



Imagine Downtown: ENCORE

2009 Update: Envisioning Central Atlanta's Future
Released August 2009



Central Atlanta Progress
Atlanta Downtown Improvement District



Table of Contents



PLANNING OVERVIEW	1	ACHIEVING THE VISION	55
		Implementation Principles	55
CONTEXT	3	Implementation Structure	61
		Implementation Recommendations	64
PLANNING LEGACY	5	Achieving LCI Goals	81
		Development Summary / 25-Yr Projections	85
PROCESS	9	Short-Term Program	86
MARKET POTENTIAL	22	ACKNOWLEDGEMENTS	88
Current Market Profile	22		
Residential Market Potential	23	APPENDIX A:	
Office Market Potential	25	Comprehensive Corridor Project List	90
Retail Market Potential	26		
THE VISION	28		
THE PLAN	32		
Development Framework Plan	32		
Transportation Network Plan	34		
Public Space Plan	36		
Illustrative Plan	38		
Neighborhoods and Districts	40		
Centennial Hill	42		
SoNo	43		
Green Line	44		
South CBD	45		
Sweet Auburn	46		
Peachtree Corridor	47		
Fairlie-Poplar District	48		
Memorial Drive / MLK Area	49		
Marietta Street Artery	50		
Centennial Olympic Park Area	51		
Georgia State University	52		
Castleberry Hill	53		
Peachtree Bottom	54		

Planning Overview

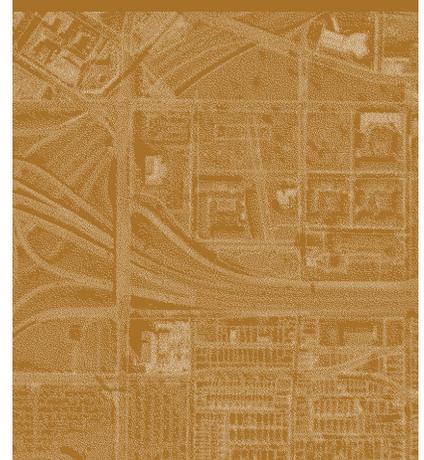


The ten years following the 1996 Centennial Olympic Games bore witness to a renewed spirit of growth and advancement for Atlanta's city center culminating in 2004 with the creation of a consolidated and progressive vision for the future entitled ***Imagine Downtown.*** Representing the dedication and creativity of hundreds of Downtown stakeholders and workshop participants, and thousands of online survey respondents, the Imagine Downtown Plan sought to synthesize numerous previous planning efforts and planned projects with new and creative ideas in previously unplanned areas of Downtown, into a single comprehensive vision for the whole.



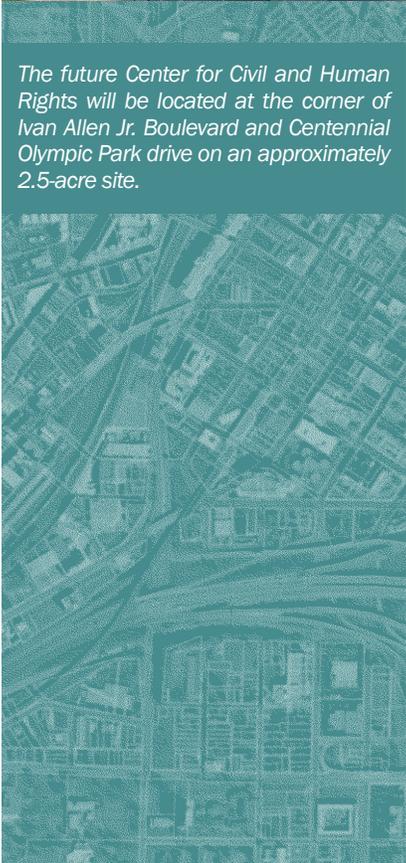
Now, a mere five years later, much of the promise of Imagine Downtown has become bricks-and-mortar reality. From the continued evolution of the Centennial Olympic Park Area - a new World of Coca-Cola, the Georgia Aquarium, new and expanded hotels with more to come - to the emerging vitality of the east side - Capitol Gateway, Auburn Pointe, Renaissance Walk at Sweet Auburn, and others - Downtown has witnessed an incredible \$2.6 billion worth of new investment in the five years since Imagine was completed. This includes an amazing sixty-six individual development projects spread across all corners of Downtown. Numerous small area planning activities and new stakeholders have also emerged, fleshing out and expanding the vision originally established by Imagine Downtown in 2004. The next generation of Imagine successes will include the Center for Civil and Human Rights, the expansion of the Georgia World Congress Center, the continued growth of Georgia State University and the expansion of Allen Plaza. This continued explosion of activity is exciting beyond measure - particularly given the difficult economic times - but reaffirms the

The Centennial Olympic Park area has seen a significant amount of development over the past 5 years, including the World of Coca-Cola and the Georgia Aquarium.





The future Center for Civil and Human Rights will be located at the corner of Ivan Allen Jr. Boulevard and Centennial Olympic Park drive on an approximately 2.5-acre site.



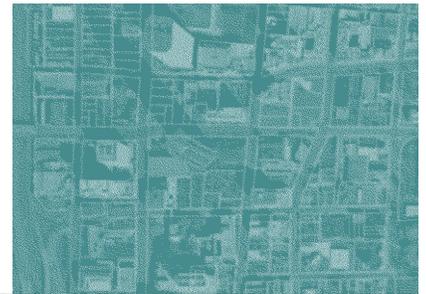
premise behind the original Imagine Downtown plan: that the guidance of a community-based, holistic vision is critical to making the difference between piecemeal redevelopment and a bright future for a world-class Downtown Atlanta. The very necessity of this five-year **Imagine Encore** update stands as a testament to the continuing success of the original Imagine Downtown Plan.

Similar to the original effort, the Imagine Encore vision plan seeks to affirm and refine recent master plans for Downtown Atlanta with a more detailed and strategic focus to guide future public and private investment in the community. The planning process sought to confirm a vision for future neighborhood development by assessing the needs and interests of all

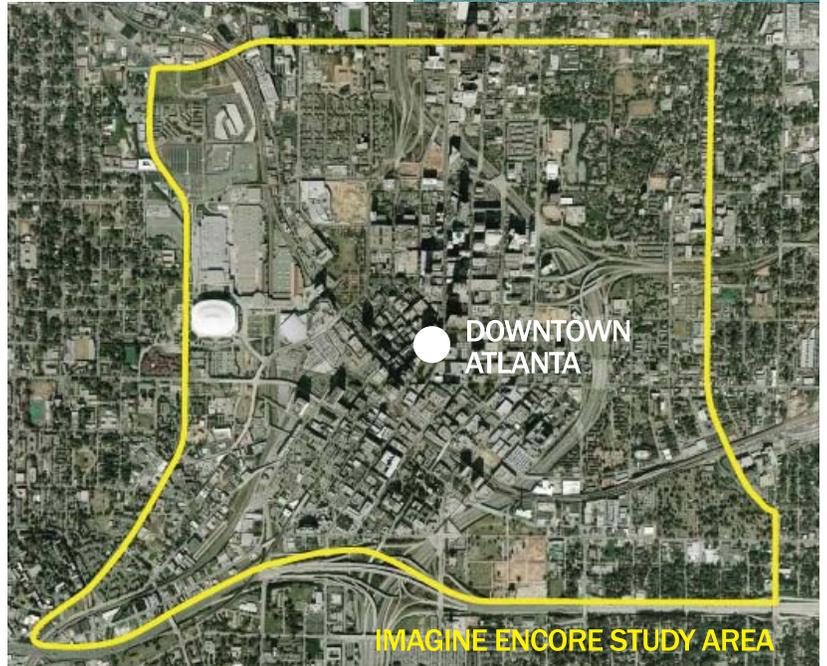
Downtown stakeholders, including residents, business owners, property owners, students, developers and elected and appointed officials. The resulting plan update identifies future development and public space opportunities as well as transportation improvements to support their implementation in such a way so as to continue promoting the responsible growth and development of a vibrant and attractive Downtown.

As a collective effort and coordinated plan, the Imagine Encore vision continues the legacy of active stakeholder involvement in its creation. Through this update process, a Core Team of local government officials, community leaders, and key organization representatives were engaged, acting as a “sounding-board” for the planning team. A larger group of area residents, workers, developers, land owners and various other stakeholders was also convened to help identify new challenges and opportunities, as well as, to validate directions for local improvement efforts within Downtown.

Context



Understanding the strengths and opportunities that generate excitement and interest in Downtown Atlanta is an important step in guiding future growth. For the purposes of this Imagine Encore update, Downtown is defined as a four-square-mile area centered on the intersection of Peachtree Street and Andrew Young International Boulevard. The area is generally bounded by North Avenue to the north, I-20 to the south, Northside Drive to the west and Boulevard to the east.



Downtown Atlanta bustles with office workers, students, visitors and conventioners, in addition to a growing residential population. With more and more people opting for urban living, the residential population of

Downtown has continued to grow during the five years since the original Imagine Downtown effort. Over 33,000 people live within this densely populated four-square-mile area, which represents a 54% population increase since 1990 and a 40% increase since 2004. With 140,000 people working in Downtown, it is also the region's most dense concentration of employment. Additionally, almost four million people visit the area annually for conventions, trade shows and tourist attractions. With a variety of racial, ethnic and age groups, Downtown is one of the most diverse and dynamic places within the metro region.

Downtown differs from other Atlanta submarkets in its great variety of economic activity and its balanced physical inventory of buildings and public spaces. It is a regional hub for business, higher education, government, conventions and tourism, medicine, sports and special events, entertainment, communications and transportation. In addition, a strong residential base has emerged, as has interest in preserving the historic fabric of the district.

Downtown Atlanta serves as both the physical center for the metropolitan region and the symbolic center for all of north Georgia. It is a symbolic, economic, cultural and recreational extension of each community in the region, belonging



Key Demographics

Population

Metropolitan region - 5.4 million
City of Atlanta - 500,638
Imagine Study Area - 26,864

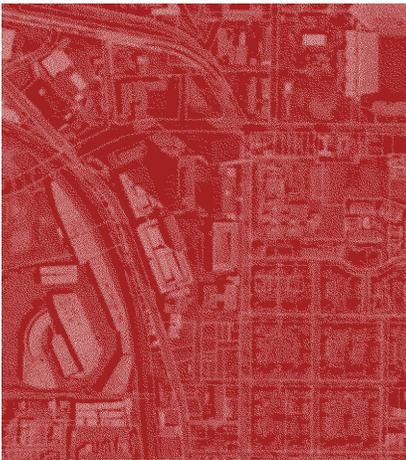
Median household annual income

Metropolitan region - \$58,730
City of Atlanta - \$43,465
Imagine Study Area - \$25,475

Average household size

Metropolitan region - 2.71
City of Atlanta - 2.31
Imagine Study Area - 1.8





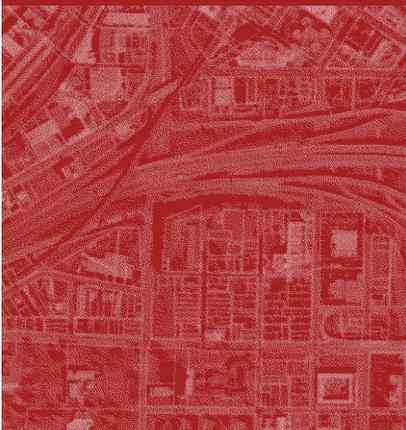
to everyone regardless of where they live or work. Downtown is not only the region's largest center for jobs and office space, but also its heart and brains; its center of influence, policy, transportation and governance.



The growth and success of suburban development has led many to question the importance of Downtown. However, the past five years have continued to demonstrate the pitfalls of regional sprawl, including worsening congestion and commuting times, unsustainable real estate economics, higher costs of providing basic services, and tougher competition from other US cities for economic growth. Now more than ever, it is critical that these communities and neighbors understand how closely their prosperity is tied to the future of the core of our city. A plan that promotes the responsible growth and development of a vibrant and attractive Downtown is important to the entire region because:

Considering the modern-day realities of increasing gas prices, climate change and the lessening availability of transportation funding, we need to accommodate for mobility alternatives in order to ensure the long-term health of Atlanta's Downtown Core.

- A strong center city encourages centralized dense development that discourages sprawl and development of rural land.
- A healthy Downtown neighborhood offers urban living opportunities for all citizens
- Investment in the redevelopment of Downtown provides a center of urban density required to function as a central node for transit destinations and local and regional transportation connections
- A pleasant and inviting center city supports unique uses and activities such as convention facilities, performing arts and sport venues that serve the region.
- A healthy urban core positions the Atlanta region to continue capturing its fair share of economic expansion.



Planning Legacy

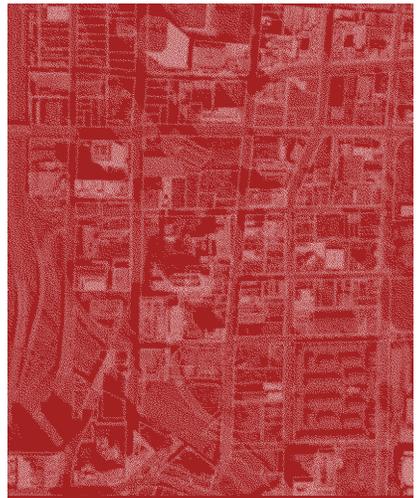


In the years preceding the original Imagine Downtown plan, several key efforts established area-specific or topic-specific visions for the future. Included among these were: Central Atlanta Action Plan (CA2P), Central Atlanta Transportation Study (CATS), the City Center Livable Center Initiative, the JSA-McGill Livable Center Initiative, the Downtown Livability Code, the Multimodal Passenger Terminal Concept 6 Design Report, and A Cultural District for Downtown Atlanta. In their own way, each of these plans informed the consolidated vision embodied by the Imagine Downtown Plan.

As it was in 2004, Downtown Atlanta continues to be a model for thoughtful planning. Since the drafting of Imagine several new planning initiatives have provided input and insight that is once again invaluable to considering the future growth and development of Downtown. These recent efforts enrich, modify and expand the groundwork of the Imagine Encore vision. Of particular interest and importance are the following plans and studies:

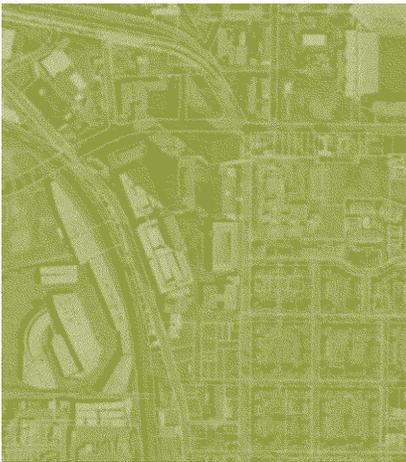
Connect Atlanta – One of the main goals of the City of Atlanta’s Comprehensive Transportation Plan (CTP), which was completed in November of 2008, is to strengthen the connection between land use and transportation throughout the city. The plan focuses on evaluating existing transportation infrastructure and creating solutions for accommodating projected growth while maintaining a high quality of life for the city’s citizens. One of the overarching findings of the study is that the continued construction of high-speed, high-volume streets within the city may no longer be possible without unacceptable side-effects to Atlanta’s neighborhoods, including Downtown. Furthermore, there exists a serious imbalance in the transportation system, from underused/overused streets to staggering deficiencies in public transit.

The Connect Atlanta Plan offers recommendations and potential remedies for many issues facing the city. Ninety-five miles of rail and high-frequency bus transit are proposed in the plan, including MARTA extensions, implementation of the Beltline, and installation of the Peachtree Streetcar, as well as, both bus and rail facilities along



One of the overarching findings of the Connect Atlanta Plan is that the continued construction of high-speed, high-volume streets within the city may no longer be possible without unacceptable side-effects to Atlanta’s neighborhoods, including Downtown.





many major corridors. Two hundred miles of bike lanes are proposed, linking key activity centers. Seventy-three new streets are proposed to better connect the existing network, as well as, twenty-two road widening projects to add more capacity to the system. The plan also includes guidelines for different street typologies, which include recommendations for location/design of pedestrian amenities such as sidewalks, lighting, landscaping as well as outlining specific regulations for bringing city streets into compliance with the Americans with Disabilities Act.



Downtown Parking Management Action Plan (PMAP) – Completed in 2007 by the Downtown Transportation Management Association, the main goal of the Downtown PMAP is to support and expand programs and policies that result in efficient parking demand management, an improved multimodal environment, and increased usage of alternative

Maximizing short-term parking should be a priority in order to support the preservation and expansion of on-street parking to create a pedestrian and retail friendly Downtown.

transportation modes. The plan outlines strategies for encouraging shared parking, reducing site-specific congestion related to special events, implementing parking cash-out programs, increasing preferential parking for carpools, vanpools, bicycles and scooters and promoting car-sharing. The plan suggests that the maximizing of short-term parking should be a priority in order to support the preservation and expansion of on-street parking to create a pedestrian and retail friendly Downtown. Also discussed are ways in which the City of Atlanta’s role in off-street parking management could be expanded through the creation of a parking authority.

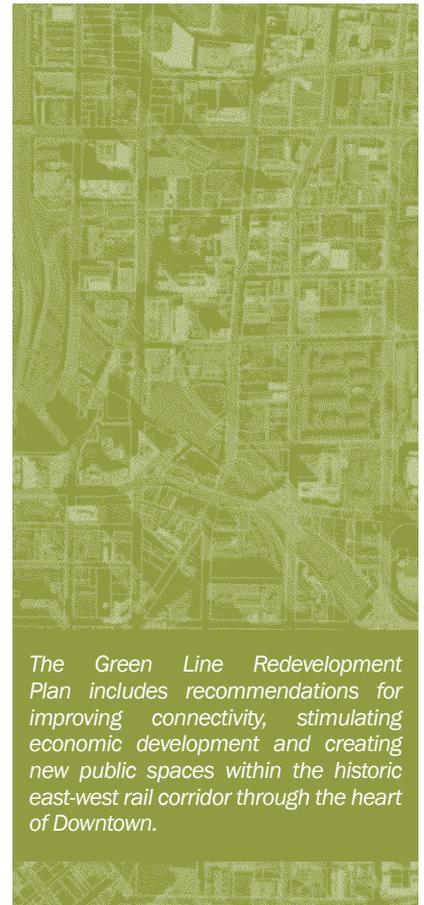
Georgia World Congress Center (GWCC) Master Plan – The purpose of this planning process was to identify, clarify and shape long-term opportunities for the GWCC campus, including the potential for renovating the Georgia Dome or defining and locating a new stadium; future programming and space needs for the Congress Center, and possible beneficial relationships with GWCC’s adjacent neighbors. The plan outlines five overall options for the campus, each with various combinations of built form in a variety of alternatives. Among the specific elements considered: a new ‘entry’ for the Center along Marietta Street; vertical versus horizontal expansion of exhibit spaces; siting of a new stadium versus remodeling of the existing Georgia Dome; and incorporation of market-driven private development in and around the campus. Open space



opportunities were also identified such as a new quad within the center of the site, or a new central park extending to Northside Drive. The plan also addressed circulation issues such as extension of International Boulevard westward to Northside Drive, bus and pedestrian access along Marietta Street and the redesigning of Martin Luther King Jr. Drive to incorporate new development and potential grade changes.

Capitol Hill Greenspace Project Master Plan – The intent of the Capitol Hill Plan is to improve public spaces, security, connectivity and access in and around the State Capitol grounds. One of the major improvements includes installation of a major pedestrian bridge and landscaped mall spanning over I-75/85 and aligning with a future linear park between Martin Luther King Jr. Drive and Memorial Drive to the east. The realignment of Capitol Avenue and the conversion of Mitchell Street to a pedestrian mall are major elements to this plan. Significant pedestrian upgrades are also included along Martin Luther King Jr. Drive, Memorial Drive, Central Avenue and Jesse Hill Jr. Drive.

The Green Line Redevelopment Plan - The primary purposes of the roughly ninety-four acre Green Line Redevelopment Plan are to improve connectivity, stimulate economic development and create new public spaces within the historic rail corridor and viaduct network spanning the railroad “Gulch” from the east to the west through Downtown. Physically, the master plan is organized around the creation of a new linear park extending to either side of the study area, which includes a new street network and a significant amount of future development surrounding the park. One of the main elements of the plan is the further definition of the Multimodal Passenger Terminal (MMPT) as a key redevelopment piece within the Gulch. The plan outlines improved pedestrian access to three key Downtown MARTA Rail Stations – Dome/GWCC/Philips Arena/CNN Center, Five Points, and Georgia State University – linking them to each other and to the MMPT vis-à-vis the new green space network. The plan also proposes new entrances to Underground Atlanta, redevelopment of the old World of Coca-Cola site, a transformed Five Points MARTA Rail Station, and the reconfiguration of Spring Street.



The Green Line Redevelopment Plan includes recommendations for improving connectivity, stimulating economic development and creating new public spaces within the historic east-west rail corridor through the heart of Downtown.





Peachtree Corridor Vision Plan - Recognizing the Peachtree Corridor as the economic and cultural spine of the City, Mayor Shirley Franklin initiated the Peachtree Corridor Taskforce to develop a vision for and strategic recommendations to transform the corridor into a foremost destination for Atlanta’s visitors and residents. A diverse group of individuals representing constituencies along the corridor – defined as the north/south route from Ft. McPherson to Downtown

and Midtown through to Buckhead - served on the Taskforce. Organized around mobility, housing, finance and planning and design issues, the resulting vision and recommendations strive for a diverse, vibrant boulevard full of life. Of the almost \$1.0 billion in total identified capital costs the most notable project is the construction and operation of modern streetcar service along Peachtree Street and an east-west route within Downtown between Centennial Olympic Park and the King Historic District.



The Peachtree Corridor Vision Plan includes recommendations for an East-West Connector. The photosimulation above shows a potential westbound streetcar on Edgewood Avenue.



Downtown Neighborhood Plans - The communities that ring the core of the center city are critically important to vitality, economic health and connectivity of Downtown as a whole. Building on the original Imagine recommendations to better connect the core of the center city to surrounding communities, it is not surprising that significant planning activity has occurred in these neighborhoods over the past five years. From the recent Old Fourth Ward Master Plan and the updated Butler-Auburn Redevelopment Plan to the Upper Westside and Vine City Livable Center Initiatives these neighborhood-driven processes and resulting recommendations are integral to the Imagine Encore vision.

Process



A hallmark of Imagine Encore - continued from the original plan - has been the absolute focus on developing a collective vision based on the wishes and desires of the Downtown community. While not as exhaustive or lengthy as the original Imagine effort, the Imagine Encore process garnered support and input through the use of three distinct outreach mechanisms.

STAKEHOLDER INTERVIEWS

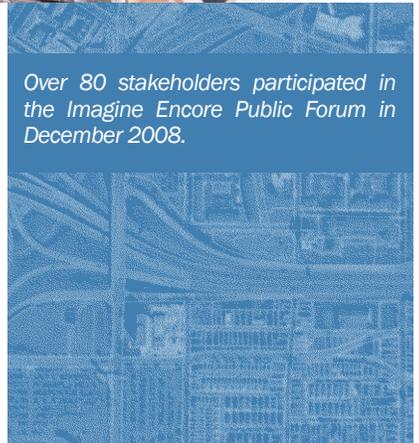
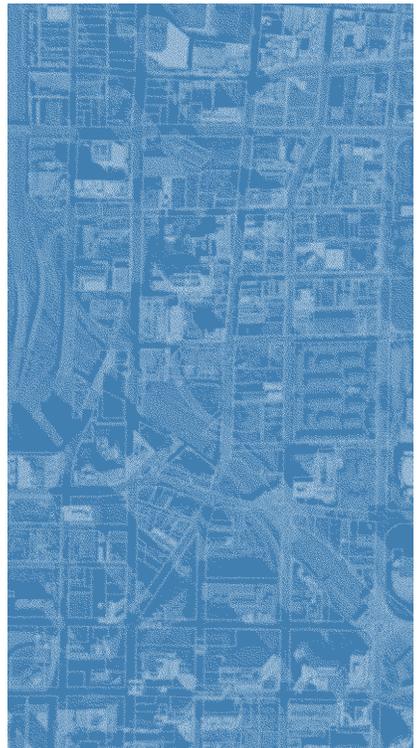
Central Atlanta Progress staff and members of the consulting team conducted numerous one-on-one interviews with key Downtown stakeholders including: government officials, major Downtown institutions, business and property owners, service providers and developers. One-on-one formats provided the planning team with a candid assessment of current issues affecting various aspects of Downtown including: shortcomings and/or validation of the existing Imagine vision, challenges for the future and changes in the development market since 2004. During the fall of 2008 close to twenty interviews were conducted.



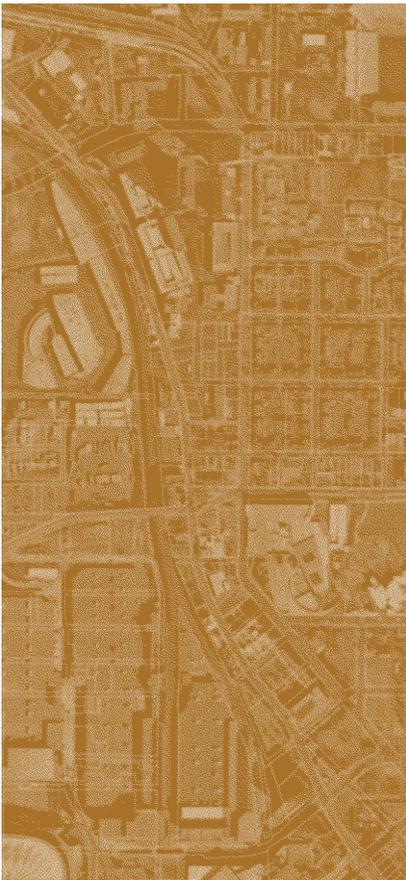
CORE TEAM DIALOGUE

In addition to engaging stakeholders individually, a 40 to 50 member Core Team was established to provide oversight and consistency of review of planning concepts. The Core Team included a wide variety of representatives for Downtown interests – most with previous experience in 2004 Imagine outreach efforts and/or the participation in the recent planning initiatives mentioned above. The Core Team met twice during the Imagine Update process to provide guidance, review issues and opportunities, validate planning products and sign-off on the updated vision.

The first Core Team meeting (October 2008) included a presentation to bring members up to speed on recent developments and trends in Downtown including: studies, investment, new housing and commercial development, regulatory



Over 80 stakeholders participated in the Imagine Encore Public Forum in December 2008.



conditions, existing physical conditions and current market and demographic trends. In addition, Core Team members were asked to weigh in on three strategic questions:

- *What areas have done well and need only refinements?*
- *What areas need more prioritization while keeping the plan intact?*
- *What areas may need a different approach, and why?*

Key discussion topics during the First Core Team meeting included:

- Concerns over maintenance of existing infrastructure and streetscapes
- Questions regarding the status of Georgia Department of Transportation funding commitments
- The need to look closer at future development around the Garnett MARTA Rail Station



- Identification of redevelopment themes for revitalization of the South Central Business District (CBD)
- A desire to ensure the preservation and inclusion of affordable housing within the plan
- The need to update the community on the Green Line Plan including recommendations for Five Points and the Wall Street areas.

Ultimately, the answers to the broad questions and key discussion topics above were used as a framework to inform the structure of an engaging and interactive Public Forum held in November 2008.

Public Forum participants worked in groups to validate and re-cast the original Imagine Downtown strategies and priorities.

The second Core Team meeting (January 2009) was designed to provide members with a summary of the results of the Public Forum. Armed with an understanding of the consensus direction provided by the general public, the Core Team participated in a series of highly-targeted exercises to finalize the substance of the Imagine Update plan. The three categories of validation were as follows:



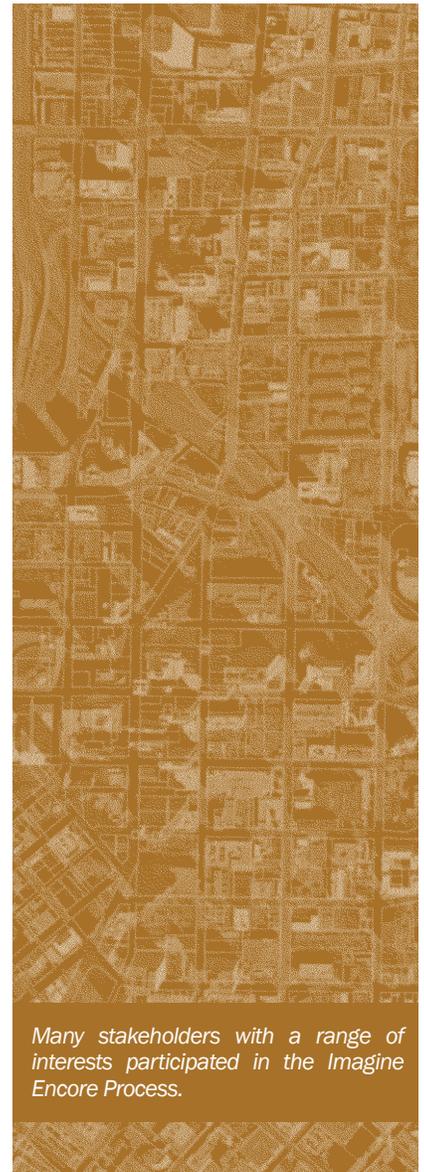
-
- *Vision / Mission / Principles (i.e., the big picture)*
 - *Strategic Development Issues (i.e., the private sector vision)*
 - *Projects (i.e., the public-sector initiatives)*

Key findings and discussion topics during the Second Core Team included:

- Implementation of the Multimodal Passenger Terminal (MMPT) became a predominant theme
- Emphasize a range of housing options and non-displacement of existing residents
- Groups tended to favor the dispersion of cultural attractions (not focused to one area) with strong connections in-between
- The Atlanta Civic Center site is a redevelopment target as a cultural attraction
- Emphasis on 'entertainment' themes just as much as 'cultural' themes
- Continue to further Marietta Street as a mixed-use corridor that is pedestrian-friendly
- Better-connect Downtown with neighborhoods to the east
- The South CBD is challenged with gaps including the railroad tracks., a temporary Greyhound station and an overabundance of government buildings that need to be remedied. Also need to proactively protect historic buildings, attract improved retail, and overcome government ownership challenges in the area.
- Overall, Downtown needs better access to essential services
- Questions about prioritization, practicality and clientele of streetcar

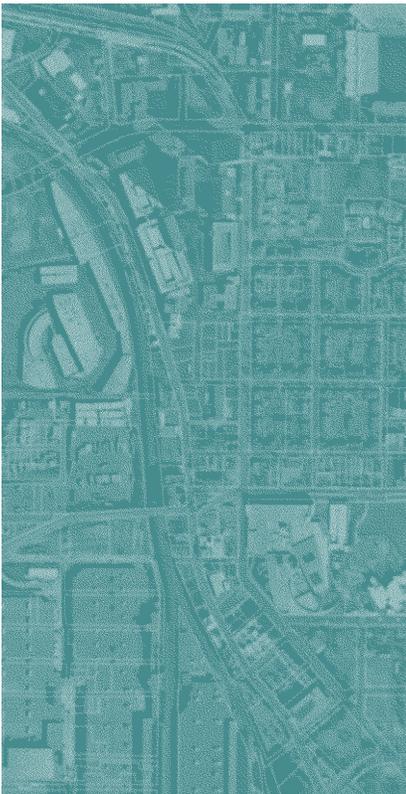
PUBLIC FORUM

Held in November 2008, the Public Forum was designed to solicit targeted input from the general public (approximately 80 participants) during an energetic and interactive three-hour session with the goal of reassessing the original Imagine Downtown Vision – whether validating existing concepts, expanding upon current projects, or forging new concepts and priorities. At the outset, participants were given a brief



Many stakeholders with a range of interests participated in the Imagine Encore Process.





30 minute presentation to bring them up to speed on the history of Imagine Downtown including the overall vision, existing physical conditions and market and demographic trends. Participants were then divided into ten individually-facilitated tables and led through a series of quick-hitting exercises covering three primary topic areas:

- *Growth & Development* - desired locations and types of new housing, retail and restaurants
- *Mobility* - priorities and preferred modes for transit, locations and levels of investment for pedestrian and bike projects
- *Livability & Attractions* - importance and priorities for public spaces, cultural attractions, venues, special events

Brief summaries of consensus results are described below:



Vision - The existing Imagine Downtown eight-point vision is still valid, though additions and refinements were suggested to focus on districts where less development activity has occurred. A clear priority expressed by the group was the goal of “connecting all of Georgia through a state-of-the-art multimodal transportation hub”, which participants felt should be a core element of the vision. Additional vision goals include deliberate attention to retail recruitment and retention; expanding Downtown cultural attractions and choices; and continuing to improve connections across town and to adjoining neighborhoods.

Housing - Of the specific locations mentioned, Downtown East, Auburn Avenue, and Georgia State University had the most votes, followed by the South CBD, Garnett Street area and SoNo. Other choices included Fairlie-Poplar and Peachtree Street. Overall, 40% of the groups agreed that housing should be a priority as part of the updated plan, with a

specific emphasis on a range of housing options.

Retail - By far, the Peachtree Street Corridor was the overall priority in terms of retail location, with particular attention given to the segment serving the hotel district and a lesser emphasis to area around Five Points. Centennial Hill and Centennial Olympic Park also scored well, as did areas in Downtown East; both these locations made mention of encouraging specific retail streets like Auburn, Edgewood, Memorial and Simpson – either to anchor their districts or to follow the example of the success of

As part of the public forum, stakeholder groups were asked to write a newspaper headline for Downtown Atlanta in the year 2020.



.....

the Marietta Street corridor. Additional locations mentioned were Fairlie-Poplar, SoNo (north along the Midtown border), and the South CBD. Groups unanimously voiced their preference for smaller storefronts over more consolidated or larger retailers. Seventy percent (70%) of attendees also supported more restaurants, with a preference to leave their control to the market without prescribed limitations.

Mobility – The strongest consensus on mobility issues included signal timing and improving connectivity and access – namely the need for cross-town connections; reducing or eliminating the congestion and pedestrian conflicts associated with commuter buses and coaches; and improving overall pedestrian facilities by a combination of methods including road diets. Parking was considered a minor issue by the groups, although it did rank highly among project priorities; the varied responses suggested that Downtown parking strategies should be ongoing, diverse and comprehensive.

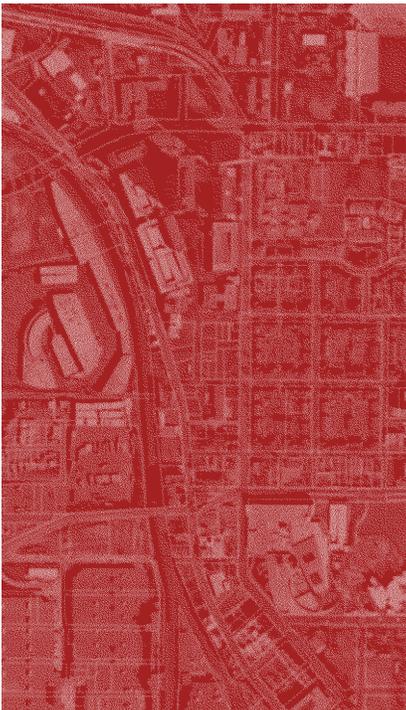
Groups also prioritized a list of transportation project types:

- Priority 1: Two-way conversions
- Priority 2: Parking (management, on-street parking)
- Priority 3: A tie between new streets and road diets
- Priority 4: A tie between enhanced interstate access and better maintenance

During discussions about modes of future transit, there was almost unanimous consensus that streetcars including the circulator route and the commuter rail including the MMPT are the highest priority for the next ten years; but consideration for MARTA rail and to a lesser extent express buses suggest a combined strategy of short-term improvements to MARTA stations and express bus routing and queuing, and consistent advocacy for the Griffin to Atlanta and Athens to Atlanta commuter lines and the streetcar circulator. Groups were also asked about negative issues associated with existing transit. Responses revolved around frequency, congestion and poor image associated with MARTA and express buses; the funding and technical unknowns and tourist bias of the streetcar; and the need for redesign and redevelopment of MARTA rail stations.

When asked about priority areas for pedestrian improvements, groups generally agreed that Peachtree was the priority pedestrian corridor, followed by Memorial Drive and Auburn Avenue. Groups also repeatedly mentioned the need for better east-west





connections, with streets connecting the hotel district to Centennial Olympic Park as another high-priority item. When discussing bike routes, the highest priority was one that would improve the connection between Freedom Park and Downtown, especially to link to Centennial Olympic Park and possibly over time to Piedmont Park as well. Other key bike routes included Peachtree, Marietta / Decatur, Edgewood, and Capitol.

Livability - When participants were asked to define “livability”, the most common responses were safety, walkability, convenience, and diversity; Centennial Olympic Park was by far the most recognizable attribute of Downtown’s livability, although

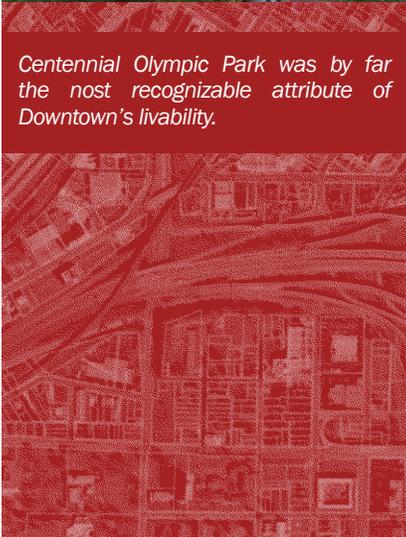
others commented on Sweet Auburn and the city’s neighborhoods and trees. Participants were also asked to name their favorite park and the qualities that make it so. Responses were extremely varied from Piedmont Park (natural quality, caters to neighborhoods) to Jackson Square (New Orleans – well-defined and urban), to Millennium Park (Chicago – active, public art, events), to Bryant Park (NYC – oasis, safe, relaxing), to the Public Garden / Common (Boston – dense development, food), to the St. James Park (London – walking area, old trees). In Downtown only Centennial Olympic Park showed up several times, for its child-friendly program and its symbolism of accomplishment. Opinions were split on adding new parks, but there was almost total agreement on better park programming and maintenance, as well



Centennial Olympic Park was by far the most recognizable attribute of Downtown’s livability.

as working to host regional activities Downtown. The most popular cultural feature that participants thought should be added to Downtown was a festival amenity like Cirque du Soleil or Tivoli Gardens, possibly as part of the Green Line plan; other ideas included an art museum retrofitted into the Central Library, a 450-seat performing arts center, a history or culture museum, or a city-wide event like Charleston’s Spoleto.

Finally, participants were given the opportunity to write a newspaper headline for Downtown Atlanta in the year 2020. The highly inventive answers included “Multimodal Opens”, “Ferris Wheel Complete”, “One-Way Streets Eliminated”, “GRTA Buses Leave Peachtree”, and “Downtown Welcomes 500,000 Resident” in addition to several headlines about Downtown’s quality of life.





As with the original Imagine effort, the results of the various stakeholder outreach mechanisms – whether one-on-one interviews, through a Core Team or by the general public - were thoughtful, honest and at times critical. However, once again Imagine stakeholders exhibited a unique penchant for being creative and hopeful for the future of Downtown Atlanta.

RECAPPING IMAGINE DOWNTOWN

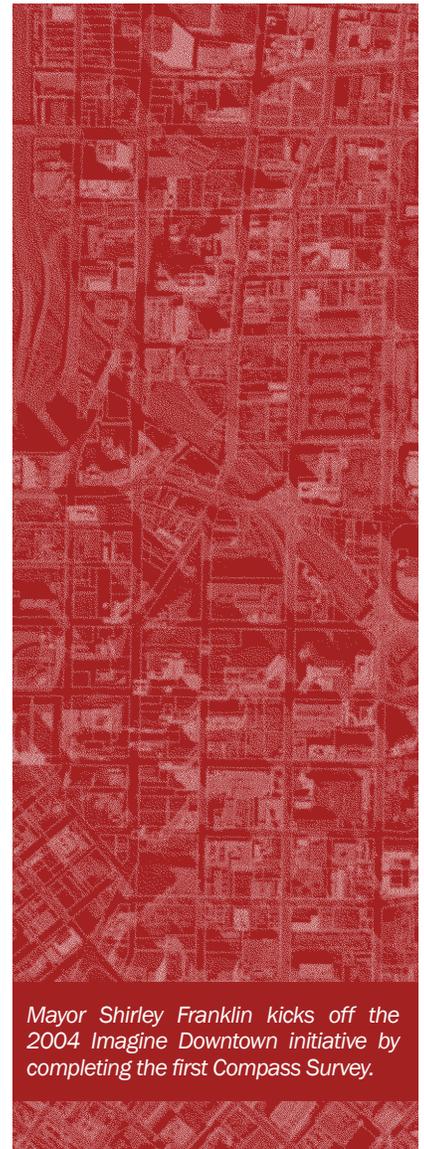
Given the nature of this report as a five-year update to Imagine Downtown, it is critical to understand that the vision, priorities and projects contained in Encore are not only derived from the outreach process undertaken during 2008 and 2009, but are also a reflection of, and testament to the extensive process originally undertaken in 2003 and 2004. The 2003 and 2004 process, and its results, is the fundamental backbone of this report and is described on the pages that follow.

OVERVIEW

Throughout 2004, an extensive and elaborate process was utilized to solicit stakeholder and community input and participation. The plan was developed directly from information gathered through an online survey, focus area workshops, core team meetings and stakeholder interviews. This creative process brought together all elements of the Downtown community: residents, business and property owners, students, developers, and government and elected officials. Aided by a consulting team of design professionals, the process engaged the community at large, and what emerged was a clear idea of the character of the new city center.

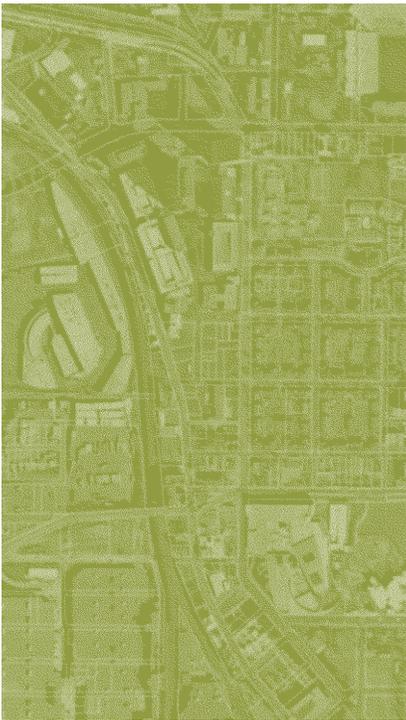
ONLINE SURVEY

The Imagine Downtown Compass survey, which was a crucial component of the initial visioning process, included multi-media imagery, a visual character survey and a short-answer questionnaire tailored to issues and opportunities facing



Mayor Shirley Franklin kicks off the 2004 Imagine Downtown initiative by completing the first Compass Survey.





Downtown. Administered online through the Central Atlanta Progress website, the survey captured a variety of Downtown audiences, but was also aimed at residents of the City of Atlanta and interested parties from throughout the region. All told, more than 1,900 people participated, capturing their thoughts and opinions through two sections; 1) Knowledge of the Downtown environment, usage and behavior in the central city and opportunities for Downtown growth; and 2) A visual character survey to identify desires for Downtown development and design. Although large numbers of Downtown residents and workers responded, the majority of participants were actually from areas of the city outside of Downtown.



The visual character surveys, though subjective, still showed prominent preferences among respondents as to their desired image for Downtown growth and development. Most categories showed a clear and definite preference for one mode, style or image over any other alternative, which provided a measure of consensus in developing the Imagine master plan.

For low-density residential, row development was most strongly preferred; with traditional mixed a close second. Modern mixed use was preferred for high density development by a 2-to-1 margin, as was infill development for low density commercial uses. In terms of transit,

This image of Park Avenue in New York City was a popular choice for the desired character of Peachtree Street

although most participants reported driving a private vehicle to work (64 percent), a vast majority (77 percent) suggested a trolley or subway was the most appropriate mode of transport into and within the city center. For street character, opinions were mixed between the Macy's Parade, Georgetown and Siena style street life as the most appropriate for Downtown public byways. The Olmstead tradition of linear, tree-lined parks were the most desired type of greenspace, yet Centennial Olympic Park ranked as Downtown's most-favored park. Favorite cityscapes were split quite evenly among (in descending order) San Francisco, New York, Chicago, Atlanta and London. In Atlanta,



the Hurt Building and Broad Street were most clearly the favorites for best building and streetscape, while Peachtree was singled out (by an almost 3-to-1 margin) as the official gateway to the city.

FOCUS AREAS

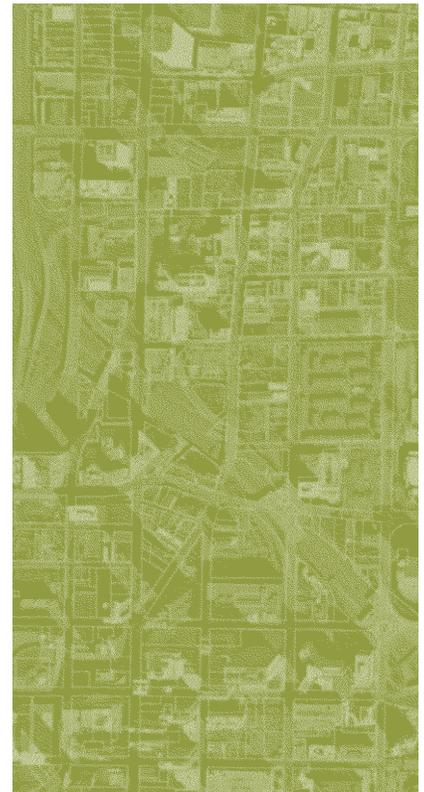
Downtown Atlanta covers four square miles of the center city and comprises multiple individual, yet related, neighborhoods. In order to better understand and plan for the unique characteristics of each community the larger Downtown area was divided into a series of smaller areas to facilitate more detailed examination:

Jones/Simpson/Alexander (JSA)–McGill Corridor

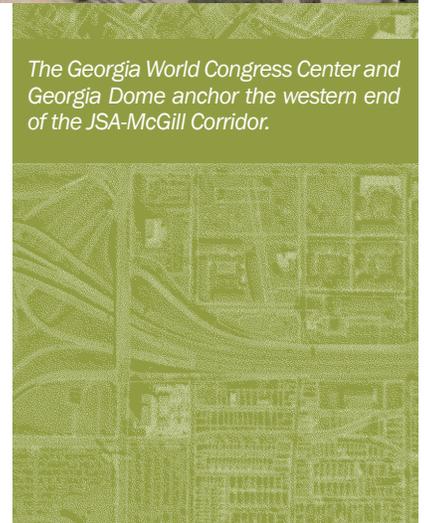
The JSA-McGill Focus Area is located in the northern third of Downtown Atlanta. The study area is approximately two miles long, extending from Northside Drive on the west almost to Central Park Drive on the east. Each end of the corridor is anchored by significant public uses; on the west, the Georgia World Congress Center, and on the east, the Boisfeuillet Jones Atlanta Civic Center. The area is also adjacent to residential neighborhoods – Centennial Place, Herndon Homes, Vine City and portions of SoNo (South of North). For many years, JSA-McGill was identified as the main east-west connector across the northern end of Downtown Atlanta. In early 2005, however, the corridor underwent major reconstruction and was renamed in honor of the late Mayor Ivan Allen Jr. As of 2009, construction for this continuous four-lane two-way road, now known as Ivan Allen Jr. Boulevard, is nearing completion.

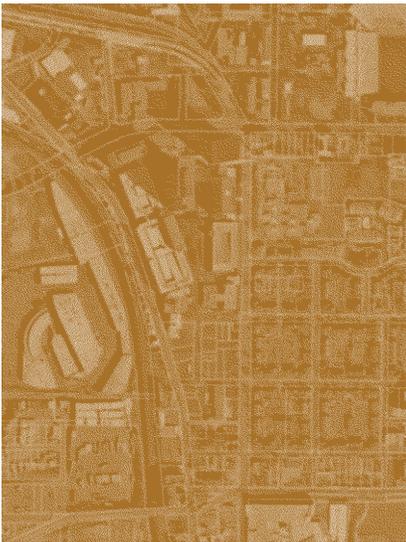
Eastside/Auburn Avenue

The Eastside/Auburn Avenue Focus Area is located just east of the core of the Central Business District. The Auburn Avenue corridor is approximately one mile long, anchored by a high-density commercial area around Peachtree Street on the west and the Martin Luther King, Jr. National Historic Site on the east. John Wesley Dobbs Avenue and Edgewood Avenue form the northern and southern boundaries of the Focus Area. In addition to the King NHS site and Grady Memorial Hospital, the area includes a portion of Georgia State University, the southern part of Downtown’s Hotel District, and



The Georgia World Congress Center and Georgia Dome anchor the western end of the JSA-McGill Corridor.



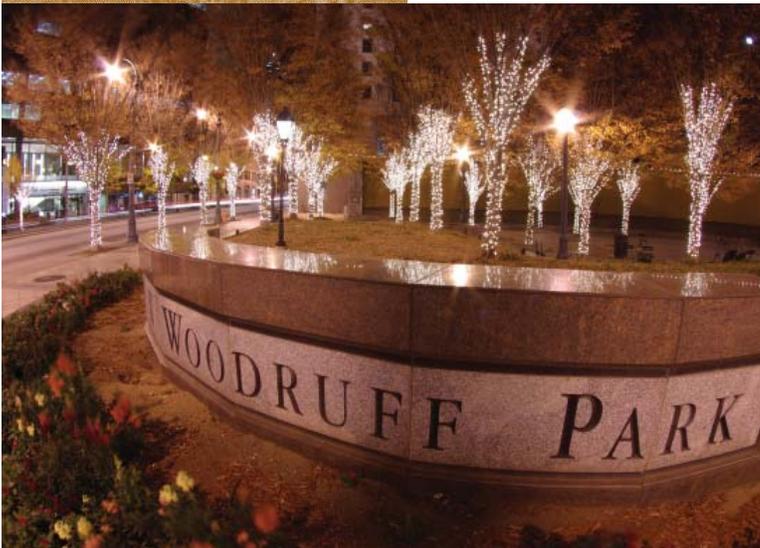


many small historic commercial establishments. The Downtown Connector bisects the corridor into two distinct subareas, creating a visual and psychological barrier. Sweet Auburn is inscribed in a larger neighborhood context unlike some of the other Imagine Focus Areas. While most of the focus is given to the Auburn and Edgewood Avenue commercial corridors and their environs, the planning team took into consideration

this larger context to understand the corridor within a greater framework and to make the necessary linkages to other studies and plans.

Peachtree Corridor

The Peachtree Corridor forms the physical and symbolic backbone of Downtown Atlanta and the Focus Area stretches from Martin Luther King, Jr. Drive on the south to North Avenue on the north. The Peachtree Corridor Focus Area includes the Downtown areas that are perceived as the core of the Central Business District – the commercial center of the Atlanta Region. Peachtree Street serves as the primary artery in the corridor, but is joined by Downtown’s network of one-way pair streets that

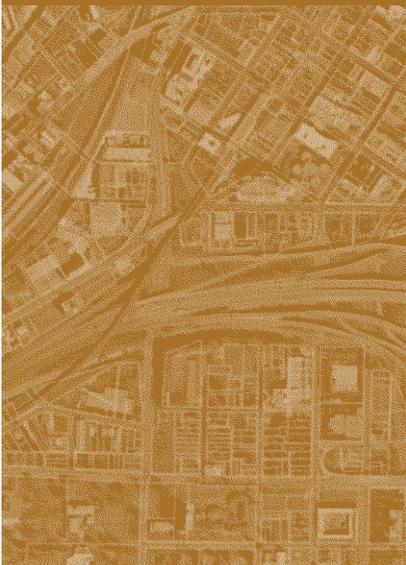


Woodruff Park is an important Downtown Destination, acting as an anchor along Peachtree at Five Points.

define the blocks in this area. This linear corridor includes all properties within three blocks east and west of Peachtree Street itself and includes major landmarks such as the Five Points MARTA Station, Underground Atlanta, Fairlie-Poplar Historic District, Woodruff Park, Andrew Young International Boulevard, Peachtree Center, Mayor’s Park, Emory University Hospital Midtown and several major Downtown churches and hotels. Peachtree is unique in that it also overlaps three other Imagine Focus Areas – JSA-McGill, Eastside/Auburn, and South CBD.

Terminus

The Terminus Focus Area is roughly triangular-shaped with Northside Drive as the western boundary, Marietta and Luckie streets bounding the northeast, and Martin Luther King, Jr. Drive and Nelson Street on the south. Much of the central portion of the area is surface parking occupying the old railroad “Gulch” and the sites of the Union and Terminal Stations which were demolished in the 1970s; another significant portion is given over to the Georgia World Congress Center complex.





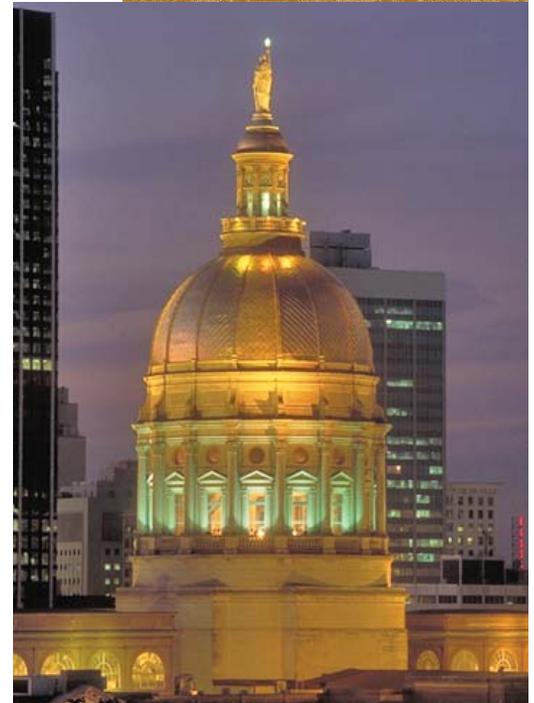
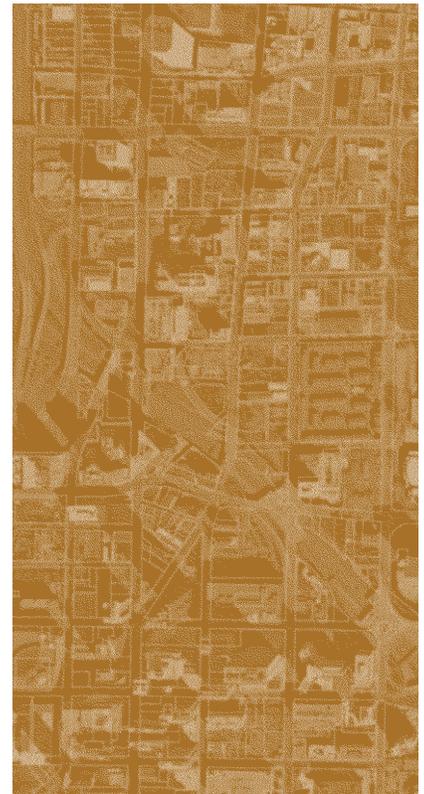
Terminus has changed significantly from its old origins. The Georgia World Congress Center first phase was constructed in the 1970s, and completed an addition (Building 'C' on Northside Drive) in 2003. Philips Arena replaced the old Omni Coliseum in 2002, and the Omni Hotel expansion tower was opened for business in 2004. Centennial Olympic Park, the legacy of the 1996 Olympics, continues to draw visitors from all over the metro region, and the new Georgia Aquarium and World of Coca-Cola, which both opened since the original 2004 plan was completed, continue to draw millions more visitors per year to the area. With the continued growth in Castleberry Hill and Fairlie-Poplar, and the growing support for the Multimodal Passenger Terminal, Terminus represents the most dynamic piece of Downtown and the focus area with the biggest potential for future economic development success.

South Central Business District (CBD)

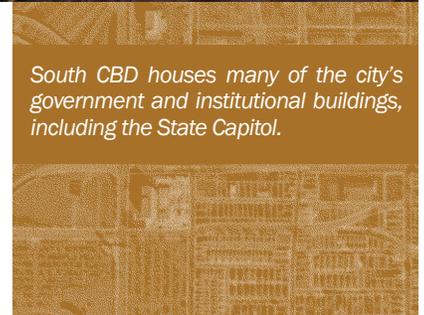
The South CBD Focus Area includes the original location of commercial buildings in the City of Atlanta, as well as the newer city, county, state and federal government complexes, Underground Atlanta and the Five Points MARTA rail station. The area is composed of the southern reaches of Downtown Atlanta and is bounded by Interstate 20 to the south, Interstate 75/85 to the east, Decatur Street and Marietta Street to the north and the railroad corridor to the east. Residential districts lie to the east, southeast, and west of the South CBD, and the core of the main central business district lies immediately to the north. The Georgia World Congress Center, Philips Arena, and Centennial Olympic Park make up a major convention and tourist district adjacent to the northwest. While the South CBD is primed to benefit from this strategic location and the availability of vacant and underutilized land, the presence of several locally undesirable land uses, such as the City of Atlanta Pre-Trial Detention Center and multiple social service providers, have deterred new development in the area.

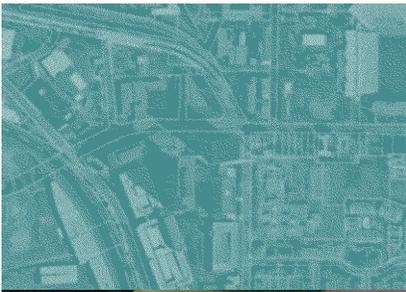
WORKSHOPS

The public workshops gathered Downtown stakeholders – residents, workers, developers, students, business, government and community leaders – and provided a highly effective forum for open discussion and opinion-sharing. The facilitators – a mix of planners, architects, businesspeople and associated consultants – presented information in a forthright and engaging manner to get everyone “on the same page.”

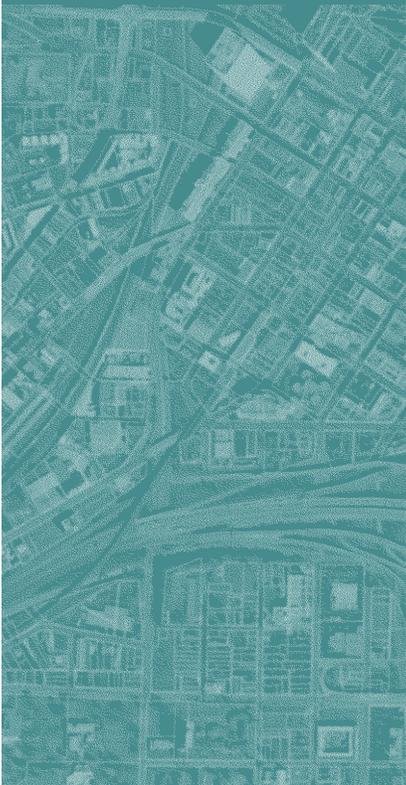


South CBD houses many of the city's government and institutional buildings, including the State Capitol.





A number of interactive, hands-on activities were employed to allow participants the opportunity to translate their ideas into effective visual and conceptual tools.



A number of interactive, hands-on activities, from building blocks to role-playing with Monopoly money, were offered to allow everyone the opportunity to translate their ideas into effective visual and conceptual tools. Individual public workshops structured around the JSA-McGill, Eastside/Auburn, Peachtree Corridor and Terminus Focus Areas each drew an overwhelming turnout on each occasion, highlighting the level of public interest and providing an avenue by which the greatest amount of knowledge could be integrated into one comprehensive vision.

An identical process was used to plan for and execute each individual workshop, which included the collection and mapping of existing conditions data as well as the identification and

summary of issues and opportunities. The results were compiled into a comprehensive Issues Matrix. Specific residential, commercial and retail market potential information was also evaluated for each Focus Area. All of this research and analysis lead to the creation of neighborhood-specific workshop agendas and exercises. In preparation for each workshop two additional forms of participation and outreach were also utilized by the consultant team: Core Teams and One-on-one interviews.

CORE TEAMS

Within each Focus Area a Core Team composed of property owners, institutional and government representatives, and business leaders was organized to work with the consultant team to evaluate existing conditions, identify issues and opportunities and prepare for the workshops. Preliminary data and analysis was shared with the group in advance of the workshops to ensure that the process was heading in the appropriate direction and to address the needs and concerns of the stakeholders.

STAKEHOLDER INTERVIEWS

The Downtown community encompasses a broad range of active development interests and major institutions, as well as individuals who were involved in previous planning efforts. Early in the process the need was recognized to reach out to this group of stakeholders and offer them a confidential platform to express their intentions, ideas and concerns. The interviews provided a forum for candid conversations regarding



.....

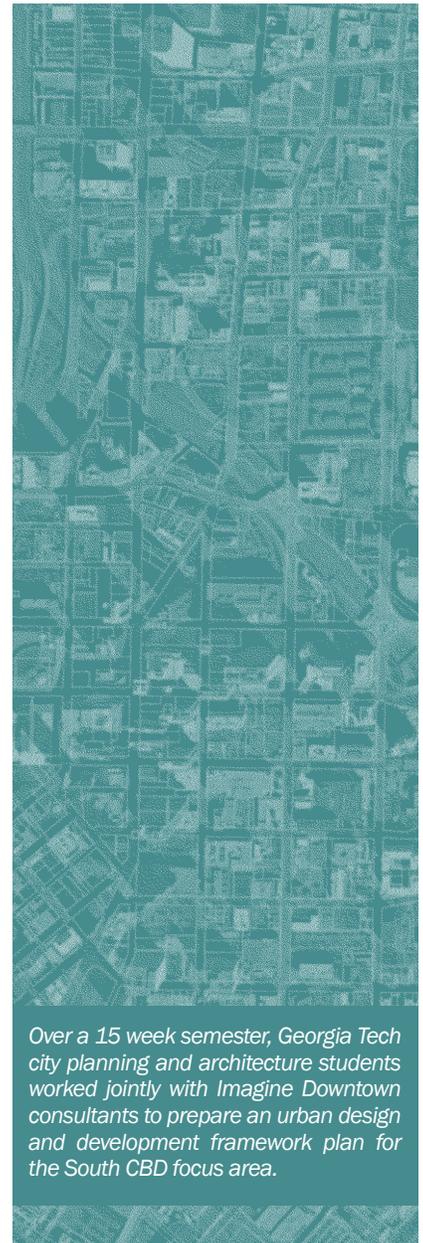
issues and opportunities before the workshops were designed and planning concepts or alternatives proposed. The issues emerging from the interviews were anonymously gathered in a matrix that was shared with the Core Team and that helped form the framework for the public workshops. During the course of the Imagine Downtown planning process close to fifty interviews were conducted.

LIVABLE CENTERS INITIATIVE

The Atlanta Regional Commission's (ARC) Livable Centers Initiative (LCI) Program seeks to increase the use of alternatives to driving alone by developing transportation projects and other programs to improve accessibility, expand mixed uses, utilize transit and support further development in activity centers. The JSA-McGill Focus Area portion of the Imagine Downtown planning process was supported by an ARC LCI planning grant. Additionally, the planning process utilized for the JSA-McGill study served as a model for the subsequent Focus Area planning work. By utilizing both the goals and objectives and the process requirements of the LCI program, it is anticipated that the entire Imagine Downtown plan will be adopted by ARC as an LCI community, making the whole of Downtown eligible for LCI implementation funding.

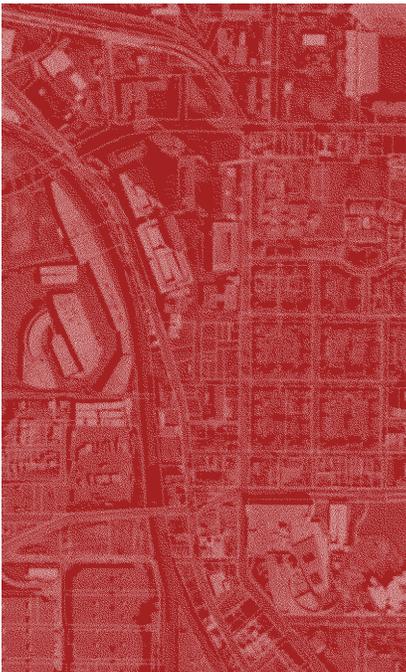
GEORGIA INSTITUTE OF TECHNOLOGY STUDIO

The Imagine Downtown team partnered with Georgia Tech City and Regional Planning and Architecture students under the studio direction of Professor Michael Dobbins to complete the Imagine Downtown planning work associated with the South CBD Focus Area. Over a 15-week semester, the students worked jointly with the Imagine consultant team to develop an urban design and development framework plan for the Focus Area. The work of the studio systematically considered the South CBD from inventory to analysis, to alternatives and recommendations. The students interacted with many of the area's key stakeholders, mapped and charted its history, its demographics, its physical character, and its transportation system. They analyzed these conditions with emphasis on identifying strengths and weaknesses, opportunities and barriers to realizing an improved Downtown. Their work was critical to the completion of the Imagine Downtown plan, and the plan benefited from their involvement.



Over a 15 week semester, Georgia Tech city planning and architecture students worked jointly with Imagine Downtown consultants to prepare an urban design and development framework plan for the South CBD focus area.





Market Potential



CURRENT MARKET PROFILE

The Imagine Downtown Encore plan is grounded in the reality of the market conditions that face Downtown Atlanta. As an integral component of the planning process, a review of demographic and economic data was completed to determine the potential opportunities that exist for new residential, office and retail development within Downtown Atlanta over the next twenty years. The competitive strengths and weaknesses of Downtown as a whole, as well as the various individual neighborhoods

within Downtown, were assessed in light of local and regional trends.



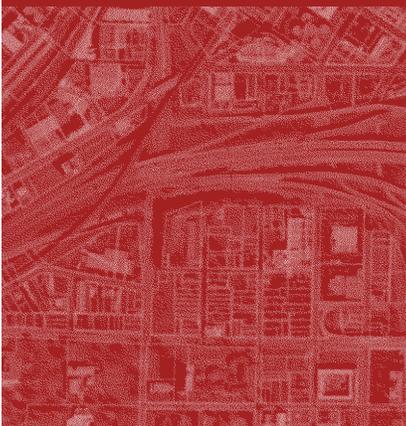
The long-term land use forecasts assume that the Downtown area continues to function as the iconic center of the Atlanta region and that the Imagine area will continue to benefit from the national level trend of population movement into Sun Belt job cores. This market analysis was informed by the original Imagine Downtown plan in addition to the 'Downtown Atlanta Retail & Office Market Analysis' performed by RCLCO for Central Atlanta Progress in October 2007. The findings of this market analysis were used to inform analysis and recommendations during the subsequent planning phases for Imagine

Downtown Encore.

Rooftop of the recently-completed Tribute Lofts. Downtown has added over 5,400 households between 2000 and 2008.

Downtown has continued to see an expanding residential base over the last eight years. Based on data from the U.S. Bureau of the Census and housing inventory data gathered by Central Atlanta Progress, Downtown has added over 5,400 households between 2000 and 2008, which represents an annual growth rate of 7.1%. This increase in households is due to a boom in residential construction Downtown, where an average of 1,000 housing units have been constructed annually since 2000. The recent increase of residential units has helped to create a more balanced land use pattern within the Downtown area.

Along with the number of new residents, there has been a steady increase in the median household income in Downtown, which grew by nearly 50 percent between





2000 and 2008. This increase is expected to continue, with projections for median household income anticipated to jump to about \$54,000 by 2013, a 17% percent increase over the median income of \$46,000 in 2008.

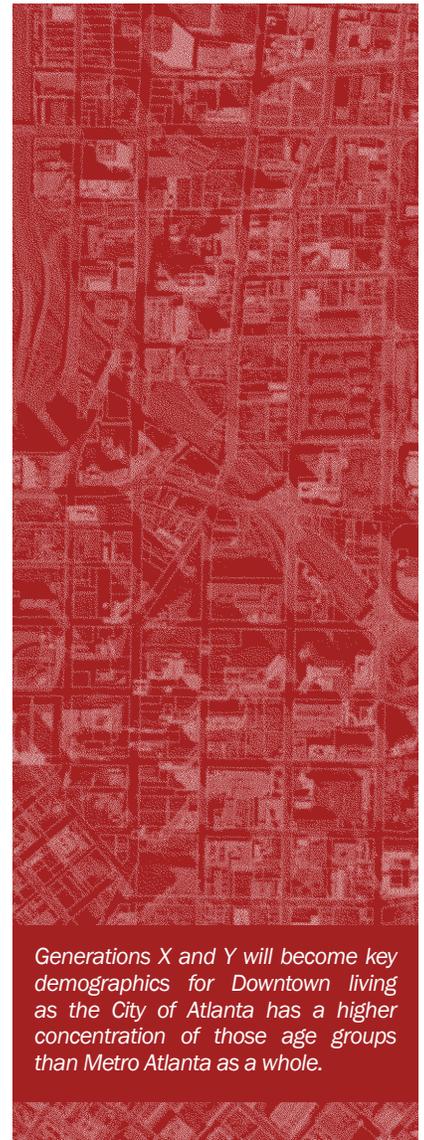
The market potential, as described below, is reflective of current trends and conditions. The degree to which the current economic recession will affect Downtown's growth in the short term is yet to be seen and is difficult to predict. However, the expected long-term trend of renewed interest in urban living should create strong fundamentals for Downtown's growth. While current conditions may dampen growth in the short-term, it is expected that Downtown will thrive in the long-term.

RESIDENTIAL MARKET POTENTIAL

The market analysis concludes that the residential market momentum will continue over the next six years, adding over 5,700 rental or ownership housing units by 2015. In contrast to conventional supply and demand analysis, which is based on supply-side dynamics and baseline demographic projections, the Imagine Downtown target market analysis determined the depth and breadth of Downtown's potential market derived from the housing preferences and socioeconomic characteristics of households likely to seek housing in Downtown Atlanta.

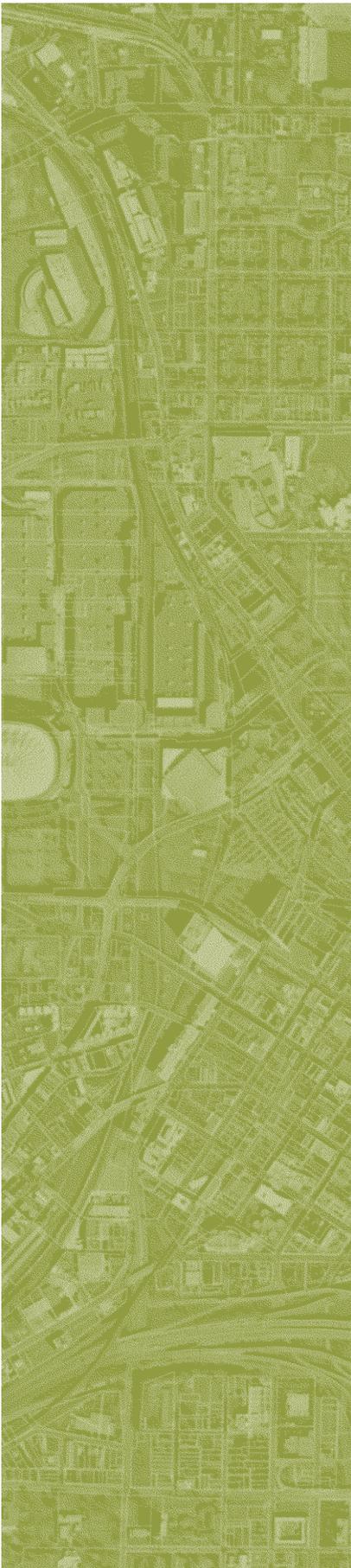
This analysis revealed that new housing units within Downtown are likely to attract potential renters and buyers from elsewhere in the City of Atlanta, the balance of Fulton and DeKalb Counties, other counties in the Atlanta Region, several other Georgia counties, surrounding states and the Northeast.

One of the key drivers of household growth in Downtown will be one- and two-person households. One- and two-person households grew by 37% and 35% respectively between 2000 and 2008, which are significantly faster growth rates than larger household sizes experienced. Furthermore, Generations X



Generations X and Y will become key demographics for Downtown living as the City of Atlanta has a higher concentration of those age groups than Metro Atlanta as a whole.





.....

and Y will also become key demographics for Downtown living as the City of Atlanta has a higher concentration of those age groups than metro Atlanta as a whole. The potential market for new housing units within Downtown could include the full range of housing types, from higher-density multifamily to lower-density single-family detached. However, given high land costs and the need to concentrate higher-density housing that supports urban redevelopment within Downtown, it is highly recommended that new construction focus on the higher-density, multi-family housing types.

The typical market for housing within Downtown Atlanta is a two-person household, between 25 and 34 years old and earning \$50,000 to \$75,000 annually. This couple is reflective of the largest market segment likely to seek housing in Downtown Atlanta – younger, mostly childless singles and couples. If the preference for Downtown housing demonstrated by the leading edge of the Millennial generation – those persons born between 1977 and 1996 and the second-largest generation after the Baby Boomers – is representative of the entire generation, the market potential from this segment is likely to remain very strong over the next decade.

The next largest market segment is comprised of older households - empty nesters and retirees. Over the next several years, this market segment should see its market share increase for Downtown housing due to increasing numbers of the “Baby Boom” generation—the large population cohort born between 1946 and 1964—entering the empty nester life stage. Baby Boomers have become a significant market for new construction in Downtown neighborhoods, particularly when those new units reflect their changing lifestyles.

The third, and smallest, general market segment is family-oriented households – traditional and non-traditional families. Although this is the smallest market segment, the target family groups for Downtown have a preference for urban living. Most of the adults in these households were raised in or near an urban center and have rejected the suburban alternative; most will already have made appropriate school accommodations—public, charter, parochial or private.

In conclusion, the residential market in Downtown is poised for substantial growth with sufficient demand to sustain it. Key neighborhoods, sites and corridors are uniquely positioned to become great urban mixed-use neighborhoods and capture a significant amount of the new residential growth within the intown markets.



OFFICE MARKET POTENTIAL

The market analysis acknowledges that an overall sluggish office market, related to current recessionary conditions, has affected current potential for new office development. However, it also recognizes great promise for expansion under future favorable market conditions. Despite its office space vacancy rate of 18.9% percent, which is higher than the Atlanta average, Downtown Atlanta still represents the largest non-suburban office market in metro Atlanta, with 12.3% of Class A and B space. Currently, Class A and B space rents for an average \$19 per square foot, which is well below the major submarket average of \$23 per square foot. This comparatively low rate has worked in Downtown's favor over recent years.

In 2008, for example, Downtown was one of the few submarkets to post positive net absorption. This gain was partially due to affordable rent levels. When the economy emerges from the current recession, Downtown is positioned well to capitalize on its strategic location and to capture an expanding market share of office space. It is estimated that Downtown can add approximately 1.5 million square feet of additional office space by 2015.

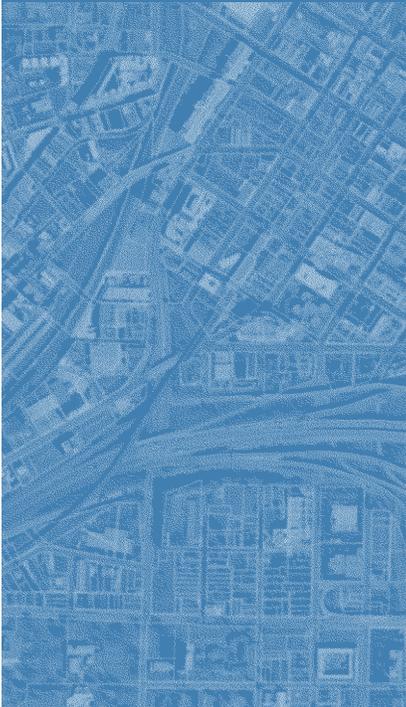
One clear near-term opportunity is to provide an alternative to the predominant product found in Downtown — Class A buildings that rent at Class A rates. With limited opportunities for new development along Peachtree Street, the core area for Class A office market is fast diminishing. New development should aim to deliver space at A-/B+ rental rates in lower-scale buildings, loft office formats and opportunities for small businesses. Areas on the fringes of the main CBD area, such as Auburn Avenue, have an untapped potential for lower-cost Class B office space. The Terminus area has been identified for potential office space in the long-term future, after the completion of the Multimodal Passenger Terminal.



Downtown Atlanta represents the largest non-suburban office market in Metro Atlanta.



Recent analysis reveals a large dormant retail market waiting to be tapped.



RETAIL MARKET POTENTIAL

With Downtown Atlanta retail sales currently totaling \$429 million in 1.1 million square feet of space (not including AmericasMart); the market analysis reveals a large dormant market waiting to be tapped. Over the next five years, potential additional Downtown retail sales (based on the captive market of workers, residents, students and visitors) total \$389 million, which corresponds to a potential of an additional 1.3 million square feet of retail space. This difference in current sales and potential sales represents a significant “leakage” meaning Downtown remains significantly underserved by retail.

This “upside” potential for retail is dependent on Downtown achieving urban value-added status. This potential retail growth is highly sensitive to market density, “place” and “critical mass,” as well as market momentum. Additionally, in order to capture additional retail dollars, the Downtown area must provide an appropriate mix of ‘tenant-ready’ space available for lease.

Specific near-term retail targets should include moderately priced eating and drinking establishments, specialty stores, pharmacies and convenience goods. These new tenants need to be clustered and strategically placed to build on existing foot traffic and to draw pedestrians to new locations. Expansion of the retail base will also be dependent on the creation of destinations to attract people from outside the captive market. One such example would be Peachtree Street, which would benefit from enhancing destinations such as Fairlie-Poplar and the Sweet Auburn District.

In recent years the bulk of successful new retailers Downtown have been restaurants. While this momentum has been a huge positive for the Imagine area, Downtown is currently capturing an extremely small market share for convenience goods, with just one grocery store located in the SoNo area. The market analysis indicates that there is currently market support for a major downtown grocery

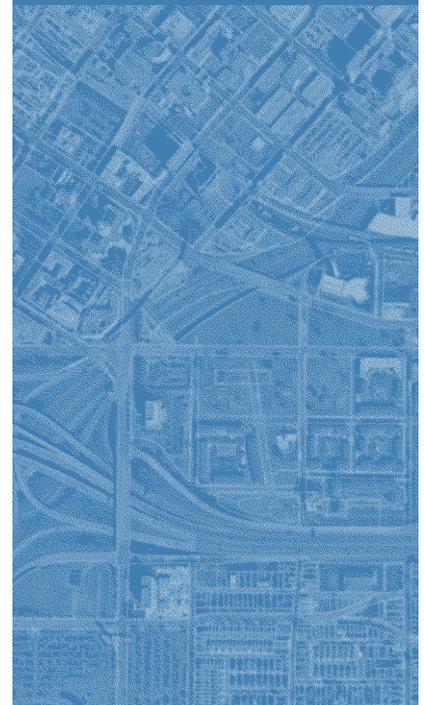


store, demand that will only increase as the residential and student base continue to grow.

Finally, the Downtown area has the potential to leverage the development of new visitor attractions surrounding Centennial Olympic Park, including the Center for Civil and Human Rights as well as the National Health Museum, in order enhance its retail offerings and drive the sale of goods and services in this key, but underserved, area of Downtown.



The bulk of successful new retail in Downtown over the past few years has been restaurants.



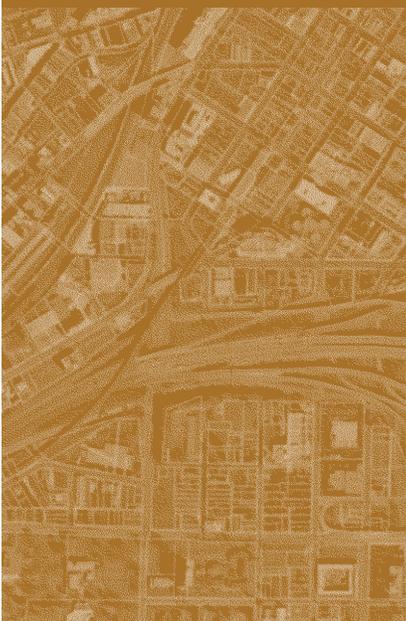


The Vision



Atlanta is a global City of international renown, but with a distinctly Southern charm; a City of regional scale but with small-town hospitality; a City with incredible diversity, but a distinct identity. Downtown stands on the threshold of a new age, one of heightened activity and greater prosperity. During the initial Imagine Downtown process the community developed its vision for the future - a guiding vision for the growth, development and prosperity of Downtown. The Imagine Encore process confirmed a commitment to that vision and provided the additional depth and dimension that emerged from another five years of Downtown progress.

The recently completed Andrew Young Tribute at Spring Walton Park celebrates one of Atlanta's distinguished leaders who embodies the city's spirit of optimism, opportunity and openness.



Downtown community stakeholders are clear about the need to focus on districts where less development activity has occurred and to rethink Downtown's relationship to its adjacent neighborhoods. They also recognize the changing mobility landscape in the region and the need for Downtown to play a central role in an integrated and sustainable transportation strategy. The notion of Downtown having an expanded field is a new paradigm that underlies the fundamental goals of the Imagine Encore, where Downtown Atlanta is:

- The center of a **world-class city** that welcomes **diversity**
- A model of **progressive growth** for the region
- Reflective of the **rich cultural traditions** of the South
- The **bridge** between neighborhoods north, south, east and west
- The location of choice for **urban living** in the metro area
- **Safe** and **barrier-free** for working families and seniors

These six goals raise the bar and provide the rationale for a Downtown vision summarized by five powerful mandates:



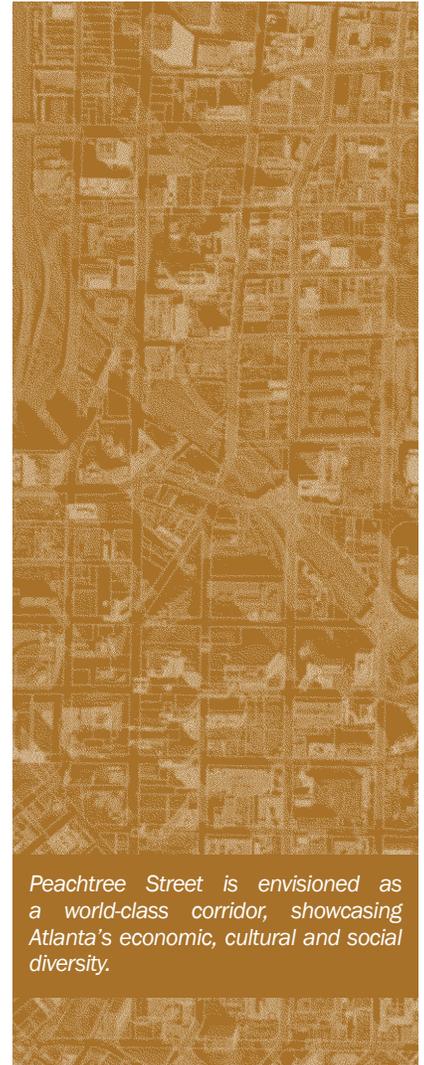
.....

Downtown will lead the way in advancing sustainable mobility choices by connecting the city, the region and all of Georgia through a state-of-the-art, multimodal transportation hub

As a thriving metropolis and regional center, Atlanta has created a roadmap for becoming a multimodal transportation hub, connecting surrounding cities to what was the historic center of the City, at the Atlanta Terminus. This site, the meeting point of the Atlanta railroads, is planned to become a converging point for commuter rail, heavy rail, intercity and regional bus systems, and local transit. This anticipated activity sets the stage for a significant amount of high density commercial and residential development at this transportation crossroad in what is today an expansive, undeveloped railroad “Gulch.” The multitude of urban design opportunities are detailed further in the Green Line plan, which envisions the Gulch as a unified and vibrant pedestrian corridor with a three-dimensional richness that, like Underground Atlanta, is a hallmark of Downtown.

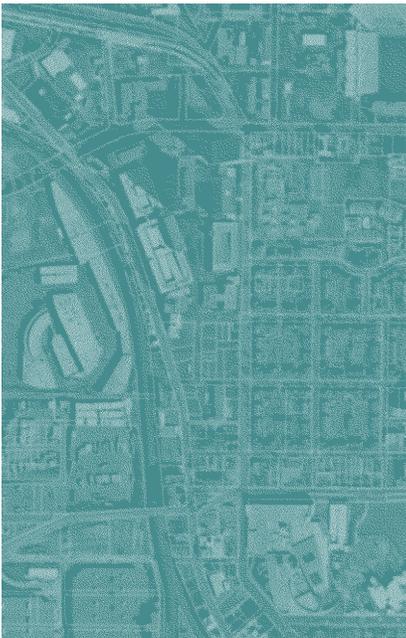
Downtown will celebrate its identity by elevating the status, appearance, and function of the Peachtree Corridor as Atlanta’s and the Southeast’s premier Main Street

Peachtree Street, already Atlanta’s most prominent spine, provides a unique experience as it transforms in scale and character from Downtown, through Midtown to Buckhead. Building on this experience, the Peachtree Street of the future will be a destination unto itself, connecting distinct districts and showcasing Atlanta’s economic, cultural and social diversity. Considerable progress toward this end has been made over the last several years with the creation of the Peachtree Corridor Vision and the establishment of the Peachtree Corridor Partnership. Through this initiative, the idea of Peachtree as Atlanta’s Main Street reaches down to the future biotechnology research campus at Fort McPherson, and up to the retail centers of Lenox Mall and Phipps Plaza. Downtown is the geographic and symbolic center of the expanded



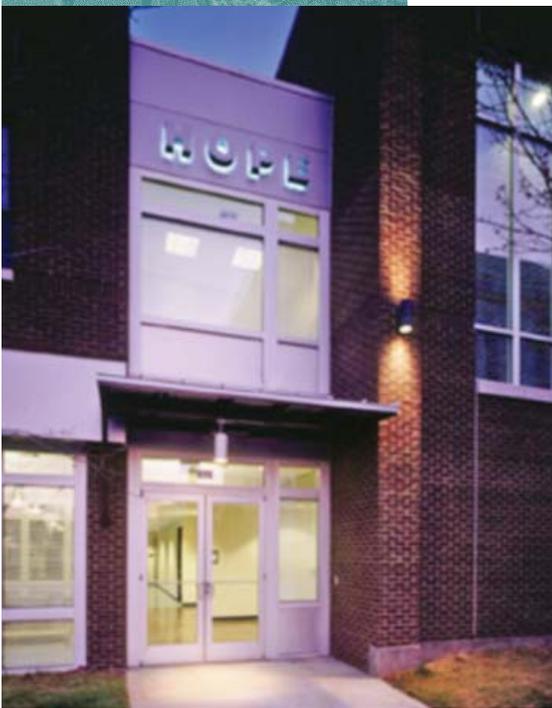
Peachtree Street is envisioned as a world-class corridor, showcasing Atlanta’s economic, cultural and social diversity.





Corridor and the place where east and west meets north and south. Enhancing the comfort, safety and visual interest of the Peachtree pedestrian experience and enlivening it with new retail and entertainment venues will add momentum to the creation and fulfillment of this linear city.

Downtown will expand urban living options by supporting and encouraging the creation of diverse, affordable, and sustainable neighborhoods and workforce housing throughout its extents



Downtown has seen the rise of the Centennial Hill neighborhood since it was heralded in the initial Imagine plan as an exciting mixed-use district anchored by the attraction campus and Ivan Allen Jr. Boulevard. With new residential construction appearing throughout Downtown, the range of housing choices and locations has grown considerably so that center city can now offer quality environments to a full spectrum of potential residents. Transformation should continue in places like SoNo, the area south of North Avenue, which is on the path to becoming a thriving residential district seamlessly integrating Downtown and Midtown. On the south, plans for a new mixed-use “Railroad District” district linked directly to the Garnett MARTA Station create an opportunity to live in close proximity to transit and the local, state and federal government offices lining the Mitchell and Trinity corridors. Other dynamic neighborhoods are becoming destinations of choice – places like Castleberry Hill, Downtown East, and Capitol Gateway. Continued emphasis on enhanced connections, new open spaces, and redevelopment in these and other neighborhoods will further Downtown’s goal of diversity and richness.

Downtown will strive to expand urban living options by encouraging diverse and affordable housing types.

Downtown will be a cultural and entertainment destination rooted in Centennial Olympic Park and colored by the vitality contained in the Auburn, Edgewood, Luckie and Marietta corridors

The prominence of Centennial Olympic Park as Downtown’s cultural and entertainment center was heightened with the opening of the Georgia Aquarium and World of Coca-Cola. Development of the Center for Civil and Human Rights at the park’s southeast corner will crown these efforts by making the district an international destination. This museum campus sets the stage for other world-class visitor attractions and entertainment venues to join Atlanta’s premier tourist nexus. Beyond Centennial Olympic Park, cultural and entertainment corridors with their own unique programs



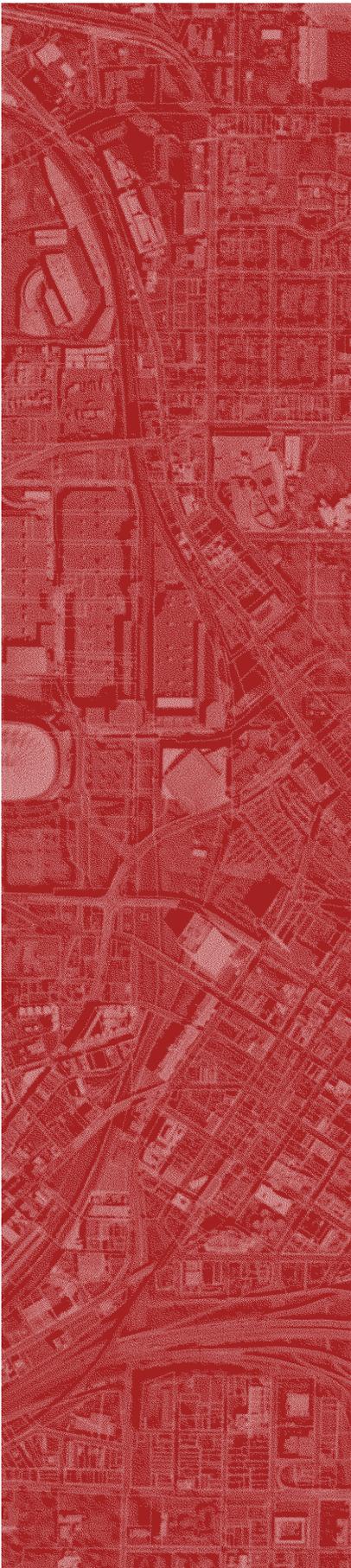
.....

should grow and extend like a crescent from Georgia Tech to the Beltline, linked together by a transit circulator system. Potent districts like Sweet Auburn and Luckie Street will retrace their rich histories as they move toward revitalizing historic storefront buildings, adding new residential developments and expanding on their legacies. Of particular importance in Sweet Auburn is the opportunity to capture the district’s Civil Rights heritage and cultural renaissance as the “Harlem of the South” in venues for sharing with and educating visitors.

Downtown will approach its physical form with honesty and openness to unconventional beauty, and will seek to overcome design obstacles like the Interstate with creative solutions that build on intrinsic uniqueness and authenticity

Atlanta can take pride in its evolution from frontier railroad town to metropolis, and the combination of urgency and pragmatism evident in its urban form. Features like five-point intersections and layered streets are less curiosities than assets that reveal Downtown’s hidden story, and which hold a beauty not contrived but true to the essence of the city. When the construction of the Downtown Connector improved transportation efficiency and accessibility, it also took its toll on historic communities surrounding the central business district, breaking street networks and partitioning neighborhoods. But the Connector is an inextricable part of the city just as the railroads, and may yet provide a similar drama. As Downtown moves towards multimodal efficiency, it must approach the creation of its form by not only re-establishing the historic street grid and re-connecting neighborhoods, but by appraising and acting on unlikely sources of inspiration that can turn a bridge into a Folk Art Park, a building into a bridge, and a street into a building.





The Plan



.....

The first building block of the Imagine Encore vision is the ***Development Framework Plan***. This diagrammatic map is intended to illustrate current land uses and anticipated future land uses for undeveloped and underutilized land within Downtown Atlanta. This development framework strengthens existing neighborhoods such as Fairlie-Poplar, Sweet Auburn and Castleberry Hill and creates new neighborhoods at SoNo and the Railroad District. Land areas outlined in heavy black shadow are future development parcels, color-keyed to anticipated uses.

As illustrated in the map, Downtown already enjoys a diverse mix of land uses. In the future, an even greater mix is anticipated and the integration of uses into one building or one parcel should be encouraged. The majority of future land uses are shown either as darker red and pink shades, which indicate a mix of uses including residential, office and retail; or shades of orange, which represent residential uses of varying intensities. An increase in the number and range of housing opportunities is highly desirable, activating a 24-hour Downtown environment. Retail is concentrated on “storefront” streets, i.e. major streets that carry large volumes of pedestrian traffic. Some of the principal land use strategies include:

- Supporting residential growth at Centennial Hill and encouraging new residential neighborhoods in SoNo and the South CBD
- Enhancing existing Downtown neighborhoods by focusing on compatible infill redevelopment on key underutilized properties that currently interrupt continuity and create barriers for a cohesive, walkable community
- Creating transit-oriented development around Downtown’s MARTA rail stations, particularly the Five Points, Civic Center and Garnett Street stations
- Reweaving the historic fabric of the Fairlie-Poplar, Castleberry Hill, Marietta Street, South CBD and Sweet Auburn districts with new compatible in-fill development
- Continuing the creation of mixed-use, mixed-income communities at Auburn Pointe and Capitol Gateway
- Expanding on Downtown’s cultural and tourism destinations, particularly surrounding Centennial Olympic Park and in the Luckie-Marietta and Sweet Auburn districts
- Establishing and supporting first-class community facilities and institutions
- Focusing high-density redevelopment on and around the proposed Multimodal Passenger Terminal site and elsewhere along the Green Line



.....

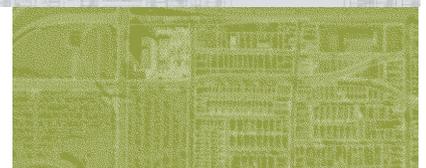
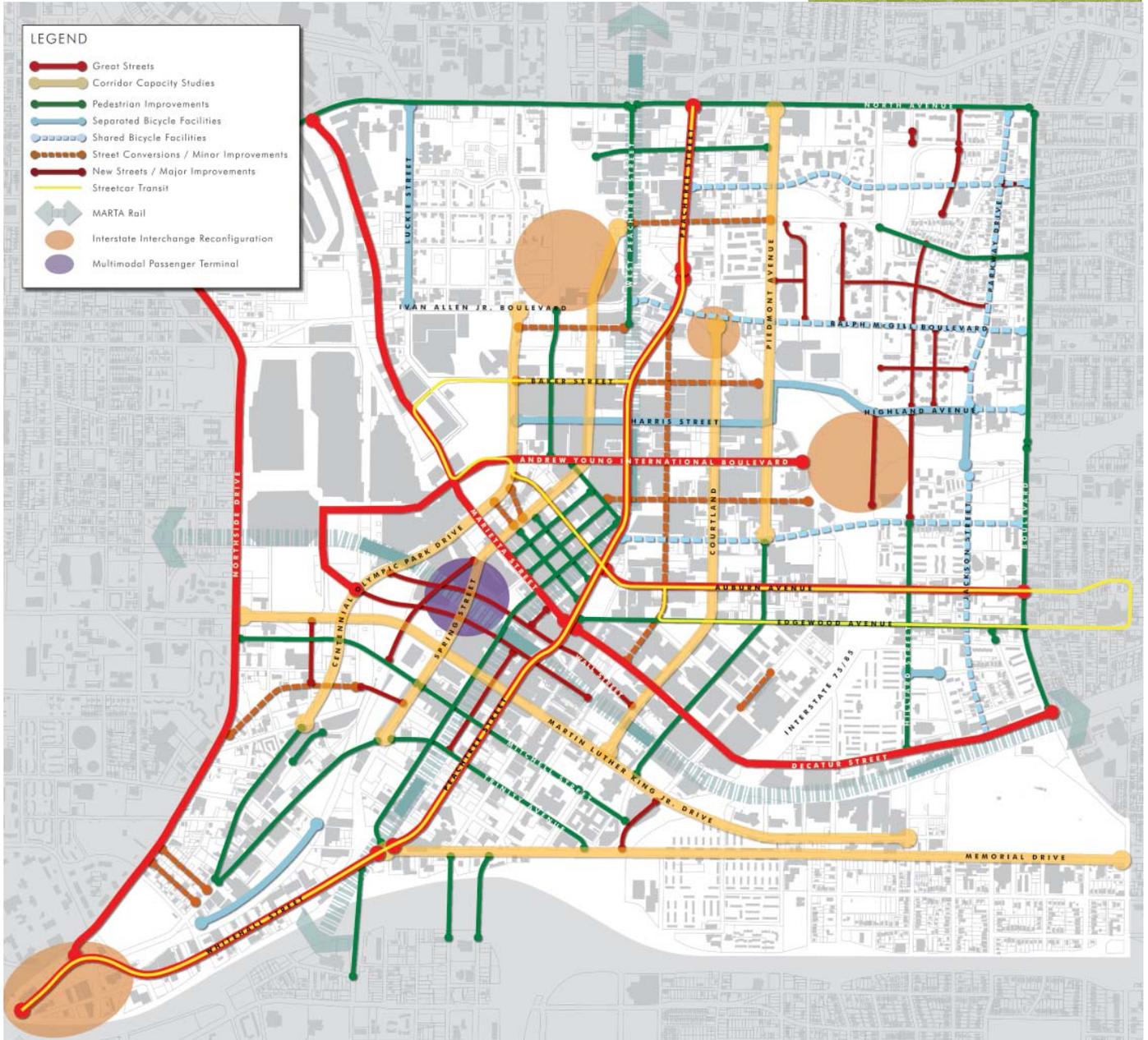
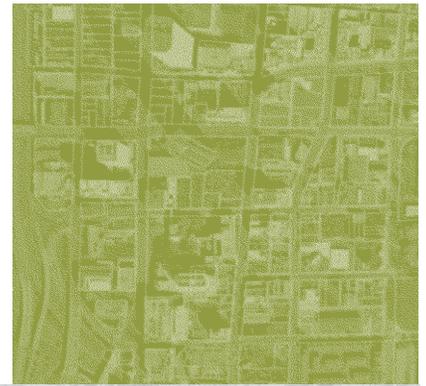
A critical link is the integration of Downtown’s **Transportation Network Plan** with its land use goals. The symbols and lines on this diagrammatic map illustrate future anticipated improvements to the transportation infrastructure of Downtown Atlanta. An efficient Downtown transportation system should result in continued commercial vitality within a livable mixed-use urban neighborhood. The Imagine Encore plan recommends significant transportation improvements to support the anticipated arrival of new office towers, tourist venues and residential developments. These improvement projects have been identified to enhance the transportation network to serve pedestrians, bicycles, autos, buses and transit users. Ranging from streetscape improvements and multi-use pathways to new streets and a circulator shuttle, these projects are intended to encourage and support the redevelopment and revitalization of Downtown.

Improvements to the vehicular network primarily include either new streets to reconnect broken links and provide better access both east-west and north-south, or reworking traffic flow in order to improve access, eliminate confusion and support new development. Pedestrian improvements are focused on a network of sidewalk enhancements that will improve the overall walking experience throughout Downtown. Some of the key projects to be undertaken over the next decade include:

- Pursuing the phased implementation of the Multimodal Passenger Terminal
- Expanding transit access and mobility by investing in ‘last mile’ solutions like streetcar service
- Enhancing the pedestrian environment by ensuring a minimum quality standard for each and every sidewalk Downtown and focusing enhanced streetscape improvements on key corridors
- Converting several one-way streets to two-way streets
- Encouraging on-street parking and the more efficient and shared use of existing parking facilities
- Pursuing ‘Road Diets’ to convert inefficient vehicle right-of-way to pedestrian, bike and parking uses
- Re-establishing Downtown’s historic small-block street network in areas where it has disappeared
- Connecting the larger community bicycle network by establishing preferred routes
- Restructuring and reconfiguring interstate interchanges to improve access and flow
- Providing for quality maintenance of all transportation infrastructure to ensure its on-going operation and longevity



TRANSPORTATION NETWORK PLAN





.....

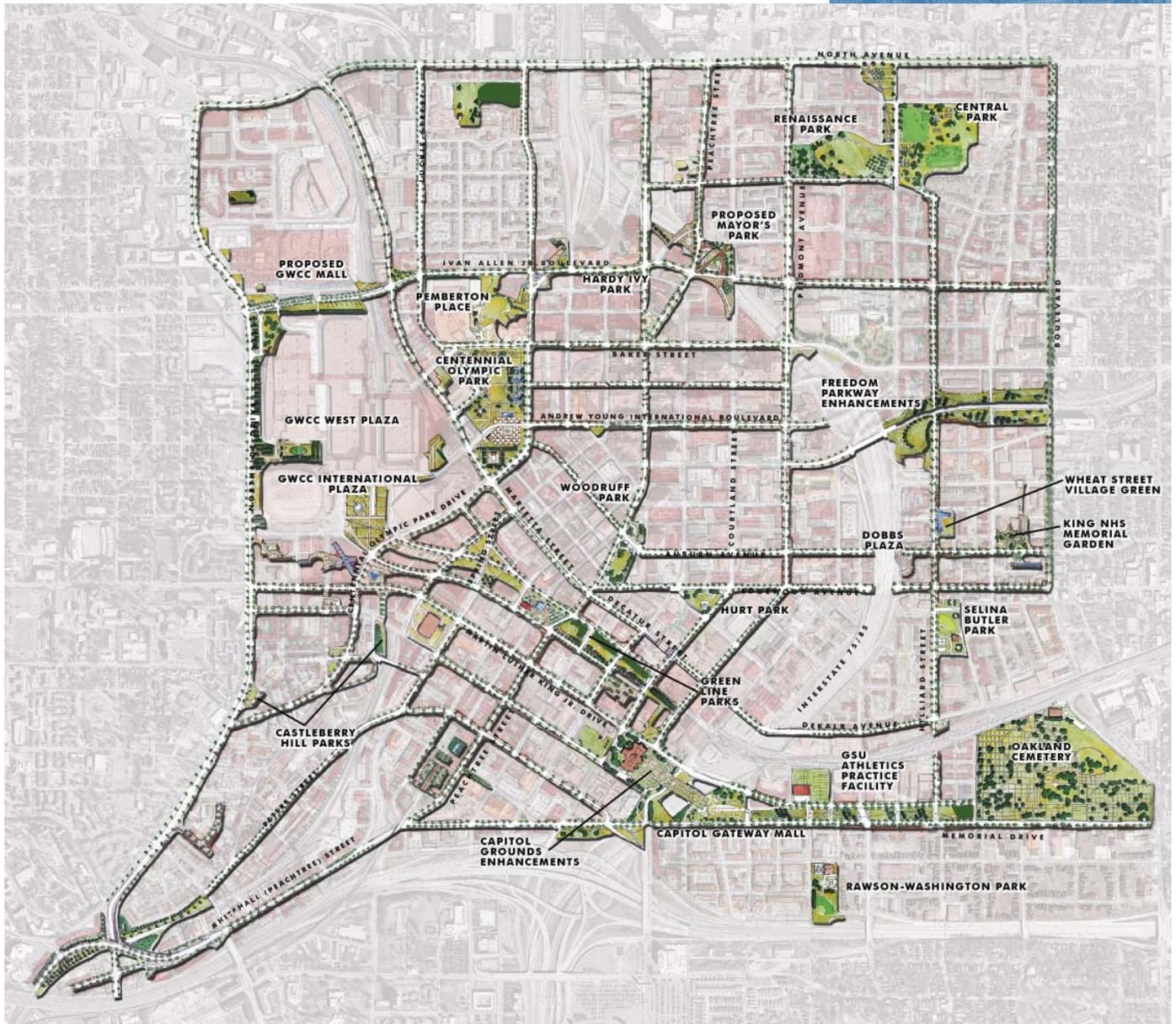
The unique character and diversity of Downtown Atlanta is visible in its extensive network of public spaces. Composed of streetscapes, parks, plazas and open spaces, the **Public Space Plan** for Downtown provides a backdrop for the activity and vitality that gives Downtown its special sense of place. This map illustrates both existing public space resources, as well as planned new spaces.

Significant public open space resources already exist in Downtown, but improvements are planned by way of additional parks with better geographic coverage and better connections. The new open spaces will vary in scale and function, ranging from major parks bridging the interstate to smaller local plazas to serve future residents. Tremendous opportunities exist to recapture these useless, dead spaces as true gems for the Downtown environment, especially with creative and artful events programming and a strong maintenance and management philosophy – qualities that apply across Downtown for improving the park experience, no matter the location. Equally critical, the new and existing open space will be connected by a series of improved landscaped streets creating an active network of usable open spaces. Some of the major new open space initiatives include:

- New parks bridging the Downtown Connector at Peachtree Street and near the State Capitol
- The Green Line linear park system connecting the Five Points MARTA Station to Georgia State University and the Multimodal Passenger Terminal
- Enhancements to existing parks – notably Woodruff Park through the implementation of the 2008 Master Plan , among others
- Greenway and multi-use trail enhancements connecting major destinations with the regional system
- Pocket parks at Garnett MARTA Station, Castleberry Hill, Simpson Street and other residential districts



PUBLIC SPACE PLAN





.....

The ***Illustrative Plan*** is a convergence of development, transportation and open space recommendations, unfolding a comprehensive vision for Downtown’s future. While existing buildings that are not likely to change are shown in beige, projects that have been completed since the original Imagine Downtown plan in 2004 or are near completion are shown in orange; while maroon buildings reflect the aspirations of creating new vibrant districts while enhancing existing neighborhoods. The maroon buildings reflect potential development; ranging from large-scale projects in the Terminus area to smaller infill projects in the Fairlie-Poplar district; developments that will expand on Downtown’s fabric and add to its current vitality. Inviting plazas and parks are located at strategic junctions and integrated into potential developments. And new streetscapes and road enhancements weave seamlessly, linking open spaces and improving overall connectivity.

The Illustrative Plan incorporates the goals and aspirations established at the beginning of the Imagine Encore process – expanding on Downtown’s mixed-use environment, bridging neighborhoods, improving walkability and revitalizing communities. As Atlanta solidifies its position as an international city, its Downtown will become a place to live, work and play – known both for its energy and for its district neighborhoods and districts. The process of creating the overall vision for Downtown involved envisioning the future of these unique communities as described in the following section.

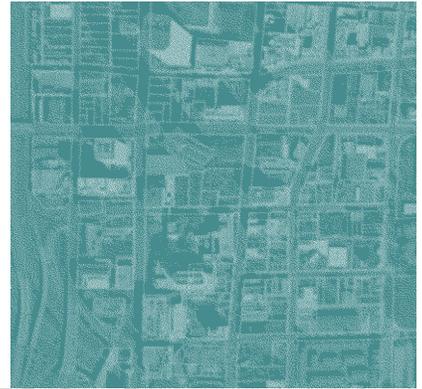


ILLUSTRATIVE PLAN

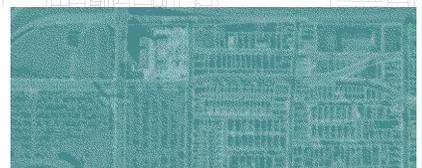




The broad range of land use, circulation and open space projects described previously create a unique pattern of interconnected but diverse neighborhoods. The vision for the future is best described neighborhood by neighborhood to better capture the unique characteristics and opportunities. The **Neighborhoods and Districts Map** on the following page captures the framework of neighborhoods that encapsulate Downtown.



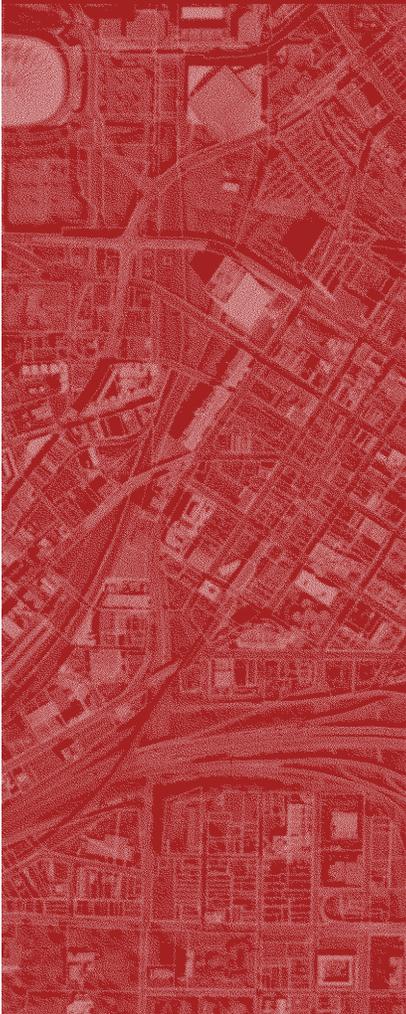
NEIGHBORHOODS AND DISTRICTS MAP





Centennial Hill priority projects:

1. *Continued expansion of Allen Plaza mixed-use redevelopment project*
2. *Ongoing street enhancements*
3. *Alleviating vehicle congestion on Ivan Allen, Jr. Boulevard*
4. *I-75/85 interchange re-configuration*
5. *Landscape improvements to interchange infields as gateway to Downtown*



CENTENNIAL HILL

Centennial Hill is well on its way to becoming a dense urban neighborhood, filled with mid- to high-rise residential buildings, offices and hotels, and a mix of retailers serving local and regional consumers. Wedged between the Peachtree Corridor and Centennial Olympic Park, this growing district is already served by great transit connectivity and will have numerous amenities such as new plazas and pedestrian-friendly streets, with a long-term goal of transforming a forlorn area into a comfortable, walkable and livable place that creates a unique sense of community. Several projects, such as the Allen Plaza complex featuring the W Hotel and Residences, and the Twelve Centennial condominium and hotel, have already created the momentum for achieving this goal. Yet significant available land provides many more development opportunities.

Overall the vision for the neighborhood can be described as:

- A place to live...a new range of housing choices
- A place to eat and shop...sidewalk shops on Simpson, Luckie and Marietta Streets
- A place to walk and linger...from parks and plazas, to sidewalks and destinations
- A place of arrival...welcome to Downtown from the interstate and MARTA



Redevelopment of the Ivan Allen Jr. Boulevard corridor represents a prioritization for additional retail and residential uses in Downtown.



SONO (SOUTH OF NORTH)

The revitalization of this neighborhood will seek to reconnect the thriving Midtown and Downtown communities to the north and south by building on the current activity along Peachtree Street. Opportunities abound to increase the retail mix along Peachtree Street and to build additional high- to mid-density housing to provide a transition from the dense commercial activity along Peachtree to the established single-family community of the Old Fourth Ward to the east. The recent expansion and redevelopment of the Emory University Midtown hospital campus, along with the new Reynolds condominium and Marquis Vista apartment projects have sparked interest in this burgeoning district. The Atlanta Civic Center site provides a significant opportunity for SoNo to accommodate additional commercial and residential growth with the added benefit of transformational civic and cultural amenities.



Recent developments such as the Reynolds condominiums have sparked interest in the SoNo District.

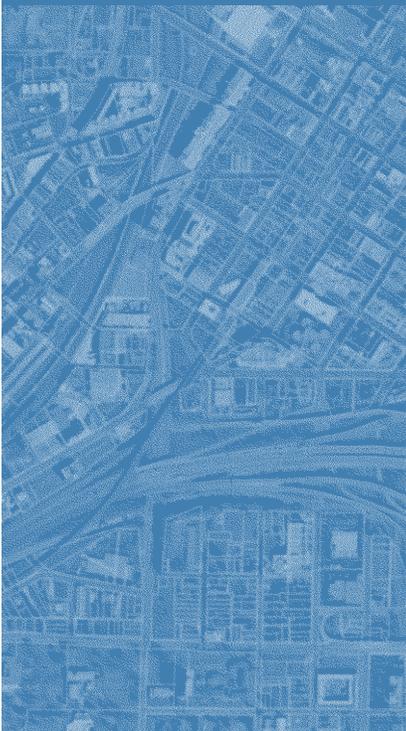
SoNo priority projects:

- 1. Intersection improvements and traffic signal timing upgrades along North Avenue and surrounding streets to facilitate mobility and safety in the corridor*
- 2. An expanded Mayor's Park bridging the I-75/85 connector at Peachtree Street to provide an urban oasis for relaxation and recreation*
- 3. Streetscape and traffic calming improvements for Piedmont Avenue*
- 4. The redevelopment of the Civic Center site and improvements to the existing plazas as engaging and active urban spaces*
- 5. Pedestrian safety, comfort and visual interest enhancements along Peachtree Street*



Green Line emerging priority projects:

1. *A transformed MARTA Five Points Station*
2. *Foster more retail, entertainment and hotel uses to further activity in the Georgia Dome, Georgia World Congress Center and Phillips Arena area*
3. *Expand / preserve retail and entertainment uses at Underground Atlanta.*
4. *New office space to take advantage of enhanced regional transit connections.*
5. *New residential opportunities including GSU student housing.*
6. *New Hotel and Conference Center and State of GA Welcome and History Center.*
7. *Replace existing structures with modern and efficient state office space and parking.*



THE GREEN LINE

The future of the Green Line that stretches east to west through the middle of Downtown along the railroad lines is envisioned to be anchored at its center by the creation of a Multimodal Passenger Terminal to serve the transportation needs of the state, region and city. The terminal would not only enhance the regional transportation network, but also create a civic landmark and a catalyst for economic development for the area. The terminal will be coupled with the transformation of the Five Points MARTA rail station into a submerged station topped by an active transit plaza to create the center of access and connectivity within Downtown. The subdivision of the gulch with new viaduct-level streets will create the city-block framework for intense mixed-use development including office, hotel, retail, residential and visitor destinations to support the strong base of tourism and special event activity already evident in the area. This revitalization vision is named for the mile-long linear park and plaza built on structure that “caps” at viaduct level the depressed railroad tracks. The Green Line park is envisioned as a meaningful open space connection to support the mixed-use redevelopment of the air rights surrounding the park.

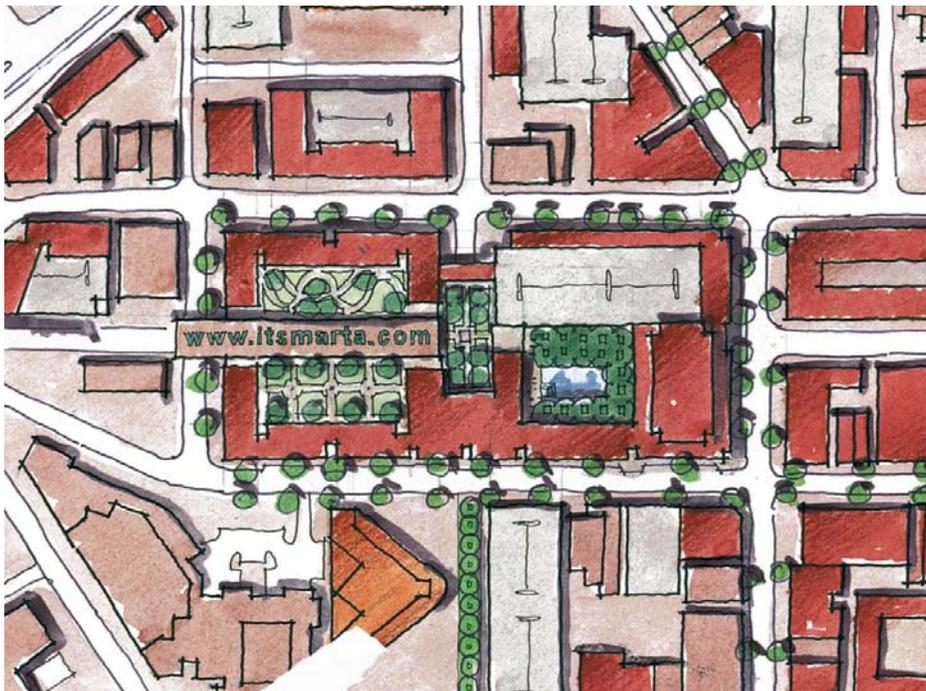


New viaduct streets spanning the current railroad gulch will enhance the walkability and create new development sites within the Green Line.



SOUTH CBD

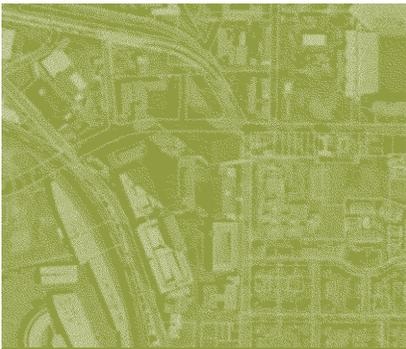
The South Central Business District (CBD), currently dominated by federal, state and local government centers, is poised to capitalize on opportunities to increase the housing options in the area. The future will see existing historic structures converted for residential uses and new predominantly residential mixed-use projects filling currently vacant land surrounding the Garnett Street MARTA rail station. The existing walkable, small block structures and remnants of the original commercial buildings of the city will support the infill of commercial buildings to house small offices and retail shops to serve workers and residents alike. The public spaces – parks and plazas – will be enhanced and connected to provide physical and visual connections to prominent civic structures. The new residential population will support a 24-hour active environment and utilize the transit infrastructure already available to this area.



The Greyhound Terminal adjacent to the Garnett MARTA Rail Station has been in a temporary facility for over 12 years. The Imagine Encore Illustrative Plan includes conceptual recommendations for the area's future buildout as a transit-oriented development.

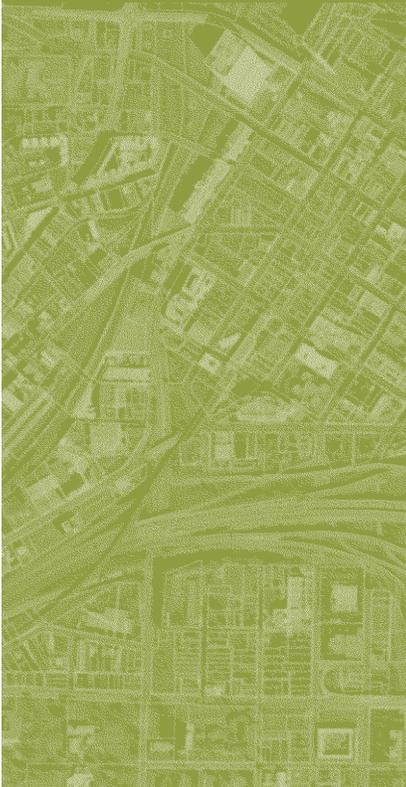
South CBD priority projects:

1. Encourage infill residential development to improve the character of the neighborhood and activate dead spaces
2. Encourage the conversion of the existing Norfolk Southern and 222 Mitchell buildings to residential uses
3. Plan for the redevelopment of the vacant lots around the Garnett MARTA Station as a transit-oriented activity node
4. Improve the Nelson Street viaduct as a direct pedestrian connection to Castleberry Hill
5. Convert Spring Street to two-way to foster connections to Centennial Olympic Park
6. Mitchell Street streetscape
7. Establish facade grant program to support renovation of existing structures



Sweet Auburn priority projects:

1. *Improvements to the I-75/85 overpass at Auburn Avenue and Edgewood Avenue to reconnect the streets and enliven the pedestrian experience*
2. *A circulator shuttle/streetcar and associated wayfinding signage to link cultural visitor destinations along the corridor to others around Downtown*
3. *Overall streetscape improvements to key pedestrian routes, particularly Auburn and Edgewood Avenues*
4. *Redevelopment of Grady Homes and Wheat Street Gardens to provide expanded mixed income housing*
5. *Establish facade grant program to renovate existing structures*



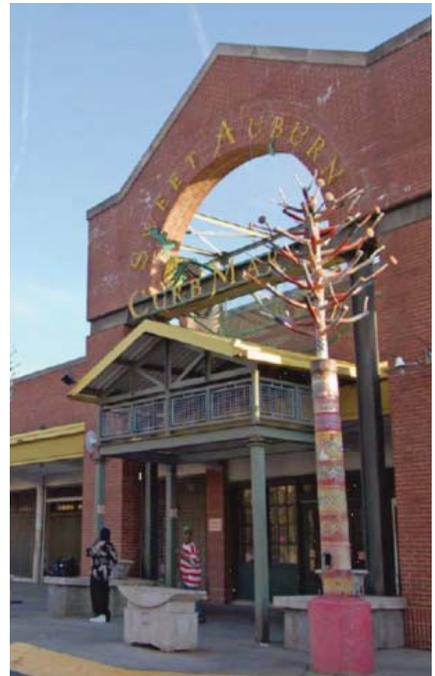
SWEET AUBURN

The vision for the Sweet Auburn neighborhood focuses on cultural tourism, historic preservation, entertainment, and entrepreneurship. By expanding cultural offerings and retail destinations for visitors, as well as encouraging new residents to move into the neighborhood, the community will once again enjoy the level of activity and vibrancy that it historically enjoyed. Building on the original Imagine process, the Sweet Auburn community has updated the Butler/Auburn Redevelopment Plan to refine the recommendations of the Imagine Plan, identify funding sources and create an implementation structure to focus on advancing the vision.

The on-going transformation of Grady Homes into the mixed-use and mixed income Auburn Pointe and the soon to begin redevelopment of Wheat Street Gardens will provide a solid base of community residents to support the already burgeoning commercial revitalization along Auburn and Edgewood avenues. The evolution of the historic Sweet Auburn Curb Market into a neighborhood-oriented fresh and specialty food alternative should serve as an anchor and activity generator for future retail uses and festivals. The market could also reprogram their property between Edgewood and Auburn Avenues as a weekend outdoor market.

Overall the vision for the corridor aims to:

- Retain and capitalize on historic resources – physical, cultural and spiritual
- Expand facilities that celebrate and teach the culture of Sweet Auburn
- Attract new housing development available to the full range of income levels
- Plan for the infill of new small office and retail uses as part of a vibrant mix of activity
- Enhance connections for pedestrians





PEACHTREE CORRIDOR

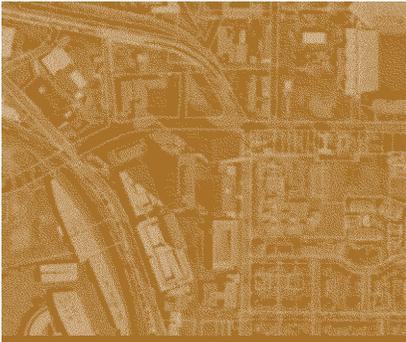
As Atlanta's "Main Street," envision Peachtree Street as the A+ location for high-rise offices, a thriving shopping and entertainment district, and the heart of the hotel district. Peachtree Street is the one corridor in Downtown that traverses and connects all of Downtown's signature districts. It will be a destination unto itself, as well as a gateway to other neighborhoods. In particular, the continued revitalization of the Fairlie-Poplar and Underground districts and the expansion of the Georgia State University campus will promote activity and energy on Peachtree Street. The addition of new housing options within the corridor will also be integral to attracting more retail, entertainment, and cultural venues.



200 Peachtree is one of Downtown's most promising resources. This rendering depicts the renovated multi-tenant retail building.

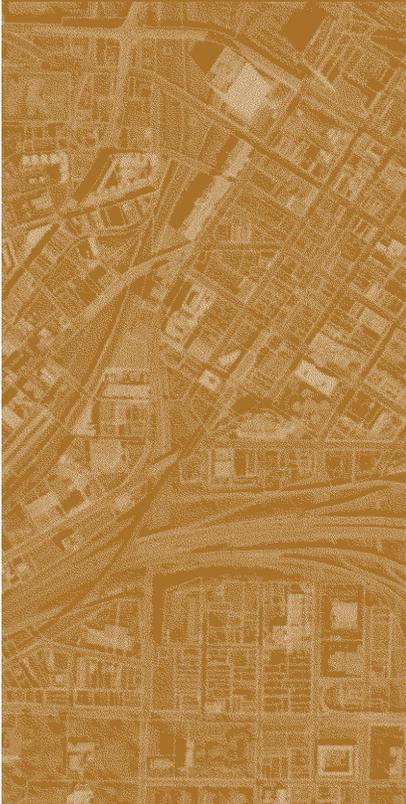
Peachtree Corridor priority projects:

1. *Focus retail recruitment efforts to fill-in storefront gaps and create a destination retail and entertainment corridor*
2. *Bring streetcars back to Peachtree Street to improve mobility in the corridor*
3. *Enhance Peachtree Street sidewalks with pedestrian amenities like additional street trees, lighting and landscaped planters to improve the safety, comfort and visual interest of the pedestrian experience*
4. *Invest in capital improvements for Woodruff Park to support increased programming of special events and varied daily activities.*
5. *Revitalize unoccupied historic buildings*



Fairlie-Poplar District priority projects:

1. *The completion of the district-wide streetscape improvement program began in the late 1990s. Yet to be enhanced streets like Spring and Cone Streets are primarily located within the western portions of the district*
2. *Redevelopment of existing parking lots into historically compatible buildings, particularly new residential structures in the heart of the district and more modern retail and entertainment venues to the west near Centennial Olympic Park*
3. *Build on existing cultural and performing arts venues to foster a theater district*



FAIRLIE-POPLAR DISTRICT

Fairlie-Poplar – Downtown’s most notable historic district – is located between Centennial Olympic Park and Woodruff Park and provides a rare glimpse into Atlanta’s past, visually illustrating its transition from a fledgling, commercial railroad town in the early 1800s to a modern city of skyscrapers today. Atlanta’s oldest high-rises, which were concentrated in the area, today stand side-by-side with three and four-story buildings typical of the earlier Victorian period. Combined, the district’s pedestrian scale, unique architecture, tree-lined streets and historic atmosphere create a city feel found nowhere else in Atlanta.

In addition to its historic resources, the neighborhood has attracted many high-quality modern developments – notably increased residential options- that have also improved its pedestrian-oriented ambience over the past decade. Continued revitalization efforts will focus on attracting new development to replace parking lots along the western edge of the district. New tenants and uses should target cultural and entertainment venues to augment the burgeoning arts and theater district anchored by the Theatrical Outfit’s Balzer Theater at Herren’s, the Rialto Center for the Arts and the Tabernacle Music Hall. Luckie Street is poised to be the spine of Downtown’s arts and culture district.



The Rialto Center is a major anchor within the Fairlie-Poplar District’s increasing arts and theatre presence.

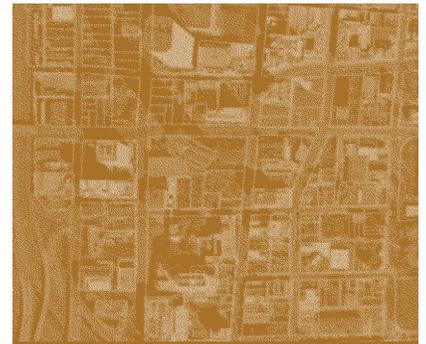


GRANT PARK HISTORIC DISTRICT / MEMORIAL DRIVE /
MARTIN LUTHER KING, JR. DRIVE AREA

Driven by a 2001 revitalization plan for the neighborhoods adjacent to the southeast quadrant of Downtown (including Grant Park, Cabbagetown and Reynoldstown) the Memorial Drive – Martin Luther King Jr. Drive Corridor has recently been witness to significant redevelopment activity. Predicated on the transformation of Capitol Homes to the mixed-use, mixed-income Capitol Gateway and further fueled by the acquisition of under-utilized and industrial land for conversion into the Memorial-MLK Greenway, the corridor is now a residential and retail destination. The presence of historic Oakland Cemetery further enhances the corridors unique character and charm for future investment. Plans to extend the Capitol Greenway from the State Capitol over I-75/85 to connect to the new Memorial-MLK Greenway will solidify this corridor’s critical connections to the core of Downtown.

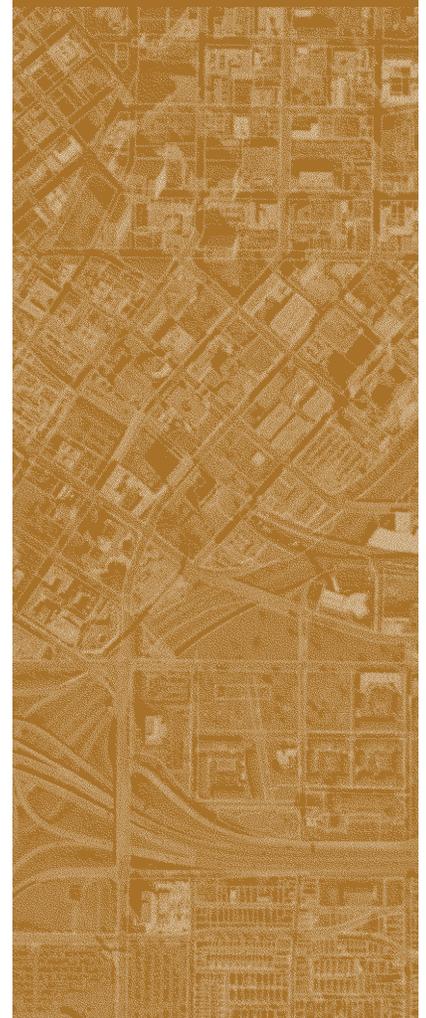


The presence of historic Oakland Cemetery further enhances the corridors’ unique character and charm for further investment.



Memorial Drive / Martin Luther King, Jr. Drive Area priority projects:

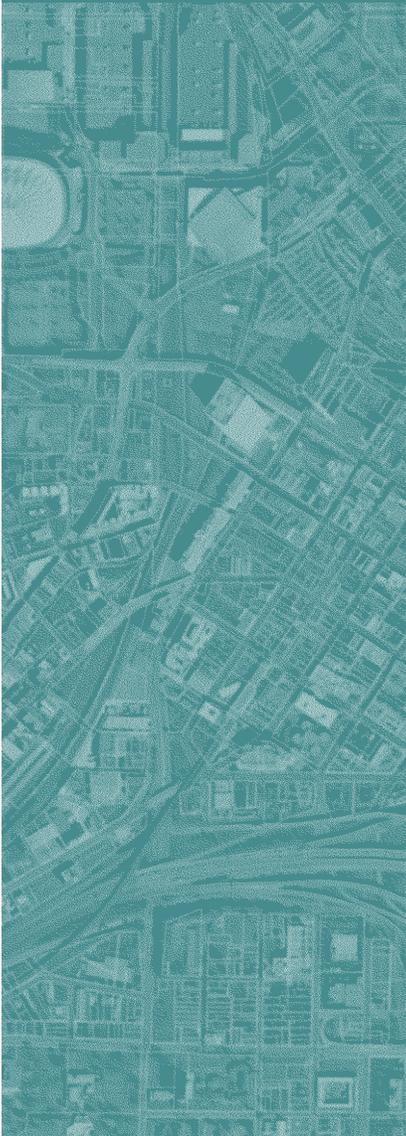
1. *Build a greenway cap over I-75/85 to connect the State Capitol to Memorial - MLK Greenway to the east*
2. *Improved pedestrian connections and streetscapes along Memorial Drive and Boulevard*
3. *Promoting new transit-oriented development at the King Memorial MARTA Station*





Marietta Street Artery priority projects:

1. *Sidewalk and streetscape improvements along Marietta Street.*
2. *Expanding pocket park green space opportunities to serve residents, such as a plaza at Marietta Street and Ivan Allen Jr. Boulevard.*



MARIETTA STREET ARTERY

Marietta Street is well on its way to becoming a trendy artists’ district, owing to the completion of many successful loft conversions early in the corridor’s renaissance in the late 1990s. Even with its resounding success, the district has maintained its vision for encouraging and supporting small businesses and artists. The Imagine Encore plan builds on this vision by proposing more live-work housing and loft conversion of historic warehouses along the northern reaches of the corridor, while to the south incorporating higher density infill development near Centennial Olympic Park. Further, the land use and transportation plans created through the recently completed Upper Westside Livable Centers Initiative (LCI) plan should be adopted.



Marietta Street’s “Restaurant Row” includes many examples of historically-compatible development.

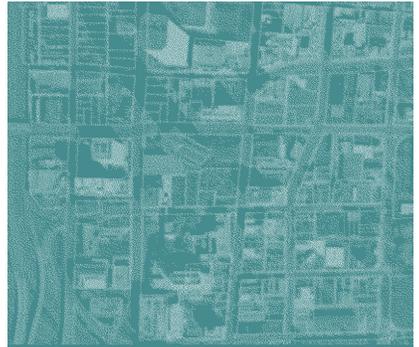


CENTENNIAL OLYMPIC PARK AREA

True to the strategies outlined by the post-Olympic Games renewal plan, the area around Centennial Olympic Park has seen a surge of development since 1996 culminating most recently with the Georgia Aquarium, the World of Coca-Cola and the Hilton Garden Inn. The uniqueness of this district lies in its diversity of land uses. The park is lined by high-density commercial on the east, major destinations on the north and south, high-rise residential towers and the historic Marietta Artery loft district in close proximity. The Imagine Encore plan anticipates a continuation of this diversity with additional new development that complements the surrounding landscape primarily on the eastern and western edges of the park. With a site secured for the planned Center for Civil and Human Rights and additional sites selections pending for other proposed visitor attractions it is likely that Centennial Olympic Park area will be ground-zero for Downtown Atlanta's growing family-friendly destination appeal.

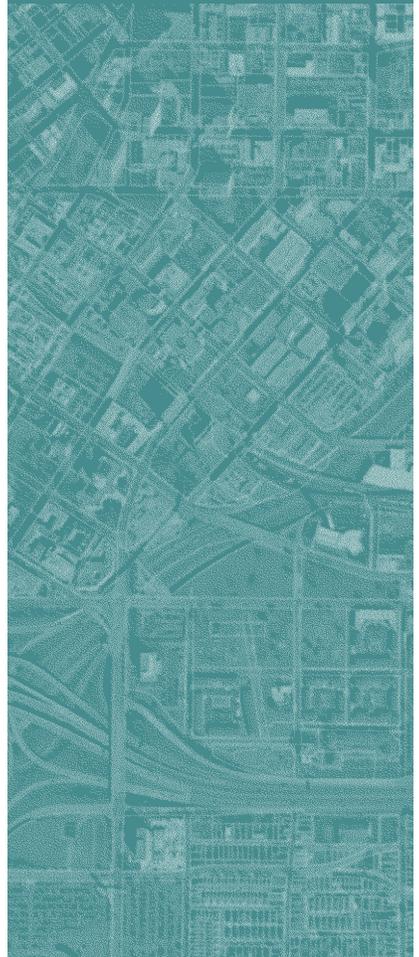


One of the main priorities for the Centennial Olympic Park Area is to encourage more new mixed-use development along the southeast corner of the park



Centennial Olympic Park Area priority projects:

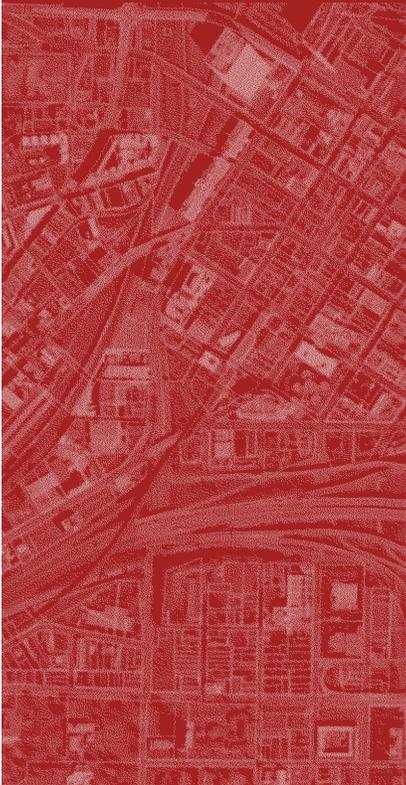
- 1. Encourage and prioritize new mixed-use development along the southeast corner of the park*
- 2. Improve pedestrian amenities along Centennial Olympic Park Drive and Baker Street to support the movement of visitors around the park*
- 3. Evaluate the potential for a Downtown circulator shuttle/streetcar connecting destinations around the park to others throughout Downtown*





Priority projects as defined in the University Master Plan include:

1. Reduce Decatur Street to two lanes and improve the pedestrian environment with wider sidewalks and streetscape
2. Relocate the central campus plaza, currently over Decatur Street, to street-level
3. Convert campus alleys, such as Collins Street, into "university village centers"; converting them into active spaces
4. Expand student housing facilities within Downtown – particularly at the Piedmont-Ellis site and near Underground Atlanta
5. Add university facilities on underutilized parcels in Downtown



GEORGIA STATE UNIVERSITY

Georgia State University has firmly established itself as an important stakeholder in Downtown’s growth with its continued expansion and transformation into one of the nation’s leading urban research universities. Guided by the “Main Street” master plan - a long-range, physical plan that provides a framework for future growth and campus improvements – Georgia State is creating an urban educational experience that focuses on Decatur Street as the Main Street of the university’s campus. It creates an academic core along the corridor and moves parking and support services to the outer edges of campus. The University’s stated goal for campus to be home to ten percent of the student body within the next ten years will also have a profound impact on residential complexion of Downtown. Services and amenities that serve the resident student population will continue to flourish.



Georgia State University continues to develop as an Urban Educational Experience



CASTLEBERRY HILL

Similar to the Marietta Street Artery, Castleberry Hill has achieved great success in transforming older warehouses into viable loft spaces, creating a cozy residential district a stone's throw away from the heart of Downtown. Utilizing this ongoing momentum, the Imagine Encore plan recommends additional new infill residential development on the northern fringes of the Castleberry Hill neighborhood, as well as, along Northside Drive. Consistent with new Landmark District zoning regulations for the Castleberry Hill historic district, new development at the northern edge of the neighborhood will transition from the mid-rise scale and character of old warehouse structures to the dense high-rise structures of the Downtown core. New in-fill projects also anticipate the introduction of sorely needed park and open spaces to serve the loft dwellers and their pets.



Castleberry Hill has achieved great success in transforming warehouses into viable loft spaces



Priority projects from the Castleberry Hill Master Plan include:

- 1. Improving the Peters Street retail area streetscape*
- 2. Acquiring land for and building the Castleberry Hill Park*
- 3. Improve the Nelson Street viaduct as a direct pedestrian connection to Castleberry Hill*



PEACHTREE BOTTOM

The organic growth and popularity of Castleberry Hill has sparked interest in the unique residential opportunities afforded by the former industrial area along Whitehall Street adjacent to Downtown's South CBD known as Peachtree Bottom. Like LoDo in Denver and SoHo in New York, Peachtree Bottom is envisioned to be a vibrant pedestrian oriented community that caters to a wide cross section of people pioneered by artists, designers and young professionals. Proximity to Downtown, West End and the Atlanta University Center places Peachtree Bottom in a prime location to connect these currently disconnected neighborhoods with rehabilitated and compatible in-fill residential and retail development along an extension of Peachtree Street.



Peachtree Bottom's proximity to Downtown, West End and AU Center places it in a prime location to connect these areas with rehabilitated in-fill residential and retail development

Achieving the Vision



The Imagine Downtown Encore Plan identifies an ambitious set of priority recommendations that will help the Downtown community achieve its vision for the future. Intended to build on the inherent physical and economic strengths of Downtown, these projects and initiatives will rely on a broad set of stakeholders to act as catalysts and champions. The success of the Plan will depend on the partnerships forged among Downtown stakeholders. The power of that cooperation can make ideas become reality, exploit the diversity that characterizes Downtown, and create an authentic, dynamic urban center for our region.

IMPLEMENTATION PRINCIPLES

The implementation program for realizing the Plan's vision is based on the following strategic planning principles that were shaped by the community during the Core Team meetings, stakeholder interviews, and Public Forum:

Principle #1: Create an environment conducive to encouraging high-quality sustainable development that advances the goals of the City's sustainability initiative

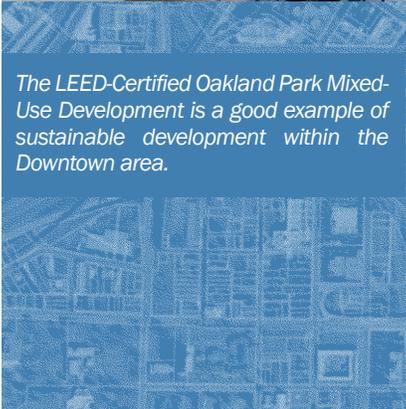
An important component of making Downtown a thriving mixed-use district will be spearheaded by the private development community. As new projects are planned for various neighborhoods and districts within Downtown, the local government will play a key role in ensuring that these private development projects meet high standards and follow the Imagine Downtown plan recommendations. The City will regulate private development using zoning and development incentives.

Downtown Atlanta has a favorable regulatory framework already in place in the form of Special Public Interest (SPI) zoning. These regulations and associated guidelines both require and encourage mixed use, pedestrian orientation and good urban design principles, such as building buildings at the street, articulating blank facades and hiding service uses. The zoning code also includes requirements for transportation demand



Downtown's new SPI-1 Zoning District regulations help ensure quality mixed-use and urban development.





The LEED-Certified Oakland Park Mixed-Use Development is a good example of sustainable development within the Downtown area.

management activities to ensure that new development uses transportation resources wisely by discouraging single occupancy vehicle trips, limiting the number of new parking spaces and supporting alternative travel modes like cycling, walking and transit.

Various mechanisms to support and encourage development in Downtown also currently exist. Prominent among these are Tax Allocation Districts (TAD) – a method to finance redevelopment activities in underdeveloped areas. Even with the recent intown development surge, investment in Downtown faces challenges due to an aging sewer system, rising property costs and, in some cases, environmental contamination. The Eastside and Westside TADs cover most areas in Downtown and TAD resources can be used for assisting with these infrastructure limitations.

In collaboration with the Sustainable Atlanta program spearheaded by the City of Atlanta, Downtown stakeholders and investors will serve as agents for ensuring Atlanta’s world-class environmental sustainability. Consistent with the program’s intent - connect businesses, organizations, institutions and residents to develop solutions and implement action plans to address the challenges and opportunities inherent in the relationship between environment, equity and the economy - the Imagine Downtown Encore plan echoes this vision. Specific identical tenets include:

- The air is clean,
- Waste is reduced,
- All buildings are high-performance structures,
- Greenspace is abundant,
- Solutions are equitable and inclusive,
- Transportation alternatives are the norm,
- Communities and urban centers are walkable,
- Quality of life is ensured for future generations.



Principle #2: Coordinate with regional planning and transportation efforts to keep Downtown central to smart growth in the metro area

As the nucleus of the entire metro area, Downtown plays a critical role in multi-jurisdictional projects. In the period since the original Imagine Downtown plan, regional transportation strategies to address the lack of coordinated and flexible transit has become the dominant issue of the time, with escalating fuel costs and congestion burdening commuters and threatening Atlanta’s economic viability. multimodal transportation connectivity also remains crucial to addressing Atlanta’s mobility problems.

Regional agencies are currently working on implementing and strengthening numerous projects to establish a regional transit system (“Concept 3”), the Multimodal Passenger Terminal being a key component of this system. Commuter rail, a regional bus network, and MARTA will converge in the heart of Downtown and require a strong support system of roads to seamlessly connect into the City. Therefore, it is more essential then ever to coordinate with various regional agencies and evaluate the Plan’s recommendations for the greatest possible regional impact.

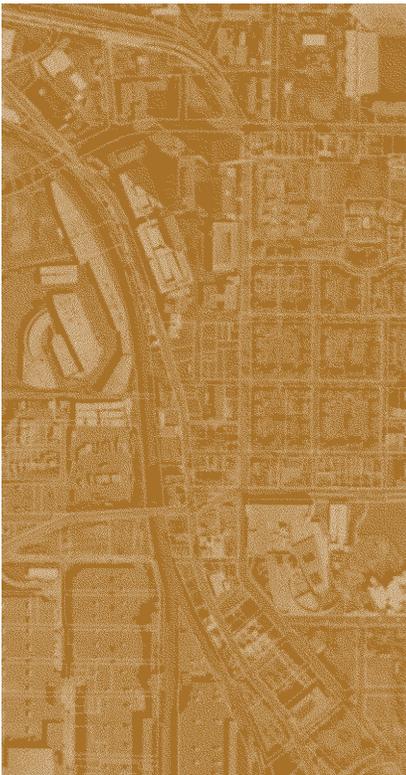
Principle #3: Ensure a community- based implementation process

In the tradition of community involvement started during the Imagine process and continued with Encore, area stakeholders should be empowered to guide implementation and respond to changing circumstances and new challenges. This can be achieved by creating forums for public review and comment on large-scale private and public projects. Currently, the “Town Hall Meetings” conducted by CAP work as an efficient mechanism to inform area stakeholders about Downtown projects. Another such method has been the formation of the SPI-1 Downtown zoning “Development Review Committee,” composed of area stakeholders, development experts and local government officials. For specific neighborhood planning efforts, CAP can create neighborhood or district-level task forces, similar to the Fairlie-Poplar Revitalization Task Force created in 1998.



The Imagine Encore Vision is rooted in countless sessions of community and stakeholder input.





Principle #4: Target investment to support Downtown priorities in ways that can both stimulate private investment in underrepresented areas and add momentum to places that are improving

While private development plays an active role in implementing the land use recommendations of the Plan, public sector resources are an extremely important part of the overall funding strategy. Public resources will be utilized for capital improvement projects, conducting additional studies, and potentially to support larger-scale infrastructure. It is essential to ensure that this public investment is targeted towards catalytic projects as the basis for public-private partnerships. Establishing these relationships will allow for the most efficient use of resources.



Affordable housing development is one particular area where pooling resources can make a difference in projects being built. In addition to the various financial incentives available to developers through ADA such as TAD and Housing Opportunity funds, capital improvements like new parks, community facilities or streetscapes can provide amenities that lessen private development costs and improve project economics. Increasing the quantity of workforce housing units across Downtown is a priority of the Encore plan; and therefore implementation projects will be evaluated as to their contribution to this goal.

In addition to partnering with the development community, public resources can be efficiently used when leveraged with state and federal dollars for infrastructure projects. CAP and the Atlanta Downtown Improvement District (ADID) already have a successful track record of funding projects

The Eastside and Westside tax allocation districts have generated \$1.3 billion of investment in the center city.

through federal grants such as the Transportation Enhancement (TE) program, and Congestion Mitigation and Air Quality Program (CMAQ). CAP has also received funding through the Livable Centers Initiative Program, administered by the Atlanta Regional Commission. Future options for such funding will be critical in implementing the Imagine Encore plan.



Principle #5: Design infrastructure projects to both improve internal Downtown connections and better link to adjacent neighborhoods and areas.

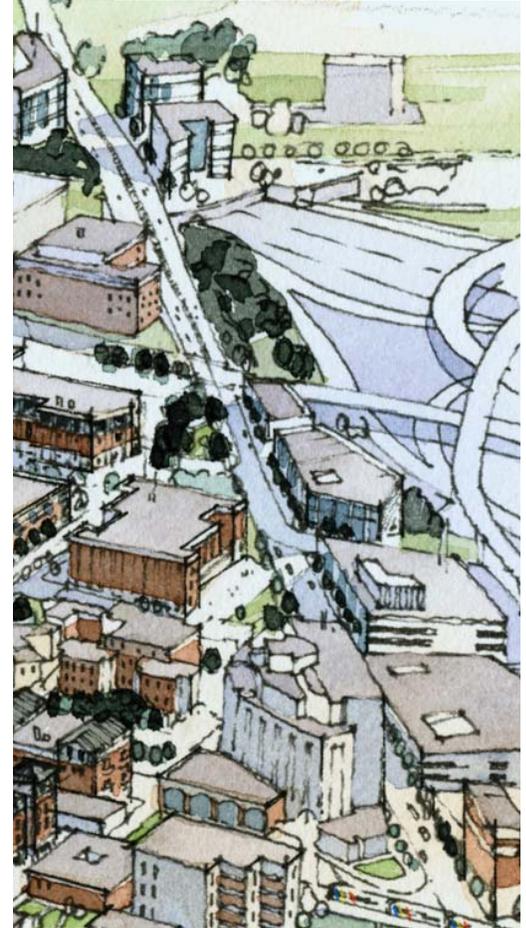
Great strides have been made in improving Downtown connectivity through projects like Ivan Allen Jr. Boulevard and the upgrading of the pedestrian environment on key corridors.. Perseverance in moving toward a more complete multimodal Downtown is a cornerstone of the Encore plan. Implementation projects that deliver better internal connections and mobility options, particularly in the east-west direction, will be given special consideration in project prioritization.

In the same spirit, the linkages between Downtown and the adjacent neighborhoods and districts will be strengthened to recognize their interdependence and the value they bring to residents, employees and visitors. Regional attractions like Turner Field and projects like the Beltline will play an increasingly vital role in Downtown’s evolution, and need to be included in its mobility framework. Improvements to corridors that achieve this will be treated as high-priority investment targets.

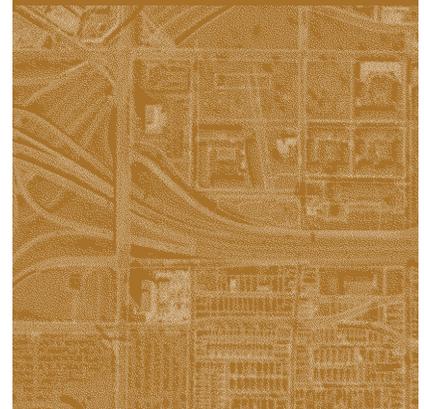
Principle #6: Facilitate the expansion of Downtown’s cultural and entertainment program within the crescent encompassing Centennial Olympic Park, Fairlie-Poplar, Five Points and Sweet Auburn aligned along the Luckie-Marietta and Edgewood-Auburn corridors.

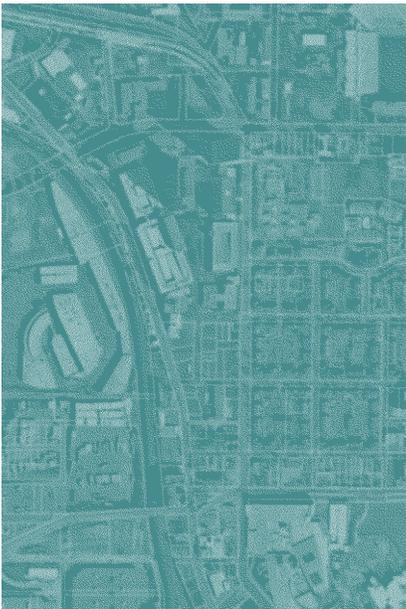
The emergence of the Luckie-Marietta District as a vibrant dining and entertainment district has been one of the hallmarks of the last five years and has come on the heels of the success of the Georgia Aquarium. With the aquarium now expanding, the World of Coca-Cola recently completed, and the Center for Civil and Human Rights moving from concept to reality, this museum campus will further contribute to Centennial Olympic Park’s central position in Downtown’s cultural landscape. And like Marietta, new restaurants on Auburn and Edgewood are gaining in reputation and contributing a measure of distinction for Downtown East.

The “cultural crescent” that traces these corridors and extends southwards to Five Points and the Green Line is the symbolic equivalent to Peachtree Street and will be supported in the future to mature in much the same way. Potential new cultural destinations and entertainment attractions will be encouraged to explore locations



Efforts should be made to improve connections between Downtown and adjacent neighborhoods and destinations.





Downtown has seen tremendous growth in the number of new restaurants opening over the past five years and is now home to over 300 places to eat and drink.



on the Green Line, especially at the western end near the important venues of Philips Arena and the Georgia Dome. Projects that merge district mobility and iconic identity like the streetcar service and streetscape enhancements are a top priority of the implementation agenda.

Principle #7: Recruit businesses and merchants that will diversify Downtown's retail offerings and assist their location in places that will both help them be successful and benefit the surrounding uses.

Downtown has seen tremendous growth in the number of new restaurants opening over the past five years, particularly in dynamic areas like the Luckie-Marietta District and Allen Plaza. Although retail growth has been slower, there are signs that recent

investment in housing and cultural attractions have set the stage for future retail acceleration. The repositioning of the Macy's building as 200 Peachtree offering 180,000 square feet of select retail further illustrates the resurgence of retailing as an important Downtown service and amenity.

Future efforts to attract and retain retailers will focus on further location and product diversification to benefit employees and visitors in key areas and corridors like Peachtree Street, while also working with residents to enhance their neighborhoods with a better range of goods and services. The transformation of the City's Public Space Vending Program intended to expand and diversify the product offering and merchandise mix along the City's sidewalks will contribute to serving latent retail demand while also enlivening the street environment.





IMPLEMENTATION STRUCTURE

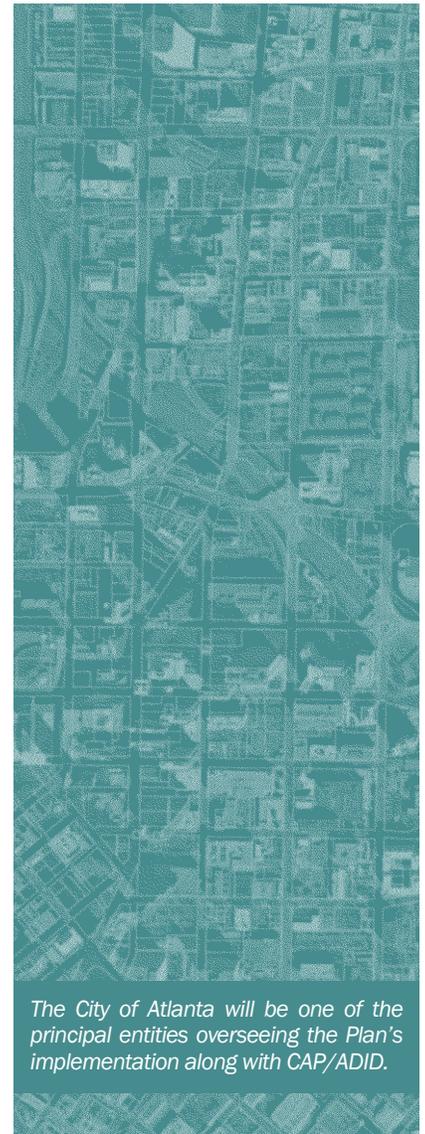
Working with this diverse set of individuals, groups, institutions and governmental entities, Central Atlanta Progress (CAP) and the Atlanta Downtown Improvement District (ADID) will share the prime responsibility of guiding the implementation of the Plan. CAP/ADID's role will include some of the following tasks during the implementation phase:

- Evolving the Imagine Encore Plan to adapt to new issues and opportunities
- Conducting additional studies to refine projects defined in the Plan
- Creating and securing funding mechanisms to execute projects
- Facilitating partnerships between public and private entities to advance plan recommendations
- Continuing communications with area stakeholders and the private development community

Several partners in and around the Downtown community will work with CAP/ADID in achieving the Imagine vision. These stakeholders have been broadly classified into three groups:

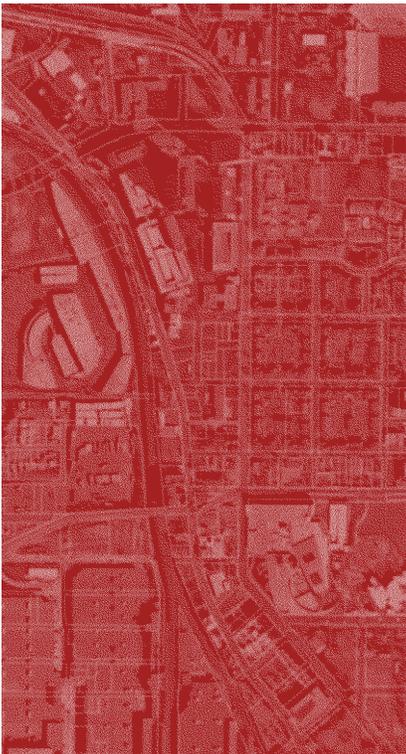
PUBLIC SECTOR PARTNERS

The City of Atlanta will be one of the principal entities overseeing the Plan's implementation along with CAP/ADID. The City has already played an important role in the implementation of Imagine by its adoption of the original plan, as well as subsequently formalizing land use and zoning changes first initiated by Imagine. A logical next step would be the adoption of Encore as the Imagine Downtown update. The City's role will continue as they administer zoning regulations, review and permit infrastructure improvements and create additional incentives for encouraging development. The Atlanta Development Authority (ADA) will also play a critical role. The New



The City of Atlanta will be one of the principal entities overseeing the Plan's implementation along with CAP/ADID.





Partners such as the Atlanta Downtown Neighborhood Association support the growth and livability of their neighborhood by putting on an annual festival.



Century Economic Development plan advanced by ADA identifies their priorities and work plan for supporting the future growth and revitalization of Downtown. In addition to financing new development through City financial programs and monitoring the use of TAD funds, their business recruitment efforts, support of small business and entrepreneurs and affordable housing initiatives are tremendous assets to recognizing the Imagine Encore vision.

In addition to the multitude of City government departments, various local and regional planning agencies such as Fulton County, the Atlanta Regional Commission (ARC), Georgia Regional Transportation Authority (GRTA), Georgia Department of Transportation (GDOT), Georgia Department of Community Affairs and MARTA will be involved in different components of projects execution. Downtown is also fortunate to have strong partners in governmental authorities and entities such as the Georgia World Congress Authority and Georgia State University whose missions and efforts are well coordinated with the Imagine Encore vision.



COMMUNITY PARTNERS

CAP/ADID's efforts will be supported by multiple community groups and organizations. The Neighborhood Planning Unit M (NPU-M), created by the City, already serves an important oversight role for initiatives that involve the quality of life within Downtown, namely proposed policy changes and infrastructure projects. The Atlanta Downtown Neighborhood Association, Downtown's emerging and strong residential association, will continue its role in fostering and organizing the support and input of the area's growing residential population. Additionally, other neighborhood groups for Downtown communities such as Castleberry Hill, SoNo, Sweet Auburn, Old Fourth Ward and the Marietta Artery

will work with CAP in coordinating cultural events and improvement projects. Multiple faith-based institutions, public institutions and other non-profits will add to the vitality and activity of the district through their activities, programs and outreach.



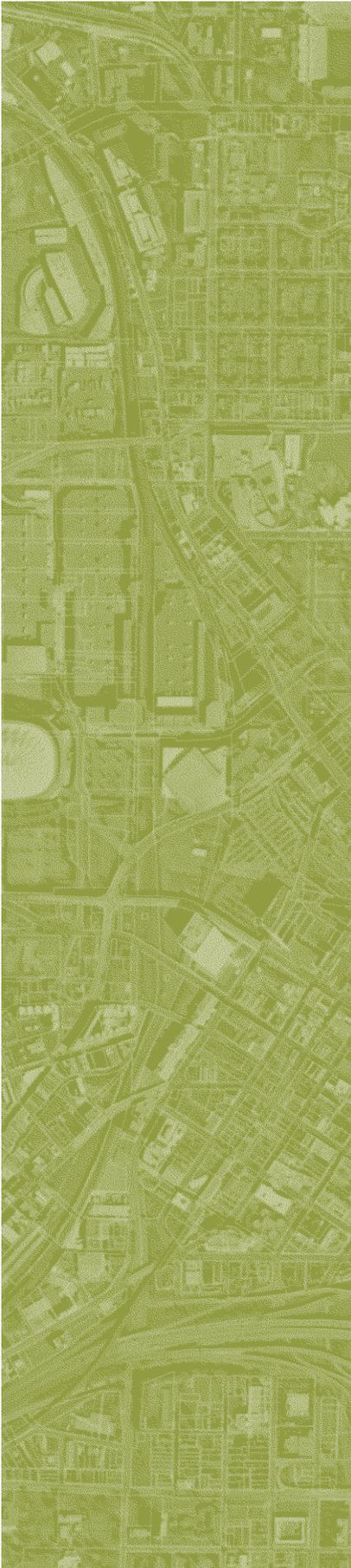


PRIVATE SECTOR PARTNERS

Continuing the intense development momentum currently under way in Downtown, private investors and developers will play a vital role in building high-quality projects envisioned in the Imagine Encore Plan. Coordination with the City and CAP's implementation plans will be critical during the planning and construction phases. Downtown is fortunate to already possess a large and diverse range of committed and interested property owners and managers, tenants, small businesses, and corporations. Collaboration with and input from these stakeholders is also vital to the economic vibrancy of the center city. Their expansion and investment is necessary to realize the Imagine vision.



Private investors and developers will continue to play a vital role in building high-quality projects envisioned in the Imagine Encore Plan.



IMPLEMENTATION RECOMMENDATIONS

As Downtown plans for growth and development over the next decade, numerous projects will need to be undertaken to create the appropriate infrastructure, environment and amenities necessary to support this expansion. Many project recommendations were defined conceptually during the first Imagine process and remain relevant and necessary. Additional projects were discussed and scoped during complementary planning efforts completed since Imagine, while other projects have actually been completed or are underway. As development has occurred and priorities have shifted and evolved, additional recommendations have also been identified. Further, initially straightforward projects have become more complicated in some cases by overlapping planning agendas or the need to accomplish multiple goals. As Downtown growth continues to evolve it is critical that projects have a clear framework for evaluation, scope adjustment and funding prioritization.

Every potential recommendation has a role to play in achieving Downtown's two most important goals – expanding mobility choice through better transit and greater walkability and improving the physical environment to diversify and expand the quality of life for residents, employees and visitors. However, projects are often layered with different program components that must work seamlessly together to generate the most benefit toward these goals. Whether a street, a park, a bridge, or a program, all projects should convey their primary relationship to addressing these fundamental goals regardless of their level of complexity or implementation difficulty.

The project recommendations have been categorized to simplify and illuminate their linkages to Downtown's goals and vision. Because most projects have multiple components that need to be balanced and integrated, further detailed analysis beyond the scope of the Imagine Encore process must be conducted to evaluate the overall implications of the contemplated programs and to develop more in-depth scopes of work and project cost estimates. A complete and detailed project list is included in the Appendix.

CORRIDORS

Downtown's streets have served many purposes throughout their history. In the more recent past, streets had evolved into a mechanism to move vehicles and less of a



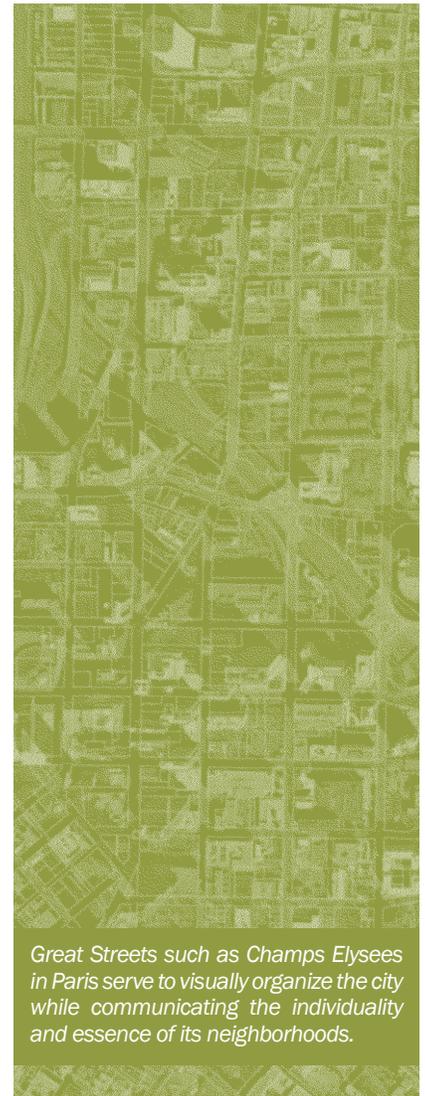
.....

manifestation of public space. With the growing awareness of the need for “Complete Streets” and the rights of multiple users within the street corridor, achieving the Imagine Encore vision will require balancing the interests of pedestrians, cyclists, motorists and transit riders while also considering the adjacent land uses, buildings and tenants.

Several different project types are part of a holistic strategy for delivering Complete Streets to Downtown Atlanta. Each project type represents a different perspective on an important corridor function; and although several project types can and should be included in the makeup of every Downtown street, there is usually one project type that expresses each street’s most essential function or most pressing need. Additional program components should be considered and designed as a part of, and a complement to, the corridor’s basic function.

“GREAT STREETS”

Taken as a whole, Downtown streets and sidewalks are arguably the most visible and experienced public spaces within the center city. These streets and sidewalks also serve to visually organize the city and communicate the individuality and essence of its neighborhoods. In the spirit of those studied by planner and urban designer Allan B. Jacobs in his book *Great Streets*, Downtown has multiple primary corridors that serve this identity role; and though some - like Peachtree Street and Auburn Avenue - have been celebrated through rich paving, decorative lighting, street furniture and themed signage, there are others which are effectively anchors of their districts but remain unmarked. Other existing identity corridors are in need of basic repair and additional enhancement to enrich their experiential quality. These corridors are most impactful when both the rights-of-way and the adjacent buildings and structures are considered inseparable parts of one ‘complete street.’ Typical qualities of successful “Great Streets” go beyond the basic pedestrian



Great Streets such as Champs Elysees in Paris serve to visually organize the city while communicating the individuality and essence of its neighborhoods.





An accessible pedestrian environment is fundamental to the health and success of Downtown.



improvements and include street furniture elements that provide vitality and dimension – like color and curves; dramatic and interesting street and building lighting; public art and sculpture; well-designed signage, banners and flags; and imaginative landscaping; but first and foremost amenities and activities for people.

These “Great Streets” should be valued as assets above and beyond their fundamental purpose; however, overlaying corridor mobility improvements – particularly transit service - with identity features can be particularly powerful if each element is tailored to achieve a coordinated impact. The projects listed below can also be considered for other mobility and access improvements; but should be done within the context of their critical role to become or remain highly symbolic.

- Andrew Young International Boulevard
- Auburn Avenue
- Marietta Street and Decatur Street
- Memorial Drive
- Northside Drive
- Peachtree Street

PEDESTRIAN IMPROVEMENTS

A high-quality pedestrian environment is fundamental to the health and success of Downtown. In fact, pedestrian comfort and safety has become an economic development imperative. While extensive investment has been made in creating a pedestrian-friendly Downtown, several projects remain to be completed.

Minimum Standards

First and foremost, effort should be made to immediately ensure that each and every street within the Imagine Downtown plan area meets a minimum standard for pedestrian accessibility. In addition to the presence of a well-maintained, unobstructed,





non-broken or cracked concrete pathway this minimum requirement also includes accessible curb ramps and well-maintained high visibility crosswalk markings at all crossings.

Operational Considerations

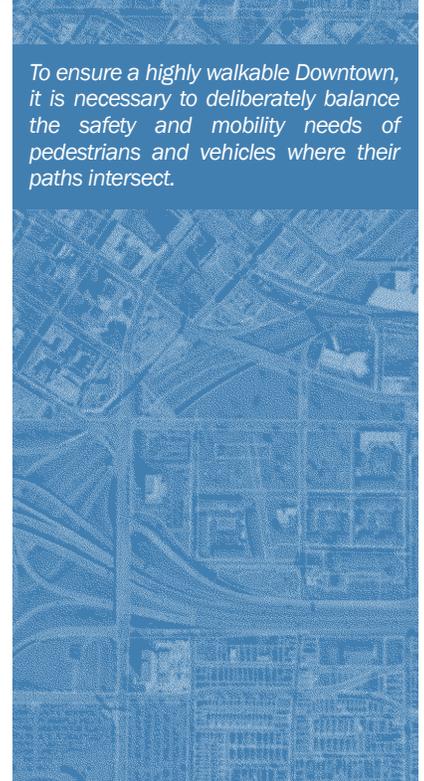
Often pedestrian accessibility at an intersection or within a corridor is less related to the bricks and mortar components of the environment and more reliant on logical and balanced traffic operations. To achieve the Imagine goal of a pedestrian friendly Downtown, it is necessary to deliberately balance the safety and mobility needs of pedestrians and vehicles where their path intersects. Beyond the basic and mundane need to optimize traffic signal timing, it is further recommended that action be taken to achieve optimal pedestrian signal phasing and install countdown pedestrian signals at all intersections throughout Downtown. Another strategy that should be explored at suitable intersections is the implementation of “all-red” phases that facilitate multi-directional pedestrian crossings.

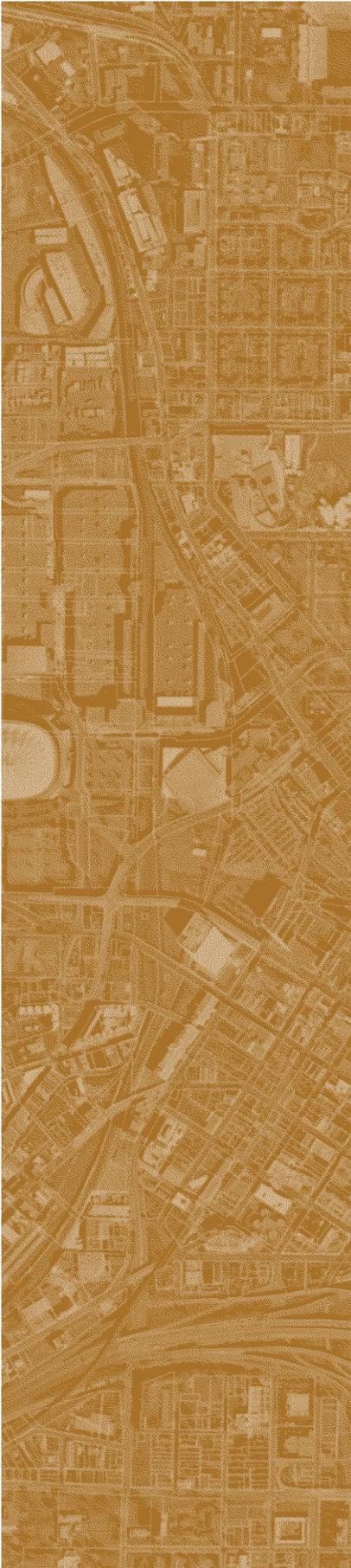


To ensure a highly walkable Downtown, it is necessary to deliberately balance the safety and mobility needs of pedestrians and vehicles where their paths intersect.

Key Corridors

All Downtown streets should have sidewalks that are in good repair and safe to use. However, certain streets demand wider sidewalks with additional amenities to support their role as major pedestrian arteries, often linking districts and attractions. Pedestrian improvement projects focus on ensuring that sidewalks are wide, smooth and continuous, that everything necessary for easy and safe navigation including lighting, signage and crosswalks are in place. It is also important to ensure that pedestrians are comfortable in their surroundings by providing street trees, landscaping and street furniture like bike racks, trash cans and benches. The ultimate goal of pedestrian improvements is a sidewalk that allows people to move throughout Downtown on foot, but to also act as an extension of the building it abuts, supporting and expanding the activity that occurs at the ground floor. Pedestrian amenity enhancements have quality sidewalks at their heart, but include other features that support and encourage strolling, people-watching, and conversation. Storefront retail businesses depend in





part on the destination quality of their pedestrian space for their success; and in many urban neighborhoods sidewalks are a stand-in for the front yard.

The corridors identified below have been recommended for pedestrian improvements. As referenced above for “Great Streets”, it is conceivable that other roadway changes are also recommended for these streets that could further contribute to the improved pedestrian environment.

- Boulevard
- Capitol Square (including the elimination of vehicular traffic)
- Centennial Olympic Park Drive
- Edgewood Avenue
- Forsyth Street
- Hilliard Street
- Mitchell Street
- North Avenue
- Peachtree Center Avenue
- Peters Street
- Ralph McGill Boulevard
- Spring Street
- Trinity Avenue
- Walker Street
- Whitehall Street
- All Downtown Interstate underpasses and overpasses – notably Auburn Avenue, Edgewood Avenue and Peachtree Street

BICYCLE IMPROVEMENTS

Cycling is growing in popularity as a healthy and economical way to move around a city. Not only do today’s streets need to approach bicycles as a serious transportation medium, but facilities for cyclist convenience (bike storage, showers, changing space) should be second nature in planning new development. Recommendations targeting cycling are similar to other projects in that some require substantial investment and design logic unique to the mode, while others are more about increasing corridor flexibility and accommodation.

The future vision for Downtown Atlanta’s street network includes a range of



accommodations to ensure bicycle accessibility and mobility to, within and through the center city. The scope of the Imagine Encore process did not provide the opportunity to inventory each street to assess the level of bike facility prescribed nor to evaluate competing demands within existing rights of way to achieve this goal. It is recommended that this detailed level of analysis and discussion be pursued in order to refine and expand the following acknowledged projects. Building on previous City of Atlanta bike plans, including the most recent Connect Atlanta Proposed Bicycle Routes, suitability maps and existing facilities it is possible to identify obvious bike improvement priorities for more immediate implementation.



Facilities for cyclist convenience should be second nature in planning new development.

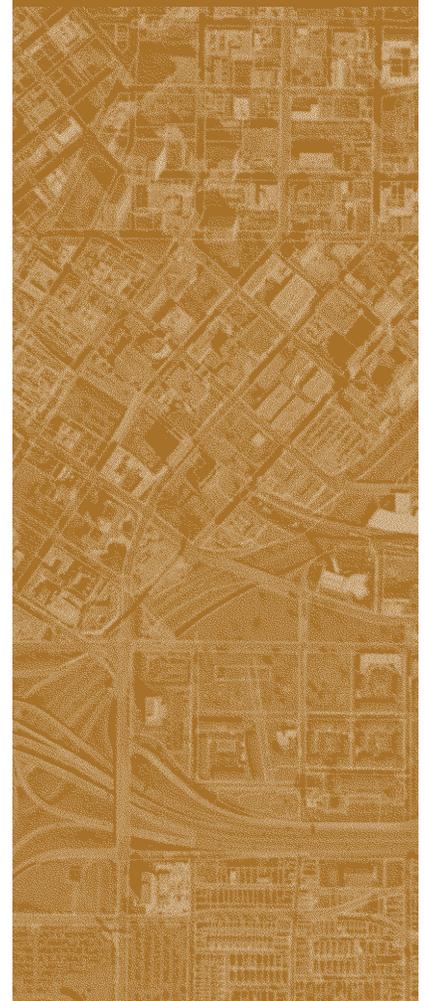
Separated Facilities

Some corridors are strategically positioned to handle a significant amount of bicycle travel that could include both commuter and leisure traffic, with both novice and seasoned cyclists. These routes are often dedicated bike facilities that are separated from other traffic. While limited in number, these off-street trails are critical to manage how cyclists cover larger expanses of Downtown to identify sites where public bicycle facilities need to be located. Therefore, it is important to identify sites where public bike facilities need to be located. Projects that have been previously identified for this purpose include:

- Butler Park PATH: through Butler Park to connect Gartrell Street to Hilliard Street
- Castleberry Hill Greenway PATH: connection within the proposed greenway adjacent to the Norfolk Southern railway
- Harris Street PATH: connection from Freedom Park Trail to Centennial Olympic Park through the core city
- Luckie Street PATH: from Centennial Olympic Park north along Luckie Street to connect to PATH network in northwest Atlanta

Shared Roadway Facilities and Bicycle Lanes

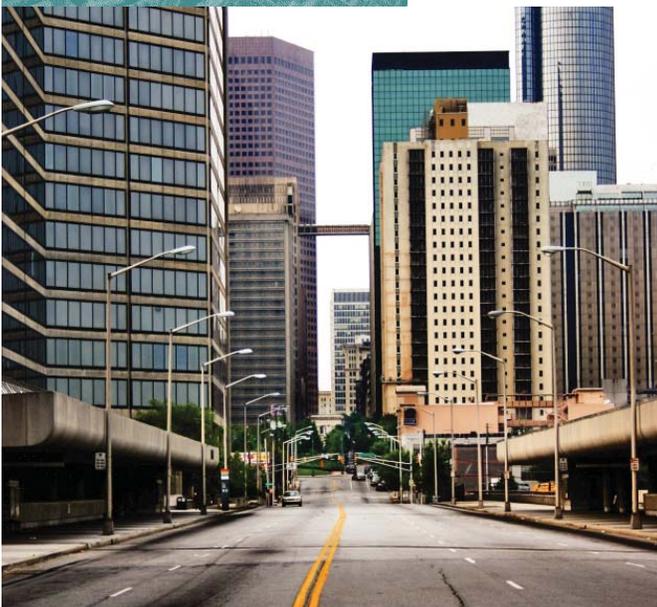
Veteran cyclists often prefer riding in mixed traffic over riding with others on a dedicated path; yet there are some aspects of existing streets that could be improved to allow cyclists to realize their mode's advantages. Additional pavement width





in outside lanes provides room for cyclists to maneuver around stopped vehicles, while signage, sharrows and bike lane striping alert motorists to their presence. A very basic accommodation project might involve something as simple as replacing drainage grates to avoid fouling bike wheels. Although almost every Downtown street could qualify for bike accommodation improvements, these bicycle accommodation recommendations have been previously recognized:

- Capitol Avenue
- Edgewood Avenue: existing 'Share the Road' route
- Highland Avenue: Boulevard to PATH connection at Parkway Drive and Jackson Street
- Hill Street/Bell Street/Coca-Cola Place: Edgewood Avenue to I-20
- Ivan Allen Jr. Boulevard: Peachtree Street to Northside Drive
- J.W. Dobbs Avenue: key east-west connection from Boulevard to Peachtree Street
- Marietta Street
- Martin Luther King Jr. Drive: Hill Street to Northside Drive
- Parkway Drive and Jackson Street: continuous north-south connection between North Avenue and Decatur Street
- Ralph McGill Boulevard: Boulevard to Peachtree
- Renaissance Parkway: Boulevard to Peachtree



VEHICULAR IMPROVEMENTS

The Imagine Encore's ambitious vision for development demands a diverse approach to moving vehicles through and around Downtown, with emphasis on connections to surrounding areas and the Interstate and integration with other investments like parking and pedestrian and bike improvements. No Downtown corridor is expressly vehicular, but in many cases the dominant recommendation involves an aspect of improving vehicular efficiency and flexibility. These recommendations are similar to other corridor classifications in that some are essentially low-impact and low-capital while the others require more planning and investment.



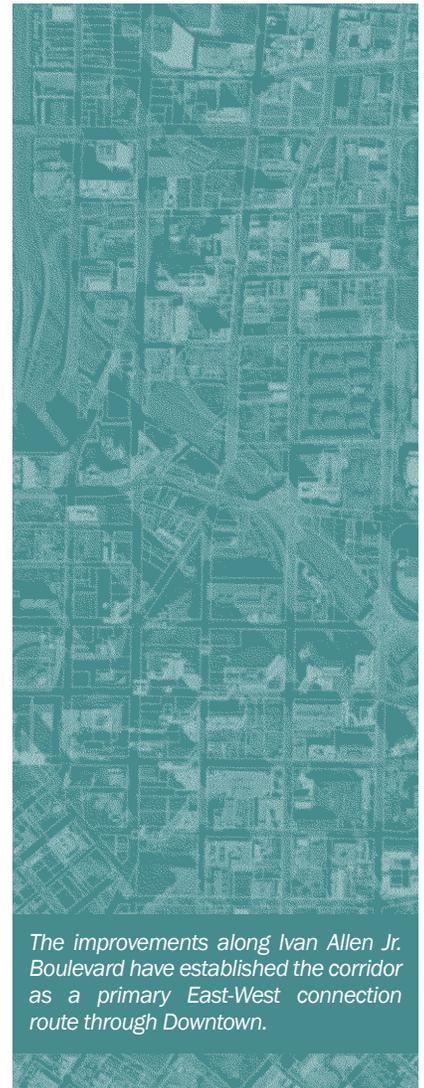
One-Way to Two-Way Conversion

Downtown is fortunate to have dense, interconnected street grids that offer multiple ways to get from point A to point B. Downtown also has a legacy of one-way paired-street routing that restricts the optimum utilization of the grids' inherent flexibility. Network flexibility projects attempt to restore the grid's power by converting select streets back to two-way traffic, or removing barriers to more effective vehicular connectivity. Several key conversion recommendations include:

- Andrew Young International Boulevard: Carnegie Way to Boulevard
- Baker Street: Centennial Olympic Park Drive to Piedmont Avenue
- Centennial Olympic Park Drive
- Chapel Street: Northside Drive to Centennial Olympic Park Drive
- Ellis Street: Carnegie Way to Freedom Parkway
- Harris Street : Centennial Olympic Park Drive to Piedmont Avenue
- Hills Avenue: Northside Drive to Peters Street
- Luckie Street: Centennial Olympic Park Drive to Peachtree Street
- Martin Luther King Jr. Drive: Northside Drive to Piedmont Avenue
- Mitchell Street: Northside Drive to Washington Street
- Peachtree Center Avenue: Peachtree Street to Decatur Street
- Pine Street: West Peachtree Street to Piedmont Avenue
- Spring Street
- Trenholm Street: Northside Drive to Peters Street
- Walton Street
- West Peachtree Place: Centennial Olympic Park Drive to West Peachtree Street

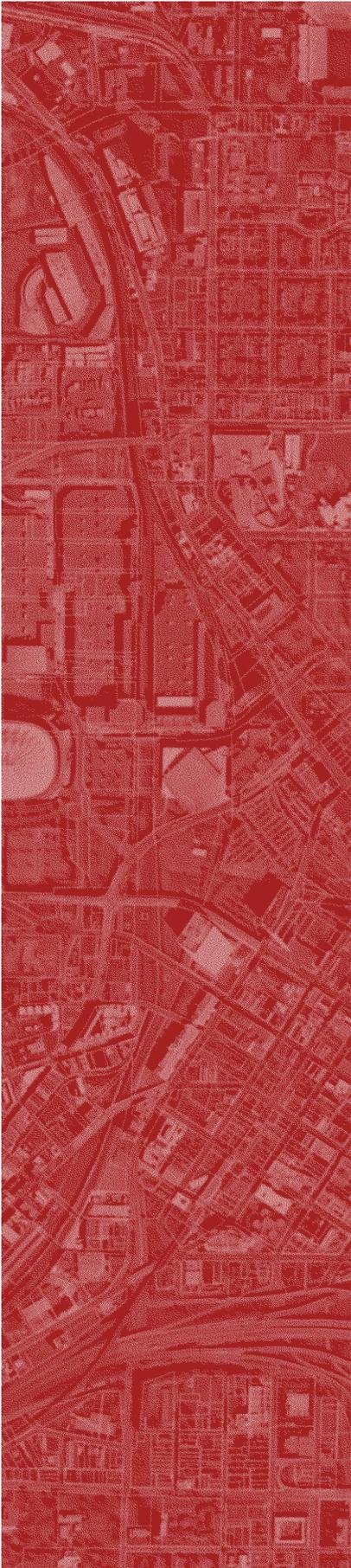
New Roadway Connections and Alignments

Some streets need major modifications like realignment or lane expansions to improve vehicular passage, under the premise of easing the vehicular burden on other streets or accessing new areas for development. In



The improvements along Ivan Allen Jr. Boulevard have established the corridor as a primary East-West connection route through Downtown.





.....

some cases these roadway connections are required above grade at viaduct level and require new bridge structures to accommodate them. Still other instances of potential roadway connections are not feasible until the anticipated redevelopment of larger sites and blocks proceeds. These new and expanded facilities are significant efforts, yet essential to preserving the cohesiveness of Downtown's circulation; and in some cases can be funded by partnerships with private development. Notable roadway connection and alignment recommendations include:

- Broad Street: Marietta Street to New Upper Wall Street and Upper Alabama Street to Martin Luther King Jr. Drive – reopen street to all traffic to coordinate with new streets and access to a transformed MARTA Five Points rail station
- Capitol Avenue: Memorial Drive to Martin Luther King Jr. Drive – realign the street to accommodate the Capitol Gateway Project
- Central Park Place: Baker-Highland Connector over Freedom Parkway - in conjunction with the reconfiguration of the I-75/85 interchange
- Hilliard Street: Highland Avenue to Irwin Street over Freedom Parkway
- Hunt Street: Linden Avenue to Pine Street
- Jesse Hill Jr. Drive: Armstrong Street to Gilmer Street - remove 'bus only' restriction and allow two-way traffic
- Mangum Street: Chapel Street to M. L. King Jr. Drive - vehicular connection from at-grade condition to elevated viaduct
- Merritt Avenue: Parkway to Boulevard
- Nelson Street: bridge between Spring Street and Elliott Street
- Nutting Street: North Avenue to Linden Avenue
- Richard B. Russell Drive Extension: Martin Luther King Jr. Drive to Spring Street / Marietta Street
- Upper Alabama Street (East): Central Avenue to Forsyth Street – reopen street to all traffic
- Upper Alabama Street (West): Forsyth Street to Centennial Olympic Park Drive - new viaduct roadway
- Upper Wall Street (East): Courtland Street to Central Avenue – new viaduct roadway
- Upper Wall Street (West): Peachtree Street to Centennial Olympic Park Drive – new viaduct roadway



Existing Viaduct Repairs

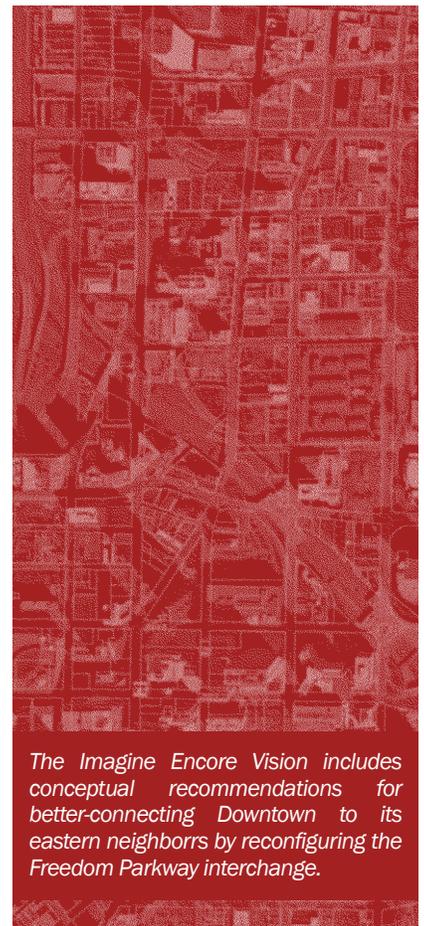
The railroad lines along the western side of Downtown and through the potential Green Line corridor are reminders of Atlanta's origins as a regional railroad hub. Although new viaducts have been constructed over time to allow pedestrian and automobile passage across these barriers, the structural integrity of these massive systems could be compromised if they are not continually maintained and repaired as needed. The key locations of such viaduct repairs are:

- Central Avenue
- Courtland Street
- Mitchell Street
- Pryor Street
- Spring Street

Interstate Interchange Reconfigurations

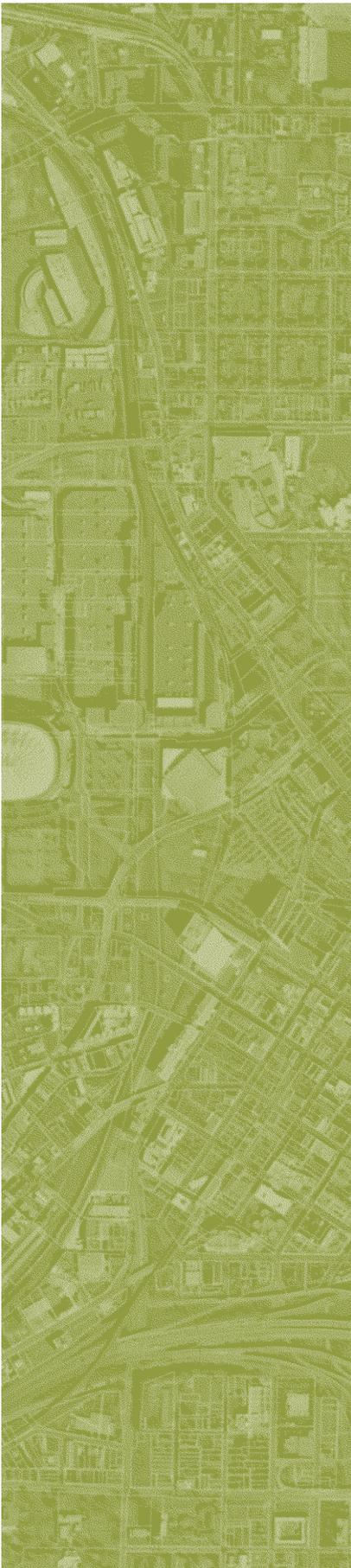
Downtown Atlanta's location at the convergence of three interstate highways - I-20 and I-75/85 (the Downtown Connector) has an indelible impact on the transportation network of the center city. The interstates are both assets for the access they afford and opportunities due to their impact on the adjacent and feeder local streets. Strategic planning for a multimodal Downtown transportation system must examine these connections. The identified recommendations for the reconfiguration of key interchanges are signature undertakings that re-align and expand access, convert ramps to urban streets and support economic development of currently underutilized right of way. Specific interchanges that have been identified for change include:

- Courtland Street at I-75/85
- Freedom Parkway at I-75/85
- Lee Street at I-20 (for better connections to Whitehall Street)
- Williams/Spring and I-75/85



The Imagine Encore Vision includes conceptual recommendations for better-connecting Downtown to its eastern neighbors by reconfiguring the Freedom Parkway interchange.





Traffic Signal Systems

Beyond a well-connected grid of streets an optimized traffic signal system is imperative to the efficient movement of traffic through the network. This sophisticated infrastructure includes the signal display equipment itself, as well as the cabinet and controller equipment; detection and communication devices and the analysis and programming to coordinate the signal timing. Action should be taken to upgrade and improve the entire Downtown system in order to ensure optimization of operations for vehicular and pedestrian signal phasing. In addition to daily system optimization it is also recommended that accommodations be made to support special event traffic.

Corridor Capacity Studies

There are several Downtown streets that have multiple main priorities or, through different planning efforts, have been put in the position of absorbing an unusual or unrealistic number of proposed improvements within a limited cross-section. As a first step toward completing these highly strategic corridors, “capacity” studies should be undertaken to determine each corridor’s existing and anticipated transportation needs and capacities for improvement (predominantly within the existing right of way). Understanding of needs and capacity will inform decisions for each corridor’s improvement program: which improvements are most important, and how they will fit into both the right-of-way and the surrounding circulation system. Initial candidates for this level of analysis include Courtland Street, Piedmont Avenue, Centennial Olympic Park Drive, Spring Street, Martin Luther King Jr. Drive and Memorial Drive.

TRANSIT

The Downtown area probably has the most extensive and efficient transit services within the City of Atlanta with north-south and east-west MARTA trains converging at the Five Points Station as well as a healthy network of MARTA bus service. Additionally, regional bus operators including the Georgia Regional Transportation Authority, Cobb Community Transit and Gwinnett County Transit provide extensive commuter service to and from Downtown. To add to this connective network, the Imagine Encore Plan proposes additional transit for short-distance and ‘last mile’ trips within Downtown, serving local residents, employees and tourists. Both a proposed streetcar and circulator shuttle system would serve the busiest areas of Downtown by connecting



major attractions and employment centers. In addition to these new transit services, improvements are contemplated to existing rapid rail stations and bus stops in order to improve the desirability of transit. Recommendations include:

Multimodal Passenger Terminal - Incremental and phased development of the terminal components to support commuter, high-speed and Amtrak rail service: commuter and inter-city Greyhound bus service, connections to local transit service, as well as supporting taxi and parking accommodations.

Modern Streetcar Service - As part of an integrated transit system, in-street modern streetcar service along key activity corridors within Downtown will provide 'last mile' connections to existing transit service and expand local access to residences, jobs and destinations. Service has been identified for the following locations:

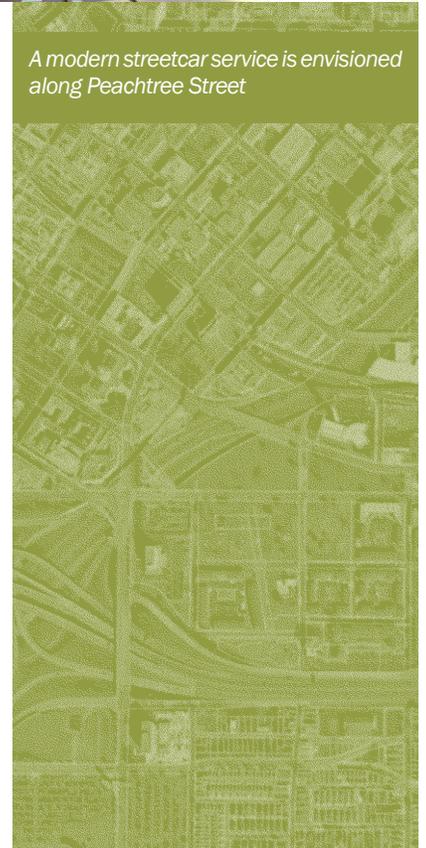
- All of Peachtree Street within Downtown
- To the Centennial Olympic Park area via Luckie, Marietta and Baker Streets
- To the Sweet Auburn District and the BeltLine via Auburn and Edgewood Avenues

Bus Rapid Transit (BRT) Projects - Support advancement of BRT connections to Downtown in coordination with other transportation planning activities. The Memorial Drive Arterial Bus Rapid Transit (BRT) project proposes improvements to the Memorial Drive corridor and BRT service connecting from the Kensington MARTA rail station into Downtown at the Garnett MARTA station. Bus rapid transit, as an alternative to modern streetcar service, has also been proposed between Downtown and Lakewood within the Capitol Avenue and Pryor Road corridors. Arterial rapid bus projects like these have potential to improve access and mobility to and from Downtown, and support increased economic development within the connecting Downtown station locations, like Garnett and Five Points.

High Capacity Rail Line Improvements - Support the region's exploration of new high capacity rail service, such as light rail, along the I-20 East corridor (with a connection to the Garnett Street MARTA rail station), as well as a Downtown connection between the Centennial Olympic Park area and Atlantic Station.



A modern streetcar service is envisioned along Peachtree Street





The vision includes concepts for reimagining the Five Points MARTA Station as a signature landmark and civic amenity.



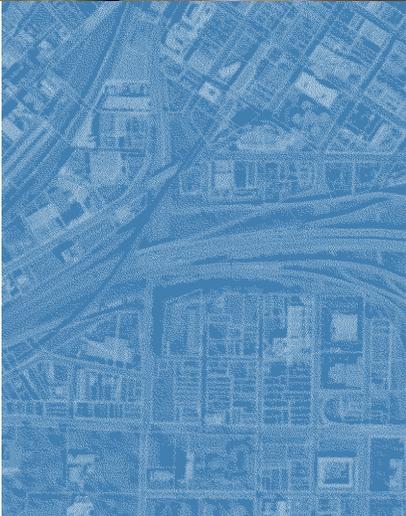
Northside Drive Corridor Improvements - Advance multimodal transportation improvements for the Northside Drive corridor. Recent studies, such as the City of Atlanta's 2005 Northside Drive Corridor Study, have recommended a number of improvements for the corridor including new transit service (such as BRT or light rail transit), improved vehicular operations, access management, pedestrian safety improvements, and better overall connections to adjacent neighborhoods.

Downtown Circulator Shuttle - A rubber-wheeled vehicle with a loop route circulating around Downtown to connect the Martin Luther King Jr. National Historic Site, Underground Atlanta, Georgia World Congress Center, Centennial Olympic Park, Georgia Aquarium and the hotel district.



Proposed as free to all riders with seven minute headways. This service model should continue to be considered in coordination with proposed modern streetcar service within Downtown to avoid duplication of service and investment.

MARTA Rail Station Improvements - Coordinate and cooperate with MARTA to enhance access, signage and the overall physical environment around all stations within Downtown, most notably the redevelopment of the Five Points Station as a signature landmark and civic amenity.



Bus Operations Improvements - Necessary coordination efforts to maximize the ease of transit usage in Downtown include posting bus schedules and routes as stops, coordinating MARTA stops with the regional express bus stops and enforcing no-parking in bus loading zones.. The current predominance of buses on Peachtree Street must also be addressed with satisfactory attention to bus routing, staging and layover needs. While the long-term solution involves integration of commuter bus routes within a new Multimodal Passenger Terminal, a short-term necessity is removing the majority of service from Peachtree Street by accommodating routes onto the surrounding parallel streets nearby.



PARKING

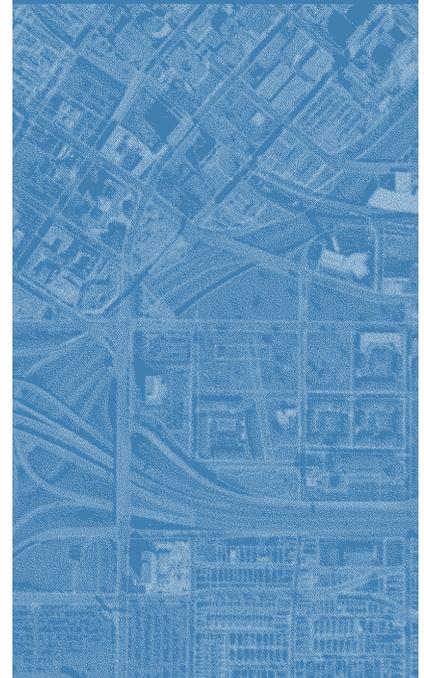
A key to the economic vitality of Downtown is the availability and ease of parking. Ensuring an adequate yet reasonable supply of strategically located parking is necessary to support retail activity, employment and in-fill development. Providing logical, clear and safe parking options is also integral to the overall Downtown experience for visitors whose first and last impression is often while parking.

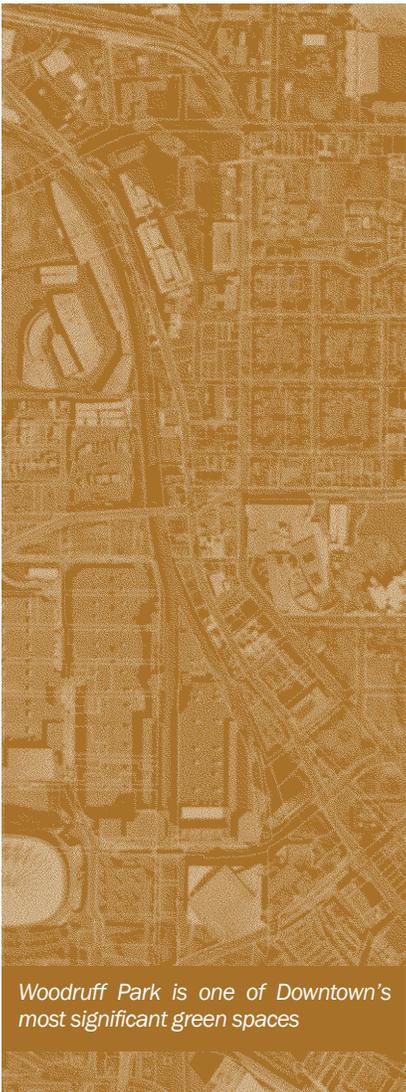
In December 2006, the Downtown Transportation Management Association (TMA), a program of CAP/ADID, completed the Downtown Parking Demand Management Action Plan. The plan's intent was to understand Downtown Atlanta's parking needs and to identify strategies and projects that enable public and private stakeholders to maximize the available parking supply in order to enhance Downtown economic development and increase the attractiveness of all transportation modes. The key recommendations arising from this investigation can be summarized in four overarching goals for parking within Downtown Atlanta.

- 1) Support and expand programs and policies that result in efficient parking demand management, an improved multimodal environment, and increased usage of alternative transportation modes. Programs and policies include encouraging shared parking; implementing parking cash-out programs; increasing preferential parking for carpools, vanpools, bicycles and scooters and promotion of car-sharing.
- 2) Create a Parking Authority that would identify land-banking or existing inventory opportunities for a City-owned parking facility. Also, explore fee-in-lieu and condominium funding programs for municipal facilities
- 3) Preserve and expand on-street parking to create a pedestrian and retail friendly Downtown. Maximize short-term parking to support that need by expanding the number of on-street parking spaces where feasible; implementing fare technology upgrades including smart card and validation programs; implementing variable



The Downtown Parking Demand Management Action Plan includes recommendations for implementing fare technology upgrades.





Woodruff Park is one of Downtown's most significant green spaces



pricing and time limits; creating expandable loading zones within designated on-street spaces; introducing programs that address residential parking priorities and accommodating on-street scooter parking.

- 4) Promote parking accessibility to Downtown commuters and visitors and reduce site-specific congestion related to special events by maintaining and improving information and communication about parking options, availability and access. Provide real-time traffic and parking information for special events and discounts for carpools and early arrivals at special events.

OPEN SPACES

Downtown already boasts numerous parks, plazas and open spaces that provide venues for contemplation, relaxation, recreation and cultural activities. Two major new open spaces and an array of smaller plazas, gateways and neighborhood parks are envisioned for the future. Additionally, existing parks should undergo renovations in the short term to cater to the residents, employees and visitors in Downtown. The following are priority park, plaza and greenspace projects.



Woodruff Park is one of Downtown Atlanta's most significant green spaces, at the heart of the city's financial, entertainment, and academic districts. Lawn and plaza areas, a bandstand, sculpture and fountains combine to make this a flexible open space. Adopted by the City of Atlanta in 2008, the Woodruff Park Master Plan reflects an exciting new vision for Woodruff Park. It is a road map for physical improvements and programming objectives to enhance the park's appeal and benefit. Key recommendations include increased programming through both daily activities and special events, as well as the addition of structures in the park to support the reading room and future food service operations.



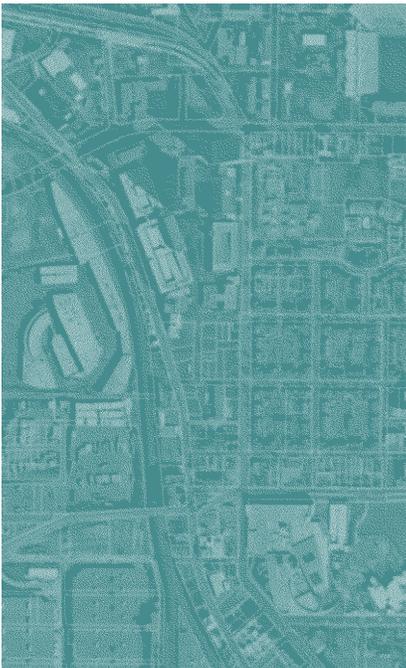
The Green Line Park is a mile-long linear park and plaza built on structure that “caps” at viaduct level the depressed railroad tracks that run from east to west between International Plaza at the Georgia World Congress Center to the State Capitol and the Capitol Gateway Mall. The park is envisioned as a meaningful open space connection to support the mixed-use redevelopment of the air rights surrounding the park. The park includes spaces that can be used for large region-serving special events; plazas to support activity at the Five Points MARTA station and planned Multimodal Passenger terminal; as well as, calmer ‘front yards’ for adjacent student housing.

Folk Art Park, constructed in 1996 as part of the streetscape improvements to prepare the city for the Olympics, is located on Georgia DOT bridge right-of-way that spans the I-75/85 Downtown Connector. The park features the work of notable regional folk artists including Eddie Owens Martin, R.A. Miller, James Harold Jennings, Vollis Simpson, Archie Byron and Howard Finster. The restoration and renovation of the park is needed to preserve the public art and improve the pedestrian experience in the area

Mayor’s Park is an open space ‘cap’ over I-75/85 at Peachtree Street that flanks both sides of the street and extends to the Ralph McGill Boulevard and Courtland Street intersection. The plan expands the existing Mayor’s Park – a pocket park at the northeast corner of Peachtree Street and Ralph McGill Boulevard – and joins the private park at St. Luke’s Episcopal Church, as well as Folk Art Park at Courtland Street both across the freeway. An expanded Mayor’s Park would mitigate the impact of the interstate and reconnect the SoNo (South of North) district with Centennial Hill and



The restoration and renovation of Folk Art Park is needed to preserve pieces by R.A. Miller, Howard Finster and other notable artists.



the hotel district. The conceptual program includes a great lawn, shade structures and raised plantings.

The Capitol Gateway Mall is a large, expansive green lawn extending east from the State Capitol building bridging over I-75/85 and continuing through the Capitol Gateway development between Memorial Drive and Martin Luther King Jr. Drive to connect to Oakland Cemetery. The lawn will provide a grand setting to enhance the monumental stature and increase view corridors of the Capitol building.



Ivan Allen Jr. Boulevard Linear Park - Future growth of the Georgia World Congress Center campus envisions the extension of existing campus parks and plazas. A new gateway, greenway along Ivan Allen Jr. Boulevard from Northside Drive to Marietta Street should be added to complete the campus system.

The State Education Park should be re-built to remove barrier walls and berms in order to increase visibility and access to this prime passive park serving the Government Walk neighborhood.

Coordination of Private Property Parks and Plazas - When private property owners and developers provide required and desired pocket parks, dog walk areas and plazas to serve both residential and commercial uses they often end up in small or leftover areas on private property. Frequently it would be more effective to 'transfer' this open space to one coordinated location within a neighborhood to achieve a larger more efficient space that also promotes community unity. Policy changes should be pursued and potential future park locations identified to foster this coordination.

The State Education Park should be re-built to remove barrier walls and berms to allow better access.



ACHIEVING LIVABLE CENTERS INITIATIVE GOALS

The LCI Program has identified ten goals that communities must aspire to meet while creating and implementing LCI Plans. The Imagine Encore Plan successfully meets all these goals through recommended policies and projects as described below.

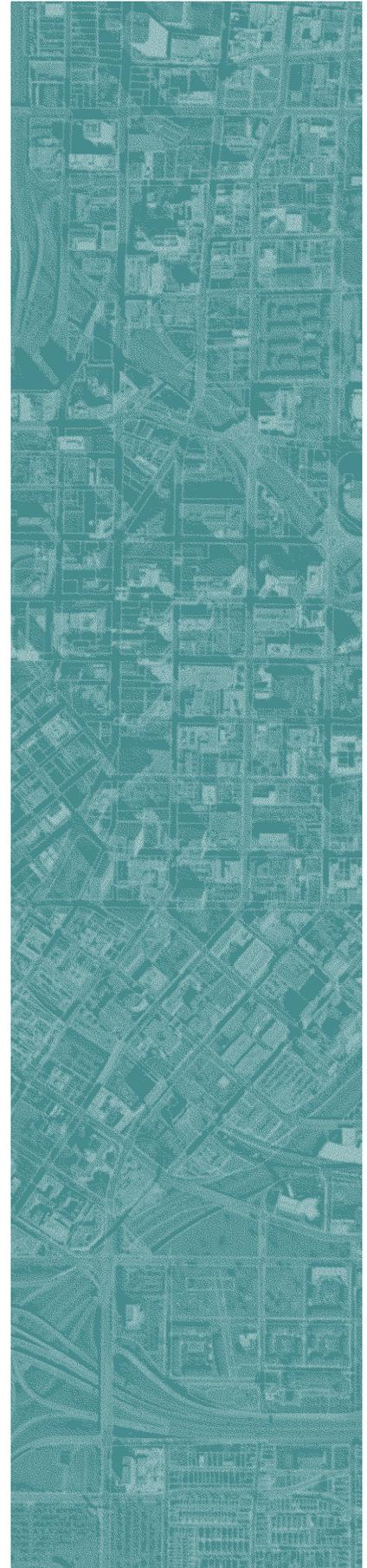
1. Efficiency/feasibility of land uses and mix appropriate for future growth including new and/or revised land use regulations needed to complete the development program

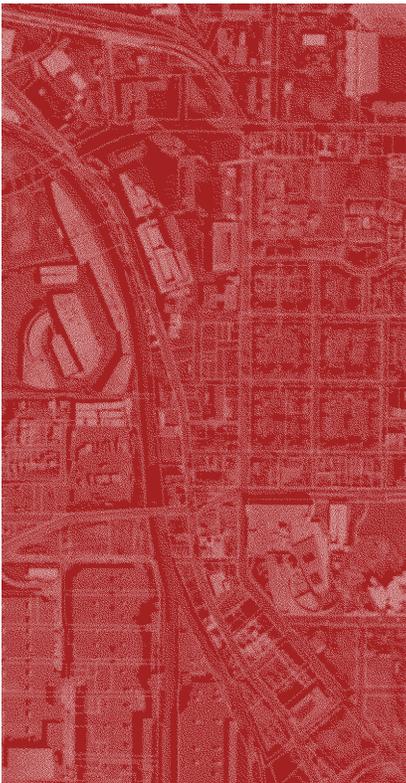
Downtown Atlanta is already a successful thriving mixed-use district, currently witnessing historic residential growth. The Imagine Encore policies encourage a continuation of these trends by promoting a mix of retail, residential, office, institutional facilities and open space throughout the district. The strategic placement of retail and residential uses is punctuated by open space that promotes connectivity within the Downtown area as well as to adjacent neighborhoods. New development is targeted close to transit stations. And the live/work land use for double-frontage sites contributes to future growth by utilizing mixed-use as a solution for difficult sites.

The recently-adopted Special Public Interest (SPI) zoning regulations specifically for Downtown Atlanta promote a more pedestrian friendly, mixed-use environment in Downtown. The ordinance includes supplemental development standards, which will guide the character of the built environment and public realm.

2. Transportation demand reduction measures

The proposed concentration of new development around existing transit stations along with provisions for new pedestrian and transit connections to existing MARTA resources will contribute to reducing transportation demand. Recommended roadway improvements focus primarily on network expansion through new grid connections and one-way to two-way conversions versus widenings to improve the efficiency of the system. In addition to other roadway improvements, the Plan also describes a pedestrian and bicycle network system to encourage more people to walk or cycle for short distance trips.





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

The Plan recommends a well-connected system of streetcars to provide transit facilities for short-distance trips within Downtown. Additionally, the Plan calls for pedestrian safety measures through a minimum standard for sidewalk facilities and by converting some one-way streets into two-way (thereby reducing traffic speed.). In fact, the centerpiece of the Plan is an interconnected sidewalk and pedestrian enhancement program, which will directly work towards internal mobility and improved circulation. Specific projects have been detailed in the ‘Implementation Recommendations’ section.



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

The Imagine Encore Plan builds on Downtown’s rise of recent residential developments by clearly identifying sites and areas that would be appropriate for such uses. The market update report recommends the long-term expansion of both rental and ownership housing with a variety of products including rehab lofts, live-work units, mid-rise apartments and high-rise residential towers. Specifically, new residential is recommended at the Garnett Street MARTA Station, in the SoNo district, and along Auburn Avenue with infill development in historic neighborhoods such as the Marietta Street Artery, Castleberry Hill, and Fairlie-Poplar. The proposed housing will reduce the jobs-to-housing ratio by creating a balance of uses. Other City of Atlanta policies and incentives – namely the Westside and Eastside tax allocation districts – provide a framework for supporting a range of affordable and workforce housing options.

The Imagine Encore Illustrative Plan includes concepts for a mix of housing types throughout Downtown, including the SoNo District.

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

Roadway network enhancements are critical to the growth and redevelopment of Downtown Atlanta. This area is already well-connected with a well-defined network of internal streets. New development will be required to maintain and enhance (where possible) this network by opening and improving existing alleys and providing internal streets. Furthermore, some one-way streets are recommended for conversion into two-way in order to provide additional alternatives for circulation.



.....

6. Need/identification of future transit circulation systems and line haul routes

Expanding on the existing six MARTA Rail Stations, numerous local and commuter bus stops and private shuttles currently serving Downtown, the Plan proposes new transit services and connections within the regional transit system. One of the major recommendations of the Plan is the Multimodal Passenger Terminal, which is envisioned to become a regional hub for transportation over the coming years. Additional transit enhancements include streetcar operations along Peachtree Street and the east-west corridor between Centennial Olympic Park and the Sweet Auburn district.

7. Connectivity of transportation system to other centers

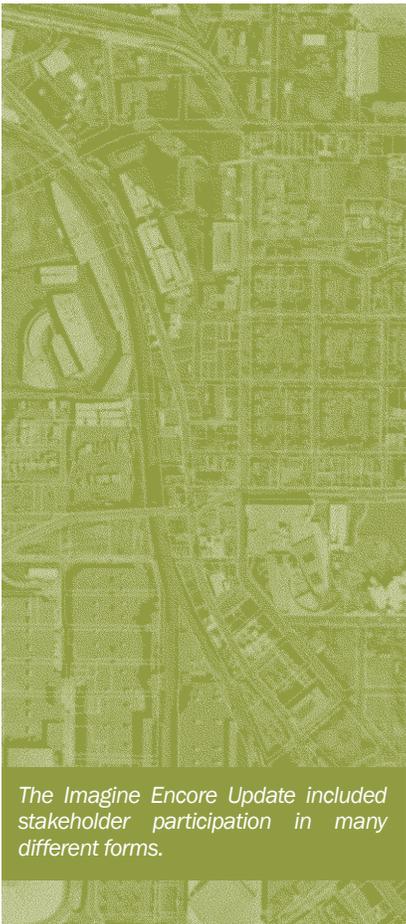
As described above, the Multimodal Passenger Terminal will be the center of regional transportation networks. It will serve various forms of passenger rail, the Greyhound bus system, regional buses, connect to MARTA and accommodate private buses and cars. This multi-layer transportation system will make Atlanta a leader in transit facilities. Additionally, planned streetcar service will connect MARTA heavy rail and future services planned for the Beltline and Northside Drive.

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

Improvements and implementation of the Imagine Encore plan will be managed and developed by Central Atlanta Progress (CAP) with assistance from the City of Atlanta. CAP has partnered with numerous public and private entities and has gained experience, through collaborations and long-time relationships, to coordinate the steps necessary to turn vision into reality and plans into action. For example, CAP has partnered with the City on drafting of the recently adopted SPI zoning code update to support the Imagine Plan goals, and will continue to do so as the need arises. The Atlanta Development Authority (ADA) is another key organization that will work on economic development, financing and funding aspects. New organizations will be created for spearheading individual neighborhood efforts. The Sweet Auburn District



The Plan proposes new transit services as well as improvements to existing services.



.....
was identified as one such area, which would require a new entity to champion its redevelopment.

9. Stakeholder participation/support

A significant portion of the work done on the Imagine Plan and the Encore update involved public participation that took many different forms. As described in detail in Section I of this report, the original Imagine process included an online survey (taken by over 1900 persons), five community charrettes, numerous meetings with advisory committees and community groups. The Planning Team met with individual stakeholders in different Downtown subareas to discuss issues and opportunities. Community meetings were documented and posted on the Central Atlanta Progress website, as well as a website dedicated to the Imagine Downtown effort. E-mail comments were welcomed and encouraged throughout the process.



The Encore Update, though shorter and more focused, was no less diverse. The centerpiece of Encore was a community forum conducted in November 2008. The Forum was a fast-paced and structured series of roundtable discussions on topics like desired development, mobility improvements, cultural attractions and identity. In addition, two Core Team meetings including one workshop helped flesh out initial thoughts and prioritize the suggestions emerging out of the Forum. A robust set of stakeholder interviews rounded out the community engagement program.

10. Public and private investment policy

Central Atlanta Progress is fortunate to have strong connections with developers in the Downtown area. As such, CAP will work with the private sector to form partnerships that will begin to provide the foundations for new neighborhoods and revitalized corridors. Some funding mechanisms are already available for building public-private partnerships, including the Tax Allocation Districts administered by ADA.





DEVELOPMENT SUMMARY AND 25-YEAR PROJECTIONS

The Imagine Downtown Plan’s ambitious program envisions numerous new development projects in Downtown over the next several years. In addition to development projects already either under construction, planned or proposed, the following program includes longer-term development proposed by the Plan.

Estimated New Development (Based on Illustrative Plan):

- Residential: 18,000 units
- Retail: 1,800,000 SF
- Office/Mercantile: 13,750,000 SF
- Hotel: 1,500 rooms
- Cultural/Entertainment: 1,000,000 SF
- Institutional Space: 1,900,000 SF

Year	Population	Households	Employment
2008	33,856	14,870	140,000
2010	36,976	16,498	140,148
2015	43,675	19,670	151,562
2020	50,594	22,921	163,121
2025	57,382	26,238	175,237
2030	64,954	29,817	186,885

FIVE-YEAR ACTION PLAN

The Imagine Encore Plan’s transportation program is a comprehensive wish-list of projects necessary to successfully realize the Imagine vision. But funding and resource limitations create restrictions on the number of projects that can be executed over the next few years. The following Five Year Action Plan is a list of priority projects identified through the plan development process. These projects have been recognized as significant improvements that will be crucial for Downtown over the next five years.



ASSUMPTIONS:

Downtown area defined as the 4-square-mile area bounded by North Avenue, Boulevard, I-20 and Northside Drive.

2000 Population data source: US Bureau of Census, 2000 census population and households.

Average Household Size based on Neilson Claritas.

Population, household, and employment forecast based on Neilson Claritas, ARC, and RCLCO forecasts of market absorption potential.

Employment accounts for current downturn and assumes a return to structural demand in the mid-term.

Short-Term Program



Corridors

Description/Action	Cost	Status	Responsible Party	Funding Source
Auburn Avenue Enhancements I - Peachtree to I-75/85	\$4,295,200	Planned	ADID	LCI, TE, TAD
Auburn Avenue Enhancements II - I-75/85 to Boulevard	\$2,720,000	Planned	TBD	LCI, TE, TAD
Edgewood Avenue Enhancements I - Peachtree to I-75/85	\$5,440,000	Planned	ADID	LCI, TE, TAD
Edgewood Avenue Enhancements II - I-75/85 to Boulevard	\$2,720,000	Planned	ADID	LCI, TE, TAD
Decatur Street Streetscape - Peachtree to Piedmont	\$1,370,000	Funded	City/GSU	LCI, GSU
Marietta Street Streetscape - Five Points to Park Avenue West	\$5,260,447	Funded	ADID	State Bond, ADID
Luckie Street Two-Way Conversion - COP Drive to Peachtree	\$1,202,000	Planned	City	LCI, TAD, ADID
Fairlie-Poplar District Streetscape III - Walton and Nassau Streets	\$1,171,141	Funded	ADID	TE, COA (Q of L)
Simpson / West Peachtree Streetscape - COP Drive to MARTA	\$2,970,000	Funded	ADID	LCI, ADID
Harris Street PATH Trail - COP Drive to Piedmont	\$2,009,300	Planned	PATH	PATH
Harris Street Two-Way Conversion - COP Drive to Piedmont	\$2,724,862	Planned	City	TAD
West Peachtree Place Two-Way Conversion - Entire Length	\$330,000	Funded	ADID/City	TAD, Impact Fee
Capitol Avenue Realignment - Memorial to MLK Jr. Drive	\$2,000,000	Planned	State	State
Trinty Avenue / Memorial Intersection Realignment	\$1,500,000	Planned	State	State
Mitchell Street Restricted Access	\$500,000	Planned	State	State
Nelson Street Pedestrian Bridge	\$8,000,000	Planned	City	LCI, TAD
Upper Alabama Extension - Forsyth to COP Drive	\$32,000,000	Planned	City	TAD
Upper Wall Extension - Peachtree to COP Drive	\$34,500,000	Planned	City	TAD
Peachtree Enhancements I - Interstate Bridge to Memorial	\$6,868,181	Planned	ADID	LCI, TAD, ADID
Peachtree Enhancements II - North Avenue to Interstate Bridge	\$5,081,962	Planned	MID	LCI, TAD, ADID, MID
Piedmont Enhancements I - Decatur Street to J. W. Dobbs	\$1,415,000	Funded	GSU	TE, GSU
Piedmont Enhancements II - J. W. Dobbs to North Avenue	\$4,500,000	Planned	City, ADID	LCI, ADID
Memorial Drive Pedestrian Connectivity - Fraser to Connally	\$2,237,500	Funded	AHA	LCI, AHA
Mitchell Street Viaduct Replacement	\$20,535,035	Funded	GDOT	TIP
Spring Street Viaduct Replacement	\$19,682,353	Planned	GDOT	TIP
Courtland Street Viaduct Replacement	\$17,538,000	Planned	GDOT	TIP

See Appendix A for a comprehensive list of longer-term corridor projects



Transit

Description/Action	Cost	Status	Responsible Party	Funding Source
Multimodal Passenger Terminal	\$530,000,000	Planned	GDOT	State Bond, PPI
Five Points MARTA Station Plaza / Improvements	\$25,000,000	Planned	MARTA	MARTA / TAD
MARTA Rail Station Improvements (per station - five stations)	\$1,000,000	Planned	MARTA	MARTA
Auburn Luckie Streetcar	\$80,000,000	Planned	City	Tax District, Bonds
Peachtree Streetcar Phase I - Five Points to Midtown	\$120,000,000	Planned	City	Tax District, Bonds

Parking

Description / Action	Cost	Status	Responsible Party	Funding Source
Five Points TOD Parking Structure	\$5,000,000	Planned	MARTA / City	LCI

Open Space

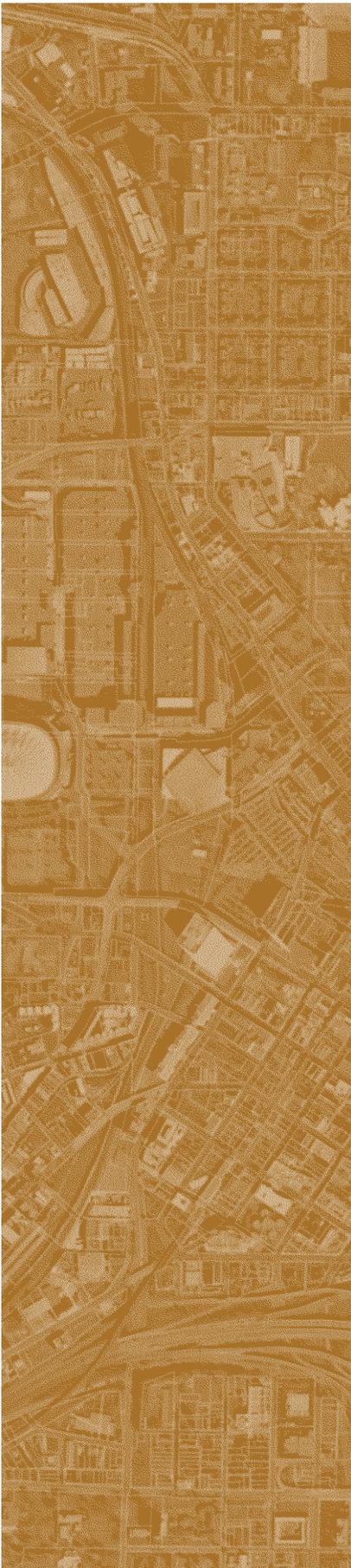
Description / Action	Cost	Status	Responsible Party	Funding Source
Woodruff Park Pavilion and Hardscape	\$413,000	Planned	ADID	TAD, ADID, GSU
Folk Art Park Renovations	\$400,000	Planned	ADID / APAL	TAD, ADID
Capitol Gateway Mall	\$7,000,000	Planned	State	State Bond

Development

Description / Action	Cost	Status	Responsible Party	Funding Source
Encourage Residential Use of Norfolk Southern and Bank of America Buildings	TBD	Planned	ADID, Private	TAD, Private

Other

Description / Action	Cost	Status	Responsible Party	Funding Source
Downtown Signalization Improvements	\$7,500,000	Planned	City / ADID	City, ADID, TAD



Acknowledgements



Central Atlanta Progress and the Atlanta Downtown Improvement District recognizes the elected and appointed officials, advisors, and professional and citizen planners who made the Imagine Downtown plan possible. In particular, we thank the City of Atlanta including Mayor Shirley Franklin, the entire Atlanta City Council and City staff.

ATLANTA CITY COUNCIL

Lisa Borders, President
Carla Smith, District 1
Kwanza Hall, District 2
Ivory L. Young, Jr, District 3
Cieta Winslow, District 4
Natalyn Archibong, District 5
Anne Fauver, District 6
Howard Shook, District 7

Clair Muller, District 8
Felicia Moore, District 9
C.T. Martin, District 10
Jim Maddox, District 11
Joyce Sheperd, District 12
Ceasar Mitchell, Post 1 At- Large
Mary Norwood, Post 2 At- Large
H. Lamar Willis, Post 3 At- Large

2009 ATLANTA DOWNTOWN IMPROVEMENT DISTRICT BOARD OF DIRECTORS

Chair: Craig B. Jones, Cousins Properties, Inc.
Henry G. Almquist, Jr., AMC, Inc.
Curley Dossman, Georgia-Pacific Corporation
Alec Fraser, Turner Broadcasting
Joe Hindsley, Hyatt Regency Atlanta
Kwanza Hall, Atlanta City Council
Carl Powell, The Integral Group LLC
David M. Taggart, The Coca-Cola Company
Karen Webster Parks, Underground Atlanta Joint Venture

2009 CENTRAL ATLANTA PROGRESS BOARD OF DIRECTORS

Mr. Kendall Alley, Wachovia Bank N.A.
Mr. Hank Almquist, AMC, Inc.
Mr. Lars Anderson, Branch Banking & Trust
Mr. George G. Andrews, Capitol City Bank & Trust Company
Mr. T. Joshua R. Archer, Balch & Bingham LLP
Dr. Mark P. Becker, Georgia State University
Mr. Thomas D. Bell, Jr. Cousins Properties, Inc
Mr. Robert B. Bentley, AT&T
Mr. Brad R. Benton, KPMG
Mr. Harold L. Bevis, Jr., Delta Air Lines, Inc.
Mr. James R. Borders, Novare Group

Mr. Brad Branch, Deloitte
Ms. Amanda Brown-Olmstead, A. Brown-Olmstead Associates, LLC
Mr. Kevin Cantley, Cooper Carry, Inc.
Ms. Xernona Clayton, Trumpet Awards Foundation, Inc.
Mr. Dow Dameron, United Parcel Service
Mr. Clark H. Dean, Studley, Inc.
Mr. Philip Ellender, Georgia-Pacific Corporation
Mr. Alec Fraser, Turner Broadcasting System
Mr. Gary Froeba, Omni Hotel at CNN Center
Mr. Michael Garrett, Georgia Power Company
Ms. Renee Glover, Atlanta Housing Authority



2009 CENTRAL ATLANTA PROGRESS BOARD OF DIRECTORS (CONTINUED)

Mr. S. Taylor Glover, Turner Enterprises, Inc.
Mr. Jay Goldman, BDO Seidman, LLP
Mr. John T. Grant, Jr., 100 Black Men of Atlanta, Inc.
Mr. Dan Graveline, Georgia World Congress Center
Mr. Sheffield Hale, American Cancer Society
Mr. John Heagy, Hines
Ms. Maxine Hicks, Epstein Becker & Green P.C.
Mr. William S. Hollett, America's Capital Partners
Mr. Tad Hutcheson, AirTran Airways
Mr. Craig B. Jones, Cousins Properties, Inc.
Mr. Mathew C. Jordan, Atlanta Downtown
Neighborhood Association
Mr. Phil Kent, Turner Broadcasting System
Mr. Steven Labovitz, McKenna Long & Aldridge LLP
Mr. Hank Linginfelter, AGL Resources, Inc.
Ms. Bari Love, Jackson Spalding
Mr. David Marvin, Legacy Property Group, LLC
Ms. Merry McCleary, AVYVE
Ms. Peggy McCormick, Atlanta Development Authority
Mr. Richard J. McKay, Atlanta Falcons
Mr. Dan O'Leary, Underground Atlanta
Mr. Timothy J. Pakenham, Alston & Bird LLP
Mr. Charles Parker, Atlanta Journal-Constitution
Mr. William Pate, Atlanta Convention & Visitors Bureau
Mr. Lance Patterson, Barry Real Estate Companies
Mr. Gary Peacock, SunTrust Bank, Atlanta Region
Mr. Egbert Perry, The Integral Group
Mr. Dane C. Peterson, Emory University Hospital
Midtown
Ms. Alicia A. Philipp, The Community Foundation for
Greater Atlanta

Mr. Mike Plant, Atlanta Braves
Ms. Diane L. Prucino, Kilpatrick Stockton LLP
Ms. Erica Qualls, Atlanta Marriott Marquis Hotel
Mr. John Reyhan, Skanska USA Building, Inc.
Ms. Violet Travis Ricks, Atlanta-Fulton County
Recreation Authority
Mr. Steve Riddell, Troutman Sanders LLP
Mr. Mark B. Riley, Urban Realty Partners
Mr. Jerome Russell, Jr. Russell New Urban
Development LLC
Ms. Ingrid Saunders Jones, The Coca-Cola Company
Ms. Alexis Scott, Atlanta Daily World
Dr. Beverly Scott, MARTA
Mr. Charles W. Seets, Jr., Ernst & Young, LLP
Mr. John D. Shlesinger, CB Richard Ellis
Mr. E. Kendrick Smith, Jones Day
Mr. Warren Snipes, Portman Holdings, Inc.
Mr. Mason Stephenson, King & Spalding
Mr. David Stockert, Post Properties
Mr. R. Scott Taylor, Jr., CARTER
Mr. Jeffrey L. Warwick, Bank of America
Mr. Robert R. Williams, Philips Arena/Atlanta Spirit LLC
Mr. Sam A. Williams, Metro Atlanta Chamber of
Commerce
Ms. Betty E. Willis, Emory University
Mr. Alan M. Wise, The Boston Consulting Group, Inc.
Mr. James Young, Citizens Trust Bank
Mr. Michael Young, Grady Health System
Mr. Caldwell Zimmerman, Colliers Spectrum Cauble

PLANNING TEAM

Central Atlanta Progress

A.J. Robinson, President
Paul Kelman, Executive Vice President
Jennifer Ball, Vice President - Planning
Angie Laurie, Vice President - Transportation
Ellen Mendelsohn - Senior Project Manager
- Economic Development
Carly Nassar, Project Manager - Planning

City of Atlanta Bureau of Planning

Garnett Brown, Assistant Director
Jessica Lavandier, Principal Planner

Urban Collage, Inc.

Stan Harvey, Principal
John Skach, Senior Associate
Matt Cherry, Associate
Stephen Busch, Senior Planner

Rober Charles Lesser & Company

Sarah Kirsch, Senior Principal
John Trementozzi, Senior Consultant

Pond & Company

Brian Bolick, Vice President / Principal
Daniel Studdard, Urban Planner

