Reimagining ACDC - Task Force Meeting II
Task Force Welcome
Our Goal

To assess the **physical and financial feasibility** of the project and **identify program and policy options** by February 2020 to enable the Mayor to make strategic decisions to move the vision forward.
Progress to Date & Timeline

0
Passed Legislation and Launched Task Force

1
Project framing and workgroup formation

Task Force Meeting

2
Policy Milestones

Task Force Meeting

Program Milestones

Building Milestones

3
Policy Milestones

Task Force Meeting

Policy Milestones

Program Milestones

Building Milestones

4
Policy Milestones

Task Force Meeting

Policy Milestones

Program Milestones

Building Milestones

5
Three Scenarios Presented to Mayor

Final Task Force Meeting

Community Engagement & Outreach
Community Engagement
Progress, Timeframe, and Goals
What is Community Engagement?

Gather input on Re-Imagine ACDC [physical building and programming] from the broadest base of Atlanta Residents including those directly impacted by ACDC in order to:

1. Develop 3 proposals co-designed by diverse Atlanta perspectives
2. Build community understanding of the impact of this initiative on public safety
3. Inform the Taskforce working groups about emerging themes
Who is impacted by this initiative?

<table>
<thead>
<tr>
<th>Formerly Incarcerated and formerly detained people</th>
<th>Immigrant communities</th>
<th>Law Enforcement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Homeless communities</td>
<td>Victims/Survivors of crime</td>
<td>Faith-based communities</td>
</tr>
<tr>
<td>Neighborhood Planning Units</td>
<td>TLGB Communities</td>
<td>Youth</td>
</tr>
<tr>
<td>Major Transportation Hubs</td>
<td>Neighborhoods: Surrounding ACDC Midtown/Downtown Areas with high-arrest rates</td>
<td>ACDC Employees</td>
</tr>
<tr>
<td>Business communities</td>
<td></td>
<td><strong>You!</strong></td>
</tr>
</tbody>
</table>

Use your note card to tell us who we are missing
How are we reaching these communities?
Street Engagement

Using the *Seat At the Table* we will gather input from Atlanta residents in high traffic geographic hubs including:

- Five Points Marta Station
- Greenbriar Mall
- Downtown Area
Presentations

Community education tool to connect with communities where they are, gather input on the building and programming, and share information. Presentations will be held at:

- NPU meetings
- Community organization meetings
- Homeless Shelters
- APD Zone headquarters
Townhalls

A deeper dive with directly impacted communities to gather input on the building and programming. Townhalls include:

• November: Formerly Incarcerated Townhall
• November: TLGB Townhall
• December: General Public Townhall
• December: Taskforce Townhall
Digital Engagement

A broad-based survey tailored for any Atlanta resident to gain an understanding of the Re-Impagine ACDC Taskforce process and contribute input.
How we will we engage and what will we ask?

A Seat at the Table and Deck
Online Survey
Community Education
Taskforce Ambassadors
Community Engagement
Kitchen Table Game
Community Engagement: Kitchen Table Game
Downtown Atlanta Master Plan Cards

DOWNTOWN MASTER PLAN

MAINTAIN FOCUS ON QUALITY OF LIFE ISSUES

#1 TO HUMANIZE DOWNTOWN

Topics: clean and safe strategies, and homelessness
1.1 Continue to keep Downtown clean and safe
1.2 Support efforts to address homelessness in Downtown

Downtown is still perceived as unsafe by some even though crime has declined and the majority of crime is related to car break-ins, which have also declined. However, safety was among the top three changes survey respondents wanted to see regardless of whether they live, work, or visit Downtown.

Cleanliness and attractiveness was another top area respondents felt needed improvement. While ADID Ambassadors and Clean Team provide many services to keep Downtown clean, safe, and hospitable, more must be done to foster a welcoming and comfortable experience for people of all walks of life.
Community Engagement: Kitchen Table Game
Precedent Cards

Precedent Example: Crosstown Concourse

Location: Memphis, TN
Building Type: Mixed-use / Formerly Sears, Roebuck and Co.
Sq Ft: 1,500,000
Built: 1927

In 1994, Sears Crosstown shutters its doors for the final time. The enormous building stood as a beacon of blight for nearly 20 years. No developers, organizations, or government groups could come to a solution on what should be done with this once prosperous, diverse hub of the community. Crosstown Arts was formed to facilitate the redevelopment of the building using arts and culture as a catalyst for change.

Program and Place Ingredients:

- Healthcare + Hospital
- Public Charter High School
- Non-profit office space
- Podcast Network
- Retail + food
- Maker space
- Gallery and performance space
- Fitness
- Housing

Is there a missing ingredient?
# Community Engagement: Kitchen Table Game

**Program Recommendation Menu**

## CENTER FOR EQUITY MENU

SELECTED PROGRAM RECOMMENDATIONS AND CO-LOCATED USES

- **Food and Agriculture**
  - Gardening and Nutritional Offerings
- **Recreation**
  - Recreation Center
- **Green Space**
- **Public and Open Space**
  - Community Gathering Spaces
- **Arts and Culture**
  - Cultural activities and offerings
  - Fabrication
- **Justice Spaces**
  - Restorative Justice
  - Re-Entry Programs
- **Youth and Family Spaces**
- **Education**
  - Early Childhood Education
  - K-12
  - Higher Education
- **Social Services**
  - Coordinated Services
  - Immigrant Services
  - Senior Citizen’s Engagement
- **Physical and Mental Health and Wellness**
  - Health
  - Mental Health
  - Substance Abuse
  - Well Being
- **Housing**
  - Supportive Housing and Support
- **Employment**
  - Vocational Training
  - Small Business
  - Small Business Incubator / Office Space
  - Entrepreneurship
  - Community development bank and micro lending
- **Restorative Retail**
  - Shopping Center
- **Spiritual and Faith Based**
- **Blank Spaces (create your own)**

---

*If they don't give you a seat at the table, bring a folding chair.*

– Shirley Chisholm
Community Engagement: Kitchen Table Game
Menu Cards — Individual

**MENU CARD // MY STORY**

Name:
Marilyn Winn

Who are you, and what is your experience in relation to ACDC?
Executive Director of Women on the Rise, a grassroots organization led by formerly incarcerated women to reduce the number of women under correctional control in the state of Georgia. JLUSA 2016 Fellow, serve on the Board of Directors of First Step Staffing of Atlanta, served as Co-Chair of Board of Directors of Pro-S ATLANTA Working Women, received 1st Lilly Ledbetter Award, initiated history-making Ban the Box Campaign in Georgia, Instrumental in President Obama issuing an Executive Order to Ban the Box on federal employment applications. In collaboration with Solutions Not Punishment instrumental in passing legislation with City of Atlanta and Fulton County to implement a two-year pilot Pre-Arrest Diversion Initiative and instrumental in winning history-making legislation to reclassify marijuana to a non-arrest offense for less than an ounce, with a maximum fine of $75, and in the City of Atlanta just recently won No Bail Bond legislation. Current campaign "Community Over Cages" #CloseTheJailATL

**MENU CARD // INGREDIENTS**

What would you like the Center for Equity to become?
(The Center for Equity looks like... feels like... includes...)

- Affordable housing
- Affordable healthcare
- Affordable dental care
- Temporary housing for low-income families
- Temporary housing for families with backgrounds
- 24-hour childcare
- Rooftop gardens
- Employment development

Or share your ideas visually
Community Engagement: Kitchen Table Game
Menu Cards — Group

**MENU CARD // GROUP STORY**
Write a short summary to describe the vision/theme that emerged from your group’s ingredients, and come up with a name or tagline for your vision.

**MENU CARD // GROUP INGREDIENTS**
What would you like the Center for Equity to become?

Or share your ideas visually.
Community Engagement: Kitchen Table Game

Table Play
Community Engagement
Additional Games
Community Engagement: Additional Games

Envision Your Campus (Vision Cards)
This exercise allows participants to create a vision for the look and feel of their project or initiative with the use of emotive imagery cards.

Build Your Campus (Bubble Game)
This game helps participants arrange the different spaces and activities they would like to see in their project space.

Stop / Start / Continue
This exercise gives participants an opportunity to give feedback on the existing aspects of their communities they like and dislike, as well as to share what things they wish were in their communities.

Listening Sessions
Listening sessions are a way for people to share about important issues and discuss potential solutions to problems facing their communities.

Surveys
General questionnaires that allow community members to give specific feedback on their experience related to a project or initiative.
Workgroup Report Outs

Sheryl Ude, Mayor’s Office
Workgroups

Policy
• Consistent with public safety, can we reduce or eliminate City ordinances that lead to arrest, detention and incarceration, such that the City no longer requires a jail?

Program
• What set of activities and programs will be present to achieve the vision?
• What non-profits/services, city services and compatible revenue-generating uses could co-locate?

Building
• Can the building be redesigned for the desired program?
• What are the financial implications (capital & operating)?
• Are there alternative real estate scenarios to consider?
• What type of entity would own/manage the completed project?

Deliverable
• Develop policy and program recommendations and 2-3 viable design / financial scenarios that achieve the vision and ensure long-term financial sustainability
Policy Workgroup Report Out

Amber Robinson, City of Atlanta, Department of Law

Tiffany Roberts, Southern Center for Human Rights
Policy: Process

• The full workgroup met on Thursday, August 15
  • Review charge of workgroup
  • Discussion of data
  • Creation of sub-work groups
    • City ordinance review
    • State statute review

• Sub-work groups met on Thursday, September 5
  • Further exploration of co-occurring offenses
  • Template created for members to indicate their leaning
    • Retain as criminal
    • Convert to civil
    • Eliminate
Policy: Data Update

Reimagining ACDC Task Force
Policy Working Group: ACDC Bookings and Charges (January 2018 – August 2019) Total Bookings 27,113
Total Charges 51,477

Average Charges per Booking 1.90
Maximum Charges per Booking 21

Frequency of Charges
Bookings with no Charges 31 0.11%
Bookings with 1 Charge 2,718 10.02%
Bookings with 2 Charges 13,533 49.91%
Bookings with 3 Charges 5,856 21.60%
Bookings with 4 Charges 2,553 9.42%
Bookings with 5 Charges 1,160 4.28%
Bookings with 6 Charges 562 2.07%
Bookings with 7 Charges 280 1.03%
## Policy: Frequently Co-Occurring with Top State Charges

<table>
<thead>
<tr>
<th>Top State Charge</th>
<th>1&lt;sup&gt;st&lt;/sup&gt; Most Frequent</th>
<th>2&lt;sup&gt;nd&lt;/sup&gt; Most Frequent</th>
<th>3&lt;sup&gt;rd&lt;/sup&gt; Most Frequent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Driving with Suspended/Revoked License</td>
<td>No Tag/No Decal</td>
<td>Failure to Obey Traffic Control Device</td>
<td>No Proof of Insurance</td>
</tr>
<tr>
<td>Driving w/o License Misdemeanor</td>
<td>No Tag/No Decal</td>
<td>Failure to Obey Traffic Control Device</td>
<td>No Proof of Insurance</td>
</tr>
<tr>
<td>Driving in Proper Lane</td>
<td>DUI/Alcohol</td>
<td>DUI-.08g or more within 3 Hours</td>
<td>Reckless Driving</td>
</tr>
<tr>
<td>No Tag/No Decal</td>
<td>Driving with Suspended/Revoked License</td>
<td>Driving w/o License Misdemeanor</td>
<td>No Proof of Insurance</td>
</tr>
<tr>
<td>DUI/Alcohol</td>
<td>Driving in Proper Lane</td>
<td>Reckless Driving</td>
<td>Speeding</td>
</tr>
<tr>
<td>No Proof of Insurance</td>
<td>Driving with Suspended/Revoked License</td>
<td>Operation of Vehicle while Reg Suspended</td>
<td>No Tag/No Decal</td>
</tr>
<tr>
<td>Reckless Driving</td>
<td>DUI/Alcohol</td>
<td>Speeding</td>
<td>Driving in Proper Lane</td>
</tr>
<tr>
<td>Distribution of Drug-Related Objects</td>
<td>Ped solicited ride or business</td>
<td>Pedestrian walking in roadway</td>
<td>Unauthorized person in Vacant/Building</td>
</tr>
<tr>
<td>Failure to Carry/Exhibit License</td>
<td>Driving with Suspended/Revoked License</td>
<td>Failure to Obey Traffic Control Device</td>
<td>No Tag/No Decal</td>
</tr>
<tr>
<td>Failure to Obey Traffic Control Device</td>
<td>Driving with Suspended/Revoked License</td>
<td>Driving w/o License Misdemeanor</td>
<td>DUI/Alcohol</td>
</tr>
</tbody>
</table>
# Policy: Frequently Co-Occurring with Top City Charges

<table>
<thead>
<tr>
<th>Top City Ordinance</th>
<th>1&lt;sup&gt;st&lt;/sup&gt; Most Frequent</th>
<th>2&lt;sup&gt;nd&lt;/sup&gt; Most Frequent</th>
<th>3&lt;sup&gt;rd&lt;/sup&gt; Most Frequent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physical Obstruction</td>
<td>Disorderly While Under Influence</td>
<td>Acting Violent with Another</td>
<td>Possession of Marijuana</td>
</tr>
<tr>
<td>False Representation to Police</td>
<td>Driving w/o License Misdemeanor</td>
<td>Driving with Suspended/Revoked License</td>
<td>Theft By Shoplifting &lt;=$100</td>
</tr>
<tr>
<td>Possession of Marijuana</td>
<td>Physical Obstruction</td>
<td>Driving with Suspended/Revoked License</td>
<td>Distribution of Drug-Related Object</td>
</tr>
<tr>
<td>Disorderly While Under Influence</td>
<td>Physical Obstruction</td>
<td>Disorderly Conduct</td>
<td>Drinking in Public</td>
</tr>
<tr>
<td>Drinking in Public</td>
<td>Disorderly While Under Influence</td>
<td>Alcohol consumption near package store</td>
<td>Distribution of Drug-Related Object</td>
</tr>
<tr>
<td>Alcohol consumption near package stores</td>
<td>Drinking in Public</td>
<td>Disorderly While Under Influence</td>
<td>Theft By Shoplifting &lt;=$100</td>
</tr>
<tr>
<td>Defecate/Urinate in Public</td>
<td>Indecency</td>
<td>Disorderly While Under Influence</td>
<td>Drinking in Public</td>
</tr>
<tr>
<td>Passenger Station Rule Violation</td>
<td>Disorderly While Under Influence</td>
<td>Fraud Scheme or Device</td>
<td>Disorderly Conduct</td>
</tr>
<tr>
<td>Disorderly Conduct</td>
<td>Passenger Station Rule Violation</td>
<td>Disorderly While Under Influence</td>
<td>False Representation to Police</td>
</tr>
<tr>
<td>Monetary Solicitation</td>
<td>Pedestrian Walking in Roadway</td>
<td>Walking Upon Continental Access Highway</td>
<td>Pedestrians Soliciting Rides or businesses</td>
</tr>
</tbody>
</table>
Policy: Next Steps

- Proceed through the remainder of the ordinances and statutes to determine framework and approach for recommending retention, conversion to civil or repeal

- Meet with the Program Workgroup around programmatic recommendations that accompany the legislative changes
  - A more robust set of alternatives are a necessary part of the overall reform package
Program Workgroup Report Out

Reese McCranie, One Atlanta, Mayor’s Office
Program: Process

• The Program workgroup met twice

• On Tuesday, August 13th, the group met and reviewed all the comments collected from the first Task Force meeting. The workgroup members surveyed the comments and voted:
  • Most Important
  • Important
  • Useful

• On Monday, September 9th, the group met a second time and reviewed the results. The workgroup discussed advancing work on the top priority areas.
### Program Recommendations – Priority Setting

<table>
<thead>
<tr>
<th>Resource Center - One-stop to find resources</th>
<th>Social/Reentry, Community, Training</th>
<th>Social/Reentry, Community, Training</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partnerships with local public schools</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mandatory Community Benefits Agreements</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Research and Data</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Housing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supportive Housing and Support-Re-entry Population</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Homelessness Prevention</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Homeless Coordinated Entry and Services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parental Education/Fatherhood</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Early Education/Childcare</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Youth Empowerment and Development</td>
<td></td>
<td></td>
</tr>
<tr>
<td>OED/Literacy</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Restorative Justice/Re-entry**
- Support for families of incarcerated
- Sex trafficking awareness and protection
- Vocational training
- Skill and job training
- Eliminate barriers to employment
- Financial Empowerment
- Youth role on Task Force
- Reduce MARTA fare for children to $1 to ride MARTA
- Community Organizing Training
## Program Recommendations - Summary

<table>
<thead>
<tr>
<th>Program Recommendations</th>
<th>Useful (1x)</th>
<th>Important (1.5x)</th>
<th>Most Important (2x)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Restorative Justice/Re-entry</td>
<td>16</td>
<td>48</td>
<td>34</td>
</tr>
<tr>
<td>Employment &amp; Finance</td>
<td>20</td>
<td>20</td>
<td>18</td>
</tr>
<tr>
<td>Housing</td>
<td>30</td>
<td>12</td>
<td>9</td>
</tr>
<tr>
<td>Health, Mental Health, Substance Abuse</td>
<td>13</td>
<td>28.5</td>
<td>6</td>
</tr>
<tr>
<td>Youth</td>
<td>6</td>
<td>10</td>
<td>4.5</td>
</tr>
<tr>
<td>Education</td>
<td>4</td>
<td>7.5</td>
<td>4.5</td>
</tr>
<tr>
<td>Early Child Development</td>
<td>6</td>
<td>6</td>
<td>3</td>
</tr>
<tr>
<td>Other</td>
<td>4</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Coordinated Services</td>
<td>6</td>
<td>6</td>
<td>3</td>
</tr>
<tr>
<td>Well Being</td>
<td>6</td>
<td>6</td>
<td>3</td>
</tr>
<tr>
<td>Immigrant Services</td>
<td>3</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Senior Citizens Engagement</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>
## Compatible Uses – Priority Setting

<table>
<thead>
<tr>
<th>Service Type</th>
<th>Priority</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small business incubator/ office space/ entrepreneurship</td>
<td>Red</td>
<td></td>
</tr>
<tr>
<td>Community development bank + micro lending</td>
<td>Blue</td>
<td></td>
</tr>
<tr>
<td>Cannabis farm</td>
<td>Green</td>
<td></td>
</tr>
<tr>
<td>WorkSource Atlanta</td>
<td>Blue</td>
<td></td>
</tr>
<tr>
<td>Shopping Mall</td>
<td>Green</td>
<td></td>
</tr>
<tr>
<td>Supportive Housing and Supports</td>
<td>Blue</td>
<td></td>
</tr>
<tr>
<td>Community Gathering Space</td>
<td>Blue</td>
<td></td>
</tr>
<tr>
<td>Cultural activities and offerings</td>
<td>Blue</td>
<td></td>
</tr>
<tr>
<td>Museum of criminal justice and equity</td>
<td>Blue</td>
<td></td>
</tr>
<tr>
<td>Recreation Center</td>
<td>Blue</td>
<td></td>
</tr>
<tr>
<td>Gardening and Nutritional Offerings</td>
<td>Blue</td>
<td></td>
</tr>
<tr>
<td>Green Space</td>
<td>Blue</td>
<td></td>
</tr>
<tr>
<td>Skills Training for Homeless</td>
<td>Blue</td>
<td></td>
</tr>
</tbody>
</table>
Compatible Uses - Summary

Compatible Uses Recommendations

- Small business incubator/office space/entrepreneurism: Useful (1x) - 5
- Supportive Housing and Supports: Important (1.5x) - 18
- Gardening and Nutritional Offerings: Useful (1x) - 9
- Cultural activities and offerings: Most Important (2x) - 5
- Community Gathering Space: Most Important (2x) - 6
- Recreation Center: Most Important (2x) - 6
- Community development bank + microlending: Important (1.5x) - 3
- Shopping Mall: Important (1.5x) - 1
Program: Next Steps

- The Program workgroup recommends a gaps and opportunities analysis on four domains:
  - Justice related programs (preventive and re-entry)
  - Skills training and employment
  - Housing services and supports, including supportive housing
  - Health, mental health and substance abuse services

- The Program workgroup also recommends:
  - Justice involved individuals **be at the center** of the target population being served
  - There should be a clear focus on outcomes
  - Outcomes related to prevention (especially for youth), diversion and successful re-entry should be set and inform program choices
Program: Next Steps

• The Program workgroup seeks Task Force members to lead, and support each of these domain analyses.

• The Program workgroup also recommends a focus on the four priority compatible uses:
  • Incubator Space for Small Business and Entrepreneurial start up
  • Supportive Housing
  • Gardening and Nutritional Offerings
  • Cultural Offerings
Building Workgroup Report Out

Jon Keen, Mayor’s Office
Kyle Kessler, Center for Civic Innovation
Kyle Rawlings, Designing Justice Designing Spaces
Tonyel Stewart, Designing Justice Designing Spaces
Primary Goals for Downtown Atlanta Based on Community Input

What are we seeking to accomplish?

The 2017 Downtown Atlanta Master Plan identified the top few projects/programs prioritized by community members under each of the Master Plan’s six goals:

Priority Projects and Initiatives

Priority capital projects and programmatic initiatives have been determined through an extensive public outreach process and detailed technical analysis. The project team reviewed funding and implementation strategies with several stakeholder groups.

When asked what they disliked the most about Downtown, 24% of visitors to Downtown expressed concern about the lack of stores or businesses that met their needs. 16% were concerned about safety, and 12% felt the area was not clean and attractive. Additional concerns were regarding traffic, parking, and the lack of affordable housing, as well as a lack of a sense of community.

1. MAINTAIN FOCUS ON QUALITY OF LIFE ISSUES to humanize downtown

   Topics include: clean and safe strategies, and homelessness
   1.1 Continue to keep Downtown clean and safe
   1.2 Support efforts to address homelessness Downtown

2. UNCOVER, CELEBRATE & PRESERVE DOWNTOWN’S HERITAGE to ensure growth doesn’t overwrite our history

   Topics include: arts, culture, and preservation
   2.1 Connect the dots of Downtown’s unique amenities
   2.2 Tell Downtown’s overlooked and untold stories
   2.3 Celebrate and preserve Downtown’s creativity
   2.4 Preserve Downtown’s built heritage

3. GROW DOWNTOWN NEIGHBORHOODS tailored to meet the needs of residents

   Topics include: residential and commercial development, neighborhood character, diversity, and pride
   3.1 Reinforce the unique character of each Downtown neighborhood
   3.2 Invest to create a connected, dense "residential backbone" in the heart of Downtown
   3.3 Re-imagine critical sites
   3.4 Provide housing options to retain a mix of incomes Downtown
   3.5 Strengthen resident ties Downtown
   3.6 Market Downtown living & promote a family-friendly Downtown

4. REINFORCE DOWNTOWN’S ROLE as the entrepreneurial and economic center of the region

   Topics include: retail and office redevelopment, ground floor activation, jobs, and economic development
   4.1 Help to grow new businesses and talent Downtown
   4.2 Activate the ground floor
   4.3 Protect space for making things Downtown

5. CREATE A VIBRANT ACTIVE URBAN FOREST to improve air and water quality, create shade and add beauty Downtown

   Topics include: open space, sustainability, health, programming for all ages
   5.1 Boost the tree canopy
   5.2 Integrate green infrastructure
   5.3 Develop a program to re-design ‘blah-zas’ as vibrant plazas
   5.4 Integrate play and active green spaces at MARTA stations
   5.5 Create green gateways
   5.6 Increase connectivity to create green ribbons around the city
   5.7 Integrate health into the Downtown experience
   5.8 Develop with a commitment to sustainability

6. OFFER REAL CHOICE IN TRANSPORTATION to reduce congestion and reliance on automobiles, and create space for increased activity

   Topics include: street design, connectivity, a multi-modal future, and parking
   6.1 Manage Downtown streets, sidewalks, and parking for success
   6.2 Design streets according to their personalities
   6.3 Shift how people commute and travel through Downtown
   6.4 Monitor and evaluate transportation projects

Source: 2017 Downtown Atlanta Master Plan
FIGURE 6: Major Corridors, Public Transit, and Walking Areas

Source: 2017 Downtown Atlanta Master Plan
South Downtown Neighborhood Needs Identified by Residents

Priority Projects and Initiatives

When residents were asked about their one wish for Downtown, the number one response was that it be more resident-oriented. "If more affordable housing was available near public transit (outside of downtown as well as in it), it would be a win-win for access to downtown and keeping Atlanta residents in Atlanta."

Strategies

3.1 REINFORCE THE UNIQUE CHARACTER OF EACH DOWNTOWN NEIGHBORHOOD

To refer to Downtown as one district is really a misnomer. Downtown is, in fact, a fragmented collection of many distinct, smaller neighborhoods. Highways, expansive parking lots, and rail infrastructure, can create disruptions in the neighborhood fabric and barriers between neighborhoods. Recognizing the variety across Downtown neighborhoods, investments should be place-based and reflective of the neighborhood’s own unique needs. Some of these neighborhoods have already created plans that the Downtown Atlanta Master Plan incorporates. "Atlanta thinks in neighborhoods," so we divided Downtown into ten residential pockets and asked participants at public events to tell us what each area most needs to become a better place to live.

As investments are made, they should help to build upon what makes each neighborhood unique.

3.2 INVEST TO CREATE A CONNECTED, DENSE "RESIDENTIAL BACKBONE" IN THE HEART OF DOWNTOWN

Given the growth in the City, market estimates indicate that Downtown could support over 19,000 new residential units over the next 15 years. The opportunity is to guide the development of these new units in ways that help to re-establish a true Downtown neighborhood. To help change the character of the core and better support more services and street life, more residential units are needed. For example, future planning efforts should focus on creating a "residential backbone" Downtown by encouraging new residential units on underutilized land from South Downtown north through Fairlie-Poplar to Centennial Olympic Park. An important aspect of this residential growth is the need for housing diversity.

Market estimates indicate that Downtown could support over 19,000 new residential units over the next 15 years.

3.3 RE-IMAGINE CRITICAL SITES

There is limited space Downtown for new development. However, a few major sites remain as significant opportunities that can help to shape the future of Downtown for decades to come. In some cases, these sites have seen multiple design proposals complete with renderings and images intended to showcase new buildings and activities. The specific future of each of these sites can and should be determined in an open public dialogue including CAP/ADID, the City, residents, businesses, community and cultural organizations, and potential developers. The following reflects the key principles and themes that emerged from the public during this process.

Advocate for quality development, but also improve connections to nearby areas by opening streets to pedestrians and cyclists.
South Downtown Neighborhood Needs Identified by Residents

3.4 PROVIDE HOUSING OPTIONS TO RETAIN A MIX OF AGES AND INCOMES DOWNTOWN

Cities across the country struggle to retain affordability in their downtowns. Downtown Atlanta has the benefit of a base of housing protected for low-income individuals and families. With proactive planning and policy, Downtown can grow in population but also retain its diversity and affordability. Even if housing is priced to be affordable, it does not guarantee that the housing is in good condition, or accessible to seniors or disabled individuals. We will need to protect and create affordable and accessible housing in the context of Downtown’s growth. “More attention needs to be paid to the needs of longterm, low-income residents, who are the heart and soul of the city... Development doesn’t have to mean displacement.”

26% of Downtown housing units are income-restricted—dedicated for low-income individuals.

3.5 STRENGTHEN RESIDENT TIES DOWNTOWN

It is well recognized that there are many barriers that divide Downtown into smaller districts and neighborhoods. However, many neighborhood residents face similar challenges regardless of whether they live in the Old Fourth Ward or Castleberry Hill. To address these issues, residents coordinate closely with their Council representative and organizations like CAP for assistance. Create stronger ties across neighborhood lines to lend a more coordinated voice to common neighborhood issues but also to help further encourage resident involvement in the future of Downtown. A strong resident voice that reaches across neighborhoods can help to address some of the day-to-day challenges that residents face. “More of a community would be nice – right now many of us live in little dense clusters far apart from each other.”

3.6 MARKET DOWNTOWN LIVING AND PROMOTE A FAMILY-FRIENDLY DOWNTOWN

Most downtowns have been designed with the assumption that once residents have kids they will move to the suburbs, but the tide is changing. More cities are listening to parents who want to stay and moving to expand the livability of downtowns for families. Parents expressed the desire for “family friendly activities” and “family friendly outdoor spaces” to make them more likely to visit or live Downtown. While Downtown has family-friendly attractions and events that draw visitors from around the region, more is needed to integrate and market kid-friendly programming and design in the public realm and everyday experience.

Expand youth programming and creative play spaces for kids of all ages to promote Downtown for families.
Site Context Photos Within South Downtown

- 01 - WHITEHALL ST. SW
- 02 - PEACHTREE ST
- 03 - PEACHTREE ST
- 04 - BAIL BONDS PARKING LOT
- 05 - MEMORIAL DRIVE
- 06 - GARNETT STATION UNDERPASS
- 07 - FORMWALT ST.
- 08 - COOPER ST & WHITEHALL
FIGURE 8: Massing - Existing

<table>
<thead>
<tr>
<th>Existing Building &amp; Site Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building Height</td>
</tr>
<tr>
<td>Number of Stories</td>
</tr>
<tr>
<td>Building Area</td>
</tr>
<tr>
<td>Primary Lot Area</td>
</tr>
<tr>
<td>Facade Materials</td>
</tr>
<tr>
<td>Building Structure</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Height Regulations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minimum Building Facade Height</td>
</tr>
<tr>
<td>Maximum Building Ht.</td>
</tr>
<tr>
<td>Parking Requirements use</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Bulk Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non Residential Maximum FAR</td>
</tr>
<tr>
<td>Residential Maximum FAR without Workforce Housing Bonus</td>
</tr>
<tr>
<td>Residential Maximum FAR with Workforce Housing Bonus</td>
</tr>
<tr>
<td>Maximum Achievable FAR</td>
</tr>
<tr>
<td>Building Coverage; Maximum Building Coverage a % of NLA</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Open Space</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minimum Residential Usable Open Space</td>
</tr>
<tr>
<td>Non-Residential Usable Open Space</td>
</tr>
<tr>
<td>Total Open Space</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Set Back Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Front</td>
</tr>
<tr>
<td>Side</td>
</tr>
<tr>
<td>Back</td>
</tr>
</tbody>
</table>

Note 3: Sidewalk and supplemental zone requirements shall be the minimum setback requirements for yards adjacent to the streets.
FIGURE 10: Site Plan — Existing

Land Use Code & Zoning Analysis
Site Plan — Existing
General Description

The detention facility was constructed in 1995 as a direct supervision jail. This type of facility allows supervising corrections officers to be located in the same area or pod as the inmates being supervised. All inmate activities including meals, recreation, and visitation are conducted from within the cell pod. The facility has approximately 608 jail cells and a maximum capacity of 1,370 beds.

Size

The building is 471,000 square feet of gross building area including mezzanines, utility areas, penthouse and sally port.

<table>
<thead>
<tr>
<th>Level</th>
<th>Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Basement</td>
<td>54,133</td>
</tr>
<tr>
<td>1st level</td>
<td>57,276</td>
</tr>
<tr>
<td>2nd level</td>
<td>42,058</td>
</tr>
<tr>
<td>2nd level mezzanine</td>
<td>27,375</td>
</tr>
<tr>
<td>3rd level</td>
<td>42,047</td>
</tr>
<tr>
<td>3rd level mezzanine</td>
<td>22,813</td>
</tr>
<tr>
<td>4th level</td>
<td>41,393</td>
</tr>
<tr>
<td>4th level mezzanine</td>
<td>22,159</td>
</tr>
<tr>
<td>5th level</td>
<td>41,393</td>
</tr>
<tr>
<td>5th level mezzanine</td>
<td>22,159</td>
</tr>
<tr>
<td>6th level</td>
<td>41,393</td>
</tr>
<tr>
<td>6th level mezzanine</td>
<td>14,519</td>
</tr>
<tr>
<td>7th level</td>
<td>29,521</td>
</tr>
<tr>
<td>7th level mezzanine</td>
<td>12,761</td>
</tr>
<tr>
<td>Total</td>
<td>471,000</td>
</tr>
</tbody>
</table>

On the first level, the floor plans indicate six separate doorways. The only public entrance and exit to the building is provided on the northern side of the building and from the Peachtree Street frontage. The doorway accesses the main lobby of the building for visitors. The other doorways are for corrections personnel use only or serve as an emergency exits.

The facility includes an enclosed loading dock on the ground level serving the first floor of the building. The dock is located on the southern side of the building and is accessed from Memorial Drive within an enclosed, secured dock area. The facility is...
supported by six elevators located in the central portion of the building. Each elevator provides access to all eight floors of the building.

The facility is also supported by a sally port located on the northeast side of the building. The sally port has drive-through access with the entrance from the parking lot off of Peachtree Street and the exit onto Pryor Street. It also has an 18-foot ceiling, concrete floor, and reinforced concrete roof structure. The sally port has two electronic, remote access, overhead doors for entrance and two additional overhead doors for exit, and provides access to the adjoining City properties to the north. An underground tunnel connects the sally port to the City Courthouse from the jail facility.

Walls

The building is of reinforced concrete construction. The exterior walls are precast concrete panels. The interior walls are primarily painted concrete block masonry for all cells and service areas, and painted gypsum board partition walls for the office areas.

Fenestration

Six first floor doorways are shown in the loading dock area and are accessible from Memorial Drive. Use of the doors is limited to correction officer personnel and they are secured with keycard entry. The doors are metal in a metal frame. An additional emergency doorway is located in the southeast corner of the building and provides access directly to Memorial Drive. The doorway serves the southeast stairwell. This door is also metal in a metal frame.

There is a single window in every cell of the building. The 16"x54" windows are narrow openings designed with specialized glass made for detention facilities. The windows in the main lobby of the building are double-pane glass in a metal frame system. The administrative office on the first floor also have small windows in a metal frame. These windows are located in the northwest portion of the building, facing Peachtree Street.
Baseline Financial Analysis

The purpose of the analysis is to form a financial / real estate development foundation or baseline for future visioning and discussion by:

1. Identifying key development assumptions
2. Overlaying an Atlanta market context, including local market rental rates, construction costs, etc.
3. Providing a development budget range based upon the existing building’s logical areas, and operating costs.
4. Highlighting the key decisions and tradeoffs

Atlanta Market Overview

Atlanta’s economy is doing well. Job growth in strong and supported by the City’s unduplicated title as the distribution hub of the Southeast with numerous company relocations and expansions, expanding ports and airports, and robust construction activity.

There are approximately 3.7 million square feet of commercial space in development and the market absorbed 508K square feet for the year to date. The commercial vacancy rate is 16.4% and stable. The average gross rental rate has increased to $26.06 per square foot, according to CB Richard Ellis, a leading commercial brokerage firm.

Cost of Construction

While rents may be increasing, market insiders believe that the rising cost of construction is the largest contributor to these increases. In Atlanta, the per SF cost to build a traditional office project has reached $195/SF, according to CB, another leading commercial brokerage firm.

The rising cost of construction is an important development consideration for two reasons. This cost of new leases adds to the cost of new construction is one reason. The other is the gross real-estateibility to pass along higher construction costs to ACDC’s tenants of community-based organizations in the form of higher rents.

Budget — Space Quality and Complexity

It is anticipated that the cost of demolition and parking would remain consistent among all of the budget scenarios. The cost at the facade replacement and base building upgrades/moisture, electrical and plumbing systems, common areas, elevators, etc. may increase slightly by budget scenario. The lowest budget, however, is in tenant improvements from low to high and:

Low: Designed on a low cost and simple budget, with finishes focused on function. Spaces contain basic technology and aesthetic design.

Medium: Increased project complexity, taking into account upgraded lighting, cabin, and design features. Average quality materials and finishes.

High: Complex project design with emphasis placed on top-quality finishes and space improvements. Increased effort spent on aesthetics and detail design.

It is important to mention that the market trend is that it is facing amenities, natural light, and commercial spaces over extra square foot. Developers factor in these features and their clients are willing to pay up for a particular quality of experience. Ponce City Market is an excellent example of this trend.
Next Steps for the Building Work Group

• Now - **Building Assessment, Land Use Analysis and Market Analysis** ready for review

• 10/8 – Building Work Group Session + Task Force Meeting

• 11/4 – Building Work Group Session

• 12/10 – Task Force Meeting

• TBD – **Refined Design Options + Financial Model** ready for review
Discussion
Action Items

1. Submit additional Community Engagement sites

2. Sign up to help with program gaps and opportunities review

3. Attend September workgroup meetings, if you are unsure when the next meeting is please send an email to: ReimagineACDC@AtlantaGA.Gov
Meeting Dates

- Tuesday October 8, 2019 4:00 - 6:30 pm
- Tuesday December 10, 2019 4:00 - 6:30 pm
- Tuesday February 25, 2020 6:00 - 8:00 pm
Thank You!