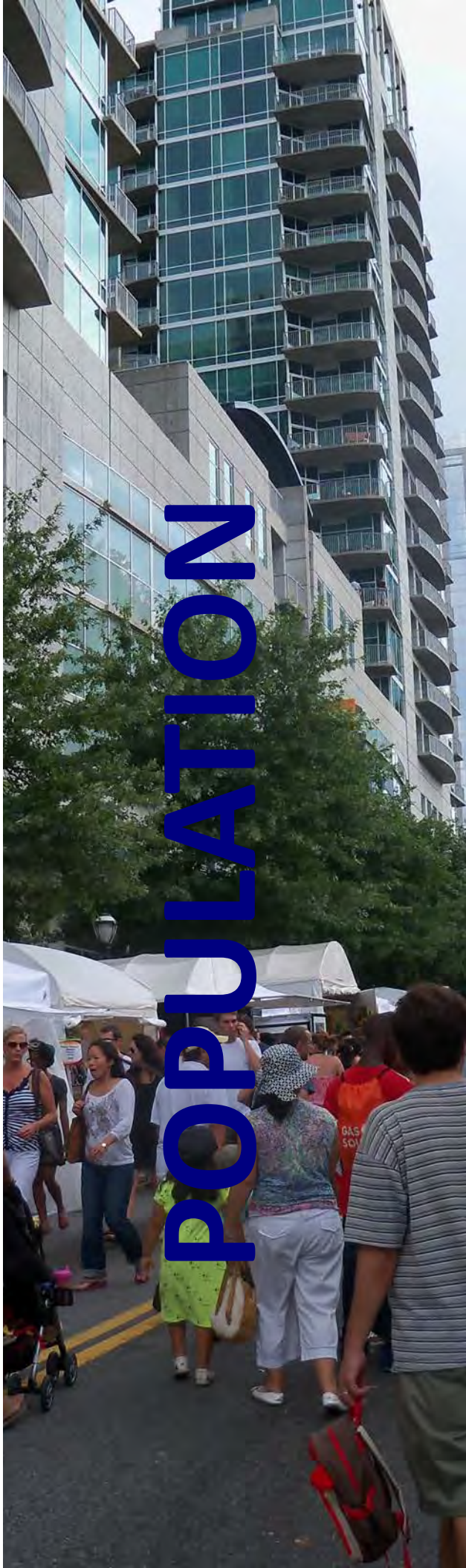
Total Population

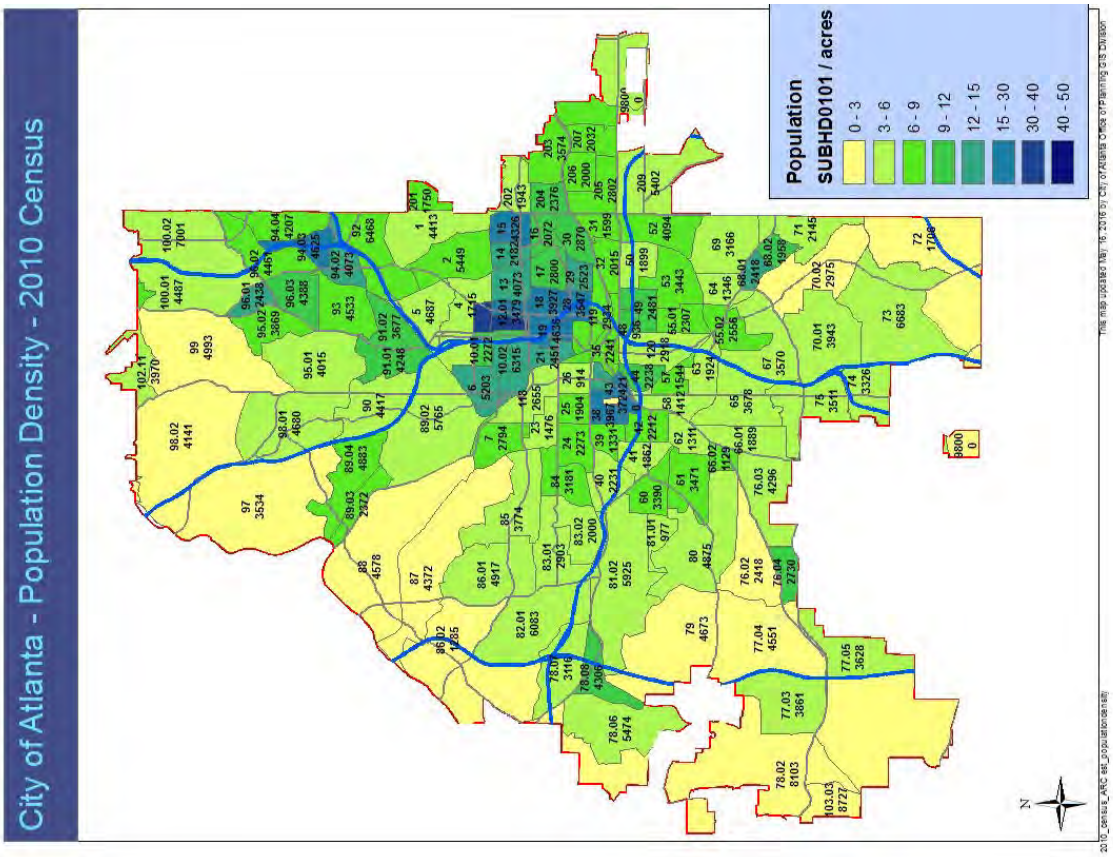
The City of Atlanta, the 39th largest city in the US, has an estimated 2015 population of 463,878, according to the US Census. Except for the two decades between 1970 and 1990, the City of Atlanta population has been growing since its incorporation in 1847 and it had its highest population in 1970 with 496,973 people (see Table 1-1 and Figure 1-1 & 1-2). After modest growth in the 1990s and 2000s, the rate of growth in the 2010s has increased. Between 2010 and 2015, the City of Atlanta grew by 10.4% or 43,875 people and between 2014 and 2015, the City of Atlanta added 7,876 (1.7%) people.

The 2000 and the 2010 population density maps (maps 1-1 and 1-2) show population per acre in each census tract. Comparing both maps show that while some census tracts lost popula-

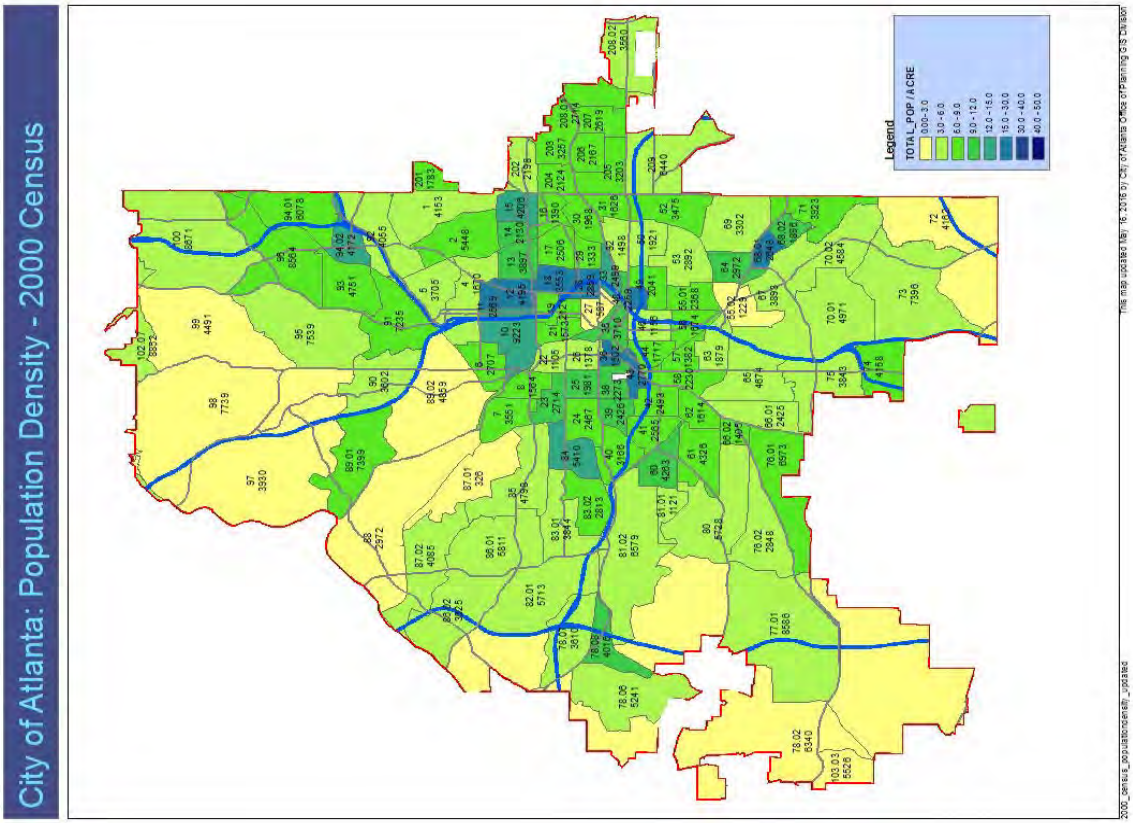
Table 1-1: City of Atlanta Population 1850-2015

Year	Population	Population Growth	Percent Growth
1850	2,572		
1860	9,554	6,982	271.46%
1870	21,789	12,235	128.06%
1880	37,409	15,620	71.69%
1890	65,533	28,124	75.18%
1900	89,872	24,339	37.14%
1910	154,839	64,967	72.29%
1920	200,616	45,777	29.56%
1930	270,366	69,750	34.77%
1940	302,288	31,922	11.81%
1950	331,314	29,026	9.60%
1960	487,455	156,141	47.13%
1970	496,973	9,518	1.95%
1980	425,022	-71,951	-14.48%
1990	394,017	-31,005	-7.29%
2000	416,474	22,457	5.70%
2010	420,003	3,529	0.85%
2011	432,135	12,132	2.89%
2012	444,032	11,897	2.75%
2013	448,409	4,377	0.99%
2014	456,002	7,593	1.69%
2015	463,878	7,876	1.73%





Map 1-2: City of Atlanta 2010 Population Density



Map 1-1: City of Atlanta 2000 Population Density

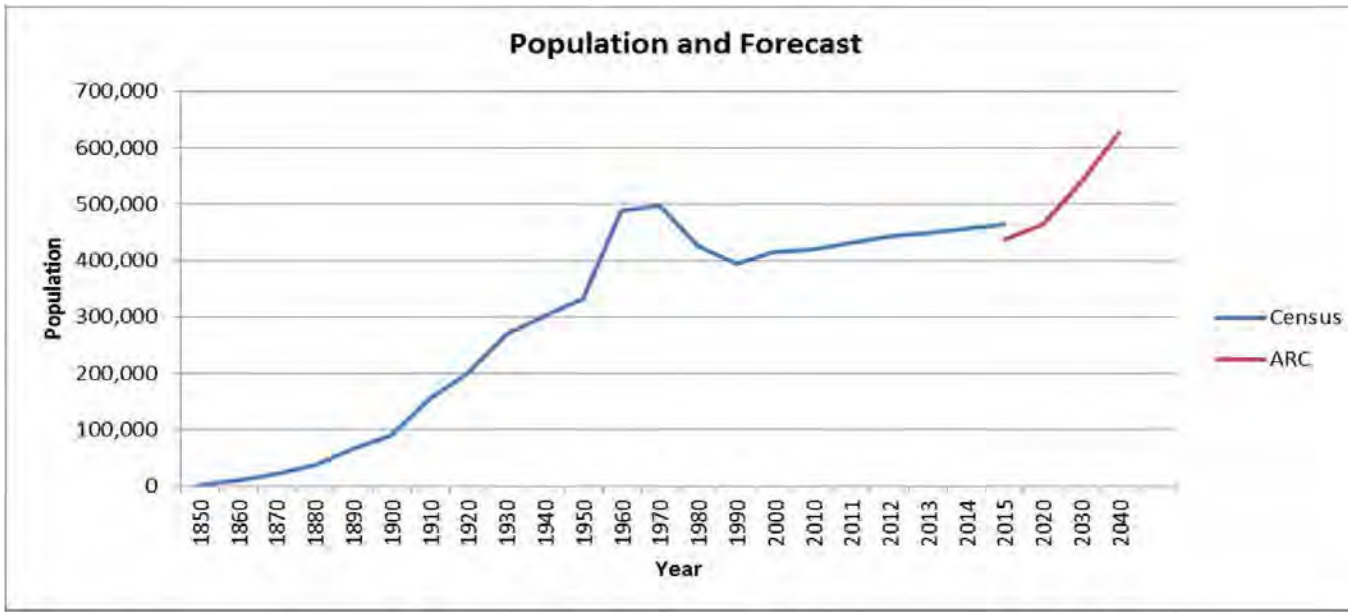


Figure 1-1: City of Atlanta Population and Forecast

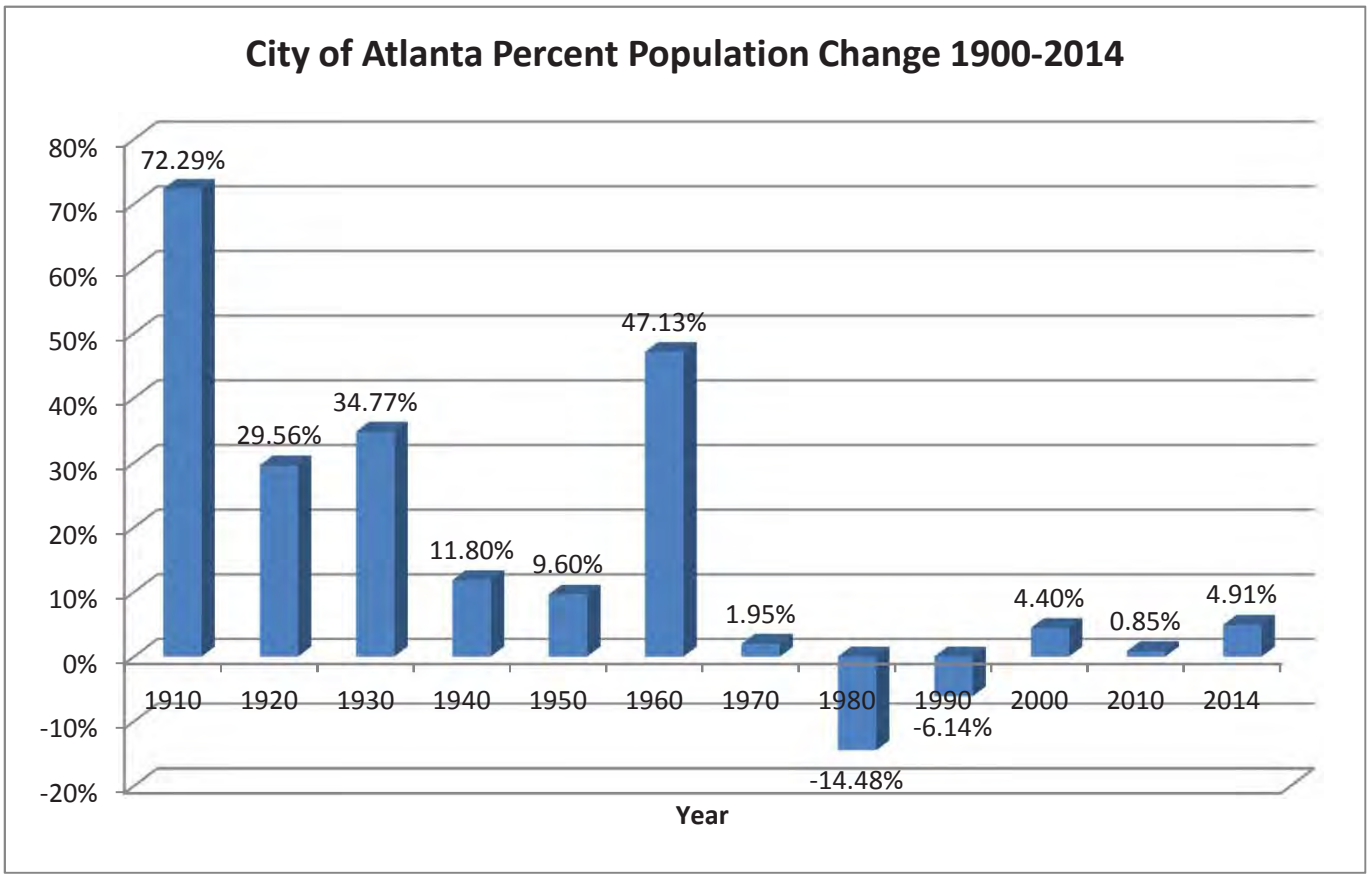
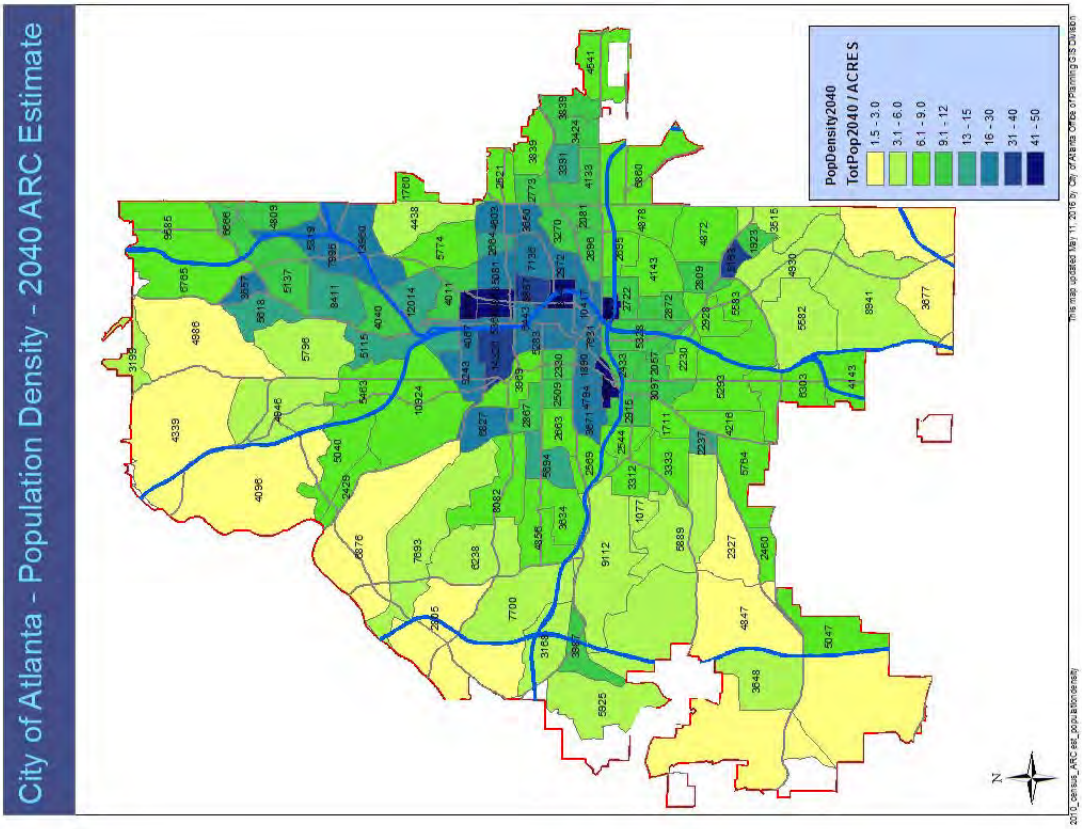
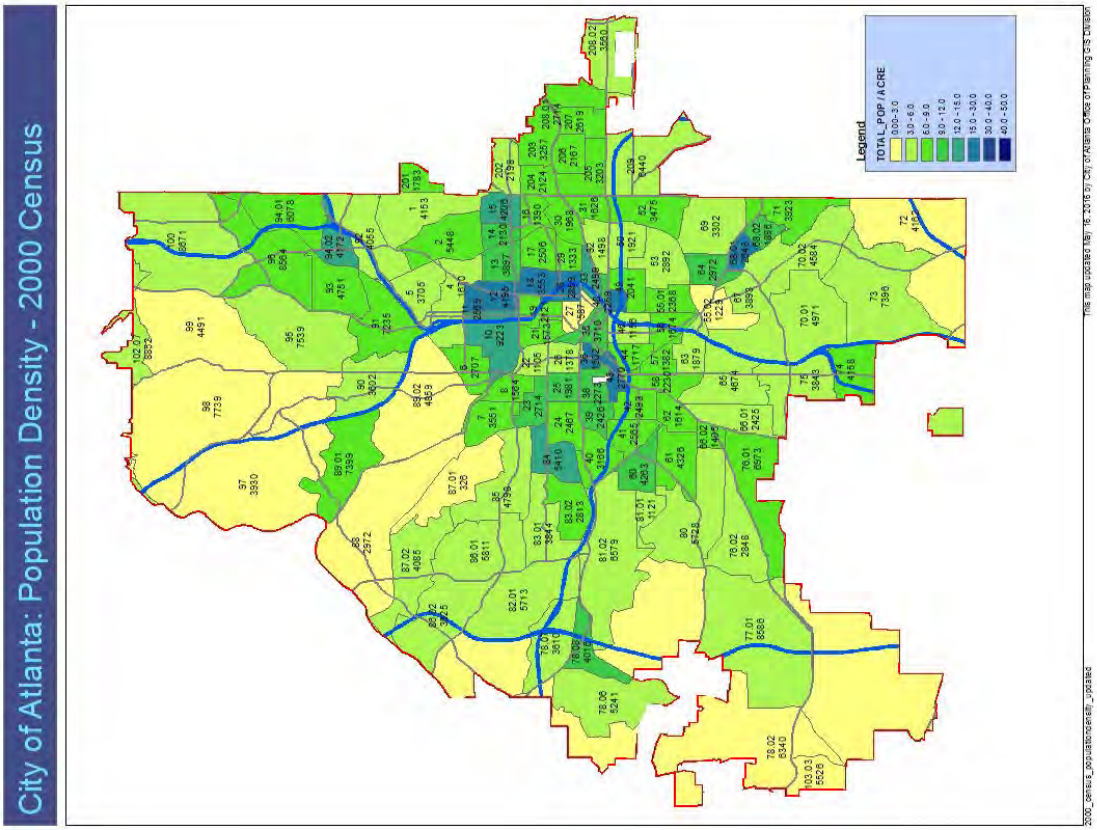


Figure 1-2: City of Atlanta Population Percent Change 1900-2014



Map 1-4:: City of Atlanta 2040 Population Density from ARC 2040 Forecast



Map 1-3: City of Atlanta 2015 Population Density from ARC 2015 Estimate

tion (shown in lighter color) other areas increased in population and became denser (darker in color). In general, the area around Downtown, Midtown and Buckhead increased in population.

Over the next 20 years, the City of Atlanta's population is forecasted to continue growing. The question is by how much? The Atlanta Regional Commission 2040 population forecast for the City of Atlanta is 626,709, an increase of 43% or 189,632 from their 2015 population estimate of 437,077. The 2015 and 2040 Population Density Maps show the change in population by census tract between the 2015 and 2040 ARC population forecasts.

A major factor that affects the population growth is the number and type of housing units constructed. The number of units permitted in the City of Atlanta has increased steadily since 2010. Between 2000 and the beginning of 2016, 89,781 housing units have been permitted (see Table 1-2 and Figure 1-3). Of these, almost 85% are in multi-unit structures. These types of units are attractive to one person households as well as small households. The aging of the population as well as household composition are the two factors that will influence population change in the city.

Table 1-2 City of Atlanta Housing Units Permitted by Type 2000-2016

Unit Type	#	%
Single-Family	12,676	14.1%
2-unit	832	0.9%
3- and 4-unit	275	0.3%
5+ Unit	75,998	84.6%
Total	89,781	

Figure 1- 3: Housing Permits 2000-2016

Age Distribution

Atlanta is a young city, almost 40% of the population is between 20 and 39 years old (Table 1-3). However, the population is aging. The median age is 33.3, an increase from 32.9 in 2010 and 31.9 in 2000. The population pyramid shows the number of people in 5 year increments from 0 to 85+. The blue shows the number of males and red the number of females. Figure 1-4 and Table 1-4 show the change in the percent of the population in 20 year age groups (0-19, 20 to 39, 40 to 59 and 60 to 85+). As a percentage of the total population, the population 0 to 19 has declined by 3.5%, the population 20-39 has increased by 0.5%, the population 40 to 59 has increased by 1% and the population 60 to 85+ has increased by 1.8% between 2000 and 2014.

Table 1-3: City of Atlanta Population by Age -2014

Age	Males	Females	Total	%
0-4	14,163	13,813	27,976	6.3%
5-9	11,305	11,031	22,336	5.1%
10-14	11,257	10,319	21,576	4.9%
15-19	14,294	14,777	29,071	6.6%
20-24	23,383	22,904	46,287	10.5%
25-29	23,008	23,236	46,244	10.5%
30-34	20,309	20,365	40,674	9.2%
35-39	17,481	16,108	33,589	7.6%
40-44	16,578	14,441	31,019	7.0%
45-49	14,626	13,318	27,944	6.3%
50-54	13,134	13,127	26,261	6.0%
55-59	10,927	11,543	22,470	5.1%
60-64	9,533	10,972	20,505	4.7%
65-69	6,236	8,111	14,347	3.3%
70-74	5,316	6,178	11,494	2.6%
75-79	2,890	4,406	7,296	1.7%
80-84	1,891	3,652	5,543	1.3%
85+	1,607	4,402	6,009	1.4%
Total	217,938	222,703	440,641	
Median Age			33.3	

Table 1-4: City of Atlanta Population by Age Group

Age Group	2000	2010	2014
0-19	26.2%	23.3%	22.9%
20-39	37.4%	38.1%	37.9%
40-59	23.4%	24.3%	24.4%
60-85+	13.0%	14.3%	14.8%

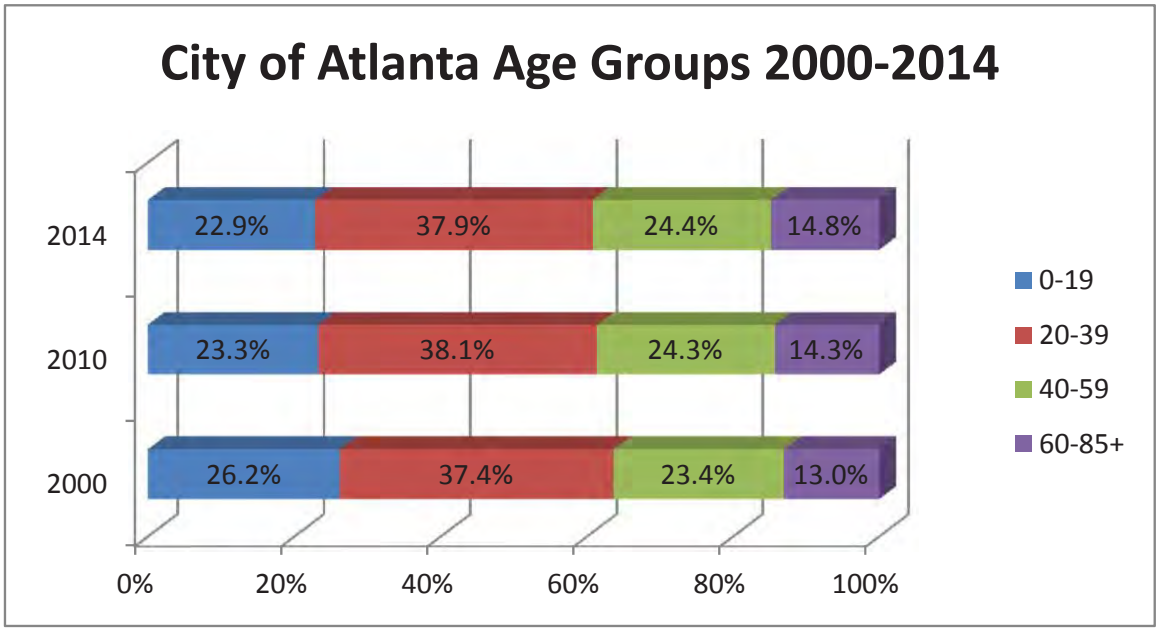


Figure 1-4: Age Groups 2000 to 2014

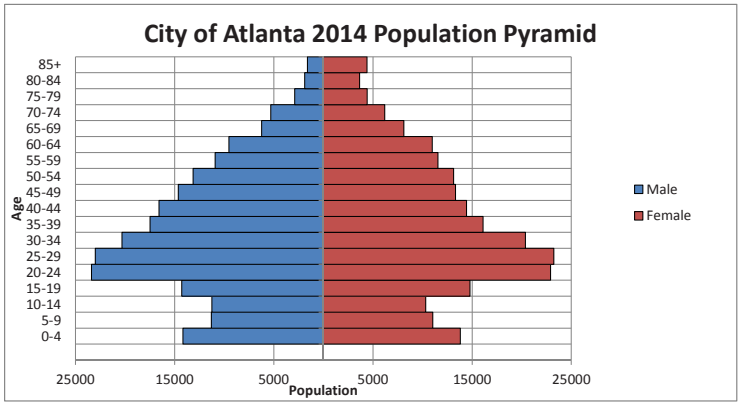


Table 1-5: 2014 City of Atlatna Household Composition		
Household Type	**#**	**%**
Husband and Wife HH	44,523	25%
Male Householder	6,155	3%
Female Householder	28,013	15%
Single Person HH under 65	66,446	37%
Single Person HH over 65	17,805	10%
Other Non-Family HH	18,739	10%
Total	181,681	

Household Composition

Most of the City of Atlanta population (92%) lives in households, while 7% or 30,993 are in group quarters. Almost 60% of the group quarter population lives in student housing.

The 181,681 households in the City of Atlanta are composed of: Husband and Wife households (25%), Male householder (3%), Female householder (15%), Single Person under 65 households (37%), Single Person over 65 households (10%) and Other Non-family households 10% (see Table 1-5 and Figure 1-5). The average household size has decreased from 2.95 in 1970 to 2.25 in 2014. However, the household size has increased from 2.11 in 2010 to 2.25 in 2014 (see Figure 1-6).

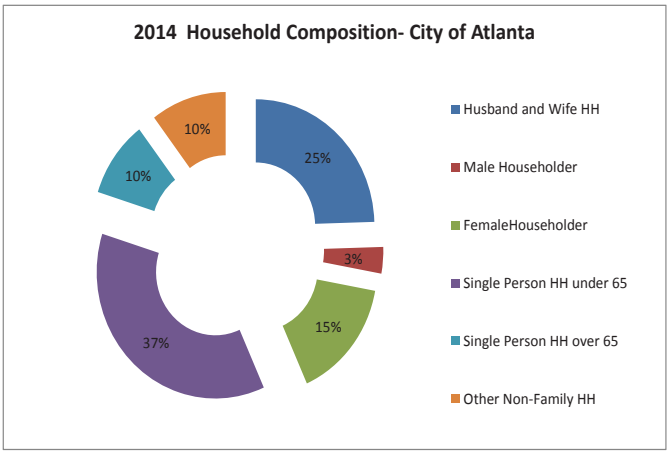


Figure 1-5: 2014 Household Composition

1. POPULATION

Since 2000, the percentage of female headed households has decreased from 21% to 15% in 2014. Single person households have increased from 30% in 2000 to 37% in 2014 (see Figure 1-7). This is one of the factors in declining household size.

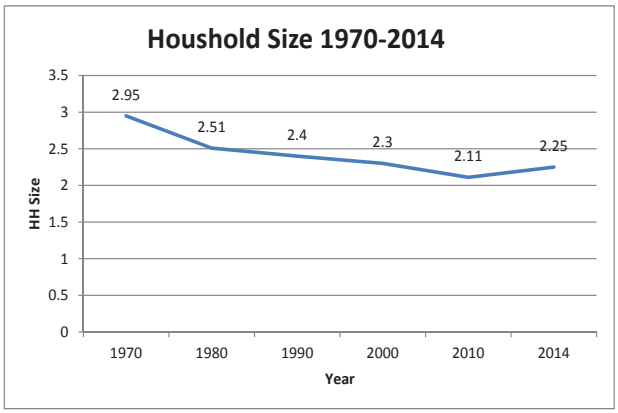


Figure 1-6: Average Household Size

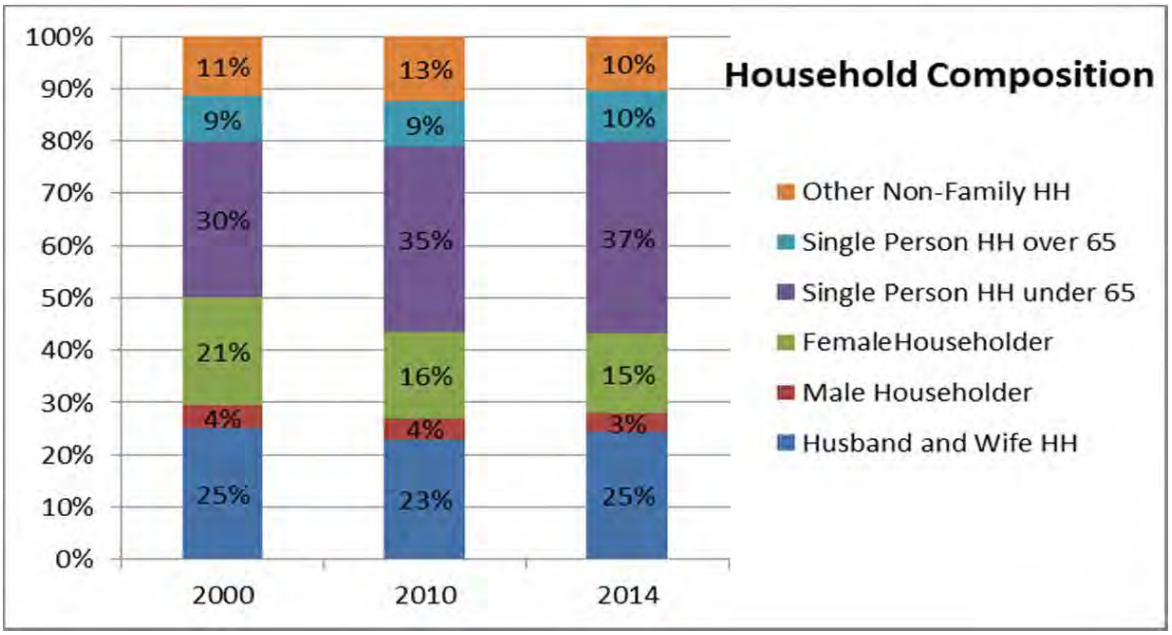


Figure 1-7: Household Composition 2000-2014

Race

The racial composition of the City of Atlanta in 2014 was estimated to be 53% Black, 40% White, 4% Asian, 2% Other and 2% two or more. Five percent of the population is of Hispanic origin (see Table 1-6 and Figure 1-8). The racial composition of the City of Atlanta has fluctuated over the years. Figure 1-9 shows the racial composition of the City of Atlanta from 1900 to 2014. The number of Whites reached its highest number in 1960 with 300,625 and then declined to 122,327 in 1990. The number of African Americans reached its highest number 282,911 in

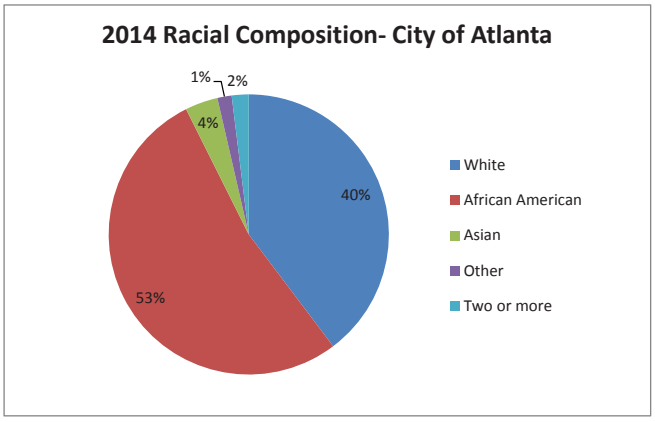


Figure 1-8: 2014 Racial Composition

1980 and then decreased to 226,894 in 2010. In the last five years, the number of whites and African Americans has been increasing.

Table 1-6: City of Atlanta Racial Composition			
Race	**2000**	**2010**	**2014**
White	33.22%	38.36%	39.71%
African American	61.39%	54.02%	52.91%
Asian	1.93%	3.14%	3.78%
Other	2.21%	2.48%	1.65%
Two or more	1.24%	1.99%	1.96%
Hispanic	4.50%	5.20%	5.60%

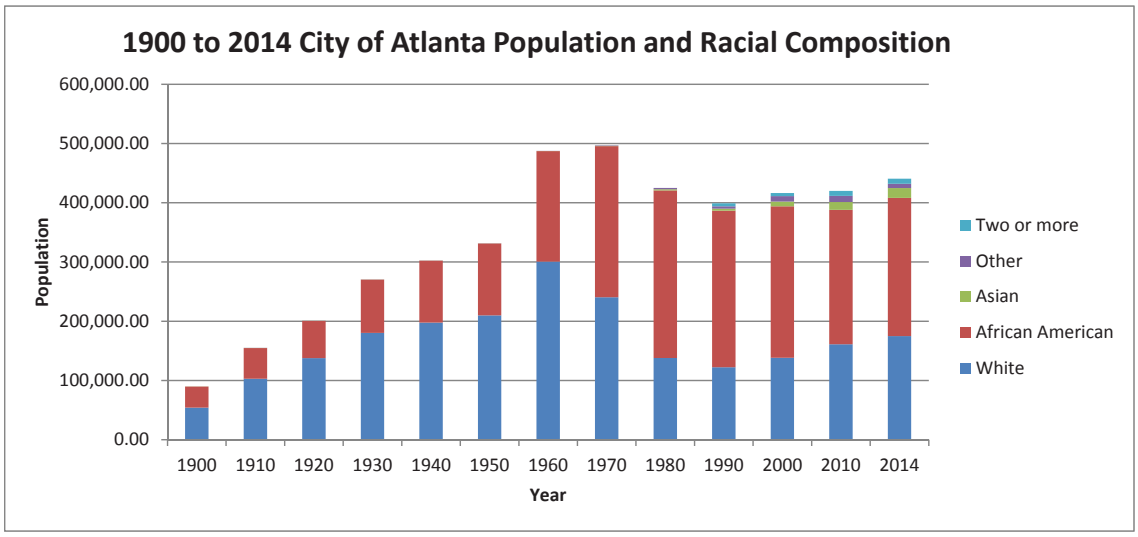


Figure 1-9: Racial Composition 1900-2014

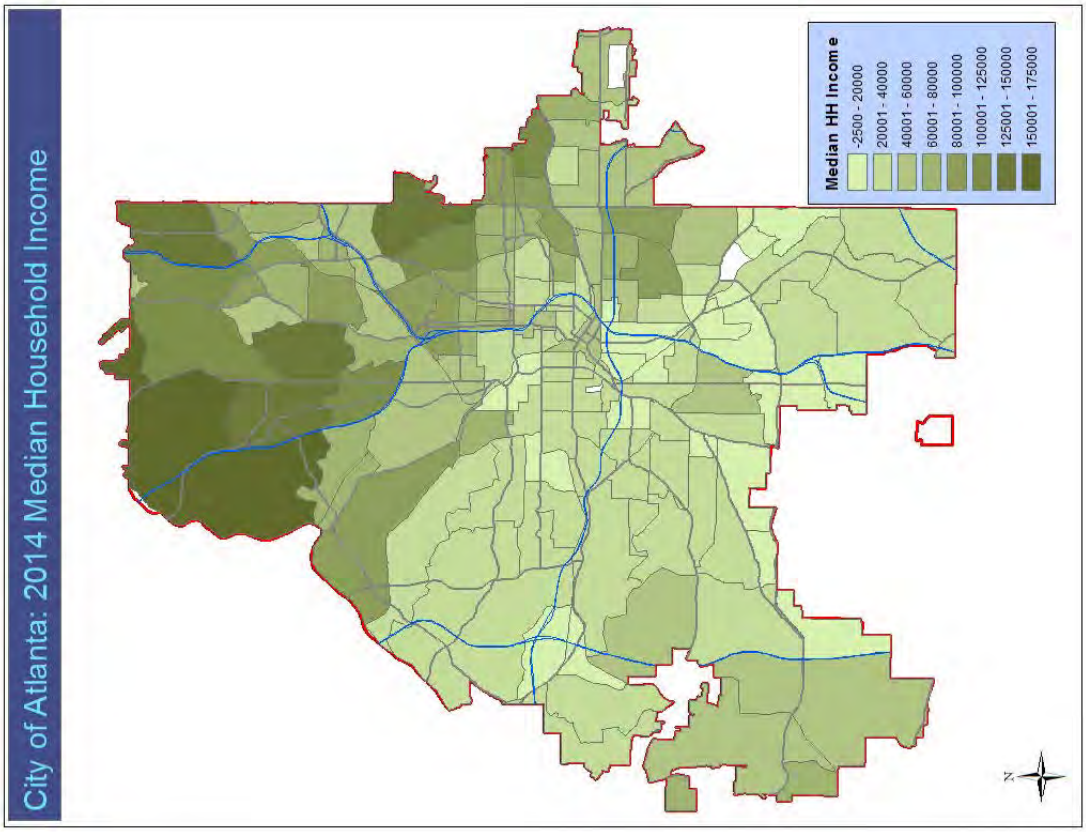
Income

The City of Atlanta 2014 Median Household Income in 2010 was $46,439 a slight increase from the 2010 Median Income of $45,171 but a decrease from the 2009 Median Income of $50,443. Household income varies widely within the City of Atlanta, as shown in Map 1-5. Median Household income also varies by household composition. For example, married couples have a median income of $108,591 while female headed households have a median income of $23,791 (see Table 1-7).

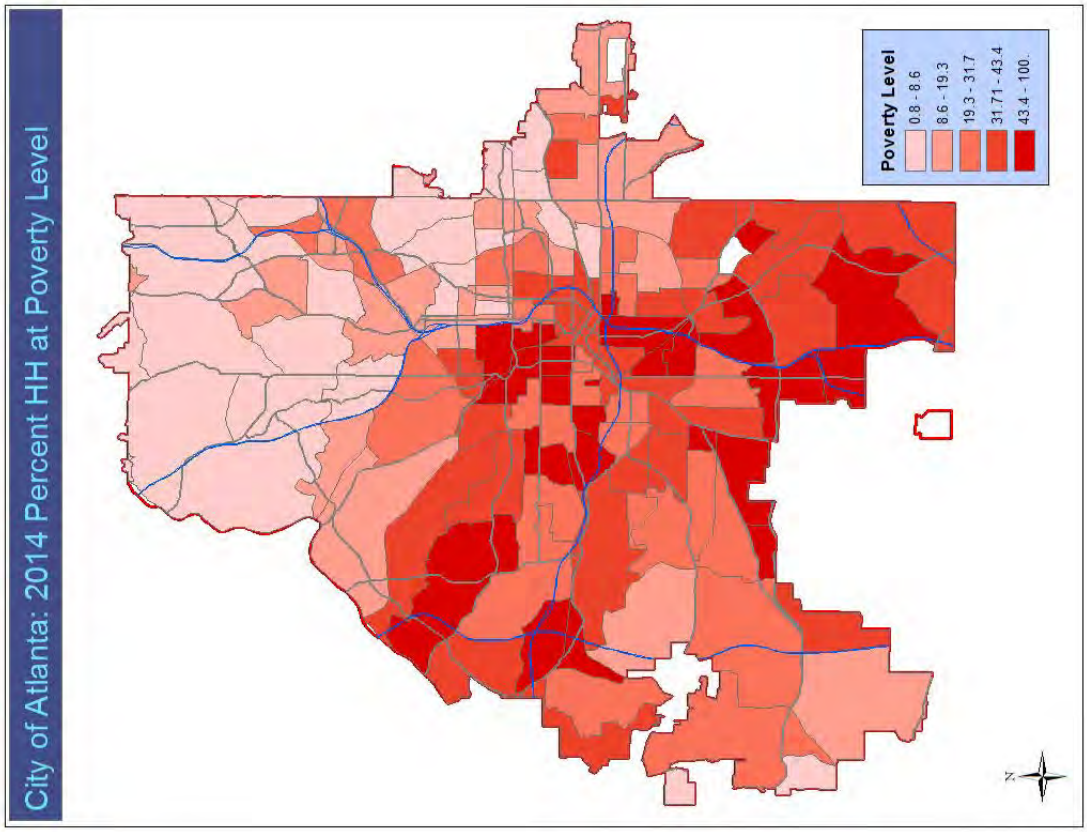
Table 1-7: 2014 City of Atlanta Median Household Income	
Families	**Median Income**
Married-couples	$108,591
Female hh	$23,791
Male hh	$35,376
Nonfamily hh	$39,343
Median hh Income	$46,439

The Poverty Rate has increased 22.6% in 2010 to 25.2% in 2014. The Poverty Rate is much higher for population under 18 (39%), and it is the highest for female headed households with children (53.7%) (Table 1-8). The poverty rate by census tract is shown in Map 1-6.

Table 1-8: City of Atlanta Poverty Rate		
	2010	**2014**
General Population	22.60%	25.20%
People Under 18	35.90%	39.00%
Female hh w/ children	51.20%	53.70%



Map 1-5: Median Household Income in 2014



Map 1-6:Poverty Rate 2014

Needs

- **The City has concentrated areas of poverty. The poverty rate has increased since 2010*.**
- **Some areas of the City have experienced increased growth while others have had very slow growth or a declining population.***
- The City's population is aging. The population over 60 has increased by 11,000 since 2000.
- Atlanta's proportion of population under 20 continues to decline.

Opportunities

- **Work to attract a diverse mix of population - to include singles, couples, children, retires/seniors, empty nesters and families, as well as all ethnic backgrounds and income levels*.**
- **Create policies to encourage and promote growth in areas with slow growth/declining population.***
- **Develop plan to meet the needs of an aging population, provide the ability to age in place in all City Neighborhoods and affordably.***
- City of Atlanta population is forecasted to continue growing.
- Age Friendly Atlanta, part of the AARP Network of Age-Friendly Communities and an affiliate of the World Health Organization's Age-Friendly Cities and Communities programs, will address some of the needs of seniors.

Highest Ranked Needs and Opportunities identified among all Needs and Opportunities

1. POPULATION

2. ECONOMIC DEVELOPMENT

The Economic Development Element of the 2016 Comprehensive Development Plan highlights the economic diversity of the City of Atlanta and provides an assessment of the people, places, and activities that form the base of Atlanta's vibrant economy. Situated at the heart of a dynamic region, the Atlanta Metropolitan Statistical Area (MSA) is the ninth largest in the United States. Atlanta boasts the world's busiest airport and is the headquarters of several Fortune 1000 companies including Coca Cola, Delta, Porsche, Turner Broadcasting, Equifax and PulteGroup. While the Great Recession hit the people of Atlanta hard and several of the City's neighborhoods were ground zero for the foreclosure crisis, recovery has been steady and deliberate efforts to evenly distribute gains have been championed by Atlanta's public and private agencies.

The Economic Development element of the 2016 Comprehensive Development Plan (CDP) illustrates the recent changes that the city's business sector has experienced, as well as highlights both the strengths and the weaknesses within this respective area. The Economic Development element also provides a summary to the city's economic development strategy, which is being executed by Invest Atlanta, the official economic development agency of the city.

Business Employment

In the first quarter of 2015, there were 432,322 jobs in the City of Atlanta, representing 17.5% of the Atlanta MSA's jobs (2.4 million) and 10.8% of the State's jobs (3.9 million) (Table 2-1). Between 2000 and 2010, the City was impacted severely by two national economic downturns. From 2000 to 2010, the City lost 89,637 jobs, or 18.4% (see Figure 2-1). The number of jobs in the City increased by 35,809 jobs, or 9.0%, from 2010 to 2015. During the same time, the number of jobs in the MSA grew by 12.6% and in the State the number of jobs increased by 10.2. The Atlanta Regional Commission forecasts that the number of jobs will increase by 136,284 between 2015 and 2040.

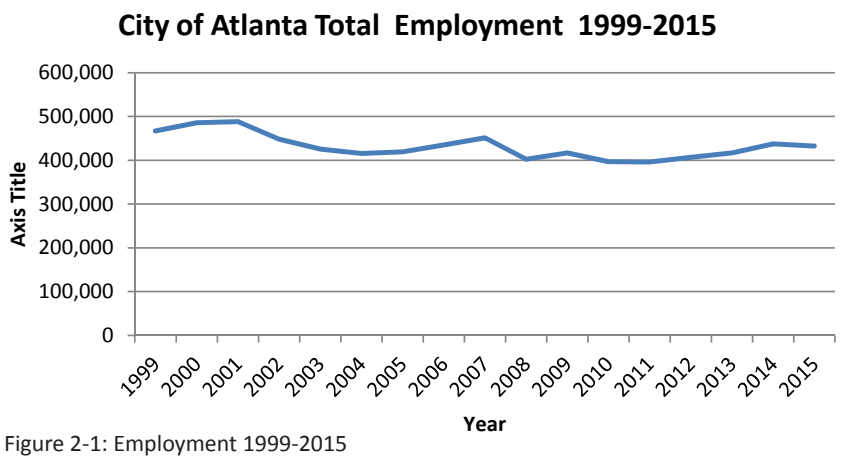


Figure 2-1: Employment 1999-2015

2. ECONOMIC DEVELOPMENT

Table 2-1: Employment in the City Atlanta, Atlanta MSA and the State									
Year	Atlanta	Change	Percent	Atlanta MSA	Change	Percent	Georgia	Change	Percent
2000	486,150			2,278,036			3,780,095		
2001	488,192	2,042	0.4%	2,291,513	13,477	0.6%	3,760,699	-19,396	-0.5%
2002	448,495	-39,697	-8.1%	2,230,255	-61,258	-2.7%	3,689,815	-70,884	-1.9%
2003	425,590	-22,905	-5.1%	2,196,019	-34,236	-1.5%	3,653,588	-36,227	-1.0%
2004	415,382	-10,208	-2.4%	2,220,548	24,529	1.1%	3,716,233	62,645	1.7%
2005	419,120	3,738	0.9%	2,286,026	65,478	2.9%	3,797,981	81,748	2.2%
2006	435,302	16,182	3.9%	2,362,526	76,500	3.3%	3,894,667	96,686	2.5%
2007	451,184	15,882	3.6%	2,387,195	24,669	1.0%	3,941,692	47,025	1.2%
2008	402,352	-48,832	-10.8%	2,364,725	-22,470	-0.9%	3,910,294	-31,398	-0.8%
2009	416,686	14,334	3.6%	2,225,968	-138,757	-5.9%	3,678,043	-232,251	-5.9%
2010	396,513	-20,173	-4.8%	2,188,279	-37,689	-1.7%	3,618,908	-59,135	-1.6%
2011	396,054	-459	-0.1%	2,216,471	28,192	1.3%	3,649,022	30,114	0.8%
2012	407,074	11,020	2.8%	2,262,400	45,929	2.1%	3,710,117	61,095	1.7%
2013	416,733	9,659	2.4%	2,309,084	46,684	2.1%	3,778,980	68,863	1.9%
2014	437,715	20,982	5.0%	2,402,552	93,468	4.0%	3,904,776	125,796	3.3%
2015	432,322	-5,393	-1.2%	2,465,704	63,152	2.6%	3,990,067	85,291	2.2%
Source: QWI, U.S. Census Bureau									

Table 2-2: ARC Employment Forecasts For City of Atlanta			
Year	Total	Change	
2015	489,922		
2040	626,206	136,284	27.8%

Employment by Industry Mix in 2015

The largest number of jobs, 56,831 (13.1%) were in Professional, Scientific and Technical Services, followed by Accommodation and Food Services (45,083 jobs or 10.4%), Health Care and Social Assistance (43,436 jobs, or 10.0%), and Administrative and Support and Waste Management and Remediation Services (36,701 or 8.5 (Table 2-3).

Employment Change by Industry

During the recessions in the 2000s and into 2010s, some employment sectors were impacted more than others. Between 2000 and 2015, the City of Atlanta lost 53,856 jobs. The largest number of jobs lost were in Public Administration (21,011 jobs, or 46%), Manufacturing (12,403 jobs or 46.4%) and Transportation and Warehousing (10,402 jobs or 28%). The industries which saw employment gains were Professional Scientific (11,699 or 25.9%) Educational Services (7,613 or 34.6%) and Accommodation and Food (5,682 or 14.4%) (Tables 2-4 and 2-5 and Figure 2-2).

Employment Change by Industry- Forecast

The City of Atlanta has experienced growth in the business sector in recent years, and as a result of such growth, there has been a steady increase in job creation. According to the ARC employment forecast, prepared for the Region's Plan, between 2015 and 2040 the largest employment gains will be in Health care/Social Assistance (18,350 jobs), Accommodation/food (12,569) and Administrative and Support and Waste Management and Remediation Services (12,242) (see Table 2-6). Maps 2-1 to 2-3 show the employment by Census Tract in 2009, 2015 and 2040.

There have been several large development projects throughout Atlanta, such as Ponce City Market, Buckhead Atlanta and along Georgia Tech and the Atlanta Beltline, and has approved the development of the Civic Center site. Projects such as these are attracting more millennials to the city, and are making the City of Atlanta a more desirable place to live, attracting both new employers, and employees.

Table 2-3: City of Atlanta Employment by Industry between 2000 and 2015								
Sector	**2000 Q1**	**%**	**2005 Q1**	**%**	**2010 Q1**	**%**	**2015 Q1**	**%**
Agriculture, Forestry, Fishing and Hunting	942	0.19%	67	0.02%	32	0.01%	84	0.02%
Mining, Quarrying, and Oil and Gas Extraction	65	0.01%	43	0.01%		0.00%		0.00%
Utilities	1,025	0.21%	1,476	0.35%	2,951	0.74%	2,883	0.67%
Construction	12,405	2.55%	11,343	2.71%	8,317	2.10%	8,852	2.05%
Manufacturing	26,684	5.49%	17,300	4.13%	13,215	3.33%	14,281	3.30%
Wholesale Trade	22,491	4.63%	19,002	4.53%	15,482	3.90%	16,487	3.81%
Retail Trade	30,262	6.22%	29,020	6.92%	24,654	6.22%	28,329	6.55%
Transportation and Warehousing	37,111	7.63%	21,480	5.13%	44,575	11.24%	26,709	6.18%
Information	35,369	7.28%	27,393	6.54%	23,819	6.01%	27,309	6.32%
Finance and Insurance	28,263	5.81%	24,871	5.93%	26,305	6.63%	27,244	6.30%
Real Estate and Rental and Leasing	9,863	2.03%	10,064	2.40%	10,353	2.61%	10,863	2.51%
Professional, Scientific, and Technical Services	45,132	9.28%	43,872	10.47%	47,260	11.92%	56,831	13.15%
Management of Companies and Enterprises	13,980	2.88%	10,949	2.61%	7,997	2.02%	10,789	2.50%
Administrative and Support and Waste Management and Remediation Services	40,033	8.23%	27,979	6.68%	28,713	7.24%	36,701	8.49%
Educational Services	21,997	4.52%	30,293	7.23%	29,660	7.48%	29,610	6.85%
Health Care and Social Assistance	50,984	10.49%	32,549	7.77%	37,276	9.40%	43,436	10.05%
Arts, Entertainment, and Recreation	5,217	1.07%	6,565	1.57%	6,593	1.66%	7,498	1.73%
Accommodation and Food Services	39,401	8.10%	38,189	9.11%	37,156	9.37%	45,083	10.43%
Other Services (except Public Administration)	17,285	3.56%	13,913	3.32%	12,062	3.04%	13,575	3.14%
Public Administration	47,639	9.80%	52,753	12.59%	20,072	5.06%	25,728	5.95%
Total	486,148		419,121		396,492		432,292	

Table 2-5: Sector with Highest Losses and Gains in employment 2000-2015		
Sector	**Jobs change**	**Percent**
Public Administration	-21,911	-45.90%
Manufacturing	-12,403	-46.40%
Transp &warehousing	-10,402	-28%
Professional & Scientific	11,699	25.90%
Educational Services	7,613	34.60%
Accomodation and Food	5,682	14.40%

Table 2-4: City of Atlanta Change in Employment by Industry between 2000 and 2015				
Sector	**00-05**	**05-10**	**10-15**	**00-15**
Agriculture, Forestry, Fishing and Hunting	-875	-35	52	-858
Mining, Quarrying, and Oil and Gas Extraction	-22	-43	0	-65
Utilities	451	1475	-68	1858
Construction	-1062	-3026	535	-3553
Manufacturing	-9384	-4085	1066	-12403
Wholesale Trade	-3489	-3520	1005	-6004
Retail Trade	-1242	-4366	3675	-1933
Transportation and Warehousing	-15631	23095	-17866	-10402
Information	-7976	-3574	3490	-8060
Finance and Insurance	-3392	1434	939	-1019
Real Estate and Rental and Leasing	201	289	510	1000
Professional, Scientific, and Technical Services	-1260	3388	9571	11699
Management of Companies and Enterprises	-3031	-2952	2792	-3191
Administrative and Support and Waste Managemen	-12054	734	7988	-3332
Educational Services	8296	-633	-50	7613
Health Care and Social Assistance	-18435	4727	6160	-7548
Arts, Entertainment, and Recreation	1348	28	905	2281
Accommodation and Food Services	-1212	-1033	7927	5682
Other Services (except Public Administration)	-3372	-1851	1513	-3710
Public Administration	5114	-32681	5656	-21911
Total	-67027	-22629	35800	-53856

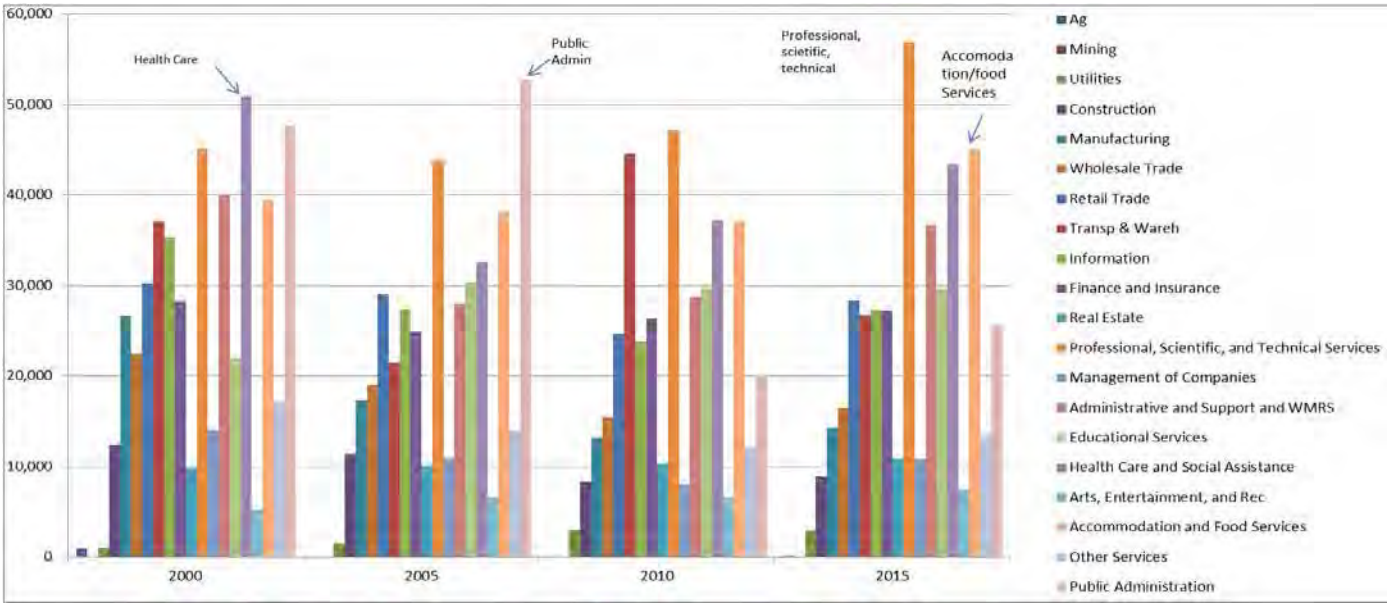
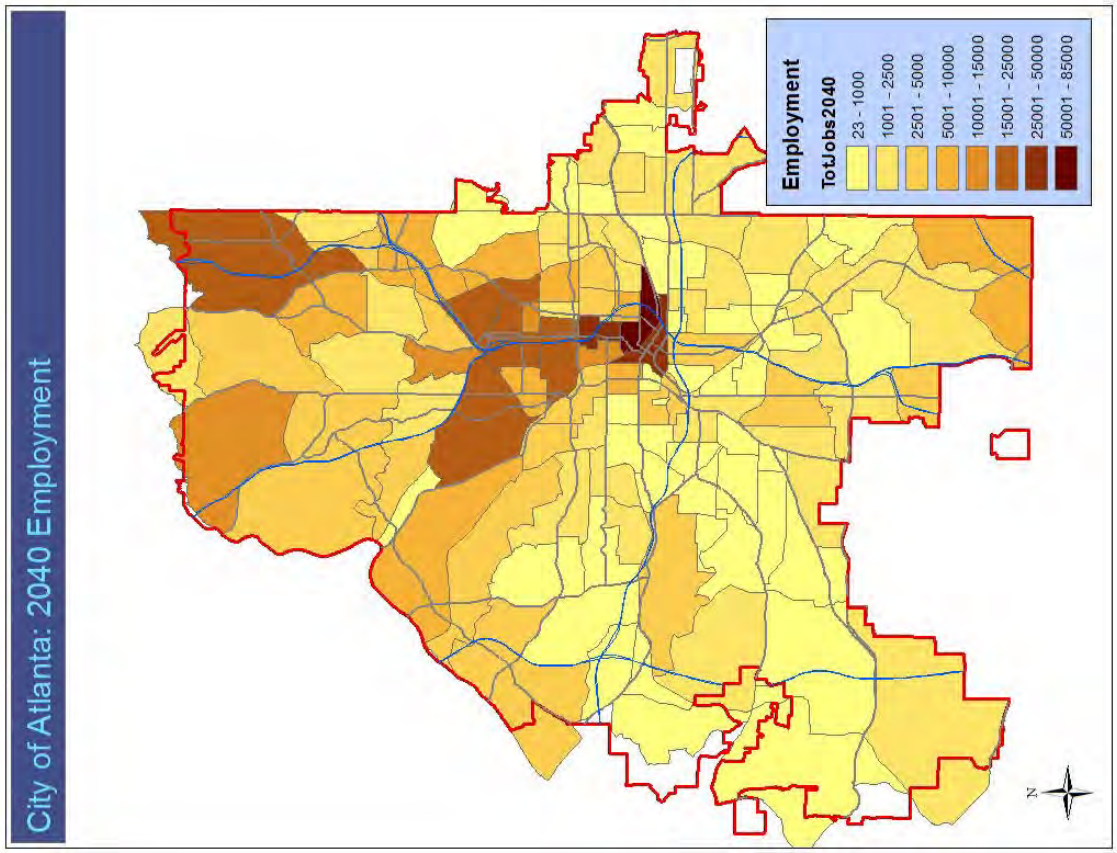
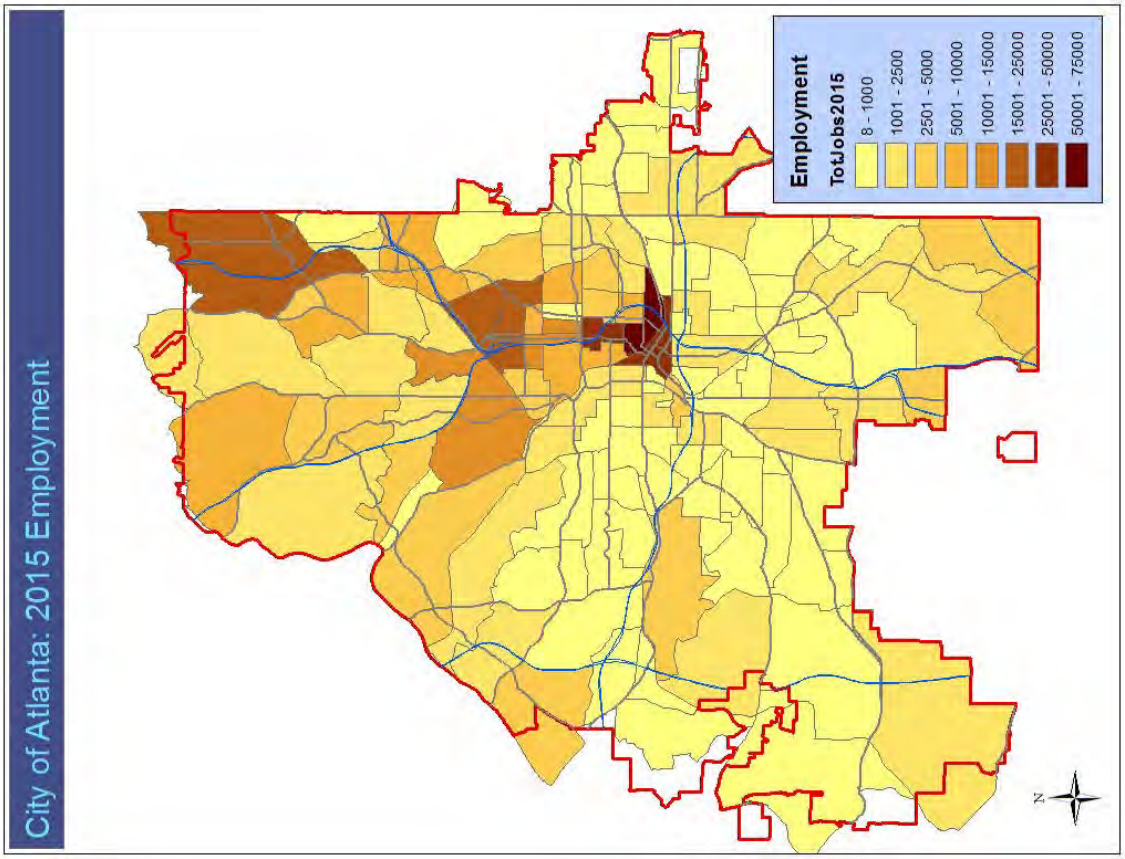


Figure 2-2: Employmemt Change by Industry 2000 to 2015



Map 2-2: 2040 Employment by Census Tract



Map 2-1: 2015 Employment by Census Tract

Table 2-6: ARC Employment Change 2015-2040	
Sector	**Change in employment**
Ag, forest, fish	-11
Mining, extraction	52
Utilities	-654
Construction	5,574
Manufacturing	506
Wholesale Trade	3,039
Retail jobs	5,424
inance & Ins	4,708
Real estate	6,982
Prof/Science/technical	10,558
Mgmt of companies	1,696
Admin support/Waste	12,242
Education jobs	9,458
Health care/Social Asst	18,350
Arts/Entertainment	1,498
Accommodation/food	12,569
Other services	2,159
Public Admin	3,944

Labor Force

The following section describes the characteristics of the Atlanta labor force. The labor force consists of Atlanta residents who are working or seeking employment. For the period from 2006 to 2015, this section describes the changes in the labor force, employment, unemployment and the unemployment rate. Data on the labor force, employment and unemployment is from the US Bureau of Labor Statistics.

Change in Atlanta Labor Force, Employment and Unemployment

- Labor Force – In 2015, there were 233,306 residents of Atlanta in the labor force, an increase of 12,402, or 5.6% from 2006, when there were 220,904 people in the labor force. On average, there was a 0.6% increase in the labor force each year from 2006 to 2015.

- Employment – In 2015, the number of Atlanta residents employed was 218,702 persons, which represents an increase of 10,586 from 2006 when there were 208,116 Atlanta residents employed. This is an overall growth rate of 5.1% over the period and an average annual growth rate of 0.6%.

- Unemployment – In 2015, the number Atlanta residents in the labor force who were unemployed was 14,604, an increase of 1,816, or 14.2%, from 2006 when there were 12,788 unemployed residents. Unemployment increased in 2008 and 2009 during the Great Recession but has decreased each year since 2010.

- Unemployment Rate – In 2015, the annual unemployment rate was 6.3%, which is an 8.6% increase from the 2006 unemployment rate of 5.8%. However, the rate has decreased each year since 2011.

Over the period from 2006 to 2015, the City's employed labor force increased at a pace similar to the Atlanta labor force overall (see Table 2-7). The overall increase in unemployment is primarily the result of the spike in unemployment that occurred in 2008 and 2009 during the Great Recession. However, unemployment has been decreasing each year since 2010. In a regional context, Atlanta's unemployment rate has been consistently higher than the Atlanta MSA, the State and the nation as a whole. (See table 2-8)

Table 2-7: Average Annual Labor Force, Employment, Unemployment and Unemployment Rate, City of Atlanta 2006-2015												
	Labor Force			Employment			Unemployment			Unemployment Rate		
Year	Annual Average	Change	% Change	Annual Average	Change	% Change	Annual Average	Change	% Change	Annual Average	Change	% Change
2000	203,109			193,099			10,010			4.9		
2001	207,863	4,754	2.30%	195,637	2,538	1.30%	12,226	2,216	22.10%	5.9	1	20.40%
2002	210,271	2,408	1.20%	193,729	-1,908	-1.00%	16,542	4,316	35.30%	7.9	2	33.90%
2003	209,533	-738	-0.40%	193,506	-223	-0.10%	16,027	-515	-3.10%	7.6	-0.3	-3.80%
2004	211,672	2,139	1.00%	195,962	2,456	1.30%	15,710	-317	-2.00%	7.4	-0.2	-2.60%
2005	218,037	6,365	3.00%	203,654	7,692	3.90%	14,383	-1,327	-8.40%	6.6	-0.8	-10.80%
2006	220,904			208,116			12,788			5.8		
2007	236,415	15,511	7.02%	223,667	15,551	7.47%	12,748	-40	-0.31%	5.4	-0.4	-6.90%
2008	244,048	7,633	3.23%	226,869	3,202	1.43%	17,179	4,431	34.76%	7	1.6	29.63%
2009	235,948	-8,100	-3.32%	210,489	-16,380	-7.22%	25,459	8,280	48.20%	10.8	3.8	54.29%
2010	220,591	-15,357	-6.51%	195,717	-14,772	-7.02%	24,874	-585	-2.30%	11.3	0.5	4.63%
2011	225,819	5,228	2.37%	201,030	5,313	2.71%	24,789	-85	-0.34%	11	-0.3	-2.65%
2012	230,922	5,103	2.26%	208,212	7,182	3.57%	22,710	-2,079	-8.39%	9.8	-1.2	-10.91%
2013	230,128	-794	-0.34%	209,925	1,713	0.82%	20,203	-2,507	-11.04%	8.8	-1	-10.20%
2014	231,570	1,442	0.63%	213,969	4,044	1.93%	17,601	-2,602	-12.88%	7.6	-1.2	-13.64%
2015	233,306	1,736	0.75%	218,702	4,733	2.21%	14,604	-2,997	-17.03%	6.3	-1.3	-17.11%
Total Change		**12,402**	**5.61%**		**10,586**	**5.09%**		**1,816**	**14.20%**		**0.5**	**8.62%**
CAGR			**0.61%**			**0.55%**			**1.49%**			**0.92%**

Source: US Bureau of Labor Statistics, Local Area Unemployment Statistics

Table 2-8: Average Annual Unemployment Rate, City of Atlanta Atlanta MSA, Georgia and US 2006-2015				
Year	City of Atlanta	Atlanta MSA	Georgia	US
2000	4.9	3.1	3.5	4
2001	5.9	3.6	4	4.7
2002	7.9	4.9	4.8	5.8
2003	7.6	4.8	4.8	6
2004	7.4	4.7	4.7	5.5
2005	6.6	5.3	5.2	5.1
2006	5.8	4.6	4.7	4.6
2007	5.4	4.5	4.6	4.6
2008	7	6.2	6.2	5.8
2009	10.8	9.6	9.6	9.3
2010	11.3	10.3	10.5	9.6
2011	11	9.9	10.2	8.9
2012	9.8	8.8	9.2	8.1
2013	8.8	7.8	8.2	7.4
2014	7.6	6.7	7.1	6.2
2015	6.3	5.6	5.9	5.3

(CPS); State, MSA, and City: Local Area Unemployment Statistics

Table 2-9: Occupation for the City of Atlanta Employed Population 16 Years+				
Occupation	2010	%	2014	%
Management, business, science, and arts	94,789	47.5%	104,412	50.7%
Service occupations	30,673	15.4%	31,337	15.2%
Sales and office occupations	47,902	24.0%	47,451	23.1%
Natural resources, construction, and maintenance occupations	10,687	5.4%	7,688	3.7%
Production, transportation, and material moving occupations	15,618	7.8%	14,901	7.2%
Civilian employed population 16 years and over	199,669		205,789	

Characteristics of the Atlanta Labor Force –Occupation

According to the 2000-2014 America Community Survey, in 2014, there were 205,789 employed residents in the City of Atlanta. Of these residents, 50.7% were employed in Management, Professional and Related occupations. The second highest proportion of residents, 23.1%, worked in Sales and Office occupations, (see Table 2-10) Only 3.7% of Atlanta workers were employed in Construction and Maintenance occupations and 7.2% were employed in Production and Transportation occupations. In addition, of the employed residents in the City of Atlanta, 21% work in educational services, and health care, 19.7% work in professional, scientific, and management, and administrative and waste management services and 11.2% work in Arts, entertainment, and recreation, and accommodation and food services.

2-10: Employment Industry for the City of Atlanta Employed Population		
Industry	Number	Percent
Civilian employed population 16 years and over	205,789	
Agriculture, forestry, fishing and hunting, and mining	414	0.20%
Construction	6,207	3.02%
Manufacturing	10,521	5.11%
Wholesale trade	5,545	2.69%
Retail trade	20,448	9.94%
Transportation and warehousing, and utilities	11,148	5.42%
Information	8,413	4.09%
Finance and insurance, and real estate and rental and leasing	16,720	8.12%
Professional, scientific, and management, and administrative and waste management services	40,500	19.68%
Educational services, and health care and social assistance	44,458	21.60%
Arts, entertainment, and recreation, and accommodation and food services	23,138	11.24%
Other services, except public administration	9,697	4.71%
Public administration	8,580	4.17%

Commuting Patterns in the City of Atlanta

According to the US Census, in 2008 there were 171,292 persons in the City of Atlanta labor force. Of those persons, 71,270, or 41.6%, worked in the City of Atlanta. An additional 12.8% worked in Fulton County (excluding Atlanta), 14.2% worked in DeKalb County and 20.2% worked in the other first ring suburban counties (Cobb, Gwinnett, and Clayton). The remaining 11.1% worked in outlying counties. According to the Census, in 2014 there were 181,347 persons in the city of Atlanta labor force. Of those, 76,936, or 42.4%, worked in the City of Atlanta. An additional 12.9% worked elsewhere in Fulton County (excluding Atlanta), 14.1% worked in DeKalb County and 19.1% worked in the other first ring suburban counties (Cobb, Gwinnett, and Clayton). The remaining 11.4% worked in outlying counties. Previously (between 2002 and 2008), Atlanta residents were increasingly commuting outside of the City for work, with 54.8% working outside of the City in 2002 and 58.4% working outside of the City in 2008. However, this trend has not continued in 2014 in which 57.6% of Atlanta residents worked outside of the City (see Table 2-11 and Figure 2-3).

Commuting Patterns of the Atlanta Workforce

In 2014, only 17.1% of jobs in the City of Atlanta were held by residents of the City of Atlanta, a decrease from 2008 when 18.3% of Atlanta jobs were held by City of Atlanta residents. In 2008, 19.8% of Atlanta jobs were held by residents from DeKalb County, decreasing to 18.0% in 2014. In 2008, 12.7% of Atlanta jobs were held by residents from Cobb County, and this percent has remained about the same with 12.6% in 2014. In 2008, 10.3% of Atlanta workers lived elsewhere in Fulton County, decreasing to 9.6% in 2014. The percentage of Atlanta workers who commuted from "other locations" (beyond the "core" five counties) increased from 24.7% in 2008 to 29.1% in 2014 (see Table 2-12).

Table 2-11: Where Atlanta Residents Work 2002, 2008 & 2014

	2002		2008		2014	
All Working Residents	**173,046**		**171,292**		**181,347**	
Work in Atlanta	**78,301**	**45.20%**	**71,270**	**41.60%**	**76,936**	**42.42%**
Work Elsewhere	**94,745**	**54.80%**	**100,022**	**58.40%**	**104,411**	**57.58%**
Balance of Fulton Co	23,221	13.40%	21,890	12.80%	23,456	12.93%
DeKalb County	25,680	14.80%	24,383	14.20%	25,539	14.08%
Cobb County	15,686	9.10%	16,866	9.80%	18,689	10.31%
Gwinnett County	9,177	5.30%	9,116	5.30%	9,682	5.34%
Clayton County	7,746	4.50%	8,670	5.10%	6,318	3.48%
All other Locations	13,235	7.60%	19,097	11.10%	20,727	11.43%

Source: US Census, On the Map

Table 2-12: Where Atlanta Workers Live

	2002		2008		2014	
All Workers	**400,530**		**388,747**		**448,939**	
Live in Atlanta	**78,301**	**19.50%**	**71,270**	**18.30%**	**76,936**	**17.14%**
Live Elsewhere	**322,229**	**80.50%**	**317,477**	**81.70%**	**372,003**	**82.86%**
Balance of Fulton Co	32,779	8.20%	39,989	10.30%	43,025	9.58%
DeKalb County, GA	87,061	21.70%	76,932	19.80%	80,934	18.03%
Cobb County	46,753	11.70%	49,279	12.70%	56,657	12.62%
Gwinnett County	31,492	7.90%	33,525	8.60%	38,167	8.50%
Clayton County	22,956	5.70%	21,800	5.60%	22,631	5.04%
All other Locations	101,188	25.30%	95,952	24.70%	130,589	29.09%

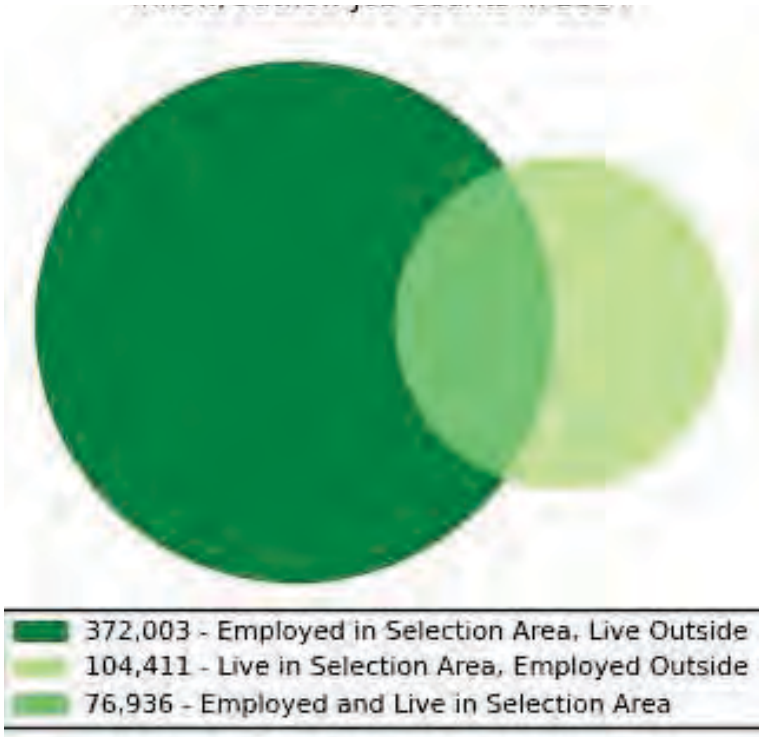


Figure 2-3: Atlanta workforce location of residence

Economic Development Strategies

Metro Atlanta Regional Economic Competitiveness Strategy

A Comprehensive Economic Development Strategy (CEDS) is a strategy-driven plan for regional economic development meeting the guidelines of the US Economic Development Administration (EDA). As the regional planning organization responsible for developing and maintaining the CEDS, the Atlanta Regional Commission (ARC) has developed the Metro Atlanta Regional Economic Competitiveness Strategy, which fulfills the EDA requirements. The five-year strategy was last updated in 2012. It includes the following objectives for economic development in metro Atlanta:

Educated:

- Elevate public education to the top of our local, regional, and state funding and public policy priorities
- Integrate best practices and innovative new programs into pre-k-12 classrooms throughout the region.
- Adequately prepare the region's students and workers for 21st century skills and careers.
- Retain the best and brightest graduates from our region's institutions of higher education.

Prosperous:

- Support the growth of existing businesses in metro Atlanta.
- Effectively promote metro Atlanta as a place to live, work, visit, and do business in a coordinated and cohesive manner.
- Advance public policies that make metro Atlanta and the state of Georgia more attractive and competitive places to do business.
- Invest in physical and social infrastructure that supports economic competitiveness.

Innovative:

- Attract and nurture new startup enterprises.
- Establish metro Atlanta as a top five market for academic research, innovation, and commercialization in the United States.
- Improve capital access and incentives for innovation at the regional and state level.

Livable:

- Develop neighborhoods, downtowns, and activity centers that are attractive to existing and potential future residents.
- Adequately prepare communities for the demands of an aging population.

Invest Atlanta's "Without Limits" Economic Development Strategy

Without Limits is a three pillar strategy being implemented by Invest Atlanta to achieve a resurgent economy. The three pillars of the strategy are comprised of solidifying fundamentals, fostering innovation and entrepreneurship, and attracting, retaining and growing investment. In an effort to build on strengths and mitigate weaknesses, Mayor Kasim Reed, Chair of Invest Atlanta, commissioned this Economic Development Strategy. It builds on previous efforts, notably including a 2004 plan called the "New Century Economic Development Plan," conceived as an impetus to focus City government on supporting business growth and development. That Plan contained a set of specific action items; a 2007 audit by the City of Atlanta's City Auditor's Office concluded that the City had completed half the action items and was progressing well on the remainder. In addition, this strategy builds upon and provides a framework for advancing the goals detailed in other economic development plans, such as the Atlanta Regional Commission's (ARC's) Regional Economic Competitiveness Strategy, ARC's Livable Center Initiative, and the City of Atlanta's Strategic Community Investment Report. Seeking to build on this progress, Mayor Reed convened a steering committee to guide this effort. It was comprised of representatives from the Atlanta BeltLine Inc., Central Atlanta Progress, the Atlanta Housing Authority, Georgia Power, Invest Atlanta and constituencies from around Atlanta. The result of their work and that of the Invest Atlanta staff and their consultants is "Without Limits."

As with the New Century Economic Development Plan of ten years ago, this strategy contemplates setting the stage for concrete, implementation-oriented plans. Its principal aim is to focus public and private entities throughout the city on what needs to be done in order to achieve sustainable economic growth and maintain Atlanta's global competitiveness. Success in constructing the three pillars of the strategy and implementing the recommendations that compose each pillar will require building a broad collaboration to enhance Atlanta's economic future. Deeper analysis and focused action plans will be required. This strategy outlines where the city wants to go and describes why those aspirations are plausible. Subsequent plans will develop specific and measurable steps needed to get there. This strategy also sets the stage for creating jobs, enhancing Atlanta's competitiveness, and sustaining growth. While Atlanta is well-positioned to compete in the global economy and provide opportunities for its citizens, it continues to face challenges that limit its ability to leverage its strong advantages.

Progress is underway, and the City is making great strides in addressing these challenges. However, further action, as outlined in the three pillars and 12 recommendations described in this strategy, is necessary to advance Atlanta's economic growth. This strategy also calls upon the City and its public and private partners to create actionable plans with concrete initiatives and performance metrics by which their progress can be judged. A sample of such performance measurement metrics can be found in Appendix A. Through their input and collaboration in creating this strategy, the City and its partners can begin the implementation of these efforts with a shared vision for economic development. Successful execution will require effective leadership, expanded funding, and strong governance. The City and Invest Atlanta will fulfill many of these functions. The recently convened Focus on Results Atlanta (FOR Atlanta) housed in the Mayor's Chief Operating Office provides a platform for organizing and supporting implementation, providing expertise in enabling strategic thinking, designing pilot projects, and measuring performance. A well-equipped City, in combination with the resources of other supportive entities, will ensure thoroughness and efficiency in responding to the strategy and achieving results.

2. ECONOMIC DEVELOPMENT

Effectiveness of Local Economic Development Agencies, Programs and Tools

Invest Atlanta 2015 Impact

- Invest Atlanta's investments of nearly $66.4M helped to leverage over $1B in private money.
- Facilitated 7,070 direct jobs and 6,239 indirect and induced jobs.
- Supported $3B in total economic impact.
- Generated over $96.9M in state and local taxes.

IA Business Retention and Expansion 2015

- 300+ business visits conducted
- 95% of business owners would recommend Atlanta to start, locate or expand a business

Business Attraction and Expansion

- 49 projects closed
- 37 opportunity zone certifications facilitated
- 7,070 new full-time jobs
- 13,302 total jobs
- $4.5 million – Invest Atlanta financial support
- $3 billion total economic output

Small Business Programs

- Hosted 27 financing sessions and provided consolations to 1,170 small businesses throughout the City of Atlanta.
- Approved 24 loans and closed 21 loans in 2015.
- 440 people attended informational workshops.
- 1,170 businesses benefited from business consultation in total project costs.

2014 Results	2015 Results	2016 Goals
3,470 Direct Jobs	7,070 Direct Jobs	4,000 Direct Jobs
$183M Capital Investment	$761M Capital Investment	$500M Capital Investment

Needs and Opportunities

Needs

- **There is a lack of grocery stores and basic retail services in many areas of the City***
- **There are blighted neighborhood commercial districts, commercial and industrial corridors and districts. Many of these areas have the wrong type of retail.****
- **3 out 5 working Atlantans leave the city for work while 4 out 5 workers in Atlanta come from elsewhere.****
- Revitalization of key business districts such as downtown, the Ralph David Abernathy corridor, Southside Industrial Park, and North Ave.
- Increase in low-skilled jobs, such as basic manufacturing. A void in employment exists here, and the City has a need for basic-skilled labor.
- Atlanta has a high share of high skill jobs and low wage jobs but a low share of jobs in middle wage industries.
- A high percentage of residents have a college degree. At the same time, high percentage of residents only have a high school diploma or lack a high school diploma.
- Quality of life in the City needs to be improved to support recruitment and retention of firms.
- The City has not gained all of the jobs it has lost since 2000.
- Improve access to workforce training and educational opportunities within urban core.
- Limited funding for small business enterprises besides federal funds.
- Provide more incentives and resources outside of TADs for commercial corridor redevelopment.

Opportunities

- **Partner with Atlanta Public Schools to create a neighborhood-based educational system that can become a key asset in attracting residents to live and work in Atlanta. ***
- **Focus on neighborhood economic development - rehabilitation and investment in neighborhood commercial districts and work to attract grocery stores and basic retail in targeted areas.***

2. ECONOMIC DEVELOPMENT

- Leverage Atlanta's new developments geared towards livability to attract top talent and business.
- Align the tax regime to address the fundamental needs of the city – By taking a more active role in identifying and supporting significant transformational projects, the City can position the TAD programs to address comprehensive, place-based strategies for economic development.
- Promote more entrepreneurial connections and create an ecosystem where entrepreneurs and startups have the resources that they need to grow.
- Through collaboration with the City's educational institutions, provide job readiness skills, skills training and career-based educational services to train and prepare the City's workforce for tomorrow's economy.
- Enhance the role of the City as the hub for regional transit and other transportation networks to allow the easy access to jobs and commerce that are the lifeblood of the city.
- Atlanta has a diversified economy. Atlanta is a regional and national serving economy for Film, Tourism, Higher Education, Sports and Entertainment and through Hartsfield-Jackson Atlanta International Airport and its supported industries- freight, logistics and cargo transportation.
- Tax Allocation Districts (TAD) play an important role in helping revitalize priority economic development corridors and redevelopment areas.
- Concentration of colleges, universities, research institutions will promote innovation, research, jobs and attract a talented and well educated workforce.
- The City of Atlanta is still the premiere job center for the Atlanta MSA and the state of Georgia.
- Develop retail / redevelopment assessment and implementation strategies for corridors.

Highest Ranked Needs and Opportunities identified among all Needs and Opportunities

****Highest Ranked among Economic Development Needs and Opportunities***

3. HOUSING

The Housing Element of the 2016 Comprehensive Development Plan (CDP) aims to give an assessment of the adequacy and suitability of Atlanta's existing housing stock as well as highlight characteristics, trends, and the needs and opportunities of the City's housing market. Moreover, the Housing Element provides a summary of the chief policy and implementation documents and resources utilized by the City and its partners. It also provides at summary of the housing programs and initiatives administered by the Atlanta Housing Authority and the Office of Planning in the Department of Planning and Community Development.

The City of Atlanta is the recipient of four annual entitlement grants from the U.S. Department of Housing and Urban Development (HUD) and is a designated Entitlement Community. As an Entitlement Community, the City is required to complete a comprehensive 5-year Consolidated Plan. The 2015-2019 Consolidated Plan identifies housing and community development priorities that inform the allocation of grant funds and was incorporated into the CDP upon its completion in 2014. In conjunction with the 2015-2019 Consolidated Plan, the Housing Strategy for the City of Atlanta (2015), the Strategic Community Investment report (2013) and Unsheltered No More (2012) collectively express the City's efforts to address its housing needs and opportunities.

The City of Atlanta faces many challenges regarding housing from affordability and cost-burdened households to high concentrations of vacant and abandoned properties. Atlanta continues to see recovery in the housing market after the devastation of the foreclosure and housing crisis. However, the rebound has been uneven and a fair amount of the new housing stock remains unaffordable to many of the City's more vulnerable residents. The City has been aggressive and innovative in its approach to meeting these needs and to identifying opportunities to leverage its assets.

Housing Characteristics

Housing Types: According to the 2010-2014 American Community Survey (ACS), the City of Atlanta has 226,741 housing units. The number of housing units in the City of Atlanta grew by 21.3% or 39,743 units from 2000 to 2014. Approximately 45.1% are single-family residential housing units, multi-family units of 20 or more make up 29.2% of the housing units, and duplex and multi-family developments with 3 to 19 units making up the balance 25.75 of the housing stock (Table 3-1 and Figure 3-1 show a breakdown of housing units by type including their number and proportion). The most significant changes in the past decade and a half are both the decrease in duplexes and 3 or 4 unit housing types (down 19.7% and 30.4% respectively) and the 67.5% increase in multi-family housing with 20 or more units. As will be noted in the following sections, these changes have put increased pressure on affordability as the bulk of the new housing stock has been market rate or luxury multi-family housing. Units identified

Table 3-1: Types of Housing Units in the City of Atlanta						
Type of Housing Unit	2000		2010		2014	
	Number	Percent	Number	Percent	Number	Percent
Single Unit, Attached and Detached	87,165	46.6%	103,337	45.9%	102,197	45.1%
Duplex	7,871	4.2%	7,166	3.2%	6,321	2.8%
3 or 4 units	14,358	7.7%	10,448	4.6%	9,995	4.4%
5 to 9 units	19,496	10.4%	21,272	9.5%	18,354	8.1%
10 to 19 units	17,659	9.4%	23,199	10.3%	22,118	9.8%
20 or more units	39,519	21.1%	58,113	25.8%	66,182	29.2%
Other	930	0.5%	1373	0.6%	1574	0.7%
Total	**186,998**	**100%**	**224,908**	**100%**	**226,741**	**100%**

Source: U.S. Census, 2000, 2010; American Community Survey 2010-2014 *Other includes "mobile home, boat, RV, van etc."

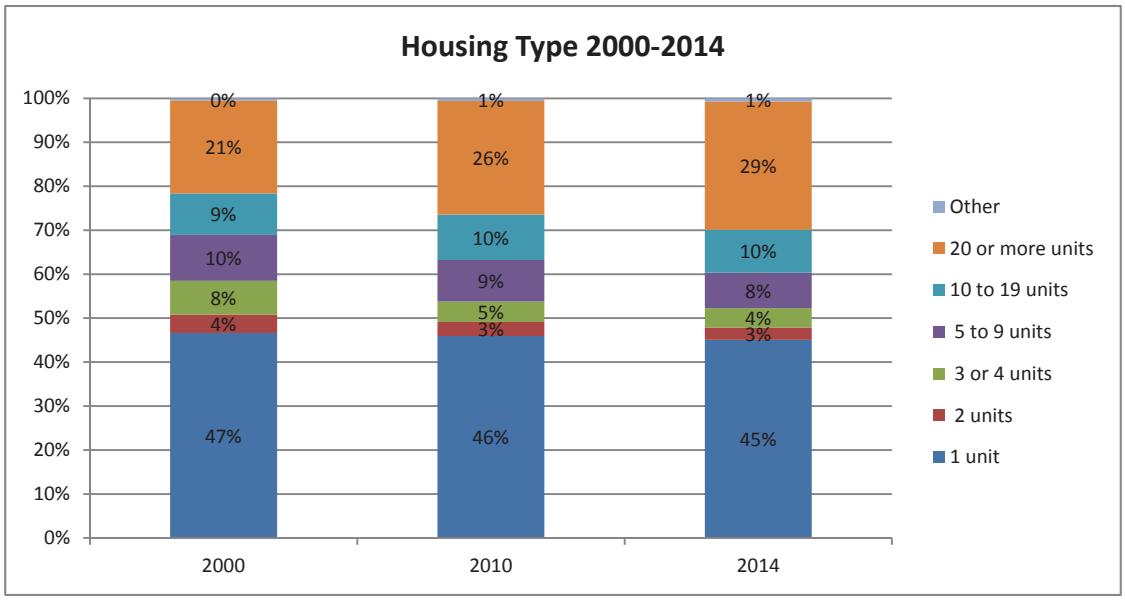
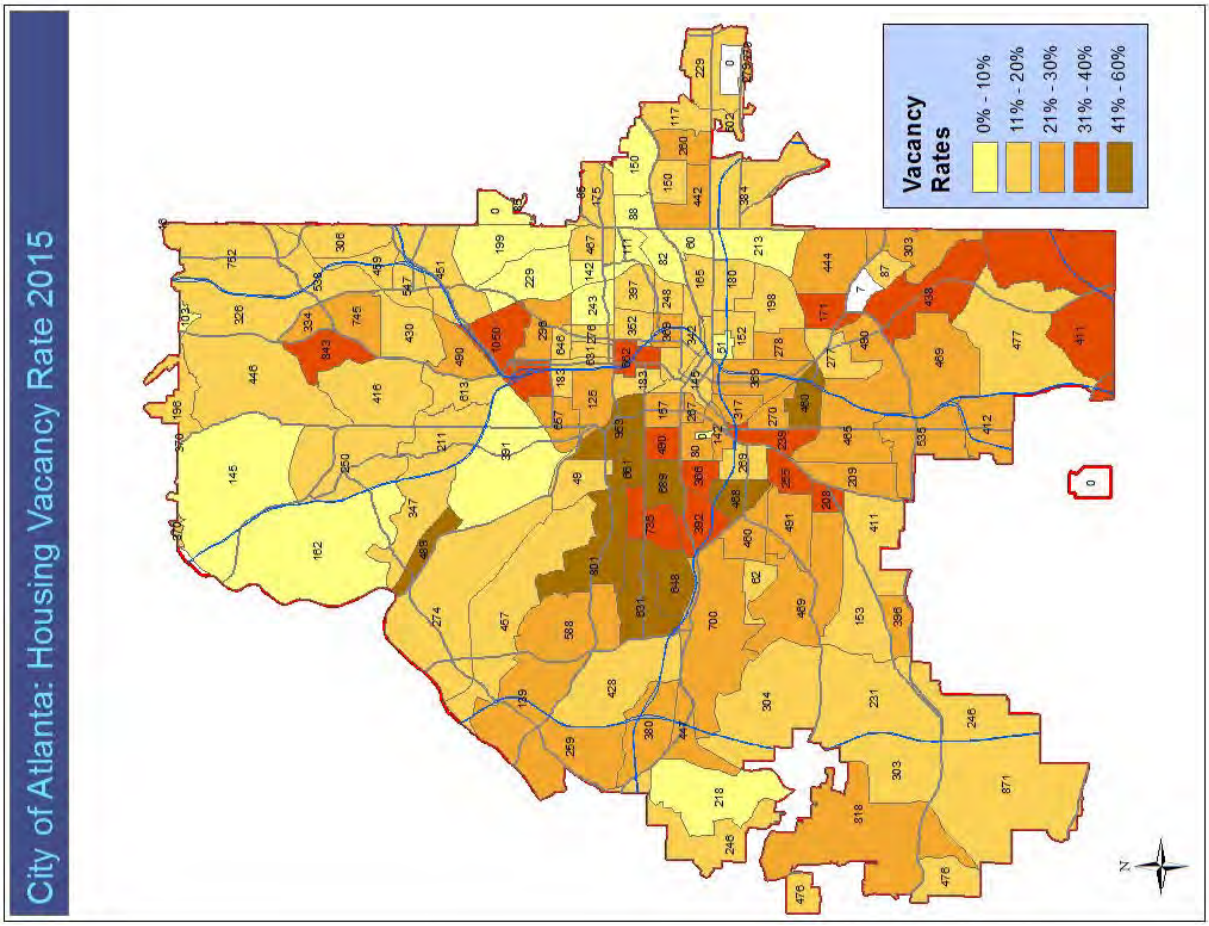


Figure 3-1: Housing Types 2000 to 2014

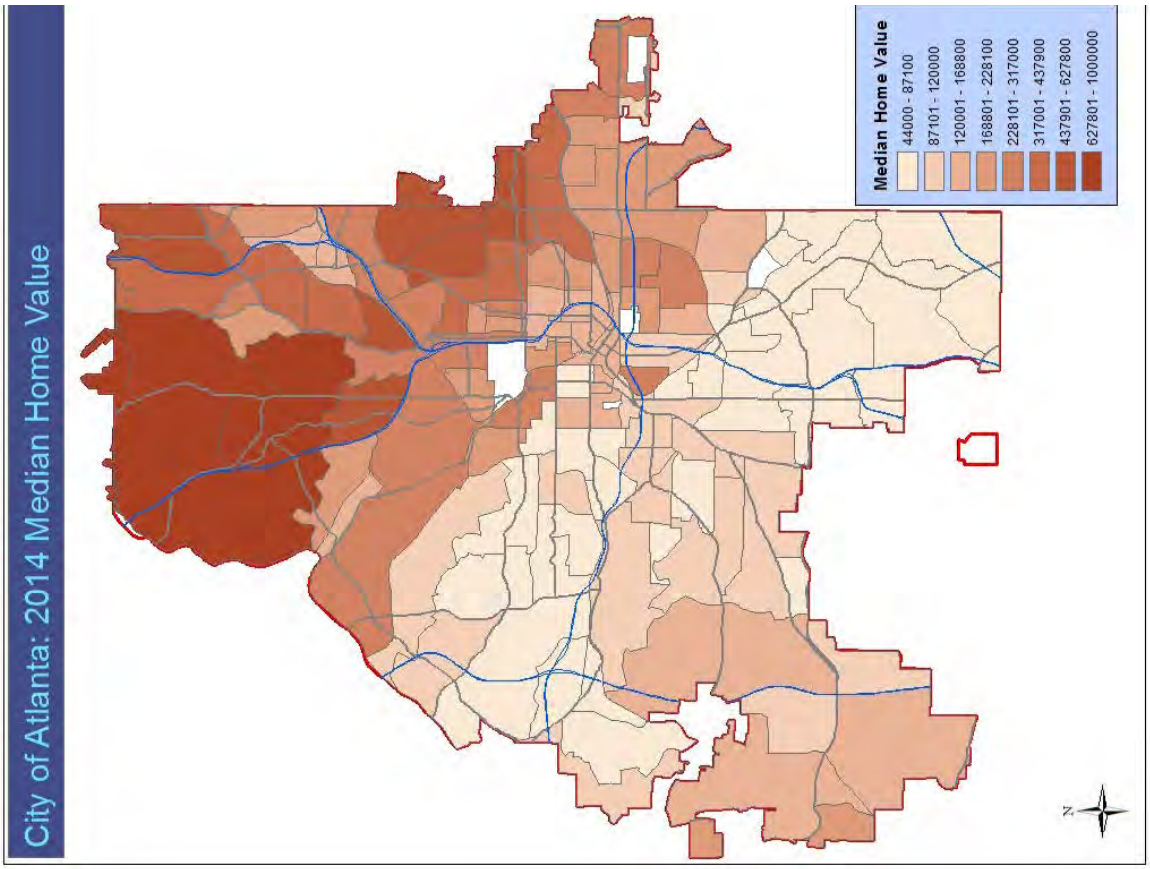
as "Other," which include mobile homes, RVs, vans, etc., increased by 644 units from 2000-2014. Single-family units saw a 17.2% increase from 2000 to 2014 but have declined slightly (1.1%) from 2010 to 2014 or about 1,140 units.

As demand for multi-family housing and walkable urban living increases within the City, it is important that a variety of housing types exists to meet the diverse housing needs of the growing population and to fit within the existing urban form. The emerging demand for multi-family housing types between single-family homes and mid- and high-rise developments is known as the "Missing Middle." This includes a range of housing types such as duplexes, triplexes, fourplexes, bungalow courts, townhouses, multiplexes, and live/work developments. These mid-size housing types tend to be compatible in scale with single-family homes and can provide a buffer between single-family and mid- to high-rise development. They offer a range of options for households of various size, age, and income and support transit and neighborhood amenities like restaurants and retail.

Since 2000, percentages of middle size housing types including triplex, fourplex and 5-9 unit housing types have decreased in Atlanta, while developments with 20 or more units have increased considerably (see table 3-1). Opportunities exist to encourage mid-scale housing development that can provide more affordable options for walkable urban areas.



Map 3-1: Vacancy Rates



Map 3-2: Median Home Values

Table 3-2: Housing Tenure in the City of Atlanta						
Tenure	2000		2010		2014	
	Number	Percent	Number	Percent	Number	Percent
Owner Occupied	73,473	44%	83,154	45%	80,124	44%
Renter Occupied	94,674	56%	101,988	55%	101,557	56%
Total	**168,147**	**100%**	**185,142**	**100%**	**181,681**	**100%**

Table 3-3: Housing Occupancy 2000-2014						
	2000		2010		2014	
Housing Occupancy	Housing Units	%	Housing Units	%	Housing Units	%
Occupied	168,242	90.0%	185,142	82.4%	181,681	80.1%
Vacant	18,756	10.0%	39,431	17.6%	45,060	19.9%
Total Units	186,998		224,573		226,741	

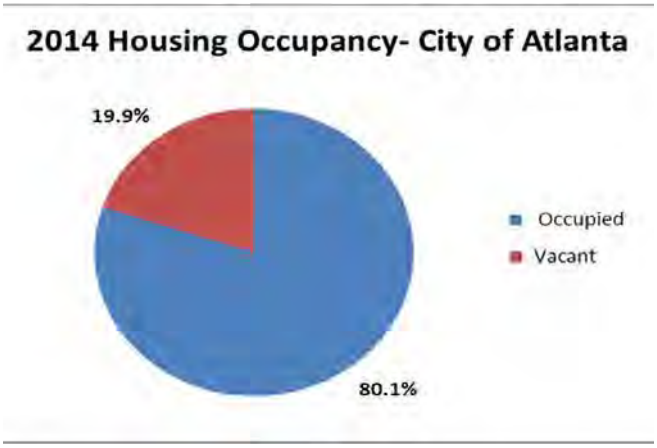


Figure 3-2: Housing Occupancy in 2014

Table 3-4: Gross Rent as a Percentage of Household Income		
	2010	**2014**
Occupied units paying rent	87,661	94,393
Less than 15.0 percent	11.50%	11.30%
15.0 to 19.9 percent	11.20%	10.90%
20.0 to 24.9 percent	11.70%	12.10%
25.0 to 29.9 percent	13.20%	12.30%
30.0 to 34.9 percent	8.80%	8.90%
35.0 percent or more	43.50%	44.50%

Housing Tenure, Occupancy, and Condition: According to the 2010-2014 American Community Survey, 44% of housing units are owner occupied and 56% are renter occupied. The housing tenure for the City of Atlanta has remained roughly the same for the past decade and a half. Table 3-2 shows the percentage of owner-occupied and renter-occupied units with renter-occupied units continuing to be the dominant tenure of the City's occupied housing units. The City of Atlanta has a high vacancy rate. The 2010-2014 ACS shows a slight uptick in the City's vacancy rate from 18% 2010 to 19.9% 2014 or roughly 2.3%. This is a big increase from the vacancy rate of 10% in 2000 (Table 3-3 and Figure 3-2). Vacancy rates vary throughout the City. Map 3-1 shows vacancy rate by Census tract. This may be due in large part to the increase in new multi-family housing units.

Housing conditions in the City will be discussed in greater detail in the summary of the Strategic Community Investment report which included, among other analysis, a windshield survey of the bulk of the City's residential units. Of the units surveyed, approximately 78.1% were found to be in *Good* condition on a scale that ranged from *Good*, *Fair*, *Poor*, *Deteriorated*, and *Not Visible.* The study did not survey individual multi-family units and should therefore not be

compared to the U.S. Census unit counts.

Housing Costs: According to 2010-2014 ACS, the median value of owner-occupied units in 2014 was $205,000 with median rents at $969. Map 3-2 shows the Median Home Values in 2014. These figures represent a notable trend in the Atlanta housing market where median home value has declined about $26,800 from 2010 while the median rent has increased by almost $100. Table 3-4 shows gross rent as a percentage of household income. HUD defines cost-burdened households as those who pay over 30% of their income on housing. Just over half of the City's households are at or above this critical threshold. The issue of cost-burdened households has continued to be an area of focus both for residents and the City's housing providers as evidenced in the City's Housing Strategy and the Needs and Opportunities cited. Throughout the 5 years following the 2011 CDP, the City has strived to address this issue either through the adoption of the Transit Oriented Atlanta or by various programs targeting households at or below 80% of Area Median Income (AMI).

The City of Atlanta 2015-2019 Consolidated Plan

The City of Atlanta is a U.S. Department of Housing and Urban Development (HUD) "participating jurisdiction" or PJ and is designated as an Entitlement Community. This designation makes Atlanta eligible to receive federal grants. The City of Atlanta is the recipient of 4 annual entitlement grants from Housing and Urban Development (HUD). These grants are:

- Community Development Block Grant (CDBG)
- Home Investment Partnership program (HOME)
- Emergency Solutions Grant (ESG)
- Housing Opportunities for Person With AIDS (HOPWA) program

HUD's 3 primary objectives for its grants are affordable housing for low-income persons, homeless assistance and homelessness prevention, and housing and related services for persons living with HIV/AIDS. The 2015-2019 Consolidated Plan utilizes the most recent Census and other related data to establish its priorities and to determine which projects to fund. According to the Plan, the highest priority areas for the City of Atlanta are affordable housing and homeless assistance. The Consolidated Plan can be found at http://www.atlantaga.gov/index.aspx?page=206

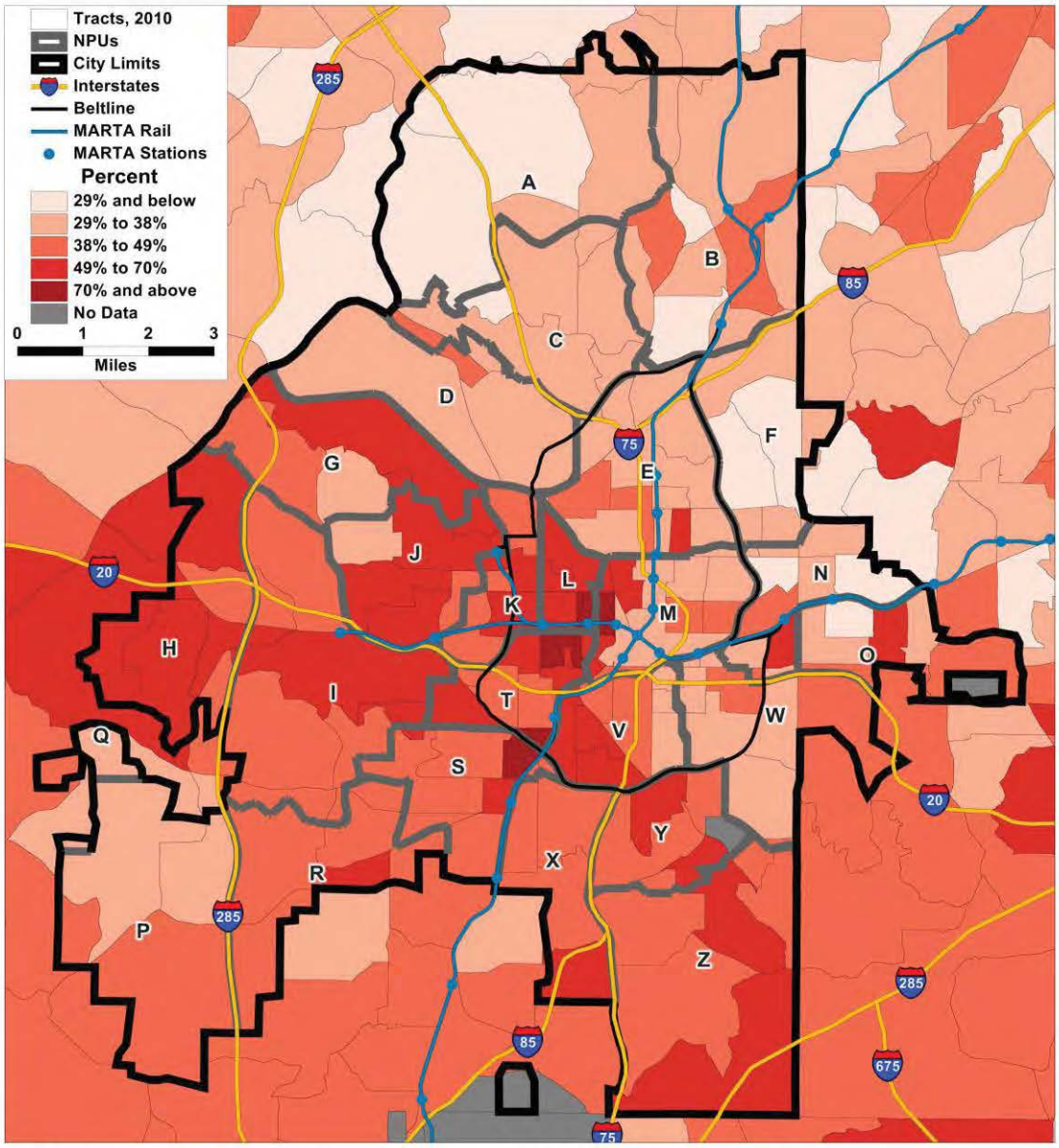
Based on identified needs and market conditions, and on consultation with community stakeholders and other interested entities, the City's focus in this Plan will be on the objectives listed below:

- Conserve and expand the supply of affordable housing,
- Increase access to affordable housing for low/moderate-income persons and households,
- Assist homeless persons to move towards stable, economically sustainable, long-term housing as rapidly as possible,
- Assist low/moderate income persons to avoid homelessness and remain housed,
- Support the revitalization of low/moderate-income neighborhoods, and
- Support economic development efforts that benefit low/moderate income persons and neighborhoods.

These priorities are supported by the findings listed below.

- Housing cost burden, where housing costs exceed 30% of household income, is the most serious housing problem experienced by Atlanta's low/moderate-income households (see Map 3-3).
- Among moderate-income renter-occupied households, 48% were housing cost burdened paying 30-50% of income for housing; 10% were severely housing cost burdened, paying 50% or more of income for housing.

Map NA-10-3: Housing Cost Burden Greater than 30% of Income



Note: Classifications represent "natural breaks" as defined for tracts in Atlanta's 5-county core.
Data Source: 2006-10 CHAS, table T3

Map 3-3: Consolidated Report- Percent of Cost Burdended Households

- The 2013 homeless census reported 5,571 homeless persons in the City of Atlanta. 68% were in emergency or transitional housing, and 32% were unsheltered. On an annual basis, over 16,000 single persons are homeless in Atlanta. Roughly 4,000-4,200 are disabled chronically homeless.

- The Centers for Disease Control reported a cumulative total of 27, 429 cases of AIDS in the Eligible Metropolitan Area (EMA) as of 2012, with 2,541 new cases in the past 3 years.

- Roughly 27,000 or 9% of Atlanta's population aged 18-64, and 40% of those aged 65 or older, have a disability.

The 2015-2019 Consolidated Plan also includes an evaluation of past performance which covers the period from 2009-2014. Additionally, HUD requires an annual Action Plan or Consolidated Annual Performance Evaluation Report (CAPER) the most recent of which was completed in 2015. Below is a brief summary of accomplishments from 2009-2014 and activities implemented under the 2015 Annual Action Plan.

- Over 1,700 single-family homes benefitted from emergency, partial, or full rehabilitation, including energy conservation repairs.
- Over 500 multi-family housing units were rehabilitated.
- More than 160 low/moderate income first-time homebuyers received down payment assistance.
- Over 1,800 formerly homeless families were able to move into stable housing with the help of tenant based rental assistance.
- An average of 11,800 homeless persons were helped each year with shelter, residential recovery services, medical services, legal aid, crisis intervention support, access to ID and benefits, employment support, obtaining permanent housing, and assistance to remain housed.
- A yearly average of nearly 2,000 HIV+ persons were provided with supportive housing and an annual average of over 3,200 HIV+ persons were helped through case management, personal care assistance, substance abuse treatment, mental health services, legal services, and home- delivered meals.
- More than 4 dozen parks and playgrounds in low/moderate income neighborhoods benefitted from major renovations, equipment replacements, and accessibility improvements.
- More than 30 small businesses received low-interest financing for expansion or start-up.
- Major capital projects included the renovation of the Sweet Auburn Curb Market, construction of the 48-unit Betmar Village senior housing facility, renovations and energy upgrades to the QLS senior housing complex, renovation of the historic Imperial Hotel to provide 90 units of affordable housing, and acquisition of an office facility for the Atlanta Legal Aid Society, providing free civil legal services to low-income persons.

The activities implemented under the 2015 Annual Action Plan were consistent with the City's Five Year Consolidated Plan and Comprehensive Development Plan. Major accomplishments for the reporting period include:

- 248 Single-family units rehabilitated,
- 93 Multi-family units rehabilitated,
- City began construction on two multifamily senior housing complexes. Reynoldstown Senior Residences is a four story building that will consist of 70 one and two bedroom units. City Lights Bedford Pines Senior Housings is a four-story building that will consist of 80 one-bedroom units. Both complexes will be equipped with amenities designed to benefit seniors, including private courtyards, fitness center, business center, community room, and energy efficient units,
- 84 Households were provided with rental assistance,
- 62 prospective homebuyers were provided down payment assistance and/or second mortgages,
- Improvements were made at various recreation centers to comply with the provisions of the American with Disabilities Act,
- Sidewalk improvements along Barge Road Oak Street to comply with the American with Disabilities Act,
- ADA Improvements were made to two homeless facilities, VetsCare that provides transitional housing and individual services to homeless male and female veterans. Caring Work (HOPE House) provides permanent supportive housing for homeless men
- Playground equipment replacement completed at Arlington, Windsor, and Grove parks in low-income neighborhoods,

- Thirteen loans were closed, three loans are in the approval process to support the small business for expansion and/or start-up,
- More than 16,000 people received services addressing a continuum of care from emergency shelter, to transitional housing, to permanent housing with supportive services, to those housed and at risk of homelessness and/or institutionalization, and
- In the HOPWA program, 2,206 households received housing assistance and another 3,882 households received supportive services delivered meals, legal services and other counseling.

A Housing Strategy for the City of Atlanta

The 2014 Housing Strategy for the City of Atlanta is the first comprehensive housing strategy for the City in eight years. Lead by Invest Atlanta, the City's development Authority, the Strategy reflects both the changing dynamics of the housing market due to the Great Recession and the current trends of the housing recovery. It also takes into account existing planning efforts, namely, the 2011 Comprehensive Development Report and the Strategic Community Investment (SCI) report. The full report can be found at: https://www.investatlanta.com/about-invest-atlanta/public-information/strategies-plans/housingstrategy/. Through extensive data analysis, stakeholder interviews, and community engagement the Strategy established the following goals:

- Attract new residents to the City and retain current ones,
- Reduce the number of Atlanta residents who spend a disproportionately high percentage of their income on housing,

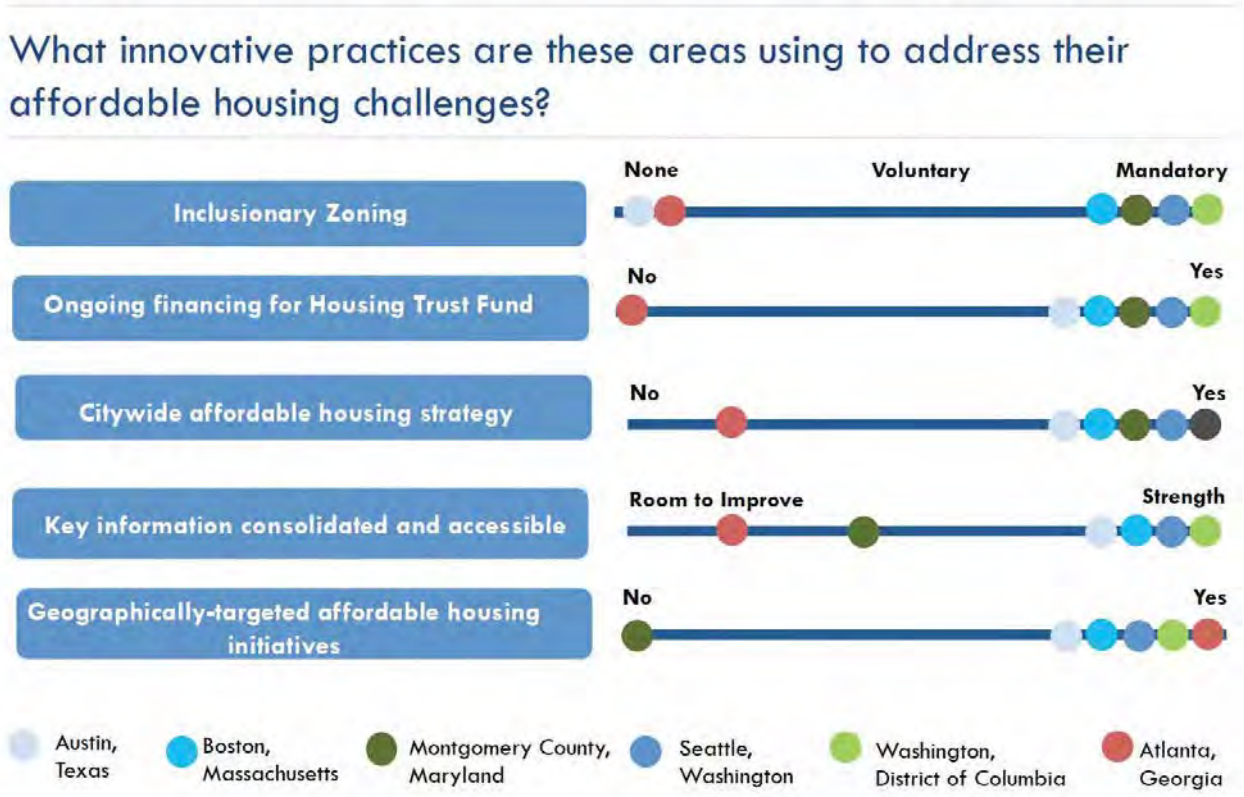


Figure 3-3: Innovative housing strategies in US Cities

- Rehabilitate and remove vacant and blighted units,
- Create a broad mix of housing choices throughout the City to serve a diverse population and workforce,
- Create new financial resources, and improve existing ones, to help the City achieve its housing goals, and
- Make Atlanta one of the nation's most environmentally sustainable cities.

Metrics were developed to measure the plan's progress along with specific implementation strategies gleaned from a comprehensive assessment of best practices from cities like Austin, Texas, Boston, Massachusetts, and Seattle, Washington among others. Figure 3-3 outlines a review and comparison of innovative strategies utilized by Atlanta's peer cities. Specific tools and recommendations for Atlanta are recommended in the Strategy. Similar to the aforementioned plans, the Strategy confirmed cost-burdened households and the need for workforce housing, housing affordable to those making for 50%- 140% of AMI as key issues for the City. The following existing and new tools can best help Atlanta achieve its housing goals.

Enhance existing Policy tools

- The Housing Opportunity Bond Fund
- Tax Allocation Districts
- The FC/CoA Land Bank
- Zoning Code

Create new Policy tools

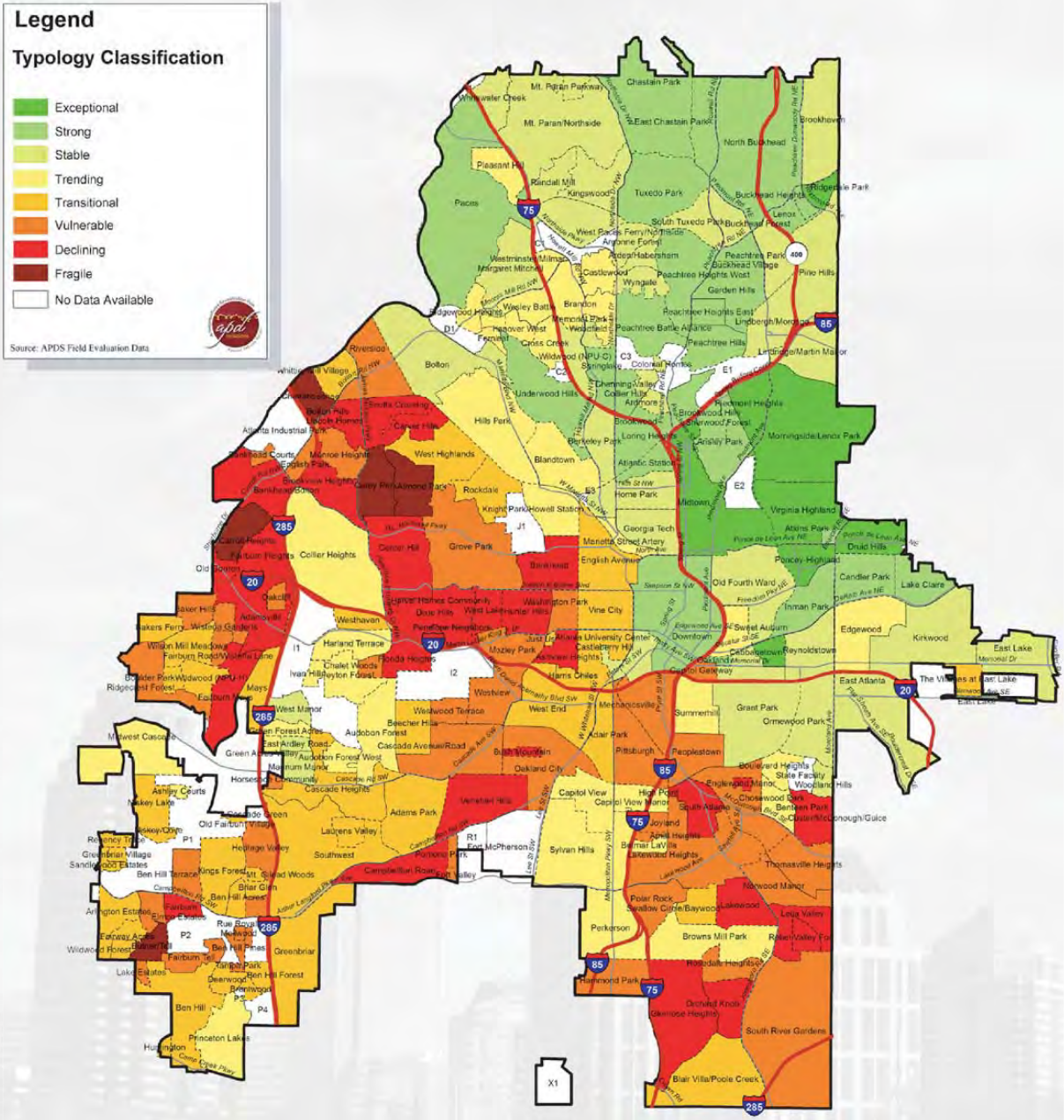
- Inclusionary Zoning
- Expanded Tax Abatements
- Priority Purchasing of Tax Liens

Strategic Community Investment Report (2013)

The Strategic Community Investment report was commissioned by the Department of Planning and Community Development in 2011 as an effort to develop a targeted response to the housing and foreclosure crisis. The report represents the City's first ever comprehensive neighborhood assessment. The SCI consists of a windshield survey and condition assessment of each visible residential parcel in the City. Additionally, the SCI report created a neighborhood typology to establish the investment viability of each of Atlanta's 248 designated neighborhoods. The typology took into account 25 factors, such as, incidences of crime, average commute, blight, and other socio-economic factors specific to each neighborhood. The metrics were then benchmarked against the City-wide average. The typology including the following scale:

- Exceptional Investment Area (+39 to +50)
- Strong Investment Area (+26 to +38)
- Stable Investment Area (+13 to +25)
- Trending Investment Area (0 to +12)
- Transitional Investment Area (0 to -12)
- Vulnerable Investment Area (-13 to -25)
- Declining Investment Area (-26 to -38)
- Fragile Investment Area (-39 to -50)

NEIGHBORHOOD TYPOLOGY HEAT MAP



Residential properties that were surveyed in these areas not identified by a neighborhood name were too few in numeric proportion to be represented by a typology, however these properties were included within the overall city-wide statistical measurement of existing conditions.

Source: APDS Field Evaluation Data

Map 3-4: SCI Report- Neighborhood Typology

Map 3-4 shows a map of each neighborhood's typology. The report includes recommendations for neighborhood based revitalization strategies for a diversity of stakeholders based on where each neighborhood falls along the typology spectrum.

The report also evaluated the occupancy of visible structures and found that overall; the City had a 12.3% vacancy rate which includes visibly vacant lots and structures.[1] The survey revealed high concentrations of vacancy in specific neighborhoods represented geographically stretching northwest to the southeast across the City. Figure 3-5 shows the results of the survey's occupancy assessment.

The SCI report stands as an innovative approach to neighborhood revitalization and is consistently used by a diversity of community stakeholders. The full report can be found at: http://www.atlantaga.gov/index.aspx?page=908.**Office of**

Housing & Community Development Resources and Programs

The Office of Housing & Community Development (HCD) in the Department of Planning and Community Development promotes the development of affordable workforce housing and community development policies as well as fiscal oversight and management of state and federal development contracts and programs valued in excess of $30 million dollars. These programs are summarized below.

HOME Program: HCD administers the HOME program which serves households with incomes at or below 80% of AMI. The following strategies will be continued or newly implemented to remove barriers to homeownership and to promote affordable housing production, affordable housing preservation, and neighborhood stabilization through the HOME program:

- HCD will continue its downpayment assistance program to promote homeownership for low- and moderate-income residents. This program allows people who normally could not become homeowners to break into the market by helping with down-payment costs and by reducing their mortgage payments.
- HCD will use an equity-sharing model for homeownership under the downpayment assistance program in order to recapture some of the revenue from sales when they exceed the original purchase price. This will allow additional funds to be used for downpayment assistance and will also deter speculation in the real estate market.
- HCD will continue to fund single-family and multifamily development and redevelopment. A particular focus will be on infill redevelopment of existing vacant and foreclosed properties. This will promote affordable housing supply and preservation, homeownership, and neighborhood stabilization.
- Abandoned and vacant properties are opportunities HCD will utilize to increase the supply of affordable housing through redevelopment.

1 The Strategic Community Investment report's vacancy rate is based on a windshield survey conducted from December 2011 to August 2012. The survey includes only those residential parcels that were visible at the time of the survey and is therefore statistically different from the U.S. Census Bureau's measure of vacancy which includes individual multi-family units.

Section 8 SRO Moderate Rehabilitation Property - Santa Fe Villas

- HCD will strategically concentrate its redevelopment efforts in places where the effectiveness of funds and work efforts are maximized and whole neighborhoods are built.
- Households moving into HCD's single-family developments will also be eligible under the downpayment assistance program, which will promote homeownership in tandem with affordable housing supply.

Section 8 Moderate Rehabilitation Program: The Section 8 Moderate Rehabilitation Program provides federal funds to property owners to house low- and moderate-income families at or below 50 - 80% of AMI. These households pay 30% of their income to rent. The following steps will be taken to reduce homelessness and preserve affordable housing. HCD will continue to fund four properties to rent out 190 units to low- and moderate-income households. 146 units of these units are for single-room occupancy (SRO) and are reserved for homeless individuals. The rent on the SRO units includes all utilities. Of the 146 SRO units 46 of those are reserved for individuals who are both homeless and living with a chronic illness. The additional 44 units are for families. The program will continue to assist individuals, such as those with criminal records, who may not qualify for Section 8 vouchers or other assistance. This program often assists people who have substantial difficulty finding other housing options. HCD will also encourage property owners to collaborate with nonprofit organizations and governmental agencies that provide healthcare and other supportive services.

HUD Lead Hazard Control Grant (Lead Safe Atlanta): HCD operates the lead hazard control grant which reduces lead hazards in homes where children under the age of 6 (or visiting children who spend at least 6 hours a week) reside. HUD has also provided $400,000 in supplemental funding to address healthy homes components. These components combined with the lead funds include but are not limited to childhood lead poisoning prevention, residential asthma intervention, injury prevention, integrated pest management, and radon safety. By addressing environmental concerns, affordable housing is preserved as homes are made safe and have a longer life-cycle. Many children also enjoy much healthier lifestyles while parents enjoy safe and more energy efficient home features.

Limited Rehab Program: HCD operates the limited rehab program through Community Development Block Grant (CDBG) funds. This program preserves affordable housing, promotes homeownership by addressing minor repair needs of city residents by completing HVAC repairs, upgrades or replacements, plumbing repairs, sewer supply line repairs or replacements, roof repairs, trip and fall hazards and other repair services. Partner agencies address housing needs by replacing or repairing those items which keep residents dry, safe and sanitary. As a result, residents are able to remain in their homes and age in place. This helps to prevent displacement, promotes continuing homeownership, promotes neighborhood stabilization and keeps properties on the tax roll allowing for a more viable community/city.

Atlanta Housing Authority

The Atlanta Housing Authority's (AHA) mission is to "provide quality affordable housing in amenity-rich, mixed income communities for the betterment of the community." In 2015, AHA served 21,779 households utilizing various affordable and mixed-finance housing tools with a portfolio that includes public housing and project based rental units ("AHA-assisted"), low income housing tax credit and market rate rental units, privately-owned rental properties accepting housing choice vouchers in neighborhoods throughout the city and affordable homeownership. 95% of participating families are Extremely Low-Income or Very Low-Income with 74% of families earning less than 30% AMI per year, 21% of families earning 30-50% AMI per year and 5% of families earning 50% of more of AMI per year.

Housing Strategies: The following are strategies that AHA will implement in order to address the current and future affordable housing needs as noted above.[2]

Affordable Housing Preservation: In its portfolio, AHA will preserve existing affordable housing and increase the supply of affordable housing in mixed-income settings on land that AHA owns.

- AHA will work with procured private sector property management / development partners to rehab 13 AHA-

2 All plans and projections are contingent upon market conditions and funding availability.

owned properties, thereby preserving 1,943 AHA-assisted rental units over a ten year period, maintaining 100% affordability.

- AHA will work with its procured development partners to rehab its mixed-income portfolio, thereby preserving 7,048 rental units of which 4,826 are AHA-assisted or low income housing tax credit units. These units were originally developed utilizing HUD development and/or HOPE VI funds and each development will be refreshed at the end of their tax credit compliance period, with construction scheduled over a 15 year period. Centennial Place is currently undergoing a rehab of 738 mixed-income rental units (including 301 AHA-assisted units) using its own RAD-like Reformulation Demonstration Program which converts public housing units into project-based rental assistance units, which helps the properties support new private debt and Low Income Housing Tax Credits (LIHTC) to fund renovation of all units.

Affordable Housing Production*:* On vacant former public housing sites that are AHA-owned, AHA will utilize public/private partnerships to increase the supply of rental housing with holistic and comprehensive strategies to assure long-term market competitiveness and sustainability of the community and to support excellent outcomes for families, with an emphasis on excellent, high performing neighborhood schools and high quality-of-life amenities, including first class retail and green space.

- Over the next 15 years, AHA anticipates creating more than 3,400 new mixed-income residential units on these vacant sites, working with procured private-sector development partners. It is anticipated that 30% of these units will be AHA-assisted, contingent upon funding availability.

- AHA plans to further increase the supply of housing opportunities using its project-based rental assistance program. In partnership with private developers across the city, AHA provides project-based rental assistance to over 3,000 Very Low Income households with plans to add more than 200 rental units in FY2017.

- Project Based Rental Assistance (PBRA). AHA will provide rental subsidies to new construction, substantial rehabilitation or existing properties providing affordable rental units for families, seniors or residents with special needs. Many of these rental subsidies support projects using tax exempt bond financing or 9%Low Income Housing Tax Credits (LIHTC). AHA currently has more than 5,000 units under agreement. AHA currently has two open Requests for Proposals (RFPs) for new projects. One RFP targets affordable units for units in the City or within 10 miles of the City limits that is limited to rents at a 60% AMI level. A second RFP for areas of low minority and poverty concentration (Areas of Opportunity), where AHA may allow for higher rents to encourage affordable housing production in census tracts where it is more expensive to provide affordable rental housing.

Neighborhood Stabilization and Affordable Housing Production**:** Working with the private sector, AHA develops housing that support neighborhood stabilization, acting as a catalyst to attract investment. As an added benefit, AHA's investments and commitments also preserve and protect the long-term availability of affordable housing in Atlanta.

- On the site of the former University Homes, utilizing a Choice Neighborhoods Implementation Grant ("CNIG") and other funds from the U.S. Department of Housing and Urban Development ("HUD"), AHA and its private sector development partner will develop 391 mixed-income rental units with 171 AHA-assisted units and 33 for-sale homes (7 affordable). The CNIG provided $30M in funding that leveraged $295M in other public and private funding to revitalize an existing public housing site and to stabilizing the surrounding neighborhoods of Ashview Heights, Atlanta University Center Neighborhood and Vine City.

- AHA provides up to $25,000 in down payment assistance to first-time, low-income homebuyers to purchase affordable homes in neighborhoods throughout the City of Atlanta.

- In Mechanicsville, the Department of Community Affairs, City of Atlanta and AHA worked collaboratively using Low Income Housing Tax Credits (LIHTCC), a long-term ground lease for AHA-owned land and City of Atlanta funds to support an innovative neighborhood stabilization initiative to produce 76 newly constructed and rehabbed single family homes for low-income families that will convert to homeownership after the 15-year tax

credit compliance period ends – with completion scheduled for 2016-2017.

Housing Choice and Geographic Disparity**:** AHA plans to increase the supply of housing opportunities using tenant-based and project-based vouchers.

- AHA currently provides 9,542 housing choice vouchers to Very Low Income households and intends to open its waiting list in FY2017 with a goal of housing 800 new families subject to funding availability.
- AHA will increase availability of affordable housing in certain parts of the city by launching an initiative to pay higher rental subsidies if private developers agree to provide affordable units in "Areas of Opportunity." AHA defines Areas of Opportunity as census tracts in which poverty rates are less than 20% and minority concentration is less than 50%. AHA has recently issued a Request for Proposals to solicit proposals from developers for project-based rental assistance.

Homelessness and Supportive Housing**:** In support of citywide and nationwide efforts to reduce and prevent homelessness, AHA collaborates with the City of Atlanta Continuum of Care (CoC), HUD, the U.S. Department of Veterans Affairs, Georgia Division of Family and Children Services, and various state and local entities to address the housing needs of various at-risk populations

- With the City of Atlanta's Homelessness Continuum of Care, AHA has implemented the tenant-based supportive housing pilot referred to as "Flow" and administers nearly 150 vouchers. AHA has committed to provide up to 100 additional vouchers for individuals and families that successfully "graduate' from a permanent supportive housing or transitional housing community into stable housing with light-touch supportive services.
- AHA has utilized 240 Veterans Affairs Supportive Housing (VASH) Program tenant-based vouchers and as funds are available will support additional voucher funds.

The Mayor's Office of Human Services

The Mayor's Office of Human Services (OHS) manages the HUD entitlement funds provided through the ESG and HOPWA. OHS is not a direct service provider but instead manages these entitlement grants by selecting, and distributing funds to local service providers.

The Emergency Solutions Grant (ESG) program provides funding to engage homeless individuals and families living on the street; improve the number and quality of emergency shelters for homeless individuals and families; help operate these shelters; provide essential services to shelter residents; rapidly re-house homeless individuals and families; and prevent families and individuals from becoming homeless. ESG funds may be used for street outreach, emergency shelter, homelessness prevention, rapid re-housing assistance, Homeless Management Information System (HMIS) and administrative activities.

As required by The ESG Interim Rule and consistent with sections 402(f) and 413(b) of the McKinney-Vento Act, Emergency Solutions Grant (ESG) recipients are required to consult with Continuums of Care (CoC) in allocating funds for eligible activities; developing performance standards, evaluating outcomes of (ESG)-assisted projects and developing funding, policies, and procedures for the administration and operation of the HMIS.

The City of Atlanta in partnership with Partners for HOME has created a unified system to better respond to the targeted needs of persons experiencing homelessness. ESG recipients are required to work with the Continuum of care too meet the identified goals of that plan. This includes but is not limited to participation in the Coordinated Entry process.

The Housing Opportunities for Persons with AIDS (HOPWA) program is the only Federal program dedicated to the housing needs of people living with HIV/AIDS. Under the HOPWA Program, HUD makes grants to local communities for projects that benefit low-income persons living with HIV/AIDS and their families. The HOPWA program provides resources and incentives to devise long-term comprehensive strategies for meeting the housing needs of persons with HIV/AIDS and their families. HOPWA funds may be used for a wide range of housing, social services, program planning, and development costs. An essential component in providing housing assistance for this targeted special needs popu-

lation is the coordination and delivery of support services. Consequently, HOPWA funds also may be used for services including (but not limited to) assessment and case management, chemical dependency treatment, mental health treatment, nutritional services, job training and placement assistance, and assistance with daily living.

Unsheltered No More- Continuum of Care and Partners for H.O.M.E

In 2012 The City of Atlanta initiated a strategy called *Unsheltered No More to* coordinate services and resource allocation to reduce homelessness. The report is at https://atlantacoc.wordpress.com/. The goal to reduce homelessness relies on the approach to house 800 people by accelerating housing placements and have sustaining impact by creating standards and strategies for coordinating services.

One of the main outcomes of the Unsheltered No More study was the creation in 2013 of a new nonprofit, Partners for H.O.M.E, entity to manage the Atlanta continuum of care for homeless services. This entity is responsible for administering local HUD grants and overseeing the City's coordinated strategy on homelessness, which is set forth by the Atlanta COC.

Partners for H.O.M.E. serves as the support vehicle for the Atlanta Continuum of Care, which brings together local providers to enable a comprehensive approach which will lead to systemic change in addressing the issues of Atlanta's most vulnerable population. Specifically, Partners for H.O.M.E. works to secure private and public funds for programs, to align service providers to federal policy priorities and to coordinate homelessness efforts across the community.

Across the country, continuum of care entities take on different forms to meet the needs of their communities. A nonprofit structure was determined to be the best fit for Atlanta in part because it provides more flexibility for layering public and private resources. Given the tremendous support from corporate, philanthropic, and faith partners in the local battle to end homelessness, finding a way to harness all of Atlanta's resources to a coordinated strategy is crucial.

Program Operations: All Continuum of Care activities work toward the reduction of homelessness in the City of Atlanta.

- In alignment with the priorities outlined by the Department of Housing and Urban Development, the CoC's entire portfolio funds permanent supportive housing (PSH) through a coordinated entry system that prioritizes the most vulnerable and chronically homeless for permanent housing. Using a Housing First approach to permanent housing and working to reduce barriers to entry throughout the Continuum, Partners for HOME and the providers within the CoC use a standardized assessment tool called the VI-SPDAT to assess a person's needs and vulnerability which also helps to prioritize a person on the housing queue.

- Individuals who are not chronically homeless or not appropriate for a PSH unit are also assessed and prioritized for an appropriate housing solution such as Rapid Rehousing.

- Through a comprehensive strategic planning process, Partners for HOME is creating a data driven plan to identify the COC's needs for additional permanent housing, affordable housing and other housing solutions to end chronic, family and youth homelessness.

Opportunities and Strategies: The mission of Partners for HOME is to coordinate a comprehensive crisis response system of care to prevent and end homelessness in Atlanta (see Table 3-5). Working in partnership with over 75 non-profit organizations, Partners for HOME provides strategic leadership related to coordinated entry, homelessness prevention, street outreach, emergency shelter and housing solutions with the goal of ending homelessness. City wide efforts have led to a 50% reduction in the number of unsheltered individuals experiencing homelessness (Figure 3-4). Partners for HOME is committed to becoming a leader in implementing innovative and effective programs to end homelessness. Using a Housing First philosophy and best practice, our goal is to create innovative strategies that prevent homelessness in our city.

A key priority for the COC and meeting the needs of housing for homeless individuals is executing the HUD priority of creating a coordinated entry system. One of the main purposes of coordinated entry is to ensure that people with the most severe service needs and levels of vulnerability are prioritized for housing and homeless assistance. In addi-

Table 3- 5: Continuum of Care Strategic Goals			
Strategic Planning Goals	**Current PIT Data**	**Anticipated Objectives and Outcomes**	**Next Steps**
End Chronic Homelessness by 2019	538 chronically homeless individuals	*Increase additional permanent supportive housing capacity	*Finalize Strategic plan
		*Increase capacity of Coordinated Entry through expansion of Coordinated Access Points	*Begin project monitoring
		*Implement new CABHI SAMHSA grant to expand targeted services and outreach to chronically homeless	*Submit USICH application for Veterans
End Veteran Homelessness by 2016	234 homeless Veterans	*House remaining 18 chronically homeless Veterans	
		*Create plan for sustaining the work	
End youth Homelessness by 2020	342 homeless Youth (ages 18-24)	*Add housing capacity through HUD NOFA Bonus Project	
		*Monitor youth housing providers on system performance measure to ensure best outcomes	
		*Apply for HUD priority community grant for youth	
		*Create Youth Coordinated Access Point	
End Family Homelessness by 2020	141 homeless families	*Retool rapid rehousing resources;	
		*Monitor family housing providers on system performance measures to ensure best outcomes	

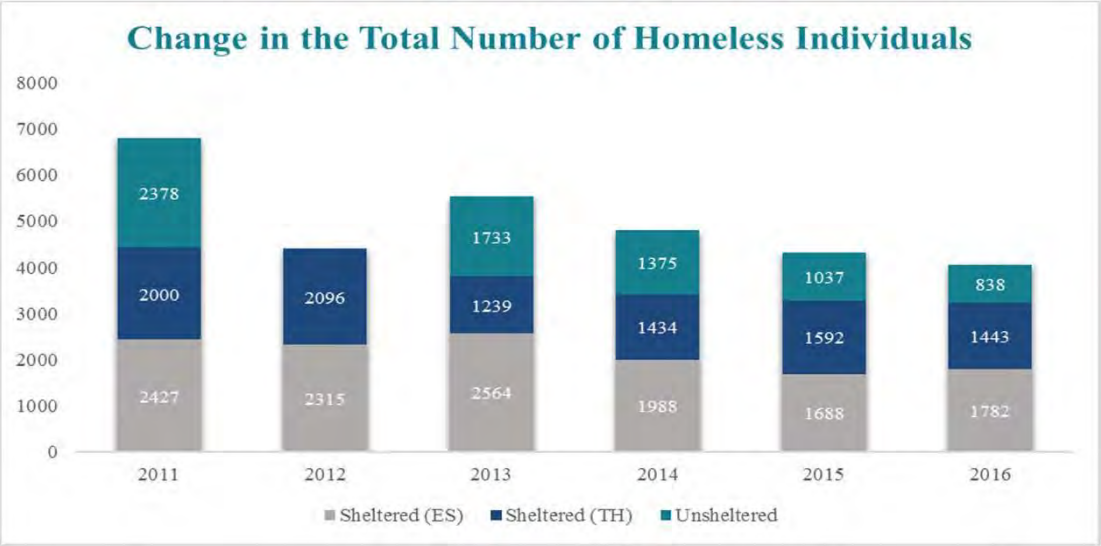


Figure 3-4: Homeless Individuals 2011-2016

tion to prioritizing people experiencing chronic homelessness, the coordinated entry process prioritizes people who are more likely to need some form of assistance to end their homelessness or who are more vulnerable to the effects of homelessness. An effective coordinated entry process is a critical component to any community's efforts to meet the goals of Opening Doors: Federal Strategic Plan to Prevent and End Homelessness. HUD's primary goals for coordinated entry processes are that assistance be allocated as effectively as possible and that it be easily accessible no matter where or how people present. Most communities lack the resources needed to meet all of the needs of people experiencing homelessness. This combined with the lack of well-developed coordinated entry processes can result in severe hardships for people experiencing homelessness. They often face long waiting times to receive assistance or are screened out of needed assistance. Coordinated entry processes help communities prioritize assistance based on vulnerability and severity of service needs to ensure that people who need assistance the most can receive it in a timely manner. Coordinated entry processes also provide information about service needs and gaps to help communities plan their assistance and identify needed resources.

The Atlanta Continuum of Care has six policy priorities for its members:

- Adoption of Housing First Model,
- Permanent Supportive Housing (PSH) for Single Adult Men,
- PSH and Rapid Re-housing for Families,
- Coordinated Intake & Assessment,
- Leverage Mainstream Funding,
- Homeless Management Information System (HMIS) Participation.

The Atlanta Beltline Housing Program

The Atlanta BeltLine is a sustainable redevelopment project that will provide a network of public parks, multi-use trails and transit along a historic 22-mile railroad corridor circling Downtown and connecting many neighborhoods directly

Lofts at Reynoldstown Crossing

to each other. A key component of the Atlanta BeltLine is affordable housing: City Council set a goal to create 5,600 units of affordable workforce housing along the Atlanta BeltLine by 2030.

In 2008, an $8.8M Affordable Housing Trust Fund was capitalized through a Tax Allocation District Bond Issue. These proceeds were used to create over 250 units of rental and owner occupied affordable housing. Although the Trust Fund is currently fully allocated and there has not been another bond issued since 2008 to recapitalize the Trust Fund, ABI seeks to set aside funding for affordable housing annually. This annual funding has been utilized to create a partnership with the Federal Home Loan Bank of Atlanta (FHLBA), whereby FHLBA provides matching funding for downpayment assistance and owner occupied rehabilitation along the Atlanta BeltLine. Atlanta BeltLine, Inc. expects additional future funding to be made available for incentives, land acquisition, downpayment assistance, and other programs.

Atlanta BeltLine, Inc. also seeks to control land adjacent to the Atlanta BeltLine and utilize excess Atlanta Beltline corridor land affordable workforce housing. Since 2012, ABI has partnered to develop one site adjacent to the corridor (Lofts at Reynoldstown Crossing) and has three similar sites under predevelopment currently.

Needs and Opportunities

Needs

- Affordable Housing Production- There is an insufficient supply of affordable housing to meet the needs of middle and low-income households.
- Affordable Housing Preservation- Existing affordable housing units are being replaced by market-rate units that are unaffordable to middle and low-income households.
- Equitable Distribution of Affordable Housing- There is a lack of affordable housing near employment centers and quality schools.
- Barriers to homeownership among low- and moderate-income households- Many low- and moderate-income households face barriers that prevent them from becoming homeowners.
- Neighborhood Stabilization- Many neighborhoods face heavy concentrations of abandoned, vacant properties that have code violations and absentee landlords.
- Reduction of Code Enforcement Backlog- The City's ability to provide housing code enforcement is out-paced by the backlog of code violations and the rate at which they occur and can be addressed. This has led to the persistence of substandard housing.
- Support for the Homeless- Homeless individuals and families require assistance to secure housing and support to become self-sufficient.

Community Identified Needs and Opportunities

Needs

- Some neighborhoods have a high concentration of vacant and abandoned properties with code violations and absentee landlords.
- Many of the affordable housing developments in the City are being replaced with market-rate housing, and the availability of quality affordable housing is scarce, particularly close to employment centers.
- Many of the new housing units, both for rent and for sale, are not affordable to those earning the median

household income.

- There is a geographic concentration of low income housing.

Opportunities

- Through the Livable Centers Initiative (LCI) plan, Ft. McPherson, Atlanta Beltline, Inc., and MARTA's TOD initiative, transit-oriented development has become a focus in the city's planning efforts. This encourages residential development at new and existing transit stations and it encourages mixed-income residential housing development, job creation and economic development.
- The City of Atlanta and Invest Atlanta can continue to provide incentives to encourage homeownership.
- Requirements can be created for affordable housing in projects that use city and county funds, and inclusionary housing policies, TAD funding and other programs can increase the number of affordable housing units.

Invest Atlanta Housing Strategy Policies

- Change TAD Policies to require developers to create workforce housing.
- Enable priority tax lien purchase for the LBA.
- Provide tax incentives for affordable housing development.
- Increase coordination among public entities with interest in the development and preservation of affordable housing, such as the City of Atlanta, Invest Atlanta, the Atlanta Housing Authority, and the State of Georgia's Department of Community Affairs in order to maximize the impact on target areas.
- Build on proven models of zoning incentives and requirements that have been used in other cities.
- Create an inclusionary housing policy that requires all new residential developments to have an affordable/workforce housing component.

City fo Atlanta Policies

- Promote development of affordable workforce housing, particularly in areas of opportunity.
- Use public funds to leverage private sector investment in affordable housing.
- Require developers who receive city and county funds to construct a minimum percentage of affordable housing units.
- Encourage transit-oriented development (TOD) to encourage mixed-income housing near job centers.
- Create and implement an inclusionary housing policy to require all new residential developments to have an affordable/workforce housing.
- Create zoning incentives that promote affordable housing in areas of opportunity.
- Preserve affordable housing units through federal funds provided for the repair and revitalization of multifamily and single-family housing.
- Promote alternate forms of ownership such as land trusts to provide long-term affordable housing.
- Provide downpayment assistance and homebuyer counseling to serve individuals below 80% of AMI.
- Aggressively enforce Housing Code and utilize demolition to remove slum and blight.

3. HOUSING

- Concentrate funds for neighborhood revitalization in areas with concentrated abandoned, vacant properties.
- Provide permanent supportive housing and rapid re-housing to homeless individuals and families to transition them to self-sufficiency.
- Encourage a range of housing types, and promote mid-size development compatible in scale with single-family homes ("the Missing Middle"), including duplexes, triplexes, fourplexes, bungalow courts, townhouses, multiplexes, and live/work developments.

4. NATURAL RESOURCES

Environmental Planning Criteria

Environmental conditions place certain opportunities and constraints on the way that land is utilized. Many areas and resources that are vulnerable to the impacts of development require protection by government regulation and by other measures.

As the City of Atlanta and the surrounding areas continue to grow, the conservation and protection of environmentally-sensitive and ecologically-significant resources is becoming increasingly important. The City of Atlanta's vision is to balance growth and economic development with protection of the natural environment. This is to be done in conjunction with the statewide goal for natural resources, which is to conserve and protect the environmental and natural resources of Georgia's communities, regions, and the State.

The City of Atlanta takes pride in the diversity of natural resources that lie within its city limits. Whether enjoying the vista that the Chattahoochee River offers or making use of the many parks and trails that traverse the city and urban forest, the City of Atlanta has an abundance of natural resources which need protection and management. An understanding of the existing conditions provides the foundation for developing appropriate community programs through the planning process.

The Georgia Department of Community Affairs Minimum Planning Standards requires that the City of Atlanta review the Regional Water Plan(s) covering its area and the Rules for Environmental Planning Criteria to determine if there is a need to adapt local implementation practices or development regulations to address protection of these resources. Regional Water Plans for the Atlanta area include the Water Supply Conservation Management Plan, Watershed Management Plan, and Wastewater Management Plan, all promulgated by the Metro North Georgia Water Planning District. The Rules for Environmental Planning include criteria for protection of the following resources: water supply watersheds, groundwater recharge areas, wetlands, river corridors, and mountains.

This section identifies the programs, regulations, and activities currently in place to protect the City's natural and environmentally sensitive resources. Additionally, this section addresses the issues, problems and opportunities associated with these resources.

Water Resources

The City of Atlanta has abundant and valuable streams, rivers, lakes, and wetlands. These natural water features support a wide variety of uses for its citizens, from drinking water to recreation and irrigation. Additionally, water provides wildlife habitat for both aquatic (water living) and terrestrial (land living) animals. Both animals and humans depend on having a clean water source for survival. Therefore, the forces that impact the

health of the local water supply are important to understand. This section includes an inventory of the City's water resources including its watersheds, rivers and streams, water supply watersheds, wetlands and floodplains.

Regional Water Plans

The Metropolitan North Georgia Water planning District (Metro Water District) serves as the water planning organization for the metropolitan Atlanta area and has three long-term regional plans. A summary of each and the plan recommendations are listed below.

Water Supply and Water Conservation Management Plan (2009, and amendments through June 2015): This plan addresses existing water supply and treatment facilities, water demand forecasts, water conservation analysis, water conservation program, water supply sources, water supply facilities, water reuse, local planning recommendations, water supply issues, state and regional policy recommendations, education and public awareness, plan implementation, and future plan evaluation. Specific action items from the local water planning section of the plan include development of local water waster plans, local emergency water plans, water supply watershed protection and water system asset management.

Watershed Management Plan (2009 and amendments through August 2013): The Watershed Management Plan includes strategies and recommendations for watershed and stormwater management and water quality protection for local governments as well as regional and state agencies. Specific action items for local management measures include Post-Development Stormwater Management Ordinance, Floodplain Management / Flood Damage Prevention Ordinance, Stream Buffer Protection Ordinance, Illicit Discharge and Illegal Connection Ordinance, Litter Control Ordinance, Comprehensive Land Use Planning, Future-Conditions Floodplain Delineation, Sanitary Sewer and Septic System Coordination, Greenspace and Green Infrastructure Tools for Watershed Protection, Stormwater Management Design Criteria and Standards, Local Education and Public Awareness Program, and Watershed Improvement Projects among others.

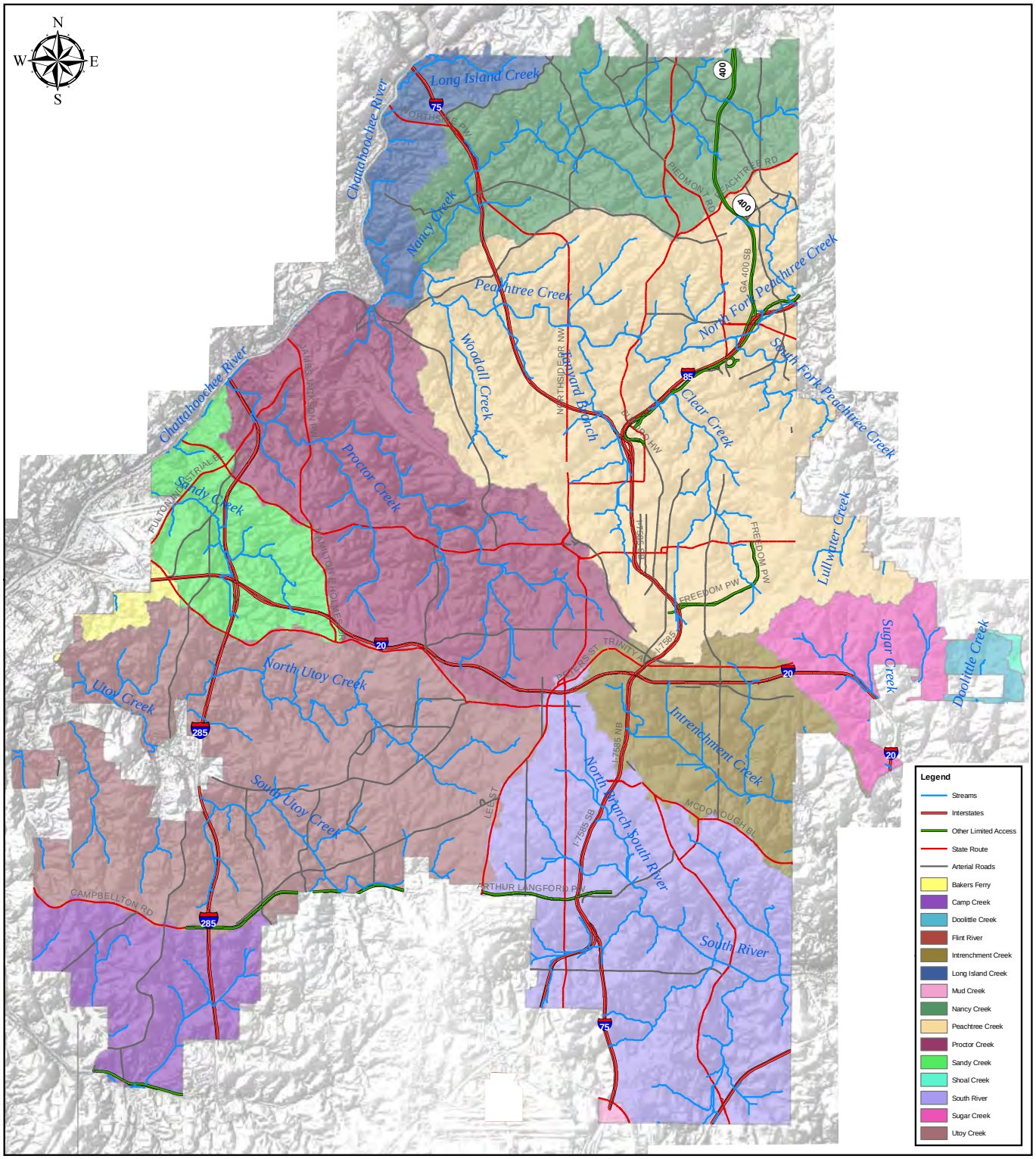
Wastewater Management Plan (2009 and amendments through February 2016): The Wastewater Management Plan includes long-term strategies for wastewater management, an implementation schedule for public wastewater treatment, comprehensive wastewater planning for sewer service areas, and management of privately owned septic systems. The plan states that local wastewater master plans must ensure that wastewater services are developed cost effectively, with a long-term regional perspective and good customer service. The plan's specific action items for implementation in local wastewater master plans include: Development of Local Wastewater Master Plans and Establishment of Policies for Connection to Public Sewers

The City of Atlanta has considered these documents and implemented many of the recommendations. In December 2015, Georgia Environmental Protection Division (EPD) conducted an audit to determine compliance with the Metropolitan North Georgia Water Planning District plans. EPD certified that the City of Atlanta is making good faith efforts to comply with the District Plans (see letter in the Appendix).

Watersheds

Atlanta's boundaries contain ten major watersheds and smaller portions of 5 additional watersheds, which supply two River basins—the Chattahoochee River and the Ocmulgee River.

In the West and North sides of the City, the Chattahoochee River is supplied by the Long Island Creek, Nancy Creek, Peachtree Creek, Proctor Creek, Sandy Creek, Utoy Creek, Camp Creek and Bakers Ferry watersheds. In the Southeast section of the City, the Ocmulgee River is supplied by the Sugar Creek, Intrenchment Creek, South River, Doolittle Creek, Mud Creek, and Shoal Creek watersheds. The Bakers Ferry subwatershed in the Chattahoochee Basin and Doolittle Creek, Mud Creek, and Shoal Creek subwatersheds in the Ocmulgee Basin have only limited extent within the City of Atlanta and are not further addressed because they are predominantly located within and managed by other jurisdictions.



Atlanta's Watersheds and Streams

CITY OF ATLANTA
DEPARTMENT OF WATERSHED MANAGEMENT

THIS MAP IS PROVIDED AS A PUBLIC SERVICE

The City of Atlanta has made known that this Data contains known errors and inconsistencies. The city of Atlanta in no way ensures, represents or warrants the accuracy and/or reliability of the Data and/or map products being developed. The user of the Data and or map products assumes all risks and liabilities which may arise from the information produced by Maps or Data furnished to User by the City of Atlanta.

COORDINATE SYSTEM:	NAD 1983 STATE PLANE GEORGIA WEST
MAP UNITS:	U.S. SURVEY FEET
SCALE: N / A	MAP SHEET #: 2 of 2
DATE: 07/29/2010	MAP REQUEST #: 13322

WATERSHED GIS gis.atlantawatershed.org

Map 4-1: Watershed and Streams

4. NATURAL RESOURCES

Each watershed is bounded by ridgelines which cradle floodplain valleys where the headwaters of several tributary creeks originate as springs. These spring waters flow into the principal creek, which eventually flows through a stream way corridor and floodplain to supply a river.

From Atlanta's earliest days, the network of its major arterial roads has followed the ridgeline network bordering the river and stream basins. The relationship between Atlanta's stream basin ridgeline system and the roadway framework is shown in Map 4-1.

The two continental plates that comprise each river basin interface in the Central Business District (CBD). This plate boundary runs along a ridge line which originates east of Atlanta, travels westward to enter the City along what is now DeKalb Avenue, crosses Woodruff Park to Forsyth Street, and then arches to the southwest, paralleling Spring Street and Peters Street.

The headwaters/springs for several creeks in the Chattahoochee River Basin and the Ocmulgee River Basin originate within a fifteen-block radius of the Five Points intersection. Waters from these springs are currently routed to the storm sewer system that carries the water to the rivers via outfall pipes, which feed the creeks. A portion of 10 watersheds are located within the City of Atlanta (See Map 4-1)

Programs and Regulations

Several programs and regulations are in place to protect the rivers and streams in Atlanta's watersheds. These are discussed below.

Watershed Improvement Planning: Georgia EPD recently repurposed its TMDL implementation plans to focus more on actively identifying sources of pollutants and targeted mitigation. The repurposed implementation plans are now referred to as Watershed Improvement Plans (WIPs). The WIPs must also address the USEPA's nine key elements of watershed planning.

As previously stated, the City's watersheds were divided into 10 planning areas and prioritized to allow DWM to complete WIPs over several years. DWM plans to complete at least two WIPs per year and complete all remaining WIPs by 2017. The WIPs include: an assessment of existing water quantity and quality conditions in the watershed; the identification of necessary improvements; and a CIP with specific water quantity and quality improvement projects. Where appropriate, management measures specific to the parameter of concern will be developed or recommended for stream(s) with an established TMDL(s). Types of projects identified in the WIPs include green infrastructure, stream restoration, and stormwater control measures, as well as programmatic activities.

Metropolitan River Protection Act: Metropolitan River Protection Act: As the Region's primary drinking water source, the Chattahoochee River has always been a priority for resource protection by the City of Atlanta, the Atlanta Regional Commission (ARC) and the State of Georgia. In 1973, the Georgia Assembly enacted the Metropolitan River Protection Act, which establishes a 2000 foot corridor along both banks of the Chattahoochee River and its impoundments between Buford Dam and Peachtree Creek. In 1998, the Act was amended to extend the corridor to the downstream limits of Fulton and Douglas Counties. As required under the Act, ARC adopted the Chattahoochee Corridor Plan. The Plan sets development standards to protect the land and water resources of the corridor and the River, including limits on land disturbance and impervious surface, buffers and setbacks along the River and designated tributaries and floodplain requirements. All land disturbing activity in the corridor is subject to review by ARC for consistency with Plan standards. Under the Act, local governments act on ARC review findings, issue permits for approved proposals, monitor land-disturbing activity in the corridor and enforce the Act and the Plan in the corridor.

Greenways-Blueways Study: The Atlanta Regional Commission is conducting the Greenways-Blueways Study to identify existing, committed and proposed access, recreation and greenspace resources along the Chattahoochee River. The study will also identify potential opportunities for access, recreation and greenspace. It is anticipated to be completed by the end of 2016.

Greenway Acquisition Project: Under a Supplemental Environmental Program that was established by a federal consent decree, the City of Atlanta invested $25 million in the purchase of property and conservation easements along selected portions of streams in Metro Atlanta that flow into the Chattahoochee and South Rivers. The Greenway Acquisition Project was implemented to improve water quality in Metro Atlanta streams and the Chattahoochee and South Rivers. The land has been preserved as "greenways", which are undeveloped and undisturbed corridors along stream banks that serve as natural filters to trap sediment and other pollutants carried by stormwater before they reach the streams. The natural vegetation of greenways also provides wildlife habitats and stream buffers. Land acquisition activities were completed in 2008, and the City now manages over 1,900 acres of Greenways.

Clean Water Atlanta Program: The Clean Water Atlanta Program includes five components: 1) professional management of the Consent Decree Program; 2) the strategy to reduce flooding and pollution from stormwater by implementing a stormwater utility; 3) Sanitary Sewer Overfloe (SSO) Consent Decree compliance; 4) water quality monitoring; and 5) Combined Sewer CSO Consent Decree compliance. Each of these efforts is described below.

- Professional Management of Consent Decree Program: The Department of Watershed Management (DWM) was created in 2002 to oversee the City's new comprehensive approach to solving water and wastewater issues. The DWM includes --primary operations units—the Office of Water Treatment and Reclamation and the Office Linear Infrastructure--along with the offices of Engineering Services, Watershed Protection, Financial Administration, and Customer and Business Services. This organizational structure allows DWM to plan, design, construct, operate and maintain the City's entire system of water and waste water treatment, pumping, collection and distribution, as well as maintain compliance with state and federal environmental regulations.

- Strategy to manage stormwater and pollution caused by stormwater: The City's goal is to implement a stormwater utility. A stormwater utility will provide a dedicated source of revenue for developing and maintaining stormwater infrastructure and reducing stormwater pollution.

- SSO Consent Decree Compliance: The First Amended Consent Decree (FACD) addresses improvements in the City's sanitary sewer system and requires the elimination of Sanitary Sewer Overflows (SSOs). Under the FACD, the City is evaluating, repairing, replacing and/or rehabilitating all 2,200 miles of sewer throughout the City and implementing long-term prevention and maintenance strategies. The approach includes inspecting, cleaning and relining the sewer system, and includes a full-scale grease management program that was launched in January 2003. The City is required to complete the work by 2027.

- Water Quality Monitoring: The City has partnered with the USGS to implement a comprehensive water quality monitoring plan. There are currently 11 fully instrumented sites. In addition, the Long-Term Monitoring Program will help the City to track water quality improvements associated with Clean Water Atlanta.

- CSO Consent Decree Compliance: The City received regulatory authorization to implement the refined Combined Sewer Overflow (CSO) Remediation Plan in 2008. The City achieved Concent Decree compliance in 2014 using a combination of technologies: separation of two full basins (Greensferry and McDaniel) and one subbasin (Stockade); eliminating two CSO facilities; and constructing a tunnel storage and treatment system to capture and treat 99% of the sewage and 85% of the stormwater from the remaining combined area. The result has been over a 70% reduction in sewer spills citywide from pre-Consent Decree conditions.

Stormwater Management: The City is required to address non-point source pollution through its National Pollution Discharge Elimination System (NPDES) and Municipal Separate Storm Sewer System (MS4) permit. The permit, first issued in 1991, requires the City to develop a Stormwater Management Program (SWMP) that outlines the activities the City will conduct to address stormwater run-off. As required by the permit, the City submits an Annual Report to the Georgia Environmental Protection Division (EPD) that documents the City's SWMP activities.

Stormwater management is also addressed through the City's participation with the Metropolitan North Georgia Water Planning District. The City is required by EPD to implement the District's Watershed Management Plan. The Watershed Management Plan provides strategies for watershed management and the control of stormwater runoff and includes specific tasks and milestones for implementing these strategies. The overall goal of the Watershed Management Plan is to meet and maintain water quality standards and designated uses of streams and other water bodies within the District. Stormwater Ordinances are listed below.

- Post-Development Stormwater Management (Chapter 74, Article X): The ordinance defines requirements for development to address stormwater runoff quality and quantity impacts following construction resulting from the permanent alteration of the land surface as well as the non-point source pollution from land use activities. The City revised the ordinance in 2013 to require projects to capture the first 1 inch of stormwater runoff and infiltrate, evapotranspirate, or reuse the runoff onsite through green infrastructure techniques.

- Riparian Buffer Requirements (Chapter 74, Article VII): The loss of vegetation, increases in impervious surface and increases in stormwater runoff associated with urbanization can have severe impacts on streams, including scouring, bank collapse, increased erosion and sediment, loss of habitat and reduction in water quality. Stream buffers, along with other protection measures, can help protect streams and preserve water quality by filtering of pollutants, reducing erosion and sedimentation, protecting and stabilizing stream banks, preserving vegetation and providing both aquatic and land habitat. The City requires a 75-foot buffer on all perennial and intermittent streams. It is more stringent than the minimum 25-foot buffer required by the State of Georgia.

- Illicit Discharge and Illegal Connections (Chapter 74, Article IX): An illicit discharge is defined as any discharge to a storm drainage system or surface water that is not composed entirely of stormwater runoff (except for discharges allowed under an NPDES permit or waters used for firefighting operations). This ordinance gives the City the authority to address illicit discharges and establishes enforcement actions for those properties found to be in noncompliance or that refuse to allow access to their facilities.

Rain garden in Adair Park

Water Supply Watersheds

The Department of Natural Resources defines water supply watersheds as the areas of land that drain to a public drinking water supply intake. Water supply watersheds are subject to the Department of Natural Resources' Rules for Environmental Planning Criteria (Chapter 391-3-16.01). The City's public drinking water supply intake is located on the Chattahoochee River just north of Peachtree Creek. The portion of the City that falls within the boundaries of its water supply watershed is the Chattahoochee River drainage basin north of Peachtree Creek, also known as the Long Island Creek Watershed. The Rules for Environmental Planning Criteria specify stream corridor criteria including stream buffers and land uses.

Water supply watersheds in Atlanta are protected under the Riparian Buffer ordinance (Sec 74-303). The ordinance requires the maintenance of an undisturbed vegetative buffer of 100 feet on either side of streams in Long Island Creek, and further protects a 150-foot stream buffer from development of impervious surfaces or on-site sewage management systems

Protected Rivers

Under the Department of Natural Resources Rules for Environmental Planning Criteria, Protected Rivers include any perennial river or watercourse with an average annual flow of at least 400 cubic feet per second as determined by appropriate U.S. Geological Survey documents. Those segments of rivers covered by the Metropolitan River Protection Act or the Coastal Marshlands Protection Act, however, are specifically excluded from the definition of a protected river (Chapter 391-3-16.04(2)(i)). As such, the Chattahoochee River, the only river in the City of Atlanta which meets the criteria identified above, is excluded from the protected river criteria by definition. The Chattahoochee River is protected by the Metropolitan River Protection Act (MRPA) as previously discussed above.

Floodplains

Floodplains serve three major purposes: 1) natural water storage and conveyance, 2) water quality maintenance, and 3) groundwater recharge. The 100-year floodplain (for areas with > 1 square mile drainage) is delineated by the Federal Emergency Management Agency (FEMA) to define land areas that are prone to flooding. These maps, most recently updated in 2014, constitute the flood hazard district maps for the City and have been incorporated into and made a part of the City's official zoning map, as is described in Section 16.02.004 of the City's zoning ordinance.

FEMA mapping of the 100-year floodplain does not exist for all areas of Atlanta subject to periodic flood inundation. For developments proposed along watercourses for which FEMA mapping does not exist, the city's Flood Area Regulations require engineering studies to be performed to determine the area where inundation is likely to occur during the 100-year base flood.

The Chattahoochee River is protected by MRPA

Programs and Regulations

The City's current Flood Area Regulations Ordinance prohibits the construction of any structures within 2 vertical feet and 15 horizontal feet of any 100-year flood limit. Additionally no new structures on stilts, construction involving cantilevering or cut and fill compensation is permitted in floodplain limits or its buffer. The City ordinance complies with both FEMA requirements and the Metropolitan North Georgia Planning District's Model Floodplain Management Ordinance.

In 2015, the City of Atlanta was accepted into the National Flood Insurance Program's (NFIP) Community Rating System (CRS) program. CRS is a voluntary incentive program that recognizes and encourages community floodplain management activities that exceed the minimum NFIP requirements. As a result, flood insurance premium rates for Atlanta's citizens are discounted to reflect the reduced flood risk resulting from the community actions meeting the three goals of the CRS: reduce flood damage to insurable property; strengthen and support the insurance aspects of the NFIP, and encourage a comprehensive approach to floodplain management.

Under certain conditions, the City will participate in FEMA grant programs to acquire and demolish flood damaged houses and turn the property into greenspace. The City currently owns 15 such properties and maintains them with the support of neighborhood groups.

The City has mapped current conditions floodplains for streams with a drainage area of 100 acres or more, as well as future conditions floodplains for all streams with drainage areas of 1 square mile (640 acres) or more, in accordance with Metropolitan North Georgia Planning District requirements.

Wetlands

Wetlands are subject to the Department of Natural Resources' Rules for Environmental Planning Criteria. Freshwater wetlands are defined by federal law as those areas that are inundated or saturated by surface or groundwater at a frequency and duration sufficient to support, and that under normal circumstances do support a prevalence of vegetation typically adapted for life in saturated soil conditions. Wetlands generally include swamps, marshes, bogs and similar areas. Wetlands are important for the public good due to their unique ability to protect water quality and provide plant and animal habitat.

According to the National Wetlands Inventory conducted by the U.S. Fish and Wildlife Service, wetlands within Atlanta occur generally in the areas along the Chattahoochee River and the City's major streams and creeks, though some non-stream corridor wetlands do exist in the City. Currently, the US Fish and Wildlife Service National Wetland Inventory Maps are the best source of information available on the location of wetlands in the City.

Programs and Regulations

The City of Atlanta has identified three main goals for wetlands protection and preservation. They are: 1) identify significant wetland resources, both on public and private land; 2) strengthen the protection of wetland areas; and 3) continue to comply with the Federal wetlands program under section 404 of the Clean Water Act.

Atlanta complies with Section 404 to maintain and protect these natural resources. Developers are responsible for requesting a "determination of jurisdiction" for any project that would result in altering over one acre of wetlands, as required by the Clean Water Act. Atlanta does not allow land-disturbing activity within delineated wetlands jurisdictions except as is restricted by a permit that is issued by the U.S. Army Corps of Engineers. Atlanta also requires a 25-foot protected buffer around wetlands for land disturbing activities.

Groundwater Recharge Areas

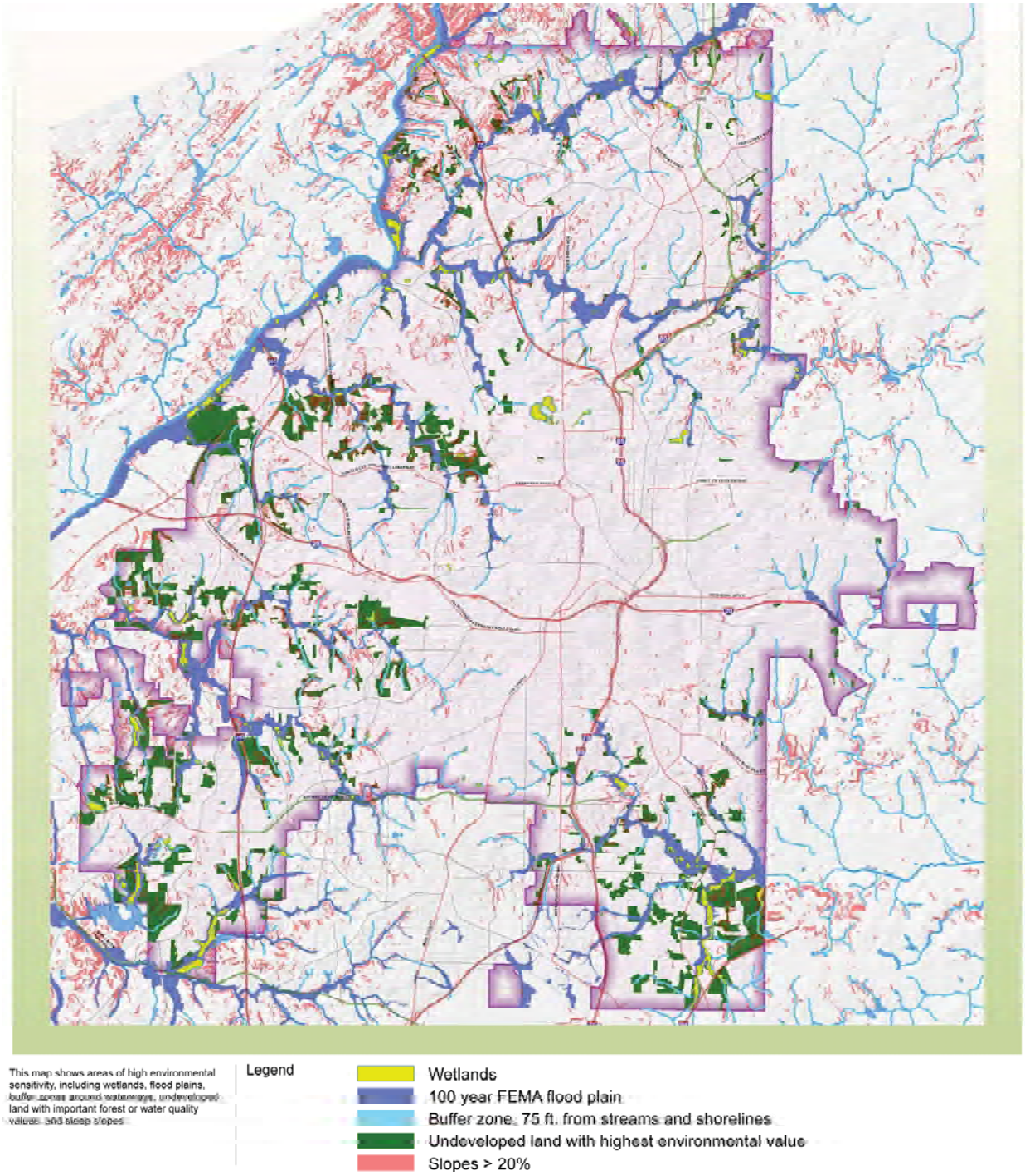
Groundwater recharge areas are subject to the Department of Natural Resources' Rules for Environmental Planning Criteria. Groundwater recharge is the process by which precipitation infiltrates soil and rock to add to the volume of water that is stored in pores and other openings within them. Most of northern Georgia is underlain by crystalline rocks with complex geologic character and with little or no porosity within the rocks themselves. Significant recharge

areas in the crystalline rock terrain of northern Georgia are found in areas that have thick soils or saprolite, and which have relatively low (less than 8 percent) slopes. These conditions are not present in the City. The City has not passed ordinances to address these criteria.

Environmentally Sensitive Areas

Environmentally sensitive lands discussed in this portion include steep slopes, soils and plant and animal habitats. Flood plains and public water supply sources are discussed in the Environmental Planning Criteria section above.

The environmentally sensitive lands were mapped as part of Project Greenspace (see Map 4-2) The land areas shown



Map 4-2: Environmentally Sensitive Areas

are undeveloped areas (excluding existing city parks and including some areas of golf courses and cemeteries) greater than five (5) acres in size that exhibit high environmental and greenspace value in terms of:

- Water Quality: based on proximity to water bodies, floodplains, and wetlands; and proximity to "priority" stream segments designated in the City of Atlanta Greenway Acquisition Plan.
- Forest Cover: based on canopy area percentage and the relative mix of evergreens and hardwoods. Greater canopy area and greater stand purity (either evergreen or hardwood) resulted in higher values.
- Connectivity: based on proximity to existing parks, schools, cemeteries and the size of the parcel.

The proximity and/or environmental relationship of environmentally sensitive land to the land areas that compose the City's drainage system represent a significant opportunity to expand Atlanta's greenspace.

In 2016 the City solicited proposals for an Urban Ecology Framework (UEF), which will evaluate and inventory the City's natural environs, including rivers and creeks, forest and tree canopy, ridges and watersheds, public and private green spaces, and other features that encompass and define the City's existing landscape. The UEF will identify what natural features are unique to the City of Atlanta, how ecosystems or habitats can be restored, and policies that promote real estate development aligned with those features and systems. It will then use this inventory to define a better future condition for the natural environment, including high-level recommendations about future green spaces, green connections, and green policies.

Steep Slopes

All of Atlanta is located within the Atlanta Plateau which is part of the greater Georgia Piedmont Province of the Southern Piedmont Region of the United States. One of the most striking features of Atlanta is the valley of the Chattahoochee River, which runs along its northwestern boundary. The valley ranges in depth from 150 to 400 feet and from two to five miles in width from rim to rim. Otherwise, rolling to hilly and broad, smooth uplands characterize the general surface features of the City.

Elevations in Atlanta range from 960 to 1,050 feet above sea level and slopes range from nearly level to 60 percent. The steeper slopes (greater than 15 percent) are generally located in the north, southwest, and southeast quadrants of the City and overall total 2,356 acres. Some of these areas are heavily forested or have vegetation. The presence of steep slopes in some areas of the City present challenges to protect the existing vegetation while allowing for development in appropriate areas. Additional protection of slopes that are greater than 15 percent is anticipated as development pressure in these areas of the City continues.

Soil Types

The soils in Atlanta are generally red in color and, with the exception of soils that are located in floodplain areas, are well-drained. These soils were formed from metamorphic and igneous rocks and range in texture from stony loams, gravelly-and-sandy loams, to clay loams. Six soil associations are found in Atlanta. They are grouped below into three categories according to type, location, and use limitations.

Nearly-level soils on bottomlands and low stream terraces: These include the following:

- Congaree-Chewacla-Wickham: Drainage is moderately good along the Chattahoochee River area but somewhat poor along small streams. Relief is mostly level or nearly level, although some slopes are undulating. These soils lie along the Chattahoochee River and along the City's larger streams and creeks. Because of the flooding hazard, the major soils in these associations have severe limitations if used for utility construction or residential, recreational, commercial or light industrial development. These areas should be limited to suitable wildlife habitat and supporting hardwood stands.
- Cecil-Floyd-Appling: Drainage ranges from good to excessive.

- Floyd-Cecil-Madison: Deep to moderately-deep soils that are well-drained to somewhat excessively drained.
- Appling-Cecil: Deep to moderately-deep soils that are well-drained to somewhat excessively drained. In most areas, limitations are slight for residential and park/recreational development and moderate because of clay for commercial and light industrial development, roads, and septic tank drainage fields. However, in the few areas where Louisburg soils predominate, depth to bedrock is very shallow, ranging from a few inches to three feet in depth.
- Gently-sloping and moderately-sloping soils of uplands: Soils in these associations are located primarily along portions of the major stream banks.

Strongly-sloping and steep soils of uplands: These include the following:

- Madison-Louisa: This soil type includes well-drained to excessively-drained soils.
- Cecil-Lockhart: This soil type has drainage that is good to excessive in most places, although it is excessive in some steep areas.

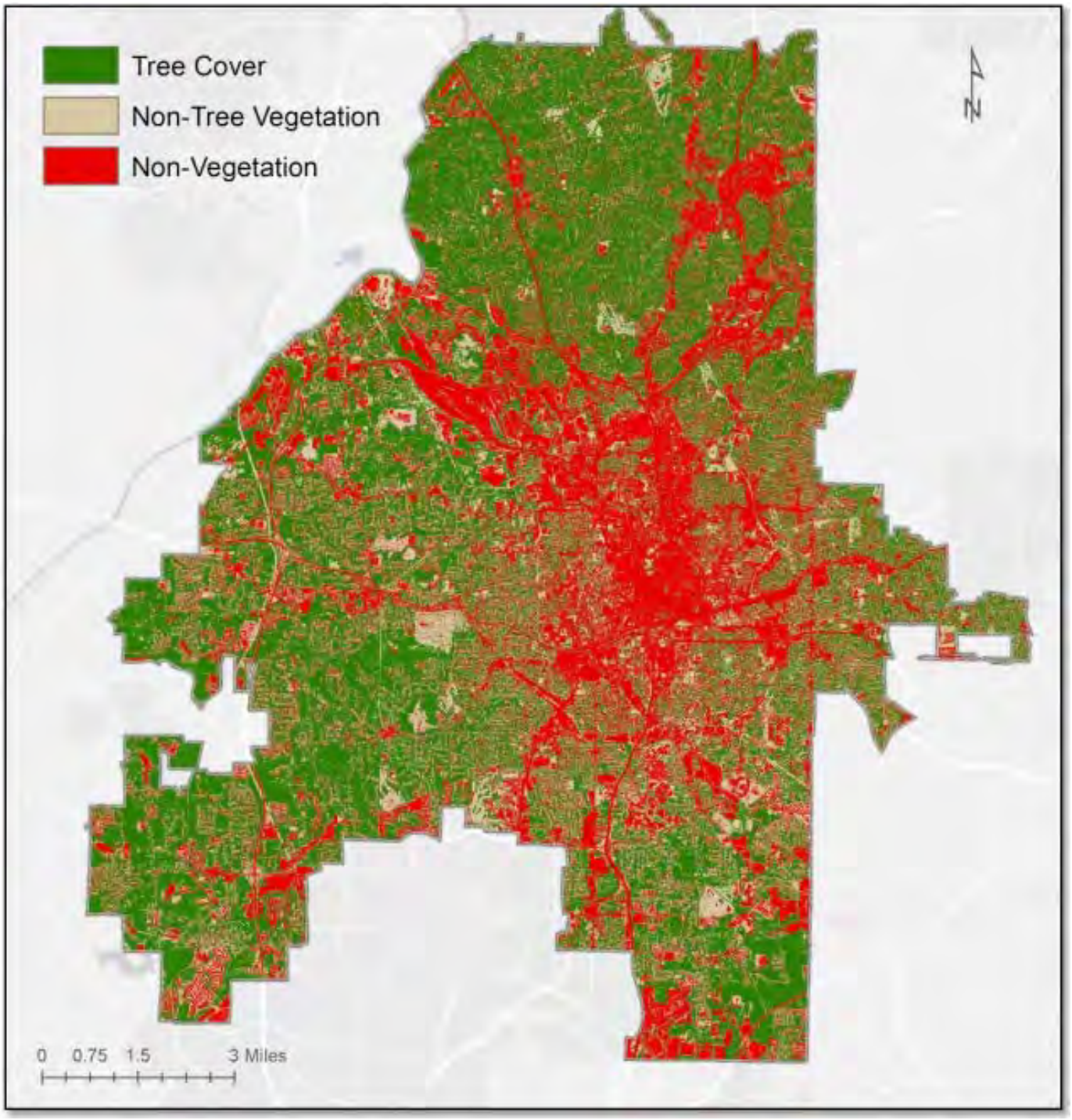
Programs and Regulations

The City of Atlanta Erosion and Sedimentation Control Ordinance (Chapter 74, Article II of the City Code) provides legal authority to enforce soil erosion and sediment control measures for land-disturbing activities that apply to all features of a particular site, including street and utility installations, drainage facilities and other temporary and permanent improvements. The City's ordinance also includes the statewide requirement that at least twenty-five feet along stream banks remain as undisturbed vegetation. The City requires a seventy-five foot buffer protection along perennial and intermittent streams. These provisions reduce the sediment load in area creeks and rivers.

Prime Agricultural/ Forest Land

Prime agricultural and forestland refers to those areas in which the soils and topography are conducive to agricultural production and to natural vegetative growth. As a result of increased urbanization, neither of these land use types can be found in any great quantity within the Atlanta City limits. However, a network of community gardens is located throughout the City of Atlanta. The Atlanta Community Gardens Coalition and the Atlanta Community Food Bank provides resources and expertise to community gardens for the cultivation of food. In addition, farmer's markets located throughout the City of Atlanta provide the opportunity to residents to buy fresh local produce. There is increased interest in local and sustainable foods.

Wooded areas are generally located in steep slopes and along streams, while undeveloped parcels throughout the City are also generally wooded. The City of Atlanta is recognized as having an urban forest with stands of trees that are located in private yards and in public lands. The City of Atlanta Tree Ordinance and tree planting program protects the



Map 4-3: City of Atlanta Land Cover

existing tree cover and requires replanting of trees.

Trees and other vegetation provide essential benefits to urban areas. As documented in *Assessing Urban Tree Canopy in the City of Atlanta* (a report by the Center for Geographic Information Systems (CGIS) and the Center for Quality Growth and Regional Development (CQGRD) at Georgia Tech and contracted by the City of Atlanta) urban trees provide shade and help cool surfaces and buildings, thereby mitigating the urban heat island effect and reducing energy demand; improve air, soil, and water quality; provide stormwater management benefits and habitat for wildlife; and they help to create a more aesthetically pleasing environment. According to this research, based on 2008 satellite imagery, 47.9% (40,524 acres) of the land within the city limits was covered by urban tree canopy (UTC), 22.1% (18,722

acres) was covered by non-tree vegetation (NTV) such as grass, shrubs, and other plants; and 30.0% (25,386 acres) was covered by non-vegetation (NV) such as paved surfaces and buildings. The majority of tree canopy within the Atlanta's city limits (77%) was on single-family residential land. Multi-family residential land has the second highest amount of the city's total tree canopy, and industrial land has the third highest (See Map 4-3). The report is at http://www.prism.gatech.edu/~ag124/UTCFinalReport.pdf

Protected Mountains

As defined by the Georgia Department of Natural Resources Rules for Environmental Planning Criteria, Protected Mountains are defined as all land area 2,200 feet or more above mean sea level, that have a slope of 25 percent or greater for at least 500 feet horizontally, and include the crests, summits, and ridge tops which lie at elevations higher than any such area. The City of Atlanta does not have any land that falls under this classification.

Brownfields

A brownfield is a real property whose expansion, redevelopment, or reuse may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant. Examples include former industrial sites, gas stations, dry cleaning establishments, and manufacturing plants. In the City of Atlanta, encouraging the reuse of brownfield properties through planning and economic incentives is critical to promoting smart and sustainable growth. Brownfield impacts are felt in many ways.

- Financially - the City is not able to collect the full tax value of the property.
- Socially - a community is often defined by the presence of abandoned properties, which may serve as natural barriers between parts of the same neighborhood;
- Community health – the site or sites may contribute to an actual or perceived health risk for neighborhood residents; and
- Environmentally - by contributing to the detriment of adjoining sites through migration of contaminants.

The City's involvement in the cleanup of brownfield sites started in 1996 when it received funding from the United

Table 4-1: City of Atlanta EPA Brownfield Grants

Type	Original award	Year	Accomplishments
Assessment	$400,000	2005	11 Phase Is and 7 Phase IIs
Revolving Loan Fund	$1,000,000	2009	Made 4 loans to ABI
Assessment	$400,000	2010	12 Phase Is (plus 14 preliminary Phase I in AWP) and 7 Phase IIs
Area Wide Planning	$175,000	2010	Plan for the area along Metropolitan Ave and Murphy Triangle.
Assessment	$400,000	2013	10 Phase I Environmental Site Assessments (ESAs), 6 Phase II ESAs, 2 expanded Phase II's resulting in UST removal at one site and additional assessment at another site, 1 Redevelopment and Reuse Concept Planning and 2 Analysis of Brownfields Clean-up Alternatives (ABCA)

States Environmental Protection Agency (EPA) to conduct a pilot brownfields project. The objective of the pilot project was to identify and assess potential brownfield sites within the then Empowerment Zone, draft a redevelopment strategy, get the private sector involved in redeveloping these sites, and conduct environmental justice planning to mitigate the impact of these sites on affected communities. Since then, the City has successfully received and managed EPA brownfield grants; including EPA Brownfields Petroleum and Hazardous Substances Assessment Grants (in 2005, 2010 and 2013); an EPA Brownfields Revolving Loan Fund grant (2009) and an Area Wide Planning grant (2010) (see Table 4-1).

Programs

EPA Brownfields Grants have enabled the City to identify new sites for development, assisted in increasing the City's greenspace acreage and aided the City in identifying new sites for new businesses and housing. However, there is much more work to accomplish in the City's neighborhoods with respect to redeveloping and revitalizing abandoned underutilized environmentally impacted properties. The goals of the City's Brownfield Program are to improve the quality of life, revitalize neighborhoods and increase the City's tax base by:

- Encouraging sustainable redevelopment of brownfield sites,
- Protecting human health and the environment,
- Supporting the retention and attraction of jobs,
- Maximizing the effectiveness of the Brownfield Program through collaborative efforts, and
- Educating and engaging with the community about the Brownfield Program.

Implementation of the programs listed below helps the City achieve its brownfields goals.

Brownfield Assessment Program: Under this voluntary assistance program, the City of Atlanta provides no-cost Phase I and Phase II Environmental Site Assessments (ESAs) for select brownfield properties. Grant funding is available for petroleum and hazardous substances sites. An Environmental Site Assessment is a critical first step before a property can be cleaned up or redeveloped. Eligible properties are those that will be redeveloped in the near-term and will serve as catalysts for other redevelopment efforts in priority areas of the city. The City of Atlanta was awarded Assessment grants in 2005, 2010 and 2013. With the grant funding 33 Phase I and 20 Phase II assessments have been completed. The City of Atlanta will submit application for Assessment grant funding in the future.

Brownfield Revolving Loan Fund Program: The U.S. Environmental Protection Agency awarded the City of Atlanta a $1,000,000 Revolving Loan Fund (RLF) grant in 2009. Supplemental funding was awarded in 2012 and 2015. The purpose of the Revolving Loan Fund program is to finance remediation of brownfield sites in the City by providing loans and grants to projects designed to improve the quality of life for residents, and to provide seed money for new developments in priority areas such as Proctor Creek, Atlanta Area Wide, Groundworks Atlanta, etc. The project is jointly administered by the City's Office of Planning and Invest Atlanta. To date, 4 loans have been made to Atlanta BeltLine Inc.

Brownfields Area-Wide Planning Pilot Program: The Area Wide Plan focused on a 3,282-acre project area in south-

Tank Removal completed as part of a Phase II ESA under the Assessment Program

west Atlanta. It consists of five redevelopment locations within two miles of each other, connected by commercial and industrial corridors. Nearly 28 percent of the project area's 49,297 residents live below the poverty level, and unemployment rates are higher than the national average. From 2006 to 2009, more than 3,500 jobs were lost in the project area. The Atlanta Area Wide Plan's goal is to assist and encourage the redevelopment and revitalization of underutilized or idle property with the best and highest use for the benefit of the City's residents. Reuse will include residential, commercial, retail, manufacturing, and greenspace/parks development. The area includes at least 25 brownfields, including a former auto service and repair shop, heavy industrial facilities, and vacant warehouses. The City has been working since 2005 in two redevelopment plans that identified the need for a framework for future area-wide brownfield planning in the project area. The area-wide plan coordinated community involvement around the assessment, cleanup, and reuse of brownfields in the project area, helping to anchor the area's commercial, industrial, residential, and greenspace redevelopment and identified 14 catalyst sites.

Environmental Protection and Sustainability

For the City of Atlanta, sustainability means making Atlanta a community that lives, works, plays, and grows socially and economically while maintaining environmental integrity and social equity for this and future generations. The goal of the Mayor's Office of Sustainability is to ensure that city decisions stimulate community development, promote fairness, and enhance quality of life for all. In an environment of population growth, increased poverty, and limited resources, sustainability must become not just a priority but the fundamental and level baseline for how society operates. Sustainable communities use resources wisely, maintain healthy economies, and provide all citizens with equal access to environmental and economic benefits.

Economy: Any solution must be economically viable, yet economic growth is sustainable only if it improves quality of life, is equitable, and does not exceed the carrying capacity of the natural systems upon which it depends.

Equity: Without equity no human system is sustainable. Environmental and economic benefits must be available to all communities and individuals across race, economic class, gender, ethnicity, etc.

Environment: All of the resources necessary to build an economy and sustain human life originate in the natural environment. As a City, natural resources must be managed to meet the economic and social needs of both current and future generations of Atlantans.

For the City of Atlanta government, working to be more sustainable means reconciling the City's developmental goals with its environmental limits over the long term. In order to do this, all City government activity needs to be filtered through the lens of ensuring that its consumption is maintainable in perpetuity. The Office of Sustainability works to balance the City of Atlanta's economic growth with environmental protection while being mindful of social justice.

The City's sustainability initiative officially began in 2008 with a program focus on internal government and municipal facilities operations. Best practices showed that the Atlanta city government was already implementing more than a third of what needs to be done, through programs in greenspace acquisition, LEED certified construction and renovation, lighting retrofits and building efficiency improvements, reducing paper use, transportation alternatives, water conservation and more.

Mayor Reed has set a goal for Atlanta to become one of the top ten sustainable cities in the U.S. Achieving this goal will improve the quality of life of Atlanta's citizens by enhancing the quality of their environment while supporting jobs and long term economic growth. Atlanta city government will adopt a culture dedicated to environmental sustainability through innovative leadership. The City is committed to continual improvement in sustainability practices and lead by example through policies and activities that support environmental sustainability.

Programs and Regulations

The Office of Sustainability and Atlanta's Sustainability Plan: Addressing sustainability in Atlanta is a complex undertaking, requiring an understanding and respect for the interconnected nature of environmental issues, and collaboration across all traditional jurisdictions, geographies and expertise. Meeting Atlanta's sustainability goals requires

complementary efforts at different scales, where everyone is relevant, everyone has a role and everyone has a responsibility to work towards an Atlanta we all want our children to inherit.

Atlanta's citywide Sustainability Plan "*Power to Change*" (p2atl.com), published initially in 2014 and updated in 2016, presents a clear path forward for the city in sustainability endeavors: combining national best practices with local context, leveraging the work of countless individuals and organizations (public and private) across many impact areas, and giving us all a sense of common purpose and accomplishment.

Power to Change was the result of the contributions of more than 300 stakeholders across Atlanta, representing their neighborhoods, their schools, their businesses, their community organizations and their government agencies. The input, and ongoing commitments and actions of these individuals and organizations is what will make *Power to Change* live and breathe, turning goals, targets and initiatives into a better Atlanta.

The *Power to Change* framework built a solid basis for measurable sustainability action around 10 impact areas, joining leading sustainability cities around the globe using this successful approach. In 2016, these 10 areas of impact were split in six initiatives: (1) Climate Resilience and Renewables, (2) Energy Efficiency, (3) Alternative Fuel Vehicles, (4) Waste Diversion, (5) Watershed Protection, and (6) Urban Agriculture. Each of these initiatives impacts specific areas such as the quality of the air and the water, transportation and mobility, community health and vitality, land use, material management, sustainability education, and sustainable economic growth (e.g., green jobs).

To achieve the top 10 city-ranking Atlanta must continue successful and funded programs and undertake new projects and policy initiatives that have been successful in benchmark cities. All City departments will continue to develop their own sustainability plans that are prioritized to target their biggest "wins" in the efficiency use of materials, energy, and water, and the reduction of greenhouse gases emissions. The Mayor's Office of Sustainability will continue working with City leadership to propose policy development and reformation in select areas. The Office of Sustainability staff will continue developing and implementing education and training programs for employees and the Atlanta community in key action areas, and will continue working to communicate its progress by tracking its success and sharing it within Atlanta city government and the greater Atlanta community. Specific measurements are listed below.

Climate Resilience & Renewables Initiative: The City of Atlanta has been affected by extreme weather events such as intense drought and floods; as such, the city recognizes the risk that climate change poses to its citizens. The city is reporting annually GHG emissions using ICLEI and GPC protocols and reports to the Climate Disclosure Project (CDP) and to Carbon.

Atlanta's Climate Action Plan, developed by more than 50 city-wide experts and adopted unanimously by the City Council in 2015, takes advantage of common sense approaches and cutting edge policies that our local government is uniquely positioned to implement – actions that can reduce energy use and waste, create local jobs, improve air quality, preserve our local landscape and history, and in many other ways benefit the city for years to come. The Climate Action Plan addresses GHG emissions from at seven focus areas: (1) Commercial and Industrial Buildings, (2) Residential Buildings, (3) Renewables, (4) Material Management and Recycling, (5) Water and Wastewater Management, (6) Transportation, and (7) Green Spaces and Food Security.

The City of Atlanta also adopted a comprehensive energy policy that aims to significantly reduce citywide commercial energy and water use through benchmarking and auditing of large buildings. The ordinance will drive a 20 percent reduction in commercial energy consumption by the year 2030, spur the creation of more than 1,000 jobs a year in the first few years, and reduce carbon emissions by 50 percent from 2013 levels by 2030. Performance data collected under the initiative will be made available to the public to allow the market to recognize, reward, and drive increased demand for high-performing buildings.

In 2015, Atlanta joined the *Compact of Mayors* to reaffirm the commitment of the city to reduce emissions and prepare the city for the impacts of climate change.

In 2016 the City was honored as one of the Rockefeller Foundation's "100 Resilient Cities." As a result of this funding, Atlanta will be strengthening its ability to withstand the impacts of climate change, such as flooding and heat islands.

By the end of 2016, the City of Atlanta will begin installing solar panels at 28 facilities, most of them recreational center and fire stations located in low-income and minority communities. The City also plans to deploy solar energy at two of their closest landfills, obtain a SolSmart Designation by the Department of Energy to accelerate and facilitate solar permitting. The City also is in the process of implement Solarize and Community Solar programs. The goal of the City is to improve the production of renewables by 25% by 2020 and reduce GHG emissions from citywide and city operations by 40 percent by 2030 and 80 percent by 2040 using 2009 baseline.

To accomplish the City's climate and resilience goals, it is necessary to educate and engage stakeholders and communities about the City's Climate Action Plan and the Atlanta's Resilience Plan, which is in development, to explore ways in which climate action and resilience can improve the quality of life in these communities

Energy Efficiency Initiative: Atlanta is currently number one in participation in the Department of Energy's *Better Buildings Challenge*. So far, 105,500,000 square feet of space in 550 buildings has been pledged to reduce energy and water use by 20 percent by 2020. In 2016, the City met its water reduction goal, four years ahead of schedule. The City is switching to more energy efficient indoor and outdoor lighting, including LED street lights that will use up to 80 percent less energy. Over 100 City-owned facilities, spread across multiple departments are included in the City's Guaranteed Energy Savings Performance Contract, which will result in large-scale improvements in energy and water efficiency in City facilities. The City is partnering with *Southface Energy Institute* to make our fire stations and recreation centers more energy and water efficient. Atlanta's *Affordable Multifamily Housing Challenge* is educating low-income multifamily housing owners on energy and water efficiency. The City of Atlanta has continued its momentum and has committed to reducing citywide energy consumption by 20 percent by 2020 and it is saving an average of 23 TBTUs of energy per year.

Alternative Fuel Vehicles Initiative: Through an innovative public-private partnership, Atlanta is adding 60 electric vehicles to its municipal fleet across departments, plus five Neighborhood Electric Vehicles that will be deployed on the Atlanta BeltLine for the Atlanta Police Department's PATH Force and Atlanta Fire Rescue. The City also has deployed 32 compressed natural gas (CNG) trucks and opened two new CNG stations and two Level 2 EV charging stations in front of the City Hall that are publicly available. Atlanta is hiring a one-year fellow who will be embedded at City Hall to help incorporate alternative fuel vehicles and low- emissions fuel usage throughout City operations. The City is seeking more fuel-efficient cars via new purchases and alternative fuels for its diesel fleet. Any new heavy-duty trucks purchased by the Department of Public Works will be low-emission vehicles.

Watershed Protection Initiatives: The Department of Watershed Management's (DWM) post-development stormwater management ordinance, revised in 2013, laid the groundwork for a robust green infrastructure program. The ordinance requires developers of both commercial and residential projects to capture and manage the first 1 inch of stormwater on site using approved green infrastructure best management practices (BMPs).

The Southeast Atlanta Green Infrastructure Initiative represents a dramatic change in the way the City, via DWM, responds to combined sewer system capacity issues, with approximately 13 million gallons captured with Green Infrastructure in Phase I, and a projected ten million gallons in future phases. In 2012, DWM completed 8 smaller green infrastructure projects including bioswales and rain gardens. In 2014, a 5-million-gallon stormwater collection vault underneath the current media parking lot at Turner Field was completed. The City is currently installing six miles of permeable paver roadways in the Peoplestown neighborhood to alleviate flooding in Peoplestown and adjacent neighborhoods served by the City's combined sewer infrastructure. Permeable pavers are designed to intercept, detain, and slowly release stormwater that falls on roadways and adjacent sidewalks. To date, the City has permitted nearly 2,000 construction projects that utilize green infrastructure via the requirements of the post-development stormwater management ordinance. Combined, these green infrastructure BMPs will help mitigate approximately 350 million gallons of polluted runoff annually.

Another watershed protection project, the Historic Fourth Ward Park's pond provides not only a natural gathering place that has spurred an estimated $500 million in surrounding development but also serves in a functional capacity as a stormwater detention basin. The project involved construction of a 9 million gallon pond that captures stormwater runoff from approximately 800 acres in the City's Clear Creek drainage basin. The original project design called for con-

struction of an underground tunnel at an estimated cost of $40 million. Instead, the City chose a different approach, a stormwater pond with associated green infrastructure features that was constructed for $14 million. Sustainable engineering components incorporated into the project included native landscaping, energy-efficient lighting, recycled granite boulders from the City's Bellwood Quarry site, recycled stone wall seating, and the planting of 300 caliper inches of landscaping to replace 195 caliper inches removed during construction. In addition, the project remediated a site previously designated as a brownfield and "day-lighted" a section of Clear Creek that had been paved over.

The City also purchased the Bellwood Quarry site in 2006, and under the leadership of Mayor Kasim Reed, the decision was made to transform the old quarry into a water storage facility for the City. When completed in 2017, the project will hold 2.4 billion gallons of water. This will increase the City's 30-day backup water supply from 3 days to 30 days. The project is designed to meet current withdrawal permit limits and to store any excess water not used for daily drinking water needs. In addition to the storage facility, the overall project also includes pump stations and a conveyance system to connect the storage facility to the Hemphill and Chattahoochee Water Treatment Plants and to the Chattahoochee River Raw Water Intake. This project will help the City be more resilient in the face of drought conditions and other potential disruptions.

In 2013, Proctor Creek was designated a priority area under the Urban Waters Federal Partnership. This designation assists underserved communities by linking local groups/municipalities to Federal partners and potential funding sources to stimulate local economies, create local jobs, provide residents with skills/career options, and improve overall quality of life, while improving urban waterways. Under the Urban Waters Federal Partnership umbrella, Atlanta is partnering with the U.S. Army Corps of Engineers on a three-year, $3 million study and project to restore the ecology of Proctor Creek Watershed.

Other projects in Proctor Creek include the design/construction of a seven-mile bike and pedestrian hard-surface trail from Maddox Park to the Chattahoochee River, development of new greenspaces and parks, redevelopment of existing parks, and targeted measures to improve water quality in the main stem and tributaries of the Creek.

Waste Diversion Initiative: Each year Atlanta diverts approximately 35,000 tons of materials from area landfills. In 2015, in an effort to increase curbside recycling participation and increase the volumes of recyclables collected, Atlanta partnered with *Recycling Perks* to incentivize household recycling. Residents are able to earn points toward goods and

Proctor Creek is the focus of several initiatives to improve its environmental quality

services at local businesses each time they place their recycling cart at the curb.

The City also partnered with local non-profit LiveThrive Atlanta to establish Atlanta's Center for Hard to Recycle Materials (CHaRM). Since opening in April of 2015, CHaRM has had more than 11,000 visitors and has collected more than 245 tons of harmful materials, including 62,125 gallons of paint, 25,726 gallons of household hazardous chemicals and 138,048 pounds of electronics. In addition, CHaRM has collected 79,620 pounds of textiles, 86,420 pounds of metals and 12,000+ illegally dumped tires. The city is also partnering with Live Thrive to accept used toner cartridges. Through a partnership with Cartridge World, old cartridges are picked up from City Buildings and proceeds are donated to this non-profit that supports the City of Atlanta's recycling efforts.

More than half of Atlanta's population of 463,000 citizens live in multifamily dwellings such as apartment buildings, condos, or townhomes. An ordinance was established in 2008 requiring that these dwellings offer recycling to their residents. Specifically, the City of Atlanta Code Section 130-38 states that the owners of any multi-family dwelling, including public housing - consisting of six or more living units, shall furnish commercial containers for the collection of recyclables, including, at a minimum, the materials the city collects as part of its curbside recycling program. http://slideplayer.com/slide/7247512/. This 2007 code has never been enforced, but a Legislative Alert was recently sent to all complexes in Metro Atlanta notifying them of the ordinance, its provisions, and penalties for failure to comply. Historically, there are several challenges with the ordinance and its enforcement including space constraints at many dwellings, desire for convenience from residents, and a history of contamination from multifamily recycling (contaminants include food scraps, plastic bags & film and Styrofoam). The Office of Sustainability is developing a set of recommendations to increase recycling practices among apartment owners and managers that will in turn support an uptake in overall recycling among apartment dwellers across Atlanta.

In 2014, in an effort to move Atlanta into the top tier of sustainable cities, Mayor Kasim Reed established a goal for the City is to divert 90 percent of municipal and residential waste from the landfill stream by 2020. In an effort to make substantial progress toward this goal, in 2015 several City departments joined together to form a committee to research new and existing technologies to process solid waste in a sustainable manner. The group offered a Request for Information and received 18 submissions from various companies and consortia from around the world. Based upon those submissions, the City is currently in the process of putting together a Request for Proposal for a waste diversion facility to take all of the City's waste that is currently going to landfill while not affecting Atlanta's recycling program.

As part of a continuing effort to encourage the development of compost infrastructure for Atlanta, the Mayor's Office of Sustainability partnered with the Georgia Recycling Coalition in 2016 to host series meetings for businesses, groups and individuals interested in establishing community and large-scale compost operations to manage food residuals, yard trimmings and other organics. In addition, Cafe 55 at City Hall began sending its kitchen food waste to be composted. Future plans include sending the Cafe 55 dining room food waste and the compostable dining ware to be composted as phase II.

In 2015 the City reconstituted the Keep Atlanta Beautiful Commission (KAB) under the umbrella of the Department of Public Works. The new KAB has been charged with addressing such issues as litter, illegal dumping and abandoned scrap tires across Atlanta. KAB started its first project in 2016, in partnership with City Councilmembers, the Department of Public Works, The Mayor's Office of Sustainability, a local tire recycler, neighborhood associations and citizens groups. The partnership project, which will be an annual event in the future, was a two-month campaign that collected over 8,000 abandoned scrap tires from across the City.

Atlanta is also in the process of installing over 300 BigBelly solar powered trash and recycling compactors in designated commercial districts and high-traffic corridors across the City as an innovative method of trash and recycling collection. These solar powered "smart bins" will enable the City to better manage collection through real-time data as to the volumes in the bins and have the capability to provide WIFI and other data collection.

Urban Agriculture and Green Spaces Initiative: In 2015, the City of Atlanta hired the first Urban Agriculture Director in the nation. In this position, the Director has streamlined the permitting process for urban and community gardens to make it easier for farmers to do what they do best – grow and distribute food. Furthermore, the City has secured

dozens of grants to strengthen Atlanta's urban agriculture network and increase access to fresh, local, healthy foods. Awards include the GRO1000 grant to give social entrepreneurs an opportunity to grow and sell edible plants and a U.S. Forest Service grant to establish a food forest in Southwest Atlanta. Through the GRO100 grant, the City will build four community gardens, which will extend the existing fire station garden program from ten gardens to fourteen. The City of Atlanta has provided conceptual and technical drawings for the design and construction of the Capitol View Community Garden Landscape Plan and has organized community work-days.

With the assistance of Georgia Tech's Scheller College of Business, the City has completed the Customized Food Hub Assessment Tool Kit for Atlanta. The Office of Sustainability has established a community supported agriculture drop-off location at city hall with the local farming cooperative Global Growers. Through this initiative, the City will increase also the size of its green-spaces, protect and restore the city's tree canopy, create and maintain a park system that promotes and supports sustainable development, implement landscaping and facility renovations that reduce energy demand and maintenance costs, and eliminate the food deserts through the City.

Measuring Sustainability: *Measuring Sustainability* will be an online sustainability "dashboard" that will provide a centralized database and resource for tracking and improving in all the City initiatives. Atlanta's *Measuring Sustainability* initiative is used to track health, equity, and economic indicators for Atlanta and their correlation with the status of six initiatives in eight impact areas: air, water, land, food, energy, transportation, material resources, and community vitality. Establishing a data-driven resource, informed by extensive peer city research and stakeholder engagement, will enable residents to easily evaluate and act upon Atlanta's status, needs, and progress.

For each of the six initiatives, the Mayor's Office of Sustainability will continue its work to facilitate a public process that will build a shared vision for Atlanta a as top tier sustainable city and identify key metrics. These metrics will build on the success of the first city-wide sustainability report for Atlanta and will further enable the measurement of the progress and plan for the city's economic vitality and environmental health. Broad public participation will ensure that what gets measured and reported upon matters most to Atlantans.

The final product of this public process will be a web-based sustainability dashboard that will serve as a resource enabling Atlanta's businesses, citizens, city government, leaders, nonprofits, and universities to:

- Identify the environmental and quality of life challenges the city faces and to prioritize solutions,
- Craft data-driven public policy to address Atlanta's most pressing issues,
- Measure Atlanta's progress towards becoming a top tier sustainable city, and
- Engage in ways they can make a difference and get plugged into organizations who are leading the city's efforts in each impact area.

In addition to developing the dashboard, the public process will:

- Stimulate aspirational thinking around the possibilities for our great city,
- Engage the Atlanta community around a vision for a prospering and sustainable Atlanta, and
- Build broad commitment to realizing that vision.

Needs and Opportunities

Water Resources

Needs

- **The size of flooded areas has grown due to increased volume and velocity of stormwater runoff from impervious surfaces in watersheds throughout the City. Frequent flooding is a consistent issue in some areas.***
- Ongoing litigation between Georgia, Alabama and Florida regarding water rights has left the Atlanta Metro Region uncertain of future availability of water supplies.

- Rivers and streams, particularly the Chattahoochee River, are not accessible.
- As in many older cities, streams in Atlanta's intown core were historically piped in order to create more developable land.

Opportunities

- **Develop Greenways/waterways along streams, increase accessibility to river and streams.***
- Adopted the Flood Area Regulations, which are more stringent than the Metropolitan North Georgia Water Planning District's Model Floodplain Protection Ordinance.
- Continue to promote Low Impact Development (LID) techniques including green infrastructure to reduce the amount of stormwater runoff from impervious surfaces.
- Continue enforcement of the Post-Development Stormwater Management Ordinance to ensure that post-development controls are functioning as designed.
- Preserve, enhance and expand the undeveloped floodplain along the Chattahoochee River and other waterways as public open space.
- Protect and enhance undisturbed and protected buffers along streams to protect and improve water quality.
- Support and promote daylighting of covered streams where appropriate to re-establish floodplains and provide habitat.
- Support the development of DWM's streambank restoration group that is developing practices and implementing projects to facilitate streambank protection and restoration.

Watersheds

Needs

- All of the City's major streams are on the Environmental Protection Division's 303(d) list for failing to meet State water quality standards.

Opportunities

- Continue implementation of the District-wide Watershed Management Plan developed by the Metropolitan North Georgia Water Planning District.
- Implement the Watershed Protection Plan by developing Watershed Improvement Plans for all 10 watersheds by 2020.
- Promote inter-departmental coordination in the development of stormwater management policies and plans, including green infrastructure.
- Educate the public on non-point source pollution; include developers, private and commercial businesses and institutions; target watershed protection strategies to specific groups' needs.
- Promote environmentally-sensitive site design to protect environmentally sensitive areas and prevent mass grading and clear cutting.
- Create a dedicated funding source for stormwater management.
- Acquire floodplains along city streams where feasible in conjunction with FEMA grant program.

Soil Erosion

Needs

- Soil erosion, stream bank erosion and sedimentation are the most significant sources of pollutants of streams in the City of Atlanta.

Opportunities

- Continue to utilize the City of Atlanta Erosion and Sedimentation Control Ordinance to monitor and enforce soil control measures for land disturbing activities including street and utility installation, drainage facilities and other temporary and permanent improvements.
- Continue to enforce both state required and city required stream and river bank buffer requirements to reduce the sediment loads in creeks and rivers.
- Promote Low Impact Development (LID) techniques including green infrastructure and environmentally-sensitive site design to protect environmentally sensitive areas.

Steep Slopes

Needs

- The presence of steep slopes in some areas of the City present challenges to protect existing vegetation and prevent erosion while allowing development in appropriate areas.

Opportunities

- Consider providing additional protection for slopes that are greater than 15 percent as development pressure in the city increases.

Agricultural and Forest Lands

Needs

- **Urban forest land and the City's tree canopy are disappearing.***

Opportunities

- **Promote elements to support healthy communities - by improving access to food, promoting physical activities, walkability and access to healthcare.***
- **Promote and facilitate urban agriculture, green roofs, community gardens and rainwater harvesting and particularly use of vacant land for community gardens.***
- Provide adequate city resources for urban forestry management.
- Provide adequate city resources for the enforcement of Atlanta's Tree Ordinance.
- Enforce the parking lot landscaping ordinance.
- Implement and enforce amendments to the Tree ordinance which includes protection of the urban forest.
- Implement up-to-date computerized tree maintenance program.
- Develop urban forest management plan for the City that addresses invasive plant species removal.

- Expand Parks Bureau Forestry division to help implement urban forest management plan.
- Develop a citywide streetscape master plan to include tree planting details.
- Promote locally grown foods.
- Implement policy recommendations from *Assessing Urban Tree Cover in the City of Atlanta: A Baseline Canopy Study*:
- Set city-wide canopy goals
- Monitor conditions and progress toward goals
- Support tree planting on public and private property, and along public rights-of-way
- Establish partnerships with non-profit organizations and private individuals and organizations
- Plan for threats (such as storms, droughts, pests, and diseases)

Plant and Animal Habitat

Needs

- The habitats of rare plants, wildlife are disappearing due to increased urbanization.

Opportunities

- Continue compliance with State and Federal laws for the protection of plant and animal habitats.
- Develop a program to increase awareness of Atlanta's loss in diversity of wildlife and aquatic species due to contamination and sedimentation.

Brownfields

Needs

- Targeted Communities in the City of Atlanta for Brownfield Assessments located along the Northwest to Southeast Atlanta transect are current and former industrial areas located primarily along rail lines have a large concentration of brownfields. The Targeted Communities are: the Proctor Creek Watershed, Groundwork Atlanta neighborhoods, the Atlanta Area Wide Planning Area, and rail road corridors along Memorial Drive and Jonesboro Road.
- The Targeted Communities have the highest concentration of active and abandoned industrial uses in the City of Atlanta. Numerous environmental issues have been identified in several studies. The market is in many of these areas is not strong enough to address brownfields.

Opportunities

- Brownfield sites have been identified through various plans in the Targeted Communities ranging from brownfield inventory around the Atlanta BeltLine, the Atlanta Area Wide Plan, Groundwork Atlanta Feasibility Report, Proctor Creek studies and in several planning documents.
- EPA Brownfield grants provide funding to address for Brownfields through Assessment Grants and the Brownfield Revolving Loan Funds
- Partnerships between EPA, EPD, City of Atlanta, Invest Atlanta and many non-profits have a created a network to address brownfields.
- The City of Atlanta Brownfields Programs is one more step in the City's ongoing efforts to improve public

health and welfare in those areas of the city most impacted by its industrial past and contaminated brownfields sites.

Urban Sprawl

Needs

- **Sprawling land development patterns contribute to the environmental degradation.***
- An opposite problem from urban sprawl: Infill development and redevelopment is replacing smaller houses with larger ones, thus removing trees and increasing impervious surfaces.

Opportunities

- Implement green infrastructure stormwater management techniques into urban design and development regulations, standard details, and city policies.
- Pass green building ordinances and remove bureaucratic hurdles that prevent sustainable development
- Support the sustainable development industry and through leaders who are leading by example in the way of green building and design.
- Create more dense, transit-oriented development
- Improve the city's transportation infrastructure including Atlanta BeltLine and Peachtree Streetcar
- Implement Connect Atlanta, the city's first comprehensive transportation plan, and undertake innovative pilot projects pedestrian-only zones
- Implementing Project Greenspace, a long-term plan for growing and managing Atlanta's greenspace system that will connect people with public spaces, nature preserves, parks, plazas, and streetscapes.

Climate Change

Need

- Climate change is causing changes in average temperatures, rainfall, and the frequency and severity of storm events which have major negative impacts on the natural and built environment.

Opportunities

- Conduct a Community Climate Mitigation and Adaptation Plan
- Reduce dependence on carbon intense fuels in city facilities by shifting to renewable energy use
- Improve the energy efficiency of city facilities and expand residential and commercial energy efficiency programs for Atlanta citizens and businesses
- Complete the conversation of traffic light and street light infrastructure to LED lights
- Properly time and coordinate traffic signal infrastructure
- Support Atlanta BeltLine's commitment to ensure all parks are energy neutral parks
- Impose sustainable and local agriculture ordinances and zoning code changes including community garden ordinance
- Imposing more significant energy efficiency requirements on all new affordable housing and renovations
- Reduce time allowed in no-idling ordinance and enforce the ordinance

- Implement plan, policies and strategies to improve resiliency and address effects of climate change.

Highest Ranked among Natural Resources Needs and Opportunities

Natural Resources Policies

Protection and Conservation of Natural Resources

- Include the protection of unique and sensitive natural resources in neighborhood open space framework plan.
- Support and promote opportunities for establishing conservation easements as authorized in the City of Atlanta Tree Ordinance.
- Continue data acquisition and implementation of the inventory, to include geographical informational system (GIS) data, of Atlanta's natural resources, in coordination with local, state, regional and federal agencies.
- Identify priority natural resources and methods to protect and enhance natural resources.
- Create a protected greenway along the Chattahoochee River from the northern city limits at the National Park Service Recreational Area to southern city limits at the Fulton County Airport.
- Evaluate the use of performance standards in the city-zoning ordinance to address impacts of commercial and industrial uses on the environment.
- Optimize educational opportunities related to natural resources protection.
- Preserve and enhance the City's environmental resources through the implementation of the Parks, Open Space, and Greenways Plan, the Clean Water Atlanta program and Project Greenspace.
- Preserve and enhance the City's environmental resources through the development and implementation of a City-wide Watershed Protection Plan.
- Continue to permit development based upon the carrying capacity of available infrastructure and the natural environment.
- Integrate natural resource conservation and greenspace creation into the planning for and siting of City facilities.
- Establish consistent and coordinated environmental criteria for interdepartmental use during development, economic and facilities plans, land use policies and codes.
- Encourage and support citizen participation and environmental education programs.
- Continue to ensure that all development within the City complies with applicable Regional, State and Federal Environmental Policies.
- Complete the Urban Ecology Framework

Protection and Enhancement of the Function and Integrity of the City's Floodplains

- Maintain and improve our rating with NFIP's Community Rating System (CRS) program
- Continue to assist and support the Metropolitan North Georgia Water Planning District's development of watershed management guidelines.
- Preserve, enhance, and expand the undeveloped floodplain along the Chattahoochee River and other

waterways as public open space.

Protection and Preservation of the City's Wetlands

- Continue to comply with the Federal wetlands program under section 404 of the Clean Water Act.
- Continue enforcing wetland buffer requirements and consider other ways to strengthen protection of wetland areas.
- Identify significant wetland resources, both on public and private land.

Achievement of Water Quality Standards in Streams and Creeks

- Support and enforce the City's Erosion and Sedimentation, Riparian Buffer, Floodplain Management, Post-Development Stormwater Management, Grease Management, Conservation Subdivision, and Illicit Discharge and Illegal Connection Ordinances.
- Continue to assist and support the Metropolitan North Georgia Water Planning District's development of watershed management guidelines.
- Implement the Long-Term Watershed Monitoring Program in coordination with the United States Geological Survey.
- Implement the Total Maximum Daily Load (TMDL) Monitoring Program.
- Implement the City-wide Watershed Protection Plan by developing Watershed Improvement Plans for all 10 watersheds by 2020.
- Continue to implement the MS4 (Municipal Separate Storm Sewer) Stormwater Management Program that addresses non-point source pollution.
- Promote Green Infrastructure, Low Impact Development (LID) techniques and environmentally-sensitive site design to reduce the amount of impervious surfaces in a development.
- Continue to support Clean Water Atlanta and the regional Clean Water Campaign.
- Create a dedicated funding source for stormwater management

Protection and Enhancement of the City's Urban Forest

- Provide adequate City resources for the management of the urban forest.
- Provide adequate City resources for the enforcement and implementation of the City of Atlanta Tree Ordinance.
- Implement and enforce the parking lot landscape ordinance.
- Implement and enforce the City of Atlanta Tree Ordinance.
- Implement an up-to-date computerized tree maintenance program for parks and public rights-of-ways.
- Develop an urban forest management plan for the City including planting, maintenance, protection, promotion, and staffing levels. Protecting the urban forest, street trees, and landscape buffers to reduce stormwater runoff from impervious surfaces are key elements of the new tree ordinance.
- Expand the Bureau of Parks Forestry Division staff to implement and promote the urban forest management plan.

- Update the existing Arboricultural Specifications and Standards of Practice.
- Develop a citywide streetscape master plan, including tree planting details and prioritized streetscape projects.
- Develop citywide streetscape specifications and standards as part of the above master plan, include on-site stormwater management practices were applicable.
- Continue to review proposed development projects for their provision of adequate vegetative buffering and their compliance with the City's Tree Ordinance to preserve trees and to plant replacement trees.
- Within the Special Public Interest (SPI) zoning districts in the central areas of the City, issue Special Administrative Permits (SAPs) only after adequate provision has been indicated on developers' site plans for the planting of street trees adjacent to City streets, among other requirements.

Protection and Enhancement of Wildlife and Native Plant Habitats

- Identify and protect adequate natural wildlife habitats and corridors.
- Identify and protect endangered, rare and native plant habitats.

Achievement of Air Quality Standards

- Continue to support all programs and projects at the state, regional and local level which reduce air pollution from stationary and non-stationary sources.
- Support the programs of the Clean Air Campaign.

Sustainable Development

Being more sustainable as a city not only protects and preserves the environment, it makes economic sense. It helps drive financial savings and efficiency and creates jobs. Becoming a top ten sustainable city will increase Atlanta's competitive advantage for economic growth by positioning the city as a magnet for talent and for like-minded companies looking to relocate.

For Atlanta citizens, the effort to become a top ten sustainable city will provide many benefits:

- Energy security will ensure multiple, reliable, affordable, local, and renewable energy sources.
- Improved air and climate quality will enhance citizens' health and stabilize contributions to climate change.
- Water conservation will ensure availability of high quality water.
- Land preservation will ensure plentiful natural lands and green spaces.
- Resource protection will eliminate wasteful resource uses and ultimately save the consumer money on utilities and other services.
- Improved transportation infrastructure and access to transit will relieve traffic congestion.
- Encouraging sustainable food systems and pedestrian and outdoor activity will combat obesity

4. HISTORIC RESOURCES

The City of Atlanta's historic fabric is a diverse collection of buildings, sites, and districts that reflect all decades of the City's past and has significance for all of the City's residents, workers, and visitors. The current status of the City's historic fabric and programs is best described through its regulatory functions, resources, surveys, needs and opportunities, and policies.

Functionally, the City of Atlanta's Historic Preservation Division, part of the Office of Design, within the Department of Planning and Community Development, manages the City's Historic Preservation programs, including:

- Administration of the City's Historic Preservation Ordinance (current version adopted in 1989);
- Management of the operations of the Atlanta Urban Design Commission (established in 1975);
- Assistance to property owners, neighborhoods, the general public, and other government agencies about historic preservation in the City, the City's history, and historic resources; and
- Compliance with federal preservation laws in partnership with other City agencies (the "Section 106 process").

4.1 Regulatory Functions/ Atlanta Urban Design Commission

Adopted City policy provides that the Commission identify, protect, enhance, and perpetuate the use of buildings, sites, and districts of special character, historic interest, or aesthetic value. It is in the interest of the health, prosperity, safety, education, and general welfare of the public that the City maintains this policy. Among other activities, the Commission accomplishes this policy by nominating and regulating buildings, properties and districts to categories of protection offered under the City's Historic Preservation Ordinance. Since the 1989 Historic Preservation Ordinance was adopted *(See Tables 4.2-1 and 4.2-2 and Map 4.2-1),* over 60 individual buildings/sites and 18 districts have been designated under the ordinance.

The Commission and Staff administer the Historic Preservation Ordinance by issuing Certificates of Appropriateness as the first step in the building permits process for new construction, additions, renovations, demolitions, and site work. This review and approval process is only required for districts and buildings designated under the Historic Preservation Ordinance, as well as several Special Public Interest (SPI) districts. The Commission also provides comment or regulation as required by individual ordinances, such as the Subdivision Ordinance, and specific zoning applications (rezoning, variances, special use permits, etc.). In addition, the Commission reviews and comments on projects that involve City capital funds, property (including parks), right-of-way or air rights, or public art.

The Commission consists of 11 members who are all residents of the City

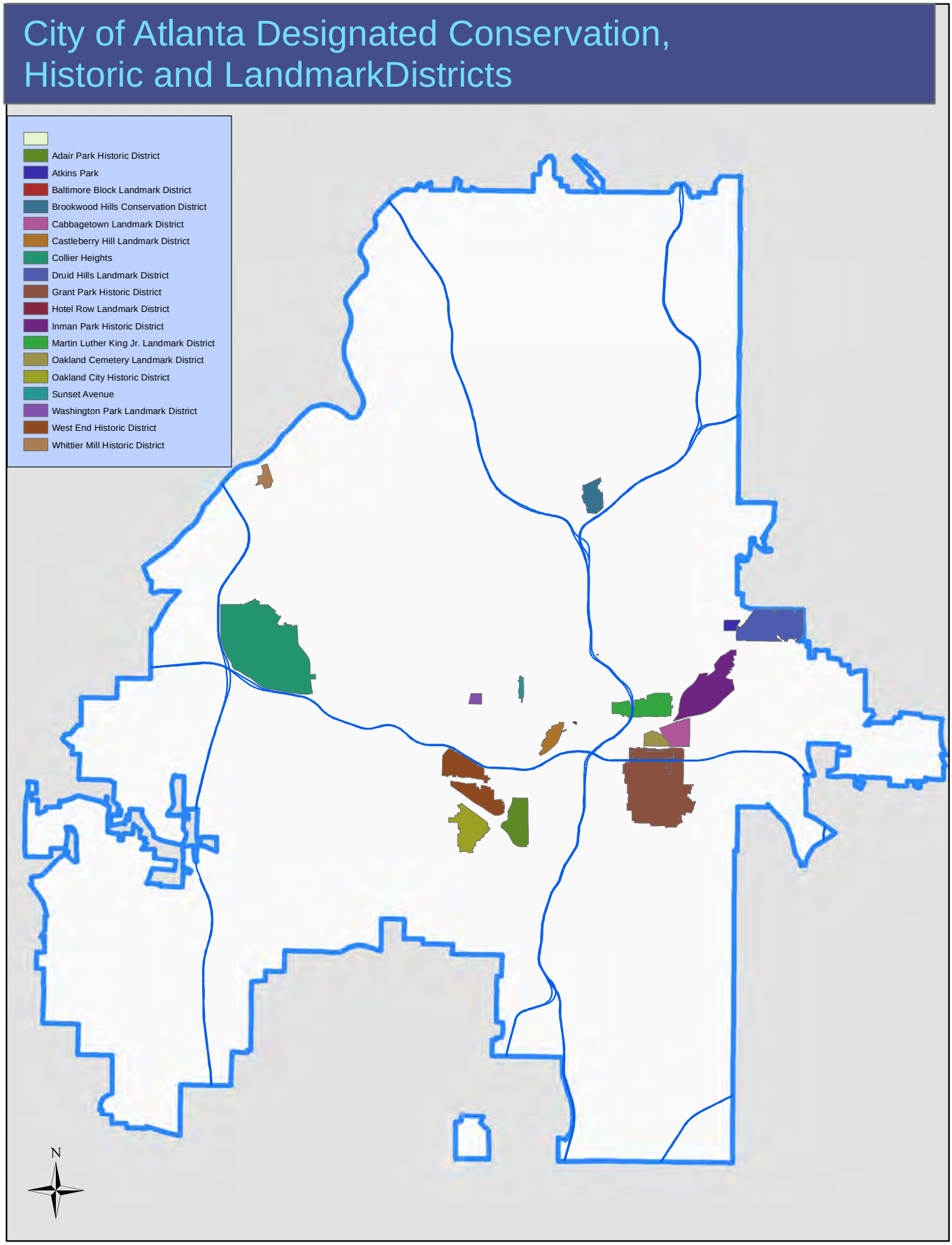

City of Atlanta Designated Conservation, Historic and LandmarkDistricts
Adair Park Historic District
Atkins Park
Baltimore Block Landmark District
Brookwood Hills Conservation District
Cabbagetown Landmark District
Castleberry Hill Landmark District
Collier Heights
Druid Hills Landmark District
Grant Park Historic District
Hotel Row Landmark District
Inman Park Historic District
Martin Luther King Jr. Landmark District
Oakland Cemetery Landmark District
Oakland City Historic District
Sunset Avenue
Washington Park Landmark District
West End Historic District
Whittier Mill Historic District
N

Table 5-1: Landmark, Historic and Conservation Districts Designated under the 1989 City of Atlanta Historic Preservation Ordinance			
District Name	**Major Streets**	**Designation Date**	**Designation Type**
Adair Park	Mayland, Elbert, Metropolitan, Tift, Allene, Catherine, Pearce, Brookline	8/9/1994	Historic
Atkins Park	St. Augustine, St. Charles, St. Louis, Briarcliff	7/5/2007	Historic
Baltimore Block	Baltimore Place	6/19/1989	Landmark
Brookwood Hills	Huntington, Palisades, Wakefield, Brighton, Northwood, Montclair	11/28/1994	Conservation
Cabbagetown	Berean, Tye, Estoria, Gaskill, Carrol, Wylie, Powell, Pearl, Savannah	6/19/1989	Landmark
Castleberry Hill	Peters, Walker, Nelson, Fair, Haynes, Mangum	3/16/2006	Landmark
Collier Heights	Collier, Old Know, Waterford, Hamilton E. Holmes, Baker Ridge, Skipper	5/7/2013	Historic
Druid Hills	Ponce de Leon, S. Ponce de Leon, Fairview, Oakdale, Springdale, Lullwater	6/19/1989, exp. 1/25/2001	Landmark
Grant Park	Boulevard, Cherokee, Hill, Grant, Glenwood, Atlanta, Confederate,	4/11/2000, exp. 11/10/2003	Historic
Hotel Row	Mitchell, Forsyth	12/23/1991	Landmark
Inman Park	Euclid, Edgewood, Dekalb, Elizabeth, Austin, Sinclair, N. Highland, Lake	4/10/2002	Historic
Martin Luther King, Jr.	Auburn, Edgewood, Boulevard, Howell, Randolph, Irwin, J.W. Dobbs	6/19/1989	Landmark
Oakland Cemetery	N/A	6/19/1989	Landmark
Oakland City	Oakland, Avon, Peeples, Lawton, Donnelly, Arlington, White Oak	11/10/2004	Historic
Washington Park	N/A	6/19/1989	Landmark
West End	Oak, Holderness, Oglethorpe, Lawton, Peeples, Lucile, White, Beecher	12/7/1991, exp. 8/19/2002	Historic
Whittier Mill	Whittier, Layton, Butler, Parrot	10/28/1994	Historic

of Atlanta. The members of the Commission are volunteers and are normally appointed to serve three-year terms by the Mayor, City Council, and Council President. According to City ordinance, the Commission membership includes two architects, as well as a landscape architect, lawyer, land developer, real estate professional, historic preservationist, artist, historian, neighborhood representative, and urban planner. The Commission meets on the second and fourth Wednesday of each month at 4:00 pm, in the Council Chambers at City Hall, 68 Mitchell Street, SW. The public is welcome to attend the meeting and is given the opportunity to speak about items on the Commission's agenda.

4.2 City of Atlanta Historic Resources

National Register of Historic Places and National Historic Landmarks

In addition to the survey and designation work by the City, 195 historic resources in the City have been listed in the National Register of Historic Places. The National Register of Historic Places is the country's list of historic places worthy of preservation and is a US Department of the Interior, National Park Service administered program. Generally, properties need to be at least 50 years old, have physical integrity, and be significant for at least one of four broad criteria. It includes buildings, districts, structures, sites and objects. The City's historic fabric that is listed in the National Register of Historic Places is almost all buildings and districts, with the exception of one site, one object, and two structures. There is a wide variety of building types represented: single-family houses, large office buildings, apartments, warehouses, religious buildings, etc. *Map 4.2-2 and Table 4.2-3* show the National Register Districts in the City of Atlanta.

The listing of 195 properties and districts does not include those historic resources that are considered eligible for listing in the National Register of Historic Places. Being listed or eligible for listing in the National Register of Historic Places takes on added significance if such resources will be affected by a federal undertaking, as determined through the Section 106 review process. In addition, there are normally 5-10 buildings and districts under consideration for listing in the National Register of Historic Places at any given time. However, there are many more as yet undocumented, historic resources in the City that could be listed in the National Register of Historic Places. A list of National Register listed properties and districts are included in the Appendix.

Six buildings and two districts in the City of Atlanta are designated as National Historic Landmarks. National Historic Landmarks are nationally significant historic places that possess exceptional value or quality in illustrating or interpreting the heritage of the United States. National Historic Landmarks are exceptional places that have meaning to all Americans. The National Landmarks are designations given by the U.S. Secretary of the Interior working the National Park Service and the Georgia State Historic Preservation Officer *(see Table 4.2-4).*

It is expected that the number of neighborhoods and individual property owners seeking listing in the National Register of Historic Places and local designation by the City will increase due to:

- continued developmental pressures on historic or potentially-historic City neighborhoods;
- the increasing number of buildings and neighborhoods that are eligible for such designation / recognition;
- the recognition of historic designation (local or National Register) as a revitalization tool;
- the various economic incentives which are available for designated properties; and
- the effect the BeltLine will have on the awareness of historic resources along its corridor.

The Staff's National Register of Historic Places nomination work is limited to supplying limited technical assistance to requests for such nominations. Further, there is no proactive program for local designations. The Staff will be unable respond as it has in the past if there are an increased number of property owners or neighborhoods seeking local designation by the City or listing in the National Register of Historic Places.

City of Atlanta Parks

There are 19 park sites owned by the City and managed / maintained by the Department of Parks and Recreation that have major historic significance. In addition, there are many other parks that have more moderate significance, including many small, neighborhood parks. The parks' significance includes history, landscape architecture, archeology, architecture, park design, and community planning.

4.3 Preservation Programs

Economic Incentives

Several economic incentives are part of the City's historic preservation program . These economic incentives include the transfer of development rights, the Landmark Historic Property Tax Abatement Program, and the development impact fee waiver. Additionally, the Rehabilitated Historic Property Tax Abatement Program, the State Income Tax

Program, and the Federal Tax Credit Program are available through the Historic Preservation Division of the Georgia Department of Natural Resources. Privately, facade easements can be donated to Easements Atlanta, a local non-profit, private corporation.

While the City has an innovative array of economic incentives, several issues require additional attention. The tax assessment "freezes" currently available must be evaluated regarding: 1) ease of application; 2) possibility of freezing the assessment of City-designated Landmark buildings with regards to Fulton County taxes; and 3) historic properties being assessed at their designated level of land use. Economic incentives, such as mortgage guarantees and a revolving loan fund, need to be evaluated as to their viability for the City. In addition, there is minimal technical support by the City for property owners applying for the tax abatements for designated properties as provided for by State and City law.

- **Landmark Historic Property Tax Abatement Program:** The owner of an income-producing building, designated by the City of Atlanta as a Landmark Building or a contributing building in a Landmark District may obtain preferential property tax treatment. The building must be in standard repair or already have undergone rehabilitation. For purposes of tax assessment for City of Atlanta taxes, the fair market value of the building and up to two acres of land surrounding it is frozen for eight years at the level existing at the time of application and certification.

- **Transfer of Development Rights (TDR)**: The Transfer of Development Rights ordinance allows and controls the severance of development rights from a sending property and the transfer of development rights to a receiving property. A sending property can be any property designated as a Landmark Building / Site or Historic Building / Site pursuant to the City of Atlanta Historic Preservation Ordinance. A special use permit is required to sever and transfer the development rights.

- **Development Impact Fee Exemption:** The owner of a city-designated Landmark Building / Site or a contributing building in a Landmark District, which will undergo a rehabilitation or conversion, may obtain a 100% exemption from the payment of Development Impact Fees for building permits associated with the rehabilitation/conversion project. Such an exemption must be obtained prior to the issuance of a Building Permit. There is currently no funding to implement this incentive.

- **Façade Easements:** There are also at least 39 properties for which facade easements have been donated to the private, non-profit organization Easements Atlanta, Inc. A preservation easement is a legally enforceable commitment by a property owner to preserve the facades of a historic structure so that its exterior architectural features remain unchanged in perpetuity. Federal and State income tax deductions can be taken. To be considered for this private program, the buildings must be eligible for or listed in the National Register of Historic Places *(See Table 4.2-5).*

Survey and Identification of Historic Resources

Atlanta's Lasting Landmarks, most recently updated in 1987, is the City's last official inventory of historic properties within the City. At the time of its publication, the inventory listed over 275 buildings, sites and districts that met the minimum criteria necessary to be considered for historic designation. The inventory includes railroad, industrial, business, government, religious, and school buildings, as well as single-family and multifamily residential buildings. There are also numerous districts that contain a similar cross section of buildings. These properties are located throughout the City.

From 2000 to 2005, the Commission and Staff implemented the Comprehensive Historic Resource Survey (CHRS) for the entire City. The goals of the CHRS are listed below:

- Produce tools that are valuable for current and future preservation work using formats that are responsive and accessible to multiple audiences.

- Be as comprehensive as possible in its coverage and include all relevant periods of history and prehistory; ma-

jor historical events, trends, and people; and architecture and landscape resources.

- Be, as much as possible, inclusive in its process, responsive in its procedures, and up-to-date in its technologies.
- Uncover and address questions of significance, boundaries, coverage, and National Register of Historic Places (and other) systems that have not been previously explored even if they cannot be fully resolved within the terms of the CHRS.

The CHRS attempted to synthesize all City-related survey efforts since 1987. The Commission Staff provided the overall project management, with the bulk of the survey, identification, research, and document work being done by consultants and graduate historic preservation students. In 2005, the CHRS was put on hold due to other priorities for the Historic Preservation Staff.

In 2005, Staff and the Georgia State University Heritage Preservation program studied the proposed Beltline Tax Allocation District boundaries to determine potential impacts on historic resources. Through the study, more than 1,000 structures, buildings, areas and districts were identified as meeting the criteria for listing on the National Register of Historic Places.

In 2013, the Historic Preservation Planning Staff, in partnership with the Office of Planning, the Georgia Historic Preservation Division, and Central Atlanta Progress completed Phase I of the Downtown Atlanta: Contemporary Historic Resources Report. This survey documented extant resources constructed within the boundaries of Downtown Atlanta between 1935 and 1985. In 2015, Phase I of the historic context for the study area was completed. In 2016, Phase II of the historic context for the study area will be completed. This survey can be used to identify buildings and districts for potential local designation.

Federal Historic Preservation Review

The Staff assists other City agencies with their federal "Section 106" design review responsibilities under the National Historic Preservation Act of 1966 (as amended) as implemented by the City-wide Programmatic Agreement, which was executed in January, 2010. This Programmatic Agreement sets out procedures and criteria under which the City can

This building was included in the BeltLine historic building survey

internally complete its Section 106 responsibilities for certain federally-funded, City-implemented projects without seeking input from the Georgia State Historic Preservation Officer, as it normally would. Those properties found to be listed in or eligible for listing in the National Register of Historic Places must complete additional review steps under the terms of the Programmatic Agreement.

Public Outreach and Interpretation

The Staff occasionally makes presentations to neighborhoods and neighborhood planning units (NPU), civic and professional associations, and school classes' at all educational levels from elementary to graduate school. These presentations cover a variety of topics, including Atlanta's history, its historic buildings and districts, the operations of the Commission, past historic preservation projects, and historic designation types / procedures. Staff also offers tours of the history and architecture of Atlanta City Hall. There is currently no formal public outreach, education or interpretation program.

Awards of Excellence

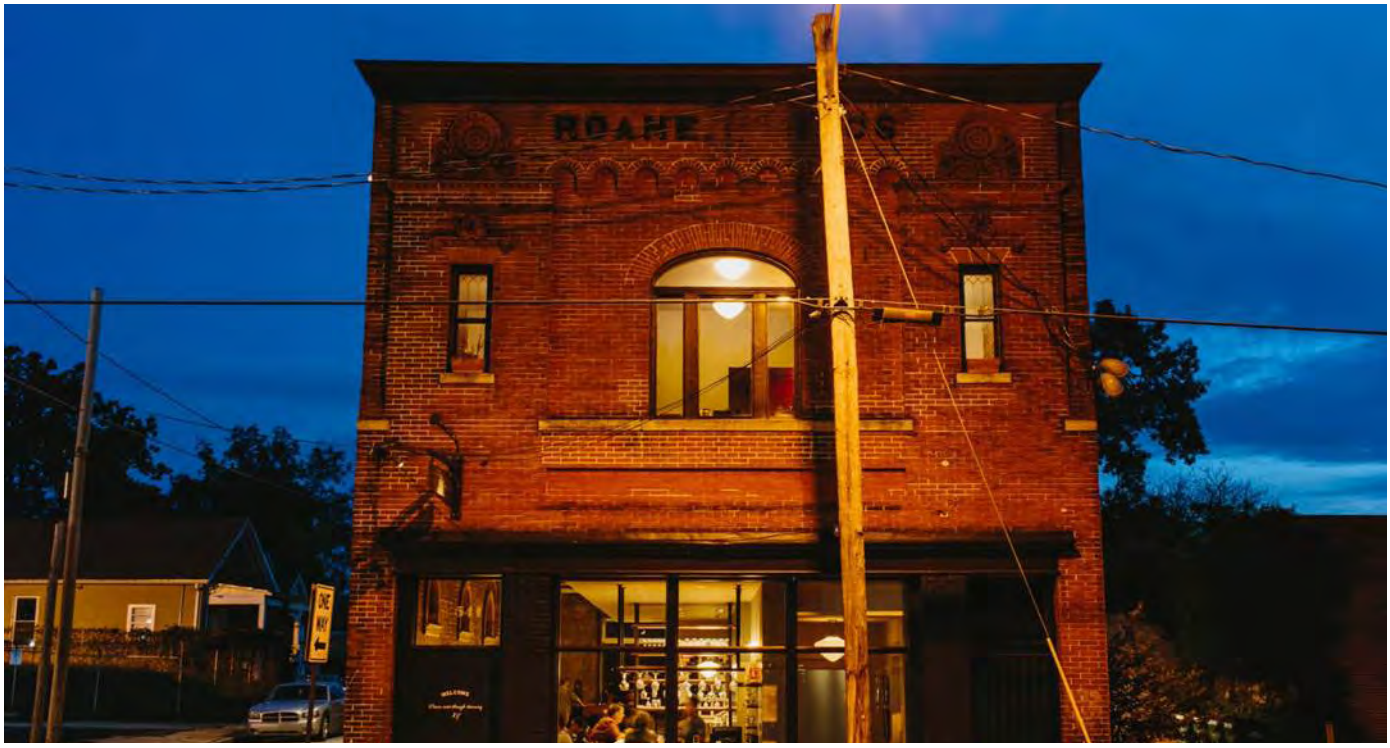
The Commission conducts an annual awards event to recognize outstanding projects, programs, individuals and organizations that have significantly contributed to the preservation of Atlanta's physical heritage or the enhancement of our urban environment. The award categories include public works of art, parks and landscape design, urban design, new construction, interior design of public spaces, historic preservation, adaptive use, contextual infill, individual or organization and sustainable design. This recognition program has been conducted for over 39 years.

NEEDS

Taking into account the anticipated future conditions and existing programs and projects, the following additional policies, programs and projects are needed, but cannot easily be initiated or sustained by the Commission and/or Office of Design Staff at this time.

Awareness and Education

- A comprehensive education and outreach program regarding the history of the City, historic resource protec-



Staplehouse Restaurant an 2016 Urban Design Award Winner

tion and revitalization, preservation tools, the role of historic preservation in the City's future and the value of historic preservation approaches.

- A "Layman's Guide" or similar brochure regarding the implementation of the Historic Preservation Ordinance, including the most commonly asked questions regarding historic districts and designations.
- A narrative that tells the history and story of the City of Atlanta and how preservation should be used to reflect that history.
- A program to research, identify and promote all of the historic resources in the City with a concentration of African American and Westside neighborhoods.
- Maps and GIS layers that identify all the City's historic resources in the context of areas of likely future development by private entities or the City.
- A master and/or management plans for the historic resources open to the public and/or managed by the City (parks, community centers, etc.)
- Documentation of existing historic resources (locally designated and undesignated) that are in poor condition and endangered by neglect and continued deterioration. Coupled with the documentation should be an action plan regarding how to preserve and protect these resources.
- A plan to address new development that endangers historic resources that are not designated or formally recognized.
- New interpretive panels and/or signs to address all of the potential opportunities for sharing the City's wide-ranging history and historic resource information.
- A program that links between historic preservation efforts and heritage tourism / promotion, particularly as it relates to the City's African-American neighborhoods, the Civil Rights Movement, and the Civil War.
- An updated mechanism to continue to digitize and electronically share via text and maps the City's historic resource information.

Implementation and Enforcement

- **Recognize value of historic resources/importance of preservation of historic resources. There is too much demolition of historic buildings. The poor conditions of some historic resources make them endangered by neglect and continued deterioration.***
- A revision of the City's zoning and historic preservation ordinances to reflect current City policies, priorities, and changing approaches to construction and development in the City.
- Adequate resources to proactively recognize, support the preservation of, and/or officially protect potential historic properties and/or districts, including the City's African-American neighborhoods.
- A "pattern book" outlining compatible infill development in undesignated, but still unique or potentially historic, neighborhoods.
- A revision to the City's local designation process that reduces the time, financial and other resource commitments in order to increase the likelihood of designation application submissions.
- Increase resources (financial, staff, etc.) to respond to requests for the protection of historic resources (particularly from neighborhood groups), to update existing regulations and to manage the subsequent processing of development-related applications for projects.

- Increase resources for the enforcement of regulations that protect historic resources, particularly the City's designated districts.
- Increase penalties for violation of regulations that protect historic resources to help deter future violations.
- Create a mechanism to ensure that historic resources and historic preservation issues are considered in the
- planning of the City's development-related decisions or major projects.
- Find resources to create a program to directly assist with the maintaining, physically improving or enhancing historic resources, particularly historic homes and those with substantial deterioration.
- Maximize City's participation in and partnership with various state, federal and non-profit historic preservation programs.
- Document older (and possibly historic) cemeteries are abandoned and/or neglected.
- Create a list of undesignated, but potentially historic buildings. This list could be used as a work plan for future designations.
- Develop City regulations to ensure potentially historic archeological sites and Civil War trenches are not destroyed.

OPPORTUNITIES

- Expand working relations with other groups and agencies responsible for Atlanta's historic resources, including the Atlanta Preservation Center, the Georgia Trust for Historic Preservation, the Atlanta History Center, the State of Georgia Division of Historic Preservation, the National Park Service, and citizen-based advocacy groups.
- **Partner with other organizations and agencies responsible for Atlanta's historic resources to promote all aspects of the City's history, historic resources, and heritage tourism as a valuable component of the City's future. ****
- **Create guidelines for new development and renovations in historic, but unprotected, neighborhoods and commercial areas.****
- Partner with other organizations and agencies responsible for Atlanta's historic resources to document and share the City's history, including all of its varied topics and themes.
- Partner with other organizations and agencies responsible for Atlanta's historic resources to protect the few remaining rural areas within the City against incompatible development patterns.
- Partner with other organizations and agencies responsible for Atlanta's historic resources to create efficiencies and partnerships that would allow the City's limited resources to effectively implement (and potentially enhance) the City's historic preservation ordinance and programs.
- Partner with other organizations and agencies responsible for Atlanta's historic resources to promote existing financial resources, technical assistance programs, and economic incentive programs to the owners of historic properties in particular and potential historic districts in general.
- Partner with other organizations and agencies responsible for Atlanta's historic resources to identify, revitalize and if need be protect operating or abandoned private or public cemeteries.
- Partner with other organizations and agencies responsible for Atlanta's historic resources to promote historic sites and corridors in order to enhance their economic benefits and contributions to the City's future.

- Utilize the existing Zoning Code and other regulatory tools to better support historic preservation policies.
- Utilize the existing process to adopt suitable legislation to prevent the destruction or deterioration of currently under-protected historic resources, including: Civil Rights-related properties and Civil War-related trenches, properties, and/or archaeological sites.
- Utilize existing plans, studies and resources to develop mechanisms for supporting historic resource-sensitive development along the Beltline corridor.
- Utilize existing plans, studies and resources to develop historic transportation corridors, abandoned railroad and trolley lines similar to the Beltline for use as heritage corridor greenways and promote use of these corridors during cultural festivals.

POLICIES

Since the early 1970's, it has been the policy of the City to delegate to the Urban Design Commission the responsibility for the protection of the City's historic resources and most other historic resource and historic preservation-related issues. The City's current policies regarding historic resources are embodied in several documents that cover topics such as growth management, using a revolving fund for downtown preservation, creative financing techniques to facilitate renovation of historic properties, effectiveness and fiscal impact on tax incentives for historic preservation, economic incentives for preservation, definitions and criteria for designating historic preservation resources, design guidelines for historic districts and policies of the 1989 Historic Preservation Ordinance.

The Historic Preservation Ordinance, adopted by City Council and signed by the Mayor in 1989, establishes and outlines the City's historic preservation program. The ordinance delineates the responsibilities of the Urban Design Commission and its staff, as well as outlines its procedures. The policies of the City of Atlanta Historic Preservation Ordinance are:

- Effect and accomplish the protection, enhancement and perpetuation of such buildings, sites and districts, which represent or reflect special elements of the City's cultural, social, economic and architectural history.
- Safeguard the City's historic aesthetic and cultural heritage, as embodied and reflected in such buildings, sites and districts.
- Stabilize and improve property values of such buildings, sites and districts.
- Foster civic pride in the beauty and noble accomplishments of the past.
- Protect and enhance the City's attractions to tourists and visitors and thereby support and stimulate business and industry.
- Strengthen the economy of the City.
- Promote the use of such buildings, sites and districts for the education, pleasure and general welfare of the people of the City.
- Promote attention to sound design principles in areas of new development and redevelopment.
- Raise the level of community understanding and expectation for quality in the built environment.
- Implement the City's comprehensive development plan.

****Highest Ranked by Community among all Needs and Opportunities***

*****Highest Ranked by Community among Historic Resources Needs and Opportunities***

5. HISTORIC RESOURCES

Table 5-2: Landmark, Historic, and Conservation Properties and District as Designated by the City of Atlanta			
Building/Site / District Name	**Street Address / Major Streets**	**Designation Date**	**Type**
Academy of Medicine	875 West Peachtree St., N.W.	10/23/1989	Landmark
Andrews-Dunn House	2801 Andrews Dr., NW	12/28/1992	Landmark
Atlanta City Hall	68 Mitchell St., SE	10/23/1989	Landmark
Atlanta Stockade	750 Glenwood Ave., SE	10/23/1989	Historic
Biltmore Hotel and Tower	817 West Peachtree St., NW	10/23/1989	Landmark
C&S National Bank Building	35 Broad St., NW	7/4/1992	Landmark
Candler Building	127 Peachtree St., NE	10/23/1989	Landmark
Carnegie Building	141 Carnegie Way, NW	7/10/1990	Historic
Castle, The	87 15th St., NW	12/22/1989	Historic
Central Presbyterian Church	201 Washington St., SW	10/23/1989	Landmark
Church of the Sacred Heart of Jesus	325 Peachtree Center Ave., NE	4/10/1990	Landmark
Commercial Row	990 Peachtree Street, NE	6/10/2008	Landmark
Crum and Forster	771 Spring Street, NW	8/25/2009	Landmark
Dixie Coca-Cola Bottling Co. Plant	125 Edgewood Ave., NE	10/23/1989	Landmark
Dupre Manufactoring Company Mill	695 North Avenue, NE	10/24/2006	Landmark
Feebeck Hall	96 Armstrong St., NE	10/23/1989	Historic
First Congregational Church	115 Courtland St., NE	10/23/1989	Landmark
Flatiron Building	84 Peachtree St., NW	12/23/1991	Landmark
Fountain Hall	643 Martin Luther King, Jr. Dr., S	10/14/1989	Landmark
Fox Theater	660 Peachtree St., NW	10/23/1989	Landmark
Gentry-McClinton House	132 East Lake Dr., SE	10/14/1989	Landmark
Georgia Hall	36 Butler St., NE	10/23/1989	Landmark
Georgia State Capitol	206 Washington St., S.E.	na	Honorary Landmark
Georgian Terrace Hotel	659 Peachtree St., NE	6/13/1990	Landmark
Gilbert, Jeremiah S., House	2238 Perkerson Rd., SW	10/14/1989	Landmark
Graves Hall	830 Westview Dr., SW	12/23/1991	Landmark
Great Atlantic & Pacific Tea Company Bldng.	881 Memorial Drive, NE	5/14/2007	Landmark
Haas-Howell Building	75 Poplar St., NW	12/23/1991	Landmark
Healey Building	57 Forsyth St., NW	12/23/1991	Landmark
Herndon Home	587 University Pl., SW	10/14/1989	Landmark
Highland School	978 North Avenue, NE	1/28/2004	Landmark
Hirsch Hall	55 Coca Cola Pl., NE	12/12/1989	Historic
Hurt Building	45 Edgewood Ave., NE	10/23/1989	Landmark
Imperial Hotel	355 Peachtree St., NE	(10/23/1989) / 12/15/2009	(Historic) / Landmark
Kriegshaber House	292 Moreland Ave., NE	6/13/1990	Landmark
M. Rich & Brothers & Company Bldng.	82-86 Peachtree St. & 111-115	6/14/2000	Landmark
Medical Arts Building	384 Peachtree Street, NW	10/10/2005	Landmark
Nicolson, William Perrin, House	821 Piedmont Ave., NE	10/23/1989	Landmark
Olympia Building	23 Peachtree St., NE	6/13/1990	Landmark
Orr, W.W, Doctors Building	478 Peachtree St., NW	10/23/1989	Landmark
Palmer House Apartments	81 Peachtree Pl. & 952 Peachtre	4/8/1992	Landmark
Peachtree Christian Church	1580 Peachtree St., NW	10/23/1989	Landmark
Peters, Edward C., House	179 Ponce de Leon Ave., NE	10/23/1989	Landmark
Piedmont Park Apartments	266 Eleventh St., NE	12/23/1991	Landmark
Ponce de Leon Apartments	75 Ponce de Leon Ave., NE	5/10/1993	Landmark
Randolph-Lucas House	2494 Peachtree Rd., NW	3/12/1990	Historic
Rhodes Memorial Hall	1516 Peachtree St., NW	10/23/1989	Landmark
Rhodes-Haverty Building	134 Peachtree St., NW	10/23/1989	Landmark
Roosevelt High School	745 Rosalia St., SE	10/10/1995	Landmark
Rose, Rufus M., House	537 Peachtree St., NE	10/23/1989	Landmark
Spotswood Hall	505 Argonne Dr,, NW	2/16/2000	Landmark
St. Mark United Methodist Church	781 Peachtree St., NE	10/23/1989	Landmark
Steiner Clinic	62 Butler St., NE	12/12/1989	Historic
Swan House	3099 Andrews Dr., NW	10/14/1989	Landmark
Temple, The	1589 Peachtree St., NE	10/23/1989	Landmark
Ten Park Place Building	10 Park Pl., NE	10/23/1989	Landmark
Troy-Peerless Laundry Company	650 Glen Iris Drive, NE	5/14/2007	Landmark
Washington, Booker T., High School	45 Whitehouse Dr., SW	10/14/1989	Landmark
Wimbish House	1150 Peachtree Street, NE	3/12/2002	Landmark
Windsor House Apt. / Margaret Mitchell House	979 Crescent Ave., NW	10/23/1989, exp. 6/10/2008	Landmark
Wren's Nest	1050 Gordon St., SW	10/14/1989	Landmark

Dixie Coca-Cola Bottling Plant Landmark Building

The Fox Theatre Landmark Building

The Herndon Home Landmark Building

6.1 COMMUNITY FACILITIES - Water Supply and Treatment

Service Area

The City of Atlanta Department of Watershed Management (DWM) owns and operates the potable water treatment and distribution system within the City of Atlanta city limits, including the portion of the City that lies within DeKalb County, and the portion of unincorporated Fulton County which is located south of the Chattahoochee River. In 2016, the City's average daily water production was 109 million gallons per day.

The DWM provides water to approximately 1.1 million people throughout its retail water service area, which encompasses approximately 351 square miles. Retail water customers are comprised of residents as well as employees who work within the water service area boundaries. In addition to the retail service area, the DWM has entered into agreements that allow delivery of water to wholesale customers outside the retail service area. The wholesale customers include: the City of Fairburn, the City of Hapeville, Union City, Fayette County, Clayton County and Coweta County.

Water Supply Facilities

The DWM's service area is served by three (3) water treatment plants (WTPs), identified as Chattahoochee, Hemphill and Atlanta-Fulton County WTPs. The DWM's water system service area includes a distribution system, nine storage tanks, six active pump stations and approximately 2,500 miles of water mains.

The Chattahoochee River Intake operates pursuant to a withdrawal permit of 180 million gallons per day (mgd) from the Georgia Environmental Protection Division (EPD) and is the source of water for the Chattahoochee and Hemphill Water Treatment Plants (WTPs). Water from the intake flows to the Chattahoochee Raw Water Pumping Station. Water is then pumped to the Hemphill WTP reservoirs or the Chattahoochee WTP. The Chattahoochee WTP has a maximum permitted treatment capacity of 64.9 mgd. The two raw water reservoirs located at the Hemphill Water Treatment Plant have a total capacity of approximately 550 million gallons. Water flows from the raw water reservoirs to the Hemphill Water Treatment Plant which has a permitted maximum treatment capacity of 136.5 mgd.

The Atlanta-Fulton County Water Treatment Plant (AFCWTP), a joint venture plant owned by the City of Atlanta and Fulton County, is managed by the Atlanta-Fulton County Water Resources Commission. The City of Atlanta and Fulton County jointly own the land and the facility on a fifty-fifty basis. Each entity is entitled to 50% of the total supply of water treated by the plant at any time or fifty percent of the capacity, whichever is greater.

The AFCWTP intake operates pursuant to a withdrawal permit of 90 mgd from the Environmental Protection Division (EPD). The raw water is pumped from the Chattahoochee River to the raw water reservoir which has capacity of approximately 1 billion gallons. From the reservoir the water flows to the AFCWTP, which has a permitted capacity 90 mgd. Ultimately, this plant is anticipated to be expanded to 155 mgd.

Water Distribution System

The City of Atlanta's water distribution system consists of six active storage tanks, twelve pump stations and approximately 2,500 miles of water mains. The City of Atlanta owns and operates the distribution system within the City of Atlanta, including the portion of the City that lies within DeKalb County, and within the portion of unincorporated Fulton County that is located south of the Chattahoochee River.

The City's distribution system includes the pipelines required to service the City's retail customers up to the edge of the right-of-way where ownership of the pipeline transfers to others. The City uses its distribution system to deliver water to its wholesale water customers.

The water lines in the City's system range in age from one year to over seventy-five years and have diameter ranging from two to seventy-two inches. Nearly all of the pipes are constructed of cast iron or ductile iron. The older pipes are cast iron, with the installation of ductile iron pipe starting in the 1960's.

The distribution system storage tanks and pump stations serve to dampen instantaneous water demand and pressure fluctuations in the service area. The pump stations allow water to be pumped up hill and ensure that there is adequate pressure throughout the water system. A majority of the pump stations operate on standby status to be utilized during peak demand or in the event service from the Atlanta-Fulton County WTP is interrupted.

The storage tanks provide backup water during peak demand or when there is a loss of pressure in the system. Elevated storage tanks are used to maintain pressure in the distribution system for general water delivery and fire flow protection. Overall, the distribution system has approximately forty-two (42) million gallons of storage (excluding storage at the water treatment facilities).

In addition to its treatment plants and pump stations, the Department of Watershed Management utilizes multiple permanent and temporary facilities to support its water and wastewater functions. The Department faces considerable space shortages: maintenance facilities for both its water and wastewater operations are needed. To resolve these issues the Department of Watershed Management (DWM) has proposed the construction of an administration, training, and maintenance building on property it owns on Peyton Road. Such relocation would resolve space constraints, improve communication, facilitate the alignment of like services, and improve overall efficiency.

City of Atlanta Growth and Development and Water Supply

The level of service provided by the City's drinking water system is good. The water treatment plants have adequate capacity, water is routinely distributed throughout the distribution system to the City's customers, and the City's drinking water meets state and federal water quality standards.

The City produced an average of approximately 109 million gallons per day (mgd) of drinking water. By 2060, the City anticipates that up to 153 mgd will be needed on an average daily basis with peak demand reaching upwards of 224 mgd. This includes the assumption that reductions in per capita water usage based on water conservation will continue current trends.

While the level of service under normal operating conditions is good, the City has determined that its capacity to maintain this level of service in the unlikely event of a water shortage emergency is limited to a 3-day supply. To meet emergency water supply needs the City is converting the Bellwood Quarry in northwest Atlanta into a raw water reservoir. This reservoir is anticipated to provide over two billion gallons of raw water storage. The development of such a reservoir in conjunction with maintaining the ability to withdraw 180 mgd at the Peachtree intake, increasing the AFCWTP permit to allow a withdrawal of 135 mgd, and supplementing the City of Atlanta's water supply with a

portion of the 53 mgd of wholesale water to be made available to Fulton County from Cobb County (as outlined in the 2003 Metropolitan North Georgia Water Planning District Water Supply and Water Conservation Management Plan), is anticipated to meet the City's water supply needs through 2060 and beyond.

Although the City of Atlanta's water treatment supply and distribution facilities currently meet system demands, significant capital improvements are needed to ensure the ongoing delivery of water throughout the service area and to develop and maintain the system to meet future demands. These needs include:

- The ongoing replacement of infrastructure that has reached its useful service life;
- The upgrading and/or replacement of existing water mains, pump stations, and tanks to provide additional water to growing areas and to extend water service into areas where service has previously not been provided;
- The ongoing installation and replacement of water meters to ensure that all customers pay a fair price for the water they receive, and that fees for water are collected;
- The upgrading and replacement of equipment and systems to maintain and improve system operability and efficiency and;
- The implementation of the security measures necessary to comply with the national homeland security guidelines.

The Department of Watershed Management has developed a Water System Master Plan that incorporates ARC population projections, as well as requirements of the MNGWPD Water Supply and Water Conservation Management Plan and the State Water Plan. The Plan informs the Capital Improvement Program prioritization and implementation that will meet projected needs.

6. COMMUNITY FACILITIES

Needs and Opportunities

Providing Water

- Need: Ensure integrity of Chattahoochee Raw Water Intake.
- Opportunity: Stream bank renovation and protection is required to ensure the Integrity of the Chattahoochee Raw Water Intake. The City partnered with the U.S. Army Corps of Engineers on a stabilization of the intake, completed in 2016.
- Need: Eliminate pressure and supply problems.
- Opportunity: Improvements to water supply and pressure are required in select areas of the City's service area, predominately Downtown Atlanta, S. Fulton, in the vicinity of the Hartsfield Airport, and in the hospital corridor around I-285 and Peachtree-Dunwoody Road. Continue to support these projects in the CIP.
- Need: Replace City's aging distribution system.
- Opportunity: Continue to prioritize these projects in the CIP.
- Need: Facility security.
- Opportunity: Continue to support the development of the security upgrades and emergency planning required to protect the City's utility systems. DWM has a dedicated team, the Office of Safety and Security reporting directly to the DWM Commissioner, to direct the City's effort.
- Need: Access to Pipelines.
- Opportunities: Continue to support the acquisition, maintenance, and documentation of easements. Improve interdepartmental communication to facilitate the development of linear corridors (sewer easements, bikeways, pathways, animal migration routes, etc.) that provide pipeline maintenance access, greenspace, recreational opportunities, alternative transportation modes, and animal habitat and migration pathways.
- Need: Prepare for future drought conditions.
- Opportunity: Continue to implement water conservation programs, such as rebate for low flow toilets, limitations on outdoor watering, water conservation workshops and audits that reduce water consumption. Continue water audits that target investments in leak detection and reducing of leaks. Complete Bellwood Quarry raw water storage project which will increase the City's storage from 3 days to 30 days.

Treating Water

- Need: Maintain high quality treatment at cost-effective rate
- Opportunity: Ongoing improvements to the City's Water Treatment Plants are required to ensure high quality treatment at a cost-effective rate. Continue to support these projects through the CIP.
- Need: Develop additional raw water storage.
- Opportunity: Complete development of the Bellwood Quarry and associated tunnels to meet the City's collective raw water storage, greenspace, recreational and development needs. Upgrade the raw water system to serve the Bellwood Quarry and to allow the Bellwood Quarry to serve the Chattahoochee Water Treatment Plant.

Maximizing Water Revenue

- Need: Increase water revenue
- Opportunity: Continue to improve communication and coordination to facilitate service to interjurisdictional customers, and pursue opportunities to gain additional customers where applicable.
- Need: Improve water revenue collection
- Opportunity: In 2011, DWM increased staff to address problem accounts, acquired a new customer information/ billing system and executed an extensive meter replacement program which includes the installation of an automated meter reading system These changes have improved accuracy in quantity of water billed and have improved the accuracy of customers' bills. DWM will continue to invest in improvements to its metering and billing system.
- Need: Reduction in water and sewer revenue due to conservation measures.
- Opportunity: DWM restructured its water and sewer billing rates, resulting in significant increases to customer bills that were implemented in phases between 2009 and 2012. These increases were necessary both to offset revenue loss as a result of the prolonged drought as well as for paying for sewer system upgrades to comply with wastewater consent decrees.

Improving Customer Service

- Need: Minimize inconvenience and negative business impacts to City residents and employers.
- Opportunity: Continue to improve interdepartmental coordination of transportation & utility projects (i.e. water, wastewater, stormwater, gas, electric, telephone, roadways, pathways, railroads, linear avenues for animal migration, etc.). Improved coordination has the potential to reduce inconvenience and negative business impacts and decrease project costs.
- Need : Quick response to customer complaints
- Opportunity: Continue to support DWM's budget to provide the staff necessary to manage customer complaints including providing the staff necessary to staff the call center, investigate complaints to address field problems.

Providing Cost-Effective Services

- Need: Continuous improvement of integrated permit management system. .
- Opportunity: Accela, a permit management system which is capable of scheduling and tracking permitting, inspection, and ongoing compliance requirements (e.g. erosion & sedimentation control inspections) was developed by the Office of Buildings and is used by DWM environmental and construction enforcement inspectors. Continuous improvement of the quality of information input into the system, and the setup and administration of the system, is necessary in order to maintain functionality that will make the permit process more efficient yet also protect streams, floodplains, and other natural resources.
- Issue: Development of an integrated capital projects management and controls system.
- Opportunity: DWM has developed a Project Management Office (PMO) that handles the implementation of an integrated capital projects management and controls system, and builds upon the development of computer applications that are currently used by DWM (GIS, Customer Information Billing System, Maximo, Hansen, Project Scheduling). The processes implemented by the PMO facilitates the sharing of knowledge and enable DWM to be more transparent and accountable in the development of projects including tracking the schedule

and costs associated with capital projects that improve the water infrastructure.

Educating the Public

- Need: Ongoing public education needed
- Opportunity: Continue to provide public education with respect to water supply, conservation, treatment and project issues. Coordinate the City's public education efforts to maximize the impact of its public education efforts. Continue to participate in the MNGWPD public education program and take advantage of the resources it has to offer.

Coordinating with Neighboring Jurisdictions

- Need: Renegotiation of agreements and updates of service delivery strategies.
- Opportunity: Continue the ongoing discussions with the City's wholesale partners to address future water supply, update service delivery strategies and renegotiate expired or out-of-date agreements.

Community Identified Needs and Opportunities

Needs

- Ensure long term water supply/ Develop additional raw water storage.
- Ensure integrity of Chattahoochee Raw Water Intake
- Replace City's aging distribution and collection system.

Opportunities

- Continue to support the City's Clean Water Atlanta Program which provides funding to replace water distribution system.
- Develop the Bellwood Quarry to meet the City's collective raw water storage, greenspace, recreational and development needs.
- Continue to implement water conservation programs that reduce water consumption.

Policies

It is the policy of the Department of Watershed Management (DWM) to ensure that:

- All potable drinking water meets the requirements of the Federal Safe Drinking Water Act, and the U.S. Environmental Protection Agency lead and copper rule.
- The water pressure within the distribution system is adequate to meet fire protection requirements.
- The City's drinking water system and the associated construction sites are designed and operated so as to prevent accidents and property damage.
- All customers are treated fairly and respectfully.
- The cost and benefits of the construction and operation of the City's drinking water system are equitably distributed.
- A safe work environment and equitable treatment is provided for all DWM employees.
- The Department of Watershed Management maintains the highest possible level of service possible while maintaining an affordable water rate. Within these constraints the Department seeks to balance the following objectives in accordance with the desires of its customers and stakeholders:
    - Implement improvements to the City's water treatment and distribution facilities to assure that water quality, quantity and pressure are available to meet customer needs.
    - Protect the water system from failure or attack.
    - Effectively resolve customer needs.
    - Promote environmental awareness, conservation, and the protection of water resources.
    - Support the City's economic development while protecting the City's watersheds.
    - Assure the availability of short-term and long-term water resources.
    - Provide for the construction and operation of DWM facilities and systems in a manner that appropriately protects the environment and minimizes nuisances, inconvenience, and business impacts.

6.2 COMMUNITY FACILITIES- Sewerage System and Wastewater Treatment

Consent Decree(s) & Clean Water Atlanta

In July 1998, to settle a lawsuit brought against the City of Atlanta by the United States Environmental Protection Agency (EPA), the Georgia Environmental Protection Division (EPD), the Upper Chattahoochee Riverkeeper and a citizen downstream, the City signed a Federal Consent Decree committing the City of Atlanta to an accelerated program of activities designed to further improve water quality in metro Atlanta streams and the Chattahoochee and South Rivers. The Consent Decree specifically directed the City of Atlanta to develop and implement a solution that would end water quality violations resulting from combined sewer overflows (CSOs). The City achieved compliance with the CSO Consent Decree in 2014.

The Consent Decree was amended in May 1999 to add projects that would eliminate water quality violations from sanitary sewer overflows (SSOs). Under the first amended Consent Decree, the City accelerated ongoing sewer improvements through the following efforts: an intensive evaluation of sewer pipe conditions; rehabilitation or replacement of defected or capacity limited sewer lines; development of a grease management program; and development of a capacity certification program for new development; and repairs to improve reliability of the City's sewage pump stations. The City has until 2027 to complete required projects under the amended Consent Decree for SSOs which are primarily sewer evaluation and rehabilitation projects.

Service Area

The City of Atlanta Department of Watershed Management (DWM) provides wastewater service area coverage for the City of Atlanta and interjurisdictional partners consisting of approximately 257 square miles and including the City, northwest DeKalb County, a small portion of Clayton County, and parts of north and south Fulton County. Critical wastewater infrastructure owned, operated, and maintained by the City of Atlanta includes approximately 1,574 miles of combined and separate sanitary sewers; one collection system diversion structure; 16 collection system pump station locations; 14 force mains; five tunnels; four tunnel pump stations; six combined sewer overflow (CSO) facilities; two CSO water quality control facilities (WQCF's); and four water reclamation centers (WRC's).

Conveyance and treatment of flows from areas outside the City are managed through interjurisdictional agreements, which allocate capital and operational cost-sharing based upon reserved treatment capacity and flows entering City collection, conveyance, pumping, and treatment in-

frastructure. Flows from areas in northeast and southwest Atlanta are treated at Cobb County's R.L. Sutton Water Reclamation Facility (WRF) and Fulton County's Camp Creek WRF, respectively.

Wastewater System

The City of Atlanta collection and conveyance systems consist of an inner core developed between the 1880's and 1900's utilizing combined sewers. The combined area today consists of 19 square miles and is delineated into seven combined sewer basins, including: Custer, McDaniel[1], and Stockade[1] comprising the East Area and Clear Creek, Greensferry[1], North Avenue, and Tanyard Creek comprising the West Area. The remainder of the system is separated sanitary sewer falling within 10 different sewer basins: Camp Creek, Intrenchment Creek, Long Island Creek, Nancy Creek, Peachtree Creek, Proctor Creek, Sandy Creek, South River, Sugar Creek, and Utoy Creek. The City operates four centralized water reclamation centers (WRC's): Intrenchment Creek, RM Clayton, South River, and Utoy Creek.

Intrenchment Creek WRC: Intrenchment Creek WRC (ICWRC) is located at 1510 Key Road, SE, Atlanta, GA 30316, near the intersection of Key Road and Bouldercrest Road. The facility provides wastewater treatment for the northern half of the South River sewer service area which encompasses portions of Atlanta and a small portion of DeKalb County. Treated wastewater is conveyed to South River WRC (SRWRC) for further treatment before being discharged to the Chattahoochee River under a National Pollutant Discharge Elimination System (NPDES) Permit.

R. M. Clayton WRC: RM Clayton WRC is located at 2440 Bolton Road, NW 30318 along the Chattahoochee River. The facility provides wastewater treatment for a service area that encompasses the City of Atlanta (primarily north of I-20), a small portion of north Fulton County adjacent to Sandy Springs, and most of northern DeKalb County. The facility is permitted to discharge a maximum monthly average daily flow of 100 MGD of treated wastewater to the Chattahoochee River under the combined National Pollutant Discharge Elimination System (NPDES) Permit, GA0039012.

South River WRC: South River WRC is located at 955 South River Industrial Boulevard SE 30315. This facility provides wastewater treatment for the South River sewer service area that encompasses portions of Atlanta, East Point, College Park, Hapeville, Forest Park, DeKalb County and Clayton County. Partially treated wastewater from the Intrenchment Creek WRC is also treated at South River WRC. The facility is permitted to discharge a maximum monthly daily average of 48 million gallons per day (MGD) of treated wastewater to the Chattahoochee River under the combined National Pollutant Discharge Elimination System (NPDES) Permit, GA0039012.

Utoy Creek WRC: Utoy Creek WRC is located at 805 Selig Drive SW 30356 near Fulton Industrial Boulevard in unincorporated Fulton County. The facility provides wastewater treatment for the sewer service area that encompasses portions of southwest Atlanta, northwest Atlanta, East Point and a portion of Fulton County. The facility is permitted to discharge a maximum monthly daily average of 40 million gallons per day (MGD) of treated wastewater to the Chattahoochee River under the combined National Pollutant Discharge Elimination System (NPDES) Permit. The facility, originally constructed in 1936, was expanded in the 1980s with the addition of a new secondary treatment facility. In 2000, the plant was expanded to a maximum monthly flow capacity of 44 MGD.

Combined Sewer Overflow (CSO) Facilities

CSO facilities receive flows from hydraulic control structures that divert flows when sewer trunk capacities are exceeded. Flows diverted to the CSO system are managed to minimize overflow events at remote CSO facilities. High rate treatment of combined flows is provided at Water Quality Control Facilities (WQCF's) for the East and West areas, respectively.

CSO flows are diverted to underground storage and conveyance tunnels and reach either the East or West Area CSO Tunnel Pump Stations, where CSO tunnel pumps send flows to the East and West Area Water Quality Control Facilities (WQCF's) for high rate treatment. As wet weather subsides, the West Area Tunnel Pump Station has the ability to discharge to the headworks of the RM Clayton WRC during CSO tunnel dewatering operation.

When system inflows exceed CSO pumping capability for prolonged durations and tunnel storage capacities are

1 Sewer separation completed under remedial actions performed under the CSO Consent Decree.

reached, operators will close tunnel isolation gates upstream of the WQCF's, preventing flows from entering the CSO tunnels. Such bypassed CSO flows receive hypochlorite disinfection, preliminary treatment, and dechlorination prior to local discharge.

Combined Sewer Overflow Facilities

The City currently owns and operates six permitted CSO facilities and two regulators. The CSO facilities are grouped into the East Area CSO Facilities and the West Area CSO Facilities.

The West Area CSOs are those CSO's that discharge into creeks which are part of the Chattahoochee Basin. The Greensferry CSO Treatment Facility was closed when the basin was separated as part of the CSO Consent Decree completed in 2014. The remaining CSO's include the:

- Clear Creek CSO Treatment Facility;
- North Avenue CSO Treatment Facility; and
- Tanyard Creek CSO Treatment Facility.

The East Area CSOs are those CSO's which discharge into creeks which are part of the Ocmulgee River Basin. The McDaniel Street CSO Treatment Facility was closed when this basin was separated as part of the CSO Consent Decree completed in 2014. The remaining East Area CSO's include the:

- Custer Avenue CSO Treatment Facility; and
- Intrenchment Creek CSO Treatment Facility.

Other CSO assets include the:

- Confederate Avenue CSO regulator; and
- Boulevard Avenue CSO regulator.

City of Atlanta Growth and Development and Wastewater Services

The level of service provided by the City's wastewater treatment and collection system ranges from good to poor. The wastewater reclamation centers have adequate capacity, the water discharged from these facilities routinely meet the facilities discharge requirements. Although wastewater is routinely conveyed from the City's customers to the WRCs, sanitary sewer overflows (SSOs) do occur, portions of the collection system need rehabilitation, and other portions of the collection system are capacity limited. To address both current and future needs, the City is currently involved in the extensive capital improvement program, as detailed in the Capital Improvements and Community Work Program. This program is intended to address the City's long-term planning needs and is updated annually.

Each of the City's WRCs is operated under a National Pollution Discharge Elimination System (NPDES) permit. These permits include numerous operating requirements and specify the discharge limits for the City's WRCs. In addition to specifying discharge limits for the plants, these permits include specific requirements for reporting spills and addressing the causes of such spills. The City's high level of environmental performance is demonstrated by both its compliance record and its receipt of numerous awards for the performance of its Water Reclamation Centers.

Achieving Environmental Compliance

- Need: Meet Consent Order requirements and deadlines
- Opportunity: Continue to fund projects and programs to address the Consent Decree. The projects developed to comply with the Consent Decree requirements address important wastewater issues, and have been value-engineered to be cost effective within the constraints of the requested Consent Decree. The City has been granted an extension of consent decree deadlines through 2027. This has been done to balance out the investments required in the Drinking water and waste water systems in a fiscally prudent manner.
- Need: Eliminate sewer spills
- Opportunity: Continue to support applicable projects and programs in the CIP and DWM's operational budget.
- Nedd: Address capacity issues
- Opportunity: Continue to support applicable projects and programs in the CIP and DWM's operational budget.
- Need: implement green infrastructure projects to enhance capacity relief efforts in the combined sewer area, and to comply with CSO permit requirements.
- Opportunity: DWM will maximize and enhance gray infrastructure investments by considering green infrastructure techniques to manage stormwater in combined sewer areas.
- Need: Provide security
- Opportunity: Continue to support the development of the security upgrades and emergency planning required to protect the City's utility systems.

Providing Wastewater Treatment

- Need: Maintain high quality treatment at cost-effective rate
- Opportunity: Continue to support applicable projects in the CIP and DWM's operational budget.
- Need: Maintain Industrial Pretreatment Program
- Opportunity: Continue support of the City's Industrial Pretreatment Program. Eliminating inappropriate discharges into the City's wastewater system reduces overall treatment costs.
- Need: Maintain Grease Management Program
- Opportunity: Continue support of the City's Grease Management Program. Reducing the discharge of fats, oils and grease into the City's wastewater system reduces cleaning costs and reduces spills and overflows.

Providing Wastewater Collection and Storage

- Need: Provide storage for the CSO system
- Opportunity: Continue to support the applicable projects that are required to achieve this objective through 2027.

- Need: Replace aging collection system

- Opportunity: Continue to support the City's collection system rehabilitation and relief program.
- Need: Maintain pump station capacity
- Opportunity: Continue to support the applicable projects and maintenance as required
- Need: Protect pipelines
- Opportunity: Streambank restoration and protection is required to protect pipes which are located in close vicinity of streambanks (this includes many wastewater pipelines). Support and develop DWM's capacity for developing practices and implementing projects to facilitate streambank protection and restoration.
- Need: Access to Pipelines
- Opportunity: Continue to support the acquisition, maintenance, and documentation of easements. Through ongoing interdepartmental communication, where feasible and appropriate, facilitate the development of linear corridors (sewer easements, bikeways, pathways, animal migration routes, etc.) that provide pipeline access, greenspace, recreational opportunities, alternative transportation modes, and animal habitat and migration pathways.

Maximizing Revenue Collection

- Need: Maximize wastewater revenue collection
- Opportunity: Continue the development of DWM processes to incorporate the collection of capital and operating costs associated with the collection system.

Improving Customer Service

- Need: Minimize inconvenience and negative business impacts to City residents and employers
- Opportunity: Continue to improve interdepartmental coordination of transportation & utility projects (i.e. water, wastewater, stormwater, gas, electric, telephone, roadways, pathways, railroads, linear avenues for animal migration, etc.). Improved coordination has the potential to reduce inconvenience and negative business impacts and decrease project costs.
- Need: Quick response to customer complaints
- Opportunity: Continue to support DWM's budget to provide the staff necessary to manage customer complaints including providing the staff necessary to staff the call center, investigate complaints to address field problems.

Providing Cost-Effective Services

- Need: Development of in-house work crews
- Opportunity: The current DWM budget provides for a limited number of in-house work crews. Expansion of this program (subject to the hiring of qualified personnel and the implementation of training for existing personnel) will reduce costs.
- Need: Development of an integrated capital projects management and controls system.

- Opportunity: DWM has developed a Project Management Office (PMO) that handles the implementation

of an integrated capital projects management and controls system, and builds upon the development of computer applications that are currently used by DWM (GIS, Customer Information Billing System, Maximo, Hansen, Project Scheduling). The processes implemented by the PMO facilitates the sharing of knowledge and enable DWM to be more transparent and accountable in the development of projects including tracking the schedule and costs associated with capital projects that improve the water infrastructure.

Educating the Public

- Need: Ongoing public education needed
- Opportunity: Continue to provide public education with respect to wastewater collection, treatment and project issues. Coordinate the City's public education efforts to maximize the impact of its public education efforts. Continue to participate in the Metropolitan North Georgia Water Planning District (MNGWPD) public education program and take advantage of the resources it has to offer.

Coordinating with Neighboring Jurisdictions

- Need: Ongoing coordination and communication with the City's Interjurisdictional Partners
- Opportunity: Continue to participate in the MNGWPD and take advantage of the resources it has to offer. Expand the number of issues discussed as DWM continues to meet on a regular basis with the City's Interjurisdictional Partners.

Community Identified Needs and Opportunities

Needs

- Replace aging collection system
- Eliminate sewer spills and address capacity issues
- Maintain high quality wastewater treatment at cost-effective rate.

Opportunities

- Continue to support the City's Clean Water Atlanta Program.

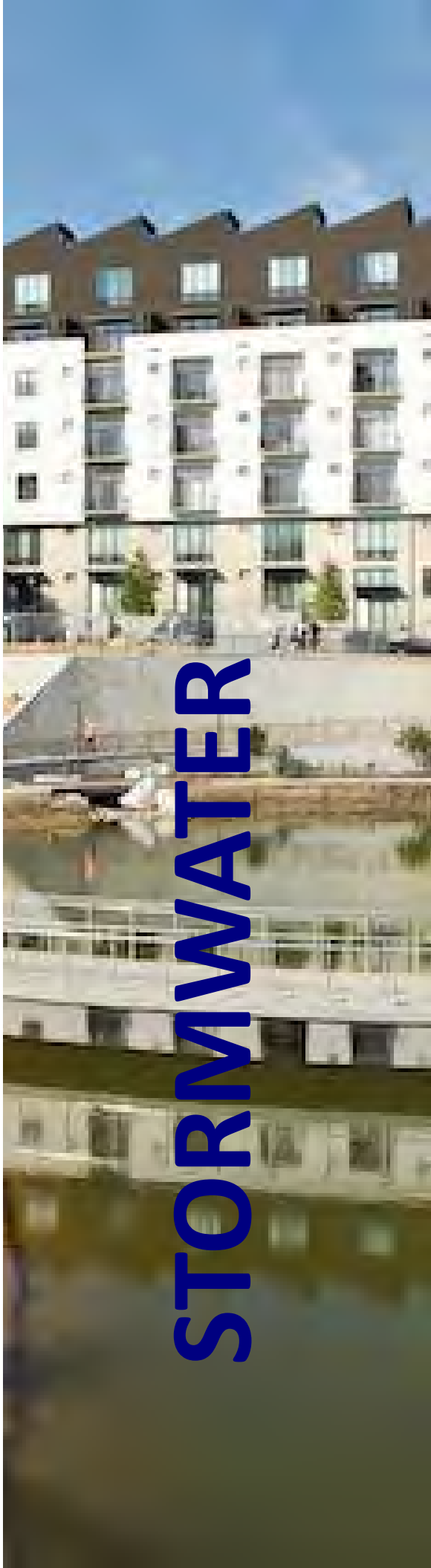
POLICIES

Sewerage System and Wastewater Treatment

It is the policy of the Department of Watershed Management (DWM) to ensure that:

- The collection and treatment of its wastewater complies with all state and federal regulations.
- All Consent Decree requirements and deadlines are met.
- The industrial and commercial pre-treatment programs managed by the City comply with state and federal regulations.
- The City's wastewater system and the associated construction sites are designed and operated so as to prevent accidents and property damage.
- All customers are treated fairly and respectfully.
- That the cost and benefits of the construction and operation of the City's wastewater system are equitably distributed.
- A safe work environment and equitable treatment is provided for all of our employees.
- The Department of Watershed Management maintains the highest level of service possible while maintaining an affordable sewer rate. Within these constraints the Department seeks to balance the following objectives in accordance with the desires of its customers and stakeholders:
    - Implement improvements to the City's wastewater treatment and collection facilities to assure that capacity is available to accommodate current and future wastewater treatment, collection and conveyance requirements.
    - Protect the DWM wastewater system from failure or attack,
    - Effectively resolve customer needs,
    - Promote environmental awareness and the protection of water resources,
    - Support the City's economic development while protecting the City's watersheds,
    - Provide for the construction and operation of DWM facilities and systems in a manner that appropriately protects the environment and minimizes nuisances, inconvenience and business impacts, and
    - Continue to expand the wastewater system to include areas currently served by septic tanks as the affected residents' request that expansion.

6.3 COMMUNITY FACILITIES- Stormwater Management



Service Area

The City of Atlanta's stormwater service area is the City of Atlanta boundary, which consists of a geographic area of approximately 132 square miles. Although the City's stormwater service area includes the entire City of Atlanta, the City of Atlanta is not responsible for the entire stormwater system within Atlanta's city limits. Rather, the majority of the stormwater system is privately owned.

Definition of Atlanta's Stormwater Assets

The City manages two broad types of stormwater assets:

- Combined Stormwater and Sanitary Sewer Assets: These are primarily limited to an 11 square mile area within the Downtown business district where stormwater flows into a combined sewer system and is transported to the City's Water Reclamation Facilities for treatment along with the sanitary waste stream (see Sewerage System and Wastewater Treatment).

- Separate Stormwater Assets: These assets are designed primarily to remove stormwater runoff and direct flow into the City's network of streams.

The stormwater assets in the combined area are considered to be part of the City's wastewater collection and treatment system and are not addressed further in this section.

In order to understand the scope of the City of Atlanta stormwater management assets, it is necessary to define the existing stormwater infrastructure system. Most of the existing stormwater infrastructure has been developed for the benefit of private properties (an estimated 65% of the total stormwater infrastructure) and is not dedicated to public use. This means that the City does not have an easement, legal right or duty to access such structures; and, such improvements to private property at public expense are prohibited under the Georgia Constitution.

This distinction between public and private stormwater infrastructure is reflected in the City of Atlanta Code of Ordinances, Part 15-07.004 of the Land Subdivision Ordinance, which requires the following statement to be included on a final subdivision plat maps:

> (h)(3) Drainage statement: Storm drainage facilities shown on this plat are necessary for the proper drainage of the subdivision. The City of Atlanta will not be held responsible for erosion or

overflow caused by the storm drainage facilities or natural drainage conditions nor responsible for extensions of storm drains. (Code of Ordinances, Part 15-07.0004.)

Further, the City of Atlanta also only has jurisdiction over stormwater infrastructure that is municipally-owned and does not include systems installed to facilitate travel along state and federal roads and highways. Typically, the Municipal Separate Storm Sewer System (MS4) includes infrastructure that:

- Is located within the City of Atlanta's right-of-way along municipal roadways; or
- Discharges directly to or through a municipally-owned stormwater outfall; or
- Has been formally deeded to the City of Atlanta; or
- Was constructed by the City of Atlanta; or
- Is located on private property and for which a formal easement has been recorded.

Only about 35% of stormwater infrastructure within the City of Atlanta is dedicated to public use and has been constructed to drain water from municipal streets. These structures are dedicated to public use under Georgia law, Title 44. Under Title 32, municipalities are responsible for maintaining the municipal street system in a condition reasonably safe for travel in the ordinary mode. Thus, historically, stormwater infrastructure within the right-of-way has been designed and maintained to protect public safety in the transportation corridors by efficiently and effectively removing water from the right-of-way and not for the purpose of protecting receiving waters.

The City of Atlanta's MS4 systems also has another unique condition, relative to neighboring Metro Atlanta cities and counties. No other metro area jurisdiction has a combined sanitary and stormwater sewer system to manage wastewater for a major portion of its jurisdiction. The combined system has been serving the urban core since the 1890s. Subsequent development of the City occurred on top of the combined sewer area. In August 2008, the City of Atlanta completed separation of the sanitary and stormwater sewers in those sewersheds where such separation was feasible, which included Greensferry, Stockade and McDaniel.

The remaining combined sewer system collects and transports sanitary wastewater and stormwater runoff to the City's water reclamation centers for extensive treatment prior to being discharged to the Chattahoochee River. Management and control of stormwater through the combined sewer is managed under the NPDES discharge permits issued to the water reclamation centers under their respective permits. As a result, the combined sewer system is not part of the City's MS4.

Stormwater Facilities

From a practical sense, stormwater management can be thought of as managing water which runs off of the land. Using this broad definition, the stormwater system is synonymous with the system that is used to manage surface water. Within the City of Atlanta, this system includes portions of fifteen drainage basins, including the land and all of the structures constructed on the land. It includes all water bodies and waterways. It also includes the structures and piping used to convey and manage this water. The City of Atlanta is responsible for only those components of the system that are owned by the City as described above; either because they are located within the City's right-of-way; or, which have been constructed by others, dedicated and accepted by the City. These components are estimated to comprise less than thirty-five percent of the total stormwater system.

Level of Service and Adequacy of Facilities to Meet Future Needs

Currently there are numerous functions being performed throughout the City that apply to stormwater management. Such functions include:

- Land use planning;
- The development and enforcement of site development requirements;

- The development and enforcement of erosion and sedimentation control requirements;
- The development and enforcement of the Post-development Stormwater Management Ordinance;
- River and stream monitoring;
- Implementation of the CSO Program;
- Implementation of the Green Infrastructure Strategic Action Plan (2016);
- Street sweeping; and
- Outfall monitoring.

At the present time, however, the City does not have a permanent dedicated funding source for maintaining the City's existing infrastructure, developing new stormwater infrastructure and ensuring that the City stays on top of the ever-increasing stormwater compliance requirements. This hinders the City's ability to address stormwater management in an integrated fashion that facilitates development while promoting the protection of the City's watersheds. However, a temporary funding source for stormwater management was approved by City Council as part of the Municipal Option Sales Tax (MOST) authorization in 2016. City Council authorized up to 10 percent of MOST funds to be used for stormwater management projects. This amount is estimated to be approximately $10M per year for 4 years.

NEEDS and OPPORTUNTIES

Balancing Needs

- Need: Determining City priorities and policy with respect to stormwater management.
- Opportunity: The primary issues associated with stormwater management are reducing stormwater runoff, preventing soil erosion and stormwater contamination, and maintaining and developing the stormwater system so as to prevent stormwater damage and flooding. These are extremely difficult and expensive issues to address. The issue is further complicated by the fact that less than 35% of the stormwater system within the City is in the public domain. Policy discussions of the cost, benefit, and timing of developing the City's stormwater management program are required to move forward in a significant manner beyond the level of activity outlined in the City's current ordinances.

Obtaining Stormwater Funding

- Need: Lack of funding
- Opportunity: Develop a dedicated stormwater management program funding source. Seize the opportunity to demonstrate the City's ability to manage a program in the short term by implementing projects with Municipal Option Sales Tax funds that are authorized through 2020.

Achieving Regulatory Compliance

- Need: There are significant Federal, state, and local compliance requirements associated with the City's stormwater system, including the NPDES Phase I Municipal Separate Storm Sewer System (MS4) permit and the Metropolitan North Georgia Water Planning District (MNGWPD) requirements set forth in their Water Supply and Conservation, Wastewater Management and Watershed Management plans.
- Opportunity: Support the development of the City staff and systems necessary to cost-effectively comply with regulatory requirements.
- Need: MNGWPD Requirement-- Develop developer/contractor certification program.
- Opportunity: Build upon the DWM's current in-house training programs.

- Need: MNGWPD Requirement--Continue to develop Compliance, Violation and Enforcement Action tracking and reporting for stream buffer, floodplain management, post development stormwater management, etc.
- Opportunity: Build upon the development of Accela to meet customer and City needs.

Inspecting & Constructing Stormwater Facilities

- Need: Maintenance of the City's stormwater system (including pipelines resulting from the combined sewer separation program).
- Opportunity: At a minimum, DWM is required to maintain the City's existing structures including the new stormwater system that results from the sewer separation of the combined sewer area. Support the development of additional in house construction crews to address this work in a cost-effective manner.
- Need: Implementation of select stormwater facility construction projects.
- Opportunity: The regulations and the City's approach to stormwater management, including the amount of available funding, will dictate the timing and extent to which the City will be designing and constructing stormwater management projects.
- Need: Streambank restoration & protection.
- Opportunity: Streambank restoration and protection is required to prevent erosion, protect existing facilities, including stormwater facilities. Support and develop DWM's capacity for developing practices and implementing projects to facilitate streambank protection and restoration.

Improving Customer Service

- Need: Minimize inconvenience and negative business impacts to City residents and employers.
- Opportunity: Improve interdepartmental coordination of transportation & utility projects (water, wastewater, stormwater, gas, electric, telephone, roadways, pathways, railroads, linear avenues for animal migration). Improved coordination has the potential to reduce inconvenience and negative business impacts and decrease project costs.
- Need: Quick response to customer complaints.
- Opportunity: Continue to support DWM's budget to provide the staff necessary to manage customer complaints including the staff necessary to staff the call center, investigate complaints and field crews to address field problems.
- Need: Streamline permitting processes.
- Opportunity: Continue coordination with Office of Buildings.

Providing Cost-Effective Services

- Need: Development of document management system.
- Opportunity: Complete the development of a DWM document management system, taking advantage of the lessons learned and building upon the development of computer applications that are currently used by DWM (GIS, Customer Information Billing System, Maximo, Hansen, Project Scheduling).

Educating the Public

- Need: Ongoing public education needed.
- Opportunity: Increase public awareness of the options and costs associated with stormwater management Coordinate the City's public education efforts to maximize the impact of its public education efforts.
- Opportunity: Continue to participate in the MNGWPD public education program and take advantage of the resources it has to offer.

Coordinating with Neighboring Jurisdictions

- Need: Ongoing coordination and communication with neighboring jurisdictions.
- Opportunity: Continue to participate in the MNGWPD and take advantage of the resources it has to offer.

Community Identified Needs and Opportunities

Needs

- Maintenance of the City's stormwater system
- Lack of funding for stormwater management

Opportunities

- Reducing stormwater runoff, preventing soil erosion and stormwater contamination, and maintaining and developing the stormwater system so as to prevent stormwater damage and flooding.
- Develop a stormwater management program from the ground up along with a dedicated storm water management program funding source.

POLICIES

Stormwater Management

It is the policy of the City of Atlanta to ensure that the municipal responsible stormwater system be operated in a safe manner that complies with all state and federal requirements. At the present time there is no dedicated source of funding for the stormwater program. As a result the program is limited to stormwater infrastructure maintenance activities that are required to maintain safety along with stormwater related activities that are required to comply with the City's MS4 and wastewater permits. These activities are described in the Stormwater Management section of the Community Facilities and Natural Resources chapters of this document.

6.4 COMMUNITY FACILITIES-General Government

General government facilities are those City-owned and/or City-operated structures and grounds that provide the City with office, storage, maintenance, courts, and gathering space for the carrying out of community and government functions.

The Office of Enterprise Asset Management (OEAM) has facilities management responsibility for many of the general government facilities. Those facilities under the purview of OEAM are listed in Table 6.4-1.

Many of the facilities are centrally and strategically located. For example, the City Hall complex, Atlanta Detention Center, Public Safety Headquarters and Municipal Court are situated in the central business district (CBD), having easy access from major thoroughfares and transit services. The total square footage of the facilities under OEAM's purview exceeds three million square feet. OEAM is responsible for the maintenance of both the grounds and buildings at the City Hall complex. Any additions or alterations to the buildings fall under its supervision.

The neighborhood centers lease space primarily to social service agencies that provide various services to area residents. The neighborhood centers are basically Class "C" office buildings that are more than 30 years old. Located in the southern and southeastern quadrants of the City, they serve residents in the surrounding neighborhoods and the City generally by providing a one-stop shop for a variety of social services. The three centers: Dunbar, Georgia Hill, and John C. Birdine provide office space at a reduced rate of $10 per square foot annually, including utilities, to 35 public and private agencies, most of which are 501(c) (3) companies. In addition, three City groups occupy space in the centers in lieu of renting elsewhere. The three centers have a total of 78,443 square feet of leasable space, of which 60,645 square feet (77.3%) is occupied; 10,689 square feet by the City groups and 49,956 square feet by paying tenants. The annual lease rate at the centers was increased in 2009 for the first time in at least seven years, from $8.44 per square feet to $10 per square feet.

The largest building in the City's inventory is City Hall which contains approximately 1.8 million square feet of space (483,754 gross square feet). Structurally, all the facilities are considered to be in the fair-good condition range. However, many of the building mechanical systems are aging, leading to deteriorated performance and/or failures. The overall condition of the facilities in this category will require various degrees of long and short-term solutions.

Provided that current projects and new projects continue to track the City's needs as planned, future needs, problems, trends and opportunities should be addressed adequately and in a timely manner. Programs and projects are planned with the goal of addressing issues throughout the next 20 years.

Table 6.4-1: City of Atlanta General Government Facilities	
Building Name	**Location**
City Hall - 68 Mitchell Street	68 Mitchell Street/55 Trinity Avenue
City Hall East	675 Ponce de Leon Avenue
Lenwood A. Jackson Justice Building (Municipal Court) -	150 Garnett Street
Three (3) neighborhood facilities	Georgia-Hill Neighborhood Center – 250 Georgia Avenue
	Dunbar Neighborhood Center – 477 Windsor Street
	John C. Birdine Neighborhood Center – 215 Lakewood Way
Atlanta Workforce Development Agency (AWDA)	818 Washington Street
Public Safety Headquarters	226 Peachtree Street
Public Safety Annex	3493 Donald Lee Hollowell Parkway
E911 Center	180 Peachtree Street
Police Precincts	7 Main Precincts and 9 Mini Precincts
36 Fire Stations	Throughout the City limits
Atlanta Police Department Training	Key Road and 180 Southside Industrial Parkway
Atlanta Detention Center	254 Peachtree Street

Needs

- Financing all current, planned, and emergency projects and programs.
- Maintenance, renovation, and automation of general government facilities.
- Providing adequate parking for government operations.
- Office space at satellite and remote facilities.
- Aging infrastructure. The designed life cycle of at least (50%) of City building designs have become obsolete for the intended purpose.
- Need to expand police presence in neighborhoods
- Fire Stations are aging beyond their useful life, needing multiple base building repairs and (in some instances) cannot accommodate current equipment.
- The City has signed a Consent Decree with the Department of Justice to correct several noted ADA issues.

City Hall Complex, Three Neighborhood Facilities, AWDA, Municipal Court Needs

- Maintenance and repair programs at all City buildings Currently, renew Atlanta is working on the following project-
- Continued compliance of all city government facilities with federal government American Disabilities

Act (ADA) requirements.

- Renew Atlanta is working on ADA on the following Facilities-
- Solar Energy Projects- Power generated by behind-the-meter solar photovoltaic ("PV") at select 10 municipal properties

City Hall Complex Needs: The electric heating system is aging and is not as efficient as a new system. The facility is harder to heat under extreme cold conditions. The resulting challenges relate to cost effectiveness and performance. Because of the architectural design, facility maintenance is an ongoing problem. The large amount of interior marble and brass present a constant need for custodial attention beyond day-to-day cleaning. As an example, the marble floor types in the Tower and Annex are different; cleaning each requires different applications. Specialized cleaning/lifting/restoration is expensive but is needed on a quarterly basis to prevent slip and trip hazards.

The exterior panels of the Tower are terra cotta panels and therefore extremely porous. The size of the panels is small, resulting in a larger area of caulked joints that are vulnerable to weather and age deterioration. Joint areas and panel porosity create continuing moisture invasion/leak problems. The exterior of the new City Hall Annex is a pre-cast and marble panel- that was limited in size selection, due to weight factors. Thus, a higher volume of marble panels was used. Also, the Annex was constructed using a large amount of glass panels. As with the Tower, there is a large surface of caulked joints. The panel structure was built with a shift/movement factor. Therefore the problem of water intrusion at the joints is exacerbated by the caulking, which deteriorates due to constant panel movement.

Neighborhood Centers Needs

- Maintaining and increasing the occupancy at the centers during the economic downturn, while improving collections from the current 90% level.
- While they have been generally well maintained, the neighborhood centers do suffer from some deferred maintenance with respect to their heating, ventilation and air-conditioning (HVAC) systems. The projected

Public Safety Annex on D.L. Hollowell Parkway

maintenance projects for the foreseeable future are in the Capital Improvements Program and Community Work Program.

Opportunities

- The Office of Enterprise Assets Management is on schedule this fiscal year and next fiscal year to address a multitude of required projects: City Hall Facade/Renovations/Re-roofing, Citywide Americans with Disabilities Act Compliance Upgrades, 818 Washington Capital Improvements, Decommissioning of City Hall East, Crime Lab Design and Construction, Fire Station 28 Construction and Upgrade of the APD Firing Range. The complete list of projects is in the 2011-2015 Capital Improvements Program and Short Term Work Program.
- Improve energy with installation of new fixtures and LED lamps.
- With the ongoing realignment of its zones, OEAM will be working with the APD to identify possible new locations that would be better situated for their service delivery.
- The City needs to design and build adequate Fire Stations to fit the needs for future decades.
- ADA accessibility needs to be improved at all City locations.

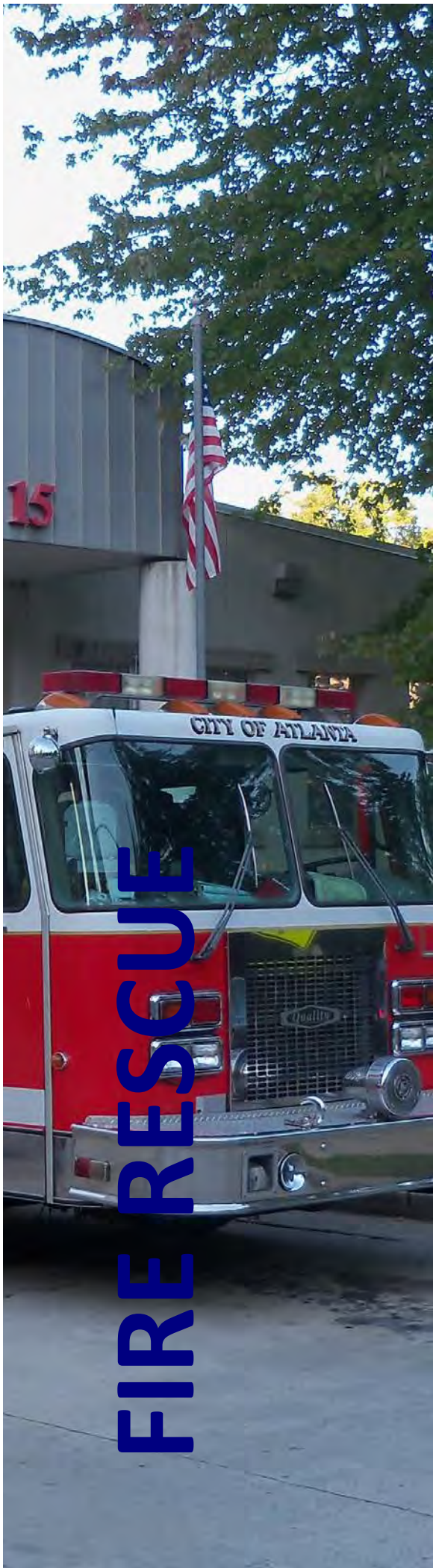
Policies

OEAM has policies regarding the topics listed below.

- General Government -Office of Enterprise Asset Management Policies (OEAM)
- Security Policy
- Parking Facilities Policy
- City Facilities News Media Access Policy
- Personal Appliance and Electrical Device Policy
- City Hall Facilities Meeting and Event Usage Policy

Fire Station 13 on Flat Shoals Road

6.5 COMMUNITY FACILITIES - Atlanta Fire Rescue Department



Atlanta Fire Rescue Department (AFRD) Current Organization

The Atlanta Fire Rescue Department (AFRD) is organized to provide communities with the resources necessary to meet their needs at the highest level of proficiency and quality attainable. The vision is "to strive for excellence in emergency preparedness and response, to enhance our customer-focused, innovative role as industry leaders, while overcoming expanding risks" and the mission is to "provide prompt, quality services to our stakeholders that promote safety, security, enhances sustainability, and enriches quality of life through professional development and dedication to service. Currently, 1,076 personnel are employed – including civilian members and sworn members – serving the City of Atlanta and Hartsfield-Jackson Atlanta International Airport.

In Fiscal Year (FY) 2016, AFRD responded to over 103,117 emergency incidents within a service area of 135.7 square miles. AFRD protects the busiest airport in the world; protects over one million people inside the City each workday; and over 17 million visitors each year. This protection covers over 3,000 high-rise buildings (including the tallest building in the southeast); 23 miles of heavy rapid rail system, where in some places the depth of the rail is as much as 130 feet underground; over 60 miles of interstate highways; and the country's ninth largest rail yard.

The Atlanta Fire Rescue Department is ranked as one of the most proficient full-service fire organizations in the United States. The department is organized into four divisions of labor, and the Office of the Fire Chief. The Atlanta Fire Rescue Department divisions of labor are: Support Services Division; Technical Services Division; Field Operations Division; and Airport Operations Division.

- **The Office of the Fire Chief** includes the Fire Chief's administrative staff; Medical Director; Capital Improvement Projects (CIP); Public Information Officer (PIO); Office of Professional Standards; and the Homeland Security Liaison.
- **The Support Services Division** includes Safety Management; Office of the Chaplaincy; Assessment and Planning; Background and Recruitment; Human Resources; Special Events; and Member Services.
- **The Technical Services Division** includes Fire Inspections, Fire Safety Education, and Fire Investigations sections. The division includes the administrative staff responsible for the Fire Marshall's Office, Fire Inspections Office, Fire Prevention and Fire Safety Education & Training Section, Communications and Information Technology Section, Finance, Firefighter Training, Fleet Services, and maintenance & repairs of all real property and administrative

Field Operations is responsible for mitigation of fire

Airport Fire Operations is responsible for mitigation of incidents at HJAIA

facilities.

- **The Field Operations Division** is responsible for the mitigation of incidents related to fire suppression and Emergency Medical Services (EMS) incidents when they occur. This division consists of an administrative staff; the preponderance of the department's sworn officers; and is assigned responsibility for fire suppression and special operations.

- **The Airport Fire Division** is responsible for the reduction, prevention and mitigation of emergency incidents occurring at the Hartsfield-Jackson Atlanta International Airport (HJAIA). This division consists of an administrative staff; oversight of Aircraft Rescue and Fire Fighting (ARFF) personnel; EMS personnel; special operations; training; and airport fire inspections.

AFRD continues to implement programs, activities, and services purposed around the premise of emergency response. A structured budget supports emergency services requirements. Activities related to training, maintenance, fire prevention, communications, safety, human resources, and support services comprise a strategic approach to the overall organizational priorities. To ensure a greater understanding of AFRD's strategic approach towards mission accomplishment among elected and appointed officials, community leadership, as well as, AFRD personnel; AFRD key leaders and staff proponents are assigned leadership and management responsibilities in mission critical areas including: Human Resource Management, Professional Development and Training, Emergency Preparedness and Response, Facilities Management, Inventory Management (equipment and supplies), Information Technology, Customer Service Programs, Public Information, and Community Risk Reduction. Continuous assessment of performance metrics, as well as; organizational strengths, weaknesses, opportunities, and threats are performed to ensure constant improvement and the effectiveness of AFRD programs and initiatives.

Human Resources Management

Human Resources within AFRD is dedicated to increasing service excellence, improving workforce processes and embracing a high performance culture. Human Resources is committed to attracting, retaining and developing a diverse and competent workforce. The AFRD strategic human resources approach addresses the following:

- Recruit the most qualified individual for employment;
- Maintain the best people with requisite skills and determination to deliver above and beyond;
- Employ enough personnel for adequate staffing;
- Provide wellness programs consistent with the IAFC/IAFF Wellness Fitness Initiative;
- Ensure that payroll is completed properly and timely;
- Address employee concerns promptly and in good faith;

- Promote good faith labor/management relations;
- Guarantee personnel safety;
- Establish human resource programs and services that meet the needs of personnel;
- Improve internal communication processes;
- Improve personnel assignment processes.

Professional Development

The AFRD strategic approach for professional development addresses the following:

- Development of training programs for sworn officers training, supervision, management, and planning skills appropriate to each rank/ skill-level. The following have been implemented to meet this initiative:
    - Acting Officer In Charge Program (AOIC)-This is a two week course teaching "up and coming" officers the roles and responsibilities of a company officer. This course covers both emergency and non-emergency situations with three days of "live fire" scenario-based training.
    - Fire Officer I and Fire Officer II courses at Atlanta Fire Rescue Training Academy (AFRTA)
    - Leadership I, II, & III, courses at AFRTA
    - Special Operations Training at AFRTA to include Airport Fire Operations
- Enhance emergency management with regard to the Incident Command System (ICS) and the National Incident Management System (NIMS); pre-incident planning and post-incident analysis;
- Enhance emergency operations efficiency in accordance with National Fire Protection Association (NFPA) Standards and departmental standard operating guidelines and procedures;
- Enhance driver training adaptive to all emergency response vehicles and their specific functions:
- The following have been implemented to meet this initiative:
    - Sergeant refresher training for all sergeants on an annual basis
    - Driving modules 1-12 training at AFRTA
    - Defensive driving training on Target Solutions Inc.

ICS and NIMS planning and analysis

- Enhance verbal and written communication skills, administrative and technical skills appropriate to each rank;
- Professional Development section at AFRTA provides the following classes regarding this initiative:
    - Fire Officer I & II
    - Leadership I, II, & III
    - Fire Instructor I & II
- Develop probationary skills assessments with documentation during employee probation periods;

- The firefighter probationary manual has been developed and is located on the server. It is currently being updated with all the pertinent changes.
- Provide training to enhance customer service skills, and create a professional development and succession plan for all ranks;
- The professional development workbook is complete and on the server. It is a 147 page document that covers career advancement at every level within the organization.

Emergency Preparedness, Response, and Terrorism

Community risk assessments and resource capability assessments identify and rank potential emergencies and disasters, determine resources available at the local, state, and federal levels. The decision will be made at the local level to determine whether local resource capabilities meet the homeland security landscape. This is completed locally and regionally through the Threat and Hazard Identification and Risk Assessment (THIRA) process. Strategic and operational plans should focus on eliminating gaps in these capabilities. AFRD representatives support the development, review, and implementation of a number of assessments and plans to include:

- Atlanta-Fulton County Hazard Mitigation Plan
- City of Atlanta Excessive Heat Plan
- City of Atlanta Threat and Hazard Identification and Risk Asssessment (THIRA)
- 2013 Fulton County Emergency Operations Plan
- Urban Area Security Initiative (UASI)
- State of Georgia Emergency Operations Plan
- Hartsfield-Jackson International Airport Emergency Response Plan
- National Response Framework 2015 Edition
- Homeland Security Presidential Directive 5

Standard of Cover

Standard of Cover (SOC) is the written policies and procedures that establish the distribution and concentration of fixed and mobile resources of an organization. In essence, SOC policies and procedures identify criteria for trained personnel and response times needed to effectively mitigate an incident. AFRD identifies these SOC benchmarks and goals for major hazards such as fires, EMS, technical rescue, and hazardous materials incidents. Measuring performance against standards of cover allows AFRD to determine if current resources and service objectives effectively address the assessed risks in the City of Atlanta, and at HJAIA.

Emergency Preparedness and Fire Inspections

An efficient pre-fire survey and inspection program not only secures our property insurance rating, but also increases emergency management efficiency through having prior knowledge of buildings before their involvement in fires. Fire and life safety hazards noticed and corrected during a fire inspection can eliminate a hazard and prevent loss.

Terrorism: Domestic and Cyber

Evolving global concerns around the sophistication of foreign and domestic terrorism has dramatically increased over the last five years. The proliferation of chemical, biological, radiological, nuclear, and explosive weapons in the arsenal of foreign and domestic terrorists is a reality. The challenge of increasing usage of technology as a primary point of entry for a blended or combination terror attack is something that AFRD must be prepared for, both as a first responder and as a member of a multi-agency response force.

Security concerns caution against AFRD publicly revealing its response and mitigation capabilities. However, AFRD is an active member of the Department of Homeland Security funded, Atlanta Regional Urban Area Security Initiative (UASI), a regional convener and program structure assisting high-threat, high-density, urban areas to build and sustain the capabilities necessary to prevent, protect against, mitigate, respond to, and recover from "All-Hazards" incidents to include, acts of terrorism, man-made, and natural disasters with representatives participating in one or more of the following groups and programs executed by UASI:

- Urban Area Working Group
- Critical Infrastructure/Key Resources Committee
- Regional Response Coordination Committee
- Critical Events/Special Operations Committee
- Regional Communications & Technology Committee

AFRD also participates in the Atlanta FBI Joint Terrorism Task Force (JTTF) enabling a consistent and systematic intelligence and response across multiple public safety agencies.

Preparedness in the Community - Situational Awareness and Emergency Notification

AFRD leverages multiple social media platforms to provide overall situational awareness regarding potential threats, hazards, and community events. The social media platforms AFRD consistently leverage include, but are not limited to:

- Facebook
- Twitter @ATLFireRescue
- Cable Channel 26

NOTIFY ATL City of Atlanta

- Notify ATL (an emergency mass notification system) – www.atlantaga.gov/NOTIFYATL
- Other classified information dissemination and notification networks

Community Engagement and Education

The Preparedness and Response cycle encompasses multiple stakeholders, including members of the community. Through FEMA's Community Emergency Response Team (CERT) Program, or as the program is promoted in the City of Atlanta, "ACERT," has trained more than 100 community representatives about disaster preparedness for hazards that may impact their neighborhoods and communities. The program trains participants in basic disaster response skills, such as fire safety, light search and rescue, team organization, and disaster medical operations. AFRD and partners conduct a minimum of three to four classes annually, which increases overall community self-reliance, situational awareness, community volunteerism, and overall community active

engagement in emergency preparedness. Additionally, the department conducts a broad range of information and education campaigns each year designed to increase the knowledge of the general public in emergency preparedness. Among these are Severe Weather Awareness Month, City of Atlanta Workplace Safety Month, and Fire Prevention Week.

Emergency Medical Services

The provision of emergency medical care has significantly evolved over the last thirty years. No longer is critical care delayed until arrival at the hospital. Presently, thousands of lives are saved in the Atlanta area annually due to the advancements in on-site care provided by well-trained professionals.

Among these professionals are personnel of AFRD, which employs all levels of emergency medical technicians (EMT) and paramedics. The care provided by AFRD EMS includes, but is not limited to, assessment and care of ill and injured patients, initiation of intravenous lines, administration of advanced airway techniques, insertion of endotracheal tubes, interpretation of electrocardiograms and cardiac defibrillation.

AFRD is an integral part of the Emergency Medical Services (EMS) system for the City of Atlanta, with the fastest response time of all EMS responders in the Metropolitan - Atlanta area. When emergency incidents occur affecting city residents, AFRD is the first on the scene with an average total unit response time of six minutes, fifty-nine seconds (6:59 secs), the period of time that begins with AFRD crew alert notification, and ends when the first AFRD crew arrives at the incident scene.

The provision of emergency medical care has significantly changed the scope of services provided by AFRD. In FY 2016, Atlanta Fire Rescue Department responded to 103,117 calls, of which 77,933 (approximately 76%) were EMS demands for service. During the period from FY 2012 through FY 2016, the Atlanta Fire Rescue's EMS answered 351,260 emergency medical calls.

AFRD has made substantial advancements to enhance the quality of EMS response capabilities. First, all personnel receive state-of-the-art training and continuing education sufficient to meet State of Georgia and national standards. Secondly, all AFRD engines are minimally equipped and staffed to offer Basic Life Support (BLS) capability, including Hartsfield–Jackson Atlanta International Airport (HJAIA). AFRD's BLS capabilities consist of 17 BLS engines in-town, capable of performing, but not limited to the following tasks: confirm patient location, make patient contact, A-B-Cs, patient assessment, oxygen administration, vitals (pulse, respiratory rate, pulse oximetry, expose patient, position patient, apply cardiac monitoring/defibrillating, deliver shock, cardio pulmonary resuscitation (CPR), patient ventilation - BVM, airway management, intravenous access, analyze, and package patient; HJAIA is supported with four BLS engines.

Furthermore, thirty (30) in-town engines and three (3) Quick Intervention Crews (QIC) provide Advanced Life Support (ALS) capability, staffed with paramedics; ALS capability at HJAIA consists of four transport ambulances staffed with paramedics. The tasks performed by ALS units include, but are not limited to: confirm patient location, make patient contact, A-B-Cs, patient assessment, oxygen administration, vitals (pulse, respiratory rate, pulse oximetry, expose patient, position patient, apply cardiac monitoring/defibrillating, deliver shock, cardio pulmonary resuscitation (CPR), patient ventilation - BVM, airway management, intravenous access, analyze, package patient, and administering ALS medications.

Finally, AFRD has expanded its EMS response capability with the implementation of Mobile Medical Response Teams; two person bicycle-mounted teams capable of delivering BLS emergency medical services. Currently, AFRD has a cadre of 60 MMRT-qualified personnel. MMRTs assigned at HJAIA maintain a presence seven days a week. As mobile

Table 6.5-1: City of Atlanta Fire/ EMS Stations				
Station No.	Address	Year Built	Building Area (Sq Ft)	NPU
1	71 Elliot Street	1961	14,336	M
2	1568 Jonesboro Road, SE	1978	7,450	Y
3	3500 Peachtree Rd., NW	1991	9,064	B
4	309 Edgewood Ave	2002	10,000	M
5	2825 Campbellton Road	1991	9,600	R
7	535 W. Whitehall Street	1910	6,970	V
8	1711 Marietta Blvd., NW	1969	7,910	D
9	3501 MLK Jr. Dr., SW	1967	8,465	H
10	447 Boulevard, SE	1958	6,817	W
11	165 16th Street, NW	2010		E
12	1288 Dekalb Ave. NE	1958	7,247	N
13	447 Flat Shoals Blvd, NE	2010		W
14	1203 Lee Street, SW	2002	6,500	S
15	176 10th Street, NW	1987	8,150	E
16	1048 Simpson St, NW	1963	7,744	K
17	1489 RDA Blvd.	1988	8,190	T
18	2009 Oak View Rd, SW	2010		O
19	1063 N. Highland Ave. NE	1924	5,428	F
20	590 Manford Rd, SW	1938	4,068	X
21	3201 Roswell Rd, NE	1984	14,432	C
22	817 Hollywood Rd, NE	1938	2,653	J
23	1545 Howell Mill Rd, NW	1948	5,265	D
25	2349 Ben Mays Dr, SW	1948	5,549	S
26	2970 Howell Mill Rd, NW	1954	4,674	C
27	4260 Northside Dr, NW	1953	3,862	A
28	2040 Main Street, NW	1953	4,280	D
29	2167 Monroe Dr, NE	1958	6,845	F
30	10 Cleveland Ave. SW	1956	4,048	Z
31	2406 Fairburn Rd., SW	1958	4,703	P
34	3631 Southside Industrial Park	1989	8,528	Z
38	2911 Donald L Hollowell Pkwy, NW	1972	8,028	G
39	4697 Wieuca Rd, NW	1975	19,648	B
Hartsfield Jackson Atlanta International Airport Stations				
24	330 Loop Road	1996	22,000	N/A
32	850 North Terminal	1982	12,800	N/A
33	1401 South Loop Rd	2006	14,610	N/A
35	2150 Central Cargo Circle	1992	14,610	N/A
40	4600 ASR Road	1975	9,063	N/A

units they are able to quickly traverse the concourse and terminal areas, supplementing the medical response of the BLS engines and ALS ambulances.

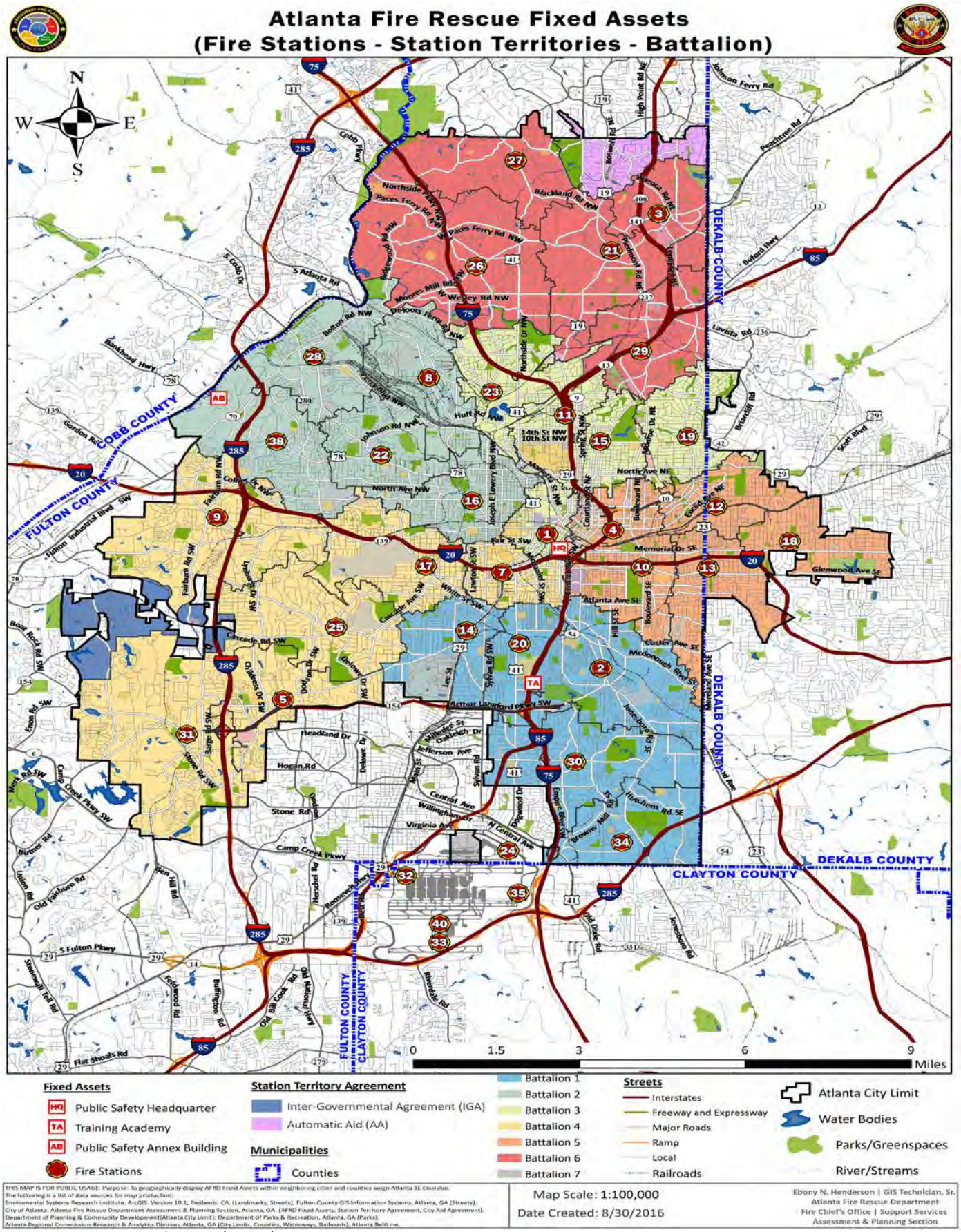
Additionally, MMRTs support the Atlanta Beltline, an in-town network of public parks, multi-use trails, and a 22-mile railroad corridor that circles Downtown Atlanta and connects many neighborhoods. The MMRTs assigned to the Atlanta Beltline are equipped with trail bicycles, and two Polaris GEM eL XD electric vehicles to provide patient transport capabilities off the Atlanta Beltline trails for transfer to roadway emergency medical transportation.

Facilities, Equipment, Supplies and Technology

Atlanta Fire Rescue Department (AFRD) currently maintains thirty-six (36) fire stations. Thirty-one (31) are within the city's limits and five (5) are located at Hartsfield-Jackson Atlanta International Airport. The locations of existing fire stations are shown in Map 6.5-1 and listed in Table 6.5-1.

Although Atlanta Fire Rescue Department has replaced and constructed six (6) new fire stations in the last twenty years, the majority of the fire stations are well past their designed life-cycle. Historically and currently, AFRD did not possess the capital funds necessary to maintain a replacement and renovation schedule to keep pace with its aging facilities. In 2009, AFRD moved into a new administrative headquarters and Support Services Annex. Airport Fire Station #24 was completely renovated and staffed in 2009. Fire Station #13 was rebuilt and staffed in 2010.

Based on an independent study, it was determined that fire station



Map 6.5.1: Fire Stations and Battalions

facilities should endure a 30-year life cycle. Currently, twenty-three (23) of the thirty-six (36) fire station facilities are beyond the 30-year cycle with fifteen (15) of these stations being beyond a 50-year cycle. There are nine (9) fire stations scheduled for replacement over the next 5 years. See Table 6.5-2 for a prioritized list for fire station replacement. An AFRD fire station replacement study has identified ten (10) facilities in need of replacement and two (2) new facilities to be erected in the Princeton Lakes and Peachtree Battle communities.

Fire station replacement and the updating of emergency fire vehicles are key anticipated actions. Sustainability of both initiatives is paramount to the continued efficient and expanded services provided by the AFRD. Construction of

Fire Station #23 is in need of Replacement

Table 6.5-2: Atlanta Fire Station in Need of Replacement	
Station Number	**NPU**
Fire Station # 28	D
Fire Station # 31	P
Fire Station # 30	Z
Fire Station # 22	J
Fire Station # 23	D
Fire Station # 25	S
Fire Station # 26	C
Fire Station # 27	A
Fire Station # 1	M

new fire stations has been identified through a Station Replacement Schedule. The construction of these stations has already begun.

Fire Apparatus Replacement

The Atlanta Fire Rescue Department maintains a fleet of ninety-one (91) vehicles. The average age of the fleet is ten (10) years old. The National Fire Protection Association (NFPA) provides the fire protection industry with standards and guides to follow procurement, maintenance, and disposal of fire apparatus. NFPA recommends that fire apparatus have a useful life of approximately ten (10) years, depending upon maintenance and response activity. AFRD received delivery of thirty (30) apparatus in the last nine (9) years. Additional apparatus replacement is critical to the future success of AFRD and has been planned for by establishing a fixed apparatus replacement schedule.

Customer Service Programs

The Atlanta Fire Rescue Department is dedicated to identifying customer needs and then doing everything possible to meet those needs. Serving the community through effective customer service is a fundamental tenet of the fire service. In addition, responding directly to the needs of stakeholders is the most effective way to gain the support of elected and appointed leadership. By gaining the trust of stakeholders and decision-makers, the department will be able to identify needs and develop effective programs which are objectively considered to meet those needs. The public will trust the judgment of the department and thus become advocates and change agents. AFRD's community oriented programs include these highlights.

- **Cadet Program:** The Atlanta Fire Rescue Cadet Program is committed to providing participating youth with the skills necessary to help them to compete in the 21st Century workforce. Cadets receive classroom instruction and laboratory exercises in fire safety education; cardiopulmonary resuscitation (CPR) certification, life-coping skills, home inspections, hydrant inspections, and first-aid training based on recognized national standards.

Cadets also participate in activities to familiarize them with the services provided by AFRD. Special emphasis is placed on encouraging participating youth to consider a career in the fire service. An analysis of the cadets' achievements during the program year supports its effectiveness.

- **Atlanta Emergency Preparedness Institute (AEPI):** The Atlanta Emergency Preparedness Institute (AEPI) is a signature program of the Atlanta Fire Rescue Department (AFRD) which partners with Metro-Atlanta area prominent business, education and community leaders to increase catastrophic event preparedness in a one-day program. Free of charge, AEPI participants receive emergency preparedness information and insights from a panel of emergency management experts; an in-depth business look into the resources available in City of Atlanta departments and local agencies to mitigate the impact of a catastrophic incident; as well as, a fully-guided tour of emergency management and fire rescue station(s) at Hartsfield Jackson Atlanta International Airport.

- **Fire/Disaster Safety Education Programs:** The Atlanta Fire Rescue Department's two fire safety educators provide regular fire prevention and health safety programs to children, businesses, residents and senior citizens. These programs include puppet shows, elementary and middle school fire safety programs, fire extinguisher training and the NFPA's, "Remembering When," senior health safety training program. AFRD's Community Affairs Section is implementing a "Caregiver Fire and Life Safety Program" that will be marketed to the city's caregiver community and conducted quarterly, as well as, a Youth Firesetter Program to be coordinated with local law enforcement, juvenile justice representatives, and local health officials.

- **Child Safety Seat Installation:** Today, various styles and types of child safety restraints, seat belts and vehicle features can make proper installation of safety restraints very difficult. In fact, observational studies have shown that more than half of the child safety restraint systems used in Georgia have not been correctly installed. In communities throughout Georgia, childcare advocates, law enforcement, fire and emergency personnel, and other volunteers conduct child safety seat clinics, and many have certified child safety seat technicians available to assist parents with child safety seat installation. AFRD has established multiple Car Safety Seat Installation/Fitting Stations within the city.

- **Smoke Alarm Distribution:** The Atlanta Fire Rescue Department has always been a staunch advocate for smoke alarms in every home. Through the Atlanta Smoke Alarm Program (ASAP), the AFRD Community Affairs team has spearheaded the distribution and installation of thousands of smoke alarms throughout the city. Smoke Alarm Blitzes, during which the AFRD Community Affairs team targets specific communities and neighborhoods for smoke alarm distribution are scheduled on a regular basis and the team, is always deployed in the affected neighborhood in the aftermath of a fire incident in a particular neighborhood. Fire 10

Public Information Office

The AFRD Public Information Office strategic approach addresses the following:

- Develop a more effective relationship with the media;
- Provide better information to elected and appointed leadership, as well as, community leadership; and
- Enhance public awareness of AFRD programs and initiatives.

Accreditation and ISO Rating

The Commission on Fire Accreditation International (CFAI) is dedicated to assisting fire and emergency service agencies throughout the world in achieving excellence through self-assessment and accreditation in order to provide continuous quality improvement and the enhancement of service delivery to their communities.

The idea for fire service accreditation originated in the mid-1980s with a Memorandum of Understanding between the International Association of Fire Chiefs (IAFC) and the International City/County Management Association (ICMA). This Memorandum of Understanding (MOU) led the way for the creation of the National Fire Service Accreditation Program,

the predecessor of the CFAI. In December 1996, the Agreement and Declaration of Trust for the CFAI was signed by the Board of Trustees and the new organization was created. The five-member Board of Trustees has financial oversight of the organization.

Fire Accreditation is a voluntary process that provides a well-defined, internationally recognized benchmark system used to measure the delivery of fire and emergency services to a community. AFRD uses the accreditation system as a mechanism to improve the ability to recognize and understand potential fire risks and hazards and other emergency protection needs; re-evaluate the allocation of resources needed in providing emergency service delivery; improve the quality of life in communities served; and achieve excellence in service delivery and establishing a plan for continuous improvement.

AFRD has been awarded the coveted five year accredited status since 2002, and most recently in August 2014. In addition to Accreditation, AFRD monitors its activities for ISO assessment and rating. The Insurance Services Organization (ISO) rating for the Atlanta Fire Rescue is Class 1. ISO rating measures Fire Protection (50%), Water Supply (40%) and Communications (10%).

AFRD Critical Needs

Staffing

Need: Staffing shortfalls has been identified as one of the critical issues for AFRD. AFRD is challenged to keep pace with the City of Atlanta's population growth as a result of new residents moving into the city, as well as, the annexation of new communities into the city. Growth in the number of city residents and the expansion of the city's geographic boundary are creating personnel shortfalls.

Opportunity: The opportunity exists for the city to prioritize funding that would allow sufficient staffing in all areas of the department.

Building Additional Fire Stations To Effectively Deliver Services As The City of Atlanta Grows

Need: The City of Atlanta continues to grow through increases in population as a result of new residents relocating to the city, and through annexations of adjacent communities into the City of Atlanta. The city's growth

in population and geographic area also increases the demand for city services as well as the probability of increased emergency incident response calls. The growth in the city along with the probability of higher incident call volume will impact AFRD's capacity to respond to EMS and fire incident calls within the prescribed response time benchmarks based on the current distribution and array of AFRD fixed assets, resources, and equipment. In short, as the City of Atlanta grows and population increases; an increase will be required in the number of AFRD fixed assets, resources, and equipment to effectively fulfill legislatively mandated service delivery requirements, accredited performance standards, and stakeholder expectations.

Opportunity: The opportunity exists to plan, program, build, equip, and staff additional fixed assets (fire stations) to meet the demands driven by the City of Atlanta's growth.

Atlanta Fire Rescue Department - General Policy

The Vision: **"***Atlanta Fire Rescue Department strives for excellence in emergency preparedness and response, to enhance our customer-focused, innovative role as industry leaders, while overcoming expanding risks.***"** The AFRD vision statement is the focal point of the department. Through continuous environmental scanning, staff will analyze trends, programs, and services to provide to AFRD's external and internal customers.

The Mission: ***"****Atlanta Fire Rescue Department shall provide prompt quality services to our stakeholders that promotes safety, security, enhances sustainability, and enriches quality of life through professional development and dedication to service."* The AFRD mission statement is the roadmap. AFRD exists as an organization to serve the citizens of Atlanta. Ultimately, AFRD's customers decide the services it delivers. AFRD personnel have an obligation to provide those services in the most professional and efficient manner.

The Atlanta Fire Rescue Department is organized to provide the community with the resources necessary to meet their needs at the highest level of proficiency and quality attainable. Responsive, quality public safety services provided by committed AFRD personnel build community equity, which determines the degree of trust that stakeholders have in leadership to make decisions in their best interest. AFRD will continue to become more intimately involved with its customers by establishing stronger relationships, through meaningful interaction beyond emergency response. AFRD will always listen to their needs and develop a reputation of responsiveness. The Department will be marketed as a model for all-hazard response and other community services.

It is the policy of the Atlanta Fire Rescue Department (AFRD) to develop solutions and management plans which will enhance its ability to save lives and property and to increase service to the citizens by way of Atlanta Fire Rescue's Strategic Plan for Cost Effective Fire Protection. It is the AFRD's policy to assess and maintain the upkeep and safety of its capital facilities. Atlanta Fire Rescue Department has established the following policy statements:

- To provide responsive service to all emergency incidents.
- To provide quality customer service and a safe work environment for the employee.
- To exemplify and demonstrate professionalism and respect when conversing with citizens.
- To advise and educate citizens through community based programs and workshops.
- To monitor and enforce the state and city fire ordinances and mandates, and to inspect and permit those activities that will provide a safe and risk free environment.

AFRD Historical Chronology and Highlights

The ordinance that led to the establishment of a paid fire department for the City of Atlanta, was passed by the city council and approved by Mayor James W. English, on March 23, 1882. On June 13, 1882, the city council voted to disband the four volunteer fire companies in the city and have the paid fire department take over all fire protection within the city on July 1, 1882. Major points in the history of the department are outlined in Table 6.5-3.

Table : Atlanta Fire Rescue History

Year	Milestone
1852-1882	Volunteer Fire Companies 1, 2, 3, and 4 provide fire protection for the City of Atlanta
1882	Paid career fire department established
1890-1900	Stations 5, 6, 7 and 8 established
1901-1910	Stations 9, 10 and 11 established
1911-1920	Stations 12, 13, 14, 15 and 16 established
1921-1930	Stations 17, 18, 19 and 20 established
1931-1940	Stations 21 and 22 established
1947	Station 23, and first airport station, Station 24 established
1952	All Fulton County fire absorbed into Atlanta
1953-1960	Stations 29, 30, 31 and drill yard established
1979	EMS establish with Rescues 2, 8, 9 and 29
1984	Squad 5 established for Heavy Rescue & HAZMAT
1986	Last cable alarm box replaced by radio
2002	Accredited Agency Status, 1st time
2004	AFRD began providing Advanced Life Support (ALS) services with 6 engine companies
2005	AFRD expanded its ALS program to include 3 more engine companies; and became a member of the Georgia Search and Rescue (GSAR) response network
2006	The City of Atlanta annexed approximately three square miles and established Station 36
2007	AFRD experiences a $7 million budget reduction and subsequent gaps in staffing and service
2008	Implemented brownout and blackout of stations and personnel furloughs due to decreased budget, AFRD closed Fire Station 7
2008	Accredited Agency Status, 2nd time
2009	AFRD closes Station 36 (HJAIA)
2010	75 Firefighters hired through Safer Grant
2010	Fire Station 11 established
2012	AFRD expanded it ALS program with the implementation of two Quick Intervention Crew (QIC)
2013	AFRD added third Quick Intervention Crew (QIC) unit
2014	Accredited Agency Status, 3rd time

6.6 COMMUNITY FACILITIES -Department of Corrections

The Department of Corrections is responsible for the effective delivery of public safety services to the citizens and business community of the City of Atlanta. The Department of Corrections' mission is to protect the public, staff and offenders while maintaining an efficiently managed facility which assists offenders with reintegration back into the community. The Department of Corrections received its national re-accreditation from the American Correctional Association (ACA) in May 2016.

The Department's mission is carried out by a staff of 345 (279 sworn, 66 civilian) professional, dedicated employees whose responsibilities include transporting and managing offenders, counseling and providing medical care for hundreds of detainees processed into the facility from all law enforcement agencies in the Atlanta metropolitan area, Municipal Court and Grady Detention. In an effort to increase youth awareness about the importance of making quality life decisions, staff provides tours of the facility to at-risk youth.

Office of the Chief is responsible for the overall operation and direction of the Atlanta City Detention Center. This office also ensures that the plan's objectives are proactive and consistent with the City of Atlanta's mission, vision and values. This division handles the agency accreditation, internal investigations, inspections, information technology, media/community relations and ATLStat.

Detention Services Division is responsible for the security and care of both persons arrested for crimes in the City and awaiting pretrial court proceedings or trial, and those persons convicted of ordinance and misdemeanor offenses and sentenced to serve time. The office manages the custody of prisoners during proceedings in the respective courts and during visits or stays in health facilities. The Office of Detention Facilities is also responsible for boarding federal and state inmates awaiting pretrial court proceedings, trial or sentencing in other jurisdictions.

Administration Services Division is responsible for administrative and support services for the department as a whole, including procurement, institutional food services, stores management, record management, budget and accounting, payroll, personnel records and inmate accounts.

Programs

Inmate Programming: The Department of Corrections provides rehabilitation programs, funded by inmate service charge backs, grants and inter-agency agreements, to promote successful offender integration into the community upon release from incarceration. Elements of the program are listed below.

- By partnering with the Public Defender's Office to implement the SEEDS (Strategies for Empowerment, Education, Development and Sustainability) program for women in jail, female offenders are given the opportunities for life-changing interventions and recovery. The curriculum continues after release from jail and includes transition and reentry back to family, the community and healthy living.
- Post-release transitional housing, addiction treatments and job placement are provided for substance abusing ex-offenders.
- An on-site psychiatric team provides enhanced mental health treatment for the inmate population who has chronic mental illness.
- Medical, dental and pharmacy services have been expanded to address the high incidence of serious health conditions in the inmate population.
- Inmate legal library services have been upgraded to include access of Lexis Nexus in detainee housing units.
- An HIV/Aids counselor works to identify offenders who have these conditions and provides information on services available to them in their communities. During 2015 more than 100 female inmates were tested for HIV/AIDS free of charge.
- A community based medical assessment and treatment team provides on-site services for female inmates.
- Clinical evaluators work with the Community Court team to complete assessments and referral of special needs inmates when they are released from incarceration.
- The Chaplaincy Program provides religious services and counseling to the offender population daily.

Reentry: With the 2015 Second Chance Act funding, a minimum of 100 (over a two-year period) medium to high risk incarcerated male inmates with co-occurring mental health and substance abuse disorders in the Atlanta City Detention Center will be given tools for positive healthy and successful re-entry into the community through the Atlanta City Detentions Center's–Atlanta Reentry and Treatment (ART) initiative.

With funding, the ART initiative will enhance and expand programming within the facility by initiating a comprehensive service design approach as well as utilizing community based treatment partners to provide jail based treatment. This initiative will seek to prepare inmates for a successful, positive, healthy reentry into the community. ART will target male inmates who meet the following eligibility criteria:

- 18 or older;
- documented mental illness and/or co-occurring substance use disorder;
- at least 3 prior arrest/incarcerations
- Moderate to high criminogenic risk score
- 60 or more day jail sentence on current charges

Participants are paired with case managers/clinicians to work on a variety of concerns including mental health and substance abuse issues. Case managers will assess for criminogenic needs and risks. Each participant will work along with their treatment team to develop Individuals Service Plans (ISP) for pre and post release services. Upon release, participants are transitioned to a community based treatment provider that will continue case management, treatment and other supportive services.

Safety & Security: The City of Atlanta Department of Corrections' vision is to protect the public while striving for excellence through exemplary customer service and promoting community involvement. The department has enhanced its operations with the following safety and security measures:

- Installation of video cameras on five inmate transport vans and one 48-passenger bus,
- FY16 - Compliance with the Prison Rape Elimination Act (PREA), which includes: auditing at least every three years to be considered compliant; risk assessments; modifications to systems and processes, including installation of 94 security mirrors to ensure visibility; required training for employees, contractors, volunteers and inmates; creation of one Lieutenant, three Sergeant and five Officer positions,
- Upgrade of metal detector and screening machine at facility's main entrance,
- Deployment of Level II Spike 2 Body Armor and deployment of BodyWorn video cameras,
- Deployment of Tasers Electronic Control Devices to reduce the likelihood of injury to sworn personnel and unruly, combative detainees,
- Deployment of the special response team, known as the VIPER team, has allowed Corrections to be instrumental in special operations such as Occupy Atlanta and assisting Fulton County with facility searches, and,
- Installation of Cell Sense to prevent unauthorized cellular phones from entry inside the detention center

Technology Initiatives: The Department of Corrections progressively seeks to enhance department efficiency and accountability, expand interdepartmental and interagency communication and augment management decision-making using available information systems. Below is a list of technological improvements:

- Installation of wireless environment,
- Replacement of current electronic security system equipment to include UPS systems to new video technology cameras and software that can be integrated into the new surveillance system in the APD Operation Shields' Program and Facility Access Control Network,
- Upgrade of network fiber optics in order to support electronic security system upgrades and integration of the new surveillance system into the current APD Operation Shields' Program and Facility Access Control Network,
- Launched CorrecTek correctional software to electronically manage patient charts, medication administration records (MAR), intake forms, inmate signatures and consent forms,
- Utilization of Relias online training to reduce the number of in-class hours for in-service training,
- Installation of Tour Guard System,
- Installation of Personal Protective Equipment boxes in all housing units and AEDs on each floor,
- Through the use of PowerDMS (electronic policies & documents), the department saved 31.7 trees and saved approximately $26,040.89 in paper costs (264,678 sheets of paper)
- New CorrecTek electronic health records system alleviates 97% of the department's paper health records
- The Corrections component of the Criminal Justice Information System (CJIS) was upgraded to Police Central to generate more comprehensive and timely information for strategic planning and allow features such as real time reports and implementation of key features, previously unused to automate manual tasks. This new jail management system went live December 2010 and allowed the department to eliminate many of its paper tasks.
- The Mug Shot Photo Imaging System (Police Central) has been upgraded to provide law enforcement agencies on-line access to more accurate criminal photographic identification. The addition of the IRIS Scan to track inmates has enhanced the accuracy of identification.

- The Automated Fingerprint Information System (AFIS) has been updated to enable nearly instantaneous computer verification of prisoner fingerprints and electronic transmission of records to law enforcement agencies. To reduce redundancy and improve efficiency, CJIS, AFIS and Police Central now are partially integrated to allow data to flow seamlessly in speeding the Booking and Identification processes.

- The Network infrastructure has been expanded to allow all facilities access to the Local Area Network (LAN) and Wide Area Network (WAN). The LAN is currently being expanded to allow users better access of shared resources. Numerous manuals and logs are being digitized to allow more readily available information.

- The Positive Identification System (PID) has been implemented to ensure valid identification of a detainee upon entering the facility and upon being released; using photographic and fingerprint identification technologies.

- Security cameras were installed throughout the jail to enhance security and procedural compliance. The electronic system for the outer perimeter was upgraded to enhance building security. An electronic key system was installed to manage and secure restricted departmental keys. New digital radios were added to enhance departmental communications and touch screen control stations were installed in all detainee housing units and the main control center to ensure staff safety and effective communication during routine and emergency facility operations.

City Infrastructure: The Department of Corrections performed upgrades to the facility including replacement of front lobby entrance and exit flooring, painting of different areas in the jail, trimming of parking lot trees and bushes and improved street lighting around the jail. Renovation of the kitchen to include installation of seamless flooring to replace the tiled flooring installed during the construction of the building. To correct areas of concern identified in various inspection reports. Recent upgrades include: renovation of staff dining area and creation of separate serving area, Upgrade Fire Alarm and Fire Suppression network system to address issues with existing field initiation devices (smoke detectors, heat detectors, etc.), Replacement of monitors in central control and control boards in housing units, Replacement and upgrade of all departmental computers and copiers, Replacement and upgrade of water fountains through the facility and Replacement of furniture, officer chairs and furniture in Intake.

Revenue Generating Programs: The Department of Corrections continuously seeks opportunities to shift jail system costs from taxpayers to financially able offenders and other system users. An inmate commissary has been implemented to require non-indigent offenders to pay for hygienic and other supplies. The federal inmate-boarding program is being expanded to increase revenues available to supplant City appropriations for jail operations. Surcharges on offender fines have been statutorily implemented to fund jail operations. The cost of property damage, telephone use and selected medical services are recovered from non-indigent inmates.

Community Relations: The Department of Corrections is engaged in many community initiatives. In an effort to increase youth awareness about the importance of making quality life decisions, staff provides tours of the facility to at-risk teenagers and students from local area schools, churches and other civic groups. The facility also participates in the community during Annual Fire Safety Awareness Month. Some of the activities that DOC participates in are listed below.

- City of Atlanta Department of Corrections Observes National Minority Mental Health Awareness Month.

- DOC Receives Minority Mental Health Awareness Month Proclamation.

- DOC Hosts *Stop the Stigma, Silence the Shame: Mental Health & the Minority Communities* Public Forum.

- City of Atlanta Department of Corrections Donates School Supplies to Bethune Elementary School.

- City of Atlanta Department of Corrections Staff Participates in *Everybody Wins* Literacy Program.

- DOC hosted a golf tournament in October that raised $2,500 for the Atlanta Workforce Development Agency.

- Area High School Students Successfully Complete the DOC's Junior Corrections Officers Program.
- Chief Labat Named Co-Chair of City of Atlanta's annual United Way Employee Giving Campaign.
- City of Atlanta Department of Corrections Hosts Ambassador Training for United Way Employee Giving Campaign.
- DOC hosted various internal fundraising events to benefit the Employee Giving Campaign.
- DOC staff participated in multiple runs/walks for various charitable causes including the Kaiser Permanente Corporate Walk, Mayor's Inaugural 5K Run on the 5th Runway, the NAMI Walk, the Disabled American Veterans Walk, the Walk to End Alzheimer's and the Jingle Bell Run/Walk.
- Capt. Sanders, Lt. Travis, Lt. Joseph and Sgt. Brownlee participated in career fairs at various schools.
- City of Atlanta Department of Corrections Hosts Annual Holiday Food and Toy Drive.
- DOC teaches Civilian Response to Active Shooter Events class to other City departments and various groups.

Needs and Opportunities

Needs

- The Atlanta Department of Corrections will continue to address the impact of the high volume of quality of life and mental health offender population on operations; particularly, in the context of budget reductions. An increased emphasis will be placed on programming to reduce offender re-arrest and on technology to improve operational efficiency.

Opportunities

- The priorities of the Department will be to board out underutilized bed space to generate revenues; divert mentally ill arrestees charged with minor, non-violent offenses to community based treatment programs; expand addiction treatment programs for convicted substance abusing offenders; and implement technological initiatives supporting correctional and criminal justice system goals.

Policies

- The goal of the Department of Corrections is to provide a safe, humane and efficiently managed correctional institution: to provide meaningful correctional programs which successfully reintegrate offenders into the community. To increase youth awareness about the importance of making quality life decisions. As well as forming partnerships with communities in Atlanta. Policies to promote this goal are as follows:
    - Maintain a safe and secure facility that is in compliance with State and National Standards,
    - Maintain American Correctional Association Accreditation,
    - Continue to partner with educational institutions and community organizations to provide tours of the facility and presentations to civic, school and business organizations, and
    - Continue to use Inmate Work Details to clean public spaces and remove graffiti from community structures.

6.7 COMMUNITY FACILITIES- Atlanta Police Department

The mission of the Atlanta Police Department (APD) is to create a safer Atlanta by reducing crime, ensuring the safety of its citizens and building trust in partnership with our community. APD, Atlanta Fire Rescue Department (AFR), Department of Corrections, and the Atlanta Fulton County Emergency Management Agency (AFCMA) are responsible for the maintenance and effective delivery of public safety services in the City of Atlanta. AFCMA is a joint cooperative effort between the City of Atlanta and Fulton County responsible for the Emergency Operations Plan. The Atlanta Police Department is organized into five divisions that rely heavily on deliberate and efficient coordination. The Department added Code Enforcement, formerly the Office of Code Compliance, in 2010 to strengthen its ability to proactively address public safety issues related to vacant and abandoned properties other city code violations (see Figure 6.7-1).

Public safety policies focus on engaging the whole community in building and sustaining a safe, fear-free environment. The City's policies embrace crime reduction, community policing, and the reduction of response time for emergency vehicles, creating more public/private community safety partnerships, and better coordinating public safety efforts. Projects include the creation of and improvements to fire, police and emergency management facilities, and communication systems. Atlanta Police Department programs include Command Operations Briefing to Revitalize Atlanta (COBRA), Atlanta Proactive Enforcement & Interdiction – Violent Repeat Offender, Community Oriented Policing Services (COPS), Repeat Offender Tracking, and participation in Downtown's Interagency Law Enforcement Group (ILE) and numerous citizen initiatives.

21st Century Policing

Atlanta Police Department is committed to policies, procedures, programs and training which embrace and lead to the implementation of the recommendations and tenants outlined in the six pillars of the Final Report of The Presidential Task Force on 21st Century Policing. The six pillars are listed below.

- PILLAR 1. Building Trust and Legitimacy - Building trust and nurturing legitimacy on both sides of the police/citizen divide is the foundational principle underlying the nature of relations between law enforcement agencies and the communities they serve.
- PILLAR 2. POLICY & OVERSIGHT - Citizens have a constitutional right to freedom of expression including the right to peacefully demonstrate.
- PILLAR 3. TECHNOLOGY & SOCIAL MEDIA - Implementing new

Figure 6.7-1 APD Organizational Chart

technologies can give police departments an opportunity to fully engage and educate communities in a dialogue about their expectations for transparency, accountability, and privacy

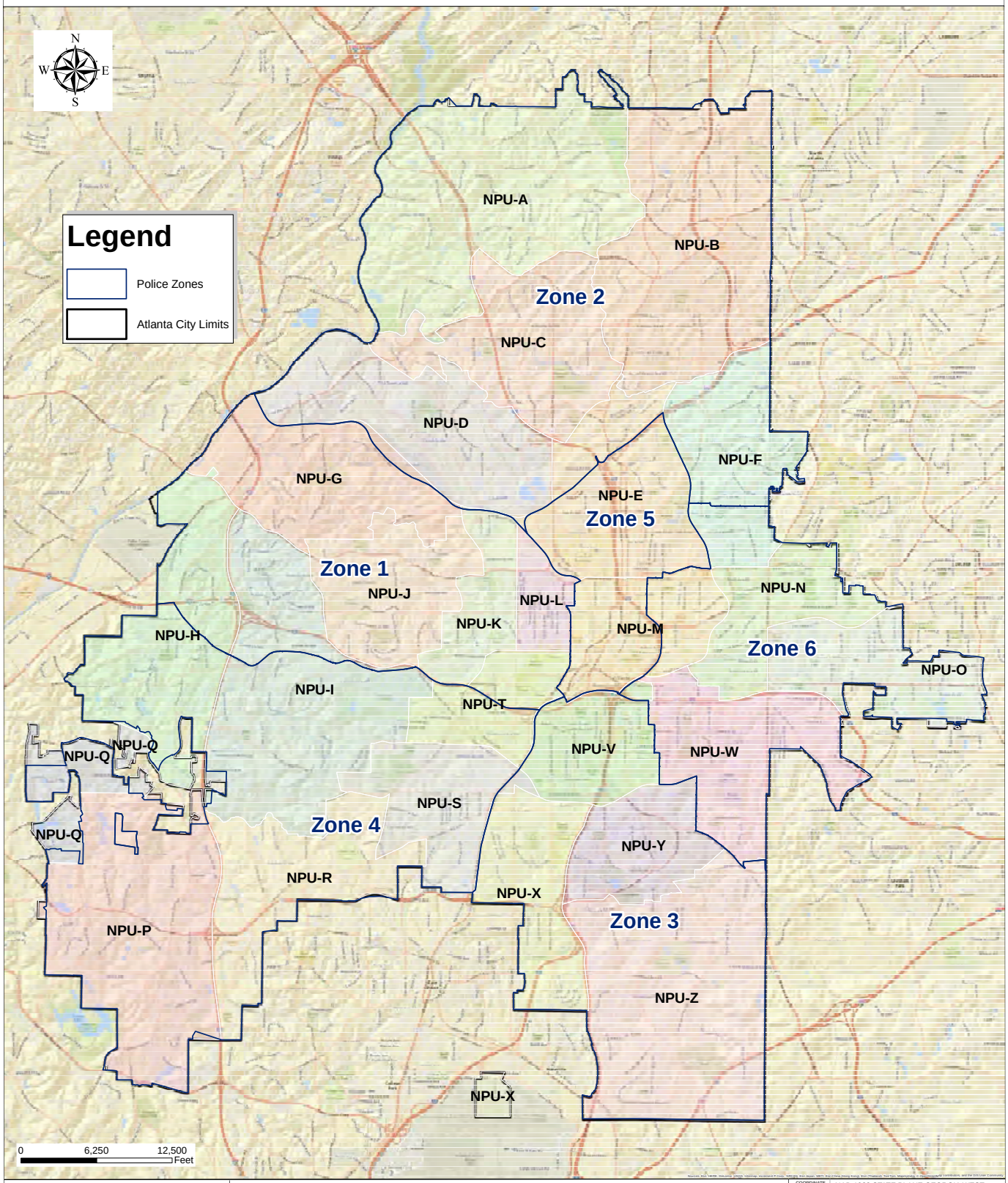
- PILLAR 4. COMMUNITY POLICING & CRIME REDUCTION - Community policing requires the active building of positive relation-ships with members of the community.
- PILLAR 5. TRAINING & EDUCATION - Hiring officers who reflect the community they serve is important not only to external relations but also to increasing understanding within the agency.
- PILLAR 6. OFFICER WELLNESS & SAFETY - The wellness and safety of law enforcement officers is critical not only to themselves, their colleagues, and their agencies but also to public safety

Facilites

Services are managed and supported through the Public Safety Headquarters, six patrol precincts, 16 mini-precincts, the training facility, the airport, the Public Safety Annex building and other APD facilities. Each precinct is responsible for a police patrol zone. Twelve mini-precincts are located throughout the City. (see Map 6.7-1 for Police Zones and Table 6.7-1 for Precincts.)

Major projects for the Department include the development of a new Zone 3 Main Precinct, a Joint training facility, EVOC course, a Shoot House, and major renovations to the other APD locations. There are several APD facilities that need to be refurbished or rebuilt. They are listed in the Capital Improvements Program (CIP) and Community Work Program but exceeds APD's available resources. The Training Academy needs a new facility, including a driving track.

Police Zones with NPU



THIS MAP IS PROVIDED AS A PUBLIC SERVICE
The City of Atlanta has made known that this Data contains known errors and inconsistencies. The City of Atlanta in no way ensures, represents or warrants the accuracy and/or reliability of the Data and/or map products being developed. The user of the Data and or map products assumes all risks and liabilities which may arise from the information produced by Maps or Data furnished to User by the City of Atlanta.

City of Atlanta
Department of Planning and Community Development

COORDINATE SYSTEM	NAD 1983 STATE PLANE GEORGIA WEST
MAP UNITS	U.S. SURVEY FEET
DATE	Date
AUTHOR	Author
REQUEST #	Request
MAP SCALE	1:28,543 1 in = 2,379 ft
COMMENTS:	Comment1 Comment2 Comment3 Comment4 Comment5

Map 6.7-1 Atlanta Poli e Zones

While listed in the CIP-CWP, this project exceeds the funding available. However, the fire department is equally impacted by the need to rebuild or refurbish its fire training academy. A combined training facility is under consideration by both departments. The Department provides for the maintenance of its facilities and has a strategy in place for the location of replacement facilities. Approximately 1/3 of the desktop and in-car laptop computers need replacement. Some new laptops are standing by for new software.

Table 6.7-1: Atlanta Police Department Precincts

Zone	Street Address	Facility Type	Phone
1	2315 Bankhead Hwy NW	Zone One Precinct	404-799-2488
1	612 Magnolia St. NW	Zone One Investigative Unit	404-658-6486
2	3120 Maple Dr. NW	Zone Two Precinct	404-848-7231
2	3393 Lenox Rd	Zone Two Mini	404-467-8061
2	3129 Maple Dr. NW	Zone Two Investigative Unit	404-658-6636
3	215 W. Lakewood Way	Zone Three Mini	404-230-6104
3	880 Cherokee Ave SE	Zone Three Precinct	404-624-0674
4	1125 Cascade Cir SW	Zone Four Precinct	404-756-1903
4	3565 Martin L King, Jr. Dr.	Zone Four Mini	404-505-3131
5	220 Spring St.	Zone Five Main/Foot Beat	404-658-6445
5	94 Pryor St SW	Zone Five Underground	404-658-6364
5	190 Marietta St.	Zone Five CNN	404-658-7830
5	1380 Atlantic Station	Zone Five Midtown	404-249-1793
5	220 Spring St.	Zone Five Investigative Unit	404-658-6636
6	2025 Hosea L. Williams Dr.	Zone Six Main	404-371-5002
6	1166 Euclid Ave.	Zone Six Mini	404-371-6554
6	2025 Hosea L. Williams	Zone Six Investigative Unit	404-373-5331

Programs and Initiatives

Crime Reduction

- COBRA: The command staff of the Atlanta Police Department gathers weekly to review crime statistics, identify problems, and develop crime reduction strategies. COBRA is the backbone of APD's crime-fighting efforts. Central strategic direction of the Department is stronger, with specific responsibilities, clear performance measures, and strict accountability. This process is possible because recent technological improvements have made crime data much more quickly available and thorough. Analysis of the data has become much more efficient through automating the tabulation and mapping processes. Having top command staff, patrol commanders, investigation commanders, and crime analysts together for the discussion promotes cooperative and effective solutions to problems.

- The Atlanta Police Department coordinates with all neighboring law enforcement agencies and jurisdictions: Federal, State, local law enforcement, and the Fulton County District Attorney. These partnerships allow the APD to develop effective joint crime fighting strategies.

- Gun Reduction Strategy**:** Weapons-related violence remains a serious concern. As a result, the APD is participating in a multi-faceted approach to reduce gun violence by decreasing juvenile demand for guns and/or decreasing the supply of guns to youth. In conjunction with the U.S. Bureau of Alcohol, Tobacco and Firearms (ATF), the Department seeks to systematically trace every gun confiscated in order to identify patterns of high-risk dealers and to increase enforcement. The Department has implemented a street-level interdiction project, targeting enforcement of laws that prohibit carrying of firearms by juveniles and convicted felons in order to reduce violent crime in the City. The project targets any type of firearm violation, with ATF tracking the weapon to find its source. Through the FACE 5 program, repeat offenders face an additional five years in Federal prison. The Gun Unit Investigators make community presentations about the importance of properly storing firearms called, "Safe Storage Campaign". The APD is also represented on the Atlanta Proactive Enforcement & Interdiction Unit (APEX) Initially, this team was focused on the occurrence of violent crimes in two patrol zones; however, the team currently moves throughout the city to work where it is needed.

- Gang Strategy**:** The Gangs Unit was formed to investigate and prevent gang violence. The Department works actively with the Bureau of Alcohol, Tobacco and Firearms (BATF), FBI, state and local jurisdictions to reduce gang activity. Within the Department, Field Investigation Teams and the Intelligence Unit continue to cooperate closely in areas of gang activity.

- Community Policing: The Community Services Division has been created and will work closely with the Citizens of Atlanta. The reorganization combines the Airport, SOS, COPS, PAL, and the Crime Prevention Unit under a single command. Although community policing is spearheaded by the Atlanta Police Department, partnerships are required with other departments of the City government and community resources to effectively address many of the underlying causes of crime and violence. Components within the Police Department include citizen advisory councils, foot patrols, "park-and-walks," bicycle patrols, police security inspectors, mini precincts, Project Safe Neighborhood, Operation Weed and Seed, and zone level community outreach programs. In support of community policing, the Department is developing and communicating better information on communities and their problems through technological innovations.

- The Community Affairs Liaison informs the community constituents of crime issues, safety awareness, etc. They ensure effective communication and cooperation between APD and the community. The Liaison coordinates activities to help maintain a high morale within the community and APD. The Liaison increases the quantity and quality of police-citizen interactions and enhances the capacity of the police to engage in problem-solving partnerships.

- Hispanic Liaison: The APD has researched the City's communities with limited English proficiency (LEP) and found a significant population of Spanish-speaking residents and visitors who do not speak fluent English. The newly appointed Hispanic liaison officer meets with the community to resolve issues. Information and forms that are critical to a citizen are being translated into Spanish, and the Department is seeking funding to support in-house Spanish translators.

The Police Department operates the Citizen's Police Academy to provide positive interaction between community leaders and the police by educating them about the crime issues, how the police are trained and directed to reduce crime, and what the community can do to prevent crime. The curriculum for the program also includes demonstrations by specialized patrol units such as the helicopter, motorcycle, mounted patrol and K-9 units.

The Police Department actively works to keep public areas safe for citizens and visitors. The Department maintains a strong program of Neighborhood and Business watches. These programs keep the businesses and residents focused on the safety of the area. Business Watch programs encourage business people to be alert to suspicious circumstances and to take crime prevention steps.

According to final FBI uniform crime reporting numbers for 2015, Atlanta's crime rate is down by 3%; that is a total of 24% since Mayor Reed took office in 2010 (see Table 6.7-2 and Figure 6.7-2). Notable accomplishments from the Criminal Investigations Divisions include:

- APD's Homicide Unit achieved an 84% clear-rate as compared to the national average of 65% for 2015 and exceeded their goal of six cold cases cleared with a total of nine.
- The Narcotics Unit served 296 warrants and made 326 arrests seizing $659,927 in case.
- The Special Victims Unit initiated a "High Risk" identification system to prevent juveniles from becoming victims of human trafficking. An online tracking system identifies both child victims of human trafficking and their exploiters. The unit achieved a clear-up rate of 15% above the national average for rapes.
- The Targeted Enforcement Unit (Gangs) arrested more than 60 confirmed Blood gang members in 2015. The unit arrested seven members of the Trey Blood gang for Craigslist robberies.
- Officer Richard Sperl and K-9 Arna of the Atlanta Proactive Enforcement Interdiction (A.P.E.X.) K-9 Unit, won the annual United States Police Canine Association (USPCA) southeast Top Dog award for 2015. APD's K-9 Unit has won the narcotics detection award for the past 10 consecutive years.
- The Commercial Robbery Unit achieved a clear-up rate of 42%, which is nearly double the national average of 25%.
- The High Intensity Drug Trafficking Area (HIDTA) was involved in several investigations that disrupted and dismantled seven drug trafficking organizations.

Table 6.7-2 Crime Statistics 2014-2015

OFFENSE	2014	2015	
HOMICIDE	93	94	▲
RAPE	151	170	▲
ROBBERY	2,329	1,995	▼
AGGRAVATED	3,004	2,944	▼
BURGLARY	5,470	4,781	▼
LARCENY-AUTOMOBILE	9,252	8,371	▼
LARCENY-OTHER	7,246	8,122	▲
AUTO THEFT	4,146	4,282	▲
TOTAL OFFENSES	31,691	30,759	▼

Source: APD—Annual Report 2015

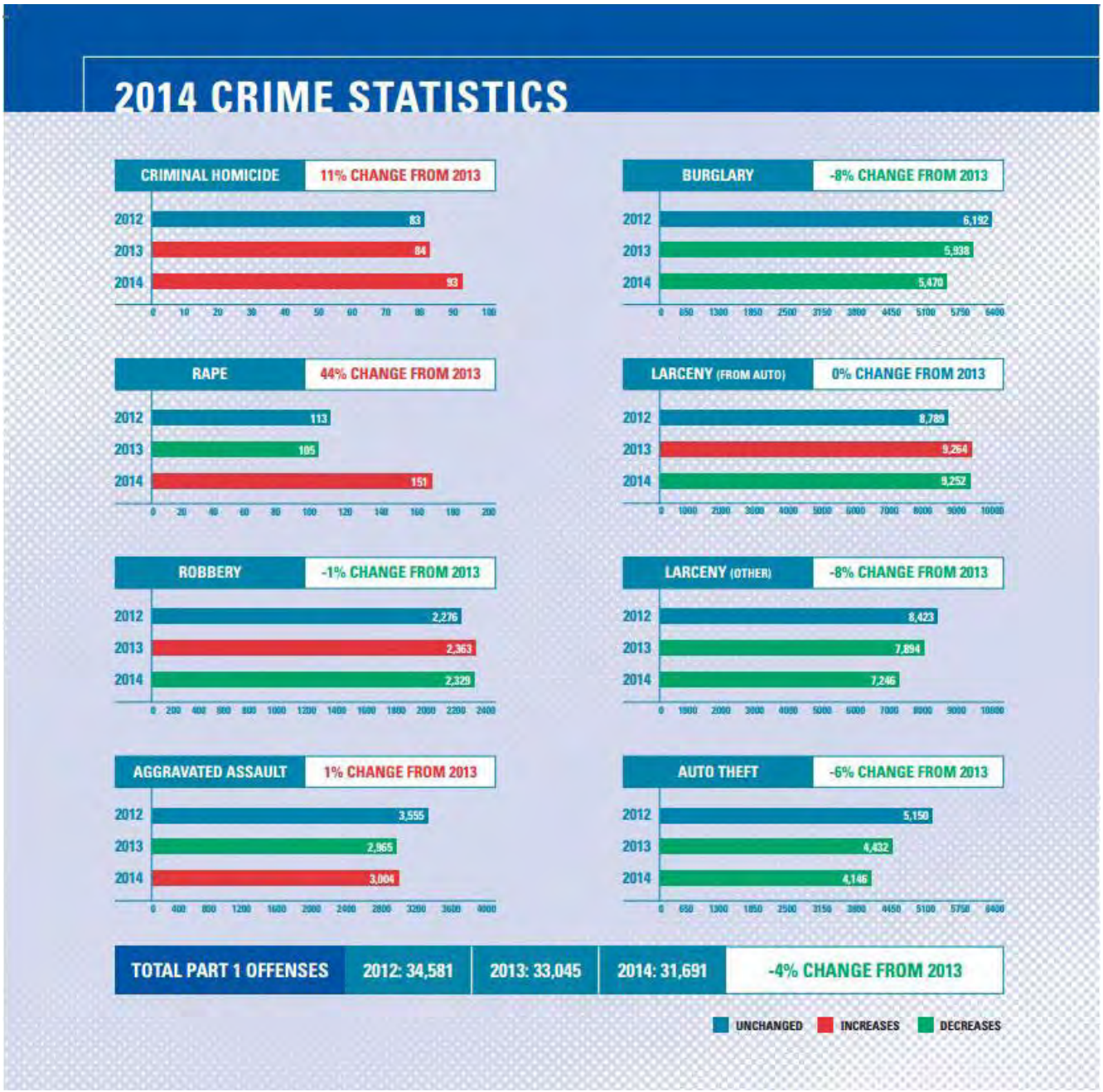


Figure 6.7-2 2014 Crime Statistics

Enhance the Quality of Police Service through the Improvement in Technology

- CJIS (Criminal Justice Information System): The City's Department of Information Technology (DIT) is integrated with ICIS and is the cornerstone for sharing crucial information about all types of incidents between police, corrections, and Municipal Court. It provided the ability to track an incident from the initial call through completion of the court action at the City level.

- Crime lab: The Police Department's Crime Lab supplements the services of the Georgia State Crime Lab, giving priority to critical and time sensitive cases within the APD. In 2015 the crime lab became a full service lab enhancing its productivity and capabilities. It is currently working on becoming an accredited crime lab.

- Laptop Computers: The Police Department replaced software that officers use in their patrol cars to write incident and accident reports. The new ICIS software not only supports incident and accident reporting, but also supports production of citations electronically and provides for the management of the investigation of cases. Besides saving officers time in report writing, the laptop computers also provide better controls for a higher quality of information, support faster electronic processing of reports, and reduce paper handling. The mobile patrol officers recently received 70 new laptops to enhance their report writing efficiency.

- Computerized Mapping: Computerized mapping has significantly improved the Department's ability to electronically map and analyze crime data, for more effective deployment of resources and analysis of crime patterns. The Department will continue to develop its crime analysis capabilities to provide better information to officers, investigators and managers.

- Networking: The Department has created a Web page to share information with other agencies and the community and will continue to expand the available information through the Internet and internal networks.

- Social Media: *Facebook, Twitter, Instagram and Periscope* allow the police department to communicate (real-time) important law enforcement related activities that impact Atlanta's communities.

- Automatic Vehicle Locators will allow the dispatchers to have real-time information about the whereabouts of each patrol vehicle to improve operational dispatch efficiencies and patrol officer safety.

The Department has electronically networked all police facilities via the City's Wide Area Network (WAN). This connection enables police employees with the correct security codes to inquire into a variety of databases in support of ongoing investigations.

Video Integration Center: Operation Shield has become a crown jewel within the unique, first class partnership between Atlanta Police Foundation (APF), the Atlanta Police Department (APD), and our private sector business partners within the City of Atlanta. This venture has created a video integration center with access to over 7,300 public and private cameras creating a valuable situational awareness and crime prevention platform. The intent is to integrate License Plate Readers, and grow the system to over 10,000 cameras while developing more capabilities and transforming into a real-time crime fighting center.

The Strategy and Special Projects Division continues to develop innovative approaches to policing and utilized several emerging technologies to meet new challenges. Accomplishments for 2015 include:

- The Video Integration Center (VIC):
    - Expanded VIC operations and are of coverage for all six zones
    - 2,518 cameras were added to the network for a total of 5,818 cameras in 2015
    - Purchased and implemented a new video storage system
    - Managed a total of 144,072 calls
- Information Technology:
    - Implemented fiber connection and telephone system upgrades at the firing range
    - Deployed 110 body worn cameras in Zone 4
    - Employed a policy management software system for disseminating and tracking policies, training, and subpoenas
    - Assisted the Atlanta Police Foundation with the deployment of Genetec License Plate Readers

Emergency-911

The goal of the E-911 Center is to answer all calls within 10 seconds in accordance with National Emergency Numbers Association (NENA) standards. Atlanta's new E-911 center is an all-digital, consolidated police and fire public safety call center that provides 911 telephone services to the citizens of Atlanta. The Atlanta 911 center is the busiest center in the state and one of busiest in the Southeast Region. The center is located in a nondescript building that was designed exclusively to provide secure and highly redundant technology capabilities for the E-911 call takers and dispatchers who work in this facility. Through the combination of this leading edge facility and all-digital technology, APD is able to provide reliable E-911 services.

Initiatives to Address the Needs and Challenges of Atlanta Youths

The Atlanta Police Department, in partnership with the community and other social service providers, offers Atlanta's youth alternatives to violence, drug usage, and other criminal activities as well as initiatives aimed at helping youths to make good life choices. Expansion of the Police Athletic League (PAL) program has included not only athletics, but also academic and life skill initiatives.

The Department continues its truant efforts to reduce the likelihood of juveniles becoming crime victims or perpetrators and to reinforce the schools' efforts at education. The Field Operations Division (FOD) commander assigns one officer to a truant detail in each police zone. The truancy program includes the cooperative efforts of the Atlanta Police Department, the Atlanta Public Schools, MARTA, Juvenile Court, and the Atlanta Housing Authority. In addition, the Department enforces the curfew ordinance for children under sixteen to protect the children and reinforce the role of the parents. Other programs are listed below.

- CADET Program: The CADET program gives Atlanta's youth exposure to the APD and its operations. The program is a partnership with the Atlanta Workforce Development Agency's S.T.E.P. Forward Program. The CADET summer program starts in June and ends in early August. The participant ages range from 14 to 20. They work up to 30 hours per week and are assigned to various work locations within the department. The CADETS also have the opportunity to tour and observe various units within the department. The police department helps them develop good work habits, discipline and character.

- EXPLORER Program: The Atlanta Police Explorer program allows high school students interested in law enforcement the opportunity to learn what it takes to become a police officer. The participants meet throughout the year and learn basic criminal procedure and get to demonstrate proficiency of their training through mock scenarios. The Explorers also participate in competitions with other Explorer Post throughout the state. The program promotes personal growth, physical fitness and good citizenship.

Partnerships with Other Agencies

The Department continues to maintain and increase its partnerships with other agencies, in law enforcement, public safety, criminal justice, and social services. The Department participates in numerous interagency task forces targeted on particular problems. Continued cooperation between federal, state, and other law enforcement agencies, such as a joint task force between the DEA, FBI, Customs, ATF, and APD is essential to effective law enforcement. Moreover, the Police Department established a partnership with the Midtown Improvement District. Midtown has created a supplemental police patrol, hiring off duty police officers.

The Atlanta Police Foundation is a non-profit, public/private partnership focused on advancing public safety in Atlanta. In partnership with the City of Atlanta, the Atlanta Police Department and the business community, the APF provides research on policing best practices, strategic direction and resources to help the APD incubate innovation, keep pace with technology, and meet strategic time-sensitive needs that help drive down crime and make Atlanta a safer city.

APD's Code Enforcement Section continues its close partnership with DPCD. The Judicial In Rem Program was brought forth through this partnership. It is important for city departments to avoid working in silos in order to move forward the goals and vision for the city as a whole. Being able to know which neighborhoods the city has ongoing redevelopment

efforts in allows for Code Enforcement to be a first responder in addressing those issues.

As financial resources for demolitions are limited, a strategic approach should be utilized when scheduling locations throughout the year. An internal public safety priority ranking was established to address those properties that are burned, collapsing, or near elementary schools. Consideration should also be given to properties that are within areas ripe for redevelopment or can contribute to a larger effort on behalf of the city to stabilize or revitalize a defined area.

With robust proactive work and strategic code enforcement, the city can expect to see:

- A reduction in vacant and blighted properties
- Better living conditions and public safety for residents
- Reduced calls for service at vacant and abandoned properties for police and fire
- Better overall quality of life for residents by providing a better visual appearance of neighborhoods

Needs and Opportunities

Facilities, Equipment, & Technology

Need: Many of APD's current precincts and facilities are in immediate need of repair or replacement

Opportunity: As the Department's resources continue to be stretched much of the routine maintenance on facilities has been overlooked. In addition, as the Department continues to grow in personnel, the current space allocated within the precincts becomes inadequate. Several precincts also lack sufficient interview rooms, gun lockers, security and other components necessary to perform proper police work.

In conjunction with the City's Office of Enterprise Asset Management (OEAM), the Atlanta Police Department will begin the process of conducting a comprehensive building and facility assessment in order to determine the maintenance and replacement needs of all facilities.
Need: The lack of enhanced technology prevents the Department from maximizing safety and promoting transparency

Opportunity: The use of Automatic Vehicle Locator (AVL) technology has long been used by law enforcement agencies and is a practice widely encourage by law enforcement oversight agencies. Installing this technology on all Atlanta police vehicles will allow the communications dispatcher to constantly track the whereabouts of each patrol unit to ensure efficient dispatch operation and improved officer safety. The use of this technology is especially pertinent to APD operations because most of our officers are not partnered.

Opportunity: Cameras in Patrol*:* Police vehicles are equipped with video technology that enables patrol officers to record vehicle stops and other police citizen encounters during his/her tour of duty. The cameras will help improve the officer's courtroom testimony and improve officer safety as well as increase transparency in police operations.

Opportunity: Body worn cameras will enable officers to record citizen interactions and encounters enhancing accountability and transparency.

Coordination and Collaboration among first responders and other agencies

Need: Inadequate technology prevents coordination between APD and other law enforcement and community organizations

Opportunity: APD is working is to improve the interoperable radio communications and the incident command system. Better coordination will occur as APD gets these system improvementsIn addition, the Department is currently developing a comprehensive video surveillance system which will provide the avenue necessary to allow interoperability between APD and various other local law enforcement and community organizations.

Officer Recruitment, Retention, and Compensation

Need: Attract and retain a diversified and experienced workforce.

Opportunity: The Department has planned a career ladder for the development and retention of sworn employees and needs a similar career ladder for civilian employees. The Department continually evaluates its recruitment plan and makes the necessary adjustment to improve its effectiveness.**

Need: Atlanta's population continues to grow, thereby requiring a larger police presence

Opportunity: As the City of Atlanta continues to grow and expand, the Atlanta Police Department will need to grow in order to meet the needs of all citizens and ensure that the City is safe.

Crime and the Community's Perception of Crime

Need: Illegal dumping, trash, litter, unkempt appearance in communities*

Need: Drugs, prostitution, drug houses, open and vacant houses and thefts plague neighborhoods.*

Need: Crime Reduction**

Opportunity: Crime fighting and public safety remains the most important responsibilities for the Atlanta Police Department. In recent years, the Department has taken strategic measures to ameliorate crime, promote public safety and engage the community in crime fighting efforts. Over the past year, APD successfully reduced Part I crime by 10 percent, created a Community Oriented Policing section dedicated to collaborating with the community on numerous initiatives and continued to grow its sworn ranks. This notwithstanding, crime in the City remains prevalent. As criminals become more sophisticated and bold, the Atlanta Police Department recognizes that the typical gun and badge are not enough and must therefore employ more strategic measures to achieve departmental goals. These measures include, (but are not limited to); creating specialized units to combat specific types of crime and ensuring that police zones and beats are staffed and distributed proportionately.*

Opportunity: Video Integration Unit is effective tool in crime reduction. Continue to expand the network of cameras.*

**** Highest Ranked Needs and Opportunities identified among all Needs and Opportunities***

*****Highest Ranked among Public Safety Needs and Opportunities***

Policies

To reduce crime and the fear of crime, including domestic violence, gun related crimes and youth crimes.

To further expand the Department's community policing efforts.

To address the needs and challenges of Atlanta youths.

To maintain police visibility Downtown.

To enhance service through improvement in technology.

To recruit aggressively to fill vacant positions.

To develop working partnerships with other agencies.

To properly regulate the City's vehicles for hire.

6.8 COMMUNITY FACILITIES- Parks, Greenspace and Recreation

Atlanta is attracting new business, visitors and residents at unprecedented rates. This period of reformative growth is an opportunity for Atlanta to analyze, improve and reshape its parks and recreation system. The City has conducted numerous studies including, most recently, a 2014 Needs Assessment for Parks, Recreation, and Greenspace to help inform planning decisions for new and evolving needs. Public spaces, facilities, and amenities need to serve ever-evolving demographics. Parks, Greenspace and Recreation facilities are important pieces of the larger context of the public realm and must be planned within the larger context of public infrastructure investments. In Atlanta, signature parks such as Piedmont Park, Chastain Park, Freedom Park, and Historic Fourth Ward Park have greatly increased the value of adjacent land and are attractive destinations, encouraging investment in housing and commercial activity. This fact underscores the importance of considering parks and greenspace when considering larger-scale planning initiatives.

Parks, greenspace and recreation are an integral part of the fabric of the city and must reflect each neighborhood's distinct character and needs. The City's leading role necessitates coordination between departments, organizations and partners at many levels to ensure that public infrastructure and investment is being incorporated wisely and serves a host of various user groups.

Management of the City's natural resources and services is shared between several agencies and departments. The Department of Parks and Recreation – an accredited Commission for Accreditation of Parks and Recreation Agencies (CAPRA) agency – is responsible for management of recreation facilities, recreation centers, park sites and street trees. The Department of Parks and Recreation is the lead agency for improving, managing, and overseeing parks, greenspace, and recreation in the City of Atlanta.

The City of Atlanta is recognized as an emerging leader in implementing best practices relating to parks, greenspace and recreation. The recent Green Infrastructure Action Plan has established goals and specific actions to create planned and purposeful solutions to stormwater that not only mitigate adverse impacts from stormwater, but create amenities in the City's parks and greenspaces.

Mayor Kasim Reed's commitment to the City's youth resulted in the re-opening of all previously closed recreation centers and pools. Increased investment in all of the City's parks, greenspaces and recreational amenities has now uniquely positioned the City of Atlanta to differentiate itself from peer cities. Efforts such as the Atlanta BeltLine, the Westside Quarry Park and Preserve, the MLK Jr. Recreation and Aquatic Center and the efforts in Proctor Creek parks and trails are representative of major initiatives that

are unique to Atlanta and will continue to elevate the City as a leader in Parks, Greenspace and Recreation.

"We must invest in our children's future and prepare them for a better tomorrow"-Mayor Kasim Reed.

Focusing on robust programs for character, leadership, technology, health, fitness, and academic enrichment, the Centers of Hope initiative has become the cornerstone of youth development in Atlanta. Commencing with the re-opening of closed recreation and cultural arts centers, the Centers of Hope initiative has expanded and continues to reach more and more youth each year. Research and implementation of best-in-class practices, consultation with a wide spectrum of non-profit organizations, fundraising, development of a detailed implementation plan, and improvements to existing facilities have made the City of Atlanta's Centers of Hope initiative a shining example of successful recreational programming, implementation, and investment.

The Department of Parks and Recreation's 2013-2017 Strategic Plan was presented by Mayor Kasim Reed in 2013. The plan builds upon the 2008-2011 Strategic Plan and sets the mission, vision, core values and strategies for the Department.

Project Greenspace, adopted in 2009, is a plan to create a framework of policies and strategies for managing green infrastructure through 2030. This plan provides guidance for the planning, acquisition, development, preservation, and maintenance of City owned greenspaces and for meeting the recreational needs through the development of trails, complete streets, urban spaces, and both indoor and outdoor recreational facilities.

A thorough needs assessment was conducted in 2014 by the Department of Parks and Recreation to better understand and document evolving needs. This was accomplished by polling, measuring, and analyzing latent, expressed, and ranked user needs. The findings of this report have been incorporated into planning for parks, greenspace, and recreation infrastructure, programs, and amenities.

Recreation Facilities

There are 366 parks, 33 recreation centers, 135 playgrounds, 2 skate parks, 110 ball fields, 182 tennis courts, 75 basketball courts, 14 outdoor pools, 4 splash pads, 246 community garden plots, 5 tennis centers and other special recreational facilities, such as trails, preserves, conservation areas, four 18 hole golf courses, a nine hole golf course, Historic Oakland Cemetery, the John A. White Junior Training Golf Course, the Southside Sports Complex, and the Lake Allatoona Campgrounds.

In addition to these facilities, there are 3 Community Centers administered by the Office of Enterprise & Asset Management: Georgia Hill, Dunbar Center and John Burdine. Several recreation center facilities are connected with Atlanta

Public School buildings, including Martin Luther King.

Recreation Programs

Program development areas administered by the Office of Recreation include aquatics, athletics, tennis, special populations, and coaches' certification. The Aquatics Division operates indoor and outdoor pools, provides instructional programs in swimming, trains and certifies guards and water safety instructors, and has developed the City's youth developmental and competitive swim teams, the Atlanta Dolphins. The Athletics Division operates the City's youth athletic leagues including: volleyball, football, soccer, basketball, track, softball, baseball and cheerleading, as well as adult leagues in flag football, basketball, and softball. The Special Population Division offers programs for senior citizens and for persons who may be physically or mentally disabled or challenged. This division also hosts outdoor camping, environmental awareness, and conservation programs and operates the Camp Best Friends resident camp at Lake Allatoona. The new Coaches' Certification Program is taking the lead in providing training to youth coaches. The training includes sports specific content, guidelines for developmental appropriateness, skills and drills, first aid, and the code for living. Since 2009, the Tennis Centers have been managed through a partnership with Universal Tennis Management.

The Office of Recreation also offers after-school programs at its recreation centers, providing after-school tutoring, access to computer labs, recreational and cultural experiences, the code for living, various specialized programs through partners, and transportation to the centers from nearby schools. Each recreation center serves students from a number of schools, and many of the City's recreation centers are adjacent to a public school.

Each summer, the Office of Recreation operates Camp Best Friends, a youth day-camp program, serving over three thousand young people. The eight-week camp program offers children, ages five through sixteen, a variety of educational, recreational and cultural activities.

The City of Atlanta Department of Parks and Recreation joined forces with a philanthropic partner to launch its first ATL Parks & Rec Play Mobile. The Play Mobile, also known as a recreation center on wheels, travels throughout Atlanta to activate free plan in neighborhoods without static recreation centers. The Play Mobile offers a safe, interactive and fresh air atmosphere that encourages children to go outside and play. For three hours, ATL Parks and Recreation leaders guide free activities and games for children, including non-traditional sports, games, fitness demonstrations, arts & crafts, oversized board games and much more.

The DPR has also launched a very successful online registration and reservation system portal called Internet Parks, Arts and Recreation Customer Service - or simply IPARCS. This tool has been very helpful in providing a convenient and superior customer service experience. IPARCS has up-to-date programs, classes and our available facilities for reservations.

Recreation Funding

The following have been identified as potential funding sources for the City of Atlanta Recreation programming:

- Centers of Hope Initiative Fund – private sponsors and foundation donations;
- NRPA Grant Funding;
- AmeriCorps Grant Funding;
- Numerous Federal grant funding opportunities such as, Department of Education Grant Funding, Juvenile Justice Grant Funding, and Community Development Block Grant Funding, Americorps Grant Funding, etc.;
- General Fund; and Trust Fund.

- Collaborate with private partners to increase investments and donations.
- Increase grants development for pursuit of public and private grant offerings.

Parks Facilities

The Atlanta public green space system consists of developed and undeveloped parks, nature preserves and protected greenway lands. The City has grown the parks and greenspace system from 4,623 acres in 2010 to 4,807 acres in 2016, a 4% increase. Parks are categorized into nine separate classifications based on the types of resources and facilities present within each. The park system consists of the many facilities described in the recreation section and includes 366 parks, 11 regional parks, 44 community parks, 71 neighborhood parks, 16 nature preserves, 16 conservation, 38 block parks, 163 beauty spots, 6 special use facilities, and greenways.

The mission of the Department of Parks and Recreation (DPR) is to build strong communities and a vibrant economy by providing safe and exceptional parks, facilities and programs through effective leadership, collaboration and innovative thinking. The vision of the DRP is to make Atlanta the city of choice through exceptional spaces and memorable experiences. The Department currently manages more than 366 park sites, a third of which are improved with amenities or facilities. Remnant development parcels, road right-of-way parcels, floodplains and sites with challenging topography are heavily represented in the City's parks, greenspace and recreation inventory, limiting what amenities can be constructed. The description of each park type and the number of acres in each category are shown in Tables 6.8-1 and 6.8-2.

While many parks and greenspace amenities in Atlanta are under renovation, the City of Atlanta has committed to one specific initiative that is helping to prioritize greenspace, the Atlanta BeltLine. In addition to providing a multi-use recreational trail and light rail transit within its green corridor, The Atlanta BeltLine promises to add hundreds of acres of new parkland and revitalize adjacent existing parks. This program of parkland acquisition and master planning commenced in 2006 and has led to significant new park development Historic Fourth Ward Park, Boulevard Crossing Park and D.H. Stanton Park. The BeltLine has begun construction on subsequent phases of the Southwest, Eastside Extension, and Southwest Connector. Design has begun for the Southside Trail and acquisition continues for the Northwest Trail. The completed sections of the Atlanta BeltLine are maintained by the Department of Parks and Recreation.

Other Public Open Spaces

Other types of parks and open spaces not under the City's direct control make significant contributions to the overall viability of Atlanta's greenspace system. Currently these facilities total more than 2,862 acres.

- National Park Service (NPS) site – 16.24 acres: The Martin Luther King, Jr. National Historic Site adds recreational opportunities and historic value to Atlanta's greenspace system.
- A very small portion 172 acres of the larger (6,767 acres) Chattahoochee River National Recreation Area is located within the city limits. Currently only one public access point to the National Recreation Area is within the city limits.

Table 6.8-1: City of Atlanta Parks by Type		
Number	**Park Type**	**Description**
11	Regional	Regional parks are major park sites that draw a significant portion of users from both the community and the entire City. Chastain Park and Piedmont Park are two regional parks. They generally contain facilities that generate revenue, like the Chastain Arts Center. They are typically 100 acres or more.
44	Community	Community parks support organized programming with staff. They typically contain such facilities as recreation centers, pools, large picnic shelters, or programmed athletic complexes. A small fee for the use of some of these facilities may be charged in order to partially offset operating costs. The recommended size is 35 acres and service area drive is 2 miles.
71	Neighborhood	Neighborhood Parks serve local informal recreational needs. Typical amenities include picnic shelters (small to medium for family gatherings), open fields for informal sports and recreation activities; playgrounds/tot lots, basketball and tennis courts, and wooded natural areas. Generally neighborhood parks are not staffed. The recommended size is 10 acres and a service area radius of ½.
16	Nature Preserve	Nature preserves are primarily natural areas with amenities that facilitate environmental interpretation.
16	Conservation	Conservation parks are areas managed for environmental protection purposes. Conservation parks are publicly accessible.
38	Block	Block parks are small park sites containing limited amenities such as play grounds and tot lots.
163	Garden Park / Beauty Spot	Garden parks, also know as beauty spots, are very small landscaped areas – typically traffic islands. These areas generally do not have amenities.
6	Special Facility	Special facilities are sites within the park inventory that contain facilities not typically associated with parks. The Historic Oakland Cemetery is one example of a special facility.
1	Greenway	

Cascade Nature Preserve

- State and DeKalb County Parks – 36 acres: Centennial Olympic Park is managed by the State of Georgia and is an example of a significant park resource located Downtown. DeKalb Memorial Park is managed by DeKalb County.
- Greenways Acquisition Project (Consent Decree acquisitions) - 680 acres: The Consent Decree, signed in 1998, required the City to implement a $25 million program to acquire streamside buffers in the City of Atlanta and 14 counties in Metro Atlanta through March 2007. Per the Greenway Acquisition Plan, parcels along the Chattahoochee River and its tributaries, South River and its tributaries were purchased (either fee simple or conservation easement) to protect water quality by maintaining the properties in a natural, undisturbed state.
- Golf Courses (privately owned) - 91.3 acres: Private golf courses, such as the Ansley and Druid Hill golf courses, offer a recreational amenity on large tracts of land maintained in a park-like setting.
- Cemeteries - 560 acres: Atlanta has several very large cemeteries within its borders. In addition to historic and cultural preservation, cemeteries maintain large areas of land in a park-like setting.
- Atlanta Public Schools – 911 acres: The recreational facilities and undeveloped land found at many public school sites are important components of the City's greenspace system. School sites abandoned as part of the school district's consolidation efforts could provide future greenspace opportunities.
- Private Schools – 396 acres: Private school (K-12) sites are similar to public school sites. The City would need to partner individually with these institutions to facilitate open public access to benefit from the facilities and greenspace they provide.
- Colleges and Universities: Though many of the City's colleges and universities are adjacent to Downtown and are quite urban in character, they do offer open spaces and recreational facilities within their campuses.

Special Event Sites

Some of the DPR's special use facilities such as the Chastain Park Amphitheater, Piedmont Park, Lakewood Amphitheater, and the Atlanta BeltLine draw regional and international visitors. All provide opportunities to host events of varying sizes. City of Atlanta parks sites are also sought after for numerous film and television projects and events.

No park is adequately equipped to hold a continuous season-long series of major outdoor special events. Temporary structures and facilities such as stages, lighting posts, portable restrooms, concession stands, and electrical infrastructure must be constructed and disassembled for many festivals and events. Parks that can host thousands of visitors for large events are increasingly in demand. These events often have significant impacts on the parks as well as adjacent neighborhoods. The impact of events is magnified during adverse weather conditions and numerous concurrent uses and events.

Special events make a significant contribution to the City's economic vitality. The City and the DPR should plan for a major special events venue to foster develop and support the growing amount of large festivals and events in the city and region.

Sports complexes are an opportunity for attracting sports based tourism. Atlanta is uniquely positioned with temperate climate, ample hotels/motels, and a world-class airport to host major sports, events and tournaments. The development of Westside Quarry Park and Preserve may represent an opportunity to fulfill at least some of these needs.

Parks, Greenspace and Recreation Facility Funding

The following have been identified as existing and potential funding sources for future City of Atlanta parkland and recreation facility capital expenditures:

- Park Impact Fees;
- Bonds: such as Quality of Life Bonds and Parks and Greenspace Park Improvement Bonds;
- TSPOLST Funds;
- Georgia Department of Transportation's Wetland Mitigation Banking Program;
- General Fund and Trust Funds;
- Grants – Public (e.g. Federal Community Development Block Grants and 319h Grants, Land and Water Conservation Funds): and Private (Corporate and Foundations);
- Donations – (Individual and Corporate);
- Park Improvement Fund;
- Transportation Enhancement Monies;
- Tax Allocation Districts (TADs).
- Collaborate with private partners to increase investments and donations.
- Increase grants development for pursuit of public and private grant offerings.

Parks and Recreation Partners

The following organizations provide both funding and in-kind services toward maintenance and improvement of parks, greenspace and recreation:

- National Recreation and Parks Association (NRPA): The NRPA is the leading non-profit organization dedicated to the advancement of public parks, recreation and conservation. NRPA's work draws national focus to the far-reaching impact of successes generated at the local level. Leveraging their role in conservation, health and wellness, and social equity to improve their communities NRPA's members of park and recreation professionals and citizen advocates are 50,000 strong and represent public spaces in urban communities, rural settings and everything in between. It has supported the construction of parks and recreational facilities around the United States for over 40 years.

  Mission: To advance parks, recreation and environmental conservation efforts that enhance the quality of life for all people.

  Vision: Everyone will have easy access to park and recreation opportunities in sustainable communities.

  NRPA and the City of Atlanta's Department of Parks and Recreation have successfully implemented programming and facility improvements in Atlanta including the first mobile device enable application for outdoor fitness equipment in North America . In 2016 the City of Atlanta's Department of Parks and Recreation also received the National Partnership Award from the NRPA.

- Atlanta Memorial Park Conservancy: The Atlanta Memorial Park Conservancy has created a vision for the park, contributed numerous volunteer hours, and successfully completed capital campaigns for park improvements at Atlanta Memorial Park. The mission of this non-profit organizations is to make Atlanta Memorial Park a

beautiful, environmentally sensitive and sustainable park, accessible and connected to the neighborhoods and the City by enhancing the Park, tennis and golf experiences through a collaborative process of renovation, restoration, and preservation.

- Buckhead Community Improvement District (BCID): The mission of the Buckhead Community Improvement District is to create and maintain a more accessible and livable urban environment. BCID makes meaningful improvements in the transportation network and public realm that connect people and places. BCID is an integral partner on the development and continued improvement and programming of Charlie Loudermilk Park and the PATH400 Trail.

- Park Pride: Park Pride, Inc. is a non-profit organization established in 1986 to build civic and corporate support for City of Atlanta parks. The organization works to preserve, enhance, and promote parks and green spaces; encourage acquisition and development of new parks and green spaces and facilitate community volunteerism and advocacy. The many Friends of the Park groups volunteer, fundraise, advocate and volunteer to revitalize and activate their parks. Park Pride oversees the "Adopt-A-Park" program, in which corporate sponsors and neighborhood, civic, youth, and senior groups assume responsibility for park maintenance and improvements. Park Pride's programs are key to the success of many parks and community gardens.

- PATH Foundation: The PATH Foundation is a non-profit organization formed in 1991 to design, capitalize and build the greenway trails system proposed by the City. The PATH Foundation has worked with the Mayor's Green Ribbon Committee and the Office of Planning in developing the City of Atlanta Greenway Trail Corridor Plan. It also partners with the DPR and Atlanta BeltLine, Inc. to design and construct multi-use trails. The PATH Foundation is responsible for planning, funding, and constructing many of the trails throughout Atlanta, the region, the State of Georgia and beyond.

- Piedmont Park Conservancy: The Piedmont Park Conservancy is a nonprofit organization working with the City of Atlanta and neighborhood and civic associations to develop a strategy for private investment in the expansion and revitalization of Piedmont Park. The Conservancy has raised and invested more than $60 million for park beautification, maintenance/security, programs, and a 53-acre expansion of green space.

- Grant Park Conservancy: The Grant Park Conservancy is committed to the restoration, beautification and preservation of historic Grant Park. The Grant Park Conservancy is a nonprofit volunteer organization that raises funds independently, organizes volunteer work groups, and promotes use, advocacy and programming in the Park.

- Olmsted Linear Park Alliance: The Olmsted Linear Park Alliance is working with the Office of Parks to implement a master plan for all sections of the Olmsted Linear Park. The Alliance has raised funds for the renovation of all six sections of the park.

- Chastain Park Conservancy: The Chastain Park Conservancy (CPC) was founded in 2003. Its mission is to restore, enhance, maintain and preserve Chastain Park, organizing volunteers and seeking donations to enhance operations and capital improvements. The CPC also works closely with the community, City departments, the nearest NPUs (A and B), and 11 different venue operators. The Conservancy recently completed a master plan for Chastain Park.

- Historic Oakland Foundation: The Historic Oakland Foundation Inc. was founded to cultivate resources to assist the City of Atlanta in the preservation, restoration and beautification of Historic Oakland Cemetery and to promote it as a local cultural resource and as a historic site of national importance.

- Little Five Points Business Association: The Association is responsible for the maintenance of the Findley Plaza in Little Five Points.

- West Atlanta Watershed Alliance (WAWA): The West Atlanta Watershed Alliance is a community based, non-profit organization dedicated to improving and protecting the quality of life for residents and environmental

quality in the west Atlanta. WAWA is an advocate for preserving greenspace, protecting and improving water quality, and promoting good environmental health within the adopted watersheds of Proctor, Sandy and Utoy Creeks. It also operates the Outdoor Activity Center on a 26 acre natural preserve in west Atlanta.

- Atlanta Downtown Improvement District (ADID)/Central Atlanta Progress (CAP): ADID and CAP maintain and program Woodruff Park, a 6 acre park in Downtown Atlanta. DPR and ADID implement capital improvements as identified in the 2008 Woodruff Park Master Plan. The vision of the plan is to create a sustainable park that enhances the quality of life for all who visit.
- Georgia State University partners with the City of Atlanta to improve and program Hurt Park.
- The Trust for Public Lands partners with the City of Atlanta to acquire and improve parks.
- The Conservation Fund partners with the City of Atlanta to acquire and improve parks.
- The Atlanta BeltLine Inc. and Atlanta Beltline Partnership work to fulfill the mission and vision of the BeltLine and help in programming and volunteer efforts.
- The Southfork Conservancy South Fork Conservancy is actively developing walking trails along Atlanta's Peachtree Creek. Designated as an Urban Wildlife Refuge by The U.S. Fish and Wildlife Service, the nonprofit organization is named for the South Fork of Peachtree Creek, where many of the trails are located. Its goal is to conserve the urban waterway, connect existing and future trails, and restore the area's natural beauty. The trail system will eventually connect Buckhead, Atlanta's upscale business and residential center, with the Emory University campus and beyond. Active trails include The Confluence, Cheshire Farm and Meadow Loop trails in Buckhead, and Zonolite Park in DeKalb County.

Parks and Recreation Plans

A number of previous plans and initiatives have explored greenspace issues in the City of Atlanta and proposed policies and actions. These plans have been sponsored by the City of Atlanta, Park Pride, and other partners. They all support an overarching goal to develop a world-class parks, greenspace and recreation system as an essential component of Atlanta's quality of life, economic vitality, and aspirations to be a leading national and international city.

The Piedmont Park Conservancy spearheaded the renovation of the active oval

Project Greenspace: Adopted and incorporated into the Comprehensive Development Plan in 2009, Atlanta's Project Greenspace is a comprehensive plan and strategy for implementing a city-wide green and open space system for Atlanta. The plan establishes an overall framework, priorities, and action steps for growing and managing the City of Atlanta's greenspace system. Project Greenspace identifies a potential greenspace network of five greenways and a multi-pronged strategy to developing a greenspace network in the most densely developed portions of City of Atlanta. Recommendations are organized into broad strategic categories and associated strategies:

- Growing the Greenspace System;
- Managing the Greenspace System; and
- Building Capacity.

Several technical reports were developed as part of Project Greenspace. These are listed below.

- **Project Greenspace Technical Report*:*** This technical report includes an assessment of the City's greenspace, detailed descriptions of each of the recommended strategies and actions, and the methodology used to establish targets and goals for Atlanta's future greenspace.
- **State of Atlanta's Greenspace Report**: This report describes existing conditions and trends relative to greenspace in Atlanta, including the physical distribution and condition of the City's greenspace, population trends, city regulations, and common themes and issues. This report concluded that Atlanta's existing park system has insufficient parkland for its population relative to other major U.S. cities.
- **Community Survey Findings Report:** A Community Attitude and Interest Survey was conducted via mail and phone to solicit citizen input on issues and needs related to Atlanta's parks, greenspace, and recreation resources. This report summarizes the methodology and findings.
- **Benchmark Analysis Findings Report:** This report compares operating metrics for Atlanta's parks against five "benchmark" cities across the country.
- **Needs Assessment Report**: This report evaluates the present and future needs of Atlanta's residents for parks, greenspace, and recreational facilities. The Needs Assessment is based on the Community Survey, comparative benchmarking against Atlanta's peer communities, and other analyses.
- **Park Accessibility Study**: This study evaluates walking access via streets to the City of Atlanta parks. Its findings indicate that a large proportion of the City's population do not live within easy walking distance of parks.

The priority greenspace needs identified in Project Greenspace are listed below and shown in Map 6.8-1.

- A major outdoor special events park
- Chattahoochee River Greenway (citywide park)
- Community parks in northwestern and eastern Atlanta
- Neighborhood parks or other greenspaces to serve neighborhoods more than one-half mile from publicly accessible greenspaces
- Centrally located athletic complexes
- Recreation centers in underserved areas
- Greenspace Connections
- Greenways
- Multi-use trails

BeltLine Redevelopment Plan: The Atlanta BeltLine project is transforming a 22-mile loop of abandoned rail corridors around the center of Atlanta into a continuous system of trails and light-rail transit surrounded by parks and pedestrian-oriented, mixed-use development centers. Plans also include an additional 11 miles of trails connecting the Atlanta BeltLine to other areas of the City. The Atlanta Development Authority completed the BeltLine Redevelopment Plan to provide a framework for implementing the three essential components of the Atlanta BeltLine – greenspace and trails, transit, and development – and the BeltLine Tax Allocation District. A key goal of the plan is to create a readily accessible and interconnected network of parks and greenspaces. The plan proposes over 1,200 acres of new and expanded greenspace, including the primary multi-use trail. The Atlanta BeltLine Partnership, a 501(c)(3) non-profit organization, was established in July 2005 to move the project from vision to reality.

Atlanta Parks Survey Needs Assessment Statistical Analysis 2014: The Atlanta Department of Parks and Recreation (DPR) collected 3,131 surveys from park users and City of Atlanta residents. This effort represented the largest needs assessment in the history of the City of Atlanta regarding Parks and Recreation. DPR conducted person to person surveys, online surveys, and reached out to attendees at each of the City's neighborhood planning units. The Center for Quality Growth and Regional Development at Georgia Tech analyzed the results of the surveys to provide meaningful results on park facility demand. The survey measured latent, expressed and importance in regard to Parks, Greenspace and Recreation. The survey contained spatial and regression analyses of survey responses.

Notable findings include:

- The majority of survey respondents visit a park or recreation facility at least weekly: three to five times per week thirty-eight percent (38%) followed by once per week twenty-four percent (24%).
- Twenty-eight percent (28%) of respondents stay at a park or recreation facility between one and three hours and eight percent (8%) stay four or more hours during each visit.
- Visiting a park amenity (playground, splash pad, pool, court, etc.) and self-fitness (walk, run, bike, etc.) were given as the top reasons for visiting a park or recreation facility.
- Approximately forty-one percent (41%) of the survey respondents indicated that new park amenities would bring them to a park or facility more often, followed by twenty-nine percent (29%) who would be attracted by a program or class.
- Strongest motivating factors indicated by respondents for visiting a park or recreation center were ranked as follows: 1) fitness, 2) solitude, 3) an amenity, 4) socialization, 5) sports.

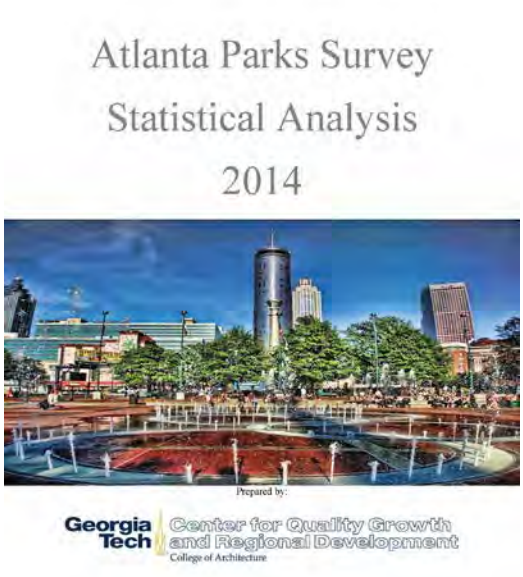
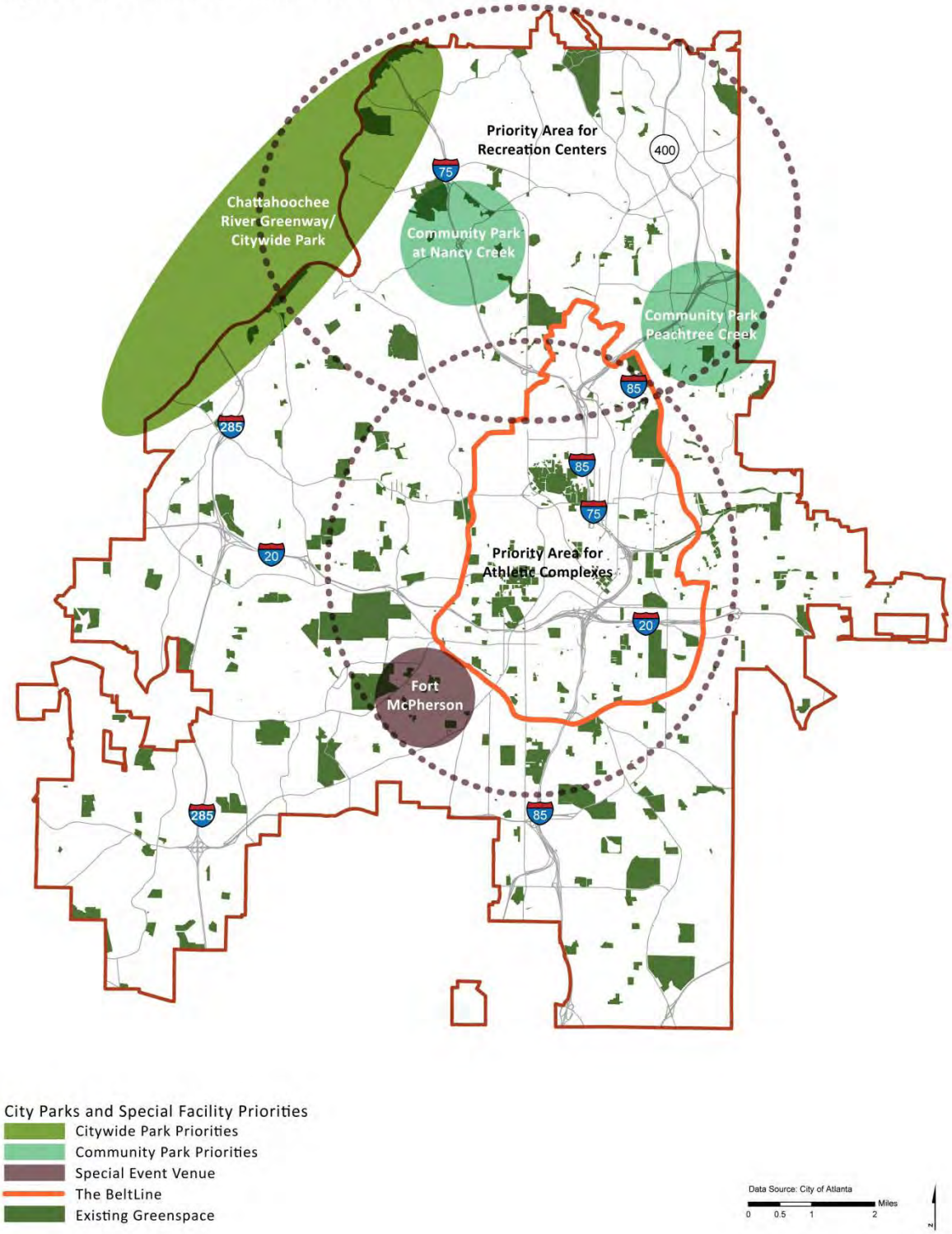


Figure 4.2 City Parks and Special Facility Priorities



Map 6.8-1: Atlanta Project Greenspace Recommendations

- The factors most commonly deterring respondents from visiting a park or recreation facility were feeling unsafe or security, thirty-six percent (36%), followed closely by a lack of amenities, thirty-one percent (31%).
- Overall the most important types of facilities respondents selected for parks were ranked as follows: 1) trails, 2) playgrounds, 3) nature preserves, 4) pavilions and picnic areas, 5) athletic fields and courts.

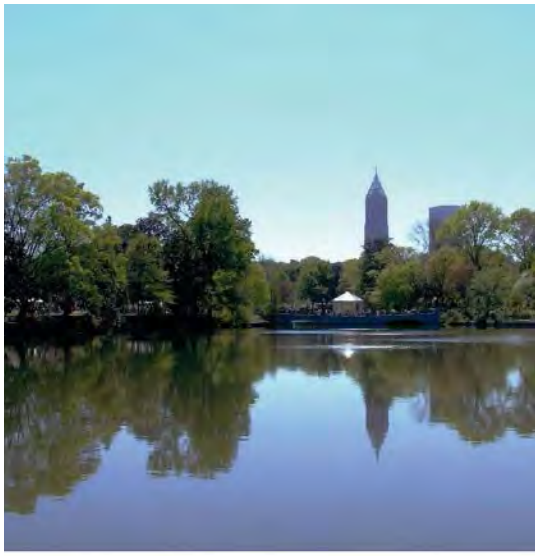
The Department of Parks and Recreation's Strategic Plan 2013-2017: The Department of Parks and Recreation 2013-2017 Strategic Plan for Parks and Recreation was presented by Mayor Kasim Reed in 2013. A strategic planning process was utilized to develop a departmental mission, vision, and strategies to guide policy and resource decisions over a five-year period.

Vision: To make Atlanta the city of choice through exceptional spaces and memorable experiences.

Mission: We are committed to building strong communities and a vibrant economy by providing safe and exceptional parks, facilities and programs through effective leadership, collaboration and innovative thinking.

Core Values:

- Community Oriented: Recognize the value and needs of each community
- Customer Service-Focused: We are courteous, helpful, knowledgeable, honest and prompt in responding to the needs and desires of the customers that we serve.
- Safety Conscious: We focus on creating a safe environment for our customers, constituents and employees.
- Collaborative: Effectively communicate and work together in a respectful and professional manner, both internally and externally, for the good of the community and our stakeholders.
- Professional: We are competent, qualified and polished, conducting ourselves with a sense of duty, responsibility and the highest level of commitment in all our efforts as competent and qualified professionals.
- Engaged: We possess the diligence, dedication and drive to excel and carry out our mission.



Strategies:

- Strategy 1: Deliver exceptional spaces and diverse experiences.
- Strategy 2: Mandate safety and security in all operations.
- Strategy 3: Create a culture of innovation.
- Strategy 4: Enhance our organizational capacity
- Strategy 5: Expand our impact through collaboration
- Strategy 6: Plan and build a marketing support system.
- Strategy 7: Communicate effectively.

Green Infrastructure Strategic Action Plan: The purpose of the Green Infrastructure Strategic Action Plan is building on the significant success already achieved by the City, the purpose of the Green Infrastructure Strategic Action Plan is to promote and support the implementation of green infrastructure (GI) in order to reach the City's GI goals and benchmarks. This action plan supports the Mayor's goal of becoming a top tier sustainable city and optimizing the city's infrastructure investments. This plan provides a series of recommended

next steps for achieving the City's goals. Recommendations are broken down into the following four categories:

- Project implementation
- Policy, funding, and planning
- Partnering and outreach
- Data tracking and technical analysis

Natural Resources Plan 2014: The purpose the Natural Resources Plan is to coordinate agency-wide efforts that achieve the established goals outlined in the City's Comprehensive Development Plan (CDP). The Plan sets the tone, philosophy, vision and direction to ensure that the management of our natural areas and features will continue to be a vital part of the stewardship of the City of Atlanta's parks system. The Natural Resource Management Plan identifies policies and strategies around four focus areas, each with prioritized action items:

1. **Inventory and Planning – "Knowing What We Have" (6 actions)**

    1. Adopting general policies that preserve and protect City-owned Natural Resources and encourage the preservation and protection of privately held Natural Areas and Resources. Assist in documenting, tracking and protecting significant individual natural resources on City of Atlanta-owned open space from the impacts of inappropriate maintenance activities, redevelopment or new construction. [Priority 1]

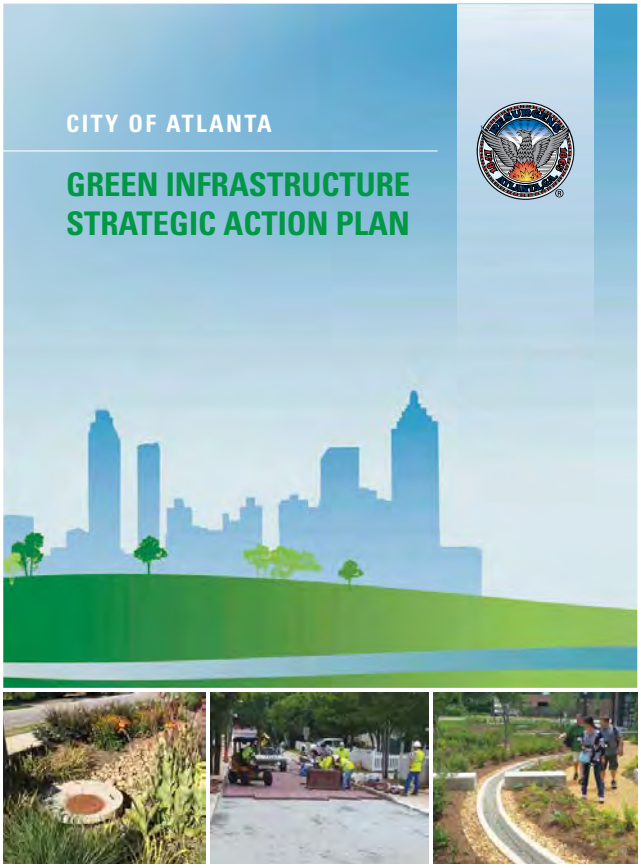
    2. Expanding the portfolio of master plans for stand-alone Nature Preserves beyond the one currently in place for Morningside Nature Preserve, to include plans for existing and future Nature Preserves and significant Natural Areas in major parks. [Priority 2]

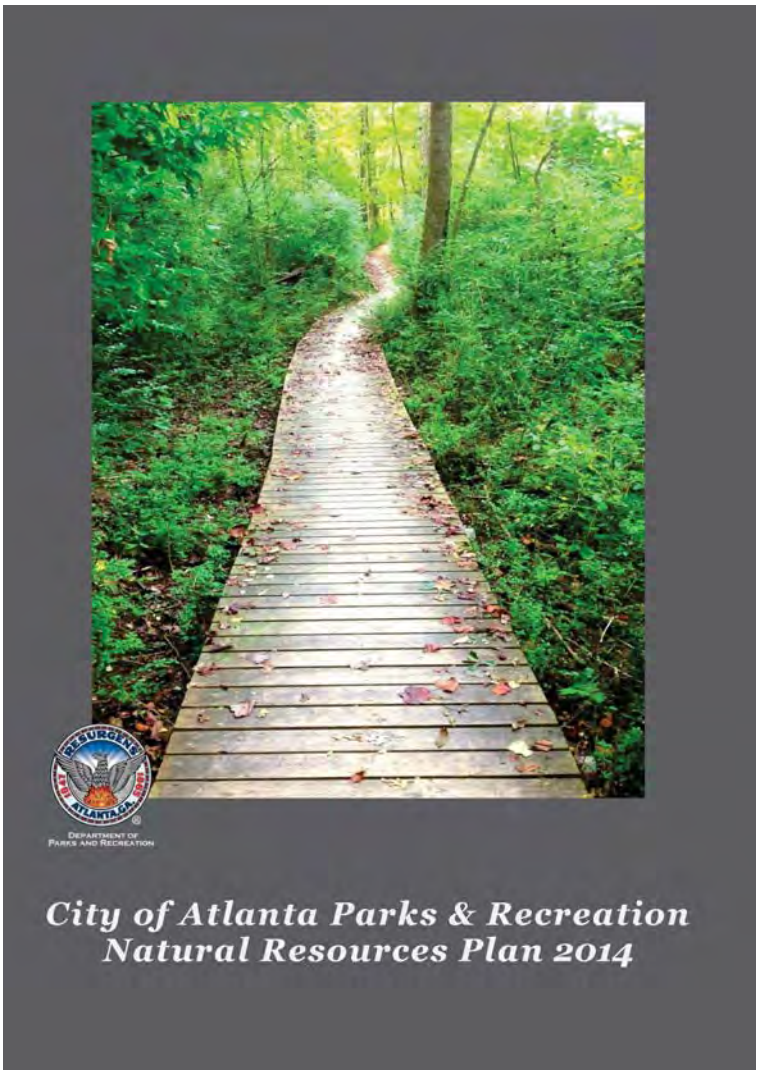
    3. Developing a Natural Resource Management Unit, with specialized skills in natural lands preservation and natural resources management. [Priority 2]

    4. Fostering relationships with other City Departments; County and State Agencies. Clarify roles and responsibilities and opportunities for joint action. [Priority 1]

    5. Actively pursuing opportunities to identify and preserve additional open space through conservation easements, voluntary dedications, partnerships and fee simple acquisition. Potential acquisitions with significant natural resources present should be amongst the highest priorities in Departmental parks and greenspace acquisitions. Parcels offering additional protection to surface streams or other water bodies, environmentally significant wetlands or serving as green corridors between natural areas should also be considered as significant factors in the evaluation process for parkland acquisition. Private landowners should be educated about opportunities for voluntary participation in these programs. [Priority 1]

    6. Developing a GIS-based Natural Resource Inven-





tory and Evaluation that inventories and classifies our parks based on the following: Vegetation, Wildlife and Water Resources; Erosion Potential and Soils; and Education and Interpretation potential. [Priority 2]

2. **Invasive Plant Control Program – "Cleaning House" (5 actions)**

    1. Developing and promoting public education for invasive plant impacts and the need for control to private landowners, especially those adjacent to City owned parks, natural areas or other greenspaces, in order to reduce the chance for re-establishment of invasive species back onto City land from these adjacent properties. [Priority 3]

    2. Developing a new long-term, objective-based strategy combining volunteers, staff and contractual services, in order to implement a systematic, ongoing program of initial removal and follow-up control, of invasive plant populations on parkland and natural areas. [Priority 1]

    3. Identifying capital and operations funding to support large-scale invasive plant removal program and restoration with native plants and trees. [Priority 1]

    4. Including an invasive plant monitoring and removal component in the maintenance programs of all future stream restoration projects, new trail side "no-mow and grow" zones and riparian buffer restoration and plantings. [Priority 3]

    5. Inventorying and preparing an analysis of existing riparian zones to assess the feasibility and identify priorities of re-establishing natural vegetation along stream corridors. [Priority 2]

3. **Strategies for Restoration – "Helping Our Land Heal" (5 actions)**

    1. Developing a clear objective-based methodology and process for the management of streams, wetlands and ponds. [Priority 1]

    2. Preparing and implementing a plan for re-establishment of native plant communities and habitat along riparian zones. [Priority 2]

    3. Identifying capital and operations funding to support replanting programs for tree, shrub and herbaceous material replanting program for restoration of riparian zones, expansion of woodlands and enhancements to wetlands. [Priority 2]

    4. Identifying and prioritizing opportunities for the day-lighting of piped storm water or the replacement of

engineered channels with natural riparian and aquatic ecosystem restorations. Identify funding opportunities (e.g. Federal 319h grants) and ensure plans are in place for the gathering and preparation of any necessary application data. [Priority 3]

5. Continue tree replanting programs on public lands and right of way, supplementing large "shade tree" species plantings with lower canopy "woodland edge" species such as serviceberry, redbud, elderberry and others. [Priority 1]

4. Fostering Stewardship – "Embracing Best Practices and Spreading the Word" (8 actions).

1. Ensuring that current best practices are, where possible, included in planning, design, procurement, demolitions, construction and operations of parks and facilities. [Priority 1]
2. Ensuring that "Green" technologies are incorporated into new building construction, with all buildings over 5,000 sq. ft. designed to LEED Silver standards or better and all buildings more than 1,000 sq. ft. but less than 5,000 ft2, attaining Earthcraft standards for Light Commercial Buildings. [Priority 1]
3. Supporting Green Infrastructure initiatives for storm water management that when feasible exceed the standards of the Post Development Stormwater Management Ordinance. [Priority 1]
4. Ensuring that future Facilities and Parks Master Plans are economically sustainable given anticipated revenue streams from projected future tax bases. [Priority 1]
5. Assessing "Green" initiatives and standards through a Total Carbon Footprint lens to ensure that initiatives or standards are truly minimizing overall impact on the environment. [Priority 2]
6. Ensure that Nature Preserves and Natural Areas, where public access is appropriate, have adequately marked trails, wayfinding and interpretive signs in order to promote public understanding and education of the resources. [Priority 1]
7. Supporting regional natural resource management planning and stewardship. [Priority 3]
8. Provide education and outreach efforts that further community awareness of initiatives that promote sustainability. [Priority 1]

Buckhead Greenspace Action Plan: This Plan provides a clear definition of the needs and desires of Buckhead residents, workers, business owners, and key stakeholders. This detailed greenspace vision, dubbed "The Buckhead Collection," is based on community needs, existing conditions, appropriate standards and sound greenspace system planning principles. This action-oriented implementation strategy identifies estimated costs, priorities, potential partnerships, alternative funding sources, phasing, strategies and the specific actions – and responsibilities – to implement the vision.

Preventive Maintenance Plan 2013: The Department of Parks and Recreation (DPR) initiated and documented maintenance standards for parks and provided an evaluation framework to provide corrective and preventive maintenance for all DPR facilities, buildings and assets.

Parks, Open Space and Greenways Plan (1993): The Plan was prepared collaboratively by the City of Atlanta's Department of Planning and Development and Department of Parks and Recreation in conjunction with the Mayor's Green Ribbon Committee, a citizen advisory group appointed by Mayor Maynard Jackson in 1990. The Plan established planning policies intended to guide the development of park, open space, and recreational facilities over a 15-year period. As a comprehensive, citywide assessment of Atlanta's park and open space resources, the Parks, Open Space and Greenways Plan is the predecessor to Atlanta's Project Greenspace. The plan proposed a network of trails, including the "Cultural Loop Trail," the precursor to the Atlanta BeltLine Trail.

Urban Ecology Framework (currently underway): The City of Atlanta is in the process of starting the Urban Ecology Framework (UEF), which will establish the natural context for Atlanta's growth and development. The EUF will be a collaborative effort among several City Departments, in partnership with local organizations like Trees Atlanta, Atlanta

BeltLine, Inc., the Georgia Conservancy, the Trust for Public Land, and others. The framework will evaluate and inventory Atlanta's natural features and identify areas for preservation and restoration, including an implementation plan for a comprehensive and interconnected system of functional green spaces and opportunities for increased density and associated modes of transportation such as walking, bicycling, and transit. The UEF will include recommendations and policies to promote real estate development aligned with natural features and systems and to define a better future condition for Atlanta's natural environment.

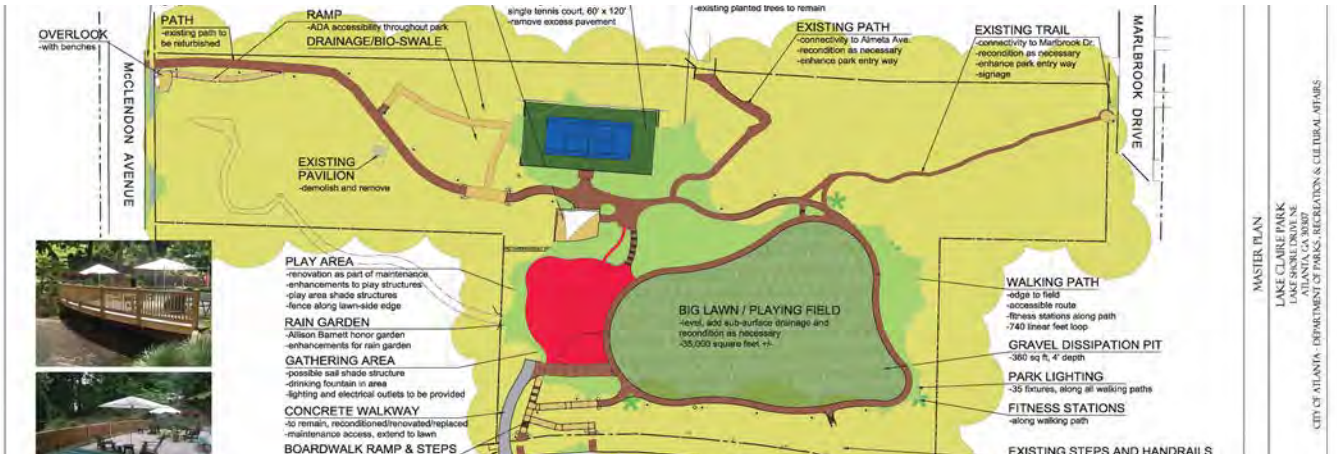
Park Master Plans

A number of park specific master plans have been completed and accepted by City Council as shown in Table 6.8-3.

Table 6.8-3 City of Atlanta Adopted Park Master Plans

NAME	NPU	DISTRICT	ADDRESS	Year	ORDINANCE
Boulevard Crossing Park	W	1	Boulevard and Englewood Avenue	2009	09O0128
Chastain Memorial Park	A	8	135 W. Wieuca Rd. NW	1984, 2008	84R0275, 08R0345
Enota Park	T	4	Langhorn St SW	2010	10O1921
Grant Park	W	1	840 Cherokee Ave. SE (at Sydney St./ Boulevard)	1999	99R0483
Historic Fourth Ward Park	M	2	664 Angier Avenue	2009	09RO0129
John A. White Park	S	11	1053 Cascade Cir. SW	1986	86R2398
Lang-Carson Park	N	5	100 Flat Shoals Ave. SE	2012	11R1627
Louise G. Howard Park	C	8	471 Collier Drive NE	2009	09O1668
Maddox Park	K	3 & 9	1115 Bankhead Hwy NW	2010	Sub Area 10 ABI Plan
Melvin Drive Park	P	11	3895 Melvin Drive SW	1986	86R1003
Morningside Nature Preserve	F	6	Cheshire Bridge Rd. NE/Woodcliffe Ter./Wildwood Rd	2006	06R2408
Oakland Cemetery	W	5	248 Oakland Ave. SE	2008	08R2420
Olmstead Linear Parks (Springdale, Virgilee, Oak Grove, Shadyside, Dellwood, Deepdene)	N	6	Multiple (City of Atlanta and City of Decatur)	1997	97O1393
Peoplestown Park: D.H. Stanton Park/Four Corners Park	V	1	213 Haygood Ave SE / Crew St SE and Haygood Ave SE	2009	09O0127
Perkerson Park	X	12	770 Deckner Ave. SW	2012	12R0509
Piedmont Park	E	6	400 Park Dr. NE	1996, 2005	95R1950, 05R1950
Robert W. Woodruff Park	M	2	91 Peachtree St. NE	2008	08R1578
Southside Park	Z	12	3460 Jonesboro Rd. SE	2008	08R1780
Westside Park	J	9	1090 Lois Street	2009	09O0131

Additional Planning Efforts: City Council is currently in the process of adopting a new master plan for Lake Claire Park. Efforts are underway to update the 2009 master plan for Westside Quarry Park and Preserve with a focus on a buildable Phase I. The DPR and the Buckhead Coalition partnered with the community to develop a Visioning Plan for Old Ivy Park. A new master plan for the Proctor Creek Greenway is being finalized. It is recommended that several plans be updated and revisited to reflect current development requirements and recreation needs and trends. Park Pride, a local non-profit partner organization has worked closely with communities to complete Visioning Plans for 36 parks. While the vision plans are not officially adopted or sanctioned in their entirety, they are recognized as useful tools for guiding further community engagement regarding park improvement and facilitate non-profit fundraising and investment in parks.



Existing and Future Level of Service

Atlanta's 2009 Project Greenspace establishes a framework to improve, grow and manage the City's system of parks, natural areas, civic spaces, greenways and trails. Specifically, the Plan proposes a goal of 10 acres of core park land per 1,000 residents has been established. At that time, the City's inventory was 1,640 acres short of that goal and 3,784 acres short of the future target (using population forecast for 2030). As of the end of 2016, the City's inventory was 670 acres short of this goal for the current population and 2,300 acres short of the future target (using current acreage and forecasted 2040 population). Strategic land acquisitions will continue to narrow the gap between existing conditions and the goal.

Project Greenspace also evaluated the level of service provided by recreational programs and facilities. The City's community recreation center system has overlapping service areas in some areas, and minimal service in other areas. Significant gaps exist in softball, football, track and field, and baseball. Soccer programs are being developed but the supply of fields for soccer and football programs is inadequate for even current demand. Investment in artificial turf and lighting for strategically located fields could provide additional capacity without additional land acquisition. Grouping of fields into "campuses" of complementary facilities would better facilitate league and tournament play and make more efficient use of limited maintenance resources.

The Trust for Public Lands' annual report of park access found that only 50% of Atlanta's residents live within the 0.5 mile travel distance of a park entrance. The City has improved access to parks, currently 64% of residents within a half mile of a park. Improved access to parks and walkability continues to be a focus.

Table 6.8-4: Parkland Target Summary

Greenspace Type	Target	2008 Condition	Existing Condition (2016)	Future Target (2040)	Future Deficit (approx.)
Publicly Accessible Parkland	Provide a minimum of 10 Acres/1,000 Residents	7 Acres/1,000 Residents (3,754 Acres)	8.6 Acres/ 1,000 Residents (3,967 Acres)*	10 Acres/ 1,000 Residents (6,267 Acres)	2,300 Acres
* Excludes Watershed Public Access Greenways and Beltline Corridor					
Sources: 2008 Acreage: Project Greenspace Technical Report (2009); 2016 Acreage: Department of Parks and Recreation; 2040 population estimate: ARC					

City of Atlanta's Growth and Development and Green Infrastructure

The Ability of Green Infrastructure to Direct Development Patterns

Parks often serve as a focus for community life. Property adjacent to parks is more valuable. When parks are visible and accessible they shape the image and form of the community. Atlanta's Historic Fourth Ward Park is a prime example of how a new green infrastructure intervention not only saved significant infrastructure dollars, but produced a 16-acre park that manages stormwater in a formerly derelict industrial area just east of Midtown. Since the park's completion private investment has made the area one of the fastest growing and most desirable places to live in the country.

Mims Park is currently being planned in a similar manner in the distressed Vine City neighborhood. The proposed 16-acre park will manage 10 million gallons of stormwater in hopes of preventing chronic flooding in down-pipe neighborhoods. While construction will not commence until early 2017, it is anticipated that the introduction of this park into this struggling neighborhood will stimulate redevelopment around the park, attracting new residents and providing amenities that existing neighbors can enjoy.

Improving Infrastructure Efficiency to Accommodate Future Development

Beyond acquiring additional acreage for new parks and greenspaces, Atlanta is becoming adept at leveraging existing greenspace in new ways. Existing parks are being strategically expanded to offer access to residents who may live nearby, but have no direct access to their neighborhood park. Atlanta is also exploring multiple-use of lands such as multi-use trails along sewer lines, the use of watershed management lands for outdoor recreation, and the implementation of linear parks along limited-access highways. In addition, the creation of "Complete Streets," which combine the environmental, stormwater management, visual, and "place-making" functions, with safe and attractive multi-modal access for pedestrians, bicyclists, transit and vehicles offer opportunities to better connect residents with greenspace.

The Influence of Service Areas and Levels of Service on Future Development

While new developments are often required by zoning regulations to provide open space, that new open space is often private or completely uninhabitable. Opportunities exist to partner with developers. Park Pride recently hosted a round-table discussion on this topic. No concrete answers exist, yet, but many are exploring ways to better leverage regulations into public greenspace.

A more concrete way that future development is known to enhance level of service is through the use of Impact Fees. These fees are part of a permitting process. When combined with many other projects, these small fees accumulate into impressive numbers, especially where the most development is occurring. The City is currently aggressively pursuing strategic acquisitions in key areas using these accumulated Impact Fees.

The Impact of Service Area and Level of Service on Natural and Cultural Resources

The implementation of a green infrastructure strategy that provides for the access, appreciation, and protection of sensitive land, such as flood plains, creates opportunities for improving the quality of the City's natural environment and providing outdoor recreation. For instance, the City has partnered with the South Fork Conservancy to connect parks along the South Fork of Peachtree Creek with a system of footpaths which roughly parallel the Creek. This off-road network offers visitors a first glimpse of the creek and provides opportunities to see first-hand what poor development practices and careless human interventions have on the natural resource. The trail system also mimics the historic routes that Native Americans once relied so heavily upon. This overlap provides opportunities for park-goers to familiarize themselves with this period of Atlanta's long history.

Directing Development Patterns through Green Infrastructure

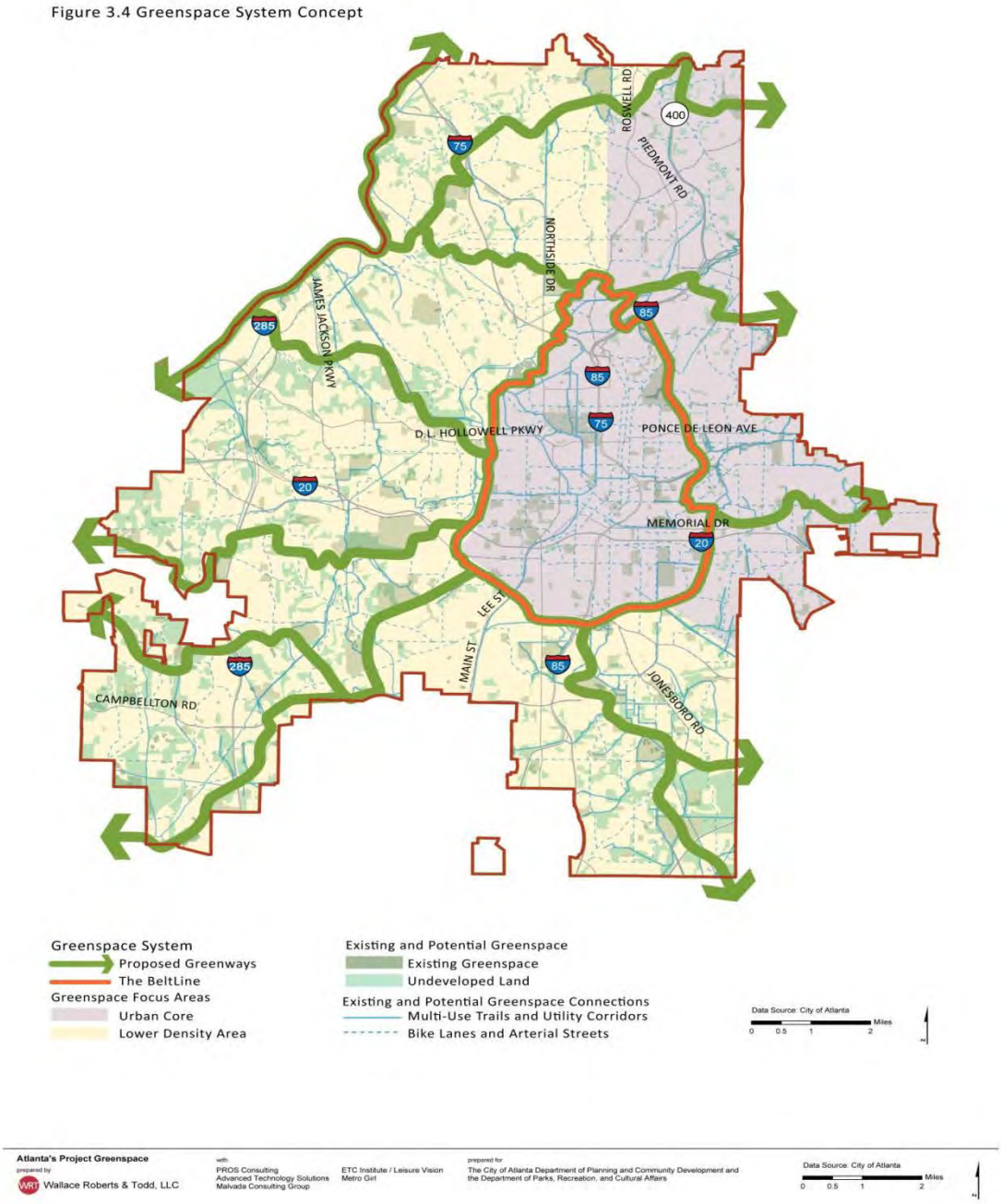
Like so many communities throughout the United States, Atlanta was constructed with a mostly combined sewer infrastructure system. The resulting development patterns are visible, with the poorest and most vulnerable populations living in the areas that inundated most frequently. Green infrastructure is being leveraged as one tool to not only mitigate the ill effects of stormwater, but also to attract investment in redeveloping the communities. The unprecedented redevelopment of the Old Fourth Ward neighborhood immediately after Historic Fourth Ward Park opened is a testimony to the power of this approach.

This theory is being tested in an even more distressed community with the design and pending construction of Mims Park, directly west of Downtown Atlanta. Time will tell if the park/green infrastructure intervention directs development patterns in a similar way. It is worth noting, however that many residents in the communities surrounding Mims Park are very concerned with being displaced through gentrification. Several non-profit partners and foundations are exploring ways to provide a positive outcome given this concern.

NEEDS AND OPPORTUNITIES

Needs

- Atlanta lacks sufficient acreage of parkland and other greenspace. Studies have repeatedly found the City of Atlanta to have less greenspace than other cities of comparable size and density using accepted benchmarks.
- Population growth is magnifying the need to address park and greenspace issues. Population projections by the City indicate that Atlanta's population will increase significantly between 2020 and 2040.
- Atlanta's diverse population needs facilities and programs that are not being fully met by the City's existing parks and recreational facilities. The provision of recreational programs and both multi-use and specialized facilities could be improved to better meet citizens' needs and to ensure a more financially sustainable operating environment.
- Many of Atlanta's youth remain at risk. Well designed and thoughtfully programmed parks and recreation facilities which offer life-building experiences, such as the Centers of Hope, need to continue to be expanded to build upon the proven success of efforts to date.
- There is a demonstrated need to address the impacts of stormwater on parks, greenspace and recreation assets. DPR is beginning to work more collaboratively with agency partners to implement green infrastructure. Planned and purposeful green infrastructure improvements will protect and preserve public assets.
- Natural and environmental resources would benefit from improved stewardship. Protection of environmental resources and processes is an essential function performed by the greenspace system. Implementation of the recommendations and actions of the Natural Resources Plan will protect, preserve and safeguard our natural and environmental resources.
- Planning and coordination of utility installations can be disruptive to the park environment. When necessary, these should be implemented in a more sensitive manner to protect the parks, greenspace and recreation resources.
- Parks and other greenspaces could play greater roles as community gathering places.
- Development and redevelopment pressures provide the opportunity to "grow" Atlanta's greenspace. Atlanta's existing regulations do not provide the tools needed to ensure that the greenspace needs of residents of new developments are met.
- The City's planning, operational, and management processes related to greenspace can be strengthened and coordination improved.
- Much of the existing parkland inventory is not suitable for athletic fields and other recreational facilities.
- Atlanta's park infrastructure suffers from a historically low level of investment in routine maintenance and now faces continuous needs in repair, renovation and redevelopment. A dedicated funding source that allows systematic management and reinvestment is needed.
- The City's green infrastructure, including parks and multi-use recreational trails, is a system that provides many



Map 6.8.-2: Project Greespace Recommendations

benefits for Atlanta's citizens. Green infrastructure, parks, and trail connectivity need to be evaluated as part of any review and approval of private sector development proposals and other City infrastructure investments. Easements of dedicated parkland, greenspace and trails are vitally important opportunities to provide dual benefit and planned connectivity, green infrastructure and viable alternative transportation options.

- Design standards related to sustainable, safe, flexible, and user-friendly parks, trails, and greenspace are needed.

- There is a lack of adequate resources for planning, acquisition, development, and management of the City's Park system.
- The poor condition or complete lack of sidewalks in many areas limits pedestrian access to parks and other community greenspaces.
- Encroachments into existing parks, trails, greenspace, and public rights-of-way adversely impact opportunities for connectivity.
- Many parks are not easily accessible to nearby neighbors because of lack of direct street access. Many neighborhoods do not meet the goal of a ½ mile direct walking distance to a park. Suburban model road patterns and lack of street frontages can make parks, which are geographically close, have a walking route of unacceptable length. Acquisition of strategically located parcels to provide more direct access is required at many parks.
- On-going patterns of extreme weather conditions in recent years have resulted in adverse impacts to parks, greenspaces, trails and recreation assets. This will continue to be a concern for ongoing operations for parks and for future provision and design of parks and recreation facilities.
- Lack of adequate special event space places undo pressure on existing parks and causes lost opportunities for additional events, concerts and festivals. Coordinators and promoters for regionally or nationally significant festivals and concerts often find locations in other cities, resulting in lost economic and cultural opportunities.
- The increase of the senior citizen demographic as the Baby Boom generation ages will provide additional challenges in meeting the specific park and recreational needs of this population.
- Public safety in Atlanta parks is an ongoing concern requiring continuing improvements in design, operations and enforcement. A dedicated enforcement unit on the Atlanta BeltLine has been extremely positive and should be expanded.
- Current funding does not allow for a programmed, systematic, asset management approach to life cycle replacements or renovation. The useful life of parks and recreation facilities varies widely. As a rule of thumb parks should have a major renovation every 20 to 30 years. Preventative maintenance for parks and facilities needs to be an area of investment in order to lengthen the life span of assets and lessen the "reactive" response mode for maintenance and repair.
- Address the needs of emerging recreation and sports favored by a rapidly growing population of young professionals.

Opportunities

- Greenspace is a major contributor to Atlanta's economy. Based on numerous national studies, the positive economic impacts of greenspace include increased property values, economic activity, and reduced costs for energy, healthcare, and engineered infrastructure. Parks can be significant destinations, providing outlets for residents' recreation opportunities and attractions for tourists.
- Opportunities exist to integrate parks into larger greenspace networks providing multiple environmental, social, health, and economic benefits.
- Revise the Park Impact Fee and ordinance for parkland acquisition and development funding reflective of current costs.
- Development and redevelopment pressures provide the opportunity to increase Atlanta's greenspace through additions of public, semi-public and private plazas, parks and other green spaces.

- With improved GIS technology, the City will be able to map network connectivity to core parkland access points. This can be used to determine available park access by demographic segment and to provide analysis of acquisitions that best increase access to existing facilities.

- Opportunities exist for acquisition of key parcels to expand parks, greenspace, trails and recreational improvements to address and improve accessibility for previously unconnected neighborhoods and future retrofitting of additional needed outdoor facilities or amenities.

- Encourage the use of technology to better engage a broader audience about parks, greenspace, trails, and recreation planning and programming efforts. The continued development and marketing and use of IPARCS, GIS enabled applications linked to programs and facilities, as well as facility improvements with interconnected technology will improve service delivery, customer service, public engagement and awareness.

- Additional City Council adopted Park Master Plans would guide the pursuit of funding for prioritized capital improvements and acquisitions. Master plans could also be used to generate realistic project lists for the (CDP/STWP) and the (CIP). Park master plans developed as a collaborative effort between stakeholders and staff not only increase understanding of the issues and opportunities related to each site but also facilitate communication and working relationships.

- Major redevelopments such as Westside Quarry Park and Preserve and the Atlanta BeltLine provide "once in a generation" opportunities to provide new special events park sites. Major outdoor festivals of all sizes are popular and the demand for such events continues to grow. These venues have been shown to have tremendous positive economic impacts both in the support of the hospitality industry and as a stimulus for redevelopment.

- Review of zoning and development codes could provide opportunities to adopt new measures to require the creation of public open space and protection of sensitive lands as part of the development process.

- Standard policies and procedures are needed that provide for a systematic review of project submittals and result in the capture of open space and trail connectivity opportunities. The new organizational structure of the City's Department of Planning and Community Development provides a pivotal opportunity to implement and connect DPR with process, policy revisions, and standard operating procedures. Working with this Department during the conceptual, approval, and implementation stages of proposed projects is imperative.

- Land set aside as open space or commons, as part of conditional zoning, needs to be better tracked. Improvements in information technology could assist. Requirements for the submission of a digital boundary survey that is compatible with the City's GIS system for all land designated as open space would allow digital files to be created which may facilitate regular reports that have information on the land's condition and make staff retrieval and review of such reports less labor intensive.

- The City needs a dedicated trails coordinator to manage the planning and implementation process for off-road trails and paths. The position could also be tasked with better leveraging funding opportunities. Formalization of the relationship with the PATH Foundation could greatly assist in creating a more sustainable model.

- The City currently is increasing its ability to use available technology such as GIS/CAD to reduce duplication of effort and to enhance services to residents. Capital investment in technology is essential.

- GIS mapping of city owned real estate with linked data and web based document management programs would greatly enhance the ability to manage these properties and their associated information.

- Protection of water quality and increased community connectivity through streambank acquisition and restoration could be more robust. Improving stream buffer easements with multi-use trails and other outdoor recreation and educational opportunities should be a primary goal.

- Develop strong interdepartmental coordination to better address storm water management and to implement greenways, trails, parks and other greenspaces.

- Revitalization of the Chattahoochee River corridor can incorporate new and expanded parks, trails, greenways, improved water quality and economic development.
- Investments in more affordable "green" technology and building improvements results in savings in expenditures for electricity, natural gas and water, which can be made available for other operating, maintenance, or replacement needs.
- Broad support for parks and greenspace among residents, businesses, and the philanthropic community suggest that opportunities to grow parks and greenspaces through donations of easements, land, volunteer efforts, and monetary and in-kind donations can be successfully encouraged and expanded.
- Develop a partnership and donor management strategy and policy to set guidelines and measure the impact of partnerships and donors as well as recognizing partners and donors for their contributions to help the City achieve its goals and agency objectives.
- Implement security features to secure parks, trails and greenspaces from vandalism and theft and to address public safety. Expand the PATH force program to all parks, trails, greenspace and recreation assets.

PARKS AND RECREATION POLICIES

Recreation Polices

- Increase the number of youth participating in the Centers of Hope programming.
- Embark upon an educational campaign to inform Atlanta citizens and visitors of free and low cost opportunities available at parks and recreation facilities.
- Develop a partnership management strategy that will set guidelines for developing partnerships, measure the impact of partnerships, increase the number of youth served, and recognize partners for their contributions to help achieve City and agency goals.
- Incorporate innovative programming including a focus on STEAM and technology at both afterschool and Camp Best Friends sites.
- Develop and implement staffing changes and training to support better facility maintenance and the more robust programming inherent in the Centers of Hope vision.
- Implement security features to secure indoor and outdoor recreation facilities from vandalism and theft and to address public safety. Expand the PATH force program to all parks, trails, greenspace and recreation assets.
- Conduct market analyses and feasibility studies for new facilities and programs, especially high capital and operating cost facilities such as pools, natatoriums, recreation centers, and sports complexes.
- Continue to foster public private partnerships, as well as friends of the parks groups and conservancies to maximize the available resources, enabling the City to provide consistent and exceptional services and programs in parks and recreation facilities.
- Invest in provision of athletic facilities for which the City is underserved as resources allow:
    - A multi-use athletic complex should be established to accommodate league play for adults and youth as well as facilitating tournament play.
    - A basketball athletic complex should be provided to accommodate league play. Covered pavilions should

be provided for smaller court facilities where possible.

- Multi-use fields dimensioned to allow for variable future use for different field sports (football, soccer, rugby etc.), should be included in selected park master plans.
- Invest in strategically located artificial turf football/soccer fields to expand capacity through more intensive use.

- Consolidate operations where feasible.

Project Greenspace Goals

- Goal 1: Significantly increase the acreage of greenspace and improve its distribution throughout Atlanta.
    - Protect a minimum of 20% of the City's land area as greenspace
    - Provide a minimum of 10 acres of public parkland per 1,000 residents
    - Provide publicly accessible greenspace within 1⁄2 mile walk of every resident
- Goal 2: Establish connections between parks and greenspaces as part of the overall greenspace system, including Greenway Corridors, Multi-Use Trails, and Complete Streets.
- Goal 3: Provide the highest quality of recreational facilities and programs within the greenspace system to meet citizens' needs.
- Goal 4: Maintain parks and recreational facilities to "best-in-class" standards and ensure that parks and other greenspaces are safe and secure.
- Goal 5: Protect environmentally sensitive lands as part of the greenspace system.
    - Protect at least 75% of sensitive lands via ownership and/or development regulations
    - Manage sensitive lands to maintain their environmental values
- Goal 6: Protect and restore Atlanta's tree canopy in order to meet a target of 40% coverage.
- Goal 7: Promote the use of greenspaces as community gathering places, including a major outdoor events site.
- Goal 8: Integrate Atlanta's history, cultural heritage, and the arts into the greenspace system to express community identity.
- Goal 9: Establish sustainable sources of funding for greenspace acquisition, development, and management.
- Goal 10: Promote public and private partnerships to grow and manage the greenspace system.
- Goal 11: Promote and coordinate the dedication of greenspace within new development and redevelopment projects.

Achieving The Vision: A 12-Point Program For Action

Grow the Greenspace System

- Develop a citywide greenway network.
- Establish new greenspaces to meet priority needs.
- Create a citywide trail system incorporating the Atlanta BeltLine.

- Revise Atlanta's development regulations and processes to promote greenspace dedication in new developments.

Manage the Greenspace System

- Implement a phased program to meet citizens' needs for recreational facilities and programs over time.
- Continue to improve park maintenance and security to "best-in-class" standards.
- Integrate stormwater and greenspace management through the use of natural, multi-functional stormwater solutions.
- Increase Atlanta's tree canopy to meet the goal of 40% coverage through a "Green City" initiative.

Build Capacity

- Identify a sustainable greenspace funding program, including funding sources dedicated to growing and managing the greenspace system.
- Increase city resources devoted to greenspace planning, design, and implementation.
- Build public and private partnerships to grow and manage the greenspace system.
- Initiate a communications and outreach program to inform and involve the Atlanta community in implementation of Project Greenspace recommended initiatives as they are undertaken.

Parks, Open Space, & Greenways Policies

- Unify the City by developing Multi-Use Recreational Trails.
- Preserve, enhance, and expand undeveloped flood plains as public open space.
- Identify greenspace opportunities to achieve multiple objectives such as flood control, water quality improvement, groundwater recharge, passive recreation, and connectivity
- Create a special events venue(s).
- Acquire additional neighborhood parkland, meeting the City's adopted park design standards. Acquisitions should focus on sections of the City that are currently underserved and in increasing accessibility, visibility and the ability to provide needed facilities in existing parks.
- Provide park sites within a .5 mile travel distance of residents.
- Provide incentives for the development of community open spaces within development projects.
- Evaluate existing park sites against park planning, design and Crime prevention through environmental design (CPTED) guidelines.
- Protect Atlanta's tree canopy through appropriate policies and procedures and enhance through planting. Aim for goal of minimum 40% coverage.
- Establish measurements and reporting for public open space within projects receiving city funding or incentives.
- Preserve and protect currently designated greenspaces, neighborhood parks and play lots.
- New picnic pavilions should be provided, that accommodate all ranges of gatherings from small family

gatherings to large corporate picnicking events.

- Investigate the feasibility of utilizing other City owned land assets as parkland.

Maintenance and Management Policies

- Improve staff capacity by providing technical, supervisory and managerial training.
- Ensure the efficient maintenance of existing park land and facilities by providing an adequate dedicated revenue stream.
- Increase staff and equipment as new park land and facilities are acquired to ensure adequate, sustainable and consistent maintenance levels.
- Adopt uniform design standards to simplify maintenance and create uniform visual identity.
- Develop and utilize Park Planning Guidelines in the design of all parks and public open spaces.
- Continue to develop and utilize web-based data repositories, for plans and other documents to facilitate easier, more efficient access.
- Develop clear cohesive policies for donor, adoption, and dedication within parks.
- Develop management plans for nature preserves, parks and other greenspaces with significant natural and/or cultural resources.
- Adopt where feasible, “green” management materials and techniques and “naturalizing” areas of parks currently mowed, in order to reduce maintenance costs, and overall carbon foot print generated through maintenance activities.
- Produce park management plans that include staffing, maintenance schedules, equipment, training, quality control, and annual cost.
- Utilize trails, spray pads, playgrounds, athletic fields and other activity generating facilities, to increase activity and visibility in parks and neighborhoods.
- Educate all police on park issues and regulations per the City Code, to increase enforcement and sense of ownership.
- Parks and Recreation Facilities need dedicated monitoring and enforcement presence. Consider establishment of a Park Ranger Program in cooperation with the Atlanta Police Department.
- Proactively seek partnerships and implement measures to mitigate or limit anti-social or criminal behavior and vandalism at parks and facilities. Support anti-graffiti programs. Limit vehicular access in parks where “cruising” has become a problem. House caretakers or APD officers on site where appropriate and feasible.
- Continue building relationships with private sector and non-profit partners for the development, maintenance and programming of facilities.
- Determine the true cost of services of all programs and special events, including direct and indirect costs, and align fees to better reflect cost recovery.

Funding Policies

- Work with the Atlanta Development Authority and Atlanta BeltLine Inc to facilitate acquisition of open space which can be redeveloped in projects including a portion as parkland that could be financed through sale of

remaining land for residential or mixed use development.

- Utilize conservation easements for greenway preservation.
- Use special taxes and districts such as community improvement districts (CIDs), special tax districts (STDs), and tax allocation districts (TADs) to increase the quantity and improve the maintenance of parks and public open space.
- Utilize the existing Planned Development (PD) zoning regulations as a means to maximize public open space potential.
- Pursue city objectives to acquire and manage land adjacent to streams for both water quality and outdoor recreation.
- Pursue separate independent tax levy funding stream(s).
- Collaborate with private partners to increase private investments and donations.
- Increase grants development for pursuit of public and private grant offerings.
- Update impact fees to reflect current market costs.
- Evaluate alternative energy investment and upgrades to reduce energy costs and improve resiliency and efficiency. Include feasibility and cost benefit analysis of green technologies in planning and facility development.

6.9 Community Facilities- Cultural Affairs

The City of Atlanta Mayor's Office of Cultural Affairs (OCA) was established in 1974 to encourage and support Atlanta's cultural resources. The initial mission was to solidify the role that arts and other cultural resources play in defining and enhancing the social fabric and quality of life of Atlanta citizens and visitors. Today the OCA understands that the arts play an essential role in defining the cultural vitality of the city and is working to enhance Atlanta's reputation as a cultural destination. The OCA aims to provide programs that contribute substantially to the city's economy and quality of life. The Mayor's Office of Cultural Affairs' programming is executed in four key areas: *Arts and Education Services*, *Contracts for Arts Services*, *Performance Art* and *Public Art*. The OCA also manages the *Chastain Arts Center/City Gallery at Chastain* and *Gallery 72.* The OCA manages and programs facilities described below.

Facilities

Gallery 72: Gallery 72 is located in the lobby of City owned 72 Marietta Street building in the heart of Downtown. It is free and open to the public to access. The gallery was designed by local architecture firm Stanley Beaman & Sears and opened in 2014, and has since focused on serving local talent including individual artists, local galleries, arts organizations, and curators. Gallery 72 is proud to host a contemporary art gallery which adds to the growing and progressive arts scene of Atlanta.

Chastain Art Center & Gallery: Located in Chastain Park, this facility began its first art program in 1968 and is the oldest of the City's arts facilities. The Center services over 500 students and employs 30 artists annually. Extensive renovations were completed in 2006, adding a new accessible bathroom to the education building and replacing all the porches. In 2008, the roof and gutters were replaced and the chimneys all re-pointed. In 2011 the HVAC system was replaced in the main building following an overhaul of the space's breakroom. Adjacent to the Chastain Arts Center, the Chastain Gallery contains 2,000 square feet of exhibition space. The goal of The City Gallery at Chastain is to present exhibitions and programs that explore and impact public life, addressing the social and personal political issues of our time. Originally dedicated to crafts, the gallery has expanded its focus to include a wide range of artistic expressions and traditions, and presents exhibitions that address design, architecture and popular culture in an educational manner. Exhibitions showcase the work of artists from Atlanta as well as those from throughout the country. The gallery offers artists talks and special lectures and tours for school groups.

Programs and Projects

The Mayor's Office of Cultural Affairs operates programs and projects in its facilities as well as at other sites throughout the City. OCA programs

fall into the following categories: public art, performance art, art in education, outreach and public information, and support for local artists and arts organizations through contracts for arts services. The OCA also provides staffing and technical support for a wide range of art projects.

Public Art Program: The Mayor's Office of Cultural Affairs Public Art Program (OCA/PAP) is charged with administering the development and management of public art projects for the City of Atlanta. The City allocates 1.5 percent of funds budgeted for certain capital projects to the installation of public artworks. Atlanta is now home to 350 portable and permanent artworks that the Mayor's Office of Cultural Affairs is dedicated to maintaining and expanding through a host of development, education and outreach initiatives. OCA/PAP also provides programs and services that support the arts community while improving the quality of life for all citizens and visitors. Programs include: Percent-for-Art Programs, Art on Loan, Collections Management, and Program Initiatives.

Performing Arts: The Mayor's Office of Cultural Affairs Performance Art Program administers the **Atlanta Jazz Festival** and **ELEVATE**.
The **Atlanta Jazz Festival** is a month long celebration of jazz and is regarded as one of the Country's largest free jazz festivals. The Atlanta Jazz Festival provides the City with an opportunity to unify Atlanta's diverse population, to celebrate Atlanta's rich cultural heritage, and to promote tourism. The Festival reaches nearly 300,000 residents during the month of May's 31 Days of Jazz Events culminating in the 3-day festival in Piedmont Park over Memorial Day Weekend which attracts 150-200,000 attendees. In 2017 the City will celebrate the 40th Anniversary of the Atlanta Jazz Festival.

ELEVATE: Hosted annually in Downtown Atlanta by the Mayor's Office of Cultural Affairs, ELEVATE is a temporary public art program that seeks to activate the Downtown Atlanta area through visual art, performances, and cultural events. The focus of Elevate is to enhance the cultural offerings in Downtown Atlanta, and highlight what makes Atlanta unique. The program looks to provide free, quality cultural experiences with the desired outcome of increasing cultural and economic vitality. Elevate is a unique temporary art experience for artists and the general public. Each year it has a new "theme" and features the works of local, national and international artists whose artwork is strategically presented to capture the interest and imagination of viewers, while providing an entirely new and accessible experience for Downtown Atlanta.

Since its inaugural year in 2011, nearly 250 articles have been published regarding the new cultural vitality of the Downtown area. The project has successfully ignited conversations regarding the area as a cultural district in the

Department of Planning and Community Development as well as the City Council and community. Adding to this ephemeral Downtown vitality, many of the temporary projects created through the project still exist today in their site-specific areas--most notably the Downtown South Broad and Underground Atlanta murals. ELEVATE was placed in the top 50 public art projects in the Nation through Americans for the Arts Public Art Network, as well as the top 10 projects for City Livability.

Arts in Education: The Arts in Education program provides cultural programming for young Atlanta residents through inter-governmental, inter-departmental and external partnerships. OCA's primary Arts Education program is the Cultural Experience Project (CEP).

The Cultural Experience Project provides every Atlanta Public School (APS) student from pre-kindergarten through 12th grade the opportunity to experience the City's premier art and cultural venues. The City of Atlanta's vision is for every student in APS to have a minimum of one on-site cultural experience at a cultural venue each year that directly ties to Georgia Learning Performance Standards and curriculum goals. To further the students understanding of arts and culture, teacher and student educational materials complement the age and grade level-appropriate experiences. In 2015, CEP reached over 35,000 students.

Contracts for Arts Services: The Contracts for Arts Services (CAS) program awards contracts related to the production, creation, presentation, exhibition and managerial support of artistic cultural services in the City of Atlanta. The program recognizes that the presence of artists and nonprofit organizations involved in the arts are critical to Atlanta's cultural vitality. The arts enrich the creative development of the City's diverse populations, and contribute positively to the social and economic well-being of Atlanta as well as the region. 3.8 Million people were served in 2015 through programming supported by the Contracts for Arts Services Program.

In 2012, Contracts for Arts Services expanded its offerings to provide **power2give** a new, crowd funding source of revenue to small & mid-sized arts organizations. Since its launch in 2012, power2give has generated $1.36 Million for the arts.

Below are the areas impacted by Contracts for Arts Services:

- Arts Organizations: The Arts Organization contracts underwrite programs developed by organizations with small to mid-size budgets. Of special interest are projects that reach a cross section of the City and promote

cultural diversity.

- Community Cultural Development: Designed to support community organizations that develop arts programming, these contracts provide seed money for arts programming in order to attract other sources of support. The focus is on groups that offer programs in sections of the City not traditionally served by larger arts organizations.
- Individual Artists: These contracts engage practicing, professional artists living in the City who work in the areas of visual arts, dance, literary arts, music, theater, media and interdisciplinary genres.
- Major Arts Organizations: These contracts provide general operating support to organizations with budgets in excess of $500,000 and that present programs or services to a large cross section of City residents. Organizations must exhibit high standards of artistic and administrative excellence to be eligible.
- Neighborhood Arts Grants (NAG) is a neighborhood arts focused funding program designed to encourage artistic development, engage neighborhood art-making and reimagine places. The OCA piloted this funding program in early 2015 to help neighborhood associations and neighborhood planning units (NPU) enrich the quality of life in the City of Atlanta.

Needs

- Lack of a dedicated public revenue source to support arts and cultural programs, initiatives and implementation of other plan initiatives.
- Lack of financial support available to arts organizations and neighborhoods.
- Lack of appropriate art venues and a need for more arts venues throughout the City's many neighborhoods.
- Lack of accessibility of arts and culture events for all.
- Lack of an awareness of arts and culture programs, events and activities on a consistent basis.
- Lack of a stabilized funding source. Approximately 60 percent of the OCA operating budget is generated from outside earned and contributed sources.

Opportunities

- Increase funding for Contracts for Art Services.
- Update the Public Art Master Plan through the Renew Atlanta process.
- Increase the inclusion of the arts and culture in the development of policies, plans and zoning.
- Increase the development of art venues and programs in various neighborhoods particularly along the proposed Atlanta BeltLine.
- Increase collaborative ventures that taking place within communities to improve publicity and promotions of cultural programs.
- Enact a policy of enforcement for the acquisition of the 1.5% of certain capital projects for the installation of artworks is needed.
- Re-format cultural programming into the neighborhoods.

Arts and Cultural Affairs Policies

Policies that guide the Mayor's Office of Cultural Affairs are included in the City Charter, Municipal Arts Ordinance

and the Public Arts Master Plan in addition to general policies. These are detailed below.

- Municipal Arts Ordinance: This policy, established in 1977 and amended in 2001 and 2008, stipulates that all city-funded construction projects must include an amount equal to one and one half percent of the estimated cost of the project for works of art.
- Public Arts Master Plan: The City's Public Art Master Plan is currently being revised through the Renew Atlanta program.
- Other policies include:
    - Foster public interest and participation in the arts.
    - Educate citizens and public officials as to the value and contribution that arts and cultural events have made and can make to the community.
    - Encourage private financial support of the arts.
    - Promote local artists and involve citizens of all economic and social levels in arts and cultural planning and programming.
    - Foster and support local artists and grassroots arts groups such as theater, dance, music, literary, and visual arts organizations.
    - Heighten Atlanta's image as one of America's cultural leaders.
    - Expand the base of support for the arts.
    - Provide technical assistance to artists and organizations for the purpose of enhancing their impact on the community.
    - Maintain a strong staff capability to nurture and support the arts.
    - The City Charter authorizes the Mayor's Office of Cultural Affairs to administer a program that provides municipal support for the arts, which is accomplished through the Contracts for Arts Services Program.

7. TRANSPORTATION

The City of Atlanta's surface transportation system serves approximately half a million residents, more than 300,000 suburban commuters, and thousands of daily visitors. According to 2008 US Census Bureau Journey to Work data *(tables presented in the Housing and Economic Development sections)*, the City of Atlanta's daytime population increase of over 40% – adding 218,000 people due to net migration of workers – is second only to Washington, DC. Suburban commuters account for over 80% (318,000) of the 389,000 persons employed in Atlanta, while almost 60% (100,000) of the 171,000 employed residents work outside the City. In addition, thousands of students come to the City of Atlanta to attend one of the many Universities and Colleges in the city limits. Functional population served by the transportation system surges even further during conventions, sporting and special events.

Atlanta's roadways, railways, and air cargo services also provide goods movement ranging from local deliveries to global cargo shipments. Hartsfield-Jackson Atlanta International Airport (H-JAIA) is the world's busiest passenger aviation facility. As the convergence point of three interstate highways, a major railroad hub for CSX and Norfolk-Southern, and the location of large intermodal rail yards, Atlanta is the commercial crossroads of the Southeast. Access provided by transportation infrastructure has shaped every phase of Atlanta's growth and development as Georgia's capital city and as a metropolitan area.

Considering estimates and forecasts developed by the Atlanta Regional Commission (ARC) for the Plan2040 update of the Regional Transportation Plan (RTP) and Regional Development Plan (RDP), the City of Atlanta will have about 12% of the 10-county Region's population, 13% of households and 20% of its jobs as the Region grows from 4.2 million to 6 million people, the number of households increase from 1.6 million to 2.3 million households, and 1.9 million regional jobs increase to 3 million over the next 30 years.

At least one-third, perhaps even one-half of the development needed for a 2040 Atlanta Region population approaching 50% larger than today's has yet to be built. Well thought-out policies for guiding where this new development goes, how it contributes to community quality and how people will move through the transportation network are essential for a sustainable future with a high quality of life.

It is Atlanta's vision to be a leader in the region for forging efficient, effective, and affordable transportation systems that promote quality of life. Key initiatives to this end include the optimizing the road network, BeltLine transit, trails and greenways as well as restoring street car service for circulation within Atlanta beginning with the Peachtree Street and Auburn Avenue-Luckie Street corridors.

7. TRANSPORTATION

Transportation Planning

In 1947, the City of Atlanta along with Fulton and DeKalb Counties formed the nation's first multi-jurisdictional coordination agency – the Metropolitan Planning Commission – that has evolved into the Atlanta Regional Commission (ARC), which coordinates both land-use planning among ten counties and 68 municipalities and also transportation funding for all or parts of 18 counties as the federally-designated Metropolitan Planning Organization (MPO).

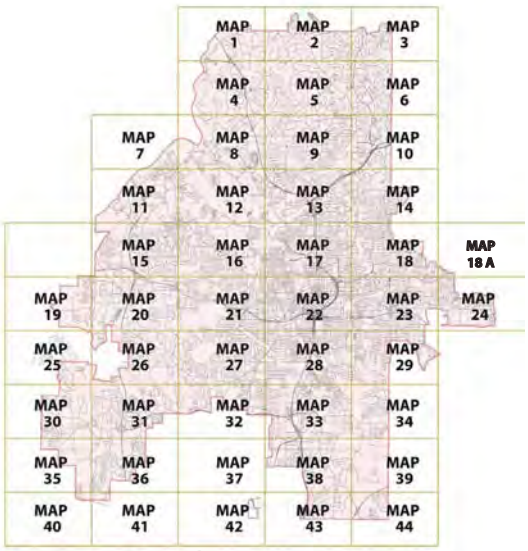
ARC periodically develops long-term Regional Transportation Plan (RTP) from which the highest priority projects are selected for a near-term Transportation Improvement Program (TIP). The RTP covering a 25-30 year horizon and each associated 5-6 year TIP allocates federal transportation funding assistance to the Atlanta Region and its local governments and coordinates the relevant construction work program of the Georgia Department of Transportation (GDOT).

Beginning in 2005 with the Regional Transit Institutional Analysis, ARC has facilitated a forum for local officials to consider the potential for a broad based public transportation system in the Atlanta Region. In 2008 the Transit Planning Board (TPB) adopted the "Concept 3" vision for regional rail, light rail, MARTA heavy rail additions, bus rapid transit, and connecting services stretching across and beyond the ten-county area (see Map). In June 2010 Atlanta Mayor Kasim Reed became the inaugural chair of ARC's Regional Transit Committee (RTC) that is charged with addressing funding and governance for implementing the vision.

In addition to prioritizing transportation capital investments, ARC also dedicates funding through the RTP/TIP to important programs including the Livable Centers Initiative (LCI) and support for local Comprehensive Transportation Plan (CTP) development. The LCI program provides a dedicated source of implementation funding for transportation projects recommended in the focused community plans it supports. Completed LCI Transportation projects include Atlanta Streetcar Transit Enhancements, and Juniper St. Bike/Ped Facilities. Projects currently in this pipeline include the Ponce de Leon Streetscape and the Lee street trail. Moreover, through the Plan2040 RTP update, ARC is developing a Regional Thoroughfare System to provide efficient, reliable, and safe corridors for trucks, transit vehicles, and non-motorized transportation.

Connect Atlanta Plan

In 2008 the City of Atlanta adopted its first ever citywide Comprehensive Transportation Plan (CTP), following a year-long community participation process supported by funding assistance from ARC. The CTP, also known as the Connect Atlanta Plan outlines policy direction for linking transportation infrastructure with land development and for coordinating with regional transportation project funding plans. The CTP is a guide for achieving a vision of a multi-modal,



Map Book for the
Connect Atlanta Plan

world-class transportation system to support increased residential and employment growth in targeted areas of the city by reducing reliance on personal automobiles through expanded opportunities for transit, walking, and cycling and by mitigating traffic congestion through a more efficient road network. It identifies specific capital investment needs and financing options. The goals of the plan are to: provide balanced transportation choices, promote public health and safety, prepare for growth, maintain fiscal and environmental sustainability, preserve existing neighborhoods, and create desirable places for all.

These goals formed the basis for priority ranking of 200 roadway and intersection projects in ten tiers of 20 projects each from candidate concepts produced through community visioning meetings and design workshops. Highlights of the Connect Atlanta Plan recommendations include 50 more miles of transit, 66 miles of new street connections, 900 miles of new sidewalks, and the reconstruction of expressway interchanges to expand land available for urban development. Action items include building new transit infrastructure, improving existing transit service, promoting sustainable travel modes with dedicated non-motorized facilities, untangling "hot spots" of traffic congestion, achieving a state of good repair for existing infrastructure, and developing new funding sources. The Connect Atlanta Plan Map Book shows the transit, roadway, intersection, bicycle and pedestrian recommendations of the CTP as guidance to both private development and public investments. The CTP Progress Report (5 year update) was approved in 2013. In the fall of 2012, the Office of Planning within the Department of Planning and Community Development conducted a technical revision of the *Connect Atlanta Plan*. The *Connect Atlanta Plan* technical corrections process sought to develop a minor update of the plan's list of proposed transportation projects coinciding with the change in funding and implementation efforts taking place within the city and region.

The goal of the *Connect Atlanta Plan* technical corrections process was to ensure current plan provides accurate project information and includes project recommendations from recently adopted transportation studies and plans should new transportation funding sources become available.

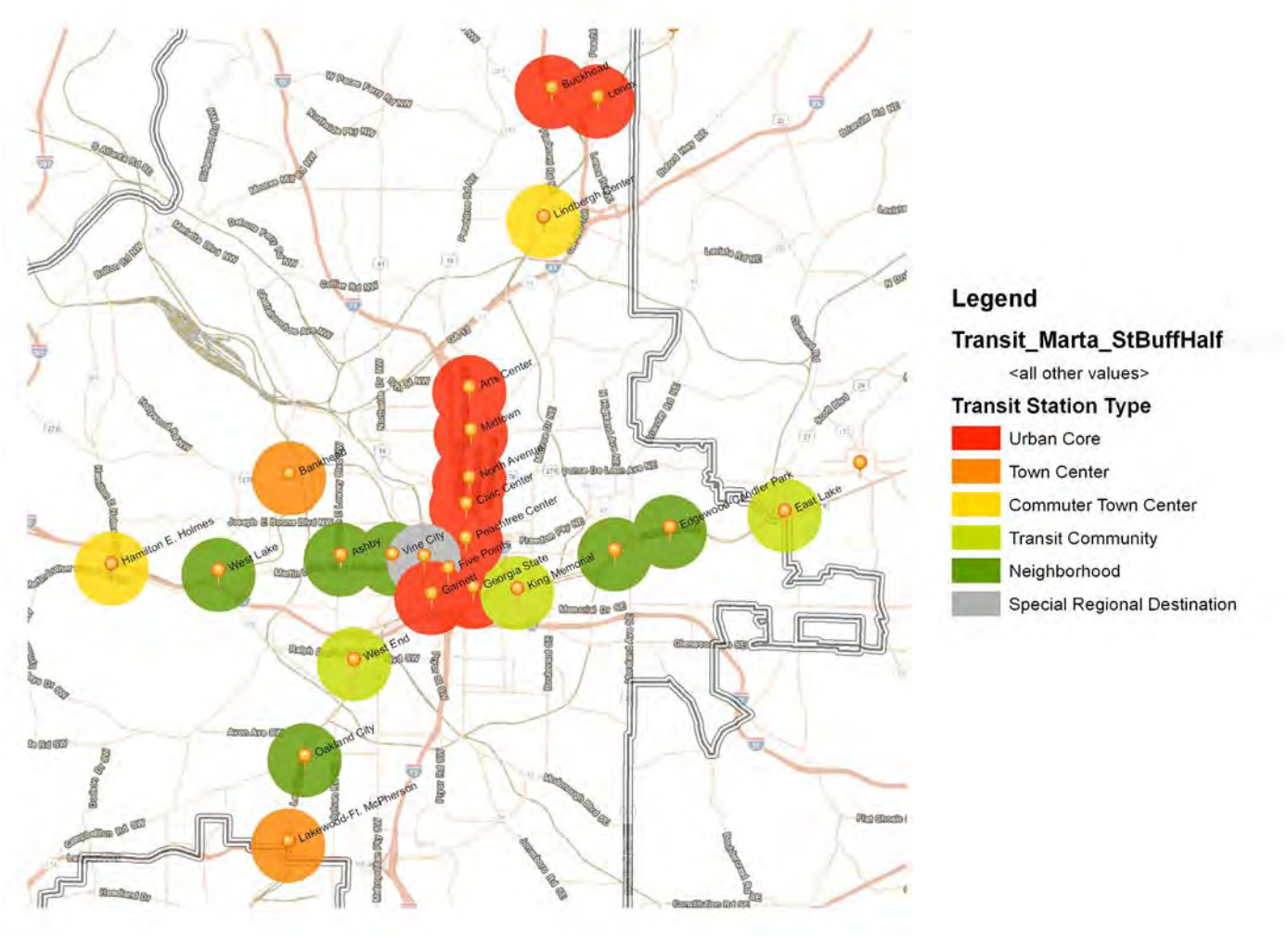
The purpose of the *Connect Atlanta Plan* technical corrections process was to achieve the following:

- Provide a progress report on the city's transportation planning, design and construction efforts;
- Capture and incorporate recent transportation planning work efforts including those efforts that were a part of the 2012 Regional Transportation Referendum and the City's Local Investment Framework list; and
- Develop a streamlined approach to consolidating project recommendations from the neighborhood and small area plans into the comprehensive transportation plan.

In 2015, the City of Atlanta adopted appendices to the 2008 Connect Atlanta Plan- Transit Oriented Atlanta, Cycle Atlanta: Phase 1.0 Study, Cargo Atlanta: A Citywide Freight Study and the Atlanta Streetcar System Plan. The Move Atlanta: A Design Guide for Active Balanced and Complete Streets will be adopted shortly. A summary of each follows below.

Transit Oriented Atlanta

Transit Oriented Atlanta is Atlanta's first comprehensive review of the state of transit-oriented development (TOD) and outlines a vision and strategy for advancing TOD in the years ahead. Transit-oriented development is relatively dense development designed to maximize non-motorized access to transit and improve quality of life. TOD is typically located within ½ mile from an existing or proposed transit station. TOD is an important growth management tool for the City of Atlanta and the Atlanta Region for promoting smart growth, revitalizing neighborhoods, making efficient use of the City's transit investments, and reducing the negative impacts of urban sprawl. The Transit Oriented Atlanta document synthesizes the previous studies and capital project recommendations into Station Area Profiles, details an implementation plan for advancing TOD citywide, establishes citywide policy focused on attracting new development around stations that protects and enhances existing neighborhoods and establishes a context sensitive TOD policy based on station types, or "typologies" (see Map 7-1)



Map 7-1: Transit Oriented Atlanta: Station Typologies

The City of Atlanta has established two measurable goals related to TOD implementation:

- By 2025, increase the number of residential dwelling units within 0.5 miles of a transit station by 25,000 units. In 2010, there were 50,000 residential units near MARTA stations. Thus, the 2025 target is 75,000 residential units. This would result in an increase in the residential density from 5.2 units per acre to 7.8.
- By 2018, adopt transit-supportive zoning around all of the City's 24 MARTA stations. Nine stations have outdated zoning and four stations require a minor update to the existing zoning.

Transit-oriented development includes the following design strategies:

- Increased densities – Increased employment and population densities in order to position to potential riders within ½-mile walking distance of transit stations;
- Protect single family neighborhoods – Single-family detached residential neighborhoods should be protected from encroachment by non-residential uses and incompatibly scaled residential development.
- Mixed-uses – Office, retail, entertainment, education, residential, and public space promote concentrations of activity around transit stations, which increase the prominence of transit within a community as well as serving as trip generators;

- Pedestrian and bicycle orientation – Increases accessibility for pedestrians and cyclists by placing daily goods and services within a short distance of residents thus reducing vehicular travel.

Station Area Profiles: City of Atlanta transit-oriented development strategies will focus on areas within a half-mile radius of each MARTA station and the streetcar stops. Each station area was assessed using site visits and previous planning studies. This report includes a 26 station area profiles, which summarize existing conditions and recommendations from previous studies including:

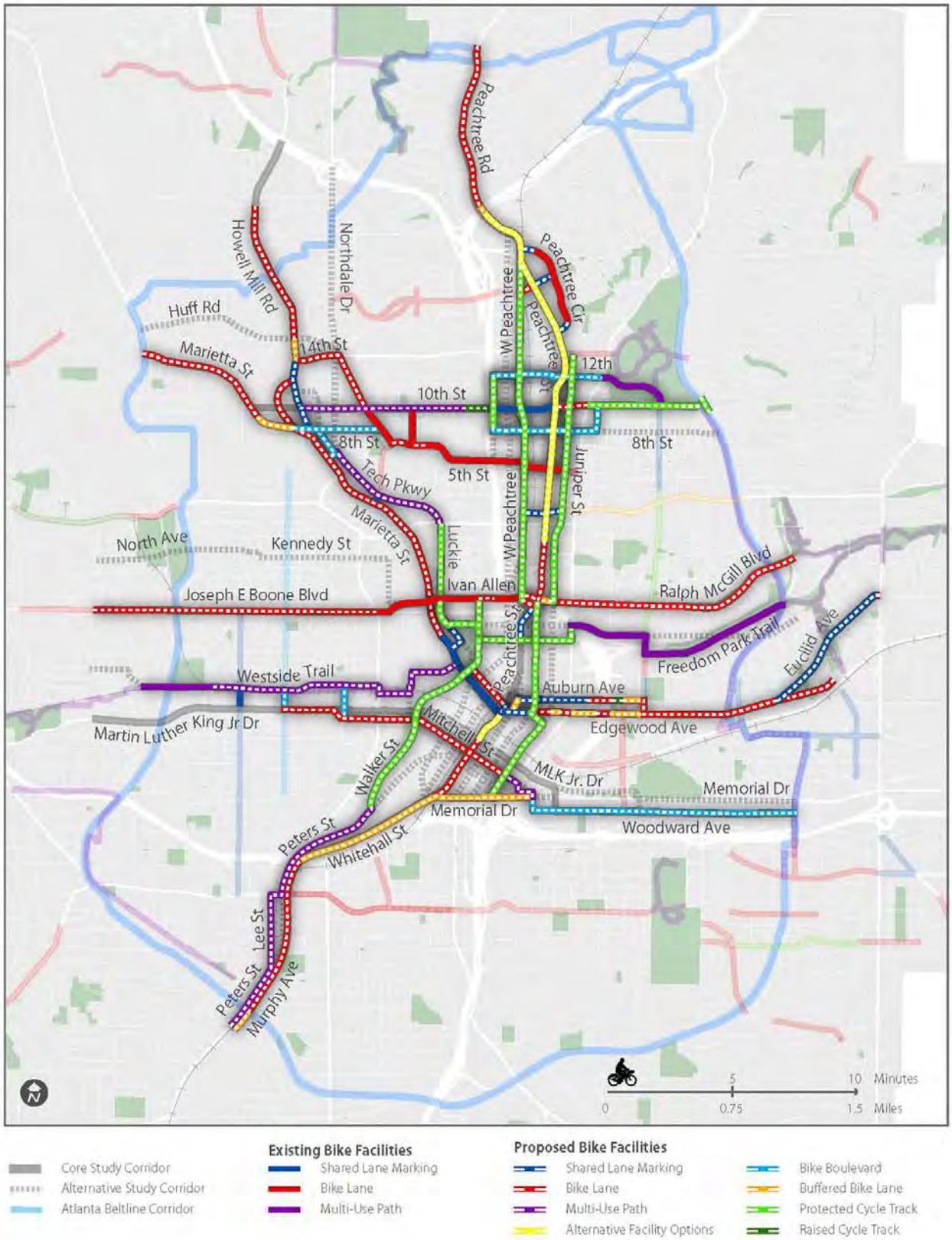
- Issues and conditions,
- Nearby landmarks and popular destinations,
- Existing studies,
- Maps illustrating potential sites for transit oriented development,
- Maps illustrating sidewalk conditions, comparisons between the ½ mile radius and the ½ mile network buffer, and
- List of priority projects based on previous studies including zoning changes, transportation projects, and station recommendations

Implementation Strategies: The primary purpose of this document is to create an implementation framework to help increase transit-oriented development around the City of Atlanta's rail transit stations. Successful implementation relies equally on the City's departments and staff and partner organizations such as Invest Atlanta, the Atlanta Regional Commission, the CIDs, and MARTA. The formation of a TOD Task Force and a TOD Financing Strategies Team are recommended to focus on implementation efforts.

Cycle Atlanta: Phase 1.0 Study

The Cycle Atlanta: Phase 1.0 Study is an implementation strategy to develop dedicated, high-quality bikeways in the core of the City (see Map 7-2). Since the adoption of the Connect Atlanta Plan, the City of Atlanta has continued to experience tremendous growth in cycling rates and bikeway facility design has advanced considerably. Now, new and innovative bikeway facility treatments go beyond shared lane markings and standard bike lanes, which were main bikeway facilities described in the Connect Atlanta Plan. To address the growing demand for better cycling and provide more specific details for implementation, this study was developed. Important recommendations and outcomes include:

- Expand network of high-quality bicycle facilities - When implemented, the Cycle Atlanta: Phase 1.0 Study will add 31 miles of bikeway facilities that will include bike lanes, cycle tracks and multi-use paths. This addition more than doubles the existing network of 30 miles of bikeway facilities in the Cycle Atlanta: Phase 1.0 Study area.
- Create a complete and connected bikeway network - When implemented, the proposed network will "fill the gaps" in the existing bikeway network by providing cyclists with a contiguous bikeway network in the city center.
- Connect bicyclists to transit - The Cycle Atlanta: Phase 1.0 Study corridors connect to all of the MARTA stations within the Atlanta BeltLine loop as well as the Atlanta Streetcar. In total, the corridors connect directly with 12 of the 24 MARTA stations in the City of Atlanta.
- Connect people to jobs - The study corridors connect two of the largest job centers in the Atlanta Region – Midtown and Downtown – as well as major employment hubs including universities, hospitals, and other civic institutions.
- Connect people to neighborhoods - The study corridors pass through 35 neighborhoods. The proposed bikeway network will help people who live in the core of the city connect to jobs, parks and green spaces,



Map 7-1: Cycle Atlanta: Proposed Bike Facilities

and other daily destinations.

- Develop new data metrics for cycling in Atlanta - In coordination with the Atlanta Regional Commission and the Atlanta Bicycle Coalition, researchers at the Georgia Institute of Technology worked with the City of Atlanta to develop a cycling-specific app. The app is being used to identify who is riding, where are they riding, and track changes in cycling rates over time as investments in cycling infrastructure are made.

- Connect people to and from the Atlanta BeltLine - The Atlanta BeltLine is becoming a destination as well as a route option for people biking to different destinations in the City. The Cycle Atlanta: Phase 1.0 Study bikeway network improves cycling connections to the Atlanta BeltLine by providing dedicated bicycle facilities along major street corridors.

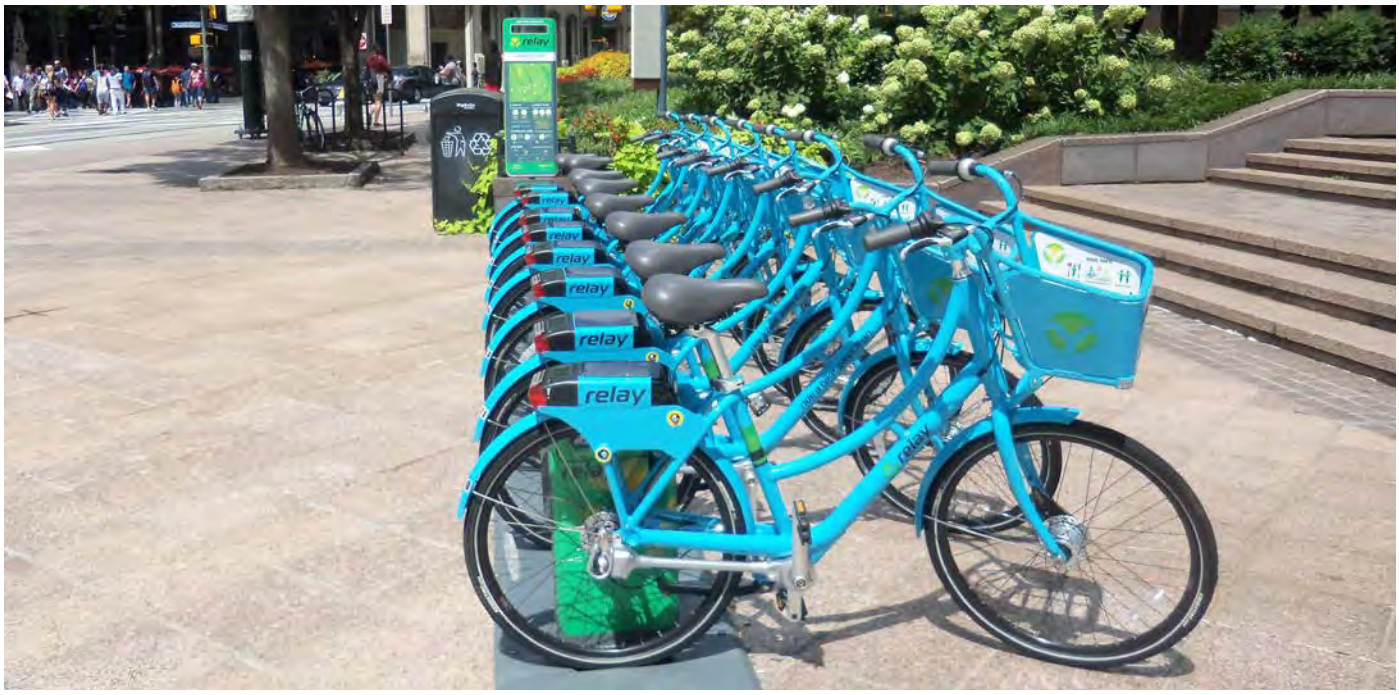
- Support a healthy and positive city image - The image of a 21st century city is one where people are active, healthy, and social. Completing the bikeway network will help the City increase cycling rates, which will in turn create a positive and active image of Atlanta and improve public health.

- Expand sustainable transportation options - The City of Atlanta is committed to expanding mobility options and reducing the carbon footprint of people living in, working in, and visiting the City. Cycling is a clean mode of transportation that reduces the need for fossil fuels and minimizes the impacts of transportation on air quality.

- Create supportive cycling environment for a bike share system - One of the city-wide cycling goals for Atlanta is to launch a bike share system. Building recommended bikeway network will create a supportive cycling environment for the wide range of bike share users.

The Cycle Atlanta: Phase 1.0 Study supports these larger goals of the Connect Atlanta Plan by improving access to transit and expanding infrastructure that supports bicycling. It improves and expands travel options for residents, workers, and visitors, while improving street conditions and taking advantage of new or previously untapped funding sources. This plan is part of an overall effort by the City of Atlanta to improve cycling conditions and rates in Atlanta. City-wide goals for cycling improvements include:

- Double bicycle commute to work mode share to 2.2% by 2016,
- Become top ten city in US for cycling to work (#23 in 2012),
- Become top ten city for cycling safety (#17 in 2012),



A Relay bike share station.

- Double miles of high-quality bicycle lanes/cycle tracks to 60 miles,
- Double miles of high-quality linked shared-use paths to 60 miles,
- Secure Silver or Gold Bicycle Friendly Community status,
- Introduce bicycle sharing program that supports local economy, and
- Address several strategies in Power to Change, the City's long-term sustainability plan, including: air quality, community health/vitality, jobs and competitiveness and transportation.

Cycle Atlanta: Phase 1.0 Study Goals. In addition to the city-wide cycling goals, several specific goals were developed for Cycle Atlanta: Phase 1.0 Study. They include:

- Prioritize "high quality" bikeway projects,
- Design bikeway networks and facilities to attract riders that categorize themselves as "interested but concerned",
- Expand bicycle connectivity to all segments of the city,
- Emphasize connectivity and accessibility for bikeway networks and facilities,
- Develop baseline data for cycling rates, activities, and users to track impact of investment in bicycle infrastructure, and
- Raise awareness of the bikeability of Atlanta with education and promotional activities.

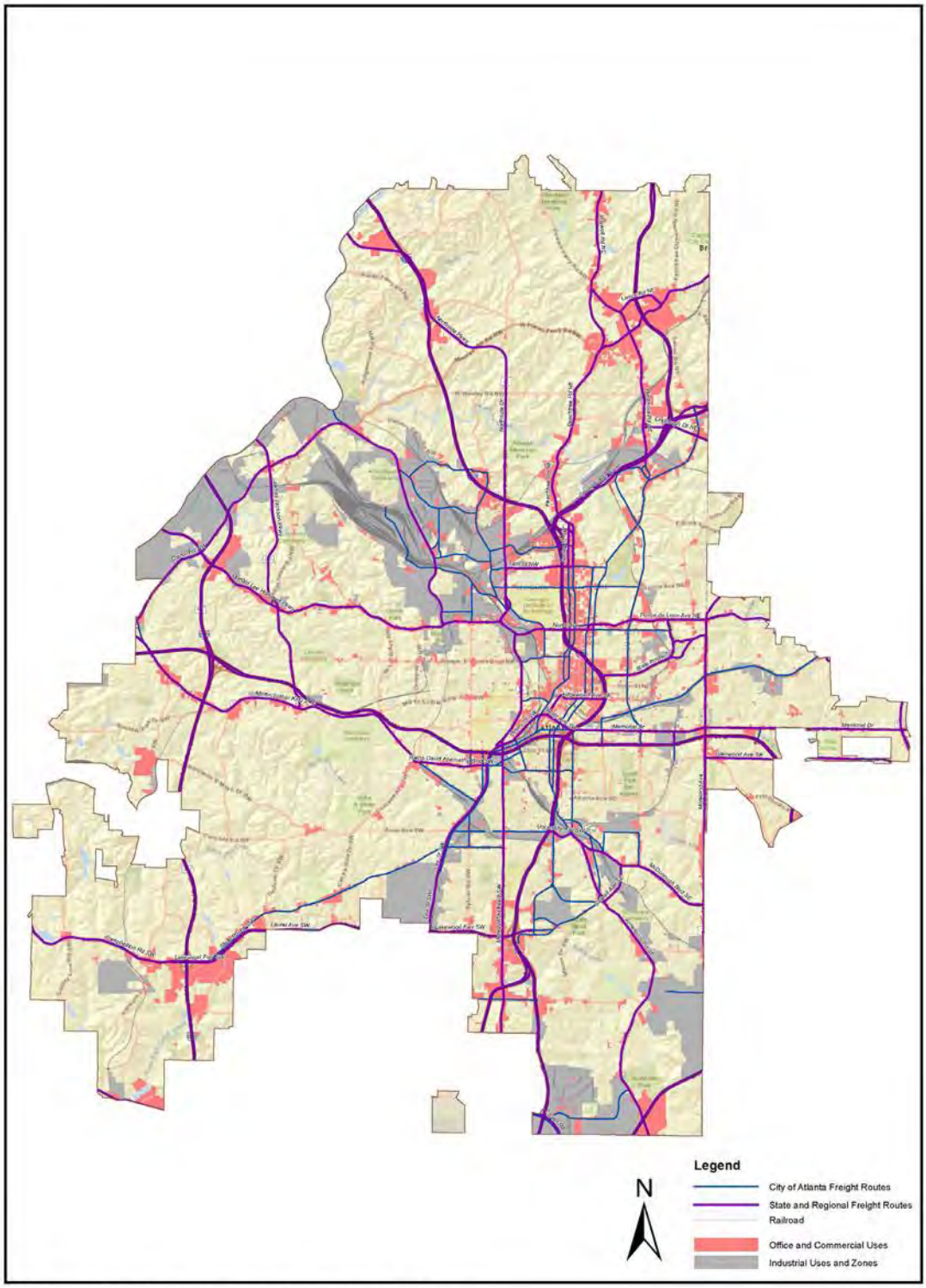
To promote bicycling, the City of Atlanta Bike Share Program, Relay, started in June 2016 with 100 bikes in Downtown Atlanta. The goal is to expand the program to 500 bicycles throughout the City of Atlanta.

Cargo Atlanta: A Citywide Freight Study

Atlanta is the preeminent center of the southeast region. The city plays a major role in moving freight from coastal Georgia to the Southeast region and is a major distributor of goods throughout the United States. From its founding as Terminus and then as the center for warehousing and distributions during the Civil War to the major inland port that it is today, Atlanta has been the intermediary of trade and commerce in the Southeast region. By air, rail and roadway, the city's growth has been driven by its role in the movement of goods and materials. In the early decades of the 21st century, Atlanta has increasingly established connections with international trade. Roadway, air and rail commerce has grown into a network of intermodal terminals connected to the Southeast and rest of the nation by a superior rail and interstate highway network. Atlanta's international airport, the busiest in the world, is utilized as the first and last point of commerce in the United States for shipping high value cargo around the world.

Cargo Atlanta: A Citywide Freight Study is a comprehensive freight study that explores the importance of all modes of freight in the City of Atlanta and develops policies, programs, and projects that will help improve freight movements through the city while balancing the needs of communities connected to freight uses. Cargo Atlanta: A Citywide Freight Study provides a baseline assessment of freight and goods movement within the City of Atlanta. The goal of the study is to develop solutions to better accommodate the needs of freight and goods movement while adapting to the changing dynamics transforming Atlanta. The study objectives center around two themes: mobility and livability. The goals of the City of Atlanta's freight study are to:

- Strengthen the opportunities for the movers of freight, the communities served by freight and the neighborhoods connected to freight,
- Improve the City of Atlanta's transportation infrastructure to meet increases in freight and goods movement demand,
- Improve the economic efficiency of the City's freight network,
- Increase investment in system improvements for truck movement throughout the City of Atlanta,



City of Atlanta Freight Route Map

Cargo Atlanta: A Citywide Freight Study

Map 7-3:Freight Route Map

Sept 13, 2015

- Develop strategies for reducing community impacts from freight movement, and
- Identify truck routes within the city through the creation of a new designated city freight route map (see Map 7-3).

During the process, the city determined the need to better understand and plan for freight movement. The Connect Atlanta Plan recommends a future study to determine the city's freight transportation system needs and deficiencies, and to propose solutions.

The development of Cargo Atlanta: A Citywide Freight Study included the completion of a freight assessment report, which highlighted the importance of freight in the city and an evaluation of existing policies, identification of issues, development of prioritization criteria, compilation of results from previous studies, and research on freight street design.

One-on-one interviews were conducted with members of the freight community (rail providers, trucking providers, trucking associations), Atlanta Police Department and City Council members and their respective aids and other elected officials to understand the needs of various stakeholders, as well as which aspects of current plans and regulations for the study area were effective as designed and which aspects needed modification.

The Atlanta Streetcar System Plan

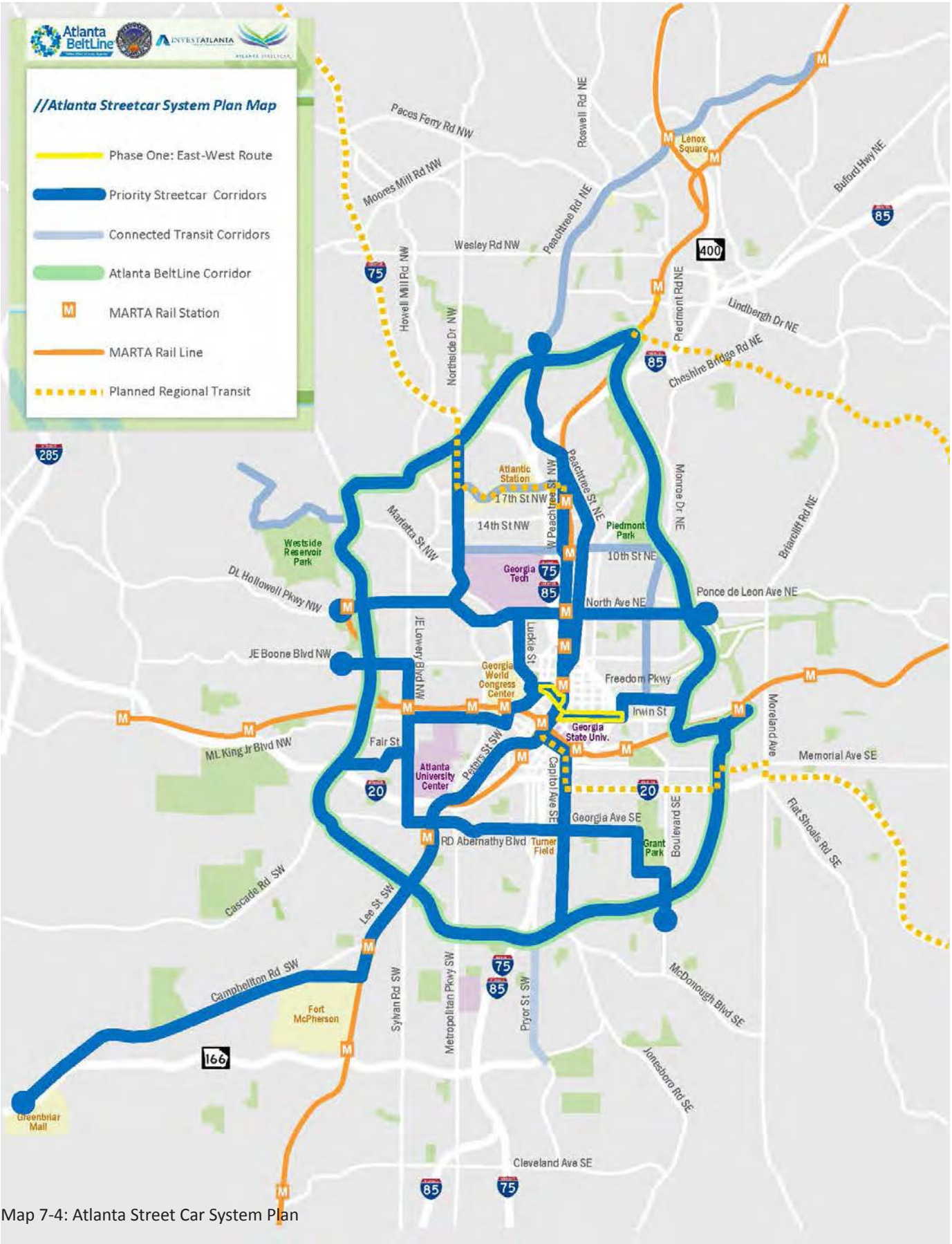
The Atlanta Streetcar System Plan (SSP) integrates the Atlanta Streetcar System along major on-street corridors and the Atlanta BeltLine, with a focus on connecting neighborhoods to key destinations and activity centers. The goals of the SSP are to provide enhanced mobility, increase transportation options and complement economic development. The SSP builds off the initial 2.7-mile Atlanta Streetcar's East-West route, which opened in December 2014. It also builds on the Concept 3 Regional Transit Vision, the Connect Atlanta Plan, the Atlanta BeltLine Subarea Master Plans, and the Atlanta BeltLine 2030 Strategic Implementation Plan (SIP) in order to present a vision for implementing a comprehensive network that integrates transportation, development, affordable housing and land use. The SSP is informed by five guiding principles: project readiness, practicality/ridership, equity, financial options, and development impact and vetted through the community and stakeholder engagement process.

The SSP proposes the expansion of the Atlanta Streetcar System into a 53-mile network of streetcar routes with 16 miles of new and enhanced transit circulators and shuttle service to provide greater access to the streetcar system (see Map 7-4). More than one third of this network, or 22 miles, will occur within the Atlanta BeltLine corridor. This portion of the system is already partially funded by a Tax Allocation District and will operate predominantly in exclusive rights-of-way. Other key corridors in the system will follow existing City roadways, many of which pass through core business districts where the City and community improvement districts are already actively encouraging concentrated development and alternative transportation. Additional corridors will serve a number of the City's economic development focus areas where transit dependence and the need for economic development stimulus are high. The SSP documents the City of Atlanta's approach to building out this streetcar network over time in a manner that is efficient, cost effective, mobility focused, supportive of regional transit, and integrated with the economic development initiatives led by the City, Invest Atlanta and Atlanta BeltLine, Inc.

Move Atlanta: A Design Guide for Active Balanced and Complete Streets

Lastly, the City of Atlanta is in final preparation for adoption of the *Move Atlanta: A Guide for Active Balanced and Complete Streets.* Move Atlanta is a comprehensive design guide intended to provide a common resource for city departments, partner agencies, developers, and citizens to guide design in the public right-of-way. This design guide is intended for streets with City of Atlanta right-of-ways. Move Atlanta provides an opportunity for the City to design its streets for health, safety, livability, and sustainability.

A growing number of communities are discovering the value of their streets as important public spaces for many aspects of daily life. Atlantans want streets that are safe to cross or walk along, offer places to meet people, link healthy neighborhoods, and have a vibrant mix of destinations, employment, entertainment and retail. Streets can provide



Map 7-4: Atlanta Street Car System Plan

valuable space for parades, farmers markets, streets festivals, special events and social gathering places.

The goal of the *Move Atlanta: A Guide for Active Balanced and Complete Streets* is to develop streets that are safe, walkable, and environmentally responsible. Streets that are socially dynamic with a mix of entertainment and retail while supporting all modes of transportation.

Municipalities depend upon street design manuals to guide design of their streets, retrofit and modify existing streets for new developments and changes in traffic patterns, and meet the needs of growing employment base and populations. Streets are the framework of every city and act as the skeleton that holds city blocks and buildings together, consequently shaping the city's urban form. Street design manuals act as the DNA for well-balanced streets; streets that are conducive to all forms of transportation as well as achieving a balance between the natural and built environment. Broad Street is a fine example of a balanced street where pedestrians, bicyclists, and drivers all feel comfortable using the street. Broad Street has a dynamic mix of retail, patio dining space, and a dense tree canopy, all contributors to the success of the streets economic stability and livability.

The Connect Atlanta Plan addresses the need for cost-effective street, traffic, transit, freight, bicycle, and pedestrian improvements. The plan promotes a balanced multi modal transportation system that enhances transportation choices for residents, employees, visitors, and firms doing business in Atlanta, making it more convenient to walk, bicycle, take transit, and to reduce reliance on the automobile. The CTP's Street Design Guide provides a framework for sizing and allocating public right-of-way to different users in a variety of thoroughfare function and land use context combinations. The Connect Atlanta Plan calls for a major update of the CTP every 3-5 years and it identifies mode split, i.e. decreasing the proportion of trips taken by Single Occupant Vehicle (SOV) and reducing per capita vehicle miles traveled (VMT) as key performance measures to be tracked.

Other Plans and Initiatives

In 2008 the City of Atlanta also adopted Project Greenspace as an update to the 1992 Parks, Open Space, and Greenways Plan. It includes recommendations for fostering a connected greenspace system that have important implications for transportation. Project Greenspace calls for creating shared-use parking structures capped with block parks for neighborhood recreational opportunities in areas targeted for high residential density. It recommends additional considerations for street design to incorporate shade trees and provide space for passive stormwater management.

The 2008 State of the City's Infrastructure Report recognized life-cycle replacement and maintenance needs for traffic signals, school flashers, bridges, street lights, and pavement as well as the Americans with Disabilities Act (ADA) requirement to retrofit accessible curb ramps. Together with municipal vehicle fleet upgrades the estimated costs to achieve a state of compliance and good repair on Atlanta's existing infrastructure is $100 million per year over ten years. Investments in new transportation infrastructure must be strategically prioritized and leveraged with federal matching funds and private capital to stretch resources that will remain limited even with new revenue.

Since 2000 the City of Atlanta has adopted many plans into the CDP as well as the transportation related capital project recommendations. Over this time period the primary source of local funding for transportation capital investments has been the ten-year $150 million Quality of Life (QOL) Bond program. Development impact fees revenues added an average $2 million per year for new projects.

Ten Tax Allocation Districts (TAD's) around the City provide a tool for stimulating redevelopment with revenue captured from the growth in property values. In addition to these existing sources of local funds for transportation projects and leveraging federal assistance, near-term possibilities for new revenue sources include a regional sales tax, a municipal sales tax, and levies on parking. Each penny of sales tax collected in the City of Atlanta raises $100-125 million.

The Renew Atlanta infrastructure bond was authorized by voters March 2015. The City of Atlanta was able to fund the $250 million in bonds to authorize repairs, improvements and upgrades to transportation and municipal facilities projects citywide. The Renew Atlanta infrastructure bond program will fix roads and bridges, build more than 30 miles of complete streets projects and bicycle lanes, and will synchronize Atlanta's traffic signals.

Connect Atlanta Plan Update

Additionally, the 2008 Connect Atlanta Plan is scheduled to be updated throughout 2016-2017. The CTP Update will set the long-term vision and implementation actions as Atlanta continues to build a world class, sustainable transportation system in a growing and evolving city and will also address connections between land use and transportation. The CTP vision will describe an aspirational transportation system for approximately 30 years in the future. This vision will inform and lay the foundation for all long-range transportation planning efforts. In addition, implementation strategies will address vehicular transportation, signature streets, street framework, safer streets/vision zero, pedestrian transportation, bicycling, urban access management, transportation demand management, intelligent transportation systems, state of good repair/maintenance, system performance monitoring and reporting.

Needs (in order of priority)

- **Atlanta needs a seamlessly integrated public transportation network with various modes, technologies and classes of transit service along railroad corridors and multimodal streets connecting livable activity centers.***
- **Traffic congestion***
- There is insufficient connectivity between pedestrian, bicycle, transit, and road facilities in the City of Atlanta.
- There are too many off-street surface parking lots in the core business districts and busy activity centers.
- **A large part of the transportation infrastructure has exceeded its expected lifetime reducing system efficiency and creating potentially unsafe travel conditions. Roadways/infrastructure decay. There is overwhelming need for repair/maintenance. ****
- The City of Atlanta does not have an adequate network of ADA compliant sidewalks, bicycle lanes, and trails – those that exist are not well linked.
- Increased annual funding is needed to maintain the city's transportation network.
- Redundancies and connectivity within road networks are lacking in parts of Atlanta.
- Atlanta's current transportation systems contribute to air and water pollution.
- Transportation-related pollutants are one of the largest contributors to unhealthy air quality. They are respiratory irritants that can aggravate asthma.
- High use of motor vehicle travel rather has resulted in high accident rates and fatalities.
- Development around truck-rail freight intermodal yards in the City of Atlanta hampers truck access and restricts facility expansion opportunities.
- Atlanta is a preeminent freight hub for the Southeast, but this means that freight infrastructure is present throughout the City, often in close proximity to neighborhoods and other areas sensitive to its impacts.

Opportunities (in order of priority)

- **Bicycle and pedestrian facility planning, construction, and maintenance are cost effective investments for expanding transportation choices. ****
- **Promote/increase walkability and pedestrian accessibility. More streetscapes, lighting and trees. ****
- **Streetcars, arterial bus rapid transit, and enhanced bus service will expand transit options, attract more riders and reduce single occupant vehicle use. ****
- MARTA has been actively involved in the development of Transit Oriented Development around transit sta-

tions. Many of the plans funded by ARC's Livable Center's Initiative program are centered around MARTA stations and improve connectivity.

- Private-public partnerships, i.e. Community Improvement Districts (CIDs) and (TADs) in conjunction with federal funds are possible funding sources for updating major corridors to meet complete street design standards inclusive of between pedestrian, bicycle, transit, and road facilities.
- Infrastructure bond and annual funding for maintenance is addressing some of the deferred maintenance and ADA requirements.
- Greater education and enforcement are needed to improve safety for cyclists, pedestrians, and motorists alike.
- The Connect Atlanta Plan encourages the construction of new street connections via redevelopment to provided needed redundancies and connectivity within road networks.
- Develop parking agency to provide centralized parking in centers.

Highest Community-Ranked Needs and Opportunities among all Needs and Opportunities

****Highest Community-Ranked Transportation Needs and Opportunities***

Transportation Policies

- Provide Balanced Transportation Choices
- Promote Public Health and Safety
- Prepare for Growth
- Maintain Fiscal Sustainability
- Preserve Neighborhoods
- Create Desirable Places for All

Transit Oriented Development at the Oakland City Station

Hartsfield-Jackson Atlanta International Airport (H-JAIA)

Hartsfield-Jackson Atlanta International Airport continues to be the world's busiest airport. In 2015, ATL became the first airport in the world to accommodate over 100 million passengers by handling approximately 101.5 million passengers. To continue to accommodate this number of passengers and the aircraft transporting them, the Department of Aviation continues to refresh existing facilities, build new ones, and plan for the future.

Existing Airport Components

The Airport is comprised of the main components listed below.

- Runways: The airport has five runways, ranging in length from 9,000 to 12,390 feet. The good weather arrival capacity is 132 arrivals per hour when aircraft are landing on three runways simultaneously. Hourly departure capacity in good weather is 118 departures per hour.
- Terminal Complex: The Central Passenger Terminal Complex (CPTC) contains approximately 7.0 million square feet. The CPTC includes the Domestic Terminal, International Terminal, and seven concourses. There is a total of 191 gates with aircraft passenger boarding bridges.
- Automated People Mover Systems: The Airport's underground Automated People Mover (the Plane Train) connects all concourses with the terminal and consists of four-car trains operating on a 3.5-mile loop track. Trains operate approximately every two minutes. The Sky Train connects the Domestic Terminal and the Rental Car Center.
- Parking: There are more than 30,000 public parking spaces at Hartsfield-Jackson, including 13,500 in covered parking decks, 7,500 in North and South Economy parking lots, 1,300 in the Park-Ride Reserve lot and 8,100 in the Airport's Park-Ride lots.
- Cargo: There are three main air cargo complexes, North, Midfield and South. The total on-airport air cargo warehouse space measures approximately 1.3 million square feet. There are 28 parking positions for cargo aircraft, 19 at the north complex and 8 at the south complex. The South Cargo complex provides facilities for international cargo service and is the newest of the three complexes. A fourth South Cargo building will open for service in the fall of 2016. In 2014, 2,000 metric tons of freight each day moved through the airport.
- Ground Transportation: The Airport is well-served by ground transportation infrastructure. It is located immediately adjacent to three Interstate Highways (75, 85, and 285) and heavy rail transit service connects directly to the Domestic Terminal. The Metropolitan Atlanta Rapid Transit Authority (MARTA) Airport rail station is located on the west-end of the terminal building between the north and south baggage claim areas.
- Rental Car Center: Opened in 2009, this 67.5-acre facility houses all on-airport rental car company operations and vehicles. The rental car center includes two, four-story parking decks, more than 8,700 parking spaces and a 137,000 square foot customer service center. Thirteen rental car agencies are located at the Rental Car Center, with free Sky Train service to and from the Domestic Terminal.

Looking to the Future

In March, 2015, the Department of Aviation completed a new 20-year master plan. The Federal Aviation Administration subsequently accepted the master plan. The master plan forecasts that in the year 2031, just over 120 million passengers will use the airport annually. The airfield will have to accommodate annually just over 1,075,000 take-offs and landings. The final master plan includes the recommendations listed below.

- Modernization of the Domestic Terminal and Concourse T-C,
- Expansion of international cargo freighter facilities south of Runway 9R,
- Construction of 10-gate Concourse G,

- Expansion of Concourse D,
- Adding five gates to Concourse T-North,
- Relocation of the western turn back for the Plane Train,
- Construction of a new 6,000-space parking deck near the Georgia International Convention Center,
- A new park-and-ride lot at Sullivan Road,
- Replacement and expansion of the existing Domestic Terminal parking garages,
- A new hotel, travel plaza, and mixed use commercial complex,
- Repaving of the existing runways and taxiways,
- A sixth runway,
- The Runway 9L end-around taxiway,
- Relocation and expansion of airport maintenance complexes, and
- Long range addition of Concourses H and I.

New Airport Use and Lease Agreement with Accompanying Capital Program

The City and the carriers serving Hartsfield-Jackson developed a new master lease agreement. Delta Air Lines was the first airline to sign a new lease, it is for 20 years. The agreement allows Hartsfield-Jackson to move forward with a $6 billion capital program, ATLNext, which includes plans to construct projects identified in the 2015 master plan.

The new lease replaces the previous agreement which took effect in 1980 and was extended in 2009. Together, Hartsfield-Jackson and Delta have a major economic impact on the City of Atlanta, the metropolitan region and the state. Delta Air Lines is the largest employer in the City of Atlanta, with more than 30,000 employees working at its headquarters. Hartsfield-Jackson employs 63,000 people, with a direct statewide economic impact of $70 billion.

The capital program also identifies many renewal and replacement projects. The Department of Aviation's planners, design professionals, and project managers have a rich history and much experience in incorporating sustainability measures and principles in projects. Going forward in implementing the capital program, the Department will continue to emphasize the application of sustainable practices and features in projects.

Aerotropolis Atlanta Alliance

Hartsfield-Jackson Atlanta International Airport is a key partner in the Aerotropolis Atlanta Alliance, a non-profit membership organization and a coalition of business and community leaders – united in their commitment to making Aerotropolis Atlanta a world-class destination for business, connectivity, and living. The alliance is focused on the revitalization of the area around H-JAIA. The work of the Alliance is guided by the Aerotropolis Atlanta Blueprint. The plan sets strategies to leverage the airport as a major asset to drive economic investment, job growth, and quality of life in the area.

8. URBAN DESIGN

The term "urban design" refers to the physical form and organization of elements in the urban environment. The arrangement of physical elements in communities has wide implications beyond aesthetics. Urban design is about weaving together neighborhoods and communities into places that connect people with each other and their activities. Physical relationships between elements such as streets, parks, historic and cultural resources, residences, institutions, services, businesses, and transit facilities effect the social structure of a community and taken together provide a valuable role in the community.

Urban design can enhance the function, character and beauty of communities with careful consideration of building design (form, scale, placement and orientation), site planning, visual characteristics, such as a high quality of materials, and relationships between community elements. The design of public spaces and the hierarchy between public, semi-public, and private space are also critical aspects of urban design which determine how people interact with and experience the urban environment. Atlanta's urban design policies embrace concepts of traditional urban development patterns, new urbanism and smart growth with a focus on neighborhood cohesiveness, a healthy vibrant community, defined mixed-used centers and corridors, historic preservation and environmental conservation. The goal for urban design in Atlanta is to improve the quality and productivity of the lives of all Atlantans by creating a more healthy, humane and enjoyable place to live, work, shop, recreate, learn, connect with others and grow.

Urban Design Elements

Nine physical elements, more than any others, characterize the urban form of Atlanta.

Tree Canopy: Atlanta is often called "the City of trees" because it is covered with an extensive canopy of mature forests. A research study conducted for the Department of Planning and Community Development to quantify the existing Urban Tree Canopy estimates that in October 2008, 47.9% (40,524 acres) of the land within the city limits was covered by urban tree canopy (UTC) and 22.1% (18,722 acres) was covered by non-tree vegetation (NTV) such as grass, shrubs, and other plants.

Trees shade and cool paved surfaces and buildings, helping mitigate the "Urban Heat Island" effect while reducing energy demands. Trees clean particulates from the air and soil, which helps decrease air and water pollution. Trees provide a stormwater management service by intercepting rainfall. Trees provide habitat for native pollinators, migrating birds, and other important wildlife. Trees make neighborhoods and urban areas more livable by providing aesthetic, social, and psychological benefits for residents. For many residents and visitors, Atlanta's mature and vibrant

urban tree canopy is its signature environmental feature.

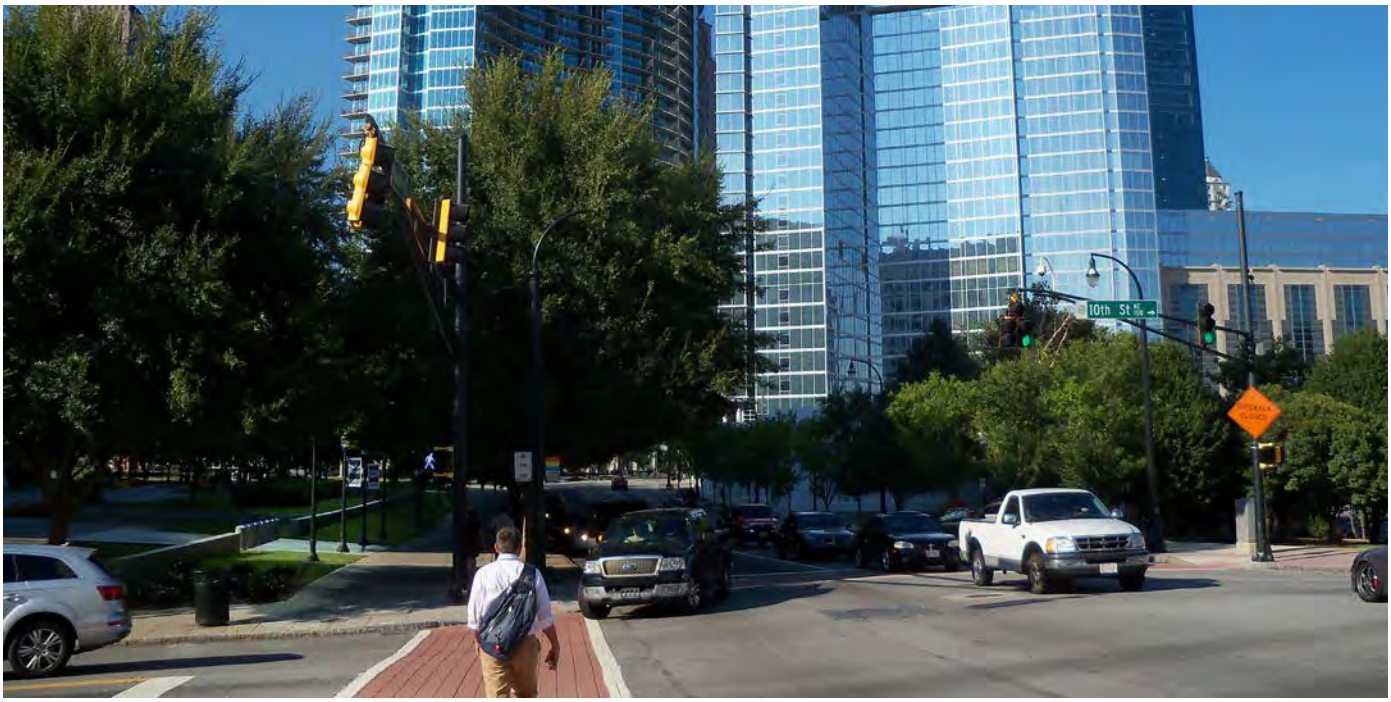
Neighborhoods: There are approximately 250 distinct neighborhoods in Atlanta. These neighborhoods have a wide variety of architectural styles and provide housing options that serve every economic level. Many of the most attractive and popular neighborhoods exist within blocks of towering commercial high-rises, yet are protected from incompatible development by land use policies, zoning codes- including set back and height plane requirements, the street network, and in some cases, existing buffers such as topography and/or landscaping.

Peachtree Street Spine: Peachtree Street, Atlanta's best-known and most-coveted business address, extends along Atlanta's dominant north-south ridgeline. Peachtree Street is the spine of a linear commercial district that begins Downtown, just north of I-20 and runs north, through Midtown, to Buckhead at the northern City limits which provides Atlanta's unique linear skyline.

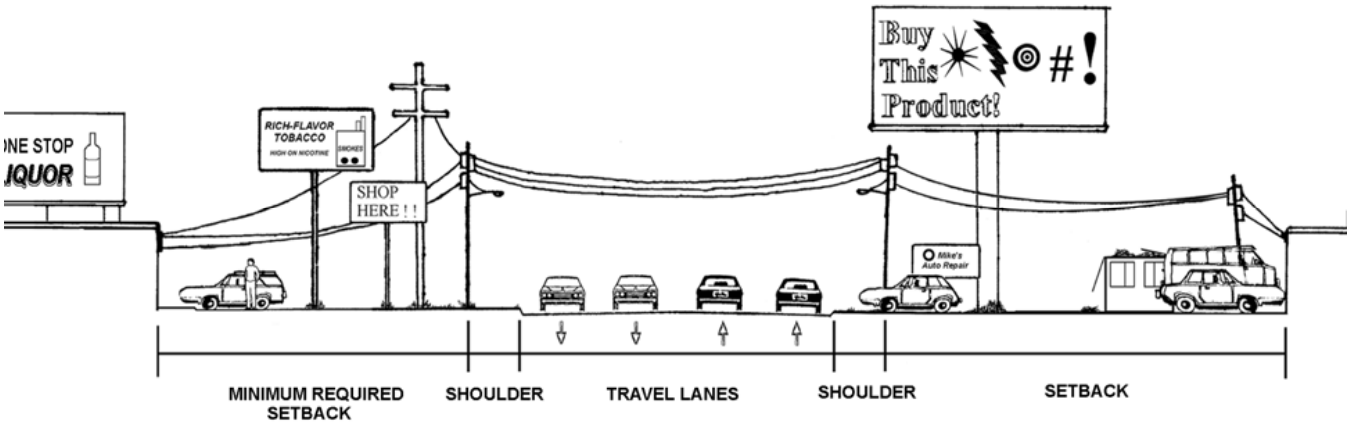
Major Travel Corridors: The City has several major transportation corridors, many of which are state highways (i.e. Peachtree Street, Piedmont Avenue, Moreland Avenue, Northside Drive, Howell Mill Road, Ponce De Leon Avenue, North Avenue, DeKalb Avenue, Memorial Drive, Metropolitan Parkway, Jonesboro Road, D.L. Hollowell Parkway, Campbellton Road Cascade Road, etc.). They have developed into fragmented, auto oriented/suburban-style commercial strips with little relation to nearby residential neighborhoods. The utilization of smart growth zoning districts coupled with today's development pressures offers the opportunity to create pedestrian-oriented , more sustainable mixed-use environments that combine commercial and residential uses in a balanced manner to serve and link the surrounding neighborhoods to one another.

Nodal Development: High-density nodal development is encouraged to be transit oriented around the Metropolitan Atlanta Rapid Transit Authority (MARTA) rail stations, along the Atlanta Streetcar stations and future transit stations. This nodal development is particularly evidenced by the skyscrapers that are clustered around MARTA rail stations located Downtown and Midtown and Buckhead, especially along Peachtree Street. On a smaller scale, nodes created around intersections of major roads are opportunities to focus and enhance employment opportunities, retail and mixed-use development serving nearby neighborhoods.

Built Environment: Atlanta's original built environment was urban in character with streets lined with sidewalks and buildings, pedestrian-scale block sizes, and a connected street pattern which fostered a pedestrian-oriented environment. In many areas, particularly those developed after the widespread use of automobiles, this built environment



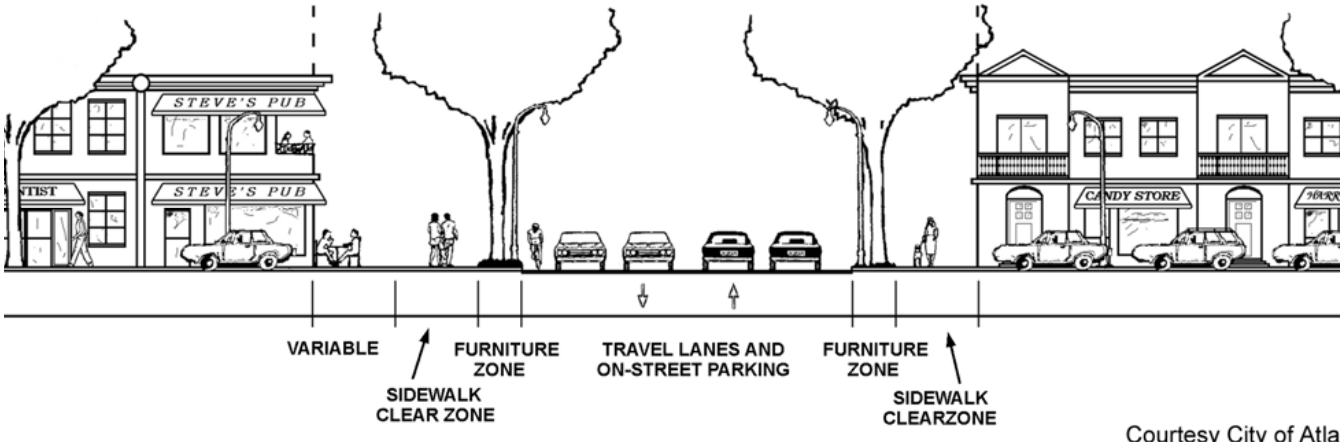
Atlanta's Built Environment



BEFORE

(Zoning regulations between 1950s - 1990s)

Above is a typical example of a commercial strip in the City developed by conventional zoning. It is caracterized by large front yard building setbacks, parking in front of buildings, unsightly overhead utilities, lack of spatial definition and little pedestrian infrastructure. The built environment was designed exclusively for the automobile, which discourages pedestrian movement and alternative modes of transportation.



AFTER

(Quality of Life zoning regulations after the 1990s)

The Quality of Life zoning districts re-establish Atlanta's traditional pre-1950s built environment with tree-lined sidewalks and buildings that frame and address the street. On-site surface parking is tucked to the side or rear. Lined with attractive storefronts or ground floor residential stoops with primary entrances that face onto ample sidewalks, the built environment is transformed into a neighborhood which encourages pedestrian activity while still accommodating the automobile. Although not required, overhead utilities are encouraged to be buried or placed behind buildings as part of large scale redevelopments.

gave way to isolated residential subdivisions with limited street connectivity, gated communities, automobile-oriented strip shopping centers, the creation of large superblocks, large parking lots abutting streets, buildings with blank walls, in conjunction with zoning regulations that placed the emphasis on automobile access and separation of land uses. The result has been a breakdown in pedestrian-scaled streets and the urban fabric and character of the City. This type of development does not support a livable character or a human scale within commercial or residential districts.

Neighborhood groups and the professional planning and design community along with the development community expressed concerns regarding the quality of physical development in the city over the past decades. As a result, the Department of Planning and Community Development (DPCD) embarked on a plan to create zoning regulations based on traditional urbanism principles to reverse this trend. These zoning categories are known collectively as the Quality of Life zoning including Special Public Interest (SPI) districts, Mixed Residential Commercial (MRC) districts, Neighborhood Commercial (NC) districts, Live Work (LW) districts, and Multi-family Residential (MR) districts and the BeltLine Overlay District.

The density, building scale, and permitted uses may differ among the zoning districts, but, they all share common urban design characteristics such as requiring sidewalks and street trees, parking placed to the rear or side of buildings, providing buildings adjacent to sidewalks with articulated facades and building entrances that face the street, and increased connectivity with smaller block sizes, among other things. Also, in all these districts the relationship between buildings and the public realm is emphasized.

To address the entire Zoning Ordinance, the Atlanta Zoning Ordinance Rewrite is a project to review and analyze best practices in major peer cities and innovative zoning and land use practices such as form-based ordinances and hybrid zoning ordinances. The Zoning Ordinance "diagnostic" recommendations include: New Zoning Code Format, Improving Urban Design, Protecting Neighborhood Character, Creating Vibrant Corridors & Districts, Expanding Transportation Options, Ensuring Housing Diversity, Supporting Jobs & Innovation and Creating a User-Friendly Code.

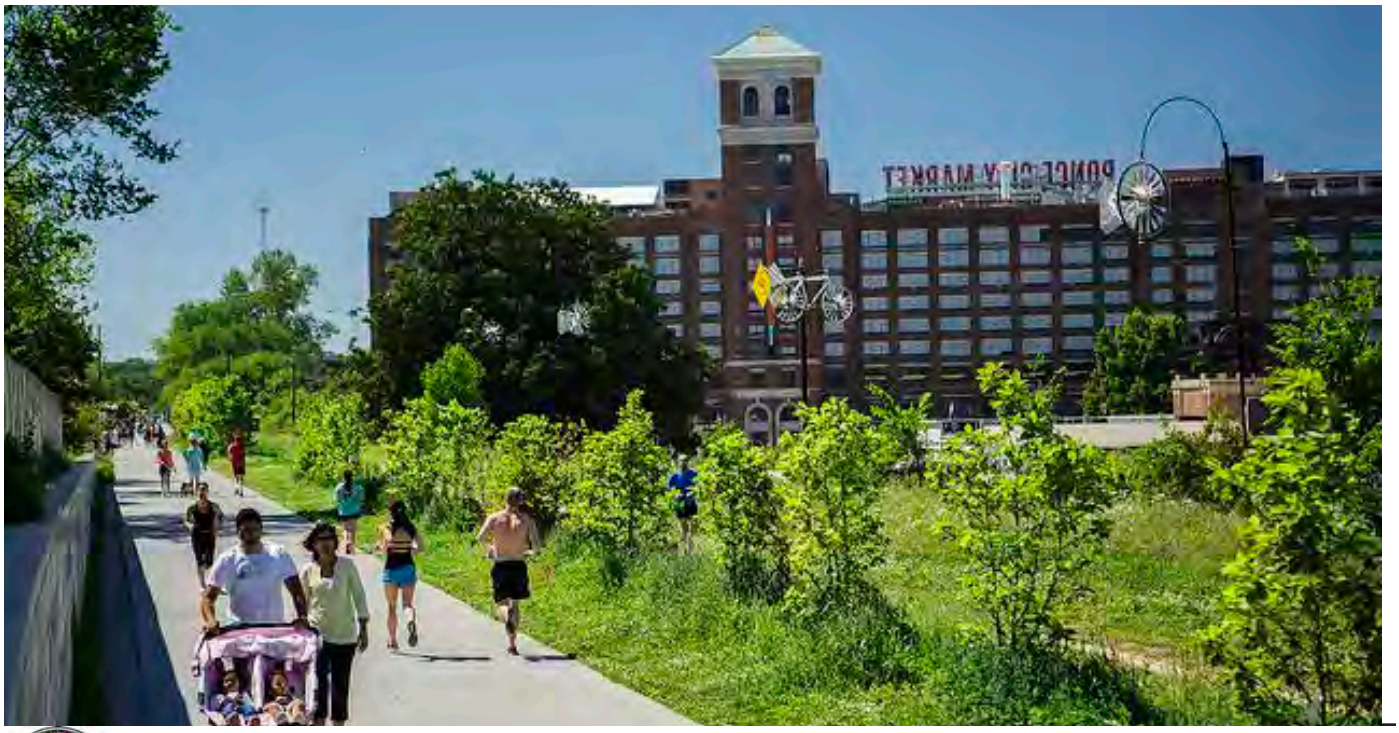
Transit and Railroads: Historically, transportation has been a vital component in the development of Atlanta. Rail became the framework for the City's early development, with Downtown serving as the original railroad hub with this network still circling the central area and extending out from Downtown to the surrounding states. The City's development was also impacted beginning in the 1970's with the construction of the MARTA transit system. Today, the continued expansion of the MARTA transit system and focus on all transportation modes including the BeltLine and streetcar, combined with the concentration of higher density development within the City, offer the opportunity to link Atlanta's neighborhoods with major activity centers (such as the Airport, Downtown, Midtown, Buckhead) and other

centers (such as Piedmont Hospital, Lindbergh Center, Atlantic Station, Georgia Tech, Atlanta University Center, West End, East Atlanta Village, Glenwood Park, etc.)

BeltLine: The BeltLine project is a major planning initiative for the City of Atlanta. Once complete, the BeltLine will combine greenspace, trails, transit, public art, and adjacent new pedestrian development along 22 miles of historic rail segments that encircle the urban core. The project provides a unique opportunity to enhance the City's quality of life by preserving and revitalizing existing neighborhoods, fostering mixed-use developments at select locations, promoting better connectivity to improve air quality and reducing dependency on the automobile by providing more transportation options.

The City recognizes development has and will be attracted to the BeltLine area and that its orientation, scale and character should encourage pedestrian and transit-oriented uses and activities to maximize the positive impact of the BeltLine on adjacent neighborhoods. To this end the Atlanta BeltLine Redevelopment Plan and a Tax Allocation District (TAD) was formed in 2005. The BeltLine TAD funds will be used to invest in land acquisition and the creation of multi-use trails, greenspace, transit, workforce housing and Atlanta Public Schools projects. Funds are also intended to be used towards other infrastructure improvements, environmental brownfield cleanup, and to facilitate development in historically underdeveloped areas.

Creeks, Watersheds, Forests and Landforms: Deriving from a range of citizen and traditional planning initiatives, the City is responding to an ever-heightening emphasis on its natural setting, both as an asset and as a threat. Any set of urban design strategies must be cognizant of the natural pre-urbanized environment and seek to conserve and re-establish complementary and supportive development policies to sustain the environment and enhance the community's quality of life. In response to this growing citizen emphasis policies include: maintaining and improving healthy creek, greenway and riparian buffers complementary to adjacent development; protecting or extending upland forest ecosystems; continued strengthening and maturing of the tree conservation program; amending zoning, subdivision, transportation and utility corridor standards in support of urban naturalization strategies. An example of this work today is the restoration the degraded Proctor Creek that flows through many west side neighborhoods to the Chattahoochee River where a 7 mile Creekside trail will eventually link the BeltLine to the Chattahoochee River with the creation of buffers to ensure that the tributary's natural ecology is recovered. An Urban Ecology Framework study that will review and analyze natural systems in the City and make recommendations for their restoration will be underway before the end of 2016.



8. URBAN DESIGN

Urban Design Considerations

Several factors influence urban design in Atlanta in the 21st century. Those factors are discussed below.

Expanding central role of Atlanta in the region: Atlanta serves as the historical and cultural center of the Atlanta region giving it a keen sense of place. As the Atlanta region continues to be a magnet for employment and residential growth, people will be looking for more convenient and central locations for their businesses and residences. Over the past several years, the City of Atlanta has added more residents than it did in the 1990s and 2000s and that growth is expected to continue. It is also adding as many or more residents than suburban areas, reversing previous trends. Urban design issues that should be addressed for Atlanta to continue to attract positive growth include: re-establishing Downtown as a regional center, utilizing the MARTA transit infrastructure, advancing urban design that engenders a safe pedestrian-oriented environment while maintaining and strengthening existing neighborhoods and preserving Atlanta's historic and cultural resources. In addition, the design of major cultural facilities and other buildings and infrastructure, where appropriate, should be of the highest quality design and materials.

Increased dependence on multi-modal transportation: Atlanta must look for alternatives to automobile transportation as highway expansion previously fractured communities, roadways continue to be widened past optimum capacity and associated air quality problems escalate. Urban design issues that will need to be addressed include the emphasis of all modes of transportation including pedestrian and bicycle options throughout the City, encouraging mixed-use development around transit facilities, and limiting parking lot expansion in size or number particularly where transportation facilities are planned or provided.

Increased demand for pedestrian and bicycle facilities: Roadway improvements should not only include autos but pedestrian and bicycle facilities. These should include: wider sidewalks to accommodate pedestrian traffic with street lighting providing pedestrian comfort and street trees to shade and buffer and coordinated street furniture (lights, benches, bicycle racks, etc.); bike facilities such as bike share should be expanded to increase coverage and availability and bicycle lanes should be provided on designated bicycle routes; on-street parking should be encouraged and expanded to buffer pedestrians from traffic and support sidewalk-oriented retail; buildings should be oriented towards the sidewalk and provide ground-floor active uses; and signage should be coordinated to minimize visual blight.

Increased demand for parks, open space and greenways: Parks and open space contribute to the quality of life by protecting and enhancing neighborhoods and historic places, linking neighborhoods and commercial districts,

providing opportunities for social interaction, building a sense of community, and promoting the physical and the mental well-being of all citizens. Although there have been recent achievements there is still a need to increase the abundance, quality, usability and accessibility of parks, plazas and public open spaces; create more opportunities for pedestrian movement; highlight the visual quality and beauty of Atlanta; secure irreplaceable historic heritage and cultural life; and protect the man-made environment.

Greater emphasis on security and safety in urban design: Crime prevention may be increased through careful design of the built environment. Strategies as advocated through "CPTED," Crime Prevention Through Environmental Design, are creative design solutions that may be implemented to increase public safety along streets. These design techniques include creating high visibility spaces that clearly define the public and private realm, and are based upon the following design strategies: natural access control (keeping potential intruders under observation), natural surveillance (decreasing the crime opportunity), and territorial reinforcement (developing a sense of ownership).

Needs

Atlanta's urban form is missing several elements that could improve the quality of life for its citizens and help to attract employers and visitors.

- Public Space: Many of Atlanta's public spaces have given priority to automobiles and lack appropriate usable space for pedestrians and bicyclists. In addition, the design of public space should encourage human interaction in both passive and active environments.
- Public Art: Atlanta lacks significant public art along its streetscapes, outdoor plazas, parks and greenways.
- Surface Parking Lots: Acres of uninterrupted surface parking in Downtown, along major corridors, around Turner Field and other areas in the City create an inhumane, environmentally unsound and visually disruptive condition. These desolate areas of extensive pavement break the continuity of development, disrupting the urban fabric and discouraging pedestrian activity. Demolition of buildings to create or expand surface parking lots should be discouraged.
- Suburban and car oriented Development: Atlanta's conventional zoning districts allow suburban-style, automobile-oriented strip development. This development pattern is not conducive to walking and has contributed to increased traffic and dependence on the automobile, reduced air quality, and disruption of the traditional pedestrian-oriented urban fabric of many city neighborhoods.
- Public Health: The existing built environment promotes automobile usage and discourages walking and other physical activity such as biking or exercising, resulting in a decline in health and an increase in obesity.
- Public Safety: Many of Atlanta's real and perceived public safety problems are adversely affected by poor urban design. Public spaces and parks that are not visible and accessible for informal policing by residents, workers, and visitors are undesirable.
- Visual Clutter: Visual clutter from billboards, signage, overhead utilities and unkempt vegetation creates unsafe conditions on roadways and deteriorates the quality of life in Atlanta's neighborhoods.

Opportunities

The following represent opportunities for Atlanta:

- Tree Canopy: The maintenance and expansion of the tree canopy enhances Atlanta's image, ameliorates the climate, and mitigates environmental problems in the City.
- Neighborhood Identity: A strong sense of neighborhood identity exists in Atlanta and should be capitalized on in any urban design plans. Many of the most successful residential neighborhoods are focused around parks and small historic retail centers with street connectivity and sidewalk infrastructure.

- Usable Public Space: Zoning and Land Subdivision ordinances allow the creation of parks adjacent to streets flanked by low-density residential uses. Existing neighborhoods such as Grove Park, Grant Park, Ansley Park, and Candler Park include single-family and two-family homes that front onto parks. Amendments should be made to the usable open space requirements in the zoning ordinance to establish minimum criteria for usable green space in new multi-family residential development.

- Public Space and Public Art: New public spaces and the redesign of existing underutilized spaces provide opportunities for usable community gathering spaces that serve as the backdrop for unique public art in the form of murals, sculptures, lighting, water features, landscaping, etc.

- Surface Parking Lots: The inordinate amount of surface parking in Downtown and along major corridors is currently a negative attribute for these areas, but it is an opportunity for their redevelopment into new pedestrian-oriented mixed-use and residential developments. Many of the recent mixed use developments around Centennial Olympic Park, Georgia Tech's Midtown Campus and the Old Fourth Ward Park were previously surface parking lots. The areas around Turner Field have the same opportunity.

- Transportation: The expanding MARTA/transit system (in both heavy and light rail), and new pedestrian and bicycle and bus facilities provide transportation alternatives to the automobile. As these systems expand so too are the transportation possibilities.

- Major Redevelopment Projects: Large scale projects such as Fort McPherson, the Civic Center, the Mercedes Benz Stadium, Turner Field, Underground and the Atlanta BeltLine represent opportunities to transform a portion of the city with new transit, streets, a diversity of housing, services, parks and art etc.

- Historic Districts: Existing historic districts provide a continuity with Atlanta's past that contributes to the image, unique character, and architectural heritage of Atlanta. Policies and incentives to encourage the preservation of buildings in designated historic districts and those eligible sites and districts but not locally designated should be promoted.

- Population growth: As Atlanta's population continues to grow, there are opportunities to accommodate the demand for new housing and non-residential uses by directing development around transit stations, encouraging redevelopment along major corridors, promoting appropriately scaled infill development and utilizing underused and vacant building stock.

- Cultural facilities: Cultural facility offerings with Zoo Atlanta, The Woodruff Arts Center, the Atlanta Botanical Gardens, the Georgia Aquarium, the World of Coca-Cola Museum, College Football Hall of Fame, Center for Civil and Human Rights Museum, Imagine It Children's Museum, the High Museum, the Center for Puppetry Arts, Martin Luther King National Historic Site, Carter Center and Atlanta History Center among others, will serve to attract additional cultural institutions and venues to Atlanta.

- Rewrite and of the Zoning Ordinance and the Quality of Life Zoning Districts: Implementation of quality of life zoning districts recommended by recent corridor studies and redevelopment plans would provide zoning controls for new development to create traditional, walkable communities and prohibit suburban-style, automobile-oriented strip development. Several areas in the City have implemented these zoning changes and have already begun to re-establish the urban fabric with new pedestrian-oriented development. Over the next several years, the Zoning Ordinance will be rewritten. Some of the recommendations from the diagnostic are: development of a hybrid code that provides a provides a balance of use and form regulations, a unified zoning and subdivision ordinance, a user friendly code, a placed based zoning with neighborhoods, corridors and districts, fewer zoning districts, regulation of building design by using building typology, and the establishment of centralized urban design standards for the entire city.

Urban Design Policies

The following policies are grouped under seven goals designed to improve the urban design quality of the City of Atlanta. These goals are:

- Preservation of neighborhoods.
- Preservation of cultural, historic and natural resources.
- Strengthening of Downtown Atlanta as a center of the region.
- Encouraging pedestrian, bicycle, and transit.
- Providing opportunities for human interaction.
- Enhancing the visual quality of Atlanta.
- Implementation of the BeltLine.

Neighborhood Preservation

Atlanta's greatest pride and charter defining feature is found in its neighborhoods. They are not simply places to live, but communities for building friendship and mutual support. Safe parks, good schools, historic architectural character and vibrant neighborhood commercial districts create stable neighborhoods. Urban design supports these elements by enhancing them individually and improving their relationship with one another. Policies to promote this goal are as follows:

- Preserve the boundaries and architectural character of Atlanta's existing neighborhoods and their buffers between neighborhoods and commercial areas.
- Create stable neighborhoods by protecting and enhancing their historic character and enhancing neighborhood parks, schools and commercial areas.
- Discourage land speculation and disinvestment that lead to neighborhood buy-outs, vacant and boarded up buildings, demolition of significant buildings (historic or otherwise) or vacant land (including surface parking lots).
- Provide primarily single-family neighborhoods with nodal commercial areas, which are of such a size, that all uses are within convenient walking distance of one another.
- Protect existing neighborhood-oriented commercial areas from uses and building forms incompatible with the scale, character and needs of the adjacent primarily single-family neighborhoods.
- Prevent encroachment of incompatible commercial uses and minimize commercial parking into residential neighborhoods.
- Promote the nodal form of commercial and multi-family development to relieve development pressure on existing single-family neighborhoods and to avoid development or expansion of strip commercial areas into these areas.
- Alleviate development pressure on existing neighborhoods by placing reasonable controls on the development and expansion of strip commercial areas within single-family neighborhoods.
- Place reasonable controls on the development of larger scale highway-oriented retail, service, office and eating and drinking establishments which are intended to serve larger areas of the City than a single neighborhood or a small group of neighborhoods.

- Allow neighborhood commercial nodes, in areas so indicated in the CDP, Future Land Use Map and Character Areas Map, which are pedestrian-oriented and provide uses, which primarily serve adjacent neighborhoods.
- Discourage the development of gated communities or those otherwise physically and symbolically separated from the surrounding urban social and physical fabric.
- Integrate new developments into the existing urban fabric, providing connectivity into and expansion of the existing street grid system.
- Encourage multi-family and neighborhood-oriented commercial development that is built up to the public sidewalk or respects historic setbacks, faces the public sidewalk, and has entrances directly accessible to the public sidewalk.
- Encourage the development of multi-family housing within commercial areas, along major corridors, and adjacent to transit.
- Discourage invasive or insensitive roadway projects and the land speculation that surrounds them. Minimize negative impacts of roadway projects on neighborhoods and encourage an interconnected street system to provide a variety of route choices and lessen the pressure to widen arterial and collector streets.

Preservation of Cultural, Historic and Natural Resources

Cultural, historic and natural resources preservation and enhancement have become a priority that is woven throughout the City's development policies. Inclusion of these resources in the daily experience enriches the lives of all citizens and generates economic activity and investment in protected areas. Policies to promote this goal are as follows:

- Preserve and protect the city's historic buildings and sites.
- Enhance Atlanta's culture and sense of place by honoring notable citizens through creation of new public art and/or green space dedicated to these individuals rather than renaming streets.
- Preserve historic, cultural and natural resources by integrating them into developments, parks, greenways and special-event sites while protecting their distinctive qualities.
- Encourage retention and adaptive reuse of historic buildings to promote sustainability along with encouraging infill development within traditionally commercial areas.
- Promote sustainability and the continued use of environmentally-friendly "green" building techniques and infrastructure.
- Discourage land speculation and disinvestment that lead to neighborhood buy-outs, demolition of significant buildings (historic or otherwise) or land vacancy (including surface parking lots).
- Improve the quality of air and water through provisions for the planting of trees, bio-swales, greenspace protection, bicycle routes and parking, and alternative fuel vehicle parking.

Conservation Area Boundaries policies:

- Adopt conservation-area boundaries with guidelines and regulations to minimize the impact of adjacent development.
- Support the principle of maintaining neighborhoods and conservation-area boundaries through the use of natural and man-made features, which act as barriers and buffers to protect areas that the City has identified for conservation, protection or preservation.
- Support the use of transition areas as a buffering device where natural or man-made buffers do not exist.

Strengthening of Downtown Atlanta as a Center of the Region

Atlanta is the State Capitol, the regional headquarters for the Federal Government and the Fulton County seat. It provides a central and identifiable place that unifies the region. New Downtown parks, plazas and streetscapes will become spaces where people of the region gather to share common cultural experiences and events. Increased housing Downtown will benefit the area, as well as adjacent neighborhoods, and continue to promote vitality and safety at all hours. Support for an improved pedestrian and bike environment throughout the City is growing as Atlanta strives to be a world-class city. Policies to promote this goal are as follows:

- Develop Atlanta as the central, unifying place for the region.
- Encourage a compatible mixture of residential, commercial, employment, entertainment, cultural and recreational uses in Downtown that creates a vital and safe community at all hours.
- Allow a greater intensity of high density and mixed use land use patterns in Downtown through the revitalization of underutilized buildings, and the redevelopment of vacant lots and surface parking lots.
- Promote high density housing in Downtown to continue to strengthen and revitalize Downtown as a complete and sustainable community.
- Encourage a range of housing types and prices to meet different housing needs.
- Ensure that new development, including new cultural facilities, engage the street by building up to the public sidewalk and providing active ground-floor uses and transparent ground-floor building facades and building entrances that face and are accessible to the sidewalk.

Encouraging pedestrian, bicycle, and transit

A vision for the future of Atlanta includes improving the pedestrian environment, encouraging the use of transit and human powered transportation, and reducing the dependency on the automobile. Policies to promote this goal are as follows:

- Promote multi-modal transportation, including rail, bus, airplane, bicycle and pedestrian modes.
- Elevate the status of the pedestrian by creating safe, enjoyable, accessible public realm with sidewalks, street lights, and street trees and usable parks, plazas, streetscapes and greenways.
- Provide for a pedestrian orientated environment with buildings having street-level active uses with articulated facades and pedestrian entrances accessible from adjacent sidewalks and reserving the space between the building and the sidewalk for pedestrian related uses, which promotes public safety.
- Encourage street-level retail activities adjacent to the sidewalk in commercial nodes and along major corridors, and ensure that nearby residents have pedestrian accesses to such uses.
- Facilitate safe and convenient bicycle usage by providing multi-use trails and on-street dedicated or shared-use lanes, and bicycle parking along bicycle corridors and at commercial nodes.
- Develop a system of multi-use trails to link greenways and parks and streetscapes. Multi-use trails should be paved concrete and minimum of 12 feet in width.
- Develop a system of greenways throughout the City to connect all major parks, stream corridors, and public spaces.
- Encourage mixed-use developments with residential uses to promote walkable communities.
- Control and limit strip-commercial development along arterial roads oriented solely to the automobile.

- Prohibit pedestrian bridges and tunnels, except over limited access/grade separate highways, railway corridors and other public rights-of-way where pedestrians are prohibited, to emphasize pedestrian safety and encourage pedestrian activity at the street-level.
- Facilitate safe, pleasant and convenient pedestrian circulation and access management.
- Encourage a grid of connected streets to improve access and reduce congestion.
- Encourage creation of pedestrian-scale block sizes to enhance circulation and connectivity.
- Limit the width of curb cuts to ensure safe pedestrian movement.
- Minimize the number of curb cuts by encouraging curb cut consolidation, shared driveways, private alleys or drives to access parking and loading areas, to minimize conflicts between pedestrians and vehicles. This will reduce vehicular congestion by encouraging a smooth, uninterrupted and low-speed flow of traffic.
- Establish maximum parking requirements, encourage shared parking and alternative modes of transportation.
- Maximize opportunities for on-street parking.
- Encourage the use of MARTA/transit through the location of dense mixed-use development and regional entertainment and cultural facilities around MARTA rail stations and future transit stations.

Providing opportunities for human interaction

The growth and change that Atlanta has experienced over the past decade has attracted many newcomers. Urban design efforts are therefore aimed towards providing greater opportunities for human interaction. Pedestrian-friendly streetscapes, parks, greenways and plazas encourage social engagement by providing opportunities for interaction during recreation, special events and daily activities. Policies to promote this goal are as follows:

- Promote socialization and create a sense of community by knitting the City together with pedestrian and bicycle corridors and provide a range of recreational, cultural and special event opportunities throughout the City.
- Promote a mix of land uses in Downtown, Midtown, Buckhead along corridors and at a smaller scale in neigh-

borhood commercial nodes to create a vital and safe community at all hours.

- Encourage a built environment that fosters mixed-uses where people can live, work, meet and play.
- Maximize opportunities for pedestrian amenities, including parks, plazas, greenways and public art.
- Provide safe and sufficient pedestrian-accessible streetscapes, plazas, parks and greenways for active and passive enjoyment.
- Expand way-finding signage to improve access, identification and connectivity within the City to enhance Atlanta's business, cultural and historic attractions.

Enhancing the visual quality of Atlanta

The visual quality of Atlanta affects all other urban design goals. Visual quality helps to preserve and strengthen neighborhoods and civic identity, it contributes to Atlanta's sense of place and its image as an international city, it enhances the pedestrian and vehicular environment, it promotes economic development and stability, and attracts visitors to Atlanta. Policies to promote this goal are as follows:

- Create a more attractive city by enhancing the visual quality of the public realm including streets, sidewalks, street trees, and street lights in visual continuity and within other public spaces such as parks.
- Enhance the visual quality and beauty of the City through the built environment landscaping, providing varied building and streetscape materials, by the placement utilities that are currently overhead into underground vaults, having a greater sensitivity to building scale, and a clearer less obtrusive system of signage.
- Encourage site development that creates visual continuity and interest along streets and sidewalks by placing building facades and storefronts adjacent to sidewalks and locating parking to the rear of buildings.
- Promote landscaping in surface parking lots, landscaped sidewalk areas and landscaped buffers as a means of lessening the negative visual impacts of strip development.
- Encourage the installation of public art in corridors, parks and plazas throughout the City.
- Aspire for award-winning architectural design in all buildings, cultural facilities, parks, plazas, bridges and streetscapes.
- Encourage the creation of visual focal points along corridors, parks and plazas and emphasize gateways with the use of architecture, landscaping and or public art.
- Encourage the underground placement of overhead wires along parade routes and historically important streets, such as Peachtree Street and Auburn Avenue, as well as key retail areas, such as Downtown, Midtown, Buckhead and other neighborhood commercial nodes.
- Preserve Atlanta's tree canopy and encourage on-site tree replacement as part of any new development. Create spaces appropriate and adequate for large shade trees.
- Establish an Urban Design Policy document as a framework for infill and new development to create pedestrian-oriented buildings, streets, streetscapes, and parks and plazas.
- Standardize the location and design of street signs and methods for promoting continuity in street names and street identity.

Implementing the BeltLine

The BeltLine combines greenspace, trails, transit, public art and new private development within the boundaries of the BeltLine Overlay zoning district. Policies to promote the development of the BeltLine with all of these components are as follows:

- Preserve a continuous corridor along the BeltLine route of sufficient dimension for the implementation of transit, multi-use trails and greenspace.
- Preserve opportunities for connecting trails that reach out beyond the BeltLine to create a broad network of trails throughout the City.
- Encourage a grid of smaller blocks and connected streets to improve access to the BeltLine, reduce congestion, and further the urban character of the area.
- Preserve the historic physical character of the industrial districts along the BeltLine corridor by promoting adaptive re-use of historic structures and encouraging new construction to be consistent with the size, scale and/or character of those buildings and retaining and promoting employment and businesses.
- Promote opportunities for parks, open space, and cultural and institutional buildings in the BeltLine TAD.
- Encourage opportunities for public art and promote the concept of a cultural ring to unify the City's cultural institutions.
- Ensure that new construction is compatible with the scale and character of adjacent single family neighborhoods.
- Create new mixed-use nodes at BeltLine station areas that are pedestrian and transit-oriented;
- Maximize air and water quality, including that which supports tree planting, greenspace and watershed protection, and bicycle parking.

9. LAND USE

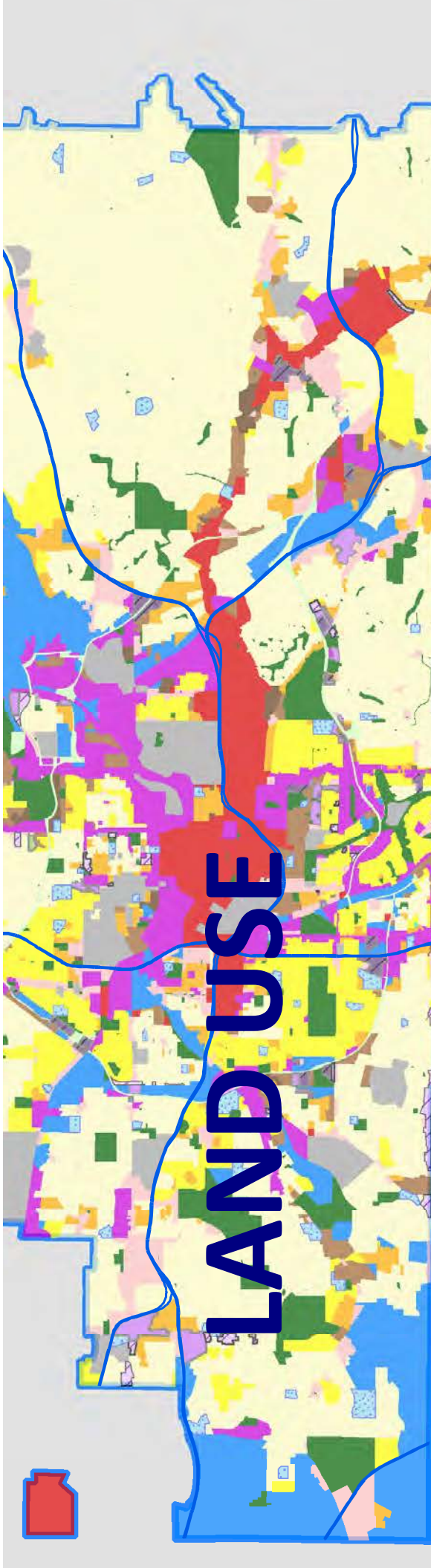
The City of Atlanta contains a land area of approximately 135.88 square miles. A prominent feature of Atlanta's development pattern is the star-shaped form of commercial and industrial land uses radiating outward from the central portion of the City. This growth pattern follows natural ridges and is further reinforced by the transportation network of rail lines, major streets, freeways, and the MARTA heavy rail transit system. The transportation network in turn reflects the topography, particularly Atlanta's ridge formations, which bound ten streams/ watershed basins. Notable physical characteristics within the City of Atlanta are the rolling, hilly topography, numerous streams, and an extensive tree canopy.

The land use element provides a narrative of each Future Land Use category along with the acreage and percent of land in each category. The Future Land Use Map (FLUM) is a policy document that guides future growth and development. It gives a visual representation of the distribution of land uses throughout the City and helps illustrate the nature of the City's pattern of development and future growth. Finally, a summary of the City's adopted plans is presented. Each represents a more detailed and comprehensive expression of the vision, policies and implementation for the future development of the City of Atlanta.

Future Land Use Map

The Future Land Use Map is a guide for future growth and development. Each parcel of land in the City of Atlanta has a future land use designation. Each parcel's designation is depicted on the land use maps in the appendix. It is also shown in the online mapping program gis.atlantaga.gov. The designation represents the City's official policy for the recommended future use and development of that parcel. In that the future land use designation is forward-looking, it may or may not be consistent with the current use or zoning of the parcel. The future land use designation of a parcel is taken into consideration when reviewing and evaluating rezoning requests for compatibility, as described herein.

Change to the future land designation requires adoption of an ordinance by the Atlanta City Council to amend the Future Land Use Map. This change is also known as a land use amendment. It must be preceded by notice and a public hearing in accordance with City Code for CDP amendments. Changes are considered in conjunction with a rezoning application or a land use amendment initiated by the City in the course of performing its planning functions set forth in the Charter. Future land use designations are also changed to implement recommendation of legislatively adopted plans such as Livable Center Initiative (LCI) plans, community plans, the BeltLine subarea plans and redevelopment plans. While these plans may contain land use amendments recommendations, they are not binding as the Future Land Use Map is the City's official policy for the recommended future use and development of that parcel.



9. LAND USE

Nineteen land use designations are recognized and portrayed on the Future Land Use Maps. They are defined below and the acreage in each category is shown in Table 9-1. These designations do not set units/per acre or density limits. These are set by the Zoning Ordinance. However, in some instances range of units per acre are noted on the Future Land Use Map or in adopted legislation that placed the land use designation of a parcel(s). In these cases, the land use designation and the units per acre designation are the Future Land Use designation of the parcel and are the guide for the development of the parcel. If a proposed rezoning is consistent with the future land use designation but exceeds the units per acre, then a land use amendment is required to change the units per acre range. Heights and development standards generally described below in the land use definitions are for explanatory purposes. Each land use category has a number of compatible zoning districts. The Zoning Ordinance sets forth the development controls regulating Floor Area Ratio (FAR), height and setbacks, among others.

Single Family Residential: This residential designation consists entirely of detached single family homes with one house per lot, with a maximum height of 35 feet. This is the largest land use designation consisting of 50% of the City.

Low Density Residential: This residential designation consists primarily of detached single family homes, duplexes, triplexes, quadruplex, townhomes, and small multi-family developments. Building height primarily is up to 3 stories. 7.7% of the City has a Low Density Residential land use designation.

Table 9-1: 2016 Future Land Use Map Designations by Acre

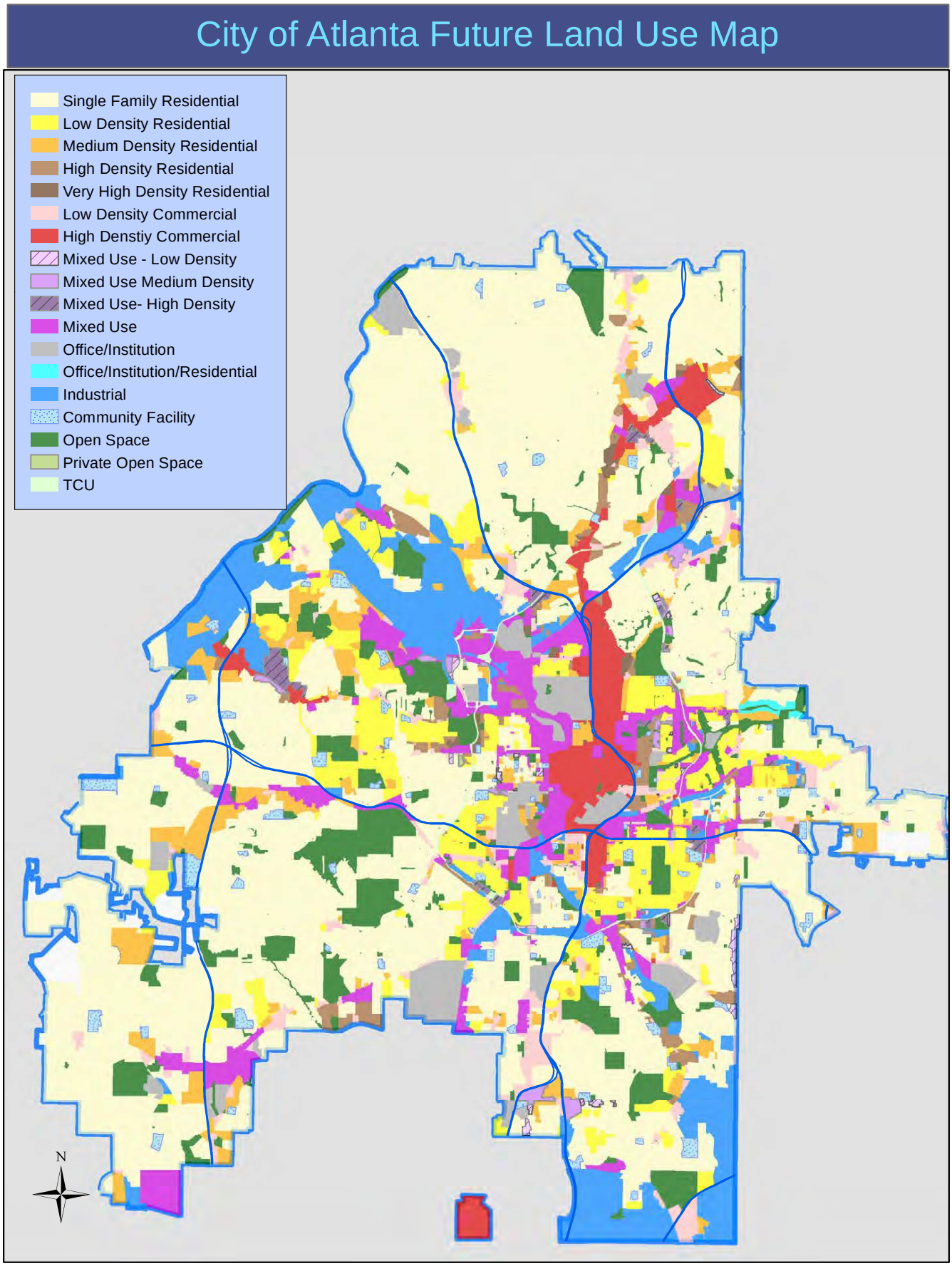
Land Use	Acres	Percent
Residential Total	**55,915**	**65.10%**
Single Family Residential	43,249	50.40%
Low Density Residential	6,576	7.70%
Medium Density Residential	4,252	5.00%
High Density Residential	1,569	1.80%
Very High Density Residential	269	0.31%
Commercial Total	**5,654**	**6.60%**
Low Density Commercial	2,886	3.40%
High Density Commercial	2,768	3.20%
Office Total	**3,131**	**3.70%**
Office/ Institutional	3,028	3.50%
Office/ Institutional/ Residential	103	0.10%
Mixed Use Total	**5,717**	**6.70%**
Mixed Use	4,719	5.50%
Low Density Mixed Use	248	0.30%
Medium Density Mixed Use	390	0.50%
High Density Mixed Use	360	0.40%
Industrial	**7,117**	**8.30%**
Open Space Total	**6,588**	**7.70%**
Open Space	6,549	7.60%
Private Open Space	39	0.00%
Community Facility	**1,267**	**1.50%**
Transportation, Communications and Utilities	**446**	**0.50%**
Business Park	4	0.00%
Total	85,839	100%
Source: City of Atlanta DPCD		

Medium Density Residential: This residential category consists of the residential uses included in single family and low density residential land uses as well as duplex, triplex, quadruplex, townhomes and multi-family units such as apartments, condos and lofts. Building heights are primarily up to 4 stories. 5.0% of the City has a Medium Density Residential land use designation.

High Density Residential: This residential category 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, condos. Building height can reach up to 12 stories. 1.8% of the City has a High Density Residential land use designation.

Very High Density Residential: This residential category includes residential uses included in single family, low density, medium density and high density residential land uses as well as attached/stacked residential developments up to 13+ stories. 0.3% of the City has a Very High Density Residential land use designation.

Low Density Commercial: This land use category includes commercial uses such as retail, restaurants, services, etc. and are primarily neighborhood serving retail and commercial uses. A building height up to 3 stories is typical. 3.4% of the City has a Low Density Commercial land use designation.



Map 9-1: Future Land Use Map

High Density Commercial: This land use category includes commercial uses such as retail, restaurants, office, services etc. at a higher intensity and height than the Low Density Commercial land use. Building heights over 3 stories is typical. 3.2% of the City has a High Density Commercial land use designation.

Low Density Mixed Use: This land use category allows for a mix of uses - residential, limited office and commercial - that are compatible with a neighborhood setting. 0.3% of the City has a Low Density Mixed Use land use designation.

Medium Density Mixed Use: This land use category allows for a mix of uses - residential, limited office and commercial- along corridors and nodes that serve various neighborhoods. 0.5% of the City has a Medium Density Mixed Use land use designation.

High Density Mixed Use: This land use category allows for a mix of uses - residential, office and commercial- that are compatible with a major activity center and corridor such as Downtown, Midtown and Buckhead. 0.41% of the City has a High Density Mixed Use land use designation.

Mixed Use: This land use category allows for a mix of uses such as commercial, office, hotels and residential, but not industrial uses. This land use category is not as widely used as it had been in the past since it has been supplanted by Mixed Use Low Density, Medium Density or High Density to reflect the scale and intensity of the development. The general mixed use land use accounts for 5.5% of the City.

Office/ Institutional/ Residential: This land use category allows office, institutional uses and residential uses and it is mainly located in the Druid Hills Landmark District where residential, office, and institutional uses are allowed in large residential units fronting on Ponce de Leon Ave.

Office/Institutional: This land use category allows office, institutional uses. Examples are office parks and large institutional uses. This land use designation totals of 3.7% of the city.

Business Park: This land use category allows for light industrial uses (allowed under I-1 zoning) as well as office uses. This land use designation created in 2011 to provide a transition between industrial and non-industrial uses. Only a few parcels have this designation.

Industrial: This land use category allows for industrial uses such as warehousing, distribution, transportation, manufacturing, refining, production, construction, truck and rail terminals, industrial parks and related support services and rehabilitation of industrial buildings 50 years or older to residential uses. 8.2% of the City has an Industrial land use designation.

Open Space: This land use category includes land for active and/or passive recreational uses and open space. This includes public open space/parks owned by the City of Atlanta or other government. It includes parks, nature preserves, land in conservation, public golf courses, recreation centers, playgrounds, etc. Open Space land use designation accounts for 7.7% of the city's land use designation.

Private Open Space: This land use category includes land for active or passive open space that is privately owned. This includes land with a conservation easement, cemeteries private golf courses or open space owned by a private entity such as a residential subdivision. This land use designation accounts for less than 0.01% of the city's land use designation.

Transportation, Communications and Utilities: This land use includes transportation uses such as airports, transportation corridors such as the BeltLine, transit facilities, communication facilities, and utilities. 0.5% of the City has a TCU land use designation.

Community Facilities: This land use designation includes public facilities such as public schools, fire stations, health centers, senior centers, libraries etc. 1.5% of the City has a Community Facilities land use designation.

The City of Atlanta Zoning Resolution

The City of Atlanta Zoning Ordinance of 1982, as amended, identifies specific allowable zoning districts within the City. Each parcel of land in the City lies within one or more zoning districts, as is shown on the Official Zoning Map that is maintained by the Office of Zoning and Development. When a parcel of land lies within a particular zoning district, it is said to be "zoned" according to that zoning district. The Atlanta Zoning Ordinance is included in the City Code of Ordinances – Part III – Land Development Code. The City's zoning districts include seventeen types of residential zoning districts, eleven quality of life zoning districts (eight mixed residential districts and three mixed commercial districts), a live work zoning district, an office and institutional zoning district, six commercial zoning districts, nine neighborhood commercial zoning districts, two industrial zoning districts, twenty special public interest districts (SPIs), six types of planned development zoning districts, one conservation district, eight landmark districts, seven historic districts and one overlay district, for a total of 123 zoning districts (see Table 9-2).

9-2: City of Atlanta Zoning Districts

Type of District	Number
Residential	17
Commercial	6
Office/Institution	1
Industrial	2
Live Work	1
Special Public Interest	19
Planned Development	6
Historic	18
Conservation	1
Historic District	9
Historic Landmark	8
Quality of Life	8
Mixed Residential	5
Neighbhorhood Commercial	11
Mixed Commercial	3
Overlay District	1
Total	116

Historic district zoning may be established as overlay districts for the purpose of recognizing official historic zones and requiring that special standards be applied to any development-related activity which is proposed for an existing historic structure or for vacant land which lies within an official historic area. Such properties thus receive special protection due to their historic statuses. The Urban Design Commission engages in a formal review of any development-related proposals for properties that are located within these historic districts (see Historic Resources section).

Similarly, some SPI districts and the BeltLine Overlay District are overlay zones that add to, rather than supplant, the underlying zoning of the property. SPI districts are established for areas of the City that have unique, significant characteristics and thus merit regulation on an individual basis.

The Land Use Map Designations and Zoning Districts

Each land use designation is more generalized than any individual zoning district and is considered to be compatible with several zoning districts. As a result, many more zoning classifications exist than do land use designations. This is because zoning is a more specific means of regulating property than a land use designation. The land use maps and Character Area policies guide the land use pattern of the city in a general fashion, while the zoning districts impose specific controls and permissions on property.

Residential development in Atlanta is regulated through a Land Use Intensity System (LUI System), which was incorporated into the zoning ordinance in 1989. The LUI System incorporates floor area ratios (FAR) to control the bulk of developments in relation to gross lot size. The "unit density" of some low- and medium density residential development is regulated by minimum and maximum of dwelling units per acre.

Each land use designation has several corresponding/compatible zoning designations. Table 9-3 indicates the zoning districts that are compatible with each Land Use classification. Some zoning districts, notably the SPI and historic districts, are not included in these tables because the correspondence between these districts and the land use designations is determined in the SPI regulations.

A diagnostic of the City of Atlanta Zoning Ordinance was completed in 2016 to guide the rewrite of the Atlanta Zoning Ordinance, and to analyze best practices in major peer cities and innovative zoning and land use practices such as form-based ordinances and hybrid zoning ordinances. The study recommendations include: a new Zoning Code For-

Table 9-3: Land Use and Zoning Compatibility Table

Land Use Designation	Zoning Classification																																							
	R-1	R-2, R-2A, R-2B	R-3, FC-R3	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-1	MR-2	MR-3	MR-4 A & B	MR-5 A & B	MR-6	O-I	LW	NC	C-1	C-2	C-3	C-4	C-5	MRC-1	MRC-2	MRC-3	I-1	I-2	PD-H	PD-OC	PD-MU	PD-BP	PD-CS
Open Space	■	■	■	■	■	■	■																																	
Private Open Space	■	■	■	■	■	■	■																																	
Community Facility	■	■	■	■	■	■	■																																	
Single-Family	■	■	■	■	■	■	■																												■					■
Low-Density Residential	■	■	■	■	■	■	■	■	■	■						■	■																		■					■
Medium -Density Residential	■	■	■	■	■	■	■	■	■	■	■					■	■	■																	■					
High-Density Residential	■	■	■	■	■	■	■	■	■	■	■	■				■	■	■	■																■					
Very High -Density Residential	■	■	■	■	■	■	■	■	■	■	■	■	■	■		■	■	■	■	■	■																			
Low-Density Commercial	■	■	■	■	■	■	■	■	■	■	■				■	■	■	■					■	■	■	■				■	■					■			
High-Density Commercial	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■				■	■		
Industrial																							■										■	■				■	
Business Park																						■						■	■				■			■		■	
Office/ Institutional																						■			■	■	■	■	■				■		■	■		■	
Office/Institutional/ Residential	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			■	■	■	■	■																■	
Mixed Use – Low Density															■								■	■	■					■						■	■		
Mixed Use – Medium Density															■								■	■	■	■				■	■					■	■		
Mixed Use – High Density															■							■	■	■	■	■	■	■	■	■	■	■				■	■		
Mixed-Use																						■	■	■	■	■	■	■	■	■	■	■				■	■		
TCU																																							

Note: Shaded areas represent land use designations and the compatible zoning classifications. Non-shaded areas represent zoning classifications that are not compatible with land use designations.

mat, improving urban design, protecting neighborhood character, creating vibrant corridors and districts, expanding transportation options, ensuring housing diversity, supporting jobs and innovation and creating a user-friendly code.

Changing the Land Use Designation of a Parcel

A close correlation exists between the future land use designation and the zoning of a parcel. As set forth in the Zoning Ordinance, it is the policy of the City Council that amendments, including rezoning, be compatible with the Comprehensive Development Plan, including the future land use designation of the parcel. A property owner/applicant must petition the City of Atlanta to officially change the future land use designation when a property owner/applicant seeks to rezone a property to a zoning classification that is not compatible with the future land use designation of the property depicted on the Future Land Use Map The land use amendment must be approved before or concurrently with the rezoning approval.

For example, the "Single-Family Residential" land use designation allows only the zoning districts of R-1, R-2, R-3, R-4, and PD-H. If a property owner were to seek a zoning classification of R-5 (duplex), then a request for a "CDP land use map amendment" must also be filed along with the rezoning application, in order to initiate the process of changing the land use map designation of the property to Low-Density Residential.

Public hearings to consider amendments to the Future Land Use Map, along with other changes to the Comprehensive Development Plan, occur four times a year in March, June, September and November. These quarterly public hearings are conducted in the Atlanta City Hall Council Chambers and presided over by the Chair of the Community Development/Human Resources Committee (CD/HR Committee). From time to time, and as needed, public hearings on CDP amendments such as to the Future Land Use Map occur at the CD/HR Committee meetings. After a recommendation by the CD/HR Committee, the full City Council makes the final decisions on a Future Land Use Map (aka CDP) amendment.

Needs and Opportunities

Infill and Design

- **Older homes are being replaced with newer homes that are incompatible in scale, height, massing, size and design.****
- **Preserve existing neighborhoods.***
- Not all neighborhoods have design guidelines to ensure appropriate new and infill development that complements the character of the community.
- Some new subdivisions do not follow the same platting pattern as existing neighborhoods, particularly in the street layout, orientation and design.
- Major roadways are developed with unattractive suburban/auto oriented type development.
- Development regulations allow suburban type development in the City.
- The city is still rebuilding from the urban disinvestment of the 1970's and 1980's. Some parts of the city still have a significant amount of blight.
- Some infill development is not in keeping with the character of the neighborhood.
- There is a lack of rehabilitation in some neighborhoods and some corridors.
- Need to focus on place making and developing sense of place particularly in centers and corridors.

Mix of Land Uses

- There is inadequate mix of uses (like corner groceries or drugstores) within neighborhoods.
- There are not enough neighborhood centers to serve adjacent neighborhoods.
- In some cases there is not enough transition between land uses.

- Industrial uses are being lost and redeveloped for non-industrial uses.
- Some industrial buildings are obsolete.
- Residential and mixed use developments in industrial areas are creating land use conflicts.
- Redevelopment of centers and corridors provide the opportunity for pedestrian oriented and mixed us development.

Transportation

- **There is too much land dedicated to parking or other paved areas, particularly in Downtown and Midtown. ***
- **Need to support Transit Oriented Development. ***
- Parts of the City are spread out and only accessible by car.
- Development patterns do not create a pedestrian oriented environment.
- In some cases major centers and corridors do not have enough density to support transit.
- Land Use and transportation policies need to be coordinated in order to complement each other.

Open Space

- Public space/open space is not incorporated into new developments, particularly in Downtown, Midtown and Buckhead.
- Public spaces sometimes are not designed for gathering and social interaction.
- Some of the remaining greenfields are being developed.
- New developments in greenfields clear cut trees prior to development.

Housing

- **Allow accessory units to provide for housing diversity and affordability.****
- There is a lack of housing, particularly workforce housing, at employment centers.
- Land Use policies do not promote affordable housing throughout the City.
- Some of the affordable housing stock is being lost.

Other

- **Lack of balanced development in the City. Over the past 10 years, most of the development has been concentrated north of I-20. ****
- More effort needed to implement adopted community plans listed in the Community Assessment.
- Improved zoning and code enforcement is needed.
- The development pattern is some parts of the city discourages walking and physical activity.

Highest Ranked Needs and Opportunities identified among all Needs and Opportunities

****Highest Ranked among Land Use Needs and Opportunities***

City of Atlanta Plans

Planning for the City of Atlanta has taken many forms from Redevelopment and Corridor studies to Livable Center Initiative (LCI), Small Area and Neighborhood Plans. Often, these efforts are the result of collaboration with other agencies and reflect the collective vision, goals, and objectives of a diverse group of stakeholders. Once a plan has been approved by the Atlanta City Council, it is incorporated into the Comprehensive Development Plan (CDP). The recommendations, policies, projects and programs identified through the planning process are added to the Community Work Program (CWP) or CDP Project List and serve as the means by which the City implements its vision. A complete list of the CWP is found in the Capital Improvements Program-Community Work Program document which is updated and approved every year.

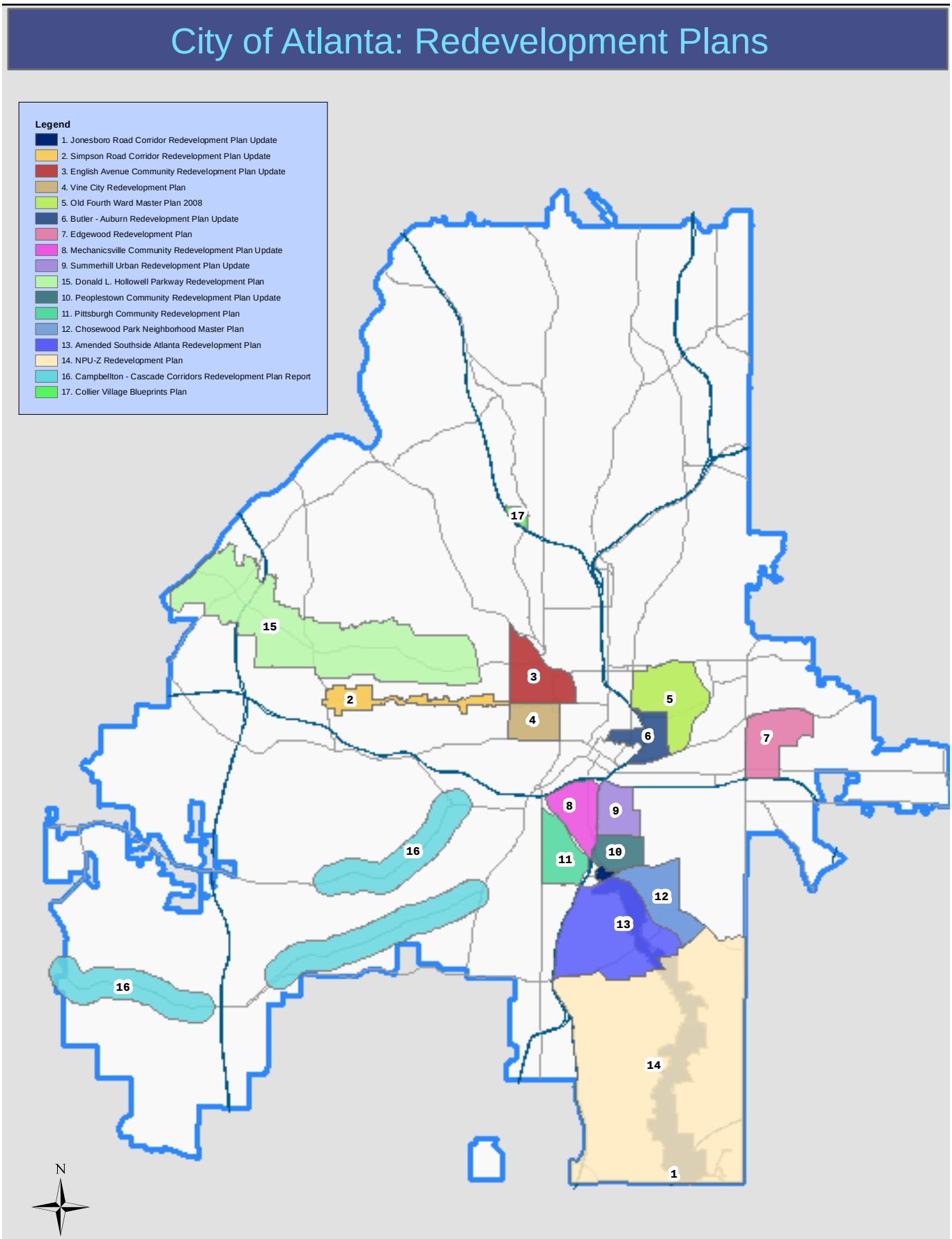
A summary of each adopted plan is below, and begins with a list of those that have been adopted more recently. Several existing plans have been updated or updates are currently underway. Information regarding their status is included in the summary. A breakdown of each planning effort by type is found in Table 9-4. Additionally, many of these plans are available on the Department of Planning and Community Development's website at: http://www.atlantaga.gov/index.aspx?page=384. Recently Adopted Plans (2011-2016):

Table 9-4: City of Atlanta Plans

Plan Type	Number
Redevelopment	18
Tax Allocation District	10
LCI	21
Corridor	6
Community	16
BeltLine Subarea	10
City wide	3
Total	84

- Turner Field Stadium Neighborhoods Livable Centers Initiative (LCI) – 2016
- Oakland City/Fort McPherson Livable Centers Initiative (LCI) 10 year Update - 2016
- Oakland City MARTA Station Engagement Report – 2015
- Connect Atlanta Amendments – 2015:
  - o Move Atlanta: A Design Manual for Active, Balanced, & Complete Streets
  - o Transit Oriented Atlanta: A Strategy for Advancing Transit Oriented Development
  - o Cycle Atlanta Phase 1.0 Study
  - o Cargo Atlanta: A Citywide Freight Study
- Washington Park Neighborhood Visioning Plan - 2015
- North Buckhead Neighborhood Master Plan – 2015
- Virginia Highland Neighborhood Master Plan – 2014
- Krog-Lake-Elizabeth-North Highland Transportation Strategy – 2014
- Candler Park Neighborhood Master Plan – 2013
- Collier Village Blueprints Plan – 2013
- Loring Heights Neighborhood Master Plan – 2012
- Lakewood LCI- 2012

The Virginia Highland Neighborhood Master Plan was completed in 2014



Map 9-2: Redevelopment Plans

- **Redevelopment Plans** – The State of Georgia enables local governments to use specific tools of redevelopment through the Redevelopment Powers Law (O.C.G.A 36-44). To enact these State provided powers, the City Council must make an official declaration that a particular area is qualified based on indicators of "slum and blight." Some of the indicators are deteriorated buildings, inadequate street layout, vacant lots, inadequate infrastructure and adverse economical and social conditions. The city has completed and adopted 18 redevelopment plans. Approved Plans, with date of approval, are listed below and shown in Map 9-2.

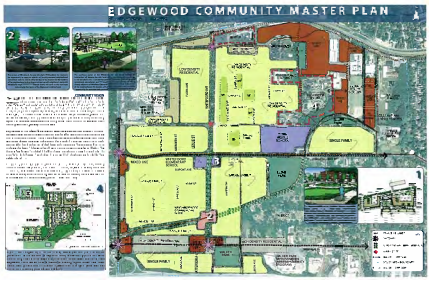
  - **Atlanta Urban Redevelopment Area Plan –** 2010: The Atlanta Urban Redevelopment area covers approximately 13,000 acres within the City of Atlanta. The boundary includes portions of 11 Neighborhood Planning Units and Council Districts 1, 2, 3, 4, 5, 6, 10, 11 and 12. The Atlanta Urban Redevelopment area highlights and addresses several key outstanding issues identified in redevelopment plans to guide future public and private investment. The plan identifies future development opportunities in transit and infrastructure and suggests potential stabilization methods in neighborhoods, as well as transportation and pedestrian infrastructure improvements needed to support implementation of projects from these previous plans and support new projects that will contribute to a more vibrant and sustainable City. Approximately $22M in Recovery Zone bonds will be issued to implement the recommended projects.

  - **Chosewood Park Redevelopment Plan –** 2010: The Chosewood Neighborhood is bounded by Boulevard to the east, a semi-active rail line to the north that is projected to be the future BeltLine corridor and an active rail line to the south and west. The other major corridors within the community include McDonough Blvd., Hill St., Englewood Ave., Milton Ave. and Sawtell Ave. With its location, available inventory of land, increasing public parks and the future BeltLine project, the study area represents an ideal situation for positive and significant growth. The Plan identifies challenges and assets as well as provides well-defined projects aimed at fulfilling the neighborhood objectives, including redevelopment of the former Englewood Manor Apartments, the former GM/Lakewood plant and parking lot, Gladstone Apartments and Milton Ave School sites, establishment of Boulevard Crossing retail district, Hill S./Milton Ave retail node, Boulevard/McDonough Blvd. residential and mixed-use nodes, as well as preservation of the single-family residential core.

  - **Edgewood Redevelopment Plan** – 2009: The plan focuses on the Edgewood neighborhood located in Southeast Atlanta and DeKalb County and is a collaborative planning effort including the City of Atlanta, MARTA, Atlanta Public Schools, NPU-O and the Zeist Foundation. The study area includes the Moreland Avenue corridor as the western boundary of the neighborhood, Memorial Drive as the southern portion, and Hosea Williams Drive as the central spine of the neighborhood. The Candler Park/Edgewood MARTA station forms the northern edge of the neighborhood. The plan envisions these corridors continuing their evolution from predominantly single-family districts to multi-family districts, offering opportunities

Chosewood Park Redevelopment Plan graphic showing the redevelopment of Englewood Manor, NPU Y.

Edgewood Redevelopment Plan graphic showing the redevelopment of the Edgewood MARTA station parking lot, NPU N.



Edgewood Redevelopment Plan illustrative Map, NPU N.

Old Fourth Ward Master Plan Illustrative Map, NPU M.

Illustration showing redevelopment along Cascade Road.

English Avenue Redevelopment Plan cover page, NPU L.

for affordable and diverse residential options in the community. The recommendations include infill development around the MARTA station and at Edgewood Court focusing on the opportunity for medium-scale mixed use development. The plan emphasizes Edgewood Housing redevelopment to initiate revitalization of the surrounding area. The existing commercial node at the intersection of Arkwright/ Woodbine Avenue and Whitefoord Avenue is recommended for upgrading commercial space to attract new investment.

- **Old Fourth Ward Neighborhood Development Plan -1989 & Old Fourth Ward Community Redevelopment Plan – 1994 and the Old Fourth Ward Master Plan** - 2008: The 1989 Neighborhood redevelopment plan concentrates primarily on housing and historic preservation issues in the neighborhood. The 1994 Community Redevelopment Plan was created to support the designation of the Old Fourth Ward Urban Redevelopment Area. The primary purpose of the Plan was to present the vision of the Old Fourth Ward community as a rejuvenated, economically and socially diverse, safe and livable intown environment. Both of these plans were created prior to the implementation of the Freedom Parkway Road project and prior to the conception of the BeltLine initiative, both of which completely alter the transportation, land-use and economic context of the neighborhood.

  Old Fourth Ward Master Plan – 2008: This study area includes the historic Old Fourth Ward neighborhood, bounded by Ponce de Leon and North Avenue to the north, DeKalb Avenue to the South, the BeltLine corridor to the east, and Piedmont Avenue and Boulevard to the West. The plan identifies long-term strategies and short-term recommendations for public and private investment as well as provides the strategies for fostering revitalization and economic development. The plan recommendations aim at enhancing the various characteristics of the different sections of the study area, encouraging a diverse and sustainable mix of housing, employment, shopping, business, and open space, promoting smart growth and redevelopment, leveraging growth and development along the BeltLine to foster improvements throughout the neighborhood and creating a stronger identity and character for the Old Fourth Ward. The proposed recommendations will increase quality of life for the study area and adjacent properties.

- **NPU Z Redevelopment Plan** – 2007: The NPU Z Redevelopment Plan, sponsored by NPU Z, is a community-driven initiative to create inclusive support and vision for the growth and development of Neighborhood Planning Unit Z. Part of the vision of the plan is the conservation of single family housing, improvements to and conservation of multifamily housing, support for mixed-use development and mixed income approaches to housing development. The community's vision also is to aggressively address deficiencies in nonresidential issues that include service quality, neighborhood retail availability, "smart growth", public transportation, human services, and a clean and safe environment that affords expansion and improvements to open space, infrastructure and parks in each of NPU Z neighborhoods.

- **Campbellton/ Cascade Corridors Redevelopment Plan** – 2006: The Cascade Avenue corridor runs from Willis Mill Road to Langhorn Street, including the Cascade Heights commercial node on one end, and the Kroger Citi-Center shopping center on the other. The Campbellton West corridor includes the portion of Campbellton Road west of I-285 from the city limits to Barge Road. The Campbellton East corridor includes the portion of Campbellton Road between Greenbriar Mall and Fort McPherson, from Maxwell Drive to Oakland Drive. The Campbellton Road Corridor was designated as an Economic Development Priority Area in 2005. The Corridor is located in the Campbellton TAD. Most of the land use changes have been adopted and the projects have been incorporated into the CDP. Zoning changes recommended by the plan are being implemented by the Office of Planning.

Jonesboro Road Redevelopment Plan framework plan.

- **English Avenue Redevelopment Plan** – 1998, Updated 2006: The English Avenue neighborhood (397 acres) is bound by the Norfolk Southern rail corridor to the east and north, Joseph E. Lowery Boulevard to the west and Simpson Street to the south. The extended study area also includes a portion to the north of the study area, extending to Marietta Street. It is in close proximity to the Downtown business district and the Georgia Aquarium. It is located in the Westside TAD and the Renewal Community. This plan builds upon the previously adopted Community Redevelopment Plan (1998). Since the development and adoption of the 1998 plan, increased speculation in English Avenue has been generated due to a resurgence of development and growth in the area. The plan has been adopted and the projects have been incorporated into the CDP.

Peoplestown Redevelopment Plan graphics, NPU V.

- **Jonesboro Road Redevelopment Plan** – 1998, Updated 2006: The study area includes approximately six miles from McDonough Boulevard to the City of Atlanta /Clayton County Line. The corridor has a mix of newer, well-kept retail business juxtaposed against older strip centers. The Southside Industrial Park and Zip Industrial are major employment centers in the area. Hartsfield-Jackson is close by. The activity nodes are the BeltLine, Lakewood Heights, Harper Road, Cleveland Avenue, Hutchens Road and I-285. The plan has been adopted. The land use changes have been adopted and the projects have been incorporated into the CDP. A portion of the Corridor is located in the BeltLine TAD. The Jonesboro Road Corridor was designated as an Economic Development Priority Area in 2005.

Simpson Road Redevelopment graphic.

- **Peoplestown Redevelopment Plan** – 1996, Updated 2006: This neighborhood plan is one of the four redevelopment plans incorporated into the Stadium Neighborhoods TAD Redevelopment Plan (2006) and Economic Priority Area. The plan and projects have been adopted and incorporated into the CDP. Part of this neighborhood is located in the Beltline TAD.

- **Pittsburgh Redevelopment Plan** – 2001, Updated 2006: This plan helped to develop a long-term community-wide vision and policy for the Pittsburgh Neighborhood. The plan generated 27 redevelopment projects, a land use plan, civic and transportation improvements as

Butler/ Auburn Redevelopment Plan Map, NPU M.

DL Hollowell Parkway Redevelopment Plan graphic showing redevelopment at Hollywood Road, NPU J.

Mechaniscville Redevelopment Plan illustrative plan, NPU V.

well as a rezoning plan. This effort will help protect existing neighborhood residents and will bring investment back into this once-thriving community. The plan has been adopted and the projects have been incorporated into the CDP. Part of this neighborhood is located in the BeltLine TAD. This neighborhood plan is one of the four redevelopment plans incorporated into the Stadium Neighborhoods TAD Redevelopment Plan (2006) and Economic Priority Area.

- **Simpson Road Redevelopment Plan** – 1995, Updated 2006: The study area includes 4.2 miles of Simpson Road/Avenue from H.E. Holmes Boulevard to Northside Drive. Major activity nodes include: Joseph E. Lowery Boulevard, BeltLine, Chappell Road and Westlake Avenue. The plan has been adopted, and the recommended land use changes and the projects have been incorporated into the CDP. The corridor is partially located in the BeltLine TAD. The Simpson Road Corridor was designated as an Economic Development Priority Area in 2005.

- **Summer Hill Redevelopment Plan** – 1993, Updated 2006: This neighborhood plan is one of the four redevelopment plans incorporated into the Stadium Neighborhoods TAD Redevelopment Plan (2006) and Economic Priority Area The plan and projects have been adopted and incorporated into the CDP.

- **BeltLine Redevelopment Plan** – 2005: Adoption of the Atlanta BeltLine Redevelopment Plan led to the formation of Atlanta BeltLine Tax Allocation District and Zoning Overlay district. The plan identifies long-term development/re-development strategies and recommendations for public and private investment, with concentrations on improving and creating parks and trails, building transit and workforce housing, remediating brownfields, and preserving historical resources. It also provides a framework for development over the next 25 years along the BeltLine, establishes preliminary standards for land use and zoning policies, and recommends transportation improvement projects to facilitate future development and redevelopment. Many parcels in the BeltLine Redevelopment area have a high potential for redevelopment and aesthetic improvement.

- **Butler/ Auburn Redevelopment Plan** – 1994, Updated 2005: The study area is bound by Boulevard to the east, DeKalb Avenue to the south, Peachtree Street/J.W. Dobbs/I-75/85 to the west and Freedom Parkway to the north. The Redevelopment Plan Update addresses the issues and strategies contained in the 1994 CRP, particularly updating and re-conceiving catalytic projects, drafting zoning adjustments, and creating an overarching marketing or branding strategy. The plan includes very detailed financial redevelopment studies as well as general planning recommendations. The Butler/Auburn area contains historic and landmark buildings and districts.

- **DL Hollowell Parkway (aka Bankhead Hwy) Redevelopment Plan** – 2004: The study area includes 5.3 miles from Bankhead MARTA Station to the City limits. The area is close to the major employment centers such as the Atlanta Industrial Park and the Chattahoochee Industrial Park. The major activity nodes include the Bankhead MARTA Station, Grove Park, Hollywood Road, Center Hill Neighborhood,

James Jackson Parkway and Woodmere. The land use changes have been adopted and incorporated into the CDP. Some of the recommended zoning changes have been made. The area is in the BeltLine TAD and the Hollowell TAD. The D.L. Hollowell Parkway Corridor was designated as an Economic Development Priority Area in 2005.

- **Mechanicsville Redevelopment Plan** – 2004: This neighborhood plan is one of the four redevelopment plans incorporated into the Stadium Neighborhoods TAD Redevelopment Plan (2006) and Economic Priority Area. The plan and projects have been adopted and incorporated into the CDP. This plan was the basis for the adoption of the Special Public Interest District 18 and amended in 2006.

- **Vine City Redevelopment Plan** – 2004: The Vine City Neighborhood study includes Simpson Street to the north, Northside Drive to the east, Martin Luther King Jr. Drive to the south, and Lowery Boulevard to the west. The redevelopment plan highlights key development projects for new/ rehabilitated and preserved housing, mixed-use and institutional development and infrastructure improvements building on the strengths and opportunities of the community. Through the planning process, 29 projects were further defined and an illustrative plan was generated to show the potential 20-year build-out. The major activity nodes are Simpson Road and J.E. Lowery Blvd., Carter Street Park, Northside Drive, Vine City Park and Elm Street. The plan has been adopted as well as the land use and zoning changes. SPI-11 was adopted to implement the plan recommendations. The plan's recommended projects have been incorporated into the CDP. Previous plans in Vine City include the Vine City Community Master Plan (1995) and Master Plan Update (2001).

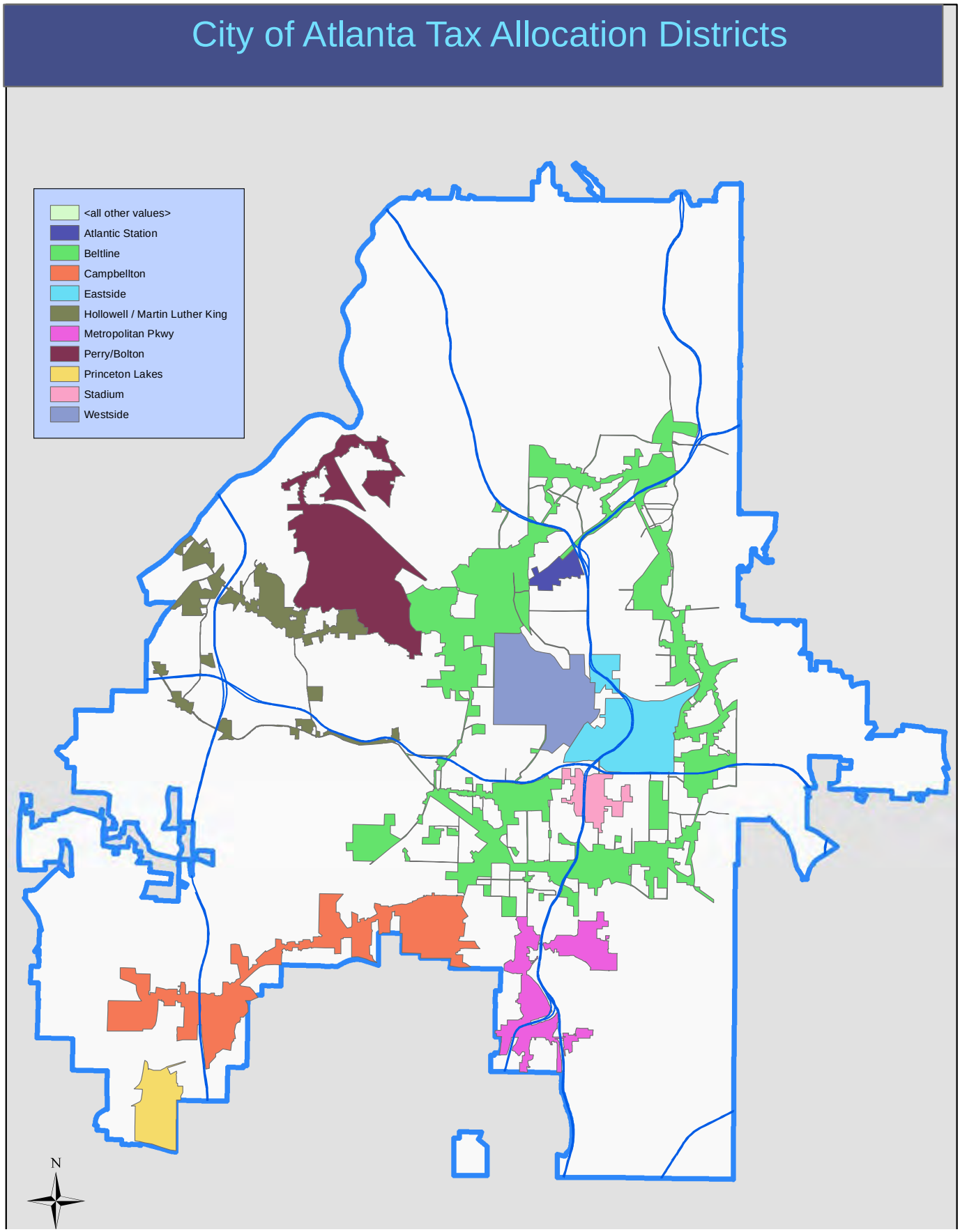
- **Southside Redevelopment Plan** – 2000: The Southside Redevelopment Plan includes all of the neighborhoods in NPU Y. The Plan identifies residential and commercial implementation projects along Pryor Rd., Jonesboro Rd., and McDonough Blvd. corridors and streetscape improvements such as Pryor Rd., and the Lakewood Town Center area and Lakewood Avenue.

- **Tax Allocation District Redevelopment Plans –** The City in conjunction with the Atlanta Development Authority has completed and adopted ten redevelopment plans in support of the formation of Tax Allocation Districts. These plans are on the Atlanta Development Authority website at http://www.atlantada.com/buildDev/taxAllocationDistricts.jsp. The Atlanta Development Authority serves as the redevelopment agent for all Tax Allocation Districts (TAD). Tax allocation districts are one of the City of Atlanta's most valuable economic development tools. Tax allocation financing is a redevelopment and financing tool by which governments can provide financial assistance to eligible public and private redevelopment efforts within an officially designated area. Increases in property tax revenues, which are generated primarily from new investment in the district, are allocated to pay infrastructure costs or certain private development costs within the TAD. This is primarily done through the issuance of tax allocation district bonds. These adopted TAD plans are listed below and in Map 9-3.

Vine City Redevelopment Plan graphic showing potential redevelopment, NPU L.

DL Hollowell Parkway TAD Redevelopment Plan showing redevelopment at Center Hill, NPU J.

Campbellton Road Redevelopment Plan graphic.



Map 9-3: Tax Allocation Districts

- Westside Redevelopment Plan (TAD) 1998 – TAD #1
- Atlantic Steel Redevelopment (TAD) 1999 – TAD #2
- Northwest Atlanta Redevelopment Plan / Perry Bolton (TAD) 2002 – TAD #3
- Princeton Lakes Redevelopment Plan (TAD) 2002 – TAD #4
- Eastside Atlanta Redevelopment Plan (TAD) 2003 – TAD #5
- BeltLine Redevelopment Plan (TAD) 2005 – TAD #6
- Campbellton Road Redevelopment Plan (TAD) 2007 – TAD #7
- DL Hollowell Parkway (AKA Bankhead Hwy) Redevelopment Plan (TAD) 2004 – TAD #8
- Metropolitan Parkway Redevelopment Plan (TAD) 2006 – TAD #9
- Stadium Neighborhoods Redevelopment Plan (TAD) 2006 – TAD #10 This TAD redevelopment plan encompasses four neighborhoods located around the Turner Field south of Downtown Atlanta.
  - Summerhill (2006)
  - Peoplestown (2006)
  - Mechanicsville (2004)
  - Pittsburgh (2006)

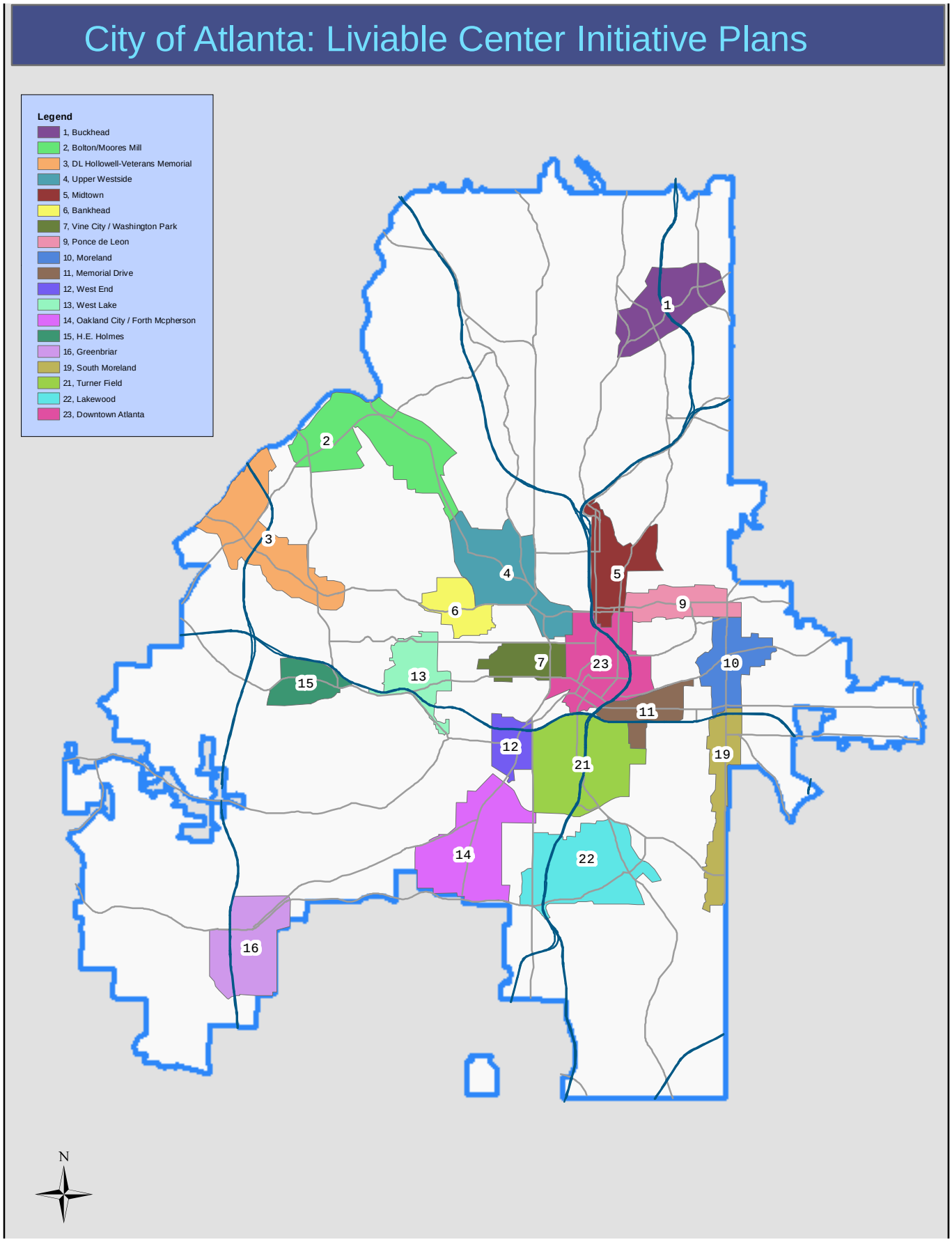
DL Hollowell Veterans Memorial LCI graphic showing the redevelopment at Hollwell and James Jackson Parkway

- **Livable Centers Initiative Plans –** The Livable Centers Initiative (LCI) is an Atlanta Regional Commission program that encourages local jurisdictions to plan and implement strategies that link transportation improvements with land use development strategies to create sustainable, livable communities consistent with regional development policies and improve air quality. The primary goals of the program are to:
  - Encourage a diversity of mixed-income residential neighborhoods, employment, shopping and recreation choices at the activity center, town center, and corridor level;
  - Provide access to a range of travel modes including transit, roadways, walking and biking to enable access to all uses within the study area; and
  - Develop an outreach process that promotes the involvement of all stakeholders.

DL Hollowell Veterans Memorial LCI graphic showing the a park along the Chattahoochee River.

In addition to funding planning studies as well as Supplemental studies, the LCI program also funds, on a competitive basis, priority pre-qualified transportation projects identified in each LCI. In addition, ARC requires five and ten year updates for each LCI. Seventeen LCI communities are located in the City of Atlanta (see Map 9-4). Thirteen planning studies have been funded by ARC and five have been funded by other sources and later grandfathered as LCI communities. Thirteen LCI studies have been sponsored by the City of Atlanta. Central Atlanta Progress, Midtown Alliance, the Atlanta Housing Authority and the Buckhead CID are the sponsor for 5 LCI communities. In 2009, the City Center LCI and the JSA-McGill LCI were incorporated into the Atlanta Downtown LCI. The City of Atlanta sponsored LCIs have been adopted and incorporated in to the CDP.

Imagine Downtown LCI graphic showing potential development around 5 Points, NPU M.

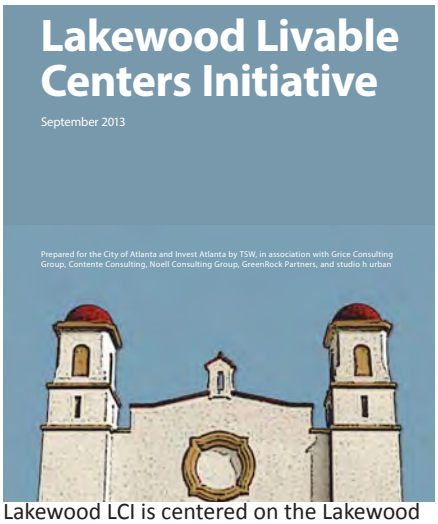


Map 9-4: Livable Centers Initiative

- **Turner Field Stadium Neighborhoods LCI** – 2016. A joint effort of the Atlanta City, Invest Atlanta, the Atlanta Fulton County Recreation Authority, and the Annie E. Casey Foundation, the Turner Field Stadium Neighborhoods (TFSN) Livable Centers Initiative Plan focused on five neighborhoods south of Downtown Atlanta - Summerhill, Peoplestown, Grant Park, Mechanicsville, and Pittsburgh along with Turner Field and associated parking lots at its core. The plan envisions redevelopment of parking lots and underutilized land around Turner Field following thirteen place-based design parameters. Three concept plans that follow these parameters were developed along with transportation recommendations and land use amendments.

Turner Field Stadium Neighborhood LCI Redevelopment concept, NPU V &W

- **Lakewood LCI** – 2013. 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 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.



Lakewood LCI is centered on the Lakewood Fairgrounds, NPUs Y and X.

- **Donald Lee Hollowell Parkway and Veterans Memorial Highway LCI** – 2010. Cobb County and the City of Atlanta jointly sponsored this LCI. The study area encompasses an area of approximately 4 miles in length and ¼ mile in width on either side of the corridor. The eastern boundary of study area is Commercial Avenue, the western boundary is Buckner Road in Cobb County. The D.L. Hollowell Parkway/Veterans Memorial Highway is an arterial corridor that displays three distinct stretches each with unique characteristics along the length of the study area, including the in-town stretch, the industrial stretch and suburban stretch. The study focuses on developing comprehensive and creative solutions for future land use, pedestrian friendly walkable sustainable development, transportation options, enhanced connectivity to neighborhoods and nodes, enhanced employment and economic activity, enhanced green infrastructure/corridor, alternative mobility and implementation strategies that promote healthy quality of life and create a sense of identity for the community. The adoption of the plan and recommended land use changes are pending.

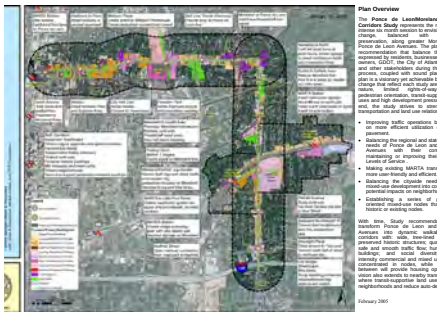
- **Imagine Downtown Encore Plan** – 2009: Central Atlanta Progress was the sponsor of this grandfathered LCI. The Downtown Atlanta LCI incorporates the City Center LCI (2001) and the JSA-McGill LCI (2003). The plan represents the Downtown vision framework plan focused on catalytic development opportunity areas to guide future public and private investment. It identifies redevelopment opportunities within Downtown and the future land uses and desired transporta-

Imagine Downtown LCI illustrative Plan, NPU M.

tion and open space improvements necessary to attract and support that anticipated development. The plan also includes specific recommendations for priority implementation projects (both five-year and long-range) by specific Downtown neighborhood and district to guide future private and public investment in these categories. The fundamental goals of the plan are for Downtown Atlanta to be the center of a world-class city that welcomes diversity, a model of progressive regional growth that is reflective of the rich cultural traditions of the South, the bridge between neighborhoods, the location of choice for urban living in the metro area, and safe and barrier free for working families and seniors. The plan was adopted in 2009 and CAP is conducting a 10-year update that will be completed in 2017.

South Moreland Corridor LCI rendering, NPU W

- **Vine City /Washington Park LCI – 2009; Washington Park Neighborhood Visioning Plan – 2015:** The plan recommendations aim at guiding the neighborhoods of Ashview Heights, Downtown, Vine City, and Washington Park towards sustainable urban redevelopment. The plan seeks to accommodate growth in appropriate locations in order to increase the area's mix of uses while preserving neighborhood character. Higher intensity mixed-use development is directed to the MARTA stations and along major corridors. The plan emphasizes a diversity of housing types that allow people with a range of incomes as well as all age groups to live in the study area. The recommendations also include pedestrian and bicycle transportation, vehicular facilities and transit facilities to enhance pedestrian and bicycle safety, encourage walking, transit ridership and bicycle usage. The plan and recommended land use changes have been adopted. In 2015, the Washington Park Community Club & Neighborhood Association initiated a planning process with the intent of establishing a neighborhood vision and a clear set of goals for the celebration and enhancement of the community's historic character. The Washington Park Neighborhood Visioning Plan seeks to leverage existing neighborhood assets while encouraging improvement and redevelopment of vacant and blighted properties. The plan was adopted as part of the 5 year update to the Vine City/Washington Park LCI. The complete 5 year update is currently underway



The Ponce De Leon and Moreland LCIs framework plan.

- **South Moreland Avenue Corridor LCI** – 2008: The South Moreland Study focuses on the area from I-20 to Constitution Avenue, including the area ¼ mile from the centerline of the corridor. The plan goals are: to make Moreland pedestrian friendly, enhance pedestrian and bicycle connectivity, support pedestrian friendly urban form, promote mixed-use redevelopment and enhance transit service. The design recommendations are organized into four focus areas that divide the corridor into unique geographic sections: I-20 to Glenwood Avenue, Ormewood Avenue, Custer Avenue to Constitution Road, Moreland Avenue Streetscape. The plan and recommended land use changes have been adopted. Corridor rezonings have also been adopted. Moreland/Glenwood intersection realignment is underway

- **Moreland Avenue Corridor LCI** – 2007: This is a grandfathered LCI study. This study was originally carried out as a joint City of Atlanta/ Georgia Department of Transportation project, subsequently sub-

mitted to the Atlanta Regional Commission for consideration as a "grandfathered" LCI area. The study examined three contiguous and overlapping study areas on Atlanta's east side: Ponce de Leon Ave, Moreland Ave. and Moreland LCI. The activity nodes include: Moreland Ave at Euclid/McLendon Ave., Edgewood Retail, Wylie Street, Memorial Drive at I-20 and Edgewood at Hurt Street. The vision for Moreland Avenue and the Moreland LCI area includes transforming Moreland Avenue from a neighborhood barrier into a corridor that enriches and connects neighborhoods and providing neighborhood-scaled transportation facilities. The plan was adopted and the projects have been incorporated into the CDP. The 10-year update to the Moreland Avenue Corridor LCI is currently underway by the Little Five Points Community Improvement District.

Westlake LCI conceptual plan

- **Ponce de Leon Avenue Corridor LCI** – 2007: This is a grandfathered LCI study. This study was originally carried out as a joint City of Atlanta/Georgia Department of Transportation project, subsequently submitted to the Atlanta Regional Commission for consideration as a "grandfathered" LCI area. The study examined three contiguous and overlapping study areas on Atlanta's east side: Ponce de Leon Ave, Moreland Ave, and Moreland LCI. The overall goal for Ponce de Leon Avenue is to recognize and respect its long-standing eclectic and diverse character, while removing key liabilities and establishing a framework for future growth that balances the needs of the avenue's varied constituents. The plan was adopted and the projects have been incorporated into the CDP.

Bankhead MARTA Station Transit Area LCI graphic showing potential redevelopment.

- **Westlake MARTA Station LCI** – 2006: The study area is focused around the Westlake MARTA Station. The study, encompassing 650 acres, focuses on transit alternatives, appropriate density and historic preservation. The activity nodes are: Simpson Road and West Lake Avenue, MLK Jr. Drive and Westview Cemetery, R. D. Abernathy Blvd. and Lucile Avenue, and the West Lake MARTA Station. The plan was completed in December 2006 but has not been approved by City Council. The plan will be updated as part of the Council District 3 Westside Revive initiative.

- **Bankhead MARTA Station Transit Area LCI** – 2005: The study area is centered at the terminus of MARTA's Proctor Creek Rail line at Donald Lee Hollowell Parkway and Gray Street, just north of Maddox Park. The main activity nodes are located along D. L. Hollowell Parkway. The major recommendations are to reconnect the community, focus on parks, improve urban design, revitalize the local economy and provide a healthy housing mix. Emphasis is given to the preservation of historic neighborhoods: Grove Park and English Avenue. The plan and recommended land use changes were adopted and the projects have been incorporated into the CDP. A five year update is due in 2010. Projects Funded: D.L. Hollowell Pkwy Pedestrian Facility Phase A from W. Lake Ave / Florence Pl to Proctor Creek (west of Gary Ave) ($3,161,299).

Oakland City Station TOD Development graphic showing potential redevelopment .

- **Oakland City/ Lakewood LCI – 2004; Oakland City/Fort McPherson LCI 10 Year Update – 2016:** This is a grandfathered LCI. The study was

funded by FTA thru MARTA. The study area contains the Lakewood/ Fort McPherson and Oakland MARTA Stations. A series of redevelopment areas that pose a unique character and vision were highlighted to revitalize the Study Area. The plan has been adopted and the projects have been incorporated into the CDP. The five year update was completed in 2009. The Oakland City Station Engagement report was adopted in March 2015 and focuses on TOD redevelopment on the Oakland City Station parking lots.

The 10 year update, completed in 2016, revised the boundaries of the study area to include Fort McPherson and removed the Lakewood portion. The updated LCI study area consists of approximately 1,300 acres of land, including Fort McPherson itself. The study area is bounded by Langford Parkway to the south; Sylvan Road, Dill Avenue, and Metropolitan Parkway to the east; the Beltline Corridor to the north; and Peeples Street, Epwork Street, Campbellton Road, and Stanton Road to the west. The area also includes the neighborhoods of Sylvan Hills, Oakland City, Fort McPherson, and portions of Venetian Hills and Adair Park. The Plan provides recommendations for the area in general and redevelopment concepts for three specific nodes within the study area. Key redevelopment nodes were identified through a market analysis, a transportation assessment, and extensive feedback from community stakeholders. The nodes include: Beltline/Murphy Avenue Node, Oakland City MARTA Node, Fort McPherson Node

Upper Westside LCI neighborhoods.

- **Upper Westside LCI** – 2004: The study area encompasses 1,400 acres. The Activity Nodes in the area include Huff Design, Marietta/Howell Mill/Main Street, Howell Station/ Knight Park, English Avenue, Antioch, and Downtown Atlanta. The vision of the Upper Westside Community is to continue to build this section of the City that reflects the area's past and future through the use of industrial materials, scale, and building patterns. The vision is also to provide residents, visitors, and workers with transportation alternatives for reaching the area and traveling within the area, supports a diversity of housing, jobs, shopping, and recreation that can include people of all incomes and ages, protects the diversity of smaller scale, residential, commercial, and industrial uses from institutional expansion. The plan and land use changes have been adopted and the projects have been incorporated into the CDP. The five year update was completed in 2009. A 10 year update will be completed as part of the CD 3 Plan.

- **JSA-McGill LCI** – 2003: Central Atlanta Progress and the Atlanta Downtown Improvement District were the sponsors for this LCI that focused on the east-west corridor around the Civic Center MARTA and, at the time, the planned improvements to the Jones Avenue, Simpson Street and Alexander Street corridor and the Ralph McGill Boulevard corridor. This vital corridor has experienced great change with opening of the Georgia Aquarium and adjacent World of Coca-Cola and Allen Plaza. The LCI study recommended best-practice solutions for integrating existing, proposed and future development into the corridor's physical and social infrastructure. The study proposed

creative solutions for linking this growth with the rest of Downtown Atlanta and the area's roadway and transit facilities. This study proposes to maximize the potential of the Civic Center MARTA station and transform the surrounding community into a true Transit-Oriented Development. The plan has been adopted and the projects have been incorporated into the CDP. Funded project: the Simpson-West Peachtree Pedestrian Rail Connections ($2,700,000). This LCI was incorporated into the Imagine Downtown LCI.

- **Memorial Drive-MLK Drive Area Revitalization Study** – 2003: This is a grandfathered LCI and the Atlanta Housing Authority is the sponsor. The study was conducted concurrently with the Empowerment Zone neighborhood master plans in 2001. This study analyzed the underutilized properties along both corridors, encompassing 2.2 miles from I-75/85 to Boulevard. The corridor is close to Downtown and has a mix of land uses. The plan led to recommendations which include proposed mixed-use development areas that satisfy the need for more retail, cultural and neighborhood services, while still preserving the scale and character of adjacent neighborhoods. The Capitol Greenway is one of the main study recommendations. The plan and recommended land use and zoning changes have been adopted. SPI-22 zoning was created for the study area and the projects have been incorporated into the CDP. The area is partially in the Beltline TAD. This plan is no longer an active LCI community

- **Bolton Road/Moores Mill LCI** – 2002: This activity center includes a variety of industrial, commercial and residential developments. The focus of the study is to encourage the expansion and redevelopment of this area into a mixed-use development node. The major components of this proposed activity center include the Moore's Mill shopping center and immediate areas as focal point. A supplemental Study, the Bolton/Moore's Mill Transportation Plan (2004) followed the Bolton-Moore's Mill LCI. This study examined the area's transportation issues in greater detail. Both plans have been adopted. A five year update for this plan was completed in 2007. Funded project: Bolton Road Intersection Improvement (Marietta Boulevard)-$1,000,000.

- **Hamilton E. Holmes MARTA Station Area LCI** – 2002: Martin Luther King Jr, Drive is the main corridor, between Linwood Street and HE Holmes Drive. The vision is to create a mixed-use nodal development around and in the parking lot of the HE Holmes MARTA station. The station is to become a gateway to the neighborhood and business district. The plan has been adopted and the land use has been partially adopted through the MLK Jr. Dr. Study. A five year update for LCI was completed in 2007.

- **Buckhead Action Plan LCI** – 2001: This plan is sponsored by the Buckhead Action Committee (BAC) – a committee of the Buckhead Business Association and the Buckhead Transportation Management Association (TMA). The two objectives of the plan were to develop a comprehensive vision for land use, transportation and open space and to establish a framework for cooperation that will ensure imple-

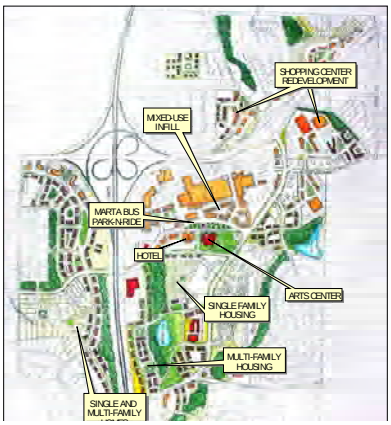
Bolton Road / Moores Mill LCI framework plan, NPU D.

HE Holmes MARTA Station Area LCI graphic showing a residential street.

HE Holmes MARTA Station Area LCI showing redevelopment of the HE Holmes station parking lot, NPU I.

mentation of community improvements. In addition to focusing on LCI goals, issues of connectivity and housing availability in the study area received emphasis. The planned focused on the Peachtree spine, the Buckhead Village and Neighborhood Preservation. SPI-19 was created to implement the LCI plan. Supplemental studies were funded in 2004 and 2008. Amendments to SPI-9 were adopted in the Fall of 2010. Amendments to SPI-12 will be done in 2010-2011. The 10 year update Buckhead reDefined CI is currently underway by Livable Buckhead and the Buckhead CID..

DEVELOPMENT CONCEPT PLAN



Greenbriar Mall Area LCI concept plan.

- **City Center LCI** – 2001: This study was sponsored by Central Atlanta Progress and includes the corridors along Decatur and Marietta Streets, Auburn Avenue and Edgewood Avenue, as well as three MARTA stations (King Memorial, Georgia State and Five Points). The four big ideas are to strengthen neighborhoods, reduce automobile usage and parking by emphasizing MARTA, and fill in the gaps and support the Downtown experience. In addition, the study concentrated on infill development and redevelopment opportunities within the study area. The plan has been adopted and the projects have been incorporated into the CDP. In 2009, most of this LCI was incorporated into the Imagine Downtown LCI. Portions of the study area are no longer in an LCI. Funded projects are: Peachtree Street Midblock pedestrian crossing, Decatur street pedestrian improvements, Piedmont Avenue Pedestrian Improvements, and Luckie Street two way conversion.

- **Blueprint Midtown LCI** – 2001: This is a grandfathered LCI sponsored by the Midtown Alliance. The first Blueprint Midtown was completed in 1997 and updated in 2003. The vision of the plan is to have a balanced blend of residential, retail, office and mixed use properties, plenty of greenspace, multiple transit options and a unique welcoming and thoroughly pedestrian streetscape environment. SPIs 16 and 17 were created to implement the vision of the plan.

West End Historic District LCI illustration, NPU T.

Blueprint Midtown 3.0 – underway: Blueprint Midtown 3.0 is a comprehensive plan to guide Midtown Atlanta's growth over the next three decades. It builds on the original 1997 Blueprint Midtown plan and 2005 update. The plan was developed with input from over 6,000 Midtown employers, property owners, residents, workers, visitors, public-sector partners, and subject–matter experts. Its main recommendations call for sidewalks and streets that encourage walking, biking and transit; more public spaces and plazas, ranging from small button parks to larger civic gathering areas, that are active and dynamic with enhancements, programming and public art; new development/redevelopment designed to be visually appealing, that embrace and activate the sidewalks and public realm and that encourage transportation alternative while reducing reliance on the single-occupant automobile; and a diversity of retail destinations to better serve Midtown's consumer market. The plan contains specific recommendations and initiatives for land use and building design, transportation, and public spaces. It includes a vision and defining characteristics for five separate character areas within Midtown:

Arts, Commerce, Research & Technology, Landmark, and Medical. The plan is currently in draft form and will be submitted for adoption and incorporation into the CDP.

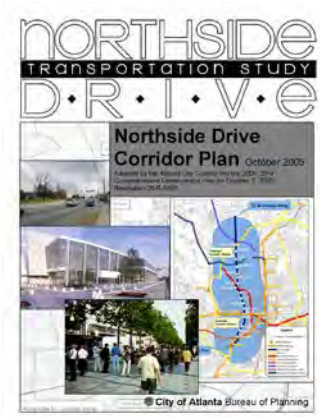
- **Greenbriar Mall Area LCI** – 2000: This existing older suburban mall area offers opportunities to transform auto-oriented development to more transit and pedestrian friendly environment. Key planning concepts are having walkable neighborhoods and commercial centers, a mix of uses and a range of housing types and creating a network of public squares, parks and natural open spaces. The plan, land use and zoning have been adopted and the projects have been incorporated into the CDP. Three transportation projects have funding: Greenbriar Parkway Pedestrian Improvements (Langford Parkway to I-285)-$1,908,000, Barge Road/Campbellton Road Intersection Improvements-$280,000), Headland Street Pedestrian Improvements (Greenbrier Parkway to City limits)-$300,000. Construction should start on the projects by the end of 2010. In 2005, a five year update was completed. A 10 year update is needed.

- **West End Historic District LCI** – 2000: Study area incorporates the mixed-use community surrounding the West End MARTA rail station. The area has many opportunities for redevelopment including the Candler warehouse area. The study determined opportunities for transit oriented development (TOD) and other needs in the area to create a more thriving urban community. The plan and land use changes have been adopted and the projects have been incorporated into the CDP. SPI-21 was created to implement the plan recommendations. In 2005, a five year update was competed. A 10 year update is past due.

- **Corridor Plans** The following corridors, which generally include the main road and transportation facilities and properties within ¼ mile, have all been the subject of planning efforts. They have been adopted by the city (see Map 9-5).

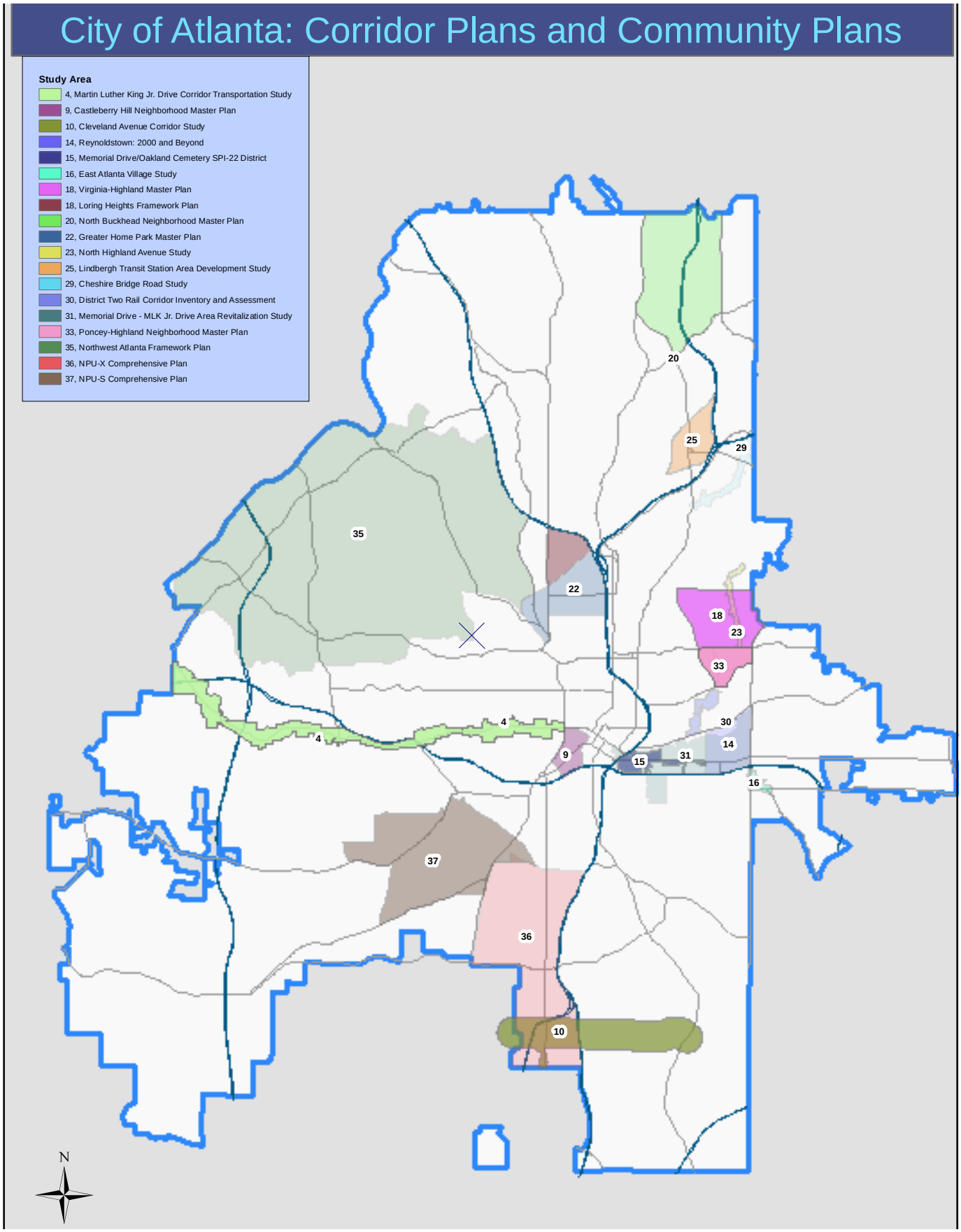
  - **Cleveland Avenue Corridor Plan** – 2009: The study area includes the Cleveland Avenue Corridor from the East Point City Limits near Sylvan Road, including a quarter of a mile buffer on both sides. The major activity nodes include Springdale Rd., Metropolitan Parkway, Interstate 75 and Interstate 85. The plan consists of recommendations and projects intended to develop a long range vision for the Cleveland Avenue Corridor as one of connectivity, vibrant retail opportunities, residential diversity and open and green space. The recommendations include the revitalization of the appeal of the commercial areas and encouragement of greater residential diversity in the housing stock of the Corridor, revitalization of the existing retail centers into more pedestrian-friendly mixed use developments and encouragement of new mixed-use developments, establishment of new pedestrian-friendly street grid in major redevelopment areas, implementing enhanced streetscapes as well as redevelopment initiatives aimed at improving access and expanding the network of existing parks. The plan also makes recommendations for roadway, intersection, pedestrian and bicycle improvements, as well as transit

Cleveland Avenue Corridor Plan graphic showing potential redevelopment, NPU X & Z.



Northside Drive Corridor Plan cover.

Martin Luther King Jr. corridor study map.



Map 9-5: Corridor and Community Plans

and safety enhancement. The plan has been adopted. The land use has been adopted and the projects have been incorporated into the CDP.

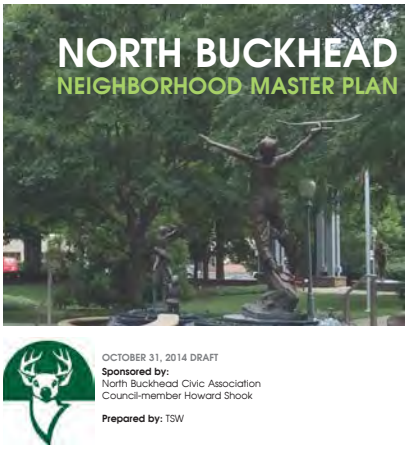
- **Martin Luther King Jr. Drive Corridor Transportation Study** – 2005: The M.L.K. Jr. Drive Corridor study included a land use analysis and future traffic impact analysis to develop recommendations for future land uses, and road and intersection improvements. The plan was adopted and the projects incorporated into the CDP.

- **Northside Drive Corridor Plan** – 2005: The future transportation function of Northside Drive from I-75 to I-20 was studied using the regional transportation model. Demographic and market pressures were the primary drivers of change, and different transportation improvement scenarios were analyzed to determine appropriate and effective recommendations to accommodate future travel demand and urban growth. The plan and the recommended land use changes were adopted.

- **Cheshire Bridge Road Study** – 1999: This comprehensive study addressed transportation, marketing, urban design, environment and land use concerns in the area. Recommendations include a number of transportation and streetscape improvements. Portions of the streetscape improvements have been completed. The NC-4 and NC-5 zoning districts were adopted to implement the plan.

- **Community Plans:** The following community plans have all been adopted by the City of Atlanta and incorporated into the Comprehensive Development Plan.
  - **Midtown Garden District Master Plan-** Underway: Midtown Neighbors' Association partnered with Councilmember Kwanza Hall in the development of the Plan. The goal is to have a consistent set of streetscape designs, improve lighting conditions, correct and improve infrastructure, assess historical assets, plan and design greenspaces, improve bicycle and pedestrian access, enhance traffic and transportation and provide for a safer environment. The Garden District lies between Piedmont Avenue and the Atlanta Beltline. It includes the historic residential properties east of Piedmont Avenue, as well as commercial properties along Monroe Drive and Ponce De Leon Avenue.

  - **North Buckhead Neighborhood Master Plan –** 2015**:** Spearheaded by the North Buckhead Civic Association, The North Buckhead Neighborhood Master Plan seeks to establish and develop a neighborhood vision for the future and to guide growth in a way that preserves and builds on the area's strength and responds to the challenges and weaknesses. The plan addresses land use, transportation, parks and open spaces, the environment, infrastructure and facilities, urban design and historic resources. The North Buckhead neighborhood is located in the Northeast corner of the City of Atlanta. Highlights of the plan include the priority to preserve and protect single family areas as well as maintaining NPU B policies found the 2011 CDP



North Buckhead Plan in NPU B

Candler Pakr Master Plan in NPU N

- **Krog-Lake-Elizabeth-North Highland Transportation Strategy –** 2014**:** The Krog-Lake-Elizabeth-North Highland Transportation Strategy was to develop a proactive approach to transportation issues in the Old Fourth Ward and Inman Park neighborhoods. The strategy focuses on the streets along the Beltline between DeKalb Avenue and Freedom Parkway. The plan includes an implementation table for proposed transportation projects in time increments of Short-Term (1 to 3 years), Mid-Term (4 to 8 years), and Long-Term (9 or more years).

- **Candler Park Neighborhood Master Plan –** 2013**:** The purpose of the planning effort was to establish a vision for the continued improvement and maintenance of quality of life in the neighborhood; to create a 'vision' for the neighborhood, which will allow a more proactive approach towards planning for the neighborhood's future; and to identify potential 'smart growth' opportunities. The Plan consists of information on existing conditions, the planning process, purpose, vision and goals, recommendations for Candler Park Conservancy, Candler Park swimming pool, farmers market and parklettes, a dog park, mobility and traffic calming, MARTA and transit, street repair, land use and quality of life, as well as implementation mechanisms.

- **Collier Village Blueprints Plan – 2013:** Collier Village (The Village) is a predominantly commercial district in northwest Atlanta defined by the triangle formed by I-75, Howell Mill Road, and Collier Road, and including the commercial strips on the east side of Howell Mill and the north side of Collier. The area is predominantly retail. The study area is immediately surrounded by the residential neighborhoods. It is in NPU C and Council District 8. The Collier Village Blueprints Plan contains: 1) the existing conditions in The Village, 2) an analysis of possible development and transportation scenarios, 3) implementation strategies with associated recommendations, 4) an illustrative plan for The Village following the strategies laid out in the report, and 5) a list of short and long-term actions to implement the strategies.

- **Virginia Highland Neighborhood Master Plan – 2013:** The Virginia Highlands Civic Association initiated the planning process with the goal of establishing a vision for the sustained improvement of quality of life for the neighborhood in order to preserve its assets, address factors within the community that need improvement, and to create community goals and recommendations to achieve its vision. The goals of the Plan include recommendations to improve healthy living, mobility, land use, urban design and schools. Specifically, the neighborhood seeks to encourage affordable housing along the Beltline, create a "Welcome to Virginia Highland" gateway, and to pursue an EcoDistrict certification for the neighborhood.

The Virginia Highlands Neighborhood Master Plan, NPU F.

- **Loring Heights Neighborhood Master Plan – 2012:** The study area includes the neighborhood of Loring Heights. The vision is for Loring Heights to be a connected, safe, green, vibrant, and mixed-use neighborhood. The master plan includes recommendations and policies that aim to protect and enhance an urban form that supports walking, community life, and the re-use of historic buildings. The primary goals of the plan include defining what Loring Heights should be in 25, or

even 50 years and leveraging Atlanta Beltline-related growth to foster neighborhood improvements.

- **NPU G Community Master Plan -** 2011: The plan was developed by the Georgia Conservancy under its Blueprints for Successful Communities programs and NPU G. The plan focuses on connections, redevelopment, opportunities for advancement, food access, public art and environment and natural resources.

- **Westview Master Plan -** 2011: The Westview Community Organization prepared this plan. The plan ties together previous plans that included portions of the Westview neighborhood and includes more detailed input from community members. The plan focuses on commercial development, green spaces/BeltLine and connectivity.

- **Poncey-Highland Neighborhood Master Plan -** 2010**.** The Poncey-Highland Neighborhood Association and District 2 Council-member Kwanza Hall sponsored this study. The study area is the Poncey-Highland Neighborhood and encompasses approximately 241 acres. The plan provides recommendations for land use, park and open space, housing, transportation, environment, infrastructure, facility, urban design and historic preservation, while focusing on encouraging a diverse and sustainable mix of housing, employment, shopping and open space, promoting smart growth and redevelopment as well as protecting the neighborhood character and improving the neighborhood's aesthetics. The Plan and land use changes have been adopted and the projects incorporated into the CDP.

- **NPU X Comprehensive Plan** - 2005: This framework plan examined the entire NPU, identifying the major issues and devising a strategy for enhancing residential uses and major corridors. The goals of the plan include addressing deficiencies in commercial service quality and neighborhood retail availability, to be inclusive and promote "smart growth", public transportation, affordable single-family and multi-family housing, human services, clean and safe environment, and to advocate expansion and improvements to open space, infrastructure and parks in each of the five neighborhoods. Community residents want to promote the conservation of single family housing, to improve and conserve multifamily housing, to support mixed-use development and to promote mixed income affordable housing. The plan examined land use, housing conditions, tax delinquency and the housing market. In addition, the plan made recommendations for land use, housing, parks, transportation, environmental hazards, stormwater and zoning. This plan was adopted.

- **NPU S Comprehensive Plan** - 2005: This framework plan examined the entire NPU, identifying the major issues and devising a strategy for enhancing residential uses and major corridors. The plan studied housing (to include personal care homes and rooming houses), housing conditions, land use, parks and greenspace, environmental hazards, illegal dumping, stormwater and tax delinquency. The plan made recommendations for parks and open space, zoning changes, transportation improvements (sidewalks, streetscapes, traffic calm-

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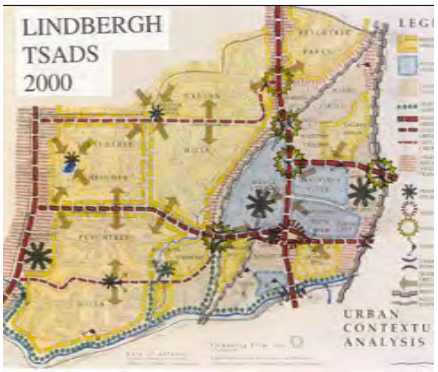
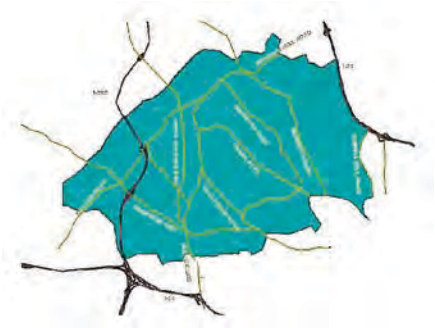
MASTER PLAN 2011 - ATLANTA, GA

Poncey-Highland Neighborhood Master Plan framework plan, NPU N.

Home Park Master Plan, NPU E.



Lindbergh TSADS study area map.



Northwest Framework Plan study area.

Castleberry Hill Master Plan Map, NPU M.

ing, intersection improvements and street paving), stormwater, land use and housing. The plan was adopted.

- **Home Park Master Plan** - 2003: The greater Home Park Master Plan was completed in August 2002 by the Home Park Improvement Association and adopted by the City of Atlanta in 2003. The vision for the area is to be "a unique, diverse and vibrant community setting the standard for intown living and working." Diversity, connectivity and synergy are the plan's guiding principles. The master plan aims to champion development that enhances the multi-faceted character of Home Park, network the community with internal and external linkages that enable convenient, access to amenities and services, and add green space for public gathering and recreation. The Plan will be updated as part of the District 3 Plan.

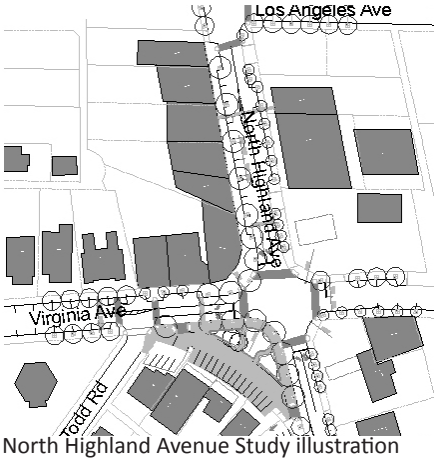
- **District 2 Rail Corridor Study** - 2001: The purpose of this inventory and assessment was to examine the large parcels of undeveloped and/or underdeveloped industrial zoned properties along the Norfolk Southern rail corridor within Council District Two and in the Inman Park, Old Fourth Ward and Poncey-Highland neighborhoods. The top three goals of the plan are: an improved street and sidewalk network, adequate open space and neighborhood-oriented ground floor retail. The plan includes urban design and planning principles to guide development along the corridor.

- **Reynoldstown 2000 and Beyond – A Neighborhood Master Plan**- 2000: The development of the plan was funded by the Empowerment Zone Corporation and led by the Reynoldstown Revitalization Corporation. Reynoldstown is situated south of Memorial Drive to I-20 with Moreland Avenue to the east, Pearl Street to the west and the Southern Railroad to the north. The Neighborhood Master Plan goals include occupying/ utilizing all vacant lots with land uses that address the needs of the community, restoring a pedestrian oriented environment, improving street conditions, renovating and expanding existing housing stock, community and commercial facilities, creating a safe and drug free community, and improving parks and open space.

- **East Atlanta Village Plan** - 2000: This was a comprehensive commercial revitalization plan promoting neighborhood commercial development. The vision for East Atlanta Village is a neighborhood-oriented commercial node reflecting the diversity of adjacent neighborhoods. The Village includes unique restaurants, unusual retail merchandise, and mixture of residential opportunities. The goals for East Atlanta Village are to create a safe and attractive pedestrian scale street environment, market a vibrant and diverse urban neighborhood for businesses, residents, and visitors, facilitate smooth traffic flow while enhancing and protecting pedestrian, bicycle, and public transit facilities, provide parking facilities and land use patterns which protect the area from a parking shortage, and improve the quality of life for the neighborhoods surrounding the Village.

- **Lindbergh Transportation Urban Design Plan** - 2000: The Lindbergh

Transit Station Area Development Study (TSADS) provides a concept plan and action program for the development of a transit oriented neighborhood around the Lindbergh MARTA transit station. The objectives set forth in this document provide the foundation for the creation of Special Public Interest (SPI) District regulations for the area. A Special Public Interest zoning district for the Lindbergh area directs future development in such a way that encourages the creation of the vibrant, pedestrian and transit-oriented urban neighborhood.



North Highland Avenue Study illustration of Virginia and North Highland intersection, NPU F.

- **Northwest Atlanta Framework Plan** -2000: The Plan for Council District 9 examines the entire area with a focus on its major corridors: Bankhead Highway, Bolton Road, Marietta Boulevard, and Hollywood Road along with the Chattahoochee Ave. area. The vision is for the revitalization of these corridors and to prepare recommendations to guide residential infill development, stimulate commercial revitalization, enhance access to commercial opportunities, and improve the overall connectivity within the area.

- **Southwest Atlanta Framework Plan** - 2000: This plan, which includes NPUs H, I, P, & R. Some of the goals are to increase the number of households, improve housing to attract and retain young couples, provide housing for the elderly, improve transportation and circulation, expand MARTA rail to employment and commercial centers, improve pedestrian facilities, increase parks and recreation areas, expand and enhance goods and services, improve public safety, increase neighborhood diversity and improve neighborhood image and visibility. The plan provides strategies for housing, economic development, traffic and transportation, public safety, parks and recreation and environment and natural resources.

Subarea 2 - Pryor Street illustration.

- **Castleberry Hill Master Plan** - 2000: Castleberry Hill is a historic Downtown neighborhood, unique in Atlanta. Its future is informed by its colorful past: markets, shops, restaurants and residences enjoyed by diverse people. In this urban oasis situated amidst business, government, transportation, sports, entertainment, and convention facilities, old buildings are given new life. The community takes pride in its streetscapes, green spaces, public art, and historic structures. The goals of the plan are to promote and preserve economic development and a variety of housing opportunities; to encourage an economically and culturally diverse population in Castleberry Hill; to attract and support quality services and retail in the neighborhood; to reduce crime, drug use and loitering, and maintain an environment in which neighbors and visitors feel safe and secure; to preserve historic buildings and sites and develop new ones which compliment the old; to develop parks, open spaces and convenient pedestrian circulation; to provide adequate parking for present and future residents and commercial uses; and to facilitate safe and convenient circulation of pedestrian, non-motorized and vehicular traffic and to minimize conflicts between these various modes of transportation.The Castleberry Hill Plan will be updated as part of the District 3 Plan.

Subarea 3 - Boulevard Crossing Park plan.

- **North Highland Avenue Study** - 1999: This study focused on the

Example of light rail that could be similar to light rail along the BeltLine.

transportation, parking and pedestrian issues along four commercial nodes along North Highland Avenue in the Morningside and Virginia Highland neighborhoods in order to preserve and enhance the unique character of the adjacent neighborhoods.

- **BeltLine Master Plans – 2012, 2011, 2010 and 2009:** The BeltLine Master Plans build on the BeltLine Redevelopment Plan and the many other planning efforts described in this section. The plans take an interdisciplinary approach addressing land use, transportation, parks and recreation, public art, and historic preservation. To achieve the necessary level of detail, the BeltLine was divided into ten subareas, described individually below.

  Stakeholders in each subarea refined goals specific to their community based on guiding principles set up to inform all BeltLine Subarea master plans. Common themes emerge that articulate how the high-level principles should be put into action.

  - Promote compact nodes of transit supportive development around BeltLine stop locations.
    - Redevelop underutilized industrial land, but retain light industrial employment.
    - Provide mixed-income housing, retail, and commercial opportunities.
    - Support sustainable design including LEED certification and on-site impact reductions.
  - Create a vibrant public realm and connected greenspace system.
    - Maximize park space and accommodate regional appeal.
    - Provide opportunities for recreation, public art, cultural activities, and ongoing participatory planning.
    - Connect parks and trails to schools, libraries and civic spaces.
  - Develop a redundant network of Complete Streets for multimodal mobility.
    - Build new streets across the BeltLine and superblocks to create a grid of small blocks.
    - Retrofit existing streets to dedicate space for pedestrians, cyclists, stormwater detention, and shade canopy trees.
    - Improve bus route directness, frequency, and stop amenities.
  - Preserve neighborhood character and historic context.
    - Provide transitions from higher density mixed-use nodes to residential areas.
    - Minimize impacts of trails, traffic, and parking on neighborhoods
    - Celebrate linkages to the Civil War, Civil Rights, and industrial railroad history.
  - **Subarea 1 (Abernathy-Cascade):** Subarea 1 includes the portion of the BeltLine from Interstate 20 south and east to Lee Street and the

Subarea 4 - Memorial Drive and Bill Kennedy way illustration.

MARTA South line. The study area includes three important redevelopment areas: along White and Donnelly Streets, around the West End MARTA Station, and the McDaniel Glenn area. The plan also includes a park master plan for Enota Park.

- **Subarea 2 (Heritage Communities of South Atlanta):** Subarea 2 is located just south of the Downtown central business district. The subarea includes portions of Pittsburgh, Peoplestown, Capitol View, Capitol View Manor, Oakland City, Adair Park, The Villages at Carver and Chosewood Park. The plan includes several short-term recommendations for spur trails, as well as the redevelopment of Stanton/Four Corners Park. The Subarea includes the University and Murphy Triangle redevelopment areas.

- **Subarea 3 (Boulevard Crossing):** The Boulevard Crossing subarea runs along the BeltLine from Hill Street to Glenwood Avenue, including portions of Chosewood Park, Grant Park, Ormewood Park, and Boulevard Heights. Some of the highlights of the plan include the Boulevard Crossing Park master plan for the new 22-acre park, planning for the redevelopment of older industrial areas, creating strong pedestrian connections between the BeltLine and Zoo Atlanta/Grant Park, and restoration and trails along Entrenchment Creek.

- **Subarea 4 (Memorial -Glenwood):** The Memorial-Glenwood subarea runs north from Berne Street to DeKalb Avenue/Decatur Street and includes portions of the Cabbagetown, Grant Park, Ormewood Park, and Reynoldstown neighborhoods. The study area also includes a section of the Memorial Drive corridor, the Glenwood Park development, and Oakland cemetery.

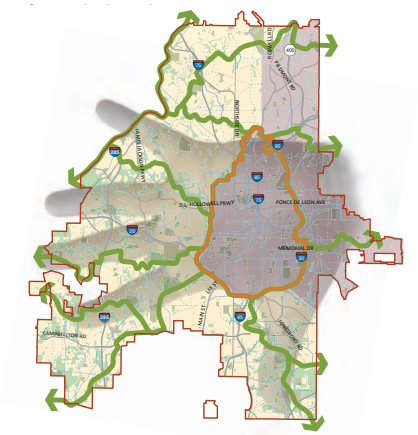
- **Subarea 5 (Freedom Parkway):** The Freedom Parkway subarea begins on the DeKalb Avenue side of the Krog Street Tunnel and stretches north to Ponce De Leon Avenue and includes the neighborhoods of Inman Park, Virginia Highlands, Sweet Auburn and Old Fourth Ward. The subarea plan includes a master plan for the Historic Fourth Ward Park and focuses on the redevelopment opportunities around the new park.

- **Subarea 6 (Monroe-Piedmont):** Subarea 6 runs along the BeltLine from Ponce de Leon Avenue to Buford Highway. Subarea 6 includes Piedmont Park and the Ansley Park, Morningside/Lenox Park, Adair Park, Virginia Highland, Sherwood Forest and Piedmont Heights neighborhoods. The planning effort has focused on the redevelopment opportunities of the strip malls in the study area, traffic congestion on Monroe Drive and Piedmont Avenue, and land uses adjacent to Piedmont Park.

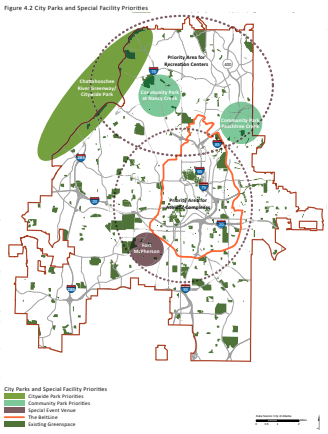
- **Subarea 7 (Northside-Peachtree-Piedmont):** The Northside-Peachtree-Piedmont subarea makes up the northern end of the BeltLine Planning Area as it runs east from I-75 to Lindbergh Center MARTA Station and then south to I-85/Buford Highway. The subarea includes of some of Atlanta's best known thoroughfares, such as Piedmont Road and Peachtree Road. The plan's recommendations focus

Subarea 7 - Peachtree near Bennet Street illustration.

Subarea 8 - West Side Park and Reservoir Master Plan.



Project Greenspace - greenspace system concept plan.



Project Greenspace - parks and facilities priorities.

on improving street and sidewalk connectivity and land use planning at key nodes such as the BeltLine/Peachtree Rd. intersection. Other priorities of the subarea plan include the development of contiguous multi-use trails connecting the greenspace throughout the subarea and the challenge of the active freight corridor within the proposed BeltLine transit alignment.

- **Subarea 8 (Upper Westside- Northside):** The Upper Westside-Northside subarea includes the portion of the Atlanta BeltLine from the freight railroad line near West Marietta Street northeast to I-75. The subarea includes portions of the Atlantic Station, Berkeley Park, Blandtown, Home Park, Loring Heights, and Marietta Street neighborhoods and communities. The subarea also includes sections of the rapidly changing Huff Road, Northside Drive, and Howell Mill Road corridors. Some of the primary community concerns in the area include pedestrian and bicycle infrastructure and safety and new park opportunities. This subarea has the challenge of active freight within the proposed BeltLine transit corridor.

- **Subarea 9 (Upper Marietta-Westside Park):** Subarea 9 includes the portion of the BeltLine from West Marietta Street south to Hollowell Boulevard. The plans includes the master plan for the Westside Park and Reservoir, a forthcoming 300 acre park on the site of the old Bellwood Quarry. The Westside subarea plan creates a framework for redevelopment around and to the east of the park, while preserving the character of area neighborhoods, including Grove Park, Rockdale, Knight Park and Howell Station.

- **Subarea 10 (Boone-Hollowell):** Subarea 10 includes the portion of the BeltLine from Hollowell south to Interstate 20. The plan includes the BeltLine connection to the MARTA East or Proctor Creek line and the important redevelopment area around the Ashby MARTA Station. The study area also includes Maddox Park and the surrounding redevelopment opportunities.

- **City Wide Plans**

  - **Project Greenspace** – 2009: Project Greenspace is a comprehensive plan and strategy for implementing a city-wide greenspace system for Atlanta. The Plan establishes an overall framework, direction, and action steps for growing, preserving and managing the City of Atlanta's greenspace system. The goals of the plan are to: significantly increase the acreage of greenspace and improve its distribution throughout Atlanta, establish connections between greenspaces as part of the greenspace system, including greenway corridors, multi-use trails, and complete streets, provide the highest quality of recreational facilities and programs within the greenspace system to meet citizens' needs, maintain parks and recreational facilities to "best-in-class" standards and ensure that parks and other greenspaces are safe and secure, protect environmentally sensitive lands as part of the greenspace system, protect and restore Atlanta's tree canopy in order to meet a target of 40% coverage, promote the use of greenspaces as community gathering places, including a major

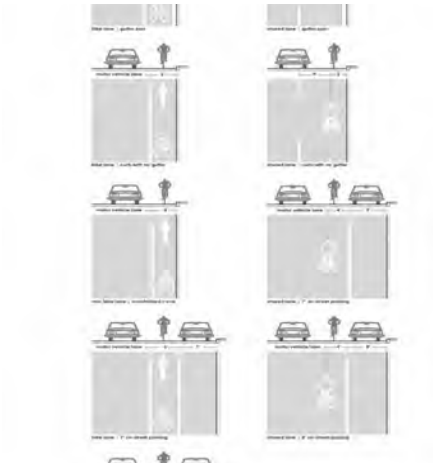
outdoor events site, integrate Atlanta's history, cultural heritage, and the arts into the greenspace system to express community identity, establish sustainable sources of funding for greenspace acquisition, development, and management, and promote public and private partnerships to grow and manage the greenspace system, promote and coordinate the dedication of greenspace within new development and redevelopment projects.

Connect Atlanta Street Design Guidelines.

- **Connect Atlanta Plan** – 2008: The Connect Atlanta Plan, the City of Atlanta's first comprehensive transportation plan (CTP), outlines policy direction for linking transportation infrastructure with land development and for coordinating with regional transportation project funding plans.

  The CTP is a guide for achieving a vision of a multi-modal, world-class transportation system to support increased residential and employment growth in targeted areas of the city by reducing reliance on personal automobiles through expanded opportunities for transit, walking, and cycling and by mitigating traffic congestion through a more efficient road network. It identifies specific capital investment needs and financing options. The goals of the plan are to: provide balanced transportation choices, promote public health and safety, prepare for growth, maintain fiscal and environmental sustainability, preserve existing neighborhoods, and create desirable places for all.

  These goals formed the basis for priority ranking of 200 roadway and intersection projects in ten tiers of 20 projects each from candidate concepts produced through community visioning meetings and design workshops. Highlights of the Connect Atlanta Plan recommendations include 50 more miles of transit, 66 miles of new street connections, 900 miles of new sidewalks, and the reconstruction of expressway interchanges to expand land available for urban development. Action items include building new transit infrastructure, improving existing transit service, promoting sustainable travel modes with dedicated non-motorized facilities, untangling "hot spots" of traffic congestion, achieving a state of good repair for existing infrastructure, and developing new funding sources.



Connect Atlanta Bike Design Menu.

  Connect Atlanta Plan Amendments – 2015. Move Atlanta is a comprehensive design manual intended to provide a common resource for city departments, partner agencies, developers, and citizens to guide design in the public right-of-way. Move Atlanta Manual provides an opportunity for the City of Atlanta to design its streets for health, safety, livability, and sustainability.

Transit Oriented Atlanta: A Strategy for Advancing Transit Oriented Development is designed to promote greater density around transit stations to maximize non-motorized access to transit and improve quality of life. Atlanta's existing TOD areas include all of the land within ½ miles of the 24 MARTA rapid rail stations and the 12 Atlanta Streetcar stops.

The Cycle Atlanta Phase 1.0 Study is an implementation strategy to assist the City of Atlanta in becoming more bicycle friendly. The study serves as a "how-to-manual" for City and community leaders in developing Atlanta as a place where people of all ages and walks-of-life can safely bicycle, both for recreation and transportation.

Cargo Atlanta: A Citywide Freight Study is a comprehensive freight study on the importance of all modes of

freight in the City of Atlanta. The study updates the Freight Route Map and the freight-related capital project list.

- **Parks Open Space and Greenways Plan** - 1994: The 1994 Parks, Open Space and Greenways Plan establishes planning policies intended to guide the development of park, open space, and recreational facilities over a 15-year period. The plan establishes goals and policies for Open Space and Greenways, Facilities, Special Events, Historic Resources, Natural Resources, Management and Maintenance and Funding. The plan makes recommendations for the various types of park, open space and greenways.

- **AARP Age-Friendly Atlanta Action Plan 2014 - 2017** – In 2014, the City of Atlanta became an AARP Age-Friendly Community, a designation which provides access to organizational guidance from national experts; streamlined admission into the World Health Organization's age-friendly network; and resources for identifying and developing assessments, survey tools, community success criteria, and best practices, among other benefits. The AARP Age-Friendly Communities program includes four steps: (1) entering the AARP Network of Age-Friendly Communities, (2) planning phase, (3) implementation & evaluation, and (4) continuous cycle of improvements. Atlanta is currently in step two, with the plan nearly complete. The plan addresses the following domains of livability: Transportation; Outdoor Spaces and Buildings; Community Support and Health Services; Housing; Respect and Social Inclusion; Social Participation; Civic Participation and Employment; and Communication and Information. For each of these domains, the plan contains a vision, summary of goals, steps and/or recommendations. According to Atlanta's Livability Community Survey conducted in 2015 as part of this plan, nearly 80 percent of surveyed Atlantans ages 50 and older believe that their community is a good place for older people to age, and most plan to age in place. Survey respondents rated reliable public transportation and well-maintained streets as the most important livable community domain. According to the AARP Public Policy Institute and the survey results, Atlanta would benefit from improvements and increases in job opportunities for older adults, community information, volunteering and civic engagement, and health and wellness. The plan recommends a three-year implementation timeframe.

Needs and Opportunities

Infill and Design

- **Older homes are being replaced with newer homes that are incompatible in scale, height, massing, size and design.****
- **Preserve existing neighborhoods.***
- Not all neighborhoods have design guidelines to ensure appropriate new and infill development that complements the character of the community.
- Some new subdivisions do not follow the same platting pattern as existing neighborhoods, particularly in the street layout, orientation and design.
- Major roadways are developed with unattractive suburban/auto oriented type development.
- Development regulations allow suburban type development in the City.
- The city is still rebuilding from the urban disinvestment of the 1970's and 1980's. Some parts of the city still have a significant amount of blight.
- Some infill development is not in keeping with the character of the neighborhood.
- There is a lack of rehabilitation in some neighborhoods and some corridors.
- Need to focus on place making and developing sense of place particularly in centers and corridors.

Mix of Land Uses

- There is inadequate mix of uses (like corner groceries or drugstores) within neighborhoods.

- There are not enough neighborhood centers to serve adjacent neighborhoods.
- In some cases there is not enough transition between land uses.
- Industrial uses are being lost and redeveloped for non-industrial uses.
- Some industrial buildings are obsolete.
- Residential and mixed use developments in industrial areas are creating land use conflicts.
- Redevelopment of centers and corridors provide the opportunity for pedestrian oriented and mixed us development.

Transportation

- **There is too much land dedicated to parking or other paved areas, particularly in Downtown and Midtown. ***
- **Need to support Transit Oriented Development. ***
- Parts of the City are spread out and only accessible by car.
- Development patterns do not create a pedestrian oriented environment.
- In some cases major centers and corridors do not have enough density to support transit.
- Land Use and transportation policies need to be coordinated in order to complement each other.

Open Space

- Public space/open space is not incorporated into new developments, particularly in Downtown, Midtown and Buckhead.
- Public spaces sometimes are not designed for gathering and social interaction.
- Some of the remaining greenfields are being developed.
- New developments in greenfields clear cut trees prior to development.

Housing

- **Allow accessory units to provide for housing diversity and affordability.****
- There is a lack of housing, particularly workforce housing, at employment centers.
- Land Use policies do not promote affordable housing throughout the City.
- Some of the affordable housing stock is being lost.

Other

- **Lack of balanced development in the City. Over the past 10 years, most of the development has been concentrated north of I-20. ****
- More effort needed to implement adopted community plans listed in the Community Assessment.
- Improved zoning and code enforcement is needed.
- The development pattern is some parts of the city discourages walking and physical activity.

Highest Ranked Needs and Opportunities identified among all Needs and Opportunities
****Highest Ranked among Land Use Needs and Opportunities***