

IMAGINE MEMORIAL

Livable
Centers
Initiative



IMAGINE MEMORIAL LIVABLE CENTERS INITIATIVE

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DRAFT



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1.

Background & Introduction



1.1 INTRODUCTION

The evolution of Memorial Drive and its historic neighborhoods between Downtown Atlanta and DeKalb County from a traditional industrial corridor into a diverse urban street is picking up pace after decades of long-term planning by its residents and business owners. This Livable Centers Initiative plan aims to recognize, codify, and build on their efforts to make the Memorial Drive Corridor a walkable, diverse, and active urban street where residents can live their lives without being dependent on vehicles for most trips.

Starting from the western end of the Corridor near Downtown, the redevelopment of Capitol Homes by Atlanta Housing Authority and its partners in the 2000s has laid the groundwork for higher-density mixed-income housing near the region's core and MARTA rail service. Georgia State University continues to activate and attract students, faculty, and staff to live, study, and work in the Downtown area. Atlanta's best historic treasure, Historic Oakland Cemetery, has entered a new period of capital investment and engagement with the surrounding community. There has been a boom in new multifamily and adaptive-reuse construction with new restaurants, retail, and office space marching east through Grant Park and Cabbagetown. The extension of the Atlanta BeltLine Eastside Trail has attracted major public and private investment to Reynoldstown, with a new grocery store, movie theater, music venue, and thousands of new housing units.

Memorial Drive and Bill Kennedy Way, where the BeltLine crosses, will soon be a thriving, multi-modal intersection previously unseen on this side of the City.

Continuing east to Moreland Avenue, one of the City's most dangerous intersections will soon be improved and commercial reinvestment is picking up. In the Edgewood neighborhood, new medium-density housing and small commercial properties are being repurposed. Residents are organized and activating Walker Park. Heading east into Kirkwood, the long-underused Atlantic shopping center is being renovated with new retail for the community. Continuing eastward to the East Lake

neighborhood, townhome projects continue to fill in various underused parcels and historic commercial clusters are seeing new life. The Villages at East Lake and Drew Charter School continue to set the standard for holistic community development, health, and education.

While the demographic and economic trends affecting the Eastside neighborhoods have been gradually

taking place for decades, the intensity of development activity in the past few years clearly brings many challenges. Housing affordability is an urgent issue all over the City and more intensely in rapidly redeveloping areas like Memorial Drive. Traffic volume and safety continues to be a struggle as the City and society at large remain dependent on the prevailing travel behaviors of the 20th Century. Despite the recent intensification of land uses along Memorial Drive, the right-of-way, transportation elements and roadway conditions along the corridor reflect the area's more

This plan aims to make the Memorial Drive Corridor a walkable, diverse, and active urban street where residents can live their lives without being dependent on vehicles.



FIG. 1.1: GOOGLE AERIAL LOOKING EAST

suburban condition in decades past. Pedestrian safety and accessibility remain mediocre at best, although it's steadily improving. Connectivity across urban forms built in different time periods and barriers like I-20 make it difficult to move around without driving. The Corridor finds itself in an ironic transition of hosting density that simultaneously induces more vehicle trips in the short-term while building the population needed for long-term solutions in transit and mixed uses.

There's plenty of good news. There is intense focus on housing affordability citywide, with Mayor Keisha Lance Bottoms' administration, City Council, and many non-profit and private partners working together to address it. The number of ways for Atlantans to move around without cars continues to grow, even if it's a messy transition as competing technologies come to market. The City of Atlanta is investing heavily in new mobility projects through the BeltLine, Renew Atlanta, and T-SPLIST. The More MARTA program has already increased bus service on Memorial, with more coming. Georgia Department of Transportation, which controls Memorial Drive, is a committed partner in improving pedestrian and motorist safety.

This LCI study is focused on creatively exploring mobility and safety opportunities in parallel with selected land use and zoning recommendations along the corridor in order to bring more clarity to the path forward. It's an attempt to capture decades of community work and countless opinions on the future of our part of the City that may conflict. It is funded by the Atlanta Regional Commission, with local matching funds provided by Atlanta City Councilmembers Natalyn Mosby Archibong (District 5) and Carla Smith (District 1).

Hundreds of Memorial Drive stakeholders participated in shaping the plan, whether through their work on past plans, attendance at neighborhood and NPU meetings, focus groups, or the three-day pop-up design studio held in September 2018. We're grateful to every resident, property owner, and public servant who offered their time and expertise in the past and present to lead the community's vision for Memorial Drive.

1.2 LCI AREA CONTEXT

The Imagine Memorial LCI Study Area is roughly drawn to the same boundary as the 2014 Imagine Memorial study conducted by graduate students in Georgia Tech's School of City and Regional Planning. That study significantly extended the boundary of the now-out-of-date Memorial-MLK Revitalization plan that was completed in 2001 and adopted as an LCI boundary in 2003. While the previous LCI plan was very successful in planning the western end of the Corridor and led to the establishment of a bespoke zoning district called SPI-22, it was clear that an expanded boundary was necessary to better engage Georgia DOT in advocating for long-term changes to the roadway. The previous boundary included only 1.5 miles of Memorial Drive. Extending the boundary another 4 miles has proven to be successful in partnering with GDOT on what they consider to be a key regional commuting route. A trade-off is that the extended boundary covers a wider range of neighborhoods with different characters, which in turn requires different approaches to land use and zoning that will be described in further detail. Very broadly, the corridor transitions from higher density near Downtown to lower density in East Lake.

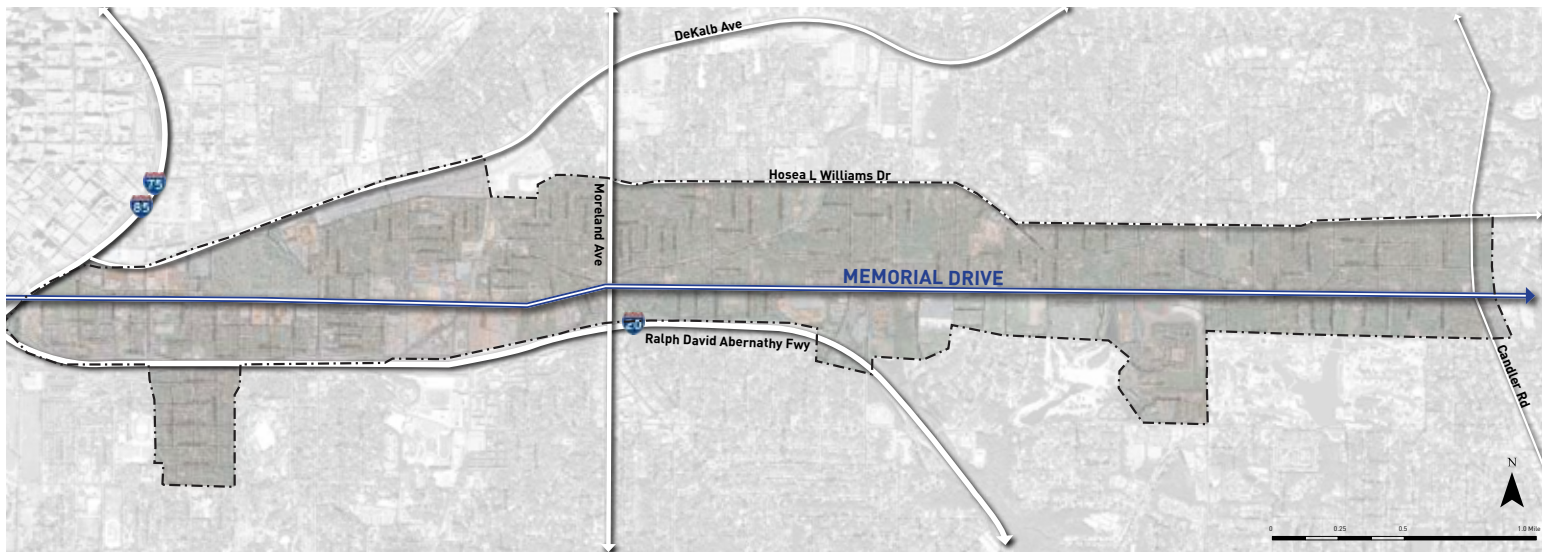


FIG. 1.2: IMAGINE MEMORIAL STUDY AREA

BACKGROUND & INTRODUCTION

Its length is 5.5 miles of Memorial Drive (State Route 154). The western terminus is the Connector (I-75/I-85) and the eastern terminus is Candler Road (SR 155). The planning area is roughly bound by the railroad and MARTA tracks to the north and I-20 to the south. To the east, the northern boundary becomes Hosea Williams and roughly Alston Drive to the south. The boundary area is about 1,890 acres and includes the following neighborhoods:

- Capitol Gateway (represented by NPU-V)
- Oakland neighborhood (NPU-W)
- Grant Park (Grant Park Neighborhood Association and NPU-W)
- Cabbagetown (Cabbagetown Neighborhood Improvement Association and NPU-N)
- Reynoldstown (Reynoldstown Civic Improvement League and NPU-N)
- Edgewood (Organized Neighbors of Edgewood and NPU-O)
- Kirkwood (Kirkwood Neighbors Organization and NPU-O)
- East Lake (East Lake Neighborhoods Community Association and NPU-O)

Much of the expanded boundary area to the east of Moreland Avenue has not been studied by previous planning efforts (see Fig. X on page XX). The existing neighborhoods in the lower density areas along the corridor have echoed the need for pedestrian and biking infrastructure in every NPU and neighborhood meeting. Children have been hit crossing Memorial Drive trying to walk to school just in the last few months. In these areas, the streetscape improvements would increase neighborhood connectivity and spark neighborhood and private developers' interest in reimagining the commercial nodes and intersections.

1.3 PLANNING PROCESS

The overarching approach to this livable centers initiative was two-fold:

- To assess, summarize and validate the dozens of planning efforts affecting the corridor from the past decade; and
- To fill in the gaps, identifying areas where more planning was needed, focusing stakeholder outreach on those and develop design and planning recommendations for them.

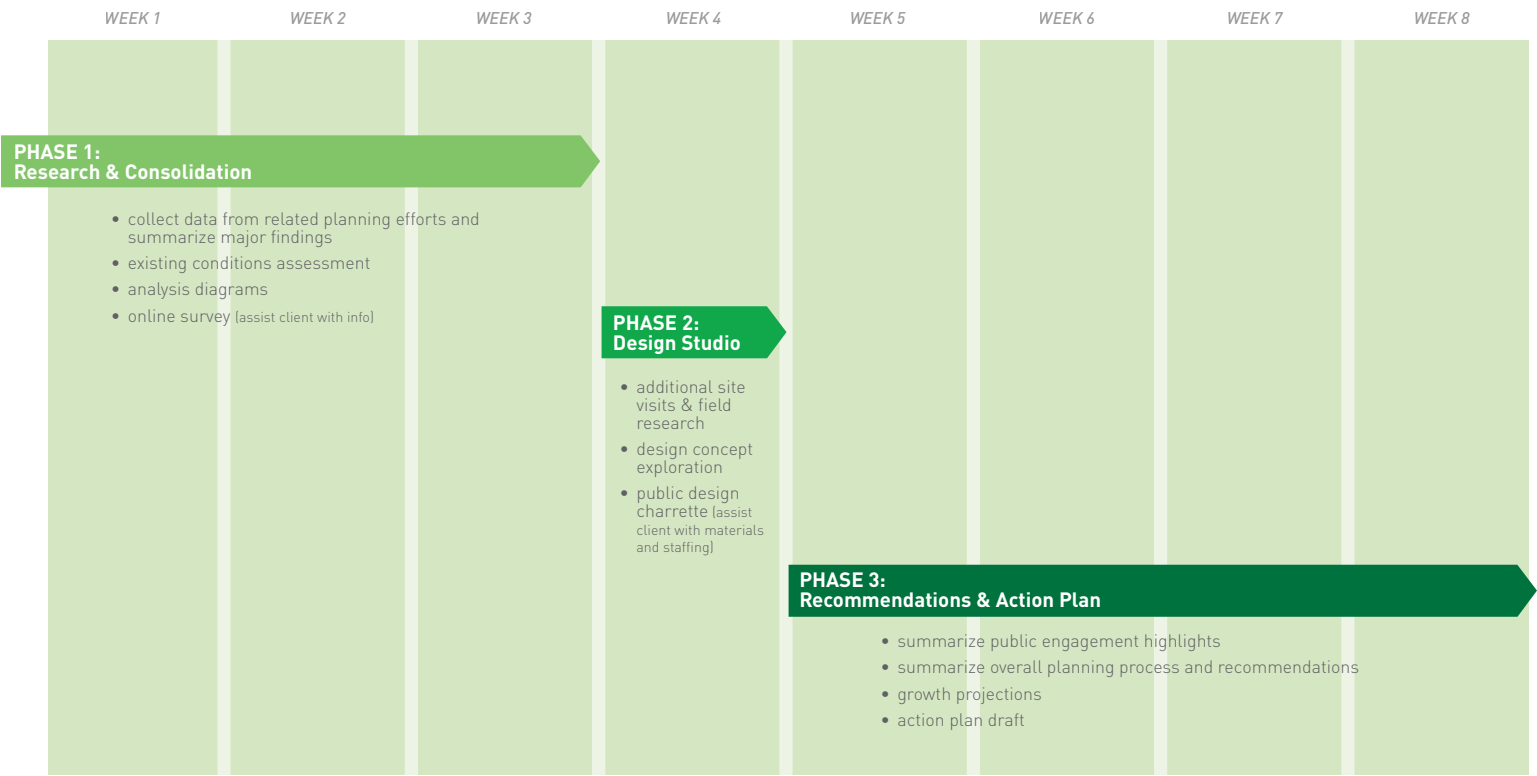


FIG. 1.4: IMAGINE MEMORIAL PLANNING PROCESS

In other words, this LCI effort did not seek to negate the wealth of other recent planning efforts, but rather pull other efforts together into a high-level framework for growth along this increasingly-dynamic corridor. The planning process, methodology and timing were therefore unique from other LCIs in that the scope was more limited with a compressed schedule and a more conceptual (i.e. less-detailed) mindset towards broad planning and growth recommendations.

The process itself included three phases of work condensed into roughly three months:

Phase One: Research and Consolidation mainly involved collecting base data, creating maps and reviewing past planning documents in order to summarize the highlights of each. By understanding the key points from the last decade of planning along the corridor, the team, client and stakeholder groups were able to hone-in on the areas that needed more investigation and work. During this phase the team also began research to develop preliminary affordable housing recommendations for the corridor.

Phase Two: Design Popup Studio was the most intense and collaborative portion of the planning process. Rather than hosting 3-4 conventional public meetings (required for most LCI efforts) which would require a longer timeline than allotted for the study, the team hosted a highly-interactive “Pop-Up” Design Studio. Facilitated by a large group of consultant planners and members of the team, the event occurred over the course of four full days in September 2018, at Alonzo Crim High School - a location selected based on its central location within the study area. The team covered the room’s walls analysis diagrams, development sketches, circulation diagrams, land use maps and various drawings and gathered input from over 200 stakeholders.

Phase Three: Recommendations & Action Plan was the most time-intensive portion of work and involved summarizing and understanding the main themes and consensus points from the Pop-Up Studio, drawing-up concepts for key development areas, graphically diagramming the big moves and taking a deeper dive into the opportunities for transportation and safety improvements. As ideas were further developed and potential projects identified, the team led discussions with the Stakeholder Advisory Committee (SAC) and attended follow-up meetings with neighborhood groups to gather additional feedback.

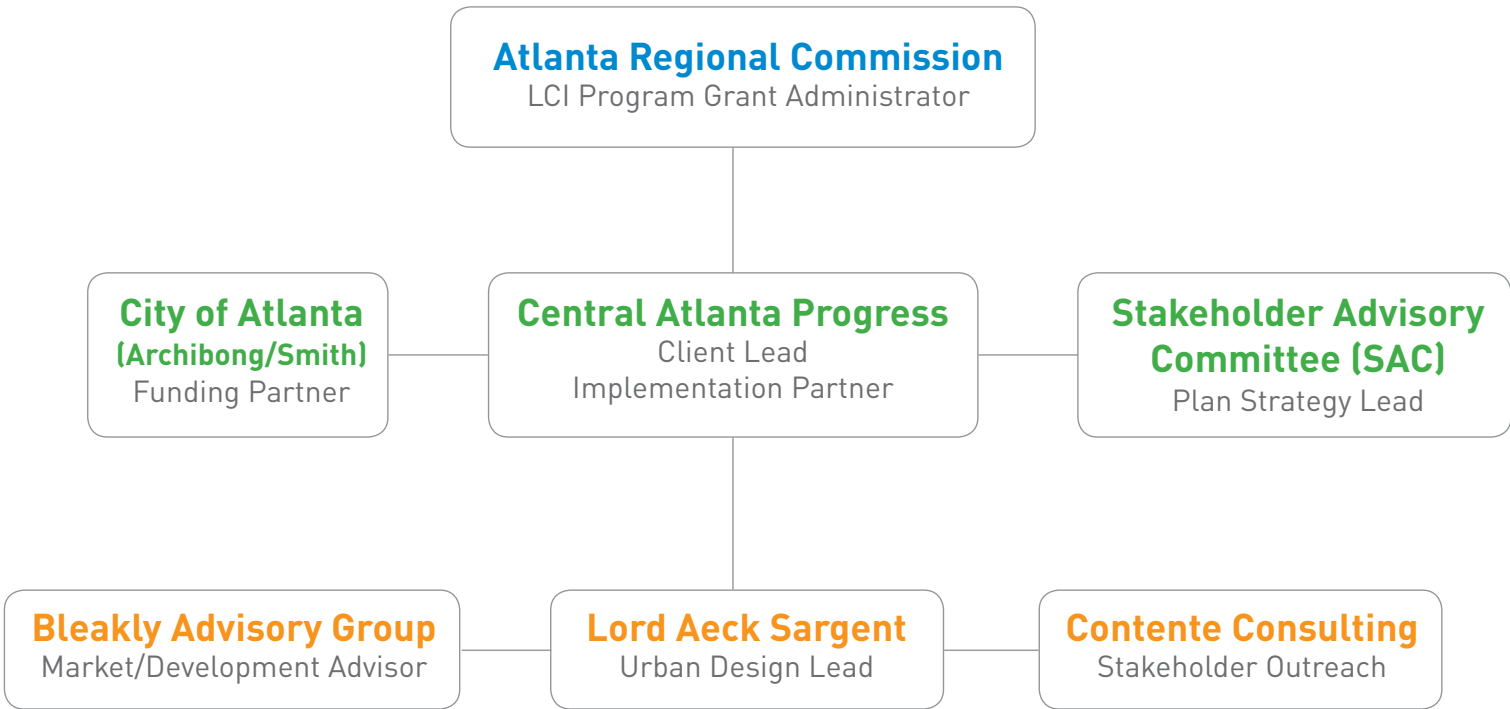


FIG. 1.5: IMAGINE MEMORIAL ORGANIZATIONAL CHART

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2.

History & Context



2.1 HISTORY

Memorial Drive is one of the City of Atlanta’s signature historic streets. It was originally called Fair Street for the fairgrounds that were once on the rural outskirts of the Downtown center. Oakland Cemetery was established in 1850 as “Atlanta Graveyard,” relocating the City’s cemetery from a small plot in Downtown. The then-rural garden cemetery was a departure from traditional cemeteries attached to churches and remains a prime example of the Victorian cemetery movement of the 19th Century.

Industrial uses expanded along the rail line and Fair Street as the City grew. In 1858, the Atlanta Rolling Mill began operations. It was soon destroyed when the corridor became the site of the Battle of Atlanta, and General Sherman finalized the Union’s siege of the city. In response, Oakland Cemetery expanded from six to 48 acres to provide much needed burial space. Old earthworks can still be found in Grant Park, a neighborhood built during Reconstruction from the holdings of Col. L. P. Grant, who donated the land for the

eponymous park. The climax of the Battle of Atlanta took place on Leggett’s Hill, now sitting where Memorial Drive, Moreland Avenue, and I -20 come together.

The Fulton Bag and Cotton Mill (now converted to loft apartments) was developed on the site of the former Rolling Mill. The historic neighborhood of Cabbagetown emerged as a mill village to house workers in the mill. Reynoldstown was established by freed slaves soon after the Civil War. As streetcars expanded, the Eastside neighborhoods became desirable suburbs for emerging middle-class families. In the 1920’s, John F. Faith Elementary (currently being adapted for a community arts

center and artist studios) was founded, as was Ed S. Cook Elementary (built on the site of Fair Street School and now home to Wesley International Charter School). The schools both have unique early 20th-Century architectural features.

Memorial Drive is one of the City of Atlanta’s signature historic streets.

In the 1930s, Atlanta became the site of the first public housing project, Techwood Homes. The model was expanded with the creation of the Atlanta Housing Authority in 1938, which built State Capitol Homes immediately southeast of the Capitol and Downtown in 1940. While the Memorial Drive Corridor had always been separated physically from the neighborhoods to the north by the railroad tracks, it became further isolated in the 1950s and 1960s with the construction of what would become the Downtown Connector and I-20. Thousands of homes and businesses, often in predominately African-American areas,



FIG. 2.1: 1902 STREETCAR MAP OF ATLANTA



FIG. 2.2: 1944 PHOTOGRAPH OF MEMORIAL DRIVE



FIG. 2.3: 1956 PHOTOGRAPH OF STANDARD OIL STATION



were cleared for the highways, eliminating much of the street grid and further eroding connectivity to other parts of the City. A lack of north-south routes on the Eastside of Atlanta continues to be a problem that isolates traffic to the primary arterials and the few local streets crossing I-20 or under the railroad.

As suburban housing and freeways enabled white (and some black) flight, all the Eastside neighborhoods suffered disinvestment to varying degrees through the 1970s and 1980s.

While the exact beginning of reinvestment in the Eastside neighborhoods is hard to define, organized neighbors from Grant Park to East Lake worked throughout this period to address blight, public services, and community development projects. Each of the current neighborhood organizations had important roles stretching back decades, along with other non-profit partners like Reynoldstown Revitalization Corporation (now Resources for Residents and Communities), Cabbagetown Initiative, The Cousins Family Foundation, Zeist Foundation, WonderRoot, and many more.

In the 1990s, the 1996 Summer Olympics was catalyst for a wide range of redevelopment projects, along with the federal HOPE VI program to incentivize mixed-income communities that would deconcentrate poverty. Capitol Homes was redeveloped into the first phases of the Capitol Gateway neighborhood, with about 1,000 units of housing at varying incomes. Another major factor for the eastern half of the corridor was the widely recognized redevelopment of the crime-ridden East Lake Meadows housing project into the Villages at East Lake by the Cousins Family, now being replicated nationwide by Purpose-Built Communities. The establishment of Drew Charter School has been a major attractor for families, even though admission for students above certain income levels is now very difficult.

Demographic trends ([more details available in the Affordable Housing section beginning on page XX](#)) over the last several decades have seen increasing household incomes, education levels, and other indicators that have accelerated at a greater pace in the current development cycle as the City recovered from the Recession. Another major factor in growth, especially for Cabbagetown, Reynoldstown, and Grant Park, has been the arrival of the Atlanta BeltLine, a 22-mile network of trails and future transit around the City. The extension of the trail halfway into Reynoldstown was opened in 2017, and the next segment to Memorial Drive is expected to open in early 2019. Anticipation of this connection has been driving much of the development activity in Cabbagetown, northeast Grant Park, and Reynoldstown.



FIG. 2.4: THE ATLANTA DAIRIES BUILDING



FIG. 2.5: THE ATLANTA DAIRIES BUILDING

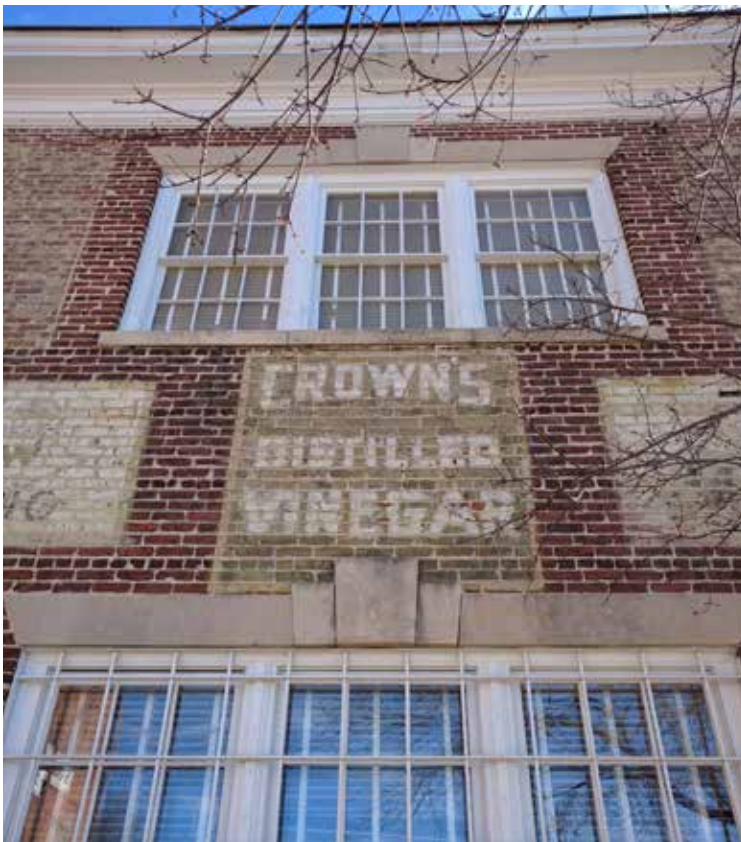


FIG. 2.6: CROWN CANDY BUILDING

Architecturally, several industrial buildings from the 1950s mark Memorial Drive's history as an industrial corridor. These historic Art Moderne buildings include the Pittsburg Plate Glass Company building (adapted for the new Habitat for Humanity Headquarters) and the Atlanta Dairies building (soon to be restored and turned into a mixed-use development). Active neighborhood leaders and developers should be commended for their efforts past and present to preserve and adapt historically significant buildings where possible. There are three local historic districts: Grant Park, Oakland Cemetery, and Cabbagetown. All exterior modifications and new developments within the boundary must go through a review for appropriateness by neighborhood committees (advisory) and then the Atlanta Urban Design Commission (binding). These districts have been important factors in preserving the majority of intact housing stock and many traditional commercial buildings. They contribute to a sense of place that is one of the corridor's defining characteristics and attractors for investment and new residents. No other neighborhoods are currently considering local historic districts, which can add a significant regulatory and financial burden to some households. The risk is that historic structures that contribute to the appeal of the neighborhoods could be at risk from redevelopment.

2.2 RECENT & RELATED PLANNING

A variety of planning efforts have taken place in and around the Imagine Memorial Study Area. This section of the report summarizes those planning efforts in order to establish a baseline to build upon for future projects along the corridor.

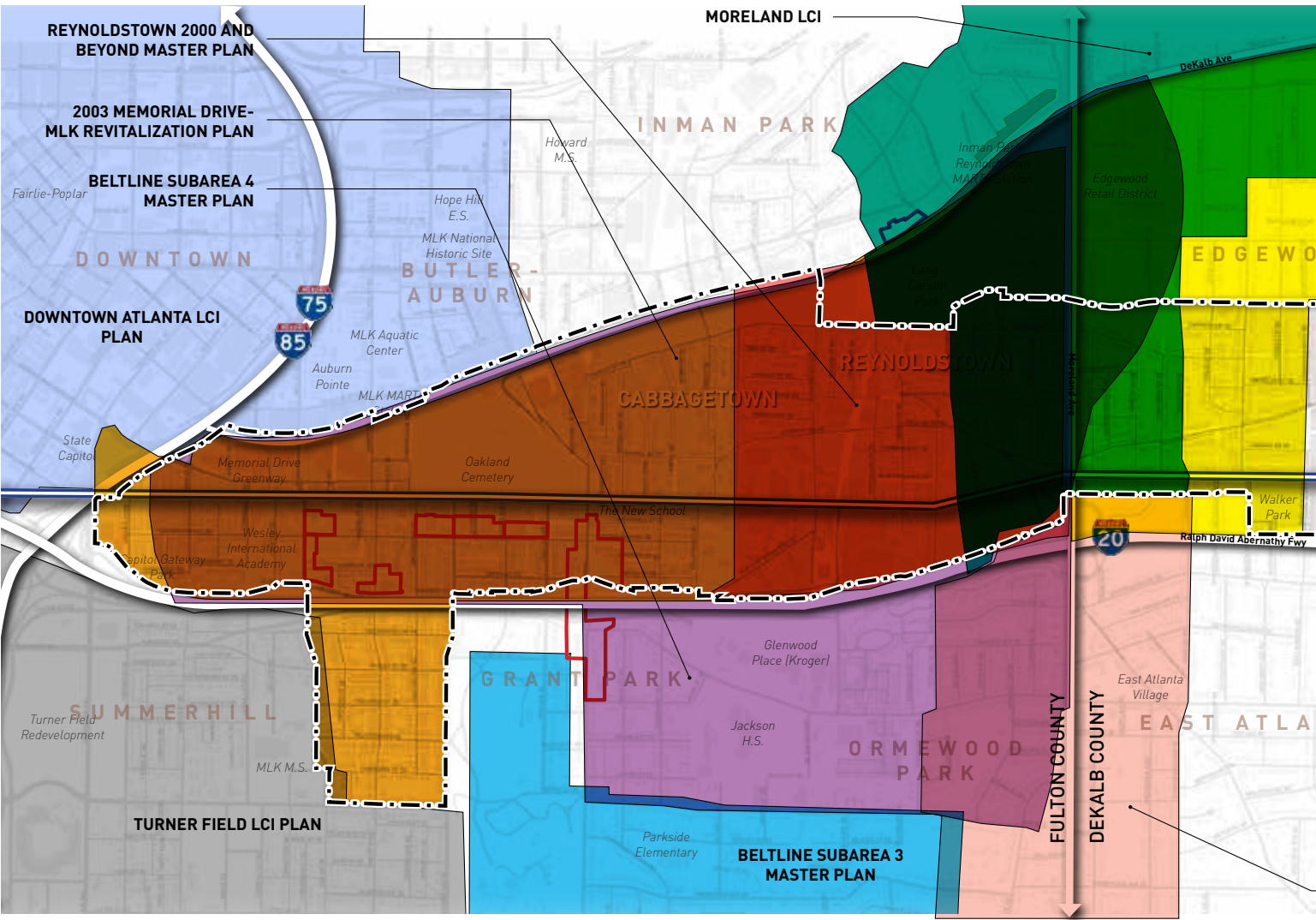
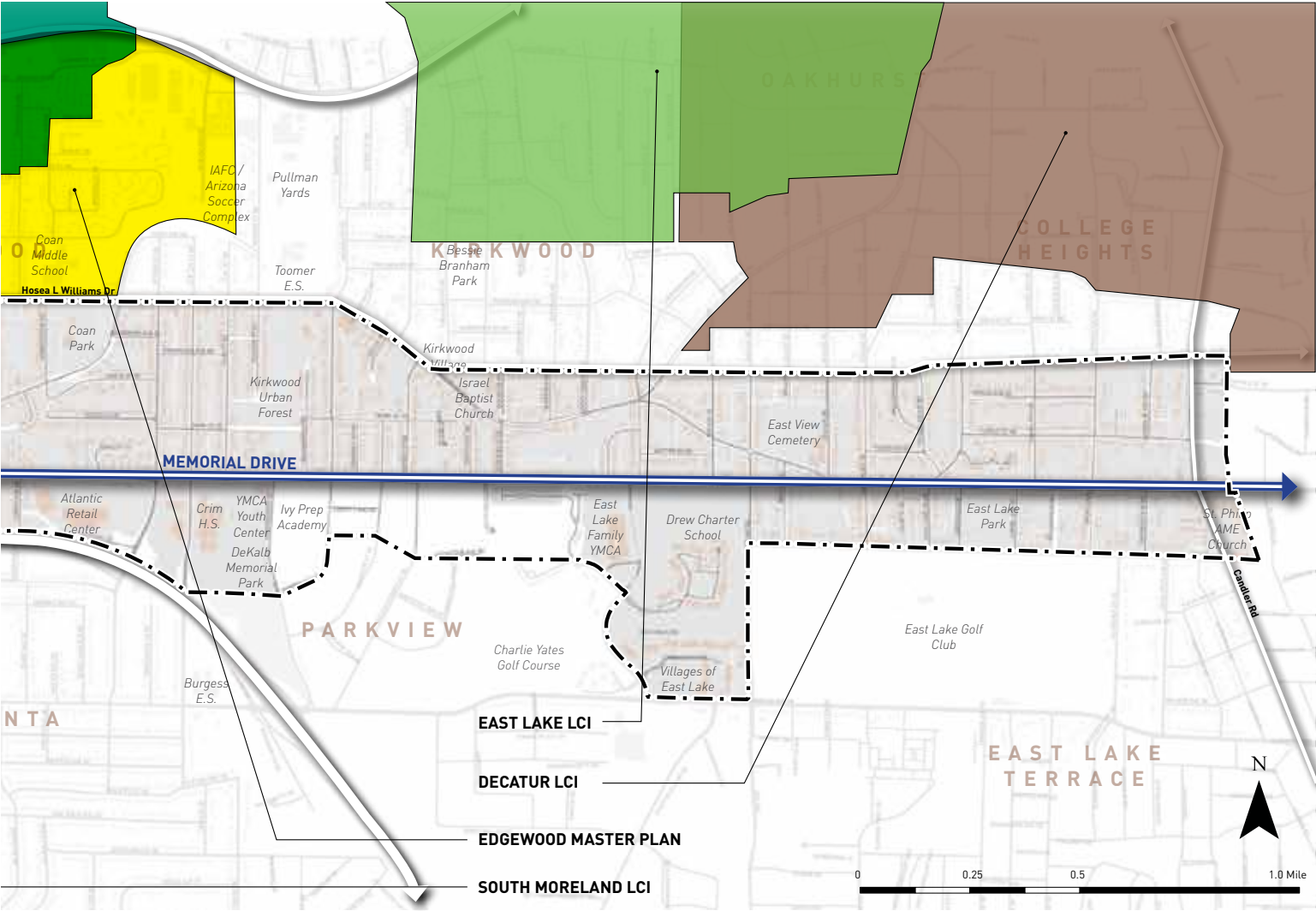


FIG. 2.7: RECENT AND RELATED PLANNING AREA BOUNDARIES



2015 DREW CHARTER SCHOOL COMPREHENSIVE TRAVEL PLAN

Drew Charter School has developed a Comprehensive Travel Plan as part of the Safe Routes to School (SRTS) program. The plan envisions a more walkable, bikeable, and safe environment around Drew Charter School in the neighborhoods of East Lake, Kirkwood, Oak Hurst, Candler-McAfee, East Atlanta, and Parkview.

The project identified the following goals for this Travel Plan and recommended a series of infrastructure projects to help support these goals.

- Improve pedestrian facilities for traveling to and from the school through installing pedestrian facilities, such as crosswalks at key locations and identifying safe pedestrian routes within the existing walk zone.
- Improve bicycle facilities for traveling to and from the school through installing bicycle lanes or shared lane markings and identifying safe bicycle routes to the school.
- Increase pedestrian and bicyclist safety at key locations near the school through installing signage, pavement markings, and other safety improvements.
- Improve pedestrian lighting conditions along key walking and bicycling corridors.
- Encourage bicycling and walking through participating in and inviting parents and community stakeholders to regular Safe Routes to School events throughout the academic year.
- Educate students to walk and bike safely to and from school, as well as within their neighborhoods, through an integrated pedestrian and bicycle safety curriculum.
- Enforce existing and new policies and laws that prioritize bicycle and pedestrian travel to and from school as well as within the surrounding neighborhoods.
- Evaluate the progress of the school travel plan and adapt to evolving needs.¹

1 2015 Drew Charter School Comprehensive Travel Plan, pp. 5-6, <https://memorialdriveatl.files.wordpress.com/2017/01/drew-charter-school-comprehensive-travel-plan.pdf>

A series of infrastructure projects were identified by the plan to support these goals. See pages 22-41 of the plan for a comprehensive list of projects and their associated priority.² These infrastructure projects include the following improvements:

- High visibility crosswalks
- Speed tables/raised crosswalks
- Curb extensions
- Curb ramps
- Shared lane markings
- Rectangular rapid flashing beacons
- Pedestrian hybrid beacons
- Pedestrian countdown signals
- School zone identification (signs and pavement markings)
- Sidewalks and buffers to improve pedestrian safety

Specific to Memorial Drive, the plan proposes immediate needs to improve safety and connectivity along the corridor. Needs along Memorial Drive between Douglas Road SE and 2nd Avenue SE include the following:

- Crossing improvements to mitigate the street as a barrier to walking and biking to school
- These include adding and enhancing pavement markings and crosswalks; updating flashing beacons; updating curb corners to meet ADA guidelines; and relocating a MARTA bus stop for improved visibility
- Long-term solutions, to create safe conditions for pedestrians and cyclists traveling along Memorial Drive, as well as crossing at East Lake Boulevard
- These include relocating utility poles; installing new sidewalks; increasing sidewalk width; redesign of the East Lake Blvd. and East Lake Terrace intersections; and a potential study for a road diet³

2 2015 Drew Charter School Comprehensive Travel Plan, pp. 22-41, <https://memorialdriveatl.files.wordpress.com/2017/01/drew-charter-school-comprehensive-travel-plan.pdf>

3 2015 Drew Charter School Comprehensive Travel Plan, pp. 26-30, <https://memorialdriveatl.files.wordpress.com/2017/01/drew-charter-school-comprehensive-travel-plan.pdf>

Needs along East Lake Boulevard between Memorial Drive and Glenwood Avenue include the following:

- Improved bicycling conditions along East Lake Blvd. to provide access to the school
- Additional sidewalk connections to neighborhoods
- For more detailed information on projects proposed in the plan, please consult the “2015 Drew Charter School Comprehensive Travel Plan” as referenced in the Appendix.

2014 IMAGINE MEMORIAL STUDY BY GEORGIA TECH

The 2014 Imagine Memorial study compiled findings by Georgia Tech School of City and Regional Planning graduate students concerning future land use, zoning, urban design, roadway design, connectivity, and transit along the Memorial Drive corridor. The plan intends to make the corridor safer and more walkable for residents while acknowledging the corridor’s strategic regional transportation link.

The plan calls for improving key intersections along the corridor by updating signalization at Memorial and Howard Drive and considered alternatives for roundabouts in the area. The plan also considered changes to lane configuration, reducing the number of lanes from four to three between 2nd Avenue and Clifton Road.

The plan seeks to improve connectivity throughout the study area by:⁴

- Adding sidewalks, particularly around Drew Charter School
- Creating a bike boulevard along Arkwright Dr. between Moreland Ave. and Gilliam Park
- Bike lanes and bike paths connecting the existing bike lane on Hosea L. Williams Dr.

Promoting multimodal access is also a key part of the plan. The plan proposes new bus rapid transit (BRT) stations that tie into existing MARTA rail stations and proposed Beltline transit stations.

While the study was not officially binding, it was successful in the following areas:

- Proposing a new scope of study for Memorial Drive to include most of the mileage in the City of Atlanta, which has proven effective for engagement with GDOT on long-term improvements
- It inspired a new coalition of public and private partners to conceive and fund a full-time planning position for the Corridor. The Corridor Executive role was established in 2015 with donations from stakeholders and incubated with Central Atlanta Progress.
- The GT study serves as the foundation of the Imagine Memorial LCI plan conceptually. The Corridor Executive and CAP are the fiscal entity that was awarded the ARC grant to hire consultants and coordinate this plan.

4 2014 Imagine Memorial Study, pg. 12, https://memorialdriveatl.files.wordpress.com/2017/01/imagine-memorial_compressed.pdf



FIG. 2.8: IMAGINE MEMORIAL CONNECTIVITY VISION, PG. 12 OF THE 2014 IMAGINE MEMORIAL STUDY

2012 GDOT MEMORIAL DRIVE ROAD SAFETY AUDIT

This report conducted a safety audit along Memorial Drive from Moreland Ave. to Candler Rd. in April, 2012 with a goal of identifying potential safety issues and opportunities for improvement. The audit resulted in 10 findings which included several recommendations for projects to address the safety issues.

The Road Safety Audit (RSA) was requested by Neighborhood Planning Unit-0 in 2011. The 3.3-mile section of Memorial Drive links Edgewood, Kirkwood, East Lake, and Parkview neighborhoods along with several commercial nodes. Recommendations were created based on the audit's findings and were grouped into short term, intermediate, and long term recommendations.

Highlights from the audit findings and recommendations include the following:

- GDOT to conduct a sign inventory and replace, relocate, or add signs where needed
- GDOT to inventory signs around school zones to ensure all zones are properly signed and have flashing beacons when necessary
- GDOT to submit a request to the statewide restriping crew to restripe the corridor and install raised pavement markings (RPM's) when needed
- The City of Atlanta Office of Planning and Metropolitan Atlanta Rapid Transit Authority (MARTA) to consolidate, relocate and/or remove bus stops when needed
- The City of Atlanta to create a plan and maintenance schedule of existing sidewalks, along with ensuring that wheelchair ramps are ADA compliant throughout the corridor
- The City of Atlanta to create a maintenance plan for existing signals throughout the corridor
- A long term project should be considered for the following:
 - Implementing a road diet to reduce the number of lanes on Memorial Drive along with on-street parking in certain areas
 - Remove the reversible lane sections from Moreland to Memorial Terrace and install 3-lane sections

REYNOLDSTOWN NEIGHBORHOOD MASTER PLAN 2000 AND BEYOND

The Reynoldstown Neighborhood Master Plan provides planning strategies on a 15-year horizon to ensure the best possible future for Reynoldstown. The neighborhood is one of the oldest African-American neighborhoods in Atlanta, developed by freed slaves after the Civil War.

The plan documented existing conditions in the neighborhood and proposed a series of goals and objectives to guide future public investment and changes in land use and zoning. Residents of the neighborhoods established the following goals:⁵

- To occupy/utilize all vacant lots with land uses that address the needs of the community
- To restore a pedestrian friendly environment throughout the community
- To improve street conditions and ensure their compatibility with a pedestrian friendly environment
- To renovate and expand existing housing stock while offering a variety of housing types and price ranges
- To renovate and expand community facilities
- Create a safe and drug-free community
- To improve and expand neighborhood commercial facilities
- To improve the availability and quality of parks and open space

The plan created a future land use map that called for a central neighborhood park at the site of existing Stein Steel property and also at the southeast corner of Bill Kennedy Way and Memorial Drive. Although these have not been realized, the plan also called for an open-space connection through what was to become the Beltline.

5 Reynoldstown Neighborhood Master Plan 2000 and Beyond, pp. 38-39, <https://memorialdriveatl.files.wordpress.com/2017/01/reynoldstown-neighborhood-master-plan.pdf>

The plan also called for several transportation improvements:⁶

- Re-opening Field Street to provide better access between Pearl and Chester Streets
- Closing of Howell Drive (entirety) to eliminate congestion approaching the Memorial Drive and Moreland Avenue intersection
- Reynoldstown/Inman Park Station Pedestrian Corridor for more direct and safer neighborhood access
- Extended MARTA bus service west along Wylie Street to Pearl Street

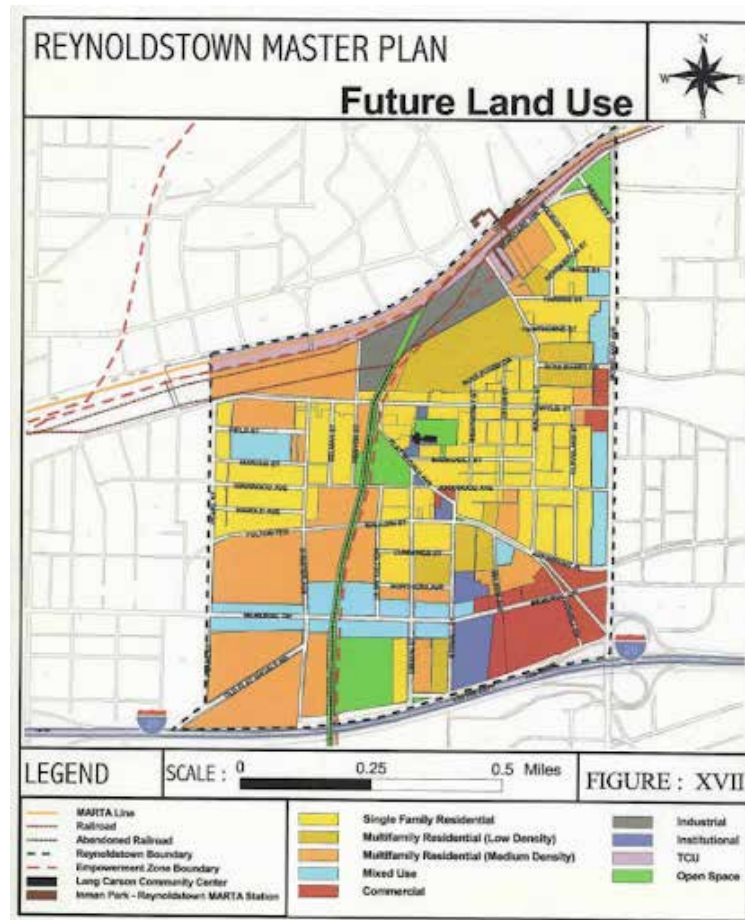


FIG. 2.9: IMAGE FROM P. 42 OF THE REYNOLDSTOWN NEIGHBORHOOD MASTER PLAN 2000 AND BEYOND

EDGEWOOD REDEVELOPMENT PLAN (2009)

The Edgewood Redevelopment Plan was created in 2009 as a collaborative effort including the City of Atlanta, MARTA, Atlanta Public Schools, the Organized Neighbors of Edgewood (ONE), Kirkwood Neighbors Organization (KNO), NPU-O and the Zeist Foundation.

The plan identified a variety of recommendations for the neighborhoods, revolving around five topic areas. These include redevelopment projects; transportation/circulation; infrastructure & community facilities; land use & zoning; and urban design & historic resources.

Redevelopment Projects are described beginning on page 46 of the document. Projects particular to the Imagine Memorial Corridor include:

- Whitefoord/Arkwright Neighborhood Commercial Node: The redevelopment of this node was identified as being key to providing a neighborhood destination. Upgraded commercial space was desired to help attract new tenants to the area.

Transportation Projects are described beginning on page 55 of the document. Projects particular to the Imagine Memorial Corridor include:

- Providing continuous and comfortable sidewalks along Memorial Drive
- Providing continuous and comfortable sidewalks along the entire stretch of Memorial Drive
- Providing street trees and landscaping along Memorial Drive
- Neighborhood Core Improvements:
 - Improved streetscaping and traffic calming on neighborhood streets
 - Bike and pedestrian improvements along Arkwright Place, Woodbine Avenue, and Hosea Williams Drive

⁶ Reynoldstown Neighborhood Master Plan 2000 and Beyond, pp. 46-47, <https://memorialdriveatl.files.wordpress.com/2017/01/reynoldstown-neighborhood-master-plan.pdf>

Land Use & Zoning are described beginning on page 59 of the document. The report encouraged the creation of higher density residential zones and mixed-use zones around certain neighborhood commercial nodes and areas along Moreland Avenue and Memorial Drive.

- Housing policies are discussed on pages 64 and 65. Proposed housing policies are to:
- Encourage affordable housing opportunities.
- Preserve the character and form of the single-family core of the neighborhood.
- Focus higher residential densities along corridors and nodes.
- Encourage the development of vacant residential lots.
- Provide housing opportunities for seniors.
- Advocate for the repair and maintenance of single-family structures.

Urban Design & Historic Resources recommendations are described on pages 65 through 69. These describe pedestrian and streetscape improvements along Moreland Avenue, Memorial Drive, Neighborhood Cores, and Whitefoord Avenue. There are additional recommendations on redevelopment around the Edgewood MARTA station and redevelopment of Edgewood Court apartments.

2011 ATLANTA BELTLINE SUBAREA 4 MASTER PLAN

The 2011 Atlanta BeltLine Subarea 4 Master Plan provides a framework for development and public projects around the Beltline as it passes through Cabbagetown, Reynoldstown and Grant Park. The master plan generated several recommendations specific to the Memorial Drive Corridor. These include:

Memorial Drive Focus Area Recommendations: The plan recommends land use changes that focus on higher intensity uses around Memorial Drive and I-20 and lower intensity uses on properties adjacent to single-family neighborhoods. The following recommendations are listed in the executive summary of the report.⁷

7 2011 Atlanta BeltLine Subarea 4 Master Plan, p. vi, https://beltlineorg-wpengine.netdna-ssl.com/wp-content/uploads/2012/01/Atlanta-BeltLine_Subarea-4_Master-Plan.pdf

- Redevelop abandoned and underutilized properties with office, mixed use, and
- residential developments.
- Break up large superblocks with new streets lined with parallel parking, street trees and Sidewalks.
- Preserve and rehabilitate the historic industrial buildings along Memorial Drive.
- Restore the historic A&WP train depot, the last remaining railroad structure along the Atlanta BeltLine, as a transit station. This structure is large enough to accommodate an ancillary use such as a restaurant, newsstand, or civic use such as a visitor information center or museum.
- Identify priority storefront space along Memorial Drive between Pearl Street

and Chester Avenue to encourage the development of a pedestrian-oriented retail corridor.

Moreland/Memorial Focus Area: The master plan provided land use recommendations around Moreland and Memorial Drive to foster a mixed-use environment and improve connectivity. The following recommendations are listed in the report.⁸

Provide for mixed-use, low density commercial, and some residential redevelopment around the intersection.

Overhaul the intersection of Arkwright/Memorial/I-20 and Moreland Avenue.

If the existing LaFarge operation relocates, allow residential and office redevelopment and require the introduction of new streets while protecting the multi-use trail along Chester Avenue.

Utilize the forest and school yard around the historic Atlanta Stockade as publicly accessible parkspace, leveraging its uniqueness as a cultural resource.

In total, the report suggests future changes in land use and connectivity to help facilitate growth around the BeltLine and also provide for a more connected area by improving pedestrian, transit, and vehicular infrastructure in the Subarea.

8 2011 Atlanta BeltLine Subarea 4 Master Plan, p. viii, https://beltlineorg-wpengine.netdna-ssl.com/wp-content/uploads/2012/01/Atlanta-BeltLine_Subarea-4_Master-Plan.pdf

2013 ATLANTA BELTLINE STRATEGIC IMPLEMENTATION PLAN

The BeltLine's Strategic Plan sets for a implementation plan to identify a timeline for projects along the BeltLine. The Eastside Trail of the BeltLine is currently under construction. This section of the BeltLine will pass through Memorial Drive, crossing over the bridge at Fulton Terrace. The project will include a ramp and stair connection at the bridge over Fulton Terrace, as well as pedestrian intersection improvements at Kirkwood Avenue, Memorial Drive, and Bill Kennedy Way.

The plan also calls for expansion of the Lang-Carson Park, starting construction in FY2019-2023.

2001 MEMORIAL DRIVE-MARTIN LUTHER KING, JR. DRIVE AREA REVITALIZATION PLAN

The 2001 Memorial Drive-Martin Luther King Jr. Drive Area Revitalization Plan set aside new development guidelines that support the plan's goals & objectives and also affect the Imagine Memorial study area. This study was "grandfathered" as formal LCI plan in 2003. It did not receive the required updates and is now out-of-date. This Imagine Memorial LCI plan is intended to be its replacement.

New Development Guidelines:⁹

- The provision of major new public park space and connections to adjacent neighborhoods and cultural amenities, including the State Capitol, the King Center, and Zoo Atlanta.
- Protection of historical neighborhoods and other resources.
- The establishment of a consistent new development pattern including retail and commercial space (or studio space) at ground level and housing above with parking provided underground or behind new buildings.
- The establishment of height and density guidelines appropriate to various areas of the plan.
- The establishment of a 15' – 20' sidewalk and general streetscape standards along Memorial Drive, MLK Drive, Hill Street and Boulevard.

- The establishment of an architecturally similar arcade element at the base of all new buildings along Memorial Drive, MLK Drive, Hill Street and Boulevard
- General improvement of neighborhood sidewalks and other street amenities.
- General improvement of pedestrian links to mass transit resources.
- The provision of new Pedestrian and Bike routes.
- Emphasizing and highlighting existing historical and other cultural amenities.
- The re-connection of major parts of urban Atlanta.
- New plans for connectivity to adjacent neighborhoods.

The plan is notable for achieving the following major goals:

- Thanks to years of community engagement and commitment by neighborhood leaders, elected officials, and property owners, its land use and zoning recommendations were codified in the City ordinance known as Special Public Interest District 22, or SPI-22. This has been the framework for the majority of the development along the Corridor, whether directly in SPI-22 or in other zoning categories passed later with similar urban form and streetscape requirements.
- It established the zoning and catalyst for the City to begin acquiring properties in the linear park between Oakland Cemetery and the Georgia Capitol, known as Memorial Drive Greenway.
- It led to the implementation of a road and sidewalk improvement project using LCI funds to build landscaped medians, sidewalks, and streetscapes along Memorial Drive between Connally Street and Fraser Street.

⁹ 2001 Memorial Drive-Martin Luther King Jr. Drive Area Revitalization Plan, p. 8, <http://www.atlantaga.gov/Home/ShowDocument?id=3815>

2008 CONNECT ATLANTA PLAN AND 2015 APPENDICES

The 2008 Connect Atlanta Plan provides a comprehensive framework for transportation and connectivity in Atlanta, with the recognition that improvements in connectivity can help facilitate economic development and prosperity in the region.

The plan calls for building new transit and also improving existing transit service. The plan calls for new transit routes that connect areas of city that have growth potential. Additionally, the plan calls for rethinking existing transit routes and providing travel alternatives such as bike and pedestrian facilities.

¹⁰The plan also calls for promoting sustainable travel modes such as emphasizing pedestrian movement and bicycles. The plan calls for building and maintaining sidewalks to create a world-class pedestrian environment and also building a system of bike facilities.¹¹

CITY OF ATLANTA COMPREHENSIVE DEVELOPMENT PLAN (CDP) FOR NPUS (SEE V, W, N, O)

The City's Comprehensive Development Plan update in 2016 did not make any major changes to the future land uses along the Corridor, but it did establish a new category of Character Areas for "Intown Corridors" including Memorial Drive. It recommends the following for these types of high-volume corridors with current or future potential for development. Many of the recommendations are already codified in various forms on Memorial Drive:

Primary Land Uses:

- Multifamily residential
- Commercial uses such as grocery stores, retail stores, restaurants and other entertainment
- Offices
- Mixed Use
- Institutional

Economic Development:

- Promote locally owned businesses
- Provide jobs and economic opportunities for City residents
- Limit the number of gas stations, adult businesses and convenience stores
- Enforce grandfathering regulations in order to limit adult businesses

Policies:

- Encourage nodal development
- Encourage revitalization and redevelopment that improves the sense of place and community, creates a well-functioning corridor that facilitates traffic, provides transportation options, and supports a variety of land uses.
- Promote and encourage the redevelopment of vacant, underutilized and auto-oriented development.
- Promote more dense pedestrian-oriented development at activity nodes and major intersections.
- Promote and encourage mixed-use; residential, retail and office uses, and multifamily residential development with a pedestrian-oriented urban form.
- Preserve and rehabilitate historic and potentially historic buildings located in Intown Corridors.
- Encourage integrated modes of transportation including pedestrian, bicycle, auto and the use of public transportation by promoting complete streets.
- The highest densities should be along the street or rail transition to lower densities at the edges to protect and buffer surrounding neighborhoods.

¹⁰ 2008 Connect Atlanta Plan, pp. 2-3, <https://www.atlantaga.gov/home/showdocument?id=19348>

¹¹ 2008 Connect Atlanta Plan, p. 4, <https://www.atlantaga.gov/home/show-document?id=19348>

HISTORIC OAKLAND CEMETERY MASTER PLAN (2018)

The recent update to Oakland's master plan had a major emphasis on "Outside The Gates"; that is, a much closer look than in the past at the changing character of the surrounding neighborhoods and how they are able to connect and use the cemetery.

Besides being a historical and cultural treasure of Atlanta, it is also a critical greenspace, gathering place, and connection for the surrounding residents.

The plan proposes the following major elements that complement long-term goals for Memorial Drive:

- Opening a new East Gate for pedestrians near the intersection of Memorial Drive and Boulevard to reintroduce access for residents immediately to the east. Besides giving them better access to Oakland directly, it also allows pedestrians and cyclists a safer route to King Memorial MARTA station and Downtown than they currently have on Memorial Drive. This project has been designed and is pending City approval.
- Building a new visitors' center outside the West Gate, which will activate the vacant parcels there and create a new entry point for visitors before they enter the cemetery. It will also provide new modern office, event, and retail space, freeing up the existing Bell Tower for restoration and other uses.
- Supporting a long-term change in configuration to Memorial Drive to three lanes, allowing for the expansion of the sidewalk and planting of street trees.

PARK PRIDE MEMORIAL DRIVE GREENWAY VISION PLAN (2017)

This community vision was intended to have the surrounding community revisit and update past plans for the linear park between Oakland Cemetery and the Georgia Capitol since the 2001 Memorial-MLK Revitalization Plan. It calls for a sweeping linear park that includes the AHA properties between Memorial Drive and MLK Jr. Drive, with a cap across the Connector to the Capitol.

The City of Atlanta is continuing to acquire parcels voluntarily from property owners as they become available. The Atlanta Housing Authority intends to develop all the properties it owns in the area for mixed-income housing as future phases of the Capitol Gateway community. It has proposed maintaining greenspace

through the middle of the site, lined with development.

An important element of the park would be improving pedestrian and bike activity to Downtown, ideally through Complete Street improvements on MLK Jr. Drive. This could take the form of separated bike/ped facilities running along the full length of the park's northern street frontage on MLK.

MARTA I-20 BUS RAPID TRANSIT (BRT) (2014)

This is a long-term capital project by MARTA to create high-frequency bus service between Downtown and southern DeKalb County, mostly in a dedicated lane with stations, prepaid fares, and all-door-boarding. The Locally Preferred Alternative (LPA) currently calls for the vehicle to exit I-20 and travel on Memorial Drive between Bill Kennedy Way and Moreland Avenue. Given the right-of-way constraints, the BRT vehicle will have to share right-of-way with other motorists.

The status of the project is currently unclear because it is not a priority project for the More MARTA expansion program approved by City of Atlanta voters (see more below). Meaningful progress on the project depends on participation by DeKalb County voters in an increased MARTA tax for new capital projects.

MORE MARTA (2018, ONGOING)

More MARTA refers to the broad list of projects to be funded by a sales tax increase referendum approved by City of Atlanta voters in 2016 to expand and improve MARTA service in the City. While the final project list continues to be refined by MARTA, the City, and public input, it includes rail service expansion, station improvements, and higher-frequency bus service to start.

Memorial Drive has already benefited from the program through increased bus service. In August 2018, MARTA introduced a major round of route changes. Among them:

- Route #21, which runs almost the entire length of Memorial Drive, now goes directly to Five Points station. This significantly improves its usefulness for Memorial Drive residents who are seeking a direct connection to Downtown jobs and quick transfers to Gold and Red Line (north-south) rail service.

HISTORY & CONTEXT

- Route #107, which formerly traveled north on Moreland Avenue to Inman Park-Reynoldstown station, now travels on Memorial Drive from Bille Kennedy Way (BeltLine) up to Hill Street and ends at Georgia State station. Thanks to alternating schedules, this means there is now a bus every 10 minutes during peak hours serving Memorial Drive between the BeltLine and Downtown MARTA stations. This also happens to be the area with the highest amount of density and new development, so it's an ideal opportunity to boost ridership.

NPU-O BICYCLE PLAN (2012 WITH OCCASIONAL UPDATES)

The NPU-O Bicycle Plan establishes priority bike routes and projects to improve bike safety and connectivity across the NPU-O neighborhoods: Edgewood, Kirkwood, and East Lake. Among its priorities:

- Trolley Trail: Completing the separated bike-ped shared path from Gilliam Park all the way across Moreland Avenue. This project is in the design phase by PATH Foundation and City of Atlanta and it is hoped that construction will begin in 2019.
- Bike Connectivity across I-20 to the south, including the proposed Battlefield Trail through DeKalb Memorial Park into East Atlanta using excess right-of-way on I-20 bridges and watershed easements next to I-20.
- Creating mixed-use trails using excess right-of-way on various streets surrounding Drew Charter School, including some segments of Memorial Drive, Alston Drive, 2nd Avenue, on the south side of Memorial Drive from East Lake Boulevard to 2nd Avenue. Because of topographical challenges, this would require cooperation with Drew Charter School on the placement of the trail.
- Creating a bike/ped connection between the Parkview neighborhood in unincorporated DeKalb to Villages at East Lake and Drew Charter School.

ATLANTA STREETCAR/BELTLINE TRANSIT PLAN (2015)

Atlanta BeltLine, Inc., has served as the planning entity for long-term expansion of the existing Atlanta Streetcar to become the vehicle system for future transit service on the BeltLine. A key question on the Eastside Trail has always been how to route the vehicle around the CSX Hulsey Yard intermodal facility. While there are always occasional rumors that this facility could be relocated and redeveloped, multiple alternatives for crossing the railroad tracks and making a connection with MARTA heavy rail service have been explored.

- Tunnel: One option would require digging a new tunnel underneath DeKalb Avenue, MARTA rail, CSX tracks, and Hulsey Yard to emerge in Cabbagetown and continue following the BeltLine Corridor into Reynoldstown, with a spur to Inman Park/Reynoldstown MARTA station.
- Memorial Drive: Another option would be running service through Old Fourth Ward to King Memorial MARTA station, then through the Grant Street tunnel and past Oakland Cemetery along Memorial Drive to Bill Kennedy Way. While this route has been criticized by some BeltLine supporters as veering too far from the rest of the Corridor, it does have the benefit of serving a higher-density corridor of homes and businesses than would be served by the interior neighborhood route under existing land use and zoning.

Clearly the difference between these two options has major implications for the future configuration of Memorial Drive. The Streetcar plans anticipate the vehicle traveling in a shared roadway with vehicles. Other plans, such as the GT Imagine Memorial study, suggest considering dedicated right-of-way and signal prioritization where possible.

CABBAGETOWN-REYNOLDSTOWN TRANSPORTATION STUDY (2017)

This study was commissioned with funding from Councilmember Natalyn Mosby Archibong through the joint Cabbagetown-Reynoldstown Transportation Committee. It was a limited study to help identify the key transportation priorities for the neighborhood as various public infrastructure and private development projects moved forward. It expressed the following priorities:

- Eliminating the reversible-lane system on Memorial Drive (in progress via GDOT resurfacing/restriping project in Spring 2019)
- Adding a new pedestrian crossing between Cabbagetown and northeast Grant Park. (Note: Although the report states that the project was in progress, it is not currently programmed by GDOT.)
- Traffic calming measures on local streets that are commonly used as cut-throughs: Chester, Pearl, Estoria, Berean, Carroll, and Wylie.
- Sidewalk and crosswalk upgrades throughout both neighborhoods.
- Improving accessibility to the Inman Park/Reynoldstown MARTA station.

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3.

Planning Assessment



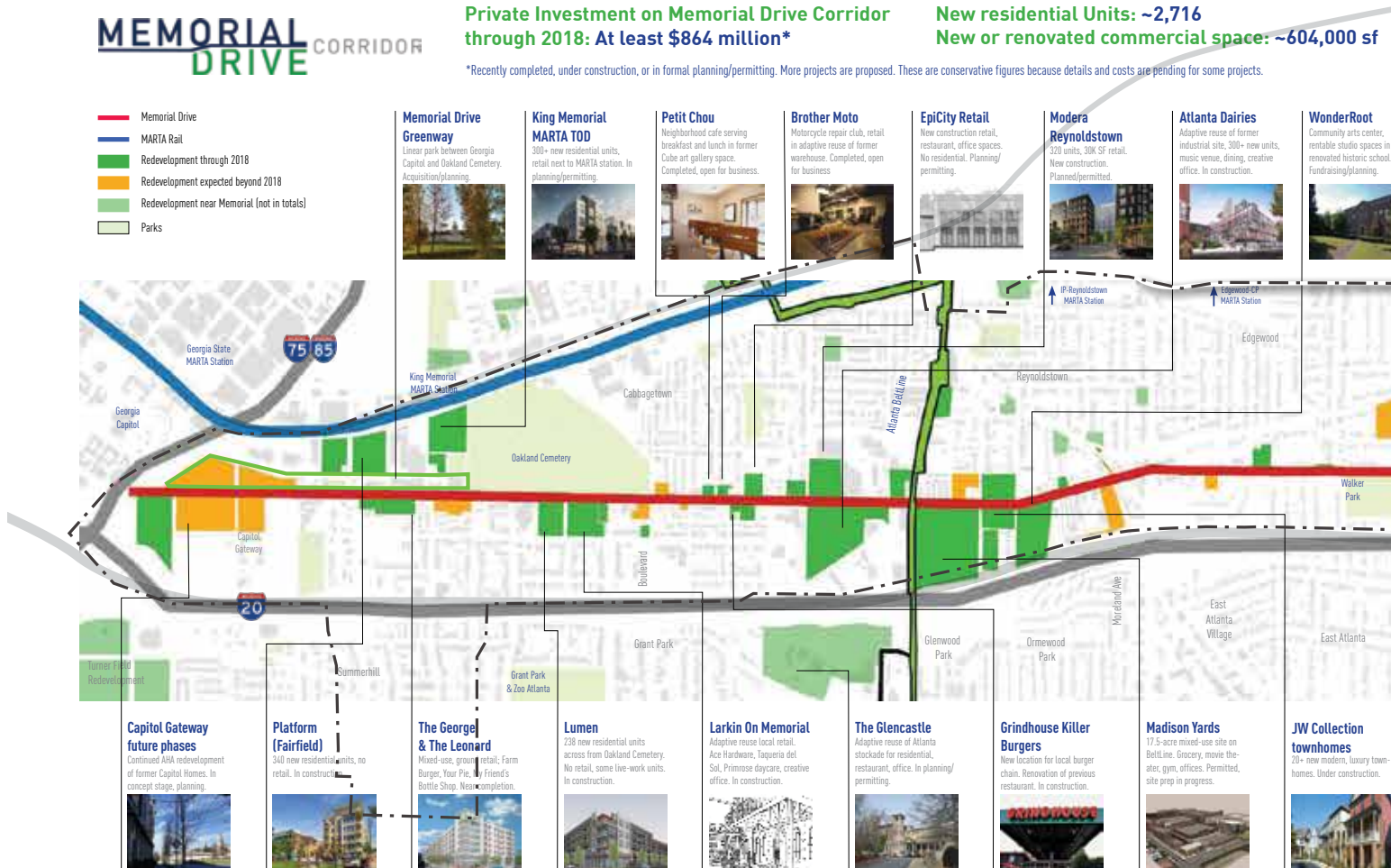


FIG. 3.1: DEVELOPMENT PROJECT MAP

3.1 DEVELOPMENT AND REGULATORY ENVIRONMENT

PRIVATE DEVELOPMENT

The potential for redevelopment of underused or vacant industrial property along the Memorial Drive Corridor has been recognized by various neighborhood and City leaders for decades. What has driven the latest cycle of development was a combination of three main factors:

- The emergence of the Atlanta market and the US generally from the Great Recession, paired with the availability of capital seeking real estate projects for investment.
- General market trends in urbanization, driven by a range of factors, such as generational shifts (empty nesters, Millennials, etc.), renewed appreciation for urban settings, avoiding traffic, among others.

- The approach of the next segment of the Atlanta BeltLine to Memorial Drive. The popular trail, transit, and parks system has driven large-scale redevelopment along the completed portions of the Eastside Trail since 2011. Much of the multifamily, commercial, and single-family renovation redevelopment in the Reynoldstown area can be attributed at least in part to the future BeltLine.

The results are easily seen along every part of Memorial Drive.

- At least 2,714 new multifamily units either delivered, under construction, or officially planned (formally going through entitlement and/or permitting process).
- [Note: I need to scrub the development numbers again. I expect this number to go up -GG]
- At least 600,000 square feet of new or recently renovated commercial space.
- Well over \$1 billion in total economic impact (including land costs, development costs, and infrastructure investment).

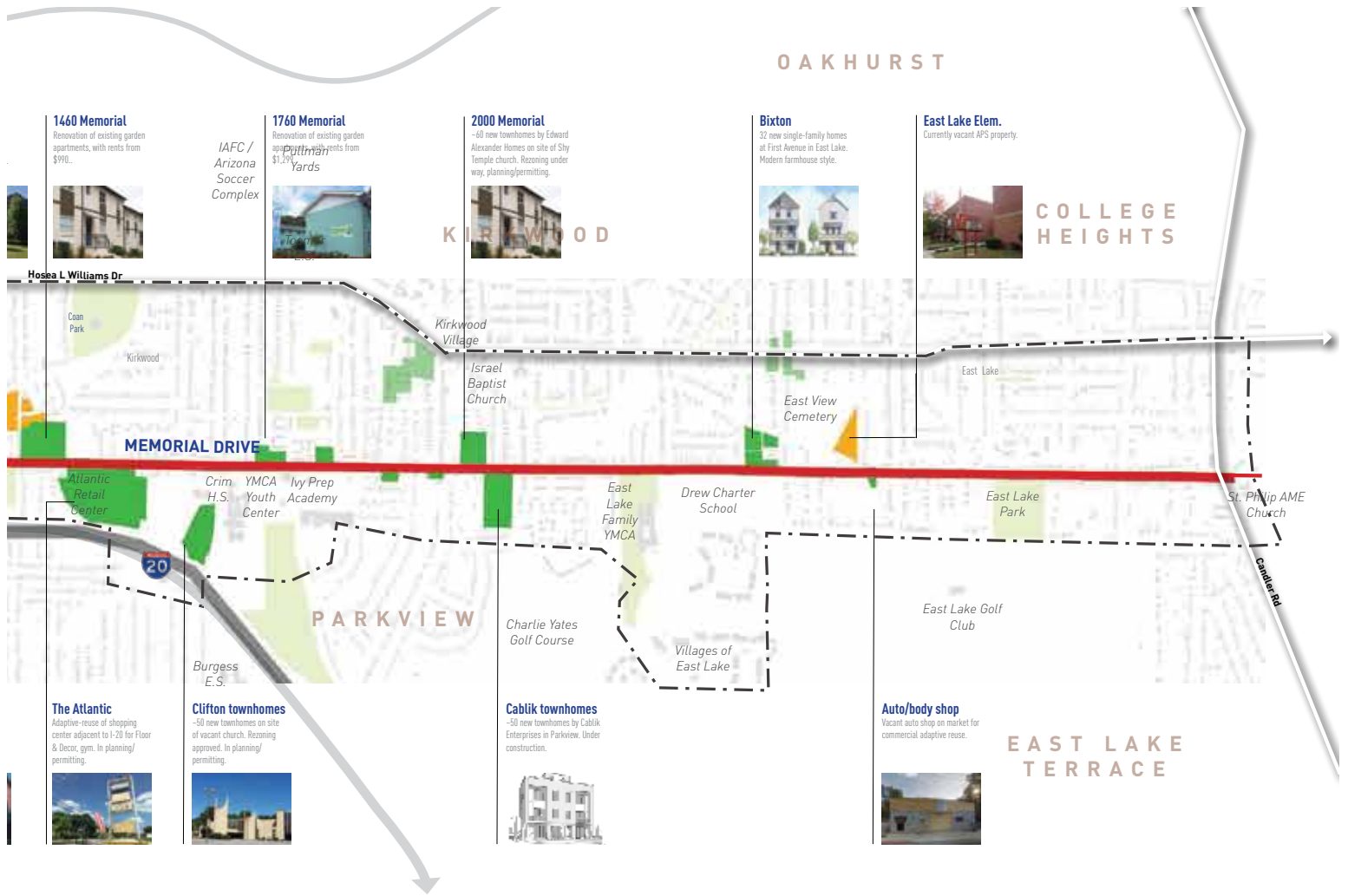


FIG. 3.1: NEW DEVELOPMENT IN THE CORRIDOR

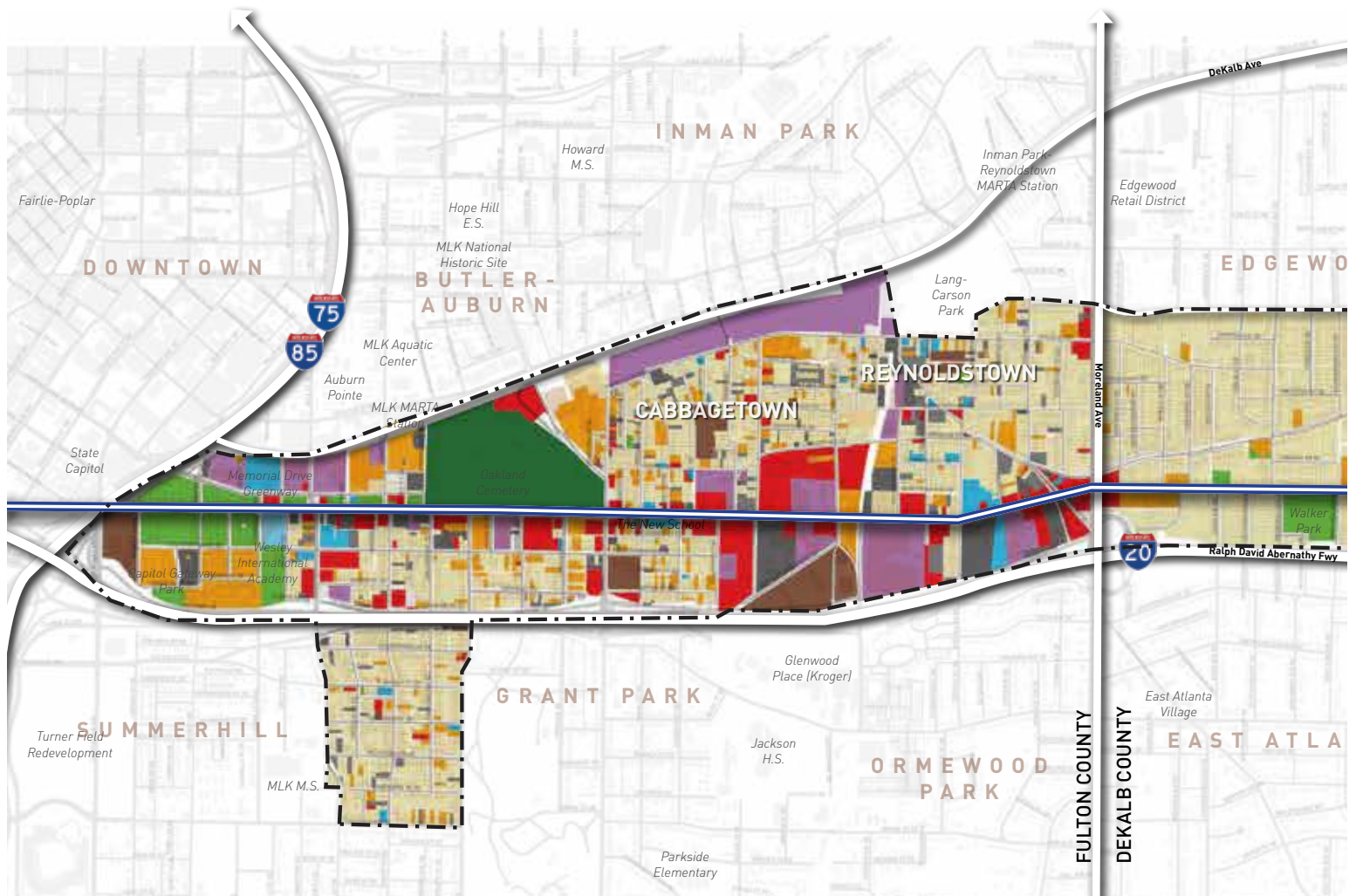


FIG. 3.2: EXISTING LAND USE

CURRENT LAND USE

In broad terms, the Corridor’s evolving land use differs greatly between the segments as divided by Moreland Avenue.

The western half between Moreland and the Connector is a former industrial corridor that is steadily evolving to high- and medium-density mixed uses. There are still several active industrial uses in Reynoldstown, Cabbagetown, and northeast Grant Park. These include two family-owned manufacturers (Colgate mattress factory and Stein Steel), depots for Grady ambulance service, utility contractor Ansco, Cummin Landscape Supply, the City Department of Public Works depot, and a Georgia Department of Transportation maintenance facility.

It’s important to note that it is a City of Atlanta priority to maintain the viability of non-polluting industrial jobs within the City. These jobs generally pay better than service jobs and add diversity to the City’s economy. These sentiments are shared with many stakeholders who participated in community engagement for this plan. While it’s likely that some of these uses will transition in the future given land costs and density, their value to the community and City at large should be emphasized.

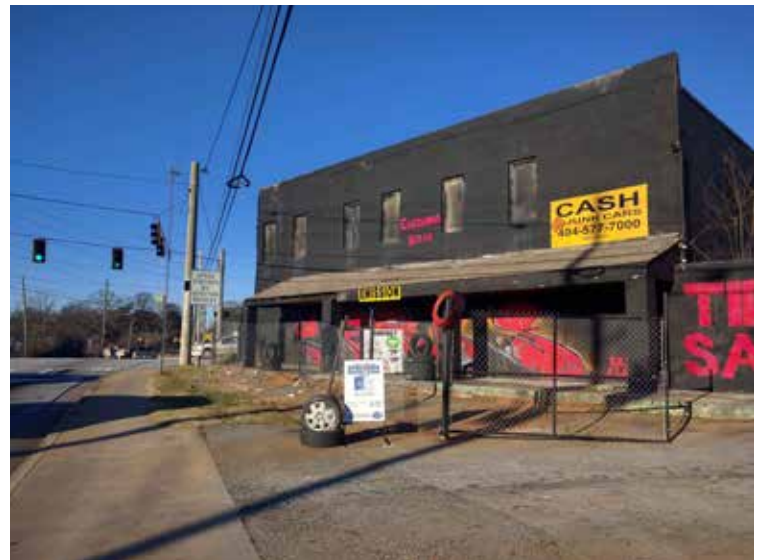


FIG. 3.3: FLAT SHOALS EXISTING LAND USE

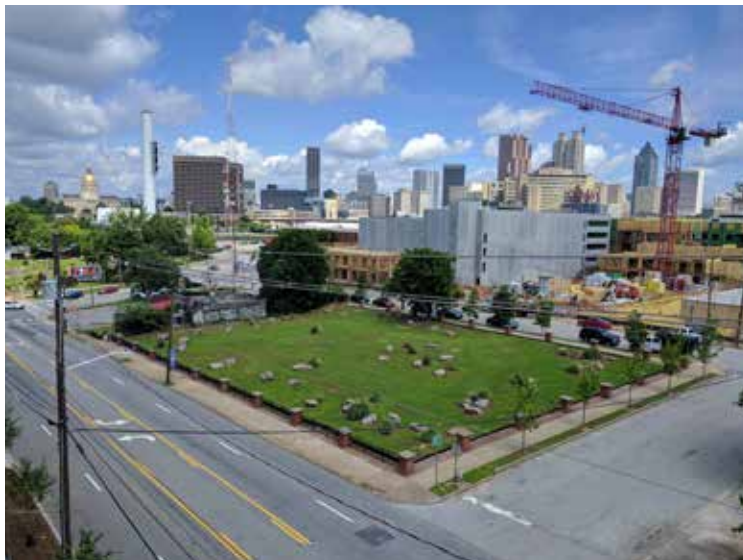
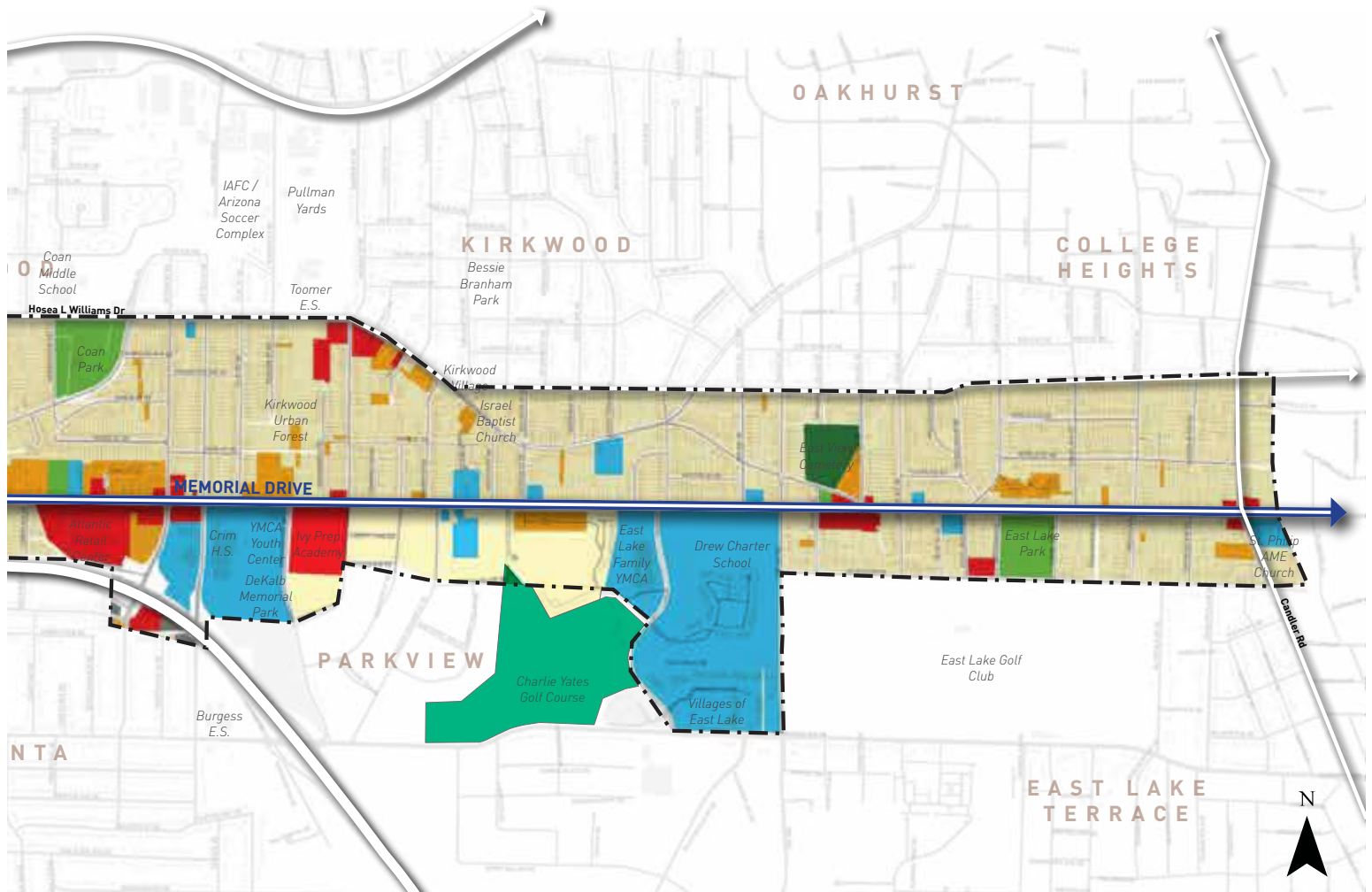


FIG. 3.4: PARKS AND OPEN SPACE LINK THE CORRIDOR TOGETHER



FIG. 3.5: THE BELTLINE IS SPURRING REDEVELOPMENT IN THE CORRIDOR

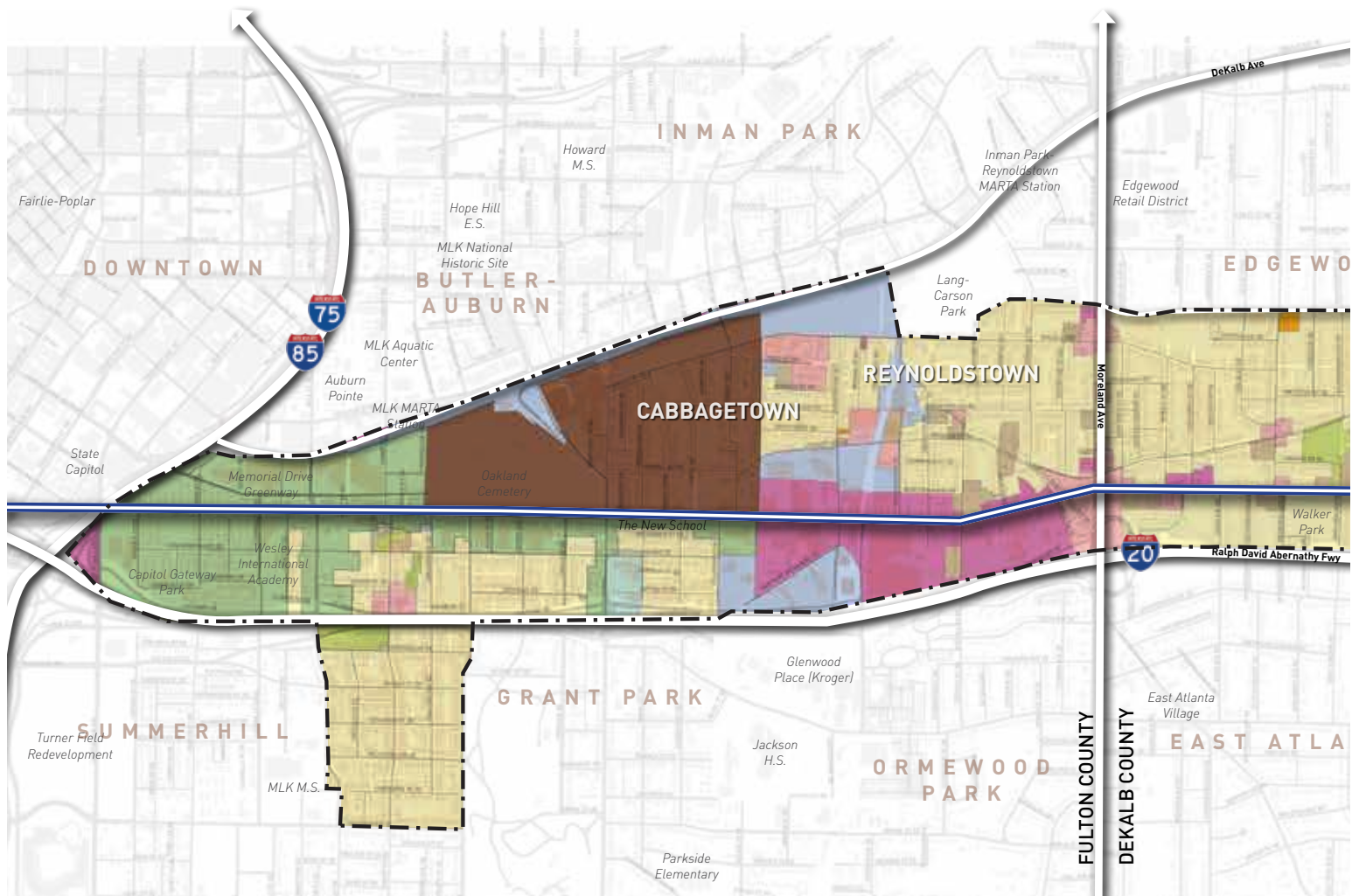


FIG. 3.6: EXISTING ZONING

Proactive rezoning by the communities in the 2000s largely laid the groundwork for the current development activity, even if the result was delayed by years because of the Recession. This can be seen in the three general zoning categories for this segment, detailed here:

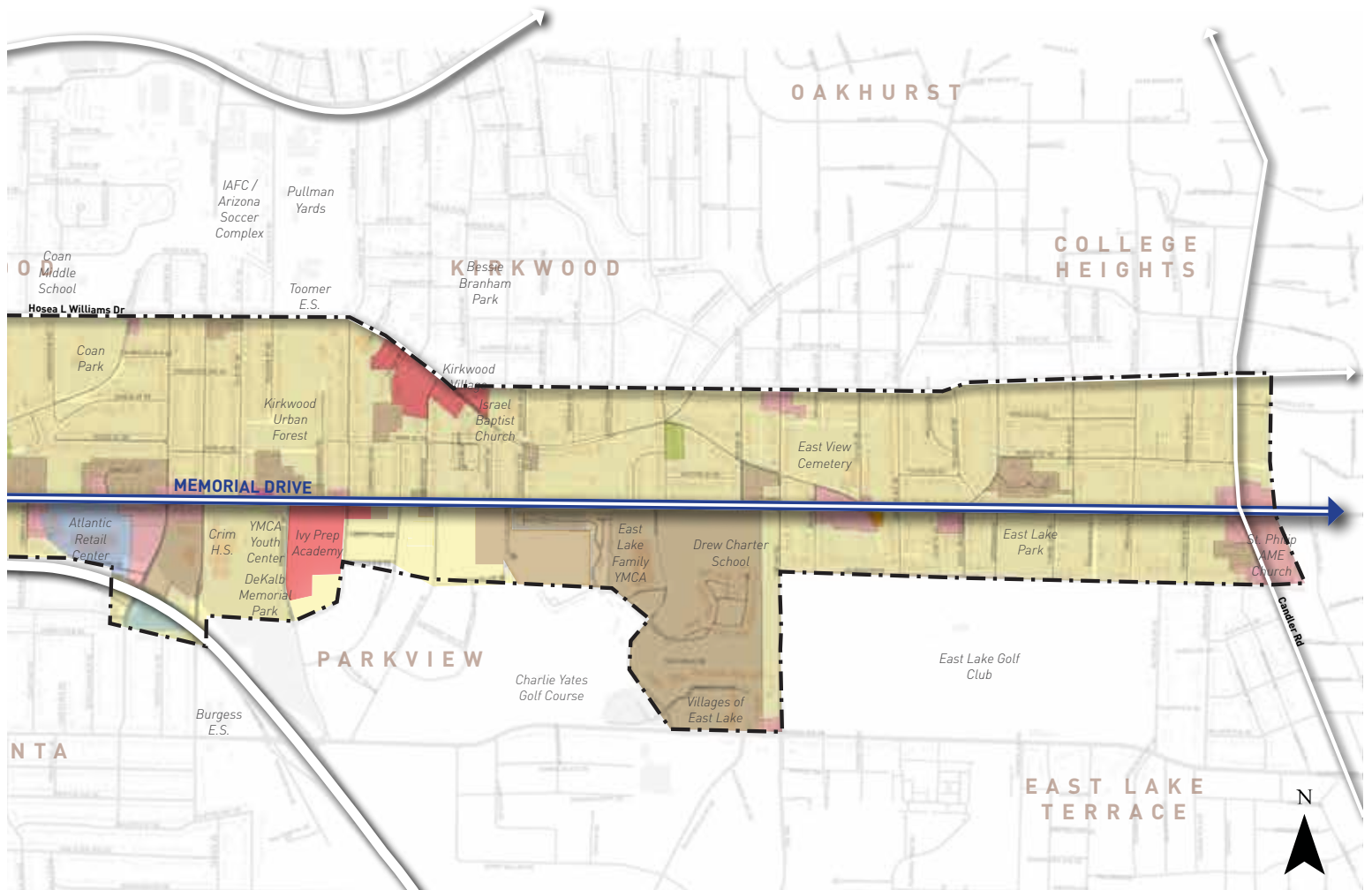
SPI-22 establishes higher-density, street-oriented mixed uses along Memorial Drive and MLK Jr. Drive for the Capitol Gateway, Oakland, and Grant Park neighborhoods. It contains detailed streetscape requirements that encourage a quality pedestrian-oriented, and transit-oriented environment. It has no minimum requirements for parking in residential uses. This zoning grew out of the recommendations from the 2001 Memorial-MLK Revitalization Plan (grandfathered as an LCI in 2003) and was enacted by the City in 2006.

Cabbagetown HD-20 (Subarea 5): Cabbagetown’s local historic district has its own zoning category, which contains a Subarea specifically written for Memorial Drive properties.

BeltLine Subarea 4 MR and MRC rezonings: A range of properties were proactively rezoned to the City of Atlanta’s “Quality of Life” zoning categories known as MR (Mixed Residential) and MRC

(Mixed Residential-Commercial). Each has multiple levels of density, but carry common requirements for streetscapes, street-oriented design, parking, bike parking, and other requirements. Some of the properties carry specific conditions, such as height limits, based on negotiation with the property owners and community.

The eastern half between Moreland and Candler Road has always been more residential in nature, with limited pockets of multifamily rental properties, neighborhood retail, and auto-oriented businesses. There are multiple streams that cross Memorial Drive here, creating some locations where stream buffers and floodplains limit development opportunities but carry potential for recreational and environmental benefits. There are hundreds of single-family homes directly on Memorial Drive.



EXISTING MARKET CONDITIONS/HOUSING

As part of Imagine Memorial LCI study, Bleakly Advisory Group analyzed the current housing market along the Memorial Drive Corridor and assessed the affordable housing needs in the area. For the purposes of this section, Bleakly sub-divided the corridor into four sections:

- Sub-area A: Downtown Connector to Boulevard
- Sub-area B: Boulevard to Moreland Ave.
- Sub-area C: Moreland Ave. to Wyman St.
- Sub-area D: Wyman St. to Candler Rd.

Overall, the Memorial Drive Corridor's nearly 7,500 households have higher rental tenure than the overall Atlanta Metropolitan Statistical Area. This difference is most pronounced in Sub-area A, which has a 62% renter rate. Overall, corridor households are smaller than the Atlanta metro average, in large part due to the higher proportion of households with no children. Only Sub-area D has a proportion of households with children approaching that of the Atlanta metro overall.

As with tenure rates, the median household income varies significantly by sub-area. Overall, corridor households earn a median household income of \$67,705. Sub-area B has the highest median income of \$78,800, while Sub-area A has the lowest at \$52,850. It is quite likely that the concentrated presence of subsidized housing units in Sub-area A contributes to this lower median income.

The Memorial Drive Corridor has experienced several significant household changes in the past decade. While most of the sub-areas have grown at rates comparable to the Atlanta Metro overall, Sub-area B has seen households grow at twice this rate. Household incomes have increased significantly in Sub-areas B, C, and D, leading to an overall 4.3% annual growth rate for the corridor. Median home values have also increased across the corridor.

Along with the increase in median home value, average monthly rents have likewise increased. While rents for new inventory have risen an average of 4.1% annually since 2013, this rate has leveled off in recent years. Rents in older inventory (built before 2012) have risen even faster, despite still being priced lower than new units. The price of new for-sale homes has also increased significantly since 2013, especially in those Sub-areas seeing new single-family construction. The dominant housing typology of new construction varies by sub-area; while Sub-areas A and B have seen more condo construction, Sub-area C has many more new townhomes, and single-family homes dominate Sub-area D.

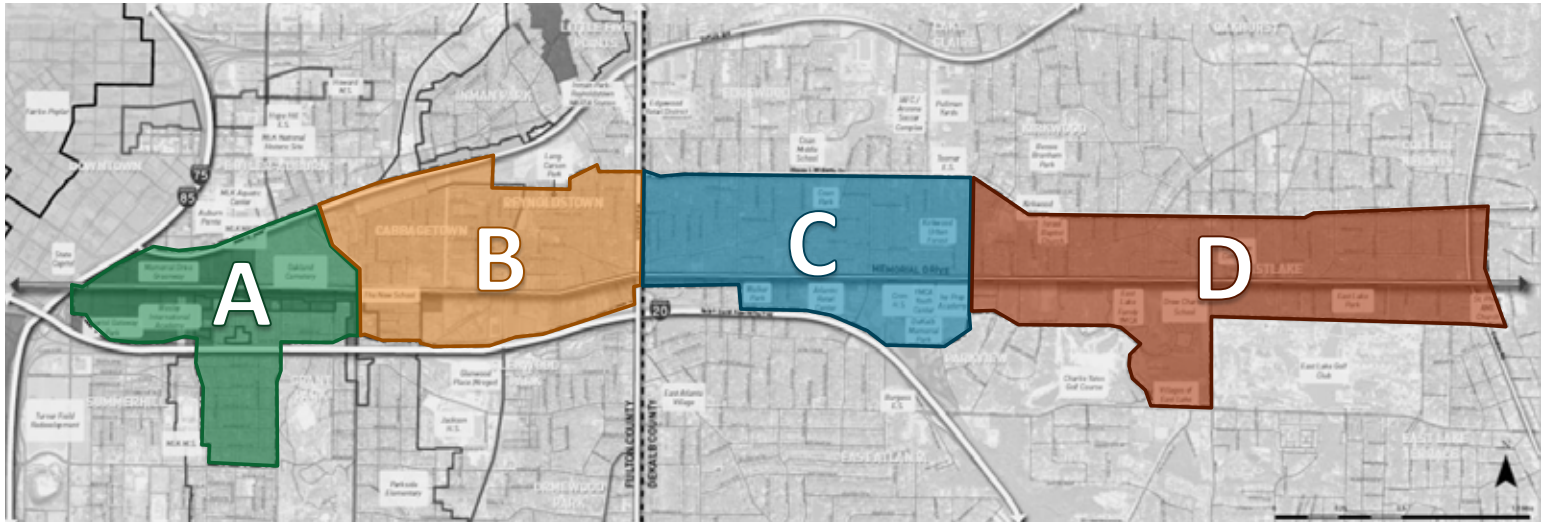
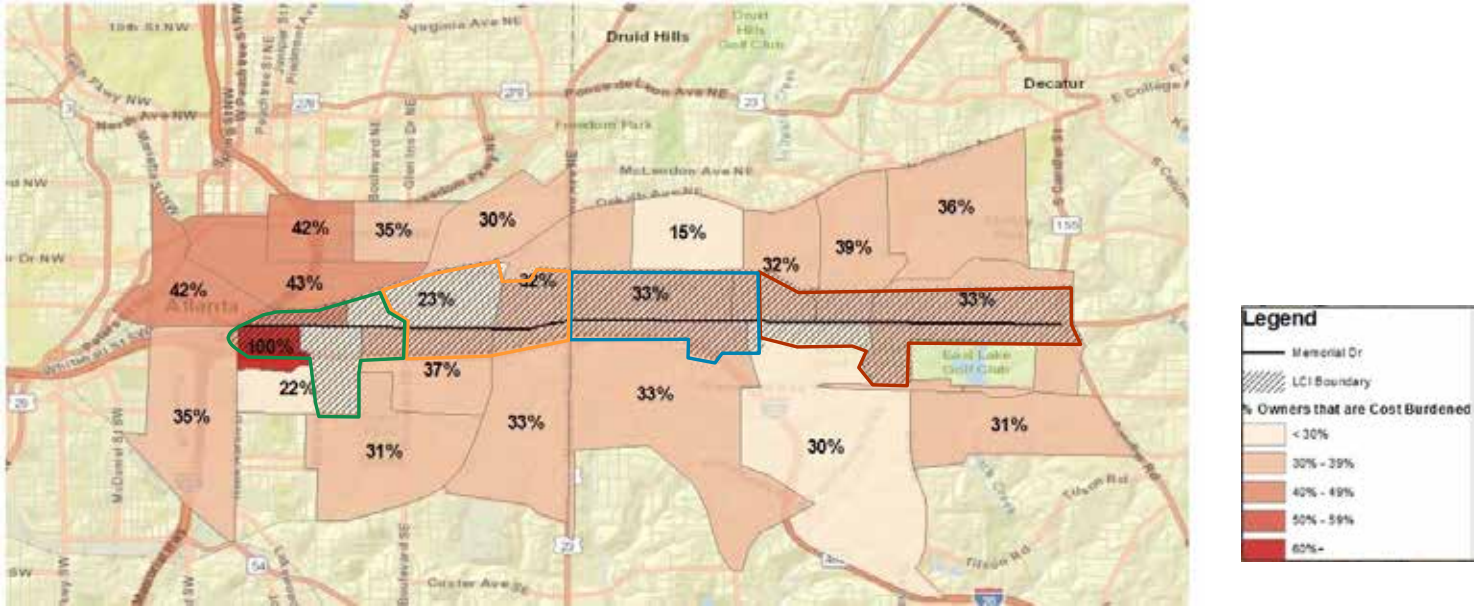
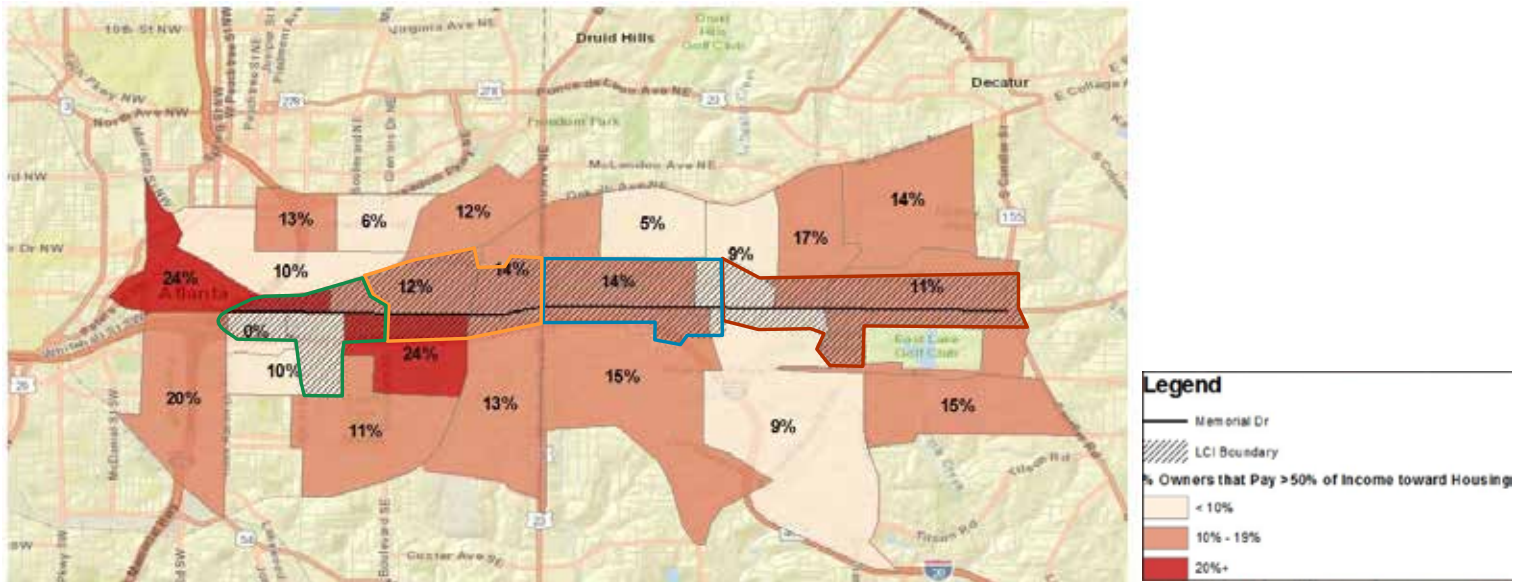


FIG. 3.7: MEMORIAL DRIVE LCI SUB-AREAS



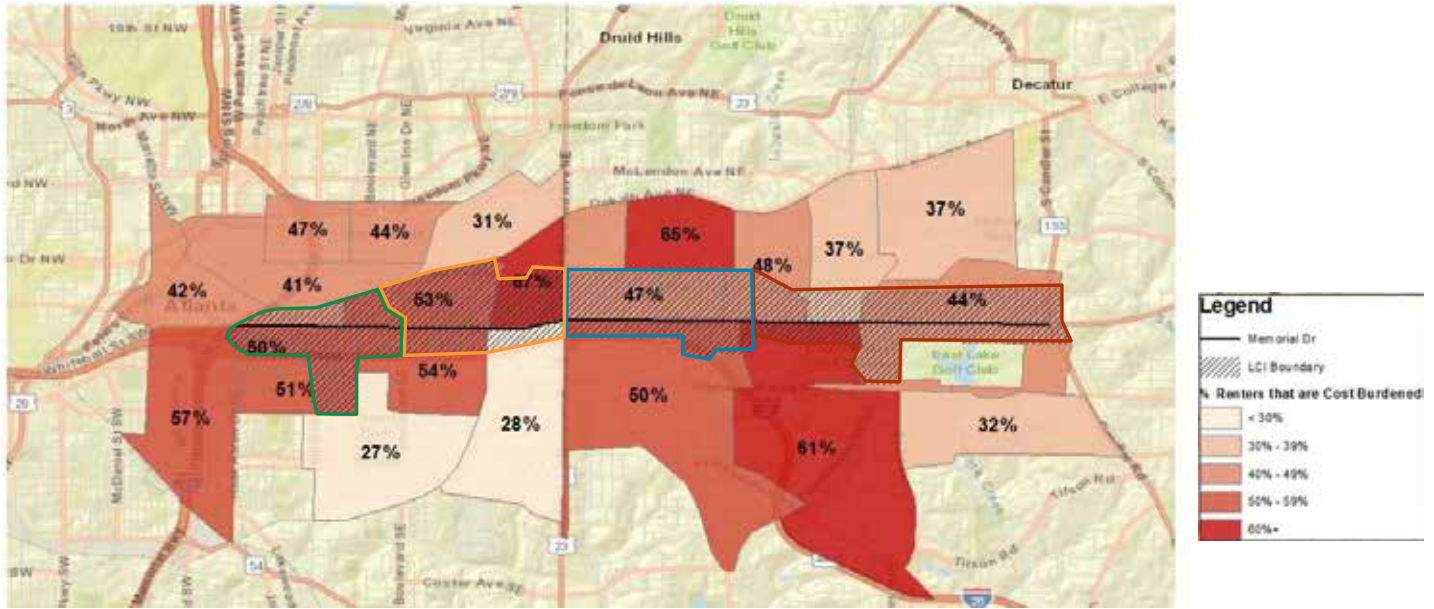
Data source: US Census

FIG. 3.8: HOUSING BURDEN FOR HOMEOWNERS: COST BURDENED HOUSEHOLDS (>30% OF INCOME FOR HOUSING)



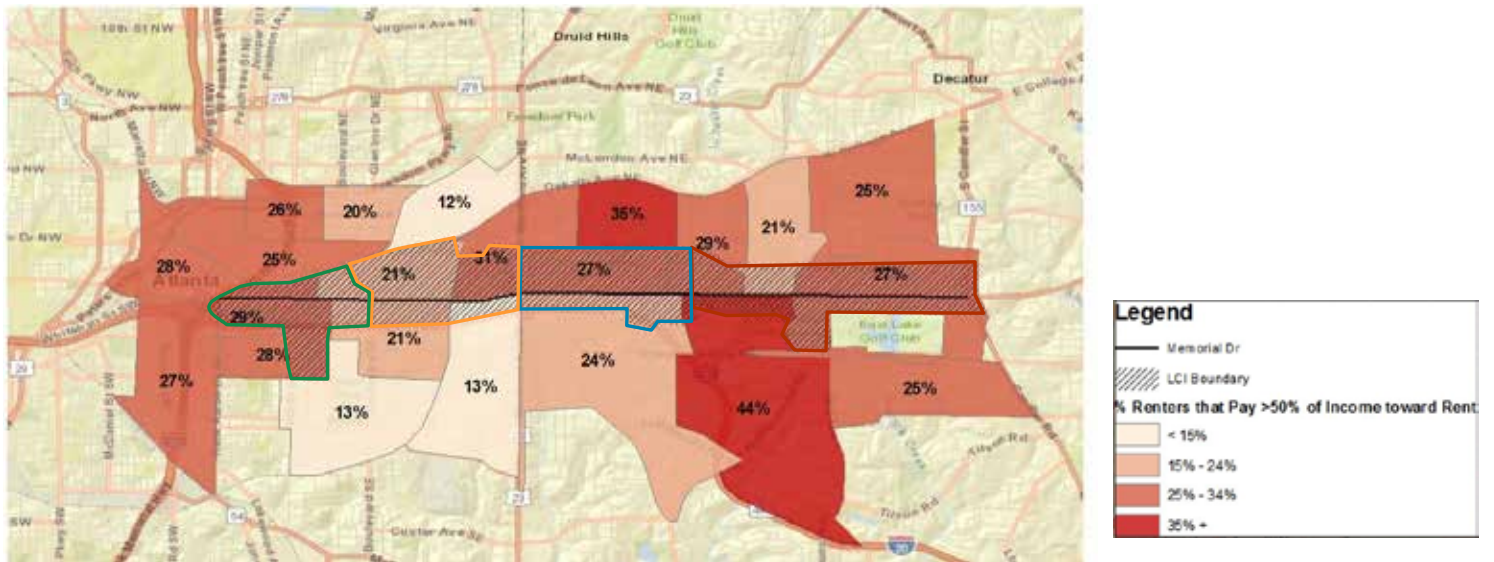
Data source: US Census

FIG. 3.9: HOUSING BURDEN FOR HOMEOWNERS: COST BURDENED HOUSEHOLDS (>50% OF INCOME FOR HOUSING)



Data source: US Census

FIG. 3.10: HOUSING BURDEN FOR RENTERS: COST BURDENED HOUSEHOLDS (>30% OF INCOME FOR HOUSING)



Data source: US Census

FIG. 3.11: HOUSING BURDEN FOR RENTERS: COST BURDENED HOUSEHOLDS (>50% OF INCOME FOR HOUSING)

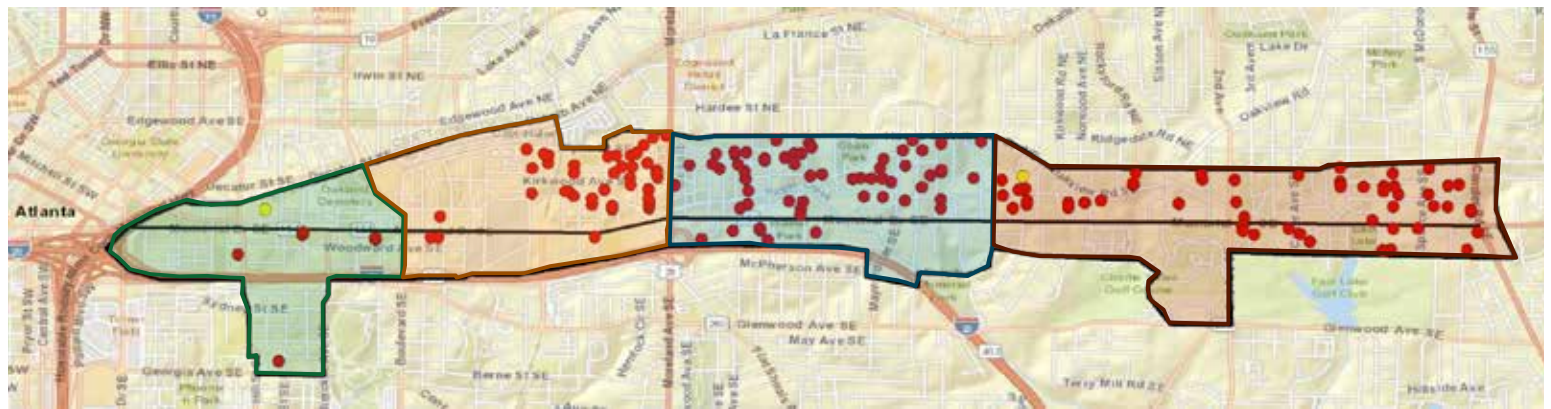
With the increase in rental and for-sale housing prices, affordability has become an increasing concern along the Memorial Drive Corridor. Housing affordability is measured based on the Department of Housing and Urban Development's threshold of 30% of income being spent on housing costs. Households spending more than 30% of their income on housing are considered "cost burdened." This study used the Atlanta MSA median household income for a family of 2, which is very close to the Memorial Drive Corridor median household income. Households earning 80% or less of this amount are considered "low-income."

Despite the over 650 subsidized affordable units along the corridor, almost 5,500 low-income households in Memorial Drive Corridor census tracts are cost-burdened. This number is expected to increase over the next ten years as the area grows; by 2029, nearly 30% of households along the Memorial Drive Corridor could be low-income with an affordable housing need. Though the overall need is greatest among renters, a high proportion of low-income owner households also face housing costs that are not affordable. This need for additional affordable housing is felt along the length of the Memorial Drive Corridor.

According to City of Atlanta permit records, 164 single-family detached homes were demolished in the LCI study area between 2011 and November 2018. These are shown in red on the map below. Demolition activity has been common in every subarea except Sub-area A closest to downtown, where there is limited single-family inventory.

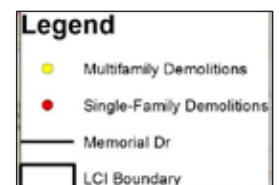
In the same period that 164 single-family homes were demolished, the City issued 289 new-single family permits, giving the corridor a net increase in single-family units. Many of the new single-family units were tear-down replacements, creating homes with more square footage and higher (i.e., less affordable) price points than the homes they replaced.

Significant multifamily construction also occurred. Notably, however, most of these projects were redevelopments of former commercial and industrial sites, rather than existing housing units.



Data source: City of Atlanta

FIG. 3.12: SUMMARY OF DEMOLITION ACTIVITY



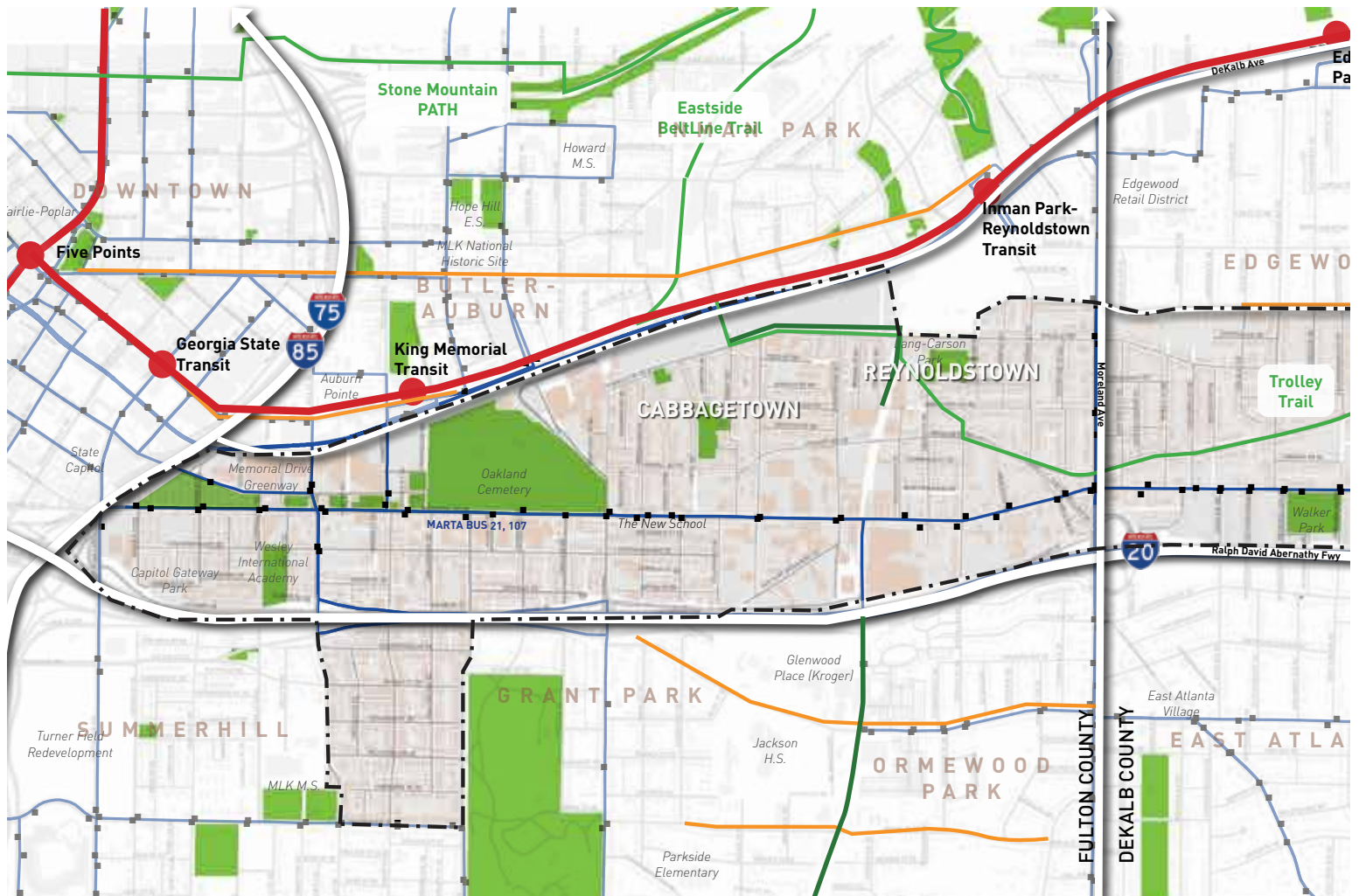


FIG. 3.13: EXISTING TRANSPORTATION NETWORK

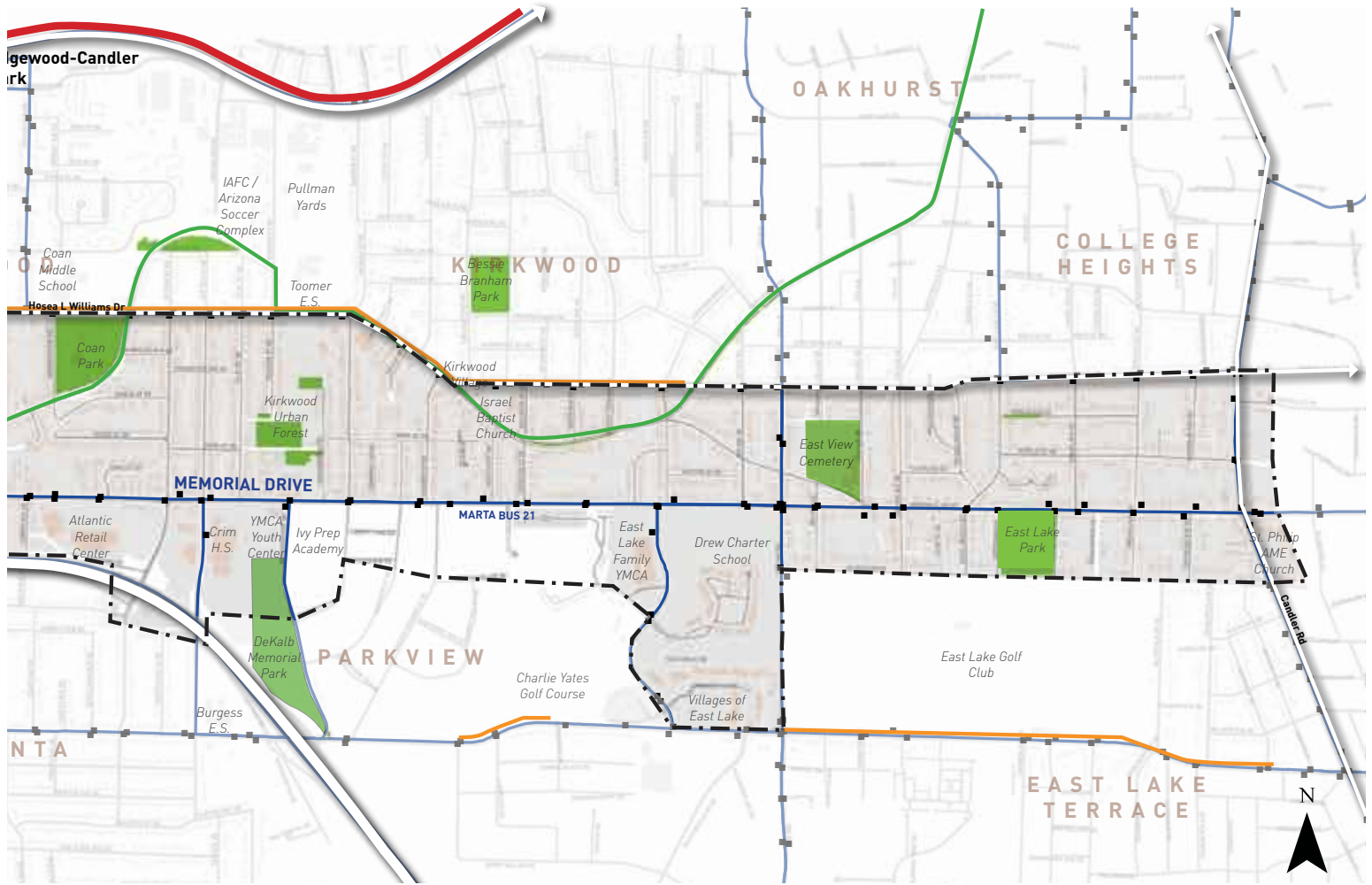
CURRENT TRANSPORTATION CONDITIONS

As an important piece of Atlanta’s transportation infrastructure, Memorial Drive today acts as one of Atlanta’s primary east-west corridors, connecting Downtown to the City’s eastern suburbs and dozens of neighborhoods in between. Running generally parallel to Interstate 20 (immediately to its south), it has historically served as an almost exclusively vehicular-oriented urban arterial, with high levels of activity during morning and afternoon rush hours and often acting as a “relief valve” for the interstate. When asked about transportation along the corridor, most stakeholders were quick to point out excessive vehicular speeds, issues with queuing, issues with the reversible lane, visibility issues (mostly related to topography) and overall safety for both motorists and pedestrians. Indeed, the physical conditions along Memorial Drive today exemplify many negative effects that often result from prioritizing vehicles over all other modes and “level of service” over most other considerations.

General consensus on these safety issues does, however, seem to exist on both the neighborhood advocacy side and the agency/regulatory side. As such, quite a bit of transportation planning

and engineering work was either completed or underway prior to prior to undertaking the LCI study. These prior studies were extremely helpful to this planning effort, heavily influencing how land use, transportation and mobility were considered and addressed holistically through the LCI lens.

One of these key studies was the Memorial Drive Operational Improvement Study (2017 Arcadis, produced for GDOT), which analyzed existing traffic data, projected future volumes, and more carefully balanced those considerations with other modes and users. The corridor today includes a wide variety of lane configurations and ROW widths, with a center reversible lane that changes direction in tandem with the morning and afternoon peak traffic periods. The study developed various alternatives and ultimately recommended a preferred option of one (1) eastbound lane, one (1) westbound lane and a continuous center turn lane as the typical condition (Figure 5). Unlike past conventional traffic studies or projects, the recommendations in this case struck more balance between vehicular throughput, crash reduction and pedestrian safety.



- Existing MARTA Rail
- Existing MARTA and regional bus routes
- Existing MARTA bus stops
- Proposed I-20 Bus Rapid Transit (BRT) route*
- Proposed Streetcar routes (under federal review)
- Proposed alternative alignment for BeltLine transit

The MARTA referendum approved by voters in 2017 will fund a range of bus and rail improvements across the Memorial Drive communities. I-20 BRT will offer high-capacity service to the SE metro area. The Streetcar/BeltLine route will connect to MARTA rail and north. Buses will run more frequently and serve more neighborhood activity centers. These projects are listed in rough order of likely delivery.

1 Enhanced MARTA bus service

Increased frequency and service hours on selected existing routes, based on ridership, operations analysis and community engagement

Status: Implementation
Timeline: Ongoing
Budget: \$45 million total



2 MARTA Community Circulators

Neighborhood routes planned around activity centers, determined with community input.

Status: In planning
Timeline: Ongoing
Budget: \$45 Million (included in budget for #1)



3 MARTA Blue-Green new cars & frequency

20 new rail cars for Green Line and 10 for Blue Line to upgrade rolling stock and improve capacity

Status: In planning, procurement
Timeline: TBD
Budget: \$30 Million



4 MARTA Station Enhancements

Aesthetic and functional upgrades for Georgia State, King Memorial, IP-Reynoldstown, Edgewood-CP stations

Status: In planning
Timeline: TBD
Budget: \$25 Million



5 Streetcar/BeltLine Central Loop

Two alignments for future BeltLine transit are being considered. One would use Memorial Drive, the other through Reynoldstown.

Status: In planning, federal review
Timeline: Potentially within 5 years
Budget: \$1.6 Billion (full loop)



6 Streetcar Capital Avenue Line

South extension of Streetcar system from Downtown to BeltLine through Turner Field redevelopment

Status: In planning, federal review
Timeline: TBD
Budget: \$255 Million



7 MARTA I-20 Bus Rapid Transit (BRT)

High-capacity dedicated-lane bus service from DeKalb Co. to Downtown, contingent on funding from DeKalb County.

Status: In planning, federal review
Timeline: TBD, contingent on DeKalb funding
Budget: \$1.7 Billion



8 New Infill MARTA Station at Kroger St.

New MARTA rail station between King Memorial and IP-Reynoldstown. Not likely without redevelopment of Hulsey Yard

Status: Proposed
Timeline: TBD
Budget: TBD (likely at least \$150 million)



FIG. 3.14: EXISTING TRANSIT PROJECTS

The preferred alternative acknowledged that “level of service” for vehicles would be reduced along Memorial itself and that many trips would be diverted to local streets. However, overall safety would be improved for all users through traffic calming, reduced turning conflicts, more intuitive signage and lane configurations, and upgraded pedestrian amenities including mid-block crossings.

The preferred alternative from the aforementioned study evolved

into a GDOT resurfacing/restriping project with an anticipated (as of late 2018) construction start date of mid-2019. Given the imminence of the project, the LCI team considered the preferred alternative as the “existing” condition when considering the future character of the street and roadway.

for vehicles would be reduced along Memorial itself and that many trips would be diverted to local streets. However, overall safety would be improved for all users through traffic calming, reduced turning conflicts, more intuitive signage and lane configurations, and upgraded pedestrian amenities including mid-block crossings.

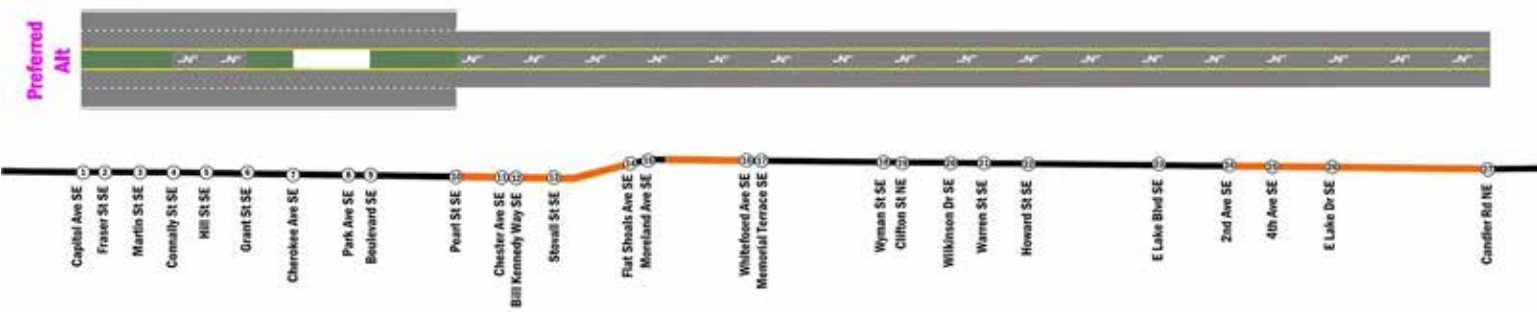


FIG. 3.15: PREFERRED ALTERNATIVE: MEMORIAL DRIVE OPERATIONAL IMPROVEMENT STUDY

4.

Public Engagement



4.1 IMAGINE MEMORIAL PUBLIC ENGAGEMENT SUMMARY

In appreciation of the very active residents and stakeholders, the Imagine Memorial LCI Plan sought the most efficient way to receive their input, incorporate their feedback and keep them engaged throughout the process. Utilizing numerous methods of communication and engagement, the plan yielded an awe-inspiring response from the public which provided invaluable insight and information that would help garner transportation and land use recommendations for the area.

LEADERSHIP TEAMS



FIG. 4.2: SAC MEETING #1

Multiple groups were assembled to guide the planning process, keep it on schedule, and serve as a sounding board for during the information gathering and plan recommendation phases.

The **Project Management Team (PMT)** was comprised of the Atlanta Regional Commission (ARC), City of Atlanta Planning Department, Central Atlanta Progress (client), Atlanta City Councilmembers (Natalyn Mosby Archibong – District 5 and Carla Smith -District 1) and the Planning Team. This leadership team managed the planning process goals and objectives; oversaw the project schedule and tasks; reviewed project deliverables; and provided general project oversight through day to day operations and management via email, conference calls and series of regularly scheduled meetings throughout the project.

The **Stakeholder Advisory Committee (SAC)** was the community-based leadership team with members comprised of residents and property owners, neighborhood association and NPU leaders, local non-profits, and small business owners. Members were solicited via social media outlets and those volunteers expressed willingness to serve as the neighborhood “voice and sounding board” for the planning study by spreading the word, encouraging community participation at the public engagement events, and attending all SAC meetings.

The SAC met once a month for three months.

Meeting #1 – September 13, 2018 at Alonzo A. Crim Open Campus High School

This meeting Introduced the project purpose by explaining the Livable Centers Initiative program. An overview of the role of S.A.C. members was given as well as the desired outcome of the Pop-Up Studio. Following the project overview, the meeting shifted focused on the existing physical conditions assessment including Existing Land Use, Current Zoning, Previous Plans, Future Land Use, and Existing Transportation Network. The discussion highlights included a focus Funding, LCI Boundary, Previous Plans and Projects and Stakeholder Engagement.

Meeting #2 – October 16, 2018 at Edgewood Church

This meeting was held a couple weeks following the Pop-Up Studio. It relayed the opinions and feedback from the studio attendees regarding Transportation including Pedestrian safety and Biking destinations infrastructure; Affordable housing and understanding how they fell into a City-Wide Strategy to address it; and utilizing unoccupied buildings such as three schools and numerous churches. The large focus of the meeting was on consensus of the Proposed Goals: 1. Create Livable Activity Centers 2. Promote alternative modes of transportation 3. Improve the function of existing roadways 4. Promote Affordable Housing. Missing from these, the committee also wanted to have a focus on a Healthy Environment and Historic Preservation goals.



FIG. 4.3: SAC MEETING #2

Meeting #3 – November 27, 2018 at Trees Atlanta Kendenda Center

The final SAC meeting focused on affordable housing overview and goals and concluded with a transportation overview prioritization exercise. A presentation was made that discussed 1. Housing Supply – Ownership and Rental 2. Housing Cost Burden and 3. Affordable Housing Toolkit. Attendees were also given the opportunity to view renderings of changes at road cross-sections and provide additional feedback. They focused on Whiteford Ave to Candler Rd and Peachtree Street to Pearl Street addressing potential improvements to the existing typical conditions. The meeting ended with a transportation prioritization interactive activity that asked attendees to prioritize 14 possible transportation projects.

Finally, the very engaged and passionate **Memorial Drive community** provided thoughtful feedback and input during the public engagement events. The list of community groups that participated in the process included:

Grant Park Neighborhood Association

Cabbagetown Neighborhood Improvement Association

Reynoldstown Civic Improvement League

Organized Neighbors of Edgewood

Kirkwood Neighbors Organization

East Lake Neighborhoods Community Association

Parkview (unincorporated DeKalb County)

NPU-V

NPU-W

NPU-N

NPU-O

OUTREACH & COMMUNICATION TOOLS

Much consideration was given to how to effectively inform the Memorial Drive community stakeholders of the planning process to ensure maximum participation on the Stakeholder Advisory Committee and attendance at the public Pop-Up Studio. A variety of outreach and communication tools including online, print, verbal mediums and communication approaches were incorporated in the develop and execute an inclusive communications strategy to inform and educate stakeholders.

Community Meetings – The client and planning team utilized existing public forums to make project announcements and disseminate collateral materials. There was an active presence at monthly Neighborhood Association and NPU meetings to share project information and updates.



FIG. 4.2: SAC MEETING #3

Small Business Canvassing – The client and planning team took to the streets to speak with small business owners along Memorial Drive. This afforded the opportunity for one-on-

FIG. 4.1: IMAGINE MEMORIAL POP-UP STUDIO SIGNAGE

one interaction to hear their concerns, business growth plans and vision for Memorial Drive. Business owners allowed us to leave information sheets on counters and post in windows for increased visibility of their patrons. All meetings ended with a personal invitation to attend the Pop-Up Studio.

Print Collateral – Project Information Sheets were developed and distributed providing details on the project study area, schedule and methods available to stay informed and engaged throughout the process. Meeting notifications and posters announcing the Pop-Up Studio were developed as promotional collateral materials and provided to the SAC for distribution and disseminated throughout the corridor at Neighborhood Association and NPU meetings and community events. Lastly, Yard Signs were strategically placed at key intersections and high pedestrian traffic locations for visibility containing the location, dates, and times for the Pop-Up Studio.

Online and Social Media – The project had a very active and effective online presence that included Facebook (@memorialdriveatl with over 500 followers), Instagram (Memorialdriveatl with over 1,200 followers), Twitter (@MemorialATL with over 850 followers). Along with the project website (www.memorialdriveatl.com), these tools were used to list project updates, upcoming meetings and event dates.

4.2 POP-UP STUDIO

INTRODUCTION

Following the first phase of data gathering and analysis, the planning team assembled together for three-day in a “popup” design studio at Alonzo A. Crim Open Campus High School from September 27th to September 29th. This strategy created a highly-collaborative and creative work environment open to area stakeholders in both “drop by” and “planned event” scenarios. The event was well-attended, with roughly 150 stakeholders actively participating and engaging with the team. During this design studio, the team focused on the following work items.



FIG. 4.1: IMAGINE MEMORIAL POP-UP STUDIO SIGNAGE

Using data on existing conditions combined with site visits and stakeholder discussions, the team identified key “focus areas” where additional development concepts and transportation alternatives needed to be explored. The team then explored design concepts portraying potential development density and connectivity enhancements to surrounding neighborhoods/districts.

The studio resulted in community feedback that covered a broad range of topic areas throughout the corridor. These included the following:

- Traffic/Vehicular Transportation
- Bike Infrastructure
- Pedestrian Safety
- Open Space
- Affordable Housing
- Redevelopment Opportunities

TRAFFIC/VEHICULAR TRANSPORTATION

The most common sentiments from stakeholders related to traffic/transportation were excessive vehicular speeds, issues with queuing, issues with reversible lane, visibility issues (related to topography) and overall safety for both motorists and pedestrians.

The 2017 Arcadis/GDOT traffic study for Memorial Drive outlines the preferred alternative of converting most of the corridor to one EB lane, one WB lane with a center turn lane. The current reversible lanes would be repurposed under this scenario. As a follow-up to this study, the Memorial LCI planning team met with GDOT and AECOM (it’s consultant for follow-up work to the study) during the Pop-Up Studio Event. GDOT showed preliminary plans for a series of 4-5 roundabouts at key intersections along the corridor, coupled with a series of mid-block pedestrian hybrid beacon crossings. GDOT further explained that they agree with the Arcadis strategy, which was predicated mainly on trip diversions (i.e. 40-50% of trips used other routes) and safety (both pedestrian and reduced crashes).

Most stakeholders that participated in the Pop-Up studio seemed to support GDOT’s strategy of adding roundabouts and increasing the amount of pedestrian crossings. Among those supported were proposed roundabouts at Pearl Street, Stovall Street, East Lake Drive and Whiteford Ave. Other major intersections such as Maynard/Wyman and Moreland were not considered good candidates for roundabouts due to the more complicated turning movements, signal timing and/or existence of multiple through-lanes.



FIG. 4.2: IMAGINE MEMORIAL POP-UP STUDIO

GDOT Notes:

- Restriping plan between Pearl St and Candler Road
- Grading study to identify dangerous intersection
- Gore striping/median at the dangerous intersection from visibility perspective
- Things still under development: At intersection with median, how to accommodate U-turn?
- Idea is to use the feral funding for safety improvement along the corridor
- Plan would reduce the vehicular capacity of street from 1500 cars/hour to 900cars/hour
- Sections of street with extra pavement would initially be gore stripped, or based on the capacity of the intersection, right turn lane or U-turn lane will be added
- 3 roundabouts proposed along the corridor. Each with one lane in-one lane out. 120-130 Ft (approx..) diameter
- Intersections with round about:
 - a. East Lake Terrace
 - b. Whitefoord Avenue
 - c. Stovall Street

BIKE INFRASTRUCTURE

The general consensus related to bike infrastructure was to not overly-focus on bike lanes or facilities directly on Memorial Drive, but rather improve, create and connect E-W bike routes parallel to, but north and south of Memorial Drive itself.

To the north of Memorial Drive, the proposed Trolley Trail was widely supported by most stakeholders and many participants were interested in ideas for it extending further east in the future. Hosea Williams was generally also considered to be a good east-west bike route to the north of Memorial Drive, but close enough to the main corridor to act as a safe and functional bike route.

To the south of Memorial Drive, many neighbors honed-in on Woodward as being a great de facto “bike boulevard” that is inclusive and safe. At the same time, many acknowledged the limitations of Woodward due to its current termination at Chastain Street. However, several nearby properties were identified as potentially incorporating through-connections for bikes (in tandem with potential future redevelopment) further east to the BeltLine (see framework diagram for more info.



FIG. 4.3: IMAGINE MEMORIAL POP-UP STUDIO

Glenwood Avenue was mentioned by many as being a “very bikeable” route parallel to Memorial Drive, although many acknowledged stretches of Glenwood that were not bike-friendly such as near the Moreland intersection. Crossing needed at Woodward/Boulevard supported by wide array of stakeholders.

Many stakeholders also mentioned the importance of identifying north-south bike routes that would connect across the I-20 “divide” to existing and future east-west bike routes. In addition to the forthcoming connection via the BeltLine (via Bill Kennedy Way), a few other potential north-south bike connections were identified. These included Whitefoord Avenue (including a potential bike/ped bridge over I-20), Maynard Terrace/Wyman Street and Howard Street.

PEDESTRIAN SAFETY

There were a significant amount of concerns towards pedestrian safety along the Memorial Drive corridor. The concerns were sidewalk location and conditions, lack of midblock crossings, and lack of sidewalks along other major routes.

The top concern was the sidewalk conditions and locations along Memorial Drive. There are gaps of missing sidewalks along Memorial Drive which makes pedestrian activity difficult. The other major issue was how close the sidewalks are to Memorial Drive. This close proximity to the curb makes stakeholders feel unsafe walking along Memorial Drive. Stakeholder would like to see the traffic calmed to speed as posted and to see the sidewalks set back from the curb with a buffer that protects them from the traffic. This is especially important along school areas and the YMCA since the schools and YMCA have young children and families trying to cross North/South along Memorial Drive.

PUBLIC ENGAGEMENT

Another issue was the lack of midblock crossings along Memorial Drive. The blocks on Memorial Drive are located too far apart for pedestrians to cross at key destinations. Users would like to see more midblock crossings at key destinations around schools, greenspace and parks, YMCA, and specific developments. While some pedestrian crossings exist at key destinations, the elevation profile of Memorial Drive has crossings at valleys and crests which are perceived as dangerous have created issues for stakeholders. An example of a dangerous crossing given by a stakeholder was Memorial Drive and East Lake Terrace in front of Drew Charter School.

The last issue was about lack of sidewalk and pedestrian network off of Memorial Drive. Many stakeholder have preferred to travel by foot off of Memorial Drive so they feel safer, but there is a lack of sidewalk infrastructure off of Memorial Drive. Stakeholders would like to see improved sidewalks along the trolley trail line, main North/South connector streets to Memorial Drive, and create trail system connecting greenspace and parks (Adopt the Park Pride Vision).

OPEN SPACE

Most stakeholders were happy with the existing open space within the study boundary, but wanted to see better access to existing open space. Midblock crossings at Walker Park and East Lake Park would be two connections that would connected north/south areas of Memorial Drive to open space. The Park Pride connection plan was widely supported as a way to connect all existing open spaces. There are two potential areas for open space expansion, the APS property along 3rd Ave and Memorial Drive and the Sugar Creek area between the Trolley Trail and Memorial Drive. Stakeholders would like to see new program elements such as skate parks, splash pad, and playgrounds, like Historic Fourth Ward Park, in the two potential parks.

AFFORDABLE HOUSING

Gentrification was one of the major concern expressed by many residents (especially from the residents of eastern part of the corridor). There was a strong desire of putting some policy in place to ensure a percentage of affordable housing in the newer developments.

There was a discussion on collaborating with Mayor Keisha Lance Bottoms' affordable housing program to strategically identify location for affordable housing near the education centers of the community (Drew Charter School, Ivy Prep Academy, Crim High School) to reduce the dropout rate from school.

There was a discussion on possibility to add ADU's throughout the single family neighborhood, as a solution for affordable housing.

Few of the bigger sites discussed as a possible affordable housing sites are:

- Ivy Prep Academy: Discussion with Kimberly Lucas (Director of Operation for Ivy Prep Academy) on possible mixed use development on the out parcel along the Memorial Drive, with ground floor commercial, and affordable housing units on top.
- Atlantic Shopping Center Site
- Abandoned Affordable housing site memorial drive



FIG. 4.4: EXISTING COTTAGE GROVE FOCUS AREA

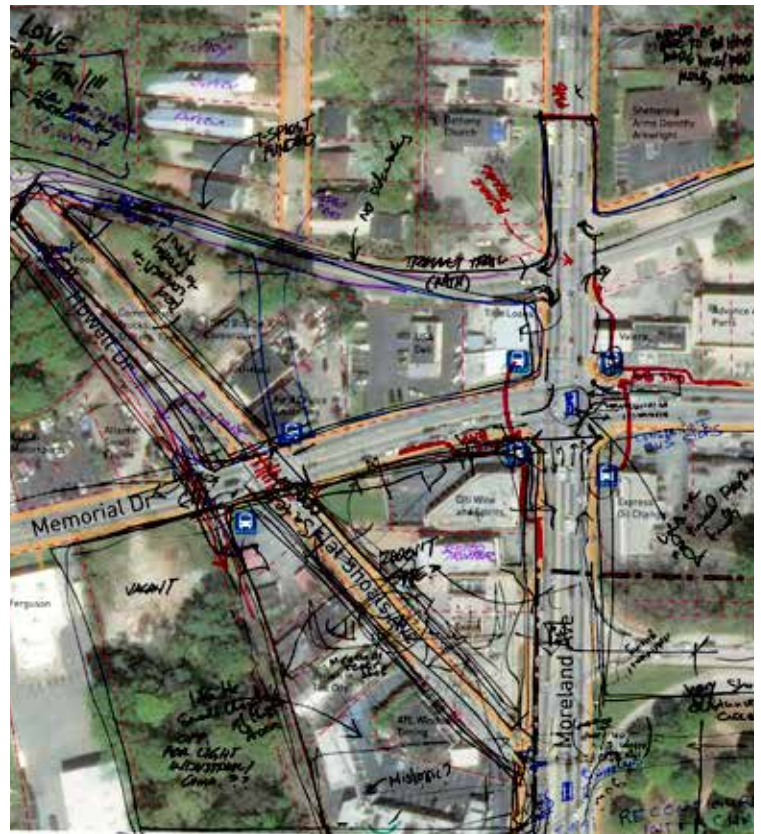


FIG. 4.5: EXISTING FLAT SHOALS ROAD FOCUS AREA

REDEVELOPMENT OPPORTUNITIES

Throughout the Pop Up studio, certain intersection came up over and over again as opportunities for redevelopment within the study area. Below are the areas that were most talked and what stakeholders wanted to see in each area:

- **Cottage Grove Commercial Area** – Intersection of 4th Ave to 3rd Ave along Memorial Drive. This area has some existing pieces of development that stakeholder wanted to see remain, but others that could be redeveloped to create an East Lake Neighborhood Village. This area would be similar to the 2nd Ave and Hosea area with small mixed use and commercial area with restaurants, office space, open space, and some higher density living. Residence of East Lake stressed that proper density was what needed to happen at this location.
- **2nd and Hosea Commercial Area** - This intersection came up throughout the Pop Up Studio as a successful redevelopment in the Kirkwood and East Lake neighborhoods. Both Kirkwood and East Lake like the size and the developments and the mix of restaurants and coming office space in this area.
- **Arkwright and Whitefoord Commercial Area** – Edgewood Neighborhood is missing a small, local commercial district outside of the Edgewood Retail District which has large big box stores. Edgewood would also like to see a small commercial node at this intersection that has small commercial and retail.
- **Moreland and Memorial and Commercial Area** – This intersection has the most opportunity for improvement along Memorial Drive corridor. From Stovall to Dahlgren St and I-20 to Arkwright are the boundaries for redevelopment. The Southwest parcel at Moreland and Memorial has the most potential for a larger mixed use development that integrates a ped/bike mall that allows an easy connection across the I-20 bridge. There are a smattering of smaller existing commercials parcels that can either be redeveloped and/or renovated for new use if there is a historic building.
- **Fulton Terrace/Beltline area** – With the Beltline coming online soon, there needs to be framework development plan for guidelines for redevelopment along the Beltline in the Reynoldstown neighborhood. There are a couple of light industrial parcel that could be developed as mixed use along the Beltline but need guidelines for redevelopment. Stakeholders did not seem to have a vision for this area, which was a concern.
- **Atlantic Retail** – This development comes with a lot of complications due to the floodplain condition in the south part of the site. If this site was to be redeveloped, a mixed use housing development could happen if it was located closer to the street and parking was in the rear of the site. This area is also prime location for some affordable housing needs within the Edgewood community.



- **The Ivy Prep Site** – The school is located at the corner of Warren St. and Memorial Drive and has a piece of property that could be used for small commercial redevelopment. During the Pop Up Studio, the school expressed interest in selling the out parcels for redevelopment to create a small commercial node. There are two additional parcels on the Southeast part of this intersection that also could be redeveloped as small commercial.
- **Grady/ COA/ GDOT Area** - Surrounding the Atlanta Dairies site, there is a Grady ambulance site, a COA property, and a GDOT storage site. These three site are prime locations for redevelopment for additional mixed use in this higher density area along Memorial Drive. Stakeholder would also like to see the bike facility along Woodford Ave connect through these developments and along Old Flat Shoals Road to the Beltline.

4.3 CONSENSUS GOALS

Community input from the Pop-Up studio was summarized and represented by four main goals to help drive a future vision for the corridor. These include:

- Create Livable Activity centers and nodes at key locations
- Promote a variety of mobility options
- Improve the function of existing roadways for all users
- Promote and preserve affordable housing

Livable Activity Centers

- Update Comprehensive Development Plan with future land uses for each focus area as needed
- Identify challenging/unique properties and consider proactive rezoning to incentivize desired outcome
- Incentivize property ownership by locally owned businesses to keep them in place
- Update Comprehensive Development Plan with future land uses for each focus area as needed
- Identify challenging/unique properties and consider proactive rezoning to incentivize desired outcome

Promote all transportation options

- Full ADA compliance on both sides of Memorial Drive
- Build out alternative bike/scooter network along and across Memorial Drive
- Improve connectivity to neighborhood destinations, parks
- Add bus shelters, pullouts, and wayfinding for transit
- Consider dedicated transit ROW in certain locations
- Full ADA compliance on both sides of Memorial Drive

Improve function and safety of existing roadway for all users

- List of current GDOT/City programmed projects:
- Resurfacing/restriping (Safety project phase 1)
- Memorial safety project phase 2
- Moreland/Arkwright intersection improvements
- Connally/Grant streetscape improvements
- New intersection design for Boulevard
- Roundabouts in certain locations to improve safety

Promote and preserve affordable housing

- Assess current policy on Accessory Dwelling Units (ADUs)
- Incentivize affordable units with density bonuses
- Promote preservation of existing market-rate “affordable” units at varying price points
- Assess current policy on Accessory Dwelling Units (ADUs)
- Incentivize affordable units with density bonuses
- Promote preservation of existing market-rate “affordable” units at varying price points

Establish street design standards

- Form working group to create consistent streetscape requirements on all state routes in urban areas
- Establish consistent tree guidelines for placement, species, and maintenance

Preserve and promote local history and culture

- Fund and procure a study/audit of historical and cultural resources along Corridor
- Organize periodic meetings of neighborhood and non-profit orgs related to history and culture
- Begin plans for “micro-museums” in each neighborhood



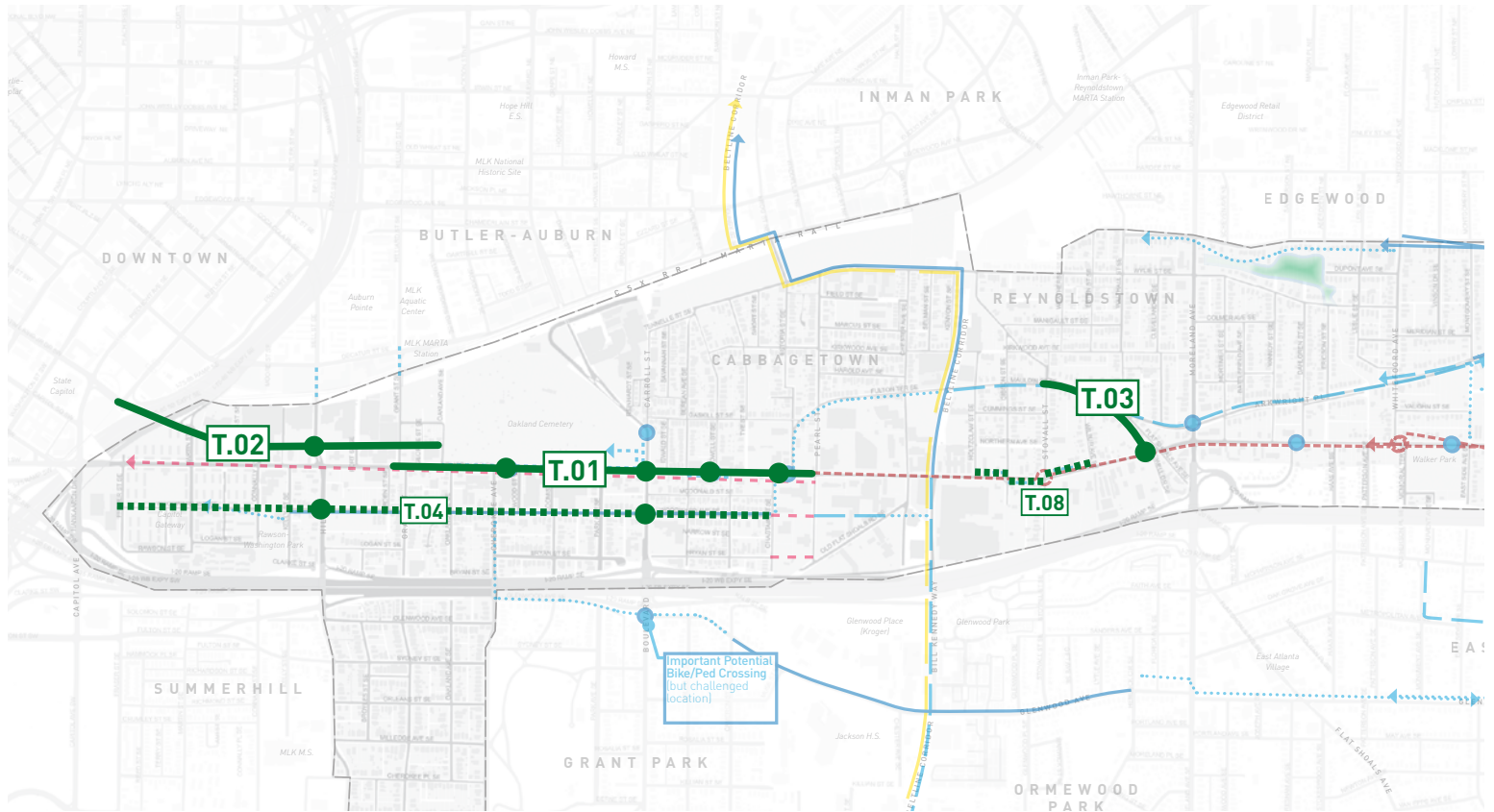
FIG. 4.6: STAKEHOLDER INPUT AT THE POP-UP STUDIO

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6.

Action Plan

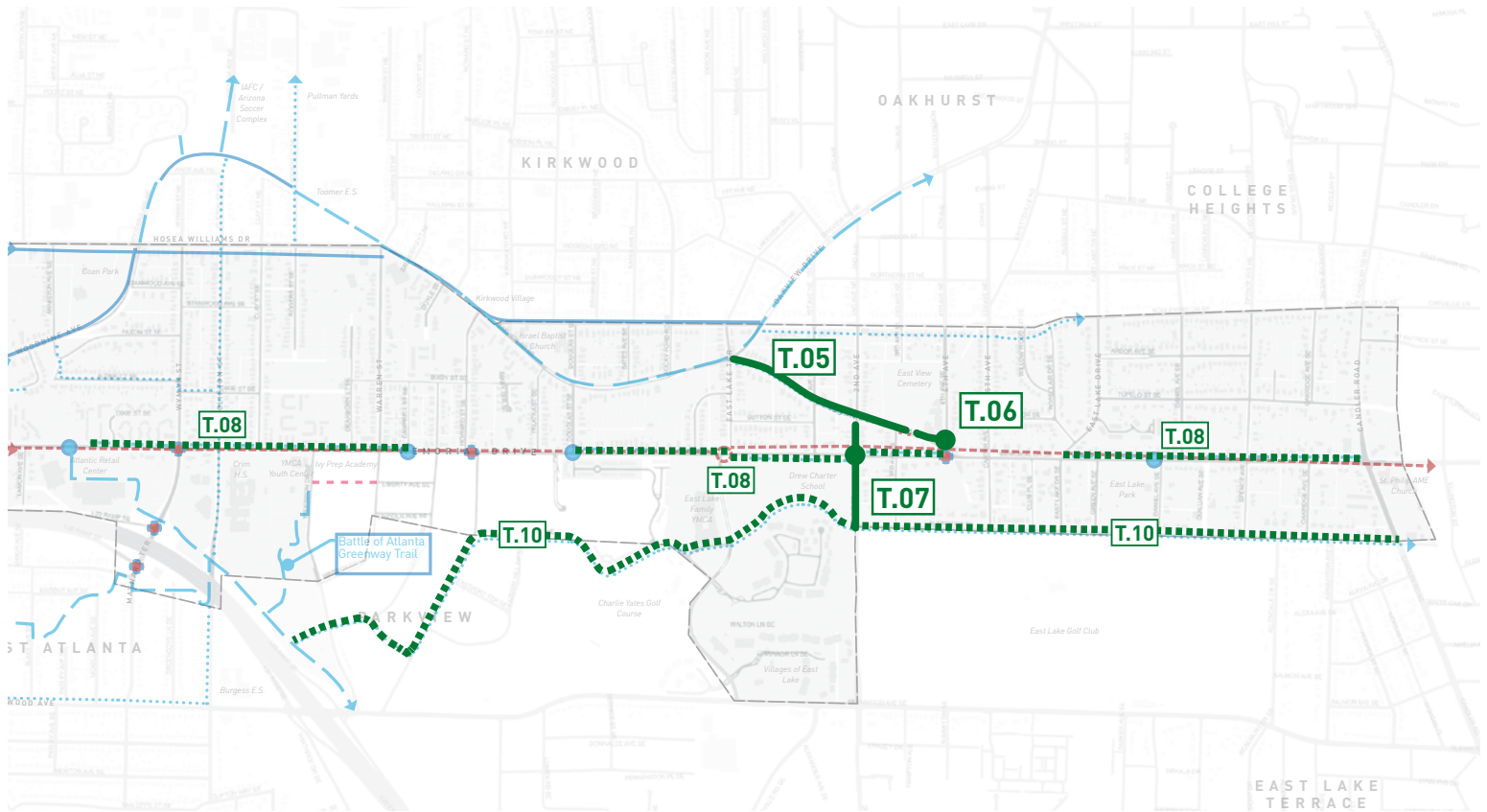


6.1 ACTION PLAN

IMAGINE MEMORIAL PROJECTS

Projects resulting from the Imagine Memorial LCI plan call for improvements in multi-modal connectivity throughout the corridor and infrastructure improvements that work to foster walkable centers. The projects take into account current plans to re-strip Memorial Drive into a 3-lane configuration and also proposals from the Georgia Department of Transportation (GDOT) to build roundabouts in key areas. The projects proposed in this document build upon ongoing projects along the corridor, while incorporating stakeholder input gained throughout the LCI process.

Projects included on the following map and list emphasize improvements in pedestrian crossings and intersection improvements that will facilitate the movement of pedestrians and a variety of transportation modes. These improvements will help reconnect existing neighborhoods and nodes by strengthening multi-modal connections along streets and trails that cross the corridor.



CAPITAL PROJECTS IMPLEMENTATION PLAN

Imagine Memorial LCI

12.11.18 draft by Lord Aeck Sargent

Transportation Projects

Project ID	Description	Neighborhood(s)	Type of Improvement	PE Year	PE Cost	ROW Year	ROW Cost	Const Year	Cost
T.01	Pearl to Grant Safety and Mobility Improvements	Grant Park, Cabbagetown, Oakland	Streetscape, Mobility, Safety		\$459,000				\$459,000
T.01a	Boulevard Intersection Improvements	Cabbagetown, Oakland	Intersection, Safety						
T.01b	Cabbagetown/Grant Park bike+scooter connectivity crossing at Chastain/Estoria	Grant Park, Cabbagetown, Reynoldstown	Intersection, Safety, Mobility						
T.01c	Pedestrian Crossing at Berean/Powell	Grant Park, Cabbagetown	Intersection, Safety						
T.01d	Pedestrian Crossing at Existing Oakland Cemetery Gate	Oakland	Intersection, Safety						
T.02	MLK Complete Street	Oakland, Downtown	Streetscape, Mobility		\$322,500				\$322,500
T.03	Flat Shoals Neighborhood Street Improvements	Reynoldstown	Streetscape, Safety, Mobility		\$125,500				\$125,500
T.04	Woodward Avenue Neighborhood Greenway	Grant Park, Cabbagetown, Oakland	Streetscape, Safety, Mobility		\$76,320				\$76,320
T.05	Cottage Grove Mobility Spur	Kirkwood, Oakhurst, E. Lake	Mobility		\$16,000				\$16,000
T.06	Cottage Grove/4th Ave Realignment	East Lake, Oakhurst	Intersection, Safety		\$76,000				\$76,000
T.07	3rd Street Neighborhood Connection	East Lake, Oakhurst	Intersection, Safety, Mobility		\$34,000				\$34,000
T.08	Memorial Sidewalk Gap Connections	all	Pedestrian, ADA, Safety		\$220,000				\$220,000
T.09	East Subarea Pedestrian Crossings (see below)	all	Pedestrian, ADA, Safety		\$50,000				\$50,000
T.09a	Pedestrian Crossing at Eastside Ave/Lamon St	Edgewood	Pedestrian, ADA, Safety						
T.09b	Pedestrian Crossing at Atlantic Shopping Center	Kirkwood	Pedestrian, ADA, Safety						
T.09c	Pedestrian Crossing at Dahlgren	Edgewood	Pedestrian, ADA, Safety						
T.10	Alston Bike Connection	East Lake	Mobility		\$105,000				\$105,000
T.11	Bike/Scooter Wayfinding	all	Mobility		\$50,000				\$50,000

Housing Projects/Initiatives

Priority	Description/Action	Cost	Year	Responsible Party	Funding Source
	xxxx				
	xxxx				

Totals		\$1,534,320		\$0	
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Greenspace

Priority	Description/Action	Cost	Year	Responsible Party	Funding Source
	Memorial Drive Greenway Expansion				
	Cottage Grove Park				
	xxxx				

Notes
Parcel acquisition related to extension of greenway?
Lease land from APS to better-activate, maintain, improve park? Apply for Park Pride grant?

Other Initiatives

Priority	Description/Action	Cost	Year	Responsible Party	Funding Source
	Historic and Cultural Resources Study	\$80,000			
	Public Art ROW and Maintenance				
	Tree Maintenance	\$30,000/yr			

Notes
Study to perform inventory of historic/cultural resources and develop strategy for preservation/enhancement
Revolving fund for right-of-way, design, permitting, maintenance and other costs associated with public art program
Revolving fund for tree planting, permitting, and maintenance on public ROW. (Need to discuss details with Trees Atlanta)

Const Cost	Total Project Costs	Responsible Party	Funding Source	Local Source	20% Local Match	Notes	
\$4,590,000	\$5,699,000		LCI?		\$1,139,800	Consistent three-lane configuration from Pearl Street to Grant Street. Could also be separated into two phases at Boulevard.	
\$200,000	incl in T.01					Upgraded sidewalks, crosswalks, turn lanes, and other improvements for the intersection, including additional pedestrian space for the Oakland East Gate. (Design TBD)	
\$150,000	incl in T.01					Dedicated bike and pedestrian signal to connect the bike network between the BeltLine and Woodward Avenue (initially based on GT capstone design)	
\$150,000	incl in T.01					Pedestrian Hybrid Beacon near Berean to improve pedestrian access for NE Grant Park and the school.	4
\$150,000	incl in T.01					New Pedestrian Hybrid Beacon between existing pedestrian gate on Memorial Drive and Six Feet Under.	5
\$3,225,000	\$3,547,500		LCI?		\$709,500	Resurfacing and reconfiguration of MLK Jr. Drive from Oakland Cemetery to Jesse Hill Drive to create consistent travel lanes, ADA ped access, bike facilities and transit stops.	
\$1,255,000	\$1,380,500					Reworking Flat Shoals Ave at n'hood gateway into pedestrian-oriented street	3
\$636,000	\$712,320					i.e. Bike Boulevard - includes wayfinding, bike striping, targeted ADA upgrades, safety crossings at two intersections	
\$80,000	\$96,000					minor upgrades, general traffic calming, green paint, sharrows, ADA ramps, crosswalk refresh, wayfinding	
\$380,000	\$456,000					assumes ROW from APS, street realign, new sidewalks, new paving, new signalized intersection	
\$170,000	\$204,000					Connect Cottage Grove bikeway to Alston via 3rd street. 3rd at memorial right in/right out both directions. Extend memorial median, create PHB/mid block across Memorial.	
\$1,100,000	\$1,320,000					Connecting sidewalks along corridor	
see below	\$500,000					new pedestrian crossings at 3 key intersections (noted in T.09a, T.09b, T.09c)	
\$150,000	incl in T.09					New Pedestrian Hybrid Beacon near eastern edge of Walker Park to improve pedestrian access for park users and residents on south side of Memorial Drive. (May also consider Rectangular Rapid Flashing Beacon with pedestrian refuge)	
\$150,000	incl in T.09					New Pedestrian Hybrid Beacon at location of existing crosswalk and bus stops at 1599 Memorial (or RRFB with refuge).	
\$150,000	incl in T.09					New Pedestrian Hybrid Beacon (or RRFB with refuge)	0
\$210,000	\$315,000					Create bike/scooter/pedestrian connection around Charlie Yates Golf Course to Parkview and Battlefield Trail. Extra PE added for Planning, permitting, legal fees, design, installation, wayfinding.	
\$200,000	\$250,000					Wayfinding program to clearly define bike/scooter alternatives along key routes and destinations. Planning, design, permitting, and signage.	
\$12,946,000	\$14,480,320				\$1,849,300		

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The background of the slide is a grayscale photograph of an architectural workspace. It features a large table covered with various architectural documents, including a detailed site plan with a grid and a large-scale site map. A long, white roll of paper, likely a blueprint, is unrolled across the table. In the background, there are several office chairs and a desk with a lamp, suggesting a professional design studio or office environment.

5.

Growth & Development Framework

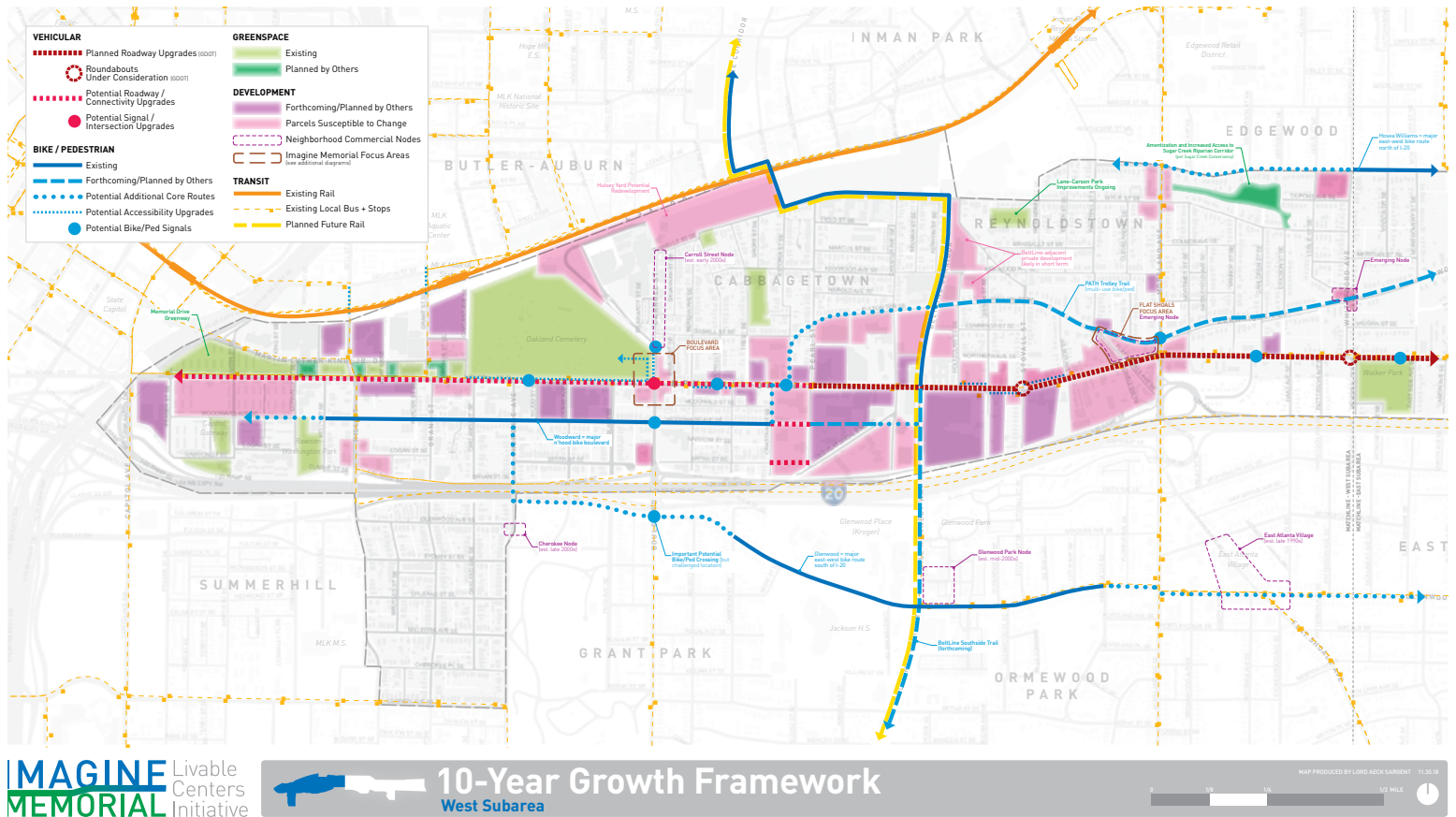


FIG. 5.1: 10-YEAR GROWTH FRAMEWORK MAP

5.1 CORRIDOR FRAMEWORK

The above diagram is an illustration of stakeholder feedback, ongoing and proposed projects and how they knit together to create a vision for the Memorial Drive corridor.

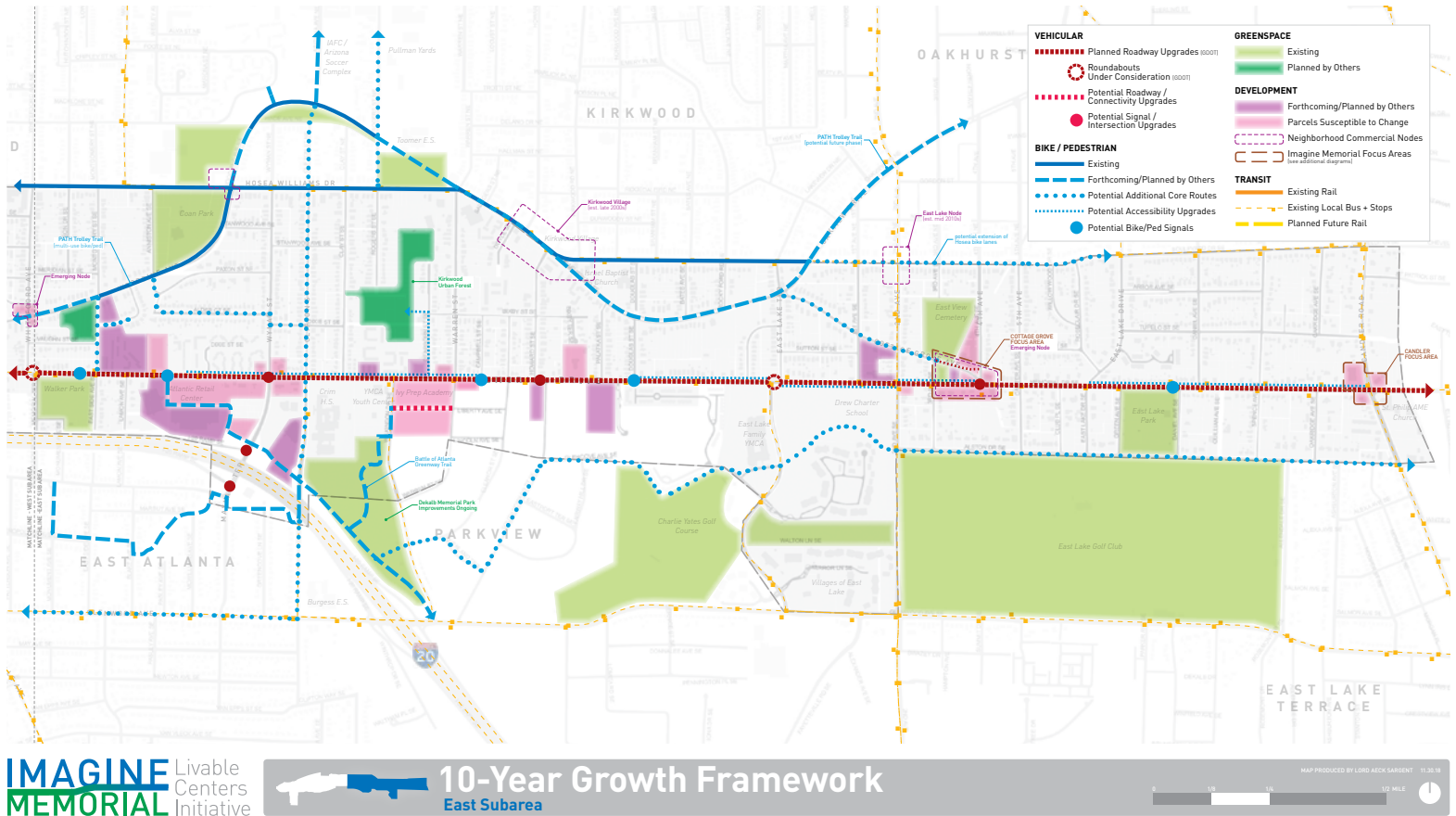


FIG. 5.2: 10-YEAR GROWTH FRAMEWORK MAP

5.1 CONCEPTUAL PLANS

The following graphics illustrate how key focus areas along the Memorial Drive corridor could be redeveloped in support of stakeholder vision and the goals of this study. Each plan illustrates how buildings, roadways, and streetscape could be configured to support a more walkable environment and focal point of neighborhood life.

CONCEPTUAL FOCUS AREAS

Flat Shoals Focus Area (Moreland Ave & Memorial Drive)

This plan examines the intersections around Moreland Ave. and Memorial Drive. Howell Drive would be partially closed to vehicular traffic to create a more pedestrian-friendly environment and help reduce the complexity of intersecting roads in the area. Its scale and historic qualities could lend Howell Drive to repurposing existing structures and infill development in the future. Current planning studies along Arkwright and the Moreland intersection are focused on increasing the level of walkability in the area.

Stakeholder feedback for the area included the following:

- Treat Memorial Drive & Moreland Ave., and Arkwright Place & Moreland Ave. as one intersection
- Retiming of lights and major intersection improvements from traffic and ped/bike safety point of view
- Consolidate MARTA bus stops at Moreland and Flat Shoals Ave.
- Safer ped/bike crossing at Moreland Avenue at the intersection of Trolley Trail
- Sidewalk improvement along Arkwright Place
- Create ped/bike connection through development opportunity along the western part of the Moreland and Memorial intersection connecting to the Trolley Trail

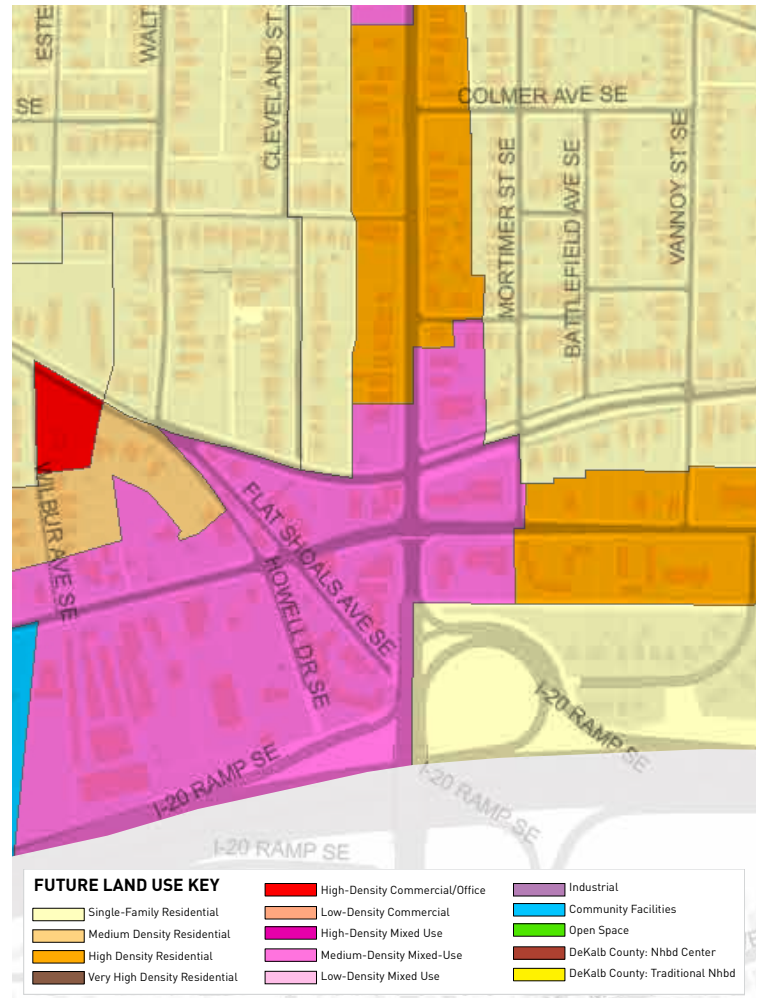


FIG. 5.4: FUTURE LAND USE IN CONTEXT WITH THE FOCUS AREA



FIG. 5.3: HOWELL DRIVE AT MEMORIAL DRIVE, COURTESY GOOGLE EARTH

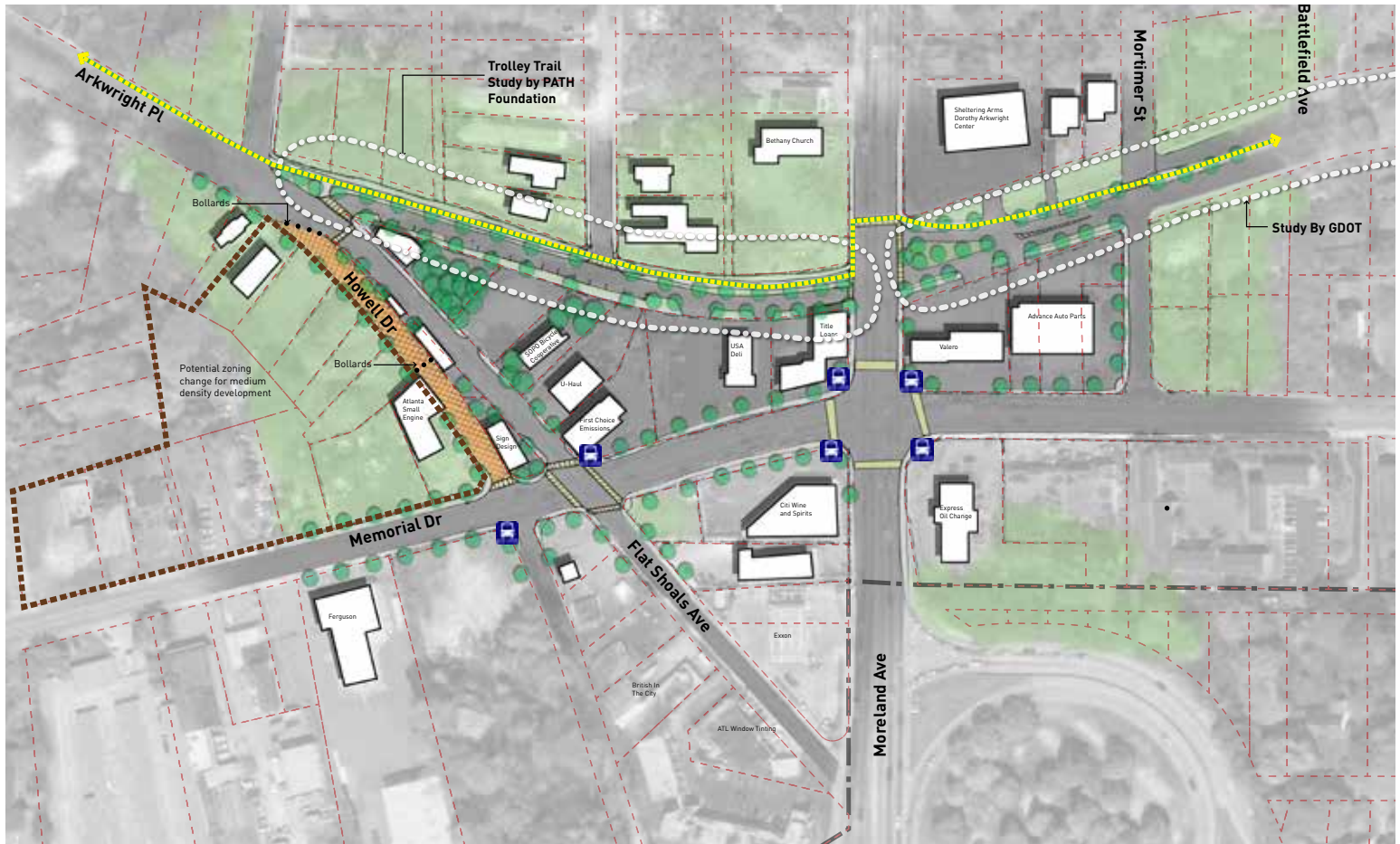


FIG. 5.5: FLAT SHOALS FOCUS AREA: CONCEPTUAL PLAN

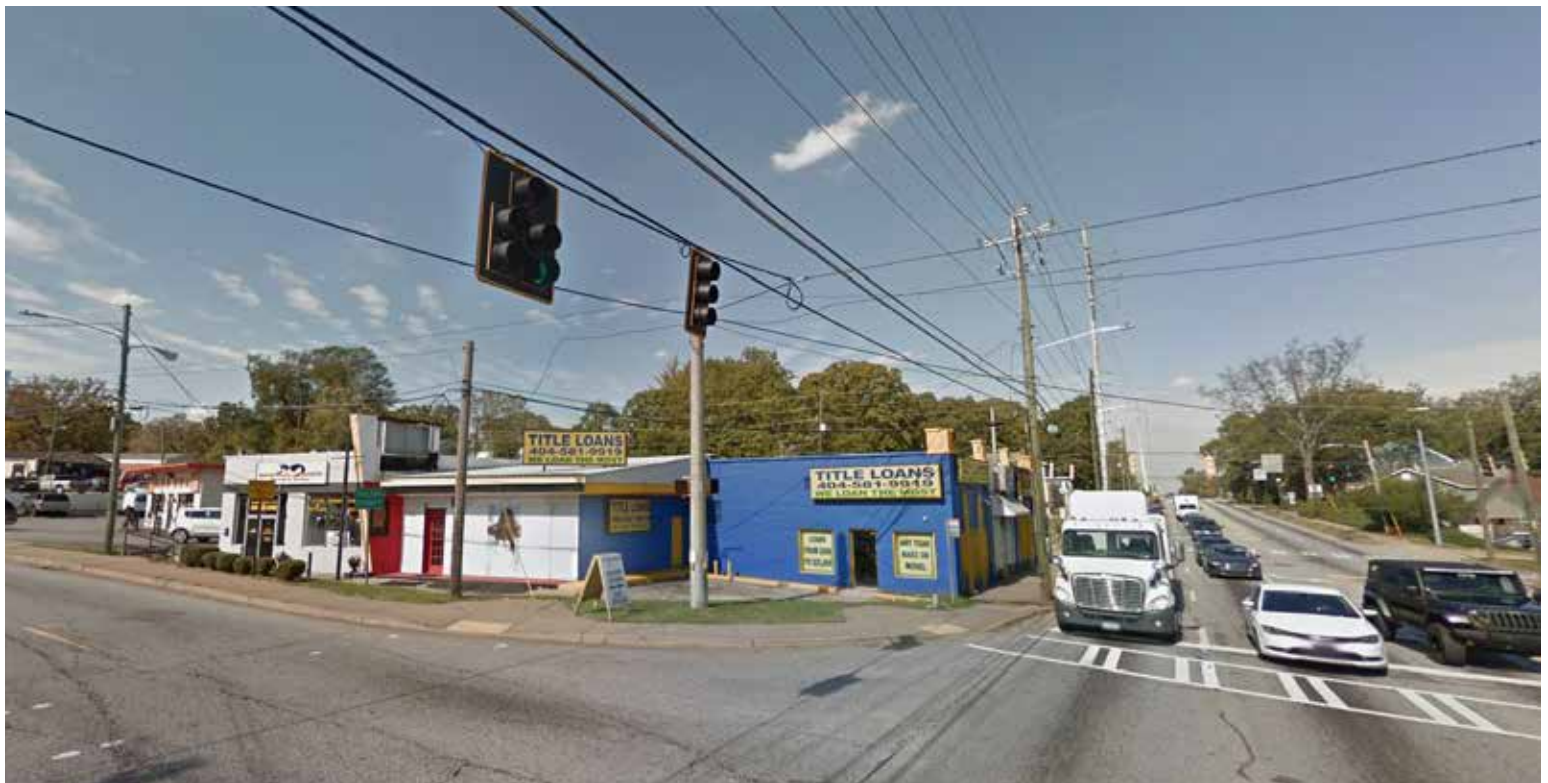


FIG. 5.6: MORELAND AND MEMORIAL, COURTESY GOOGLE EARTH

Cottage Grove Ave & Memorial Drive

Stakeholder feedback for the focus area around Cottage Grove Ave. and Memorial Drive included the desired to emphasize this area as a mixed-use node and improve walkability through reconfiguring roadway alignments and connecting sidewalks and open space in the area.

- Create a commercial and mixed-use node at intersection of 4th Ave. and Memorial Drive
- Realign 4th Ave and Memorial at the intersection for slower turn onto 4th Ave.
- Realign Cottage Grove Ave. and 4th Ave to create an improved intersection
- Leave existing school in place for future growth in East Lake
- Create housing and/or live work space along Memorial Drive between 4th Ave. and 3rd Ave.
- Create green space with existing APS land on corner of 3rd Ave.

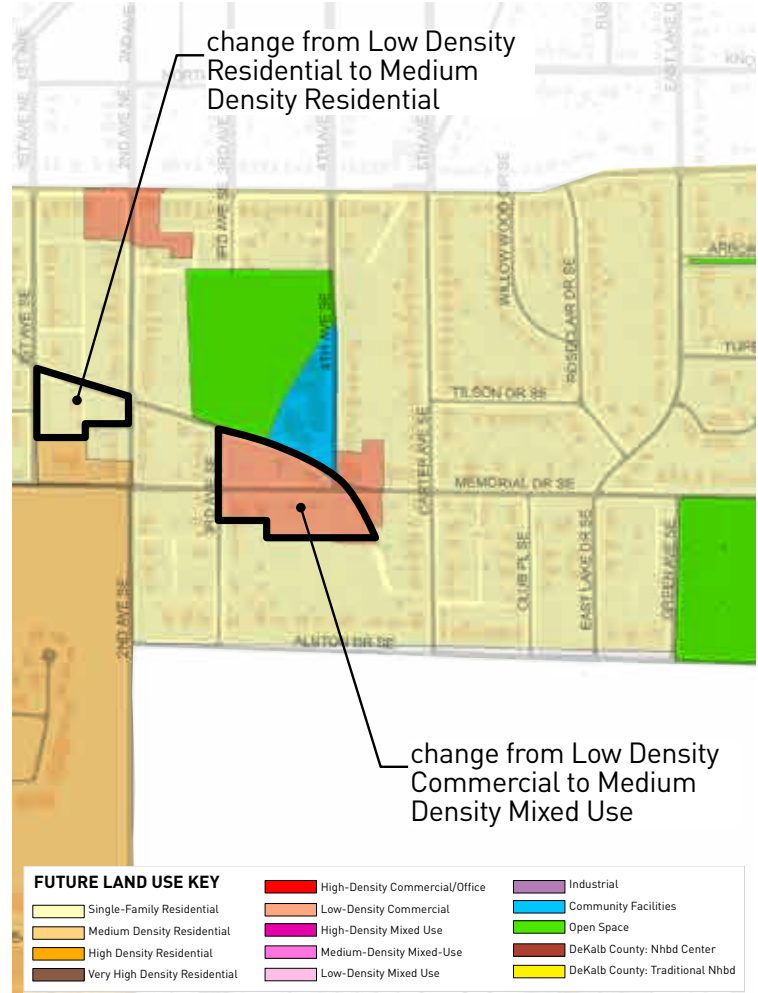


FIG. 5.9: FUTURE LAND USE IN CONTEXT WITH THE FOCUS AREA



FIG. 5.8: COTTAGE GROVE NEIGHBORHOOD NODE, COURTESY GOOGLE EARTH



FIG. 5.7: DANGEROUS VEHICULAR AND PEDESTRIAN CONDITIONS AROUND COTTAGE GROVE AND MEMORIAL DRIVE



FIG. 5.10: COTTAGE GROVE AVE & MEMORIAL DRIVE: CONCEPTUAL PLAN



Boulevard and Memorial Drive

The intersection at Boulevard and Memorial Drive has the potential to be a key gateway into the Memorial Drive corridor. The intersection flanks a proposed new entrance to Oakland Cemetery and runs along the western edge of Cabbagetown. The community vocalized the following comments which were integrated into a plan to help improve walkability and safety in this area.

- The existing intersection at Boulevard & Memorial Drive needs improvement to increase pedestrian safety and support multi-modal movement
 - a. Signal needs to be retimed, currently there is not enough time for left turn
 - b. Need dedicated left turn lane on Memorial Drive eastbound at Boulevard
 - c. Traffic backs up on Boulevard northbound at the Memorial Drive intersection
 - d. Reduce the number of lanes to three at this intersection, including two travel lanes and one turn lane
- The existing sidewalk is narrow sidewalk (4 feet) along Oakland Cemetery
- There is a desire for a crosswalk and Pedestrian Hybrid Beacon (PHB) along Moreland Ave. at the secondary entrance of Oakland Cemetery and Six Feet Under
- There is a desire for a right turn only lane on Memorial West bound at the intersection
- There is a desire for a tree buffer between sidewalks and road



FIG. 5.11: EXISTING CONDITIONS ALONG BOULEVARD, COURTESY GOOGLE EARTH

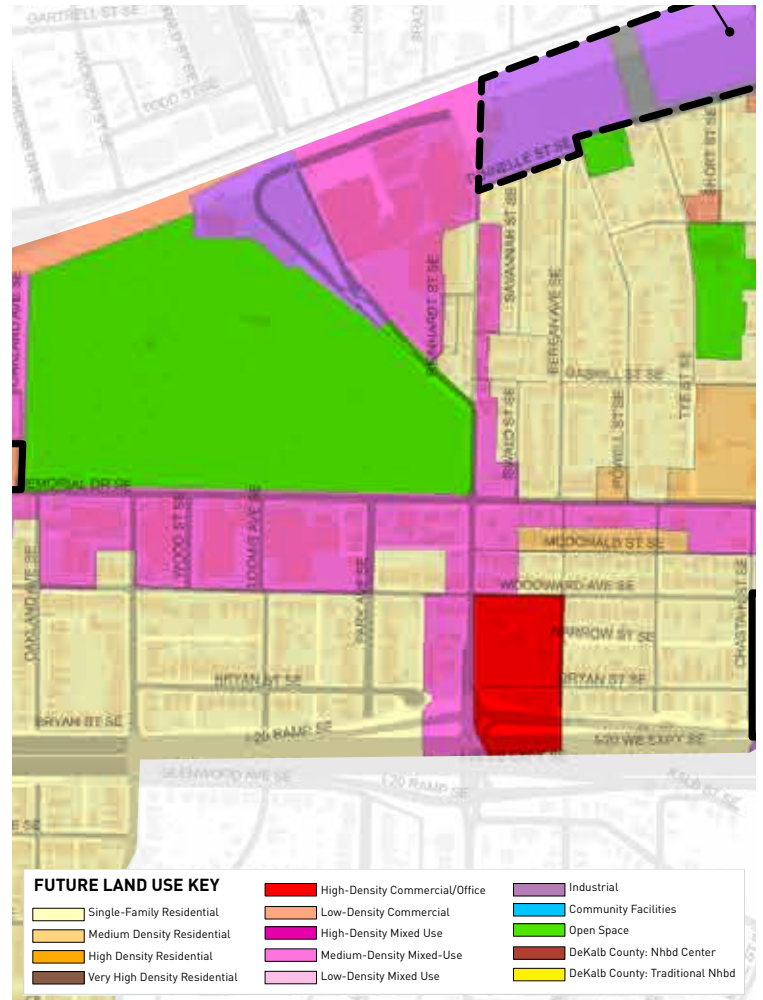


FIG. 5.13: FUTURE LAND USE IN CONTEXT WITH THE FOCUS AREA



FIG. 5.12: EXISTING CONDITIONS ALONG BOULEVARD, COURTESY GOOGLE EARTH

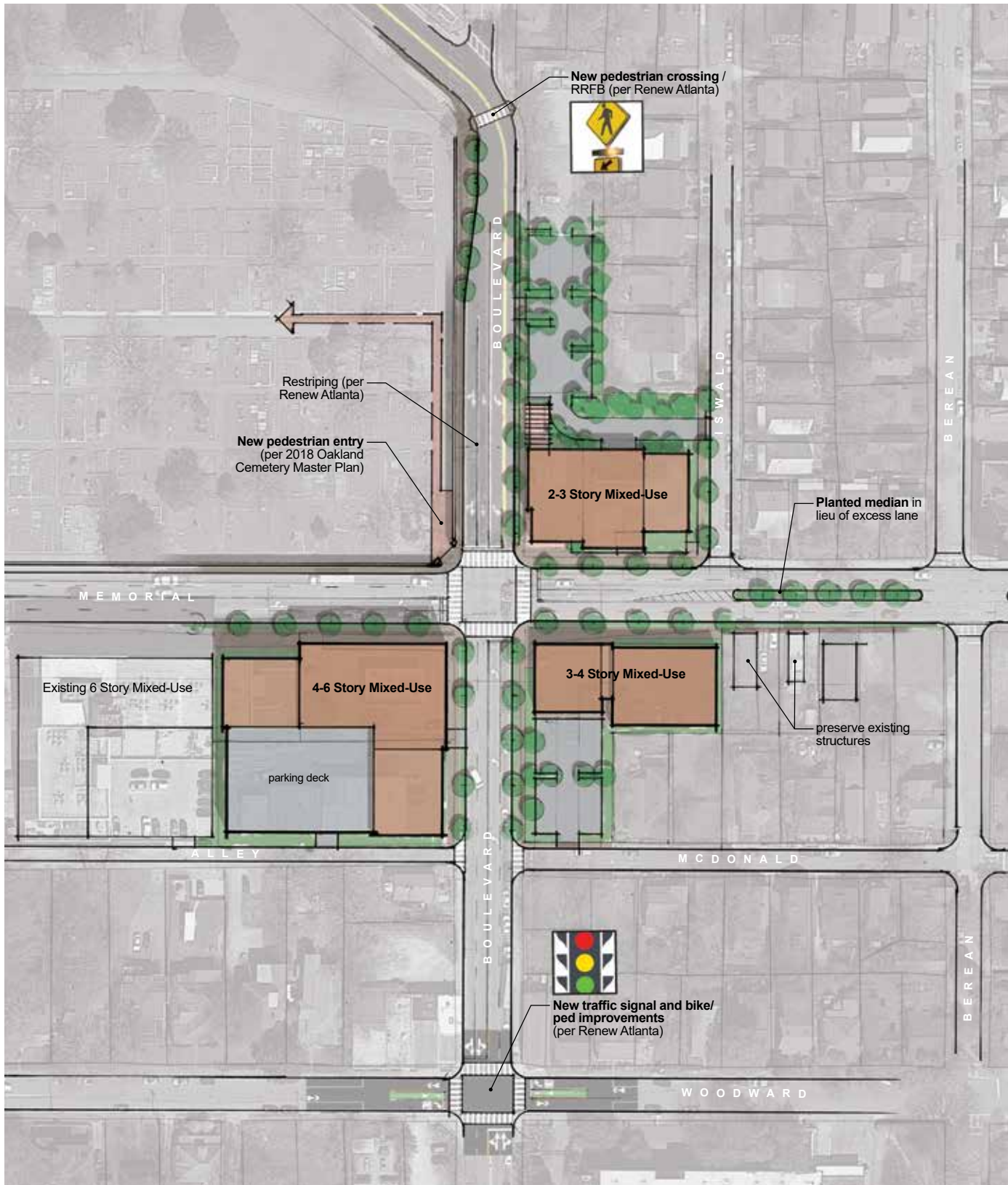


FIG. 5.14: BOULEVARD AND MEMORIAL DRIVE: CONCEPTUAL PLAN

Candler Road & Memorial Drive

The Candler Road and Memorial Drive focus area is situated at the eastern edge of the Imagine Memorial study area boundary. This area marks a shift in character of the corridor from a more urban character to a more suburban character. It is recognized by the community as a gateway into the Memorial Drive corridor and is re-imagined here with new development that fronts the street and provides visual cues to mark entrance of the corridor.

- The intersection needs to be reconfigured for better left turn arrangement along Memorial Drive, which can be integrated into a median
- New buildings should announce this focus area as a gateway into the Memorial Drive corridor
- Provide gateway signage at this intersection

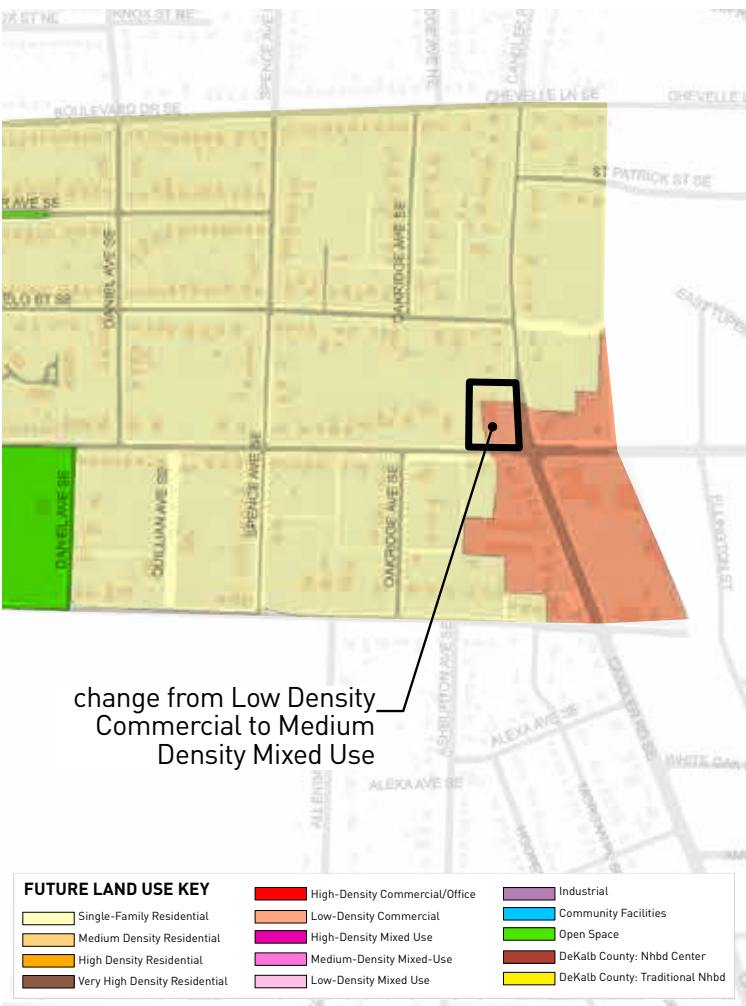


FIG. 5.16: FUTURE LAND USE IN CONTEXT WITH THE FOCUS AREA



FIG. 5.15: EXISTING CONDITIONS ALONG CANDLER ROAD AND MEMORIAL, COURTESY GOOGLE EARTH



FIG. 5.17: CANDLER ROAD AND MEMORIAL DRIVE: CONCEPTUAL PLAN



FIG. 5.18: EXISTING CONDITIONS ALONG CANDLER ROAD AND MEMORIAL, COURTESY GOOGLE EARTH

Parkview Station Infill

The Parkview Station focus area presents a key redevelopment opportunity for Memorial Drive. The large surface parking lot on the site is underutilized and could be redeveloped in the future to emphasize housing and mixed-use development. There could also be an opportunity to extend Liberty Avenue through the site to rebuild the block structure in the area. There also are opportunities to improve pedestrian connectivity in the area by emphasizing connections from the Battlefield Trail north to Kirkwood Urban Forest. The following stakeholder feedback informed the creation of a plan for this focus area.

- Short-term development opportunity along Memorial Drive between Wilkinson Drive and Warren Street on both side of corridor
- Ivy Prep Academy is a long-term development opportunity
- Create and improve pedestrian access from along Dearborn Street to the Kirkwood Urban Forest



FIG. 5.19: EXISTING CONDITIONS AROUND PARKVIEW STATION, COURTESY GOOGLE EARTH

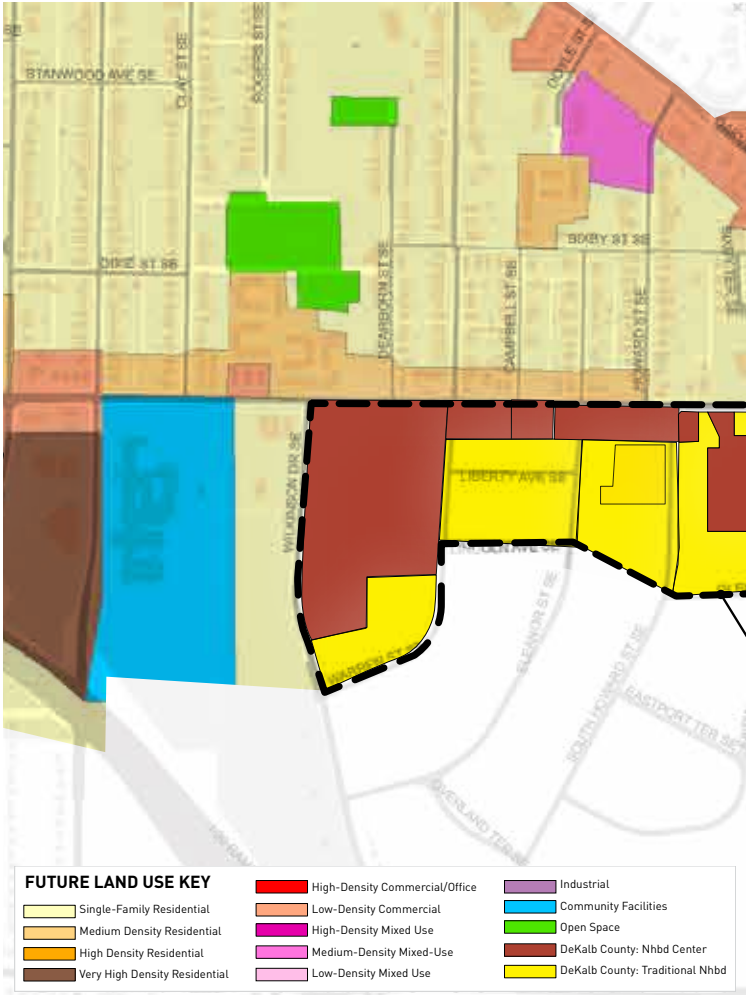


FIG. 5.21: FUTURE LAND USE IN CONTEXT WITH THE FOCUS AREA



FIG. 5.20: EXISTING CONDITIONS AROUND PARKVIEW STATION, COURTESY GOOGLE EARTH

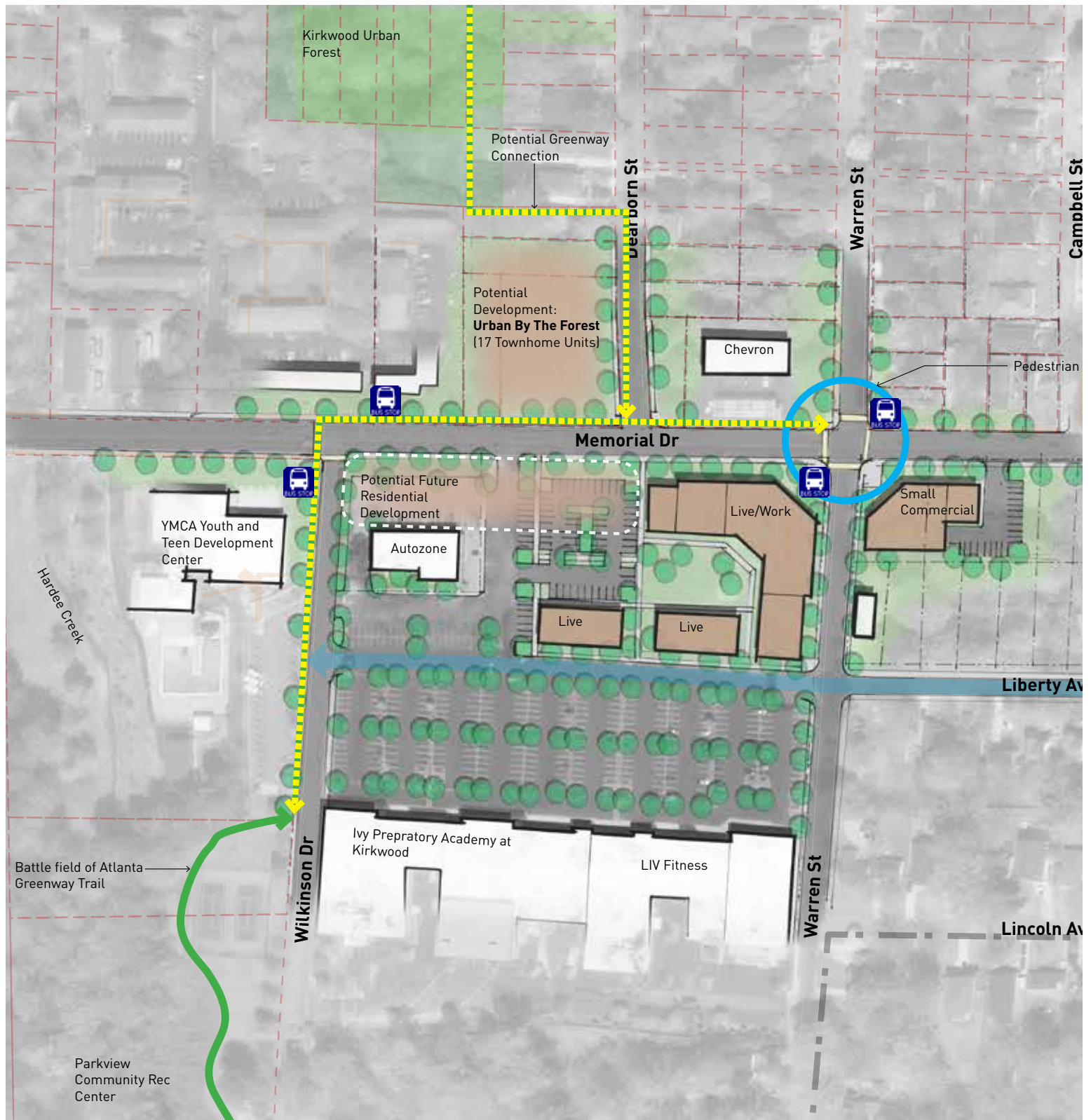


FIG. 5.22: PARKVIEW STATION: CONCEPTUAL PLAN

5.2 TRANSPORTATION & CIRCULATION

The following illustrates how Memorial Drive can be improved to better accommodate pedestrian and multi-modal transportation along the corridor.

PEARL STREET TO WHITEFOORD AVENUE

Existing conditions on some sections of Memorial Drive are impacted by narrow and broken sidewalks. Connecting, widening, and buffering sidewalks can help improve pedestrian safety and east-west connectivity along the corridor.

This proposed section examines how to reimagine the typical condition of Memorial Drive along Pearl Street to Whitefoord Avenue. This concept, on the following page, illustrates a two-lane section with remaining right-of-way repurposed to allow for more green space and a stronger buffer along one side of Memorial Drive.

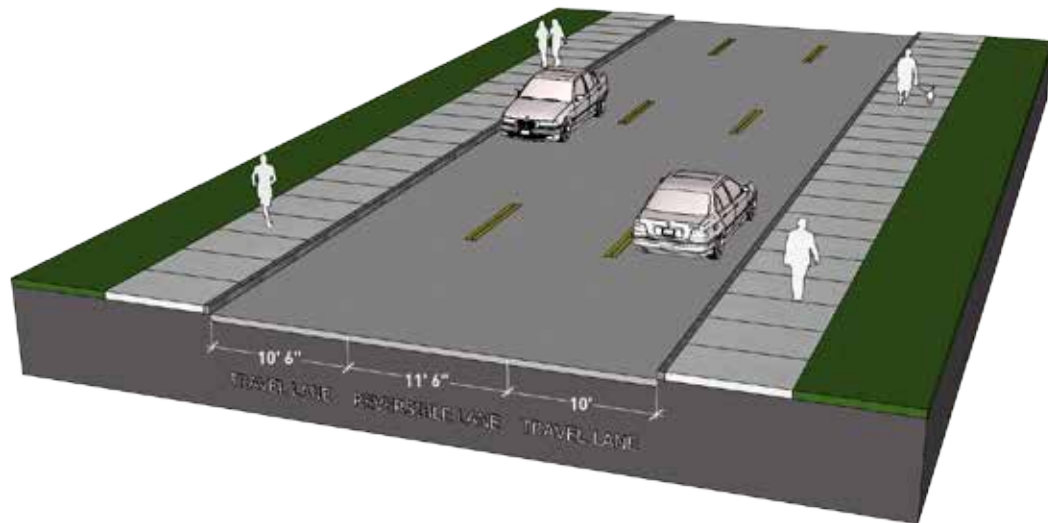


FIG. 5.23: EXISTING CONDITIONS ALONG MEMORIAL DRIVE



FIG. 5.24: EXISTING CONDITIONS ALONG MEMORIAL DRIVE

MEMORIAL DRIVE
EXISTING TYPICAL CONDITION
(Pearl St to Whitefoord Ave)



MEMORIAL DRIVE
POTENTIAL IMPROVEMENTS
(Pearl St to Whitefoord Ave)

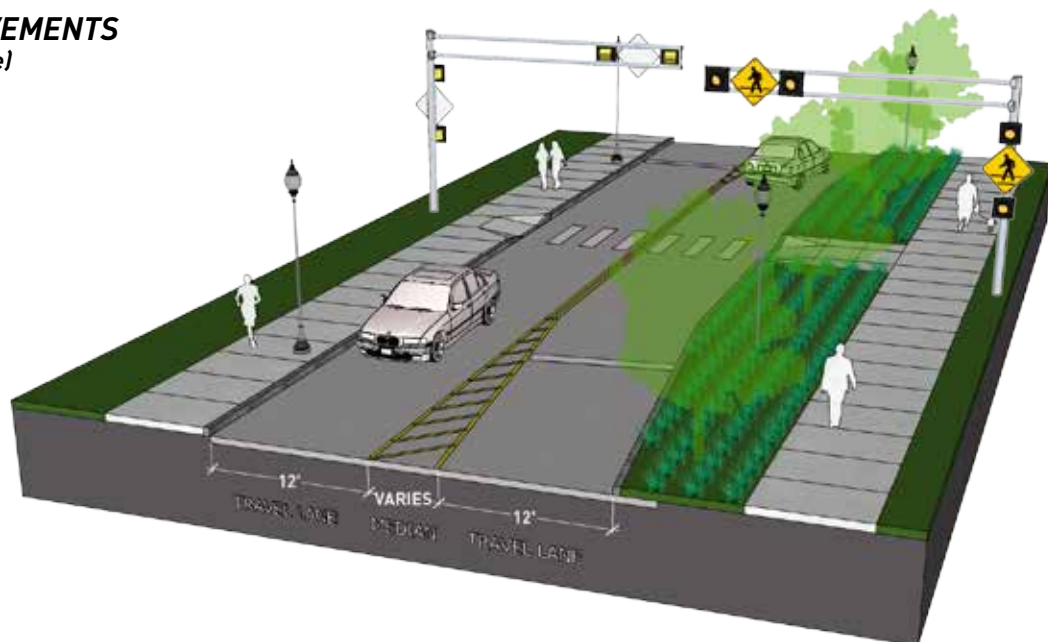


FIG. 5.25: EXISTING AND PROPOSED SECTIONS FROM PEARL STREET TO WHITEFOORD AVENUE

WHITEFOORD AVENUE TO CANDLER ROAD

This proposed section examines how to reimagine the typical condition of Memorial Drive along Whitefoord Avenue to Candler Road. This concept, on the following page, illustrates a two-lane section with a center landscaped median. The median helps to promote vehicular safety and also visually enhances the corridor. It can also be used as a pedestrian refuge for pedestrians crossing Memorial Drive at mid-block locations.



FIG. 5.26: EXISTING CONDITIONS ALONG MEMORIAL DRIVE

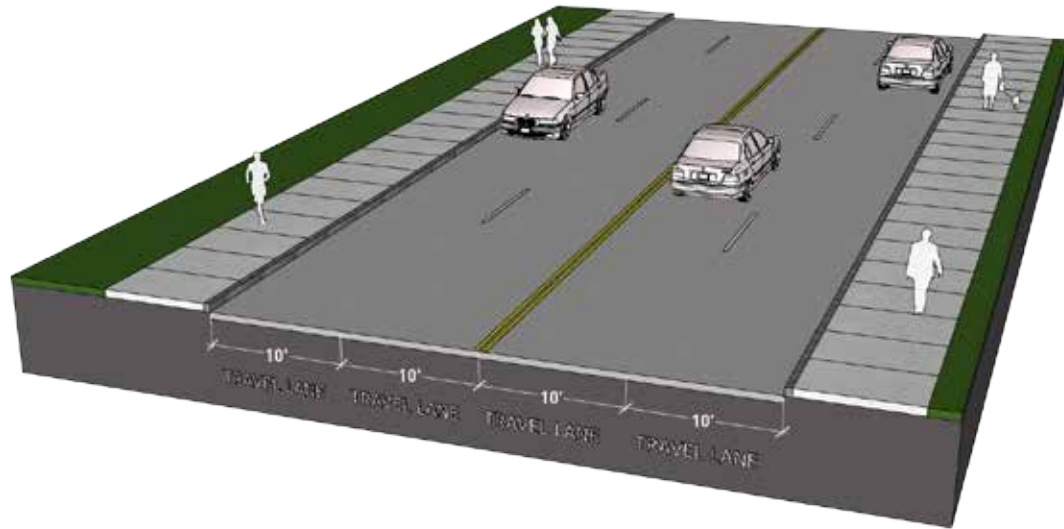


FIG. 5.27: EXISTING CONDITIONS ALONG MEMORIAL DRIVE



FIG. 5.28: EXISTING CONDITIONS ALONG MEMORIAL DRIVE

MEMORIAL DRIVE
EXISTING TYPICAL CONDITION
(Whitefoord Ave to Candler Rd)



MEMORIAL DRIVE
POTENTIAL IMPROVEMENTS
(Whitefoord Ave to Candler Rd)

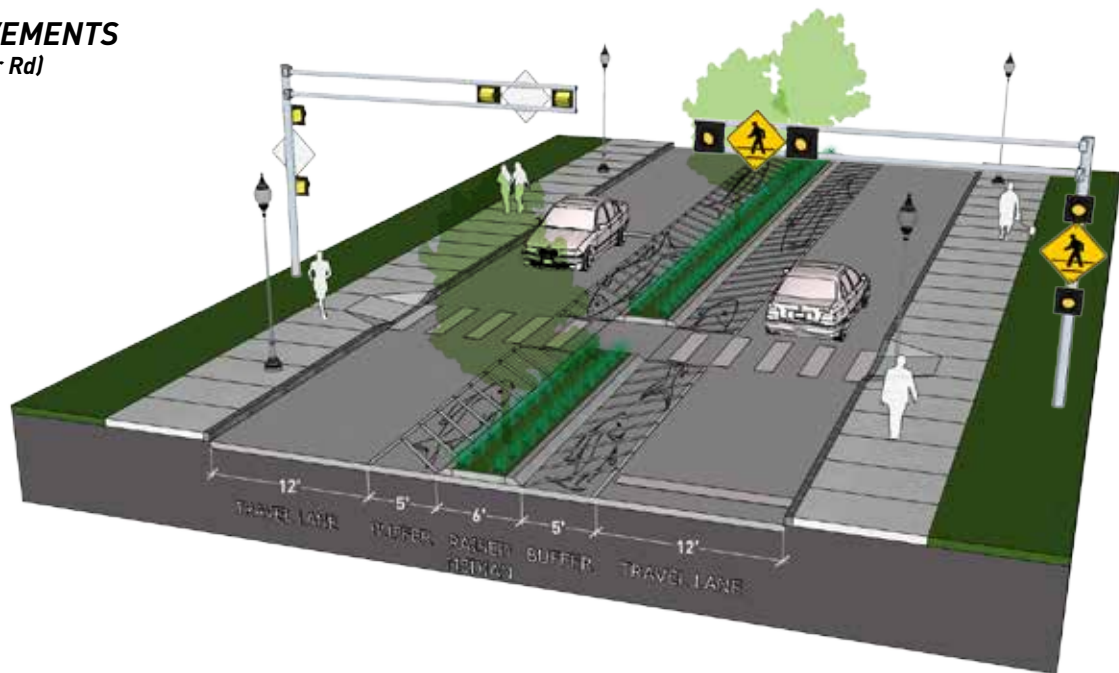


FIG. 5.29: EXISTING AND PROPOSED SECTIONS FROM WHITEFOOD AVENUE TO CANDLER ROAD

OAKLAND AVENUE TO PEARL STREET

This proposed section examines how to reimagine the typical condition of Memorial Drive along Oakland Avenue to Pearl Street. This concept, on the following page, illustrates a two-lane section with a center turning lane. Bump-outs and on-street parking can help provide improved pedestrian safety.



FIG. 5.30: EXISTING CONDITIONS ALONG MEMORIAL DRIVE

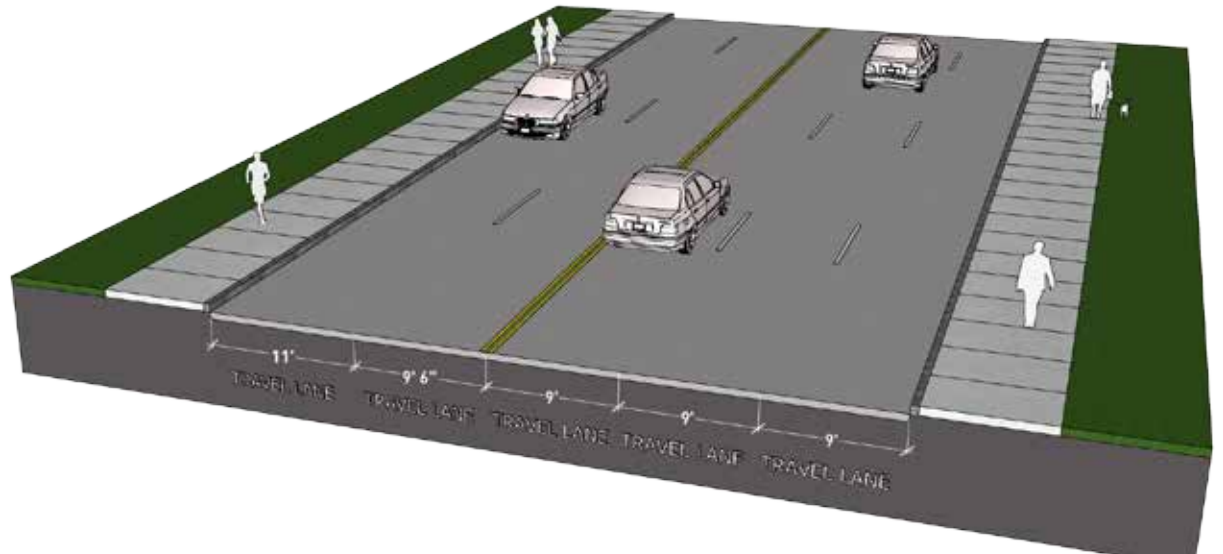


FIG. 5.31: EXISTING CONDITIONS ALONG MEMORIAL DRIVE

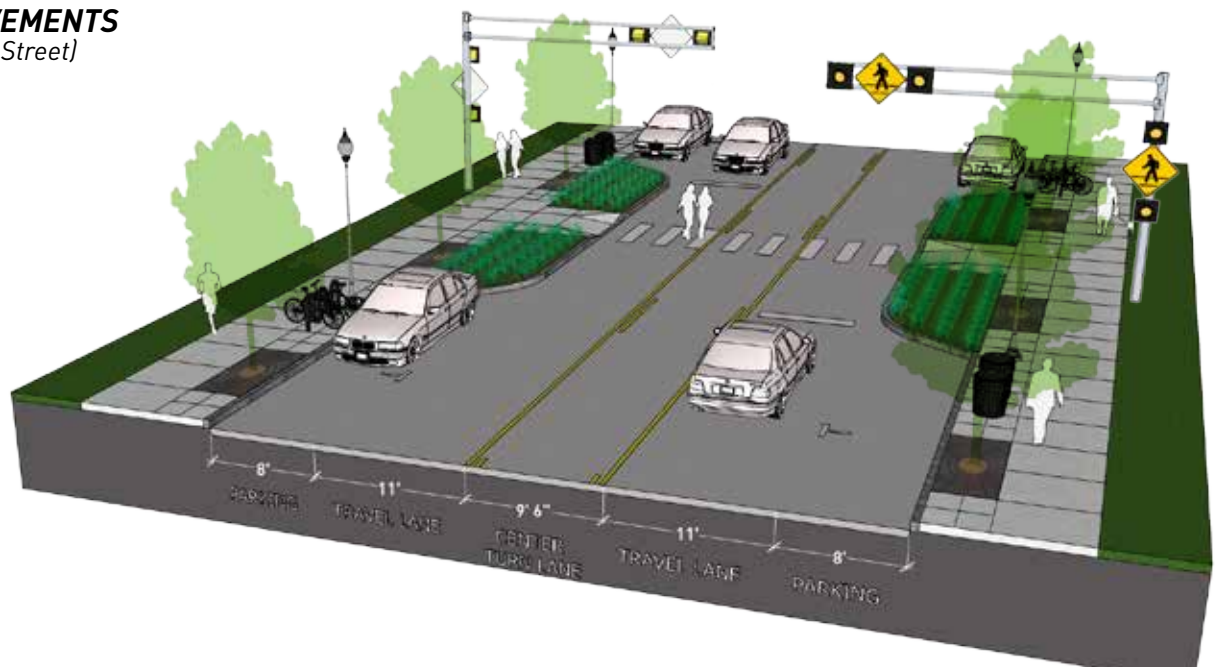


FIG. 5.32: EXISTING CONDITIONS ALONG MEMORIAL DRIVE

MEMORIAL DRIVE

EXISTING TYPICAL CONDITION*(Oakland Ave. SE to Pearl Street)*

MEMORIAL DRIVE

POTENTIAL IMPROVEMENTS*(Oakland Ave. SE to Pearl Street)***FIG. 5.33:** EXISTING AND PROPOSED SECTIONS FROM WHITEFOOD AVENUE TO CANDLER ROAD

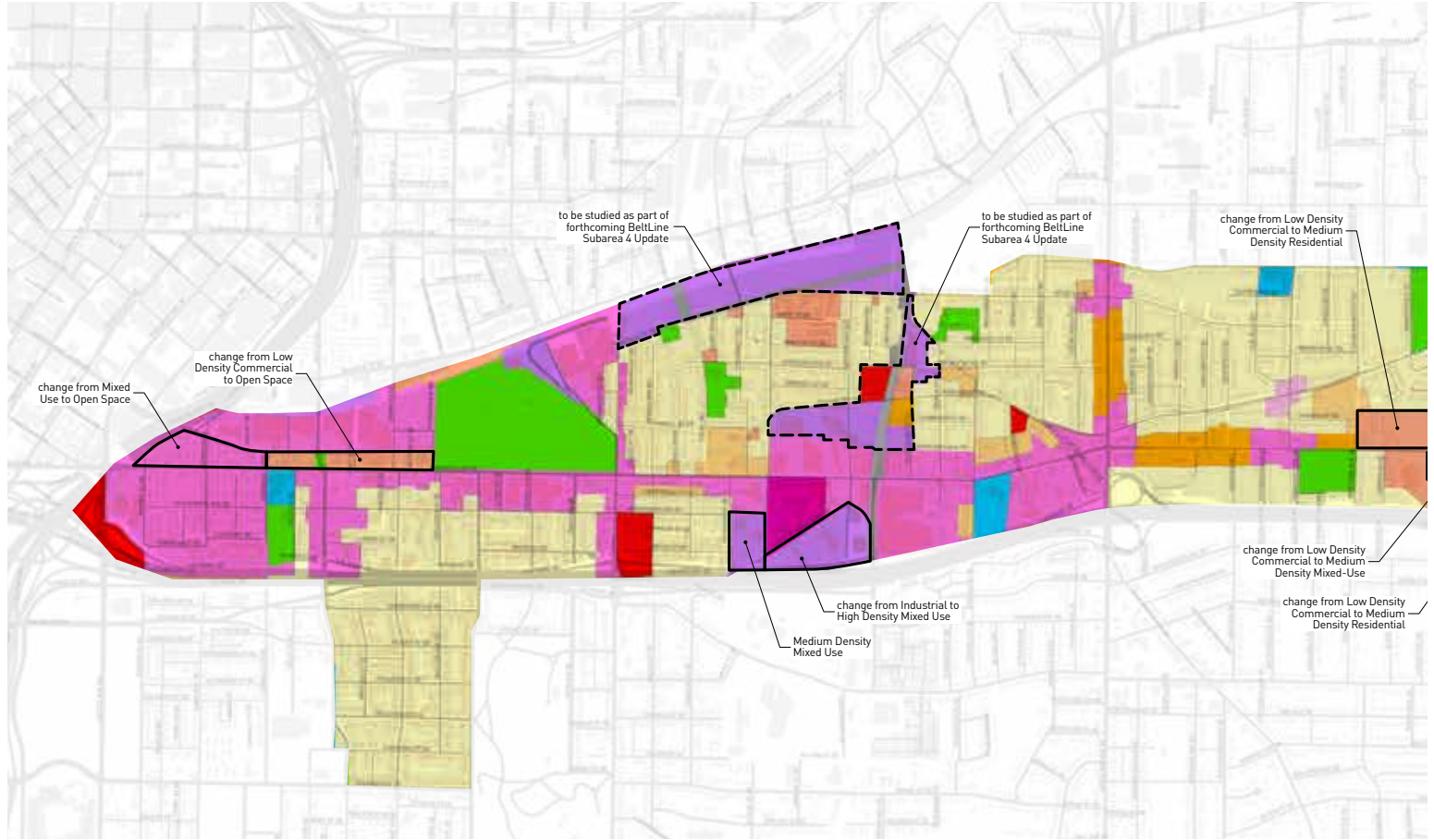
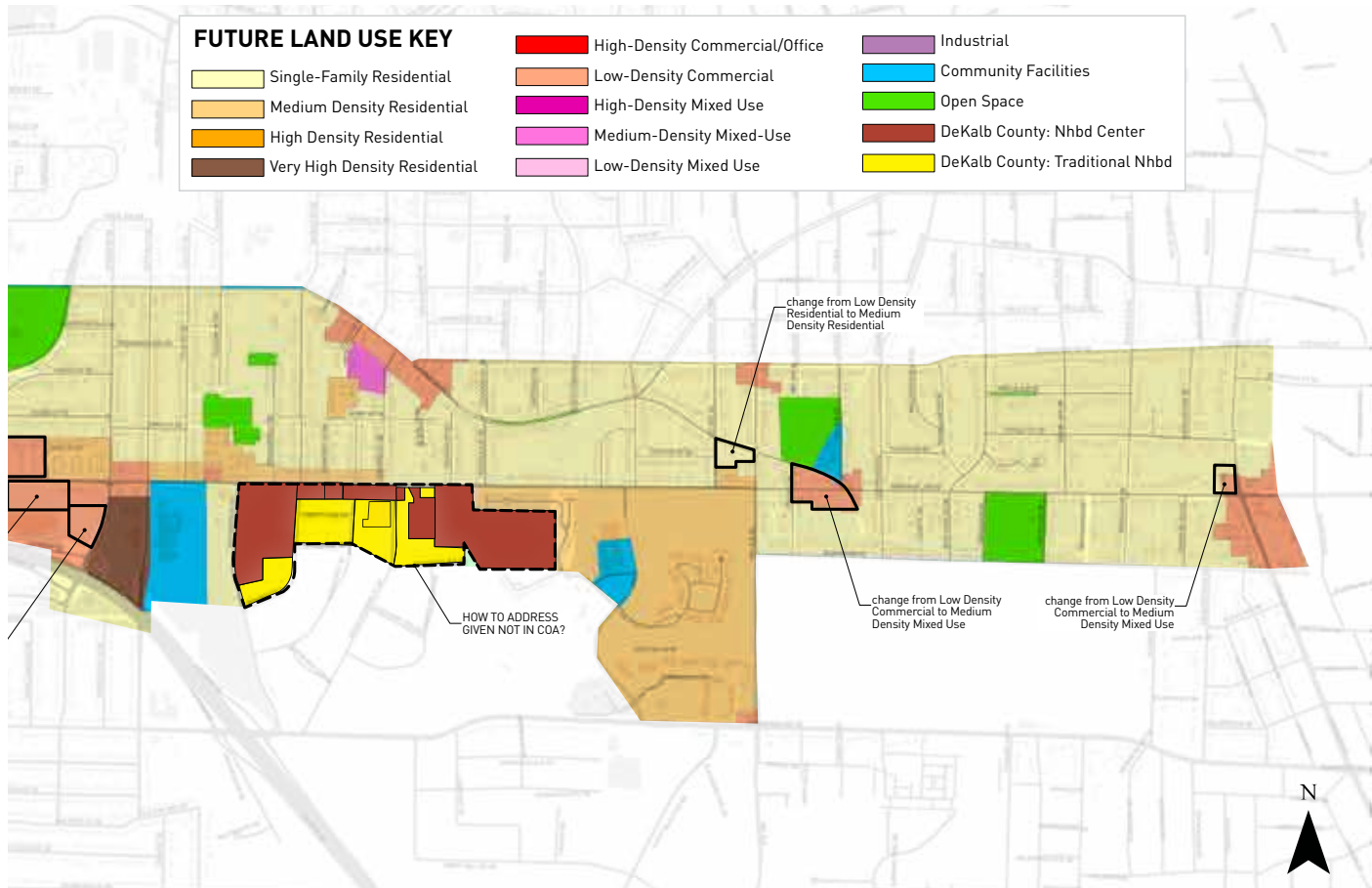


FIG. 5.1: PROPOSED FUTURE LAND USE MAP

5.3 FUTURE LAND USE / REGULATORY

PLANNING & ZONING RECOMMENDATIONS

The following map illustrates potential changes to Future Land Use maps that can help promote land use changes in support of the goals and framework established throughout the LCI process.



AFFORDABLE HOUSING RECOMMENDATIONS

Based on the analysis described above and interviews with area residents, it appears that, similar to the city-wide situation, the housing market is not delivering sufficient housing along the Memorial Drive corridor that is affordable to households of all incomes. While this situation impacts many current and future Memorial Drive residents, its impact is greatest to the those with the lowest incomes. Further, the number of existing housing units along the corridor that are affordable to households without creating a cost burden is declining.

Thus, new strategies focused specifically on preserving and creating housing that is affordable without creating a cost burden to corridor households are necessary. Based on the work in this assignment, along with previous work in this regard throughout the Atlanta region, Bleakly Advisory Group developed a set of strategies and tactics that can help to establish and maintain more affordable housing along the corridor. These strategies and tactics align with those put forth earlier in 2018 by HouseATL, a cross-sector group of local civic leaders committed to building the political and community will for a comprehensive and coordinated housing affordability action plan in the City of Atlanta.

The affordable housing strategies and tactics for the Memorial Drive Corridor:

Establish affordability leadership

- Centralize affordable housing initiatives under a corridor-focused administrator.
- Under the affordable administrator coordinate actions on affordability with City Planning, Invest Atlanta, Atlanta Housing, etc. and develop in-house capabilities to monitor compliance with affordable policies in an effective and efficient manner.

Expand capital resources

- Work with Invest Atlanta to target Eastside TAD funds for housing affordability, including monies for homeowner rehab, first time affordable home-buyers, and development capital program for small developers creating or rehabbing affordable units.
- Seek philanthropic money to help “seed” a private non-profit Memorial Drive housing trust fund focused on affordable housing production.
- Out of the Memorial Drive housing trust fund, provide access to a development capital program for small developers creating or rehabbing affordable units.

Increase affordable housing production

- Through workshops, advocacy, a City Design studio, and/or other methods, promote decreased housing development costs along the corridor through cost-conscious design solutions and reform of regulatory and land use policies that allow smaller lot sizes and encourage duplex-fourplex designs and accessory units.
- Catalog public land with development potential and promote new use for affordable housing.
- Partner with the Land Bank Authority and Atlanta Land Trust to identify, assemble, and hold land for affordable housing development.

Maintain affordable inventory - Renter

- Partner with Invest Atlanta and/or others such as Enterprise Community Partners to initiate a low-cost rehab financing program for landlords/owners to maintain affordable rents in existing units on the corridor.
- Partner with the City and others to pilot a return of the Urban Enterprise Zone program on the corridor.

Maintain affordable inventory - Owner

- To mitigate gentrification effects, launch an anti-displacement tax fund program that will pay qualifying homeowners' property tax increases, similar to the program initiated by the Westside Future Fund for Atlanta's westside neighborhoods. Funding to come from a private non-profit Memorial Drive housing trust fund described above.
- Work with the City and other partners to offer 10-year homesteader tax abatement on vacant/rehabbed units to first-time affordable home-buyers.
- Work with Invest Atlanta to offer low-cost rehab assistance to homeowners to rehab affordable units on the corridor.



FIG. 5.1: MEMORIAL DRIVE LOOKING WEST TOWARDS DOWNTOWN ATLANTA

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Appendix



Over the course of three days between Sept 27-29, 2018, the planning team staffed and facilitated a Pop-Up Design studio at Crim High School – a venue centrally located along the Imagine Memorial LCI corridor. The event was well-attended, with roughly 150 stakeholders actively participating and engaging with the team. Summarized below are both individual comments/suggestions as well as overall consensus points.

Traffic/Vehicular Transportation

The most common sentiments from stakeholders related to traffic/transportation were excessive vehicular speeds, issues with queuing, issues with reversible lane, visibility issues (related to topography) and overall safety for both motorists and pedestrians.

The 2017 Arcadis/GDOT traffic study for Memorial Drive outlines the preferred alternative of converting most of the corridor to one EB lane, one WB lane with a center turn lane. The current reversible lanes would be repurposed under this scenario. As a follow-up to this study, the Memorial LCI planning team met with GDOT and AECOM (it's consultant for follow-up work to the study) during the Pop-Up Studio Event. GDOT showed preliminary plans for a series of 4-5 roundabouts at key intersections along the corridor, coupled with a series of mid-block pedestrian hybrid beacon crossings. GDOT further explained that they agree with the Arcadis strategy, which was predicated mainly on trip diversions (i.e. 40-50% of trips used other routes) and safety (both pedestrian and reduced crashes).

Most stakeholders that participated in the Pop-Up studio seemed to support GDOT's strategy of adding roundabouts and increasing the amount of pedestrian crossings. Among those supported were proposed roundabouts at Pearl Street, Stovall Street, East Lake Drive and Whitefoord Ave. Other major intersections such as Maynard/Wyman and Moreland were not considered good candidates for roundabouts due to the more complicated turning movements, signal timing and/or existence of multiple through-lanes.

GDOT Notes:

- Restriping plan between Pearl St and Candler Road
- Grading study to identify dangerous intersection
- Gore stripping/ median at the dangerous intersection from visibility perspective
- Things still under development: At intersection with median, how to accommodate U-turn?
- Idea is to use the feral funding for safety improvement along the corridor
- Plan would reduce the vehicular capacity of street from 1500 cars/hour to 900cars/hour
- Sections of street with extra pavement would initially be gore stripped, or based on the capacity of the intersection, right turn lane or U-turn lane will be added
- 3 roundabouts proposed along the corridor. Each with one lane in-one lane out. 120-130 Ft (approx..) diameter
- Intersections with round about:
 - 1) Ease lake Terrace
 - 2) Whitefoord Avenue
 - 3) Stovall Street

Consensus Highlights Summary

Pop-Up Design Studio
Sept 27-29, 2018 @ Crim High School

- Pedestrian Hybrid Beacons (PHB) in front of The New School, along Memorial Drive
- Suggested roundabout at E Lake Blvd
- Missing sidewalks along Memorial Drive from Moreland Ave to Chester Ave
- Reduce speed along Memorial Drive
- PHB at Walkers Park along the Memorial Drive. Only park for Edgewood neighborhood, but inaccessible because there is not safe to cross Memorial Drive.
- Ped refuge at Memorial Drive and Clifton St NE
- The new PHB at Campbell St and Memorial Dr is on top of the hill and will be dangerous to cross
- Need to slow down the traffic especially between Candler Rd and Carter Ave.
- Improve sidewalk condition on both side of Memorial drive between Ivy Prep Academy and Drew Charter School
- Residents parking permit for Cabbagetown Neighborhood
- Need a PHB/signal at the intersection of Woodward Ave and Boulevard
- No ped crossing along Memorial drive between Boulevard to Pearl St
- Carroll St is not suitable for two-way traffic
- On Boulevard between Carroll St and Memorial Dr: Cars are parked on sidewalk for Agave
- Low visibility at the intersection on Boulevard and Carroll St
- Missing sidewalks on the West Side of Boulevard St, connecting to the MARTA station
- Improve ped connections at Hill St, Grant St and rail crossing connecting North
- Complete Street along Memorial drive between Oakland Cemetery and BeltLine
- Signalized crossing at Chester Ave along Memorial Drive

Bike Infrastructure

The general consensus related to bike infrastructure was to not overly-focus on bike lanes or facilities DIRECTLY on Memorial Drive, but rather improve, create and connect E-W bike routes parallel to, but north and south of Memorial Drive itself.

To the north of Memorial Drive, the proposed Trolley Trail was widely supported by most stakeholders and many participants were interested in ideas for it extending further east in the future. Hosea Williams was generally also considered to be a good east-west bike route to the north of Memorial Drive, but close enough to the main corridor to act as a safe and functional bike route.

To the south of Memorial Drive, many neighbors honed-in on Woodward as being a great de facto “bike boulevard” that is inclusive and safe. At the same time, many acknowledged the limitations of Woodward due to its current termination at Chastain Street. However, several nearby properties were identified as potentially incorporating through-connections for bikes (in tandem with potential future redevelopment) further east to the BeltLine (see framework diagram for more info. Glenwood Avenue was mentioned by many as being a “very bikeable” route parallel to Memorial Drive, although many acknowledged stretches of Glenwood that were not bike-friendly such as near the Moreland intersection. Crossing needed at Woodward/Boulevard supported by wide array of stakeholders.

Many stakeholders also mentioned the importance of identifying north-south bike routes that would connect across the I-20 “divide” to existing and future east-west bike routes. In addition to the forthcoming connection via the BeltLine (via Bill Kennedy Way), a few other potential north-south bike connections were identified. These included Whitefoord Avenue (including a potential bike/ped bridge over I-20), Maynard Terrace/Wyman Street and Howard Street.

Individual Comments:

- Whitefoord Ave (alternative to Moreland Ave): Potential N-S ped/bike connection
- Clifton Street: Potential N-S ped/bike connection
- Designate Woodward Ave as bike facility and connect it to BeltLine on East (from Woodward Ave to Chastain St South to Old Flat Shoals Rd East to BeltLine)

Pedestrian Safety

There were a significant amount of concerns towards pedestrian safety along the Memorial Drive corridor. The concerns were sidewalk location and conditions, lack of midblock crossings, and lack of sidewalks along other major routes.

The top concern was the sidewalk conditions and locations along Memorial Drive. There are gaps of missing sidewalks along Memorial Drive which makes pedestrian activity difficult. The other major issue was how close the sidewalks are to Memorial Drive. This close proximity to the curb makes stakeholders feel unsafe walking along Memorial Drive. Stakeholder would like to see the traffic calmed to speed as posted and to see the sidewalks set back from the curb with a buffer that protects them from the traffic. This is especially important along school areas and the YMCA since the schools and YMCA have young children and families trying to cross North/South along Memorial Drive.

Another issue was the lack of midblock crossings along Memorial Drive. The blocks on Memorial Drive are located too far apart for pedestrians to cross at key destinations. Users would like to see more midblock crossings at key destinations around schools, greenspace and parks, YMCA, and specific developments. While some pedestrian crossings exist at key destinations, the elevation profile of Memorial Drive has crossings at valleys and crests which are perceived as dangerous have created issues for stakeholders. An example of a dangerous crossing given by a stakeholder was Memorial Drive and East Lake Terrace in front of Drew Charter School.

The last issue was about lack of sidewalk and pedestrian network off of Memorial Drive. Many stakeholder have preferred to travel by foot off of Memorial Drive so they feel safer, but there is a lack of sidewalk infrastructure off of Memorial Drive. Stakeholders would like to see improved sidewalks along the trolley trail line, main North/South connector streets to Memorial Drive, and create trail system connecting greenspace and parks (Adopt the Park Pride Vision).

Individual Comments:

- Improve sidewalks along the proposed trolley trail line
- Cottage Grove Ave from E Lake Terrace to 4th Avenue should be included in Trolley Trail Master Plan

Consensus Highlights Summary

Pop-Up Design Studio
Sept 27-29, 2018 @ Crim High School

- Connect Trolley Trail to Drew Charter School through Douglas St (southbound) and Memorial Drive (eastbound)
- Need a major pedestrian crossing in front of YMCA near bottom of hill
- Adopt park pride Vision plan for potential pedestrian connections through parks

Open Space

Most stakeholders were happy with the existing open space within the study boundary, but wanted to see better access to existing open space. Midblock crossings at Walker Park and East Lake Park would be two connections that would connect north/south areas of Memorial Drive to open space. The Park Pride connection plan was widely supported as a way to connect all existing open spaces. There are two potential areas for open space expansion, the APS property along 3rd Ave and Memorial Drive and the Sugar Creek area between the Trolley Trail and Memorial Drive. Stakeholders would like to see new program elements such as skate parks, splash pad, and play grounds, like Historic Fourth Ward Park, in the two potential parks.

Individual Comments:

- Trolley Trail Plan connection to existing parks, neighborhoods, and the Beltline
- Adopt park pride Vision plan for potential ped/bike connections through parks
- Did not know Walker Park existed or could not get to it because it was on the south side of Memorial Drive
- Master Plan wanted for Sugar Creek area
- Create a park along 3rd Ave and Memorial Drive in existing APS property
- Possible expansion of the East View Cemetery as open space like Oakland Cemetery

Affordable Housing

Gentrification was one of the major concern expressed by many residents (especially from the residents of eastern part of the corridor). There was a strong desire of putting some policy in place to ensure a percentage of affordable housing in the newer developments.

There was a discussion on collaborating with Mayor Keisha Lance Bottom's affordable housing program to strategically identify location for affordable housing near the education centers of the community (Drew Charter School, Ivy Prep Academy, Crim High School) to reduce the dropout rate from school.

There was a discussion on possibility to add ADU's throughout the single family neighborhood, as a solution for affordable housing.

Few of the bigger sites discussed as a possible affordable housing sites are:

- Ivy Prep Academy: Discussion with Kimberly Lucas (Director of Operation for Ivy Prep Academy) on possible mixed use development on the out parcel along the Memorial Drive, with ground floor commercial, and affordable housing units on top.
- Atlantic Shopping Center Site
- Abandoned Affordable housing site memorial drive (East of Candler Road?)

Redevelopment Opportunities

Throughout the Pop Up studio, certain intersection came up over and over again as opportunities for redevelopment within the study area. Below are the areas that were most talked and what stakeholders wanted to see in each area:

Cottage Grove Commercial Area – Intersection of 4th Ave to 3rd Ave along Memorial Drive. This area has some existing pieces of development that stakeholder wanted to see remain, but others that could be redeveloped to create an East Lake Neighborhood Village. This area would be similar to the 2nd Ave and Hosea area with small mixed use and commercial area with restaurants, office space, open space, and some higher density living. Residence of East Lake stressed that proper density was what needed to happen at this location.

2nd and Hosea Commercial Area - This intersection came up throughout the Pop Up Studio as a successful redevelopment in the Kirkwood and East Lake neighborhoods. Both Kirkwood and East Lake like the size and the developments and the mix of restaurants and coming office space in this area.

Arkwright and Whitefoord Commercial Area – Edgewood Neighborhood is missing a small, local commercial district outside of the Edgewood Retail District which has large big box stores. Edgewood would also like to see a small commercial node at this intersection that has small commercial and retail.

Moreland and Memorial and Commercial Area – This intersection has the most opportunity for improvement along Memorial Drive corridor. From Stovall to Dahlgren St and I-20 to Arkwright are the boundaries for redevelopment. The Southwest parcel at Moreland and Memorial has the most potential for a larger mixed use development that integrates a ped/bike mall that allows an easy connection across the I-20 bridge. There are a smattering of smaller existing commercials parcels that can either be redeveloped and/or renovated for new use if there is a historic building.

Fulton Terrace/Beltline area – With the Beltline coming online soon, there needs to be framework development plan for guidelines for redevelopment along the Beltline in the Reynoldstown neighborhood. There are a couple of light industrial parcel that could be developed as mixed use along the Beltline but need guidelines for redevelopment. Stakeholders did not seem to have a vision for this area, which was a concern.

Atlantic Retail – This development comes with a lot of complications due to the flood plain condition in the south part of the site. If this site was to be redeveloped, a mixed use housing development could happen if it was located closer to the street and parking was in the rear of the site. This area is also prime location for some affordable housing needs within the Edgewood community.

The Ivey Prep Site – The school is located at the corner of Warren St. and Memorial Drive and has a piece of property that could be used for small commercial redevelopment. During the Pop Up Studio, the school expressed interest in selling the out parcels for redevelopment to create a small commercial node. There are two additional parcels on the Southeast part of this intersection that also could be redeveloped as small commercial.

Grady/ COA/ GDOT Area- Surrounding the Atlanta Dairies site, there is a Grady ambulance site, a COA property, and a GDOT storage site. These three site are prime locations for redevelopment for additional mixed use in this higher

Consensus Highlights Summary

Pop-Up Design Studio
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density area along Memorial Drive. Stakeholder would also like to see the bike facility along Woodford Ave connect through these developments and along Old Flat Shoals Rd to the Beltline.

Individual Comments:

- Potential commercial node at the intersection of Arkwright Pl and Whitefoord Ave
- Parcel at the intersection of Dahlgren St and Memorial Drive is currently vacant
- At Atlantic Retail: grocery store, Co-Op, Pharmacy?
- Parcels south of Memorial Drive between Moreland Ave and Memorial Terrace, and between East Side Ave and Atlantic Shopping are not appropriate for residential development. Possible zoning modifications/recommendations to be looked at?
- Intersection of Howards St, Oakview Rd, and Hosea L Williams Dr = Center of Kirkwood Neighborhood
- The corner property North of Memorial Drive at the intersection of Memorial and E Lake terrace is for sale
- Intersection of 2nd Ave and Hosea William Dr: Center of East Lake
- Intersection of 4th Ave, Cottage Grove, and Memorial Drive: commercial/mixed-use node
- Residential parcels along Memorial Drive between Iswald St to Berean Ave should be rezoned to commercial/mixed-use
- Limit the development along BeltLine to 40' height

Focus Area-Specific Input

Cottage Grove Ave & Memorial Drive

- Create a commercial and mixed use node at intersection of 4th Ave and Memorial Drive
- Realign 4th Ave and Memorial at the intersection for slower turn onto 4th Ave
- Realign Cottage Grove Ave and 4th Ave to create an improved intersection
- Leave existing school in place for future growth in East Lake
- Create housing and/or live work space along Memorial Drive between 4th Ave and 3rd Ave
- Create greenspace with existing APS land on corner of 3rd Ave

Moreland Ave & Memorial Drive

- Treat Memorial Drive & Moreland Ave, and Arkwright Pl & Moreland Ave as one intersection
- Do not jog the trolley trail crosswalk
- Combine the parcels between I-20, Memorial Drive, and Moreland Avenue to create larger mix use development pads
- Retiming of lights and major intersection improvements from traffic and ped/bike safety point of view
- Consolidate MARTA bus stops at Moreland and Flat Shoals Ave
- Safer ped/bike crossing at Moreland Avenue at the intersection of Trolley Trail
- Development opportunity at all the 4 corners of Memorial Drive and Flat Shoals Ave Intersection
- Sidewalk improvement along Arkwright Pl

- Create ped/bike connection through development opportunity along the west part of the Moreland and Memorial intersection connecting to the Trolley Trail

E Lake Blvd & Memorial Drive (MC)

- For above, do rough sketch but defer intersection/traffic engineering to GDOT
- The East Lake Blvd and Memorial Drive intersection is very dangerous to cross during rush hour
- New PHB soon to be installed
- Add speed table and buffer along the sidewalk to make it safe for pedestrians
- Realign East Lake Terrace
- Ped Bridge?

Wyman St, Maynard Terrace & Memorial Drive

- Develop as commercial/mixed-use node
- Wyman Street is a very active corridor
- Roundabout?

Stovall St & Memorial Drive

- Crashes at Stovall St & Memorial Drive intersection. Poor visibility

Warren St & Memorial Drive

- Short term development opportunity along Memorial Drive between Wilkinson Dr and Warren Street on both side of Corridor.
- Ivy Prep Academy: long term development opportunity
- Create a Ped access from along Dearborn St to Kirkwood Urban Forest
- Annex the property behind Ivy Prep Academy

Boulevard and memorial

- MC to look at Oakland MP RE: new ped entry
- Need bike lanes along Memorial. (Cyclist pulled over by cops for riding the bike on Memorial)
- Intersection improvement at Boulevard & Memorial Drive
- Signal needs to be retimed. Not enough time for Left turn
- Narrow side walk (4 feet) along Oakland Cemetery
- Need Crosswalk/ PHB along Moreland Ave at the secondary entrance of Oakland Cemetery and Six Feet Under
- Need dedicated left turn lane on Memorial Drive East bound at Boulevard
- Traffic backs up on Boulevard North bound at Memorial Drive intersection and blocks the intersection
- Not safe for pedestrian to cross that intersection from any direction
- Need right turn only lane on Memorial West bound at the intersection
- Reduce no of lanes to three at this intersection. Two travel lanes and 1 turn lane
- Need tree buffer between sidewalks and road
- PHB at Boulevard for ped/bike crossing

Consensus Highlights Summary

Pop-Up Design Studio

Sept 27-29, 2018 @ Crim High School

- Bulb out all the corners of the intersection to slow down the traffic

Atlantic Shopping Center @ Memorial Drive

- Floodplain and potential brownfield
- Potential Park and Ride hub?
- Potential Round about at Maynard Terrace and Memorial Drive
- Add sidewalk along Maynard Terrace
- Affordable Housing?
- Historic Black owned Business along Memorial Drive
- Need Crosswalk for MARTA Bus Transfer
- Leo's hand Car Wash site (across from Atlantic Shopping Center) possible floodplain, and brownfield

Candler Road & Memorial Drive

- Need crosswalk for MARTA bus transfer
- Intersection needs to be reconfigured for better left turn arrangement along Memorial Drive
- Reduce Speed Limit
- Candler Road North bound needs only 1 receiving lane at the intersection
- Entrances for the business is too close to the intersection
- Need a North bound left turn lane on Memorial Drive

Other

- Add way findings/ historical markers/ neighborhood description/walk distance signs/rotating public art along the Memorial Drive
- Add DeKalb 2035 com plan Overlay to previous planning map
- Walkable neighborhood and shopping especially for seniors
- Curb gentrification. Preserve existing communities
- Traffic Safety
- Buffer between sidewalk and travel lanes
- Median, green strips?
- More educational institutes
- Good transit moving people along Moreland from 675 to Briarcliff + Virginia Highlands
- Policy to protect people from losing their homes
- Alternative modes of transportation along Memorial drive
- Bike lanes
- Park and ride along Memorial Drive
- Preserve and reuse exiting structures
- Keep tree canopies
- Park maintenance
- Grocery stores
- More density
- Need benches at MARTA bus stops for seniors



Consensus Highlights Summary

Pop-Up Design Studio
Sept 27-29, 2018 @ Crim High School

- Promote high density housing, allow ADU, and multi-family homes
- Street facing business over surface parking

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Existing Market Conditions/Housing

As part of Imagine Memorial LCI study, Bleakly Advisory Group analyzed the current housing market along the Memorial Drive Corridor and assessed the affordable housing needs in the area. For the purposes of this analysis, Bleakly sub-divided the corridor into four sections:

- Sub-area A: Downtown Connector to Boulevard
- Sub-area B: Boulevard to Moreland Ave.
- Sub-area C: Moreland Ave. to Wyman St.
- Sub-area D: Wyman St. to Candler Rd.

Overall, the Memorial Drive Corridor's nearly 7,500 households have higher rental tenure than the overall Atlanta Metropolitan Statistical Area. This difference is most pronounced in Sub-area A, which has a 62% renter rate. Overall, corridor households are smaller than the Atlanta metro average, in large part due to the higher proportion of households with no children. Only Sub-area D has a proportion of households with children approaching that of the Atlanta metro overall.

As with tenure rates, the median household income varies significantly by sub-area. Overall, corridor households earn a median household income of \$67,705. Sub-area B has the highest median income of \$78,800, while Sub-area A has the lowest at \$52,850. It is quite likely that the concentrated presence of subsidized housing units in Sub-area A contributes to this lower median income.

The Memorial Drive Corridor has experienced several significant household changes in the past decade. While most of the sub-areas have grown at rates comparable to the Atlanta Metro overall, Sub-area B has seen households grow at twice this rate. Household incomes have increased significantly in Sub-areas B, C, and D, leading to an overall 4.3% annual growth rate for the corridor. Median home values have also increased across the corridor.

Along with the increase in median home value, average monthly rents have likewise increased. While rents for new inventory have risen an average of 4.1% annually since 2013, this rate has leveled off in recent years. Rents in older inventory (built before 2012) have risen even faster, despite still being priced lower than new units. The price of new for-sale homes has also increased significantly since 2013, especially in those Sub-areas seeing new single-family construction. The dominant housing typology of new construction varies by sub-area; while Sub-areas A and B have seen more condo construction, Sub-area C has many more new townhomes, and single-family homes dominate Sub-area D.

With the increase in rental and for-sale housing prices, affordability has become an increasing concern along the Memorial Drive Corridor. Housing affordability is measured based on the Department of Housing and Urban Development's threshold of 30% of income being spent on housing costs. Households spending more than 30% of their income on housing are considered "cost burdened." This study used the Atlanta MSA median household income for a family of 2, which is very close to the Memorial Drive Corridor median household income. Households earning 80% or less of this amount are considered "low-income."

Despite the over 650 subsidized affordable units along the corridor, almost 5,500 low-income households in Memorial Drive Corridor census tracts are cost-burdened. This number is expected to increase over the next ten years as the area grows; by 2029, nearly 30% of households along the Memorial Drive Corridor could be low-income with an affordable housing need. Though the overall need is greatest among renters, a high proportion of low-income owner households also face housing costs that are not affordable. This need for additional affordable housing is felt along the length of the Memorial Drive Corridor.

According to City of Atlanta permit records, 164 single-family detached homes were demolished in the LCI study area between 2011 and November 2018. These are shown in red on the map below. Demolition activity has been common in every subarea except Sub-area A closest to downtown, where there is limited single-family inventory.

In the same period that 164 single-family homes were demolished, the City issued 289 new-single family permits, giving the corridor a net increase in single-family units. Many of the new single-family units were tear-down replacements, creating homes with more square footage and higher (i.e., less affordable) price points than the homes they replaced.

Significant multifamily construction also occurred. Notably, however, most of these projects were redevelopments of former commercial and industrial sites, rather than existing housing units.

Affordable Housing Recommendations

Based on the analysis described above and interviews with area residents, it appears that, similar to the city-wide situation, the housing market is not delivering sufficient housing along the Memorial Drive corridor that is affordable to households of all incomes. While this situation impacts many current and future Memorial Drive residents, its impact is greatest to the those with the lowest incomes. Further, the number of existing housing units along the corridor that are affordable to households without creating a cost burden is declining.

Thus, new strategies focused specifically on preserving and creating housing that is affordable without creating a cost burden to corridor households are necessary. Based on the work in this assignment, along with previous work in this regard throughout the Atlanta region, Bleakly Advisory Group developed a set of strategies and tactics that can help to establish and maintain more affordable housing along the corridor. These strategies and tactics align with those put forth earlier in 2018 by HouseATL, a cross-sector group of local civic leaders committed to building the political and community will for a comprehensive and coordinated housing affordability action plan in the City of Atlanta.

The affordable housing strategies and tactics for the Memorial Drive Corridor:

Establish affordability leadership

- Centralize affordable housing initiatives under a corridor-focused administrator.
- Under the affordable administrator coordinate actions on affordability with City Planning, Invest Atlanta, Atlanta Housing, etc. and develop in-house capabilities to monitor compliance with affordable policies in an effective and efficient manner.

Expand capital resources

- Work with Invest Atlanta to target Eastside TAD funds for housing affordability, including monies for homeowner rehab, first time affordable home-buyers, and development capital program for small developers creating or rehabbing affordable units.
- Seek philanthropic money to help “seed” a private non-profit Memorial Drive housing trust fund focused on affordable housing production.
- Out of the Memorial Drive housing trust fund, provide access to a development capital program for small developers creating or rehabbing affordable units.

Increase affordable housing production

- Through workshops, advocacy, a City Design studio, and/or other methods, promote decreased housing development costs along the corridor through cost-conscious design solutions and reform of regulatory and land use policies that allow smaller lot sizes and encourage duplex-fourplex designs and accessory units.
- Catalog public land with development potential and promote new use for affordable housing.
- Partner with the Land Bank Authority and Atlanta Land Trust to identify, assemble, and hold land for affordable housing development.

Maintain affordable inventory - Renter

- Partner with Invest Atlanta and/or others such as Enterprise Community Partners to initiate a low-cost rehab financing program for landlords/owners to maintain affordable rents in existing units on the corridor.
- Partner with the City and others to pilot a return of the Urban Enterprise Zone program on the corridor.

Maintain affordable inventory - Owner

- To mitigate gentrification effects, launch an anti-displacement tax fund program that will pay qualifying homeowners’ property tax increases, similar to the program initiated by the Westside Future Fund for Atlanta’s westside neighborhoods. Funding to come from a private non-profit Memorial Drive housing trust fund described above.
- Work with the City and other partners to offer 10-year homesteader tax abatement on vacant/rehabbed units to first-time affordable home-buyers.
- Work with Invest Atlanta to offer low-cost rehab assistance to homeowners to rehab affordable units on the corridor.

IMAGINE MEMORIAL LCI

Housing Market and Affordability Analysis

Prepared by **Bleakly Advisory Group**
in support of **Lord Aeck Sargent**
for **Imagine Memorial LCI**

December 2018



BLEAKLY ADVISORY GROUP

- ▶ ***Bleakly Advisory Group, Inc. is an Atlanta, Georgia based real estate and economic development consulting firm.***
 - ▶ *Founded in 2001*
 - ▶ *Six-member professional team*
- ▶ ***Our practice covers six areas in both public and private sectors:***
 - ▶ *Market Analysis*
 - ▶ *Real Estate Economics*
 - ▶ *Development Consulting*
 - ▶ *Financial Analysis*
 - ▶ *Incentives & Public Finance*
 - ▶ *Housing Analysis*



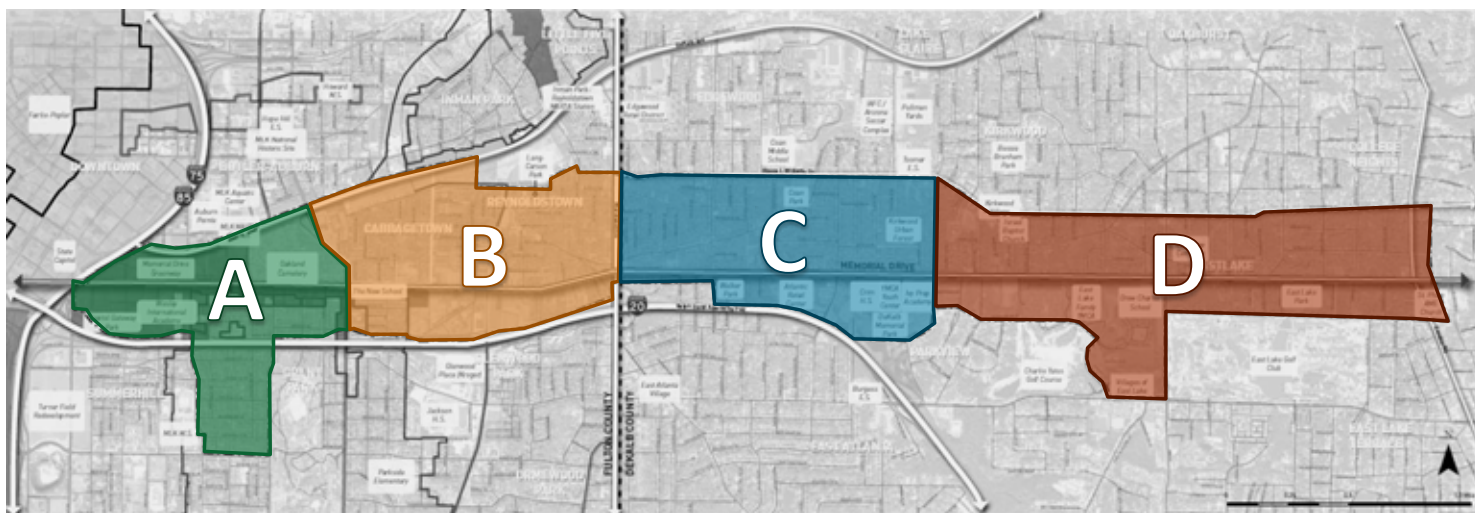
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INTRODUCTION

Purpose of this Report

- This report was conducted in support of lead consultant, Lord Aeck Sargent, for the Imagine Memorial LCI Plan.
- The analysis depicted herein is intended to highlight the current housing market along the Memorial Drive corridor within the city of Atlanta, analyze the affordable housing needs in the area, and offer conceptual-level strategies to help ensure a housing stock that is responsive to both the current and future needs of Memorial Drive corridor households.

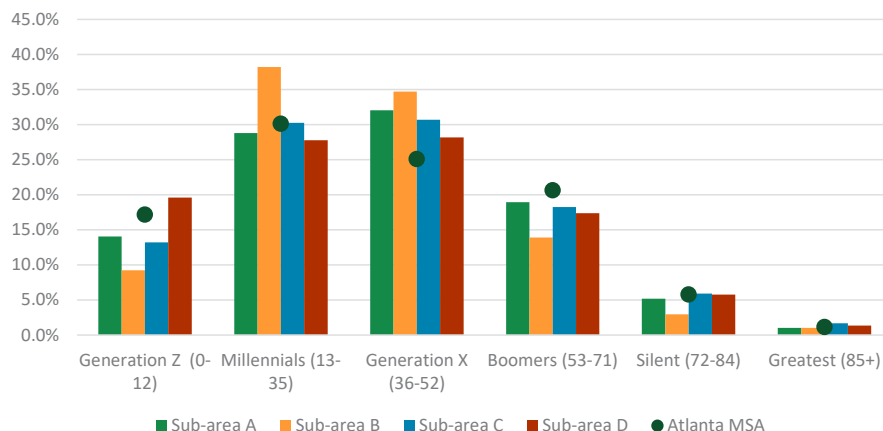
MEMORIAL DRIVE LCI SUB-AREAS



RESIDENT BASE DEMOGRAPHICS

HOUSEHOLDS BY AGE

- Overall, study area households have fewer children and more Generation X adults than metro Atlanta averages.
- This suggests the area attracts younger households without children.
- The average household size is also significantly lower than the Atlanta metro average.



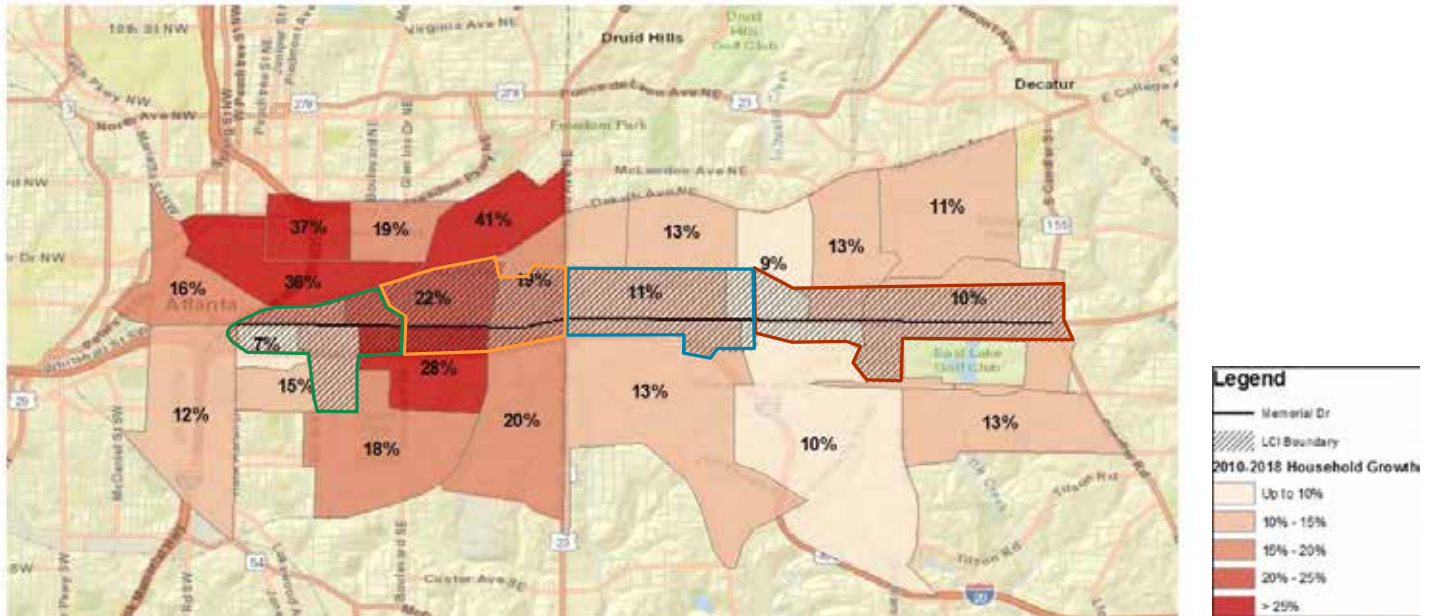
Age & Generational Cohort	Sub-area A		Sub-area B		Sub-area C		Sub-area D		Atlanta MSA	
Total Population	2,828		4,646		3,204		4,366		6,017,552	
Generation Z (0-12)	397	14.0%	428	9.2%	423	13.2%	855	19.6%	1,033,370	17.2%
Millennials (13-35)	814	28.8%	1,776	38.2%	969	30.3%	1,212	27.8%	1,813,359	30.1%
Generation X (36-52)	906	32.0%	1,613	34.7%	984	30.7%	1,230	28.2%	1,509,933	25.1%
Boomers (53-71)	535	18.9%	645	13.9%	585	18.3%	758	17.4%	1,241,737	20.6%
Silent (72-84)	147	5.2%	137	2.9%	190	5.9%	252	5.8%	349,750	5.8%
Greatest (85+)	29	1.0%	47	1.0%	54	1.7%	59	1.4%	69,403	1.2%
Children (0-17)	545	19.3%	566	12.2%	556	17.4%	1,114	25.5%	1,460,610	24.3%
Seniors (65+)	324	11.5%	321	6.9%	399	12.5%	531	12.2%	758,912	12.6%
2019 Est. Average Household Size	1.77		1.77		2.04		2.28		2.67	

Source: Environics Analytics



Imagine Memorial LCI 5

POPULATION AND HOUSEHOLD GROWTH



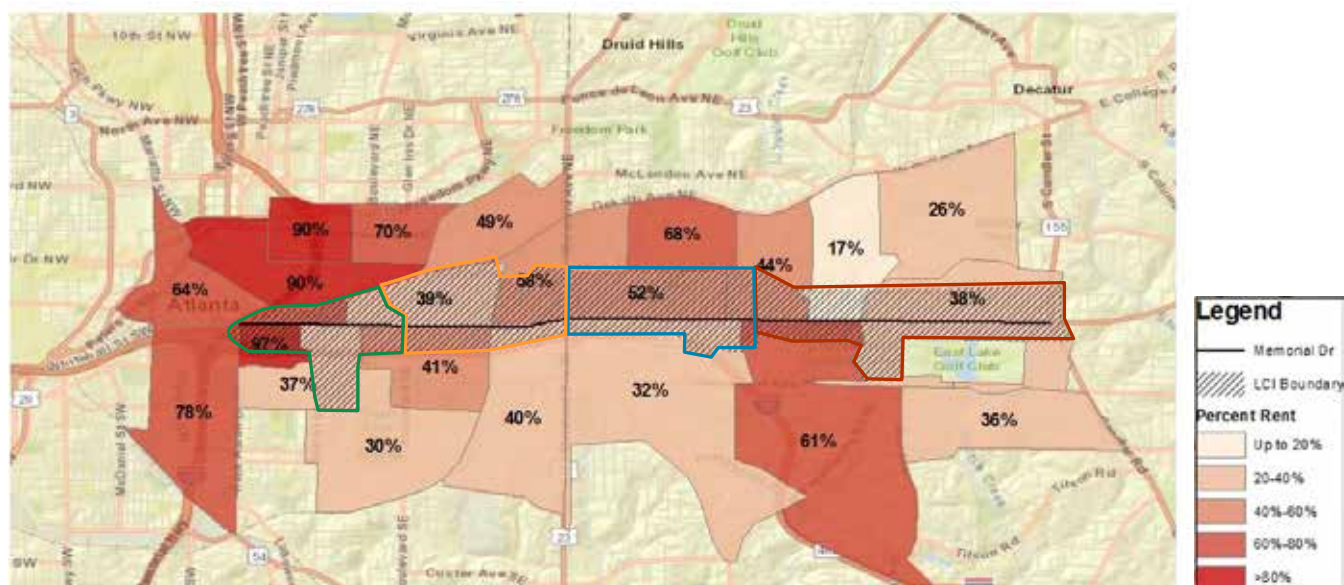
Population	Sub-area A	Sub-area B	Sub-area C	Sub-area D	Memorial Drive Corridor	Atlanta MSA
2010 Census	2,503	3,666	2,973	3,936	12,703	5,286,728
2019 Estimate	2,828	4,647	3,203	4,366	14,624	6,017,552

Households	Sub-area A	Sub-area B	Sub-area C	Sub-area D	Memorial Drive Corridor	Atlanta MSA
2010 Census	1,376	1,931	1,381	1,701	6,237	1,943,885
2019 Estimate	1,599	2,539	1,562	1,919	7,446	2,224,325
CAGR Growth 2010-2019	1.7%	3.1%	1.4%	1.3%	2.0%	1.5%

Source: Envirionics Analytics, US Census
 Bleakly Advisory Group

Imagine Memorial LCI 6

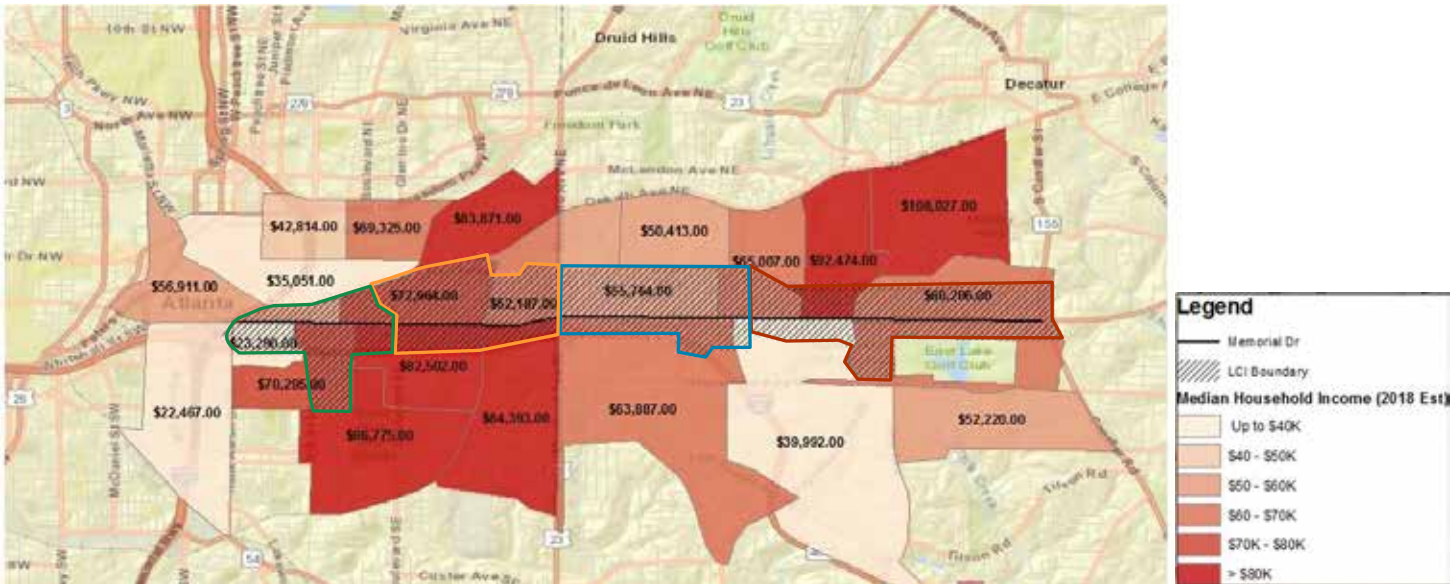
OWNER AND RENTER TENURE



Housing Characteristics	Sub-area A	Sub-area B	Sub-area C	Sub-area D	Memorial Drive Corridor	Atlanta MSA
Tenure						
% Renters	62%	45%	44%	48%	48%	34%
% Owners	38%	55%	56%	52%	52%	66%
Total Occupied Housing Units	1,599	2,539	1,562	1,919	7,446	2,224,325
Renter-Occupied Units	995	1,138	686	918	3,595	756,326
Owner-Occupied Units	604	1,401	876	1,001	3,851	1,467,999

Source: Envirionics Analytics, US Census

MEDIAN HOUSEHOLD INCOMES

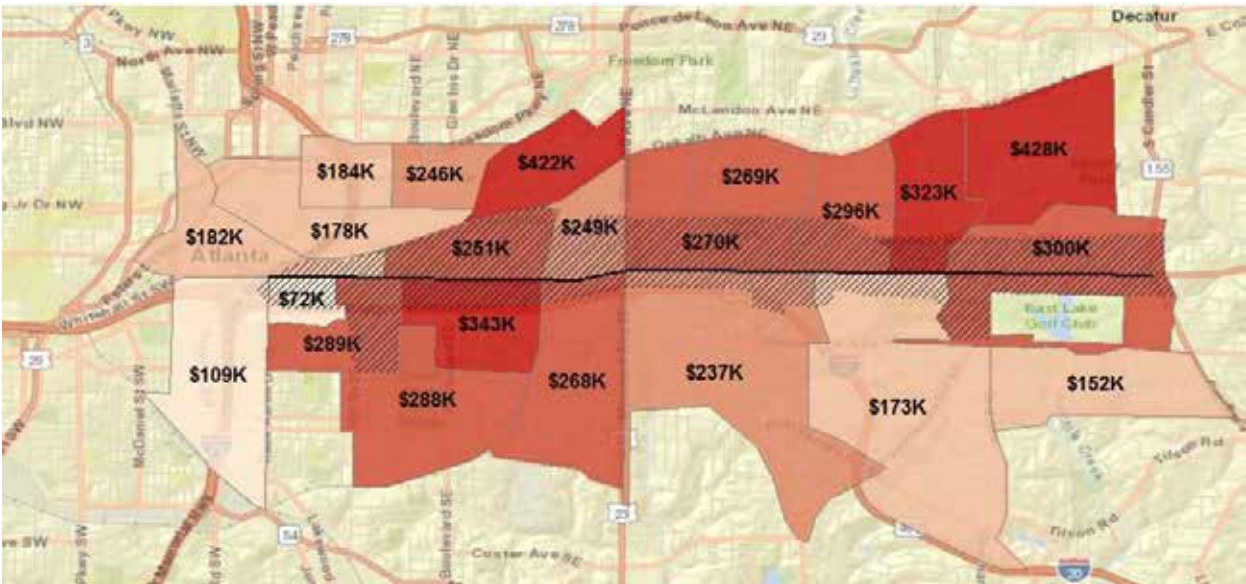


*median HH income by tract 2010 ACS 5-year estimate

Household Income	Sub-area A		Sub-area B		Sub-area C		Sub-area D		Memorial Drive Corridor		
2010 Est. Median Household Income	\$52,969		\$51,725		\$40,518		\$41,063		\$46,478		
2019 Est. Median Household Income	\$52,846		\$78,814		\$68,935		\$64,607		\$67,705		
CAGR 2010-2019	-0.03%		4.79%		6.08%		5.16%		4.3%		
Households by Income											
HH with income >\$15K	312	20%	129	5%	254	16%	294	15%	951	13%	
HH with income \$15K - \$35K	287	18%	415	16%	235	15%	369	19%	1,243	17%	
HH with income \$35K - \$50K	171	11%	221	9%	106	7%	155	8%	630	8%	
HH with income \$50K - \$100K	376	24%	809	32%	416	27%	402	21%	1,981	27%	
HH with income > \$100K	454	28%	964	38%	551	35%	698	36%	2,641	35%	

HOUSING SUPPLY – OWNERSHIP AND RENTAL

MEDIAN HOME VALUE

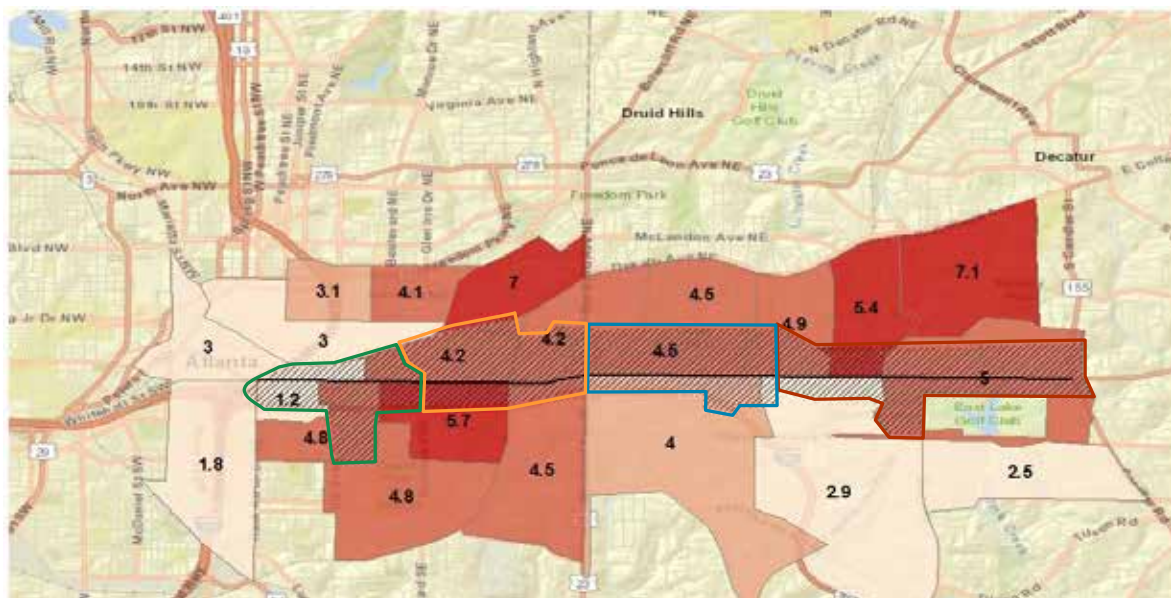


Home Value	Sub-area A	Sub-area B	Sub-area C	Sub-area D	Memorial Drive Corridor
2010	\$246,000	\$241,650	\$228,100	\$248,000	\$243,825
2019	\$359,511	\$284,007	\$308,344	\$339,750	\$322,903
2010-2019 CAGR	4.3%	1.8%	3.4%	3.6%	3.2%

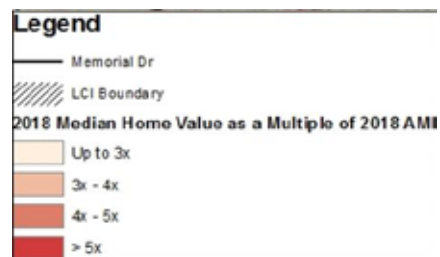


Source: Envirionics Analytics, US Census

HOME VALUE AS AMI MULTIPLE



- Home buyers are typically counseled to spend no more than 3x their annual income on a mortgage.
- Comparing the median home value to the AMI shows a picture of homeownership affordability for area families.

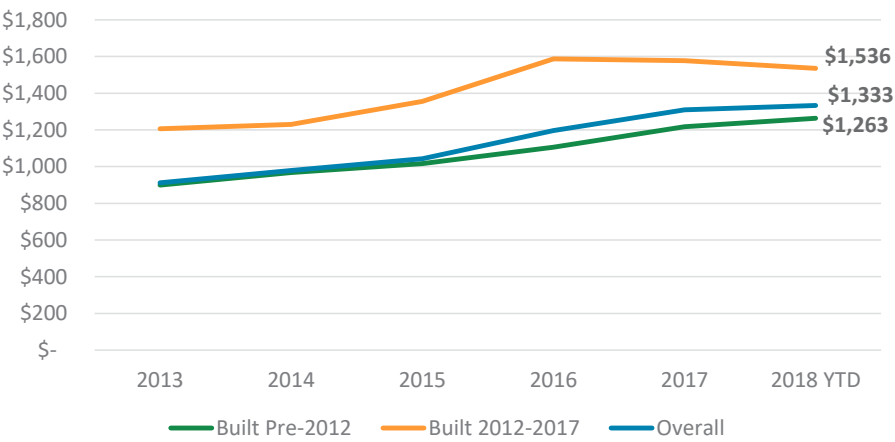


Source: US Census, Bleakly Advisory Group

RENTS BY YEAR BUILT

- Rents in **new inventory** have risen an average of **4.1%** annually since 2013 but have leveled off the past two years.
- Rents in **older inventory** have risen an average of **5.8%** annually since 2013.
- Rents for units built prior to 2012 are priced 18% lower than those built within the past five years.
- Rent growth has been significant while incomes are growing less than 1% annually.

Average Monthly Rent by Year Built



Year	Effective Rents		Effective Rents	
	Built Pre-2012	% Change	Built Since 2012	% Change
2013	\$ 899		\$ 1,206	
2014	\$ 968	7.7%	\$ 1,230	2.0%
2015	\$ 1,017	5.1%	\$ 1,356	10.2%
2016	\$ 1,106	8.8%	\$ 1,587	17.0%
2017	\$ 1,218	10.1%	\$ 1,577	-0.6%
2018 YTD	\$ 1,263	3.7%	\$ 1,536	-2.6%
CAGR 2013-2018		5.8%		4.1%

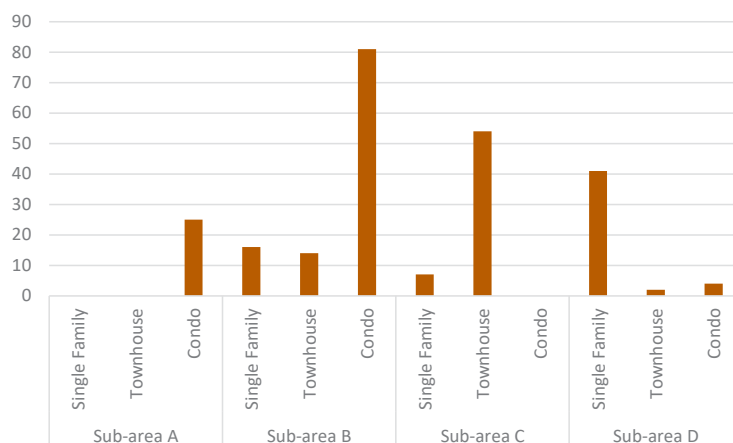
Source: CoStar, Bleakly Advisory Group



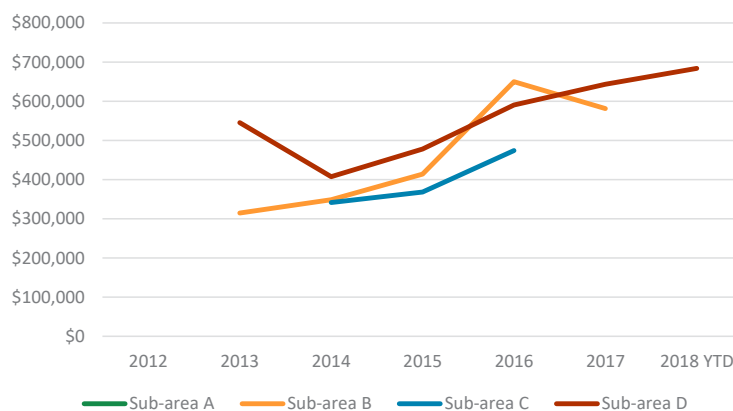
NEW HOME SALES

- Dominant housing typology of new construction varies by sub-area. While Sub-area A and B are heavy with condos, Sub-area C has many more townhomes and single-family homes dominate Sub-area D.
- Housing prices for new single-family construction have increased significantly since 2013. New home prices in Sub-area D are consistently higher than other sub-areas.

New Home Sales 2012-2018



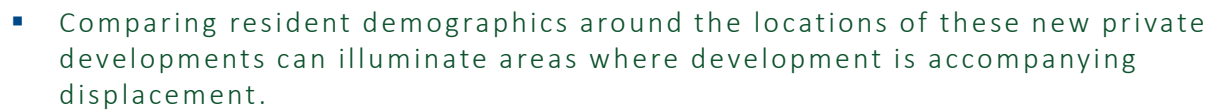
New Single Family Home Prices, 2012-2018



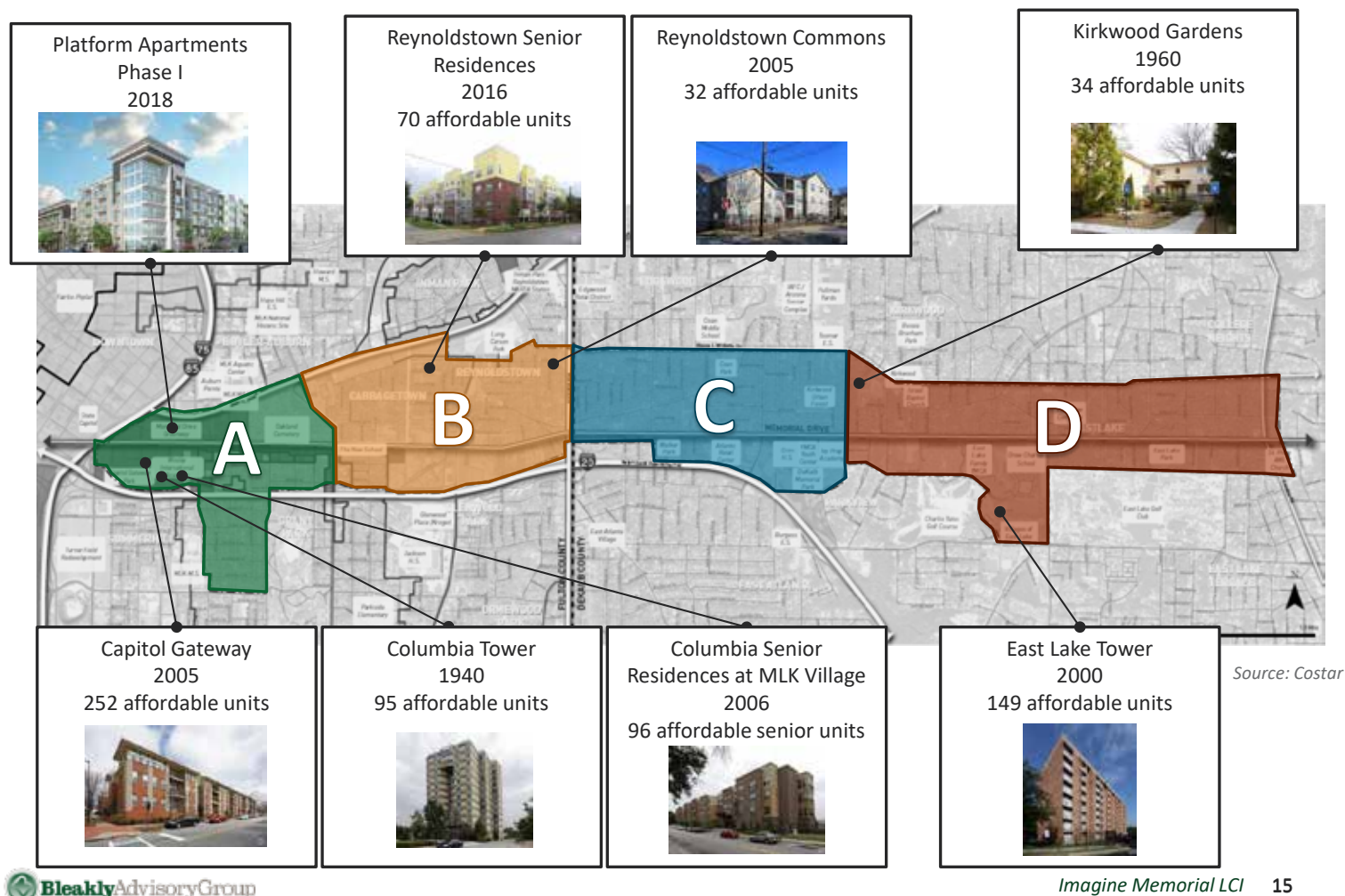
Source: SmartREData

Imagine Memorial LCI 13

Imagine Memorial LCI 14



CURRENT AFFORDABLE HOUSING STOCK



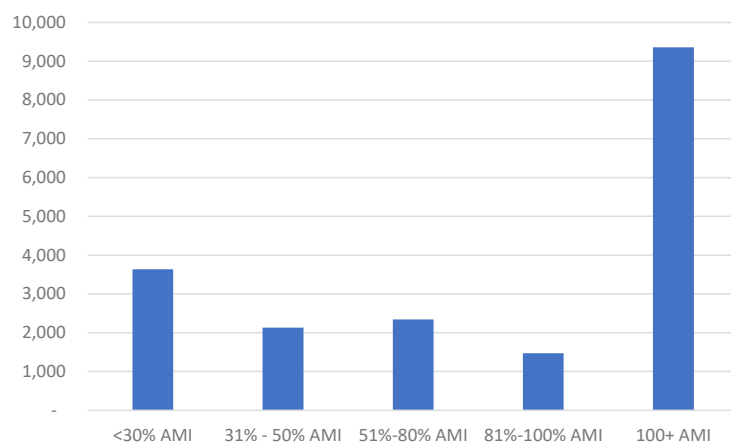
HOUSING COST BURDEN

AFFORDABILITY ASSESSMENT

DEMOGRAPHICS OF AFFORDABILITY

- Affordable households are defined by their income relative to the Area Median Income (AMI) of the Atlanta region (\$59,850 in 2018 for a 2-person household, the area median).
- Of the 18,950 households in the Memorial Drive Corridor in 2016*:
 - 19% earned less than \$16,200
 - 11% earned between \$16,200 and \$27,000
 - 12% earned between \$27,000 and \$43,200
 - 43% or more than 8,000 households in the corridor earned less than 80% of the median or roughly \$43,200.

Households by % of Area Median Income



*Households in census tracts partially or entirely within the study area

Defining Affordable Households in the Memorial Drive Corridor, 2016

Income Classification	Extremely	Very		Middle Income	Above Median	Total HH's
	Low Income	Low Income	Low Income			
Percent of Area Median Income	<30% AMI	31% - 50% AMI	51%-80% AMI	81%-100% AMI	100+ AMI	
Household Income Range	<\$16,200	\$16,201 - \$27,000	\$27,001 - \$43,200	\$43,201 - \$53,999	\$54,000+	
Number of Households	3,633	2,134	2,345	1,473	9,362	18,947
Percent of Corridor Households	19%	11%	12%	8%	49%	100%

Source: US Census American Community Survey 2016/Environics/BAG

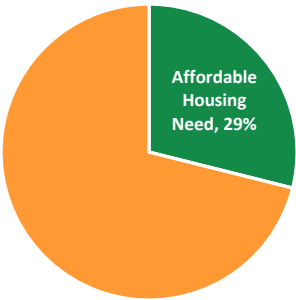
AFFORDABILITY ASSESSMENT

AFFORDABLE HOUSING NEED SUMMARY

The affordable housing needs in the Memorial Drive Corridor are large and continue to grow.

- Based on an analysis of housing cost-burdened households, the current affordable housing need stands at 5,480 households.
 - Cost-burdened households spend more than 30% of their income on housing costs.
- The largest number of cost-burdened households are those below 80% AMI.
 - 43% of corridor households earn less than 80% of AMI, or roughly \$47,900.
- The overall affordable housing need will grow to nearly 5,850 over the next decade.

Memorial Drive Corridor
Affordable Housing Need as % of
Total Households, 2029

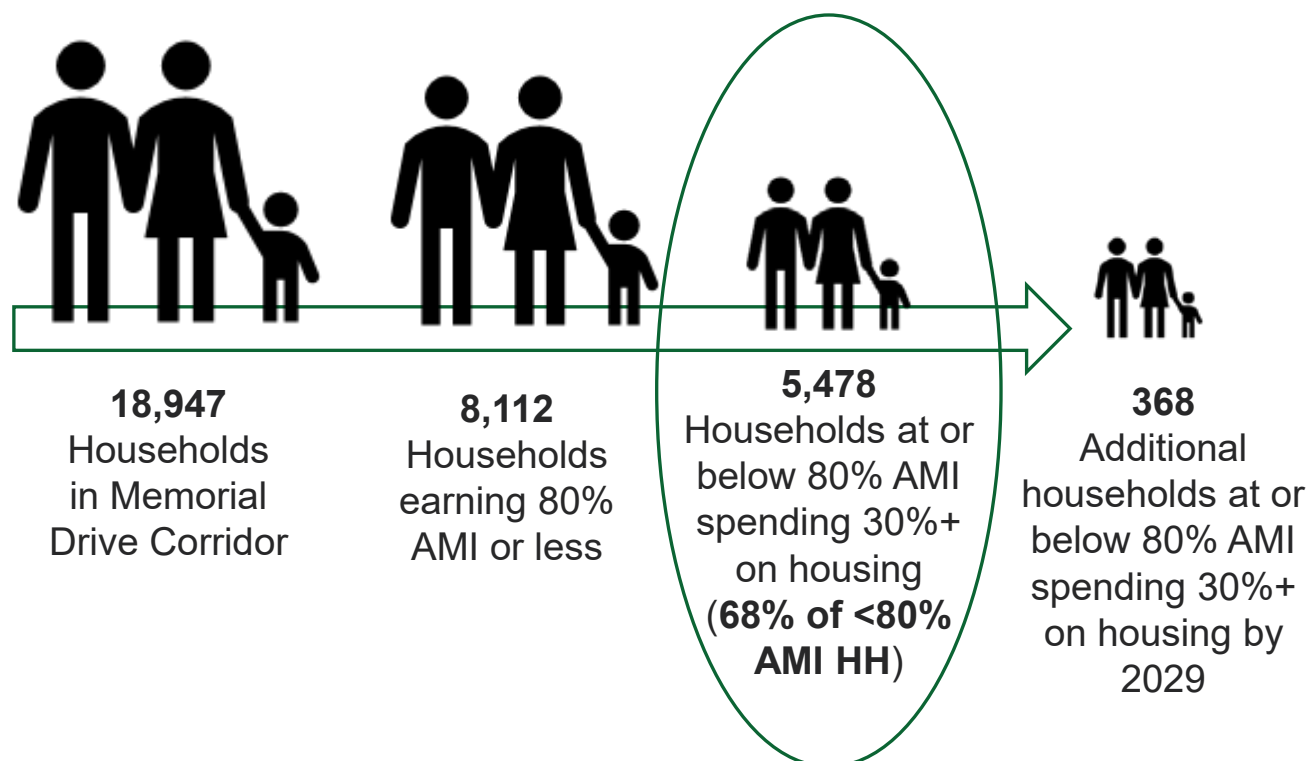


Projected Memorial Drive Corridor Affordable Housing Need, 2019-2029					
Income Bands	Current	Cost Burdened	New	Cost Burdened	Affordable
	Households	30%+	Households 2019-2029	30%+	Housing Need
< 30% AMI	3,633	2,505	244	168	2,673
31% to 50% AMI	2,134	1,451	143	97	1,549
51% to 80% AMI	2,345	1,522	157	102	1,624
81% to 100% AMI	1,473	564	99	38	602
100%+ AMI	9,362	927	628	62	989
Total	18,947	6,969	1,272	468	7,437
Total Need to 80% of AMI		5,478		368	5,845

Source: US Census American Community Survey 2016/Environics/BAG

AFFORDABILITY ASSESSMENT

DEFINING THE AFFORDABLE HOUSING NEED



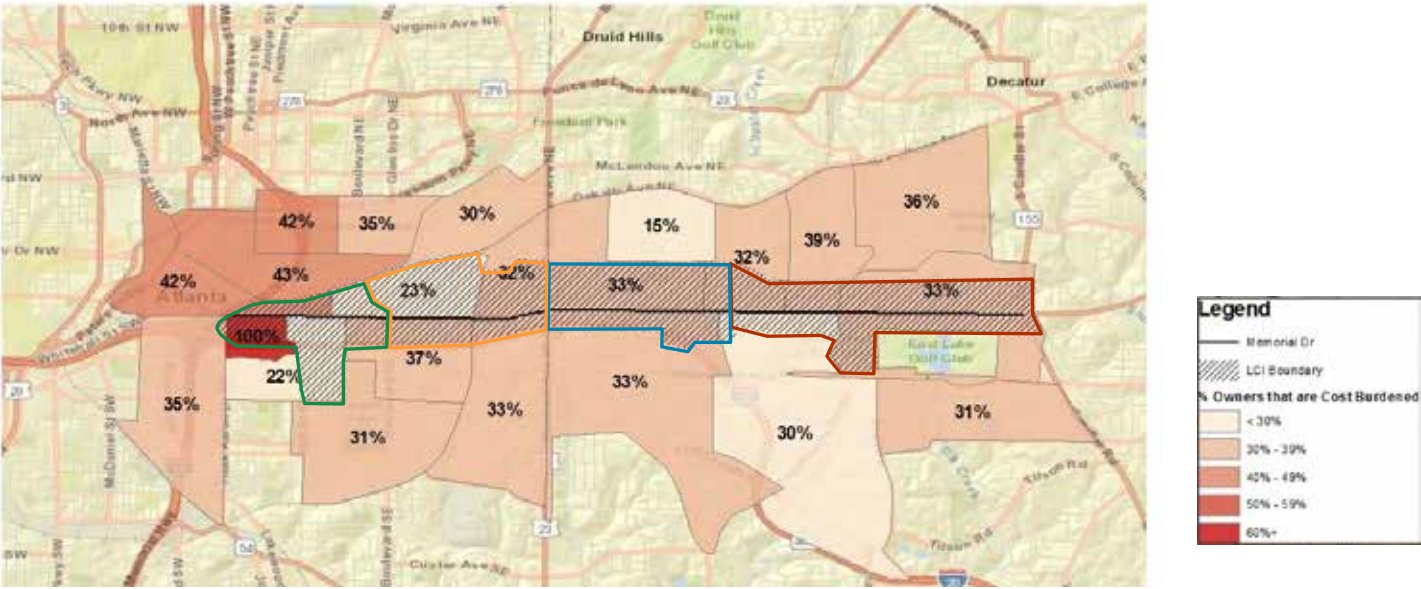
Source: US Census, Environics Analytics, Bleakly Advisory Group



Imagine Memorial LCI 19

HOUSING BURDEN FOR HOMEOWNERS

COST BURDENED HOUSEHOLDS (>30% OF INCOME FOR HOUSING)

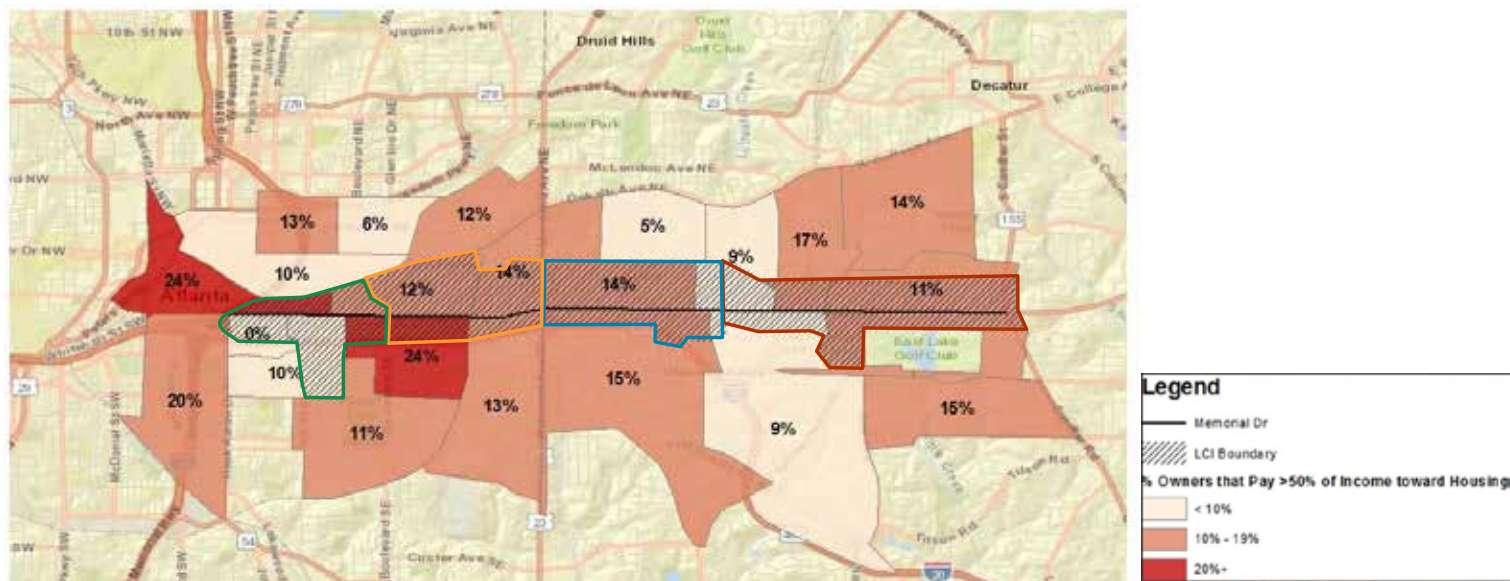


Data source: US Census



HOUSING BURDEN FOR HOMEOWNERS

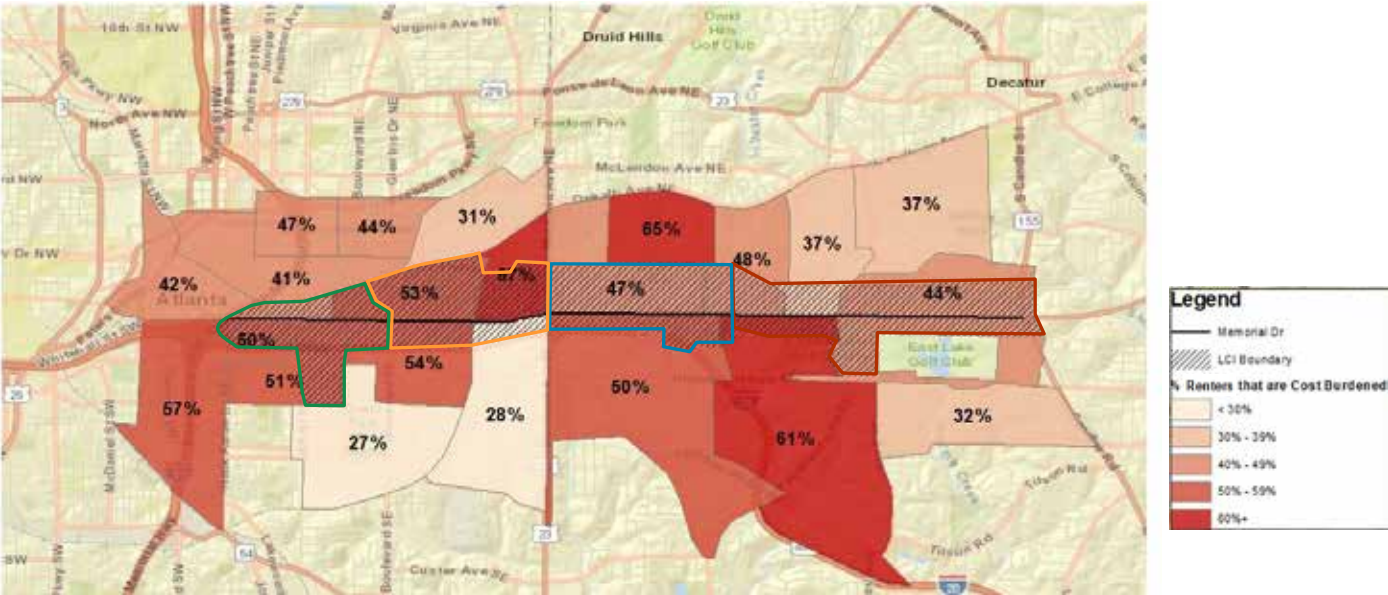
EXTREMELY COST BURDENED HOUSEHOLDS (>50% OF INCOME)



Data source: US Census

HOUSING BURDEN FOR RENTERS

COST BURDENED HOUSEHOLDS (>30% OF INCOME FOR HOUSING)

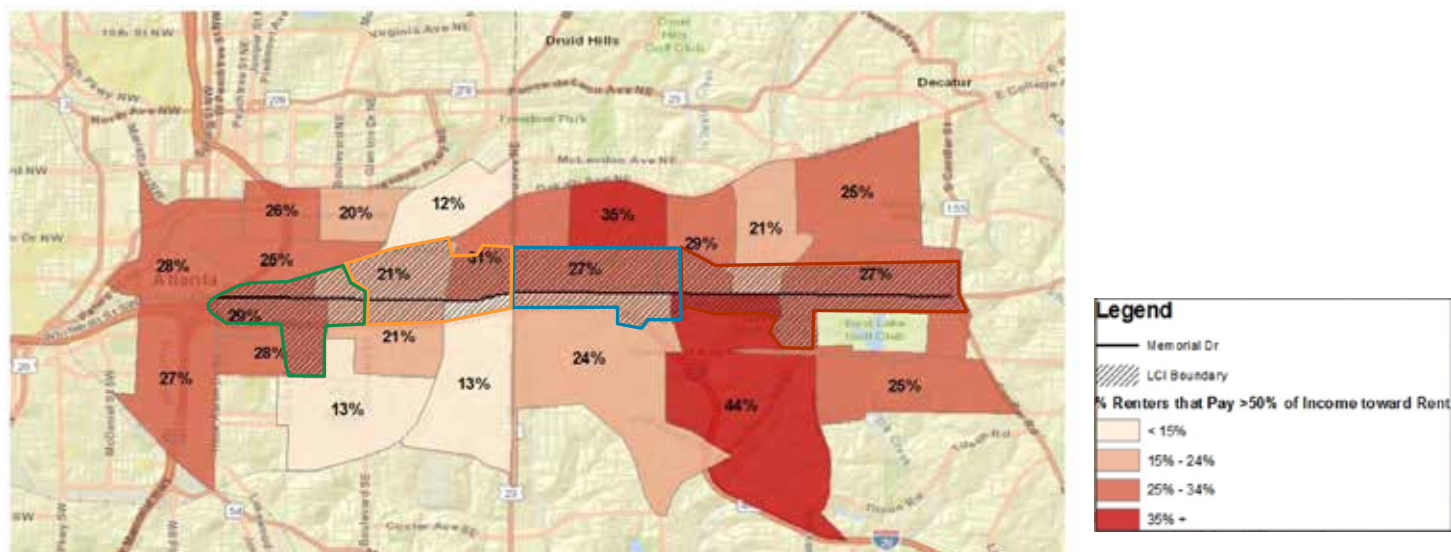


Data source: US Census



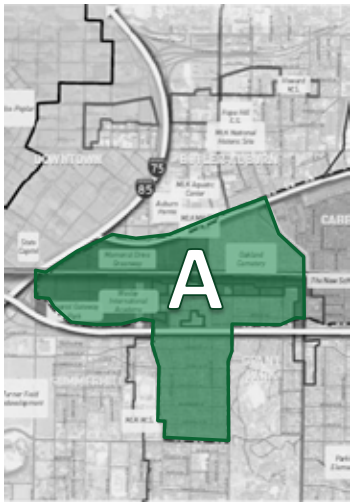
HOUSING BURDEN FOR RENTERS

EXTREMELY COST BURDENED HOUSEHOLDS (>50% OF INCOME)

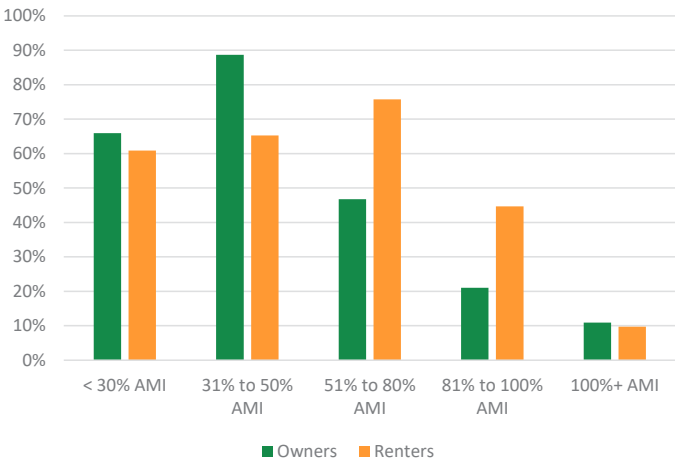


Data source: US Census

COST BURDEN BY SUB-AREA



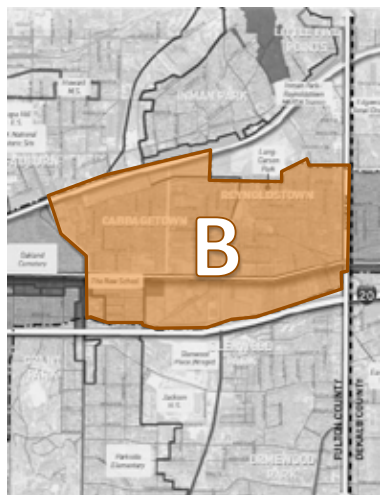
% Cost Burdened by AMI, Sub-area A



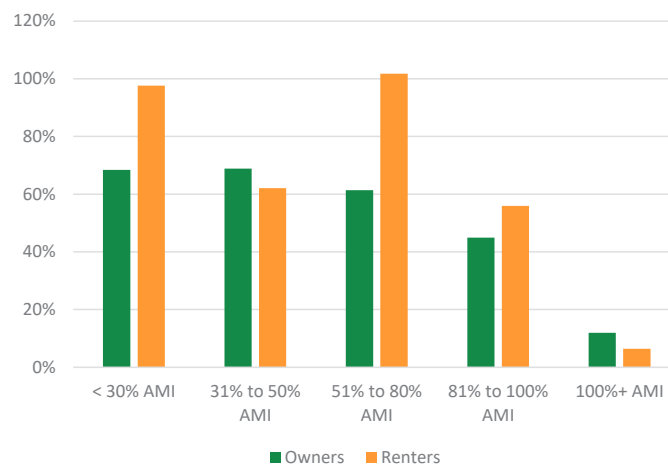
Classification of Memorial Drive Corridor Households by Income Groups and Spending 30%+ of Income on Shelter Sub-area A						
Income Classification	Extremely	Very		Middle Income	Above Median	Total HHs
	Low Income	Low Income	Low Income			
Percent of Area Median Income	<30% AMI	31% - 50% AMI	51%-80% AMI	81%-100% AMI	100+ AMI	
Household Income Range	<\$16,200	\$16,201 - \$27,000	\$27,001 - \$43,200	\$43,201 - \$53,999	\$54,000+	
Sub-area A Households	1,172	559	546	367	1,727	4,370
% HH's Spending 30%+ on Shelter	62%	69%	69%	36%	11%	41%
Sub-area A Households Spending 30%+ on Shelter	722	384	374	133	182	1,795

Source: US Census American Community Survey 2016/Environics/BAG

COST BURDEN BY SUB-AREA



% Cost Burdened by AMI, Sub-area B

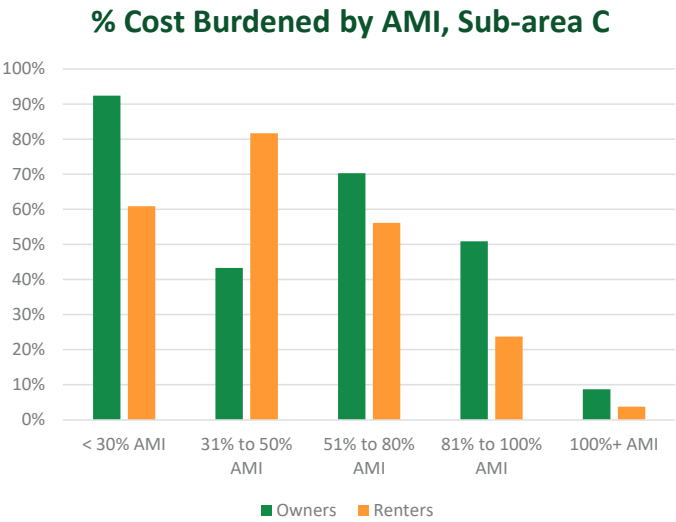
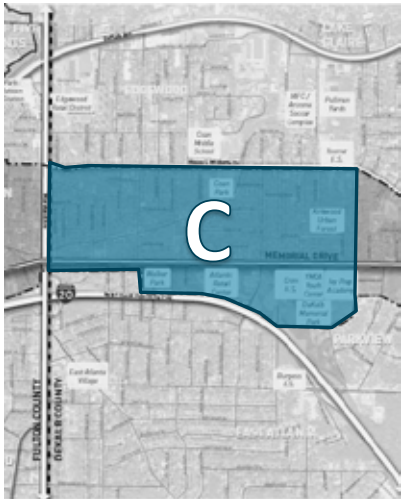


**Classification of Memorial Drive Corridor Households
by Income Groups and Spending 30%+ of Income on Shelter
Sub-area B**

Income Classification	Extremely Low Income	Very Low Income	Low Income	Middle Income	Above Median	Total HHs
Percent of Area Median Income	<30% AMI	31% - 50% AMI	51%-80% AMI	81%-100% AMI	100+ AMI	
Household Income Range	<\$16,200	\$16,201 - \$27,000	\$27,001 - \$43,200	\$43,201 - \$53,999	\$54,000+	
Sub-area B Households	359	461	511	336	2,936	4,603
% HH's Spending 30%+ on Shelter	89%	64%	82%	51%	10%	33%
Sub-area B Households Spending 30%+ on Shelter	321	296	419	171	297	1,504

Source: US Census American Community Survey 2016/Environics/BAG

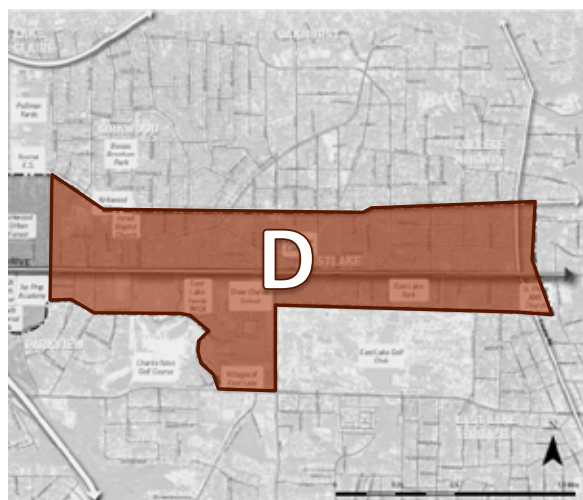
COST BURDEN BY SUB-AREA



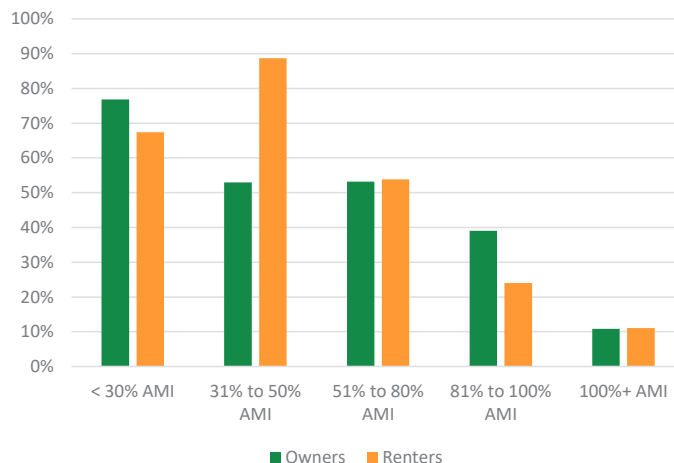
Classification of Memorial Drive Corridor Households by Income Groups and Spending 30%+ of Income on Shelter Sub-area C						
Income Classification	Extremely Low Income	Very Low Income	Low Income	Middle Income	Above Median	Total HHs
Percent of Area Median Income	<30% AMI	31% - 50% AMI	51%-80% AMI	81%-100% AMI	100+ AMI	
Household Income Range	<\$16,200	\$16,201 - \$27,000	\$27,001 - \$43,200	\$43,201 - \$53,999	\$54,000+	
Sub-area C Households	930	483	501	322	2,108	4,343
% HH's Spending 30%+ on Shelter	69%	65%	61%	39%	8%	36%
Sub-area C Households Spending 30%+ on Shelter	646	312	307	125	166	1,556

Source: US Census American Community Survey 2016/Environics/BAG

COST BURDEN BY SUB-AREA



% Cost Burdened by AMI, Sub-area D



**Classification of Memorial Drive Corridor Households
by Income Groups and Spending 30%+ of Income on Shelter
Sub-area D**

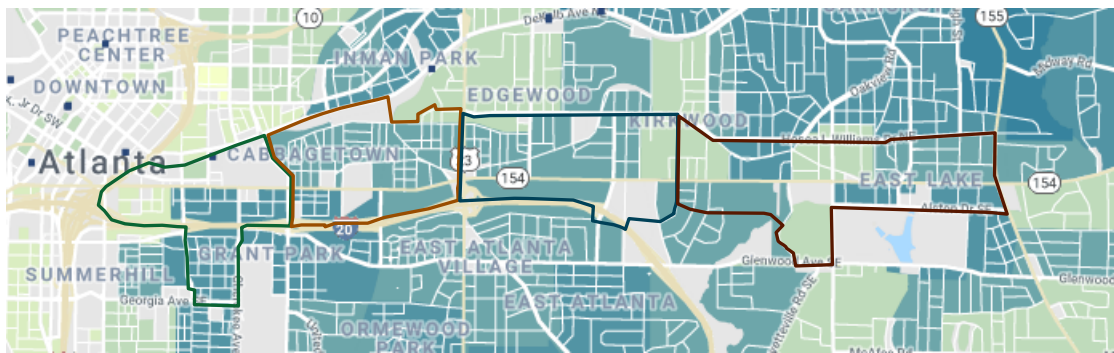
Income Classification	Extremely	Very		Middle Income	Above Median	Total HHs
	Low Income	Low Income	Low Income			
Percent of Area Median Income	<30% AMI	31% - 50% AMI	51%-80% AMI	81%-100% AMI	100+ AMI	
Household Income Range	<\$16,200	\$16,201 - \$27,000	\$27,001 - \$43,200	\$43,201 - \$53,999	\$54,000+	
Sub-area D Households	1,173	631	787	449	2,592	5,631
% HH's Spending 30%+ on Shelter	70%	73%	54%	30%	11%	38%
Sub-area D Households Spending 30%+ on Shelter	815	460	422	135	282	2,114

Source: US Census American Community Survey 2016/EnviroNics/BAG

HOUSING + TRANSPORTATION COSTS

- The Housing and Transportation (H+T®) Affordability Index is published by the Center for Neighborhood Technology (CNT).
- The Index measure affordability in a way that accounts for the increased transportation costs which often account for a large proportion of household expenses.

H+T® Affordability Index Memorial Drive Corridor



Housing + Transportation Costs % Income

Source: Center for Neighborhood Technology

< 24% 24-36% 36-45% 45-54% 54-66% 66-78% 78-87% 87%+

DEMOLITION AND CONSTRUCTION PERMITS

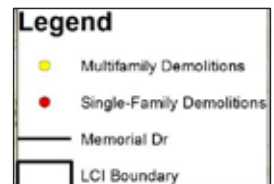
SUMMARY OF DEMOLITION ACTIVITY

- According to City of Atlanta permit records, 164 single-family detached homes were demolished in the LCI study area between 2011 and November 2018. These are shown in red on the map below. Demolition activity has been common in every subarea except Subarea A closest to downtown, where there is limited single-family inventory.
- Two multifamily properties were also demolished during this time period. A small but unknown number of units were demolished at a mixed-use site that is now the Platform apartment building (Subarea A), and 55 units were demolished on Bixby Street (Subarea C). These are shown in yellow on the map.

Demolition Permits, January 2011 - November 2018 Memorial Drive Corridor



Data source: City of Atlanta



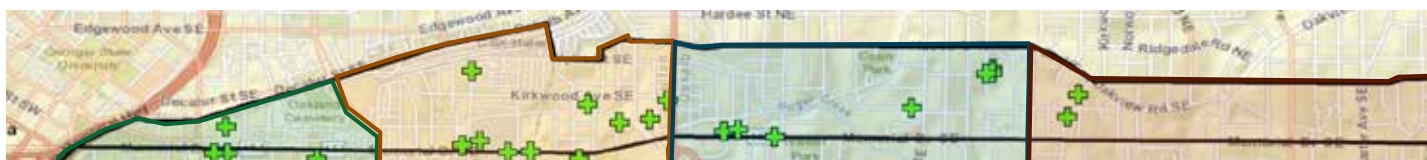
SUMMARY OF CONSTRUCTION ACTIVITY

- In the same period that 164 single-family homes were demolished, the City issued 289 new single family permits, giving the corridor a net increase in single-family units. Many of the new single-family units were tear-down replacements, creating homes with more square footage and higher (i.e., less affordable) price points than the homes they replaced.
- Significant multifamily construction also occurred; however, most of these projects were red developed commercial and industrial sites, rather than residential.
- The following pages show the demolition and construction activity in greater detail for each subarea of the corridor.

Single-Family Construction Permits, January 2011 - November 2018 Memorial Drive Corridor



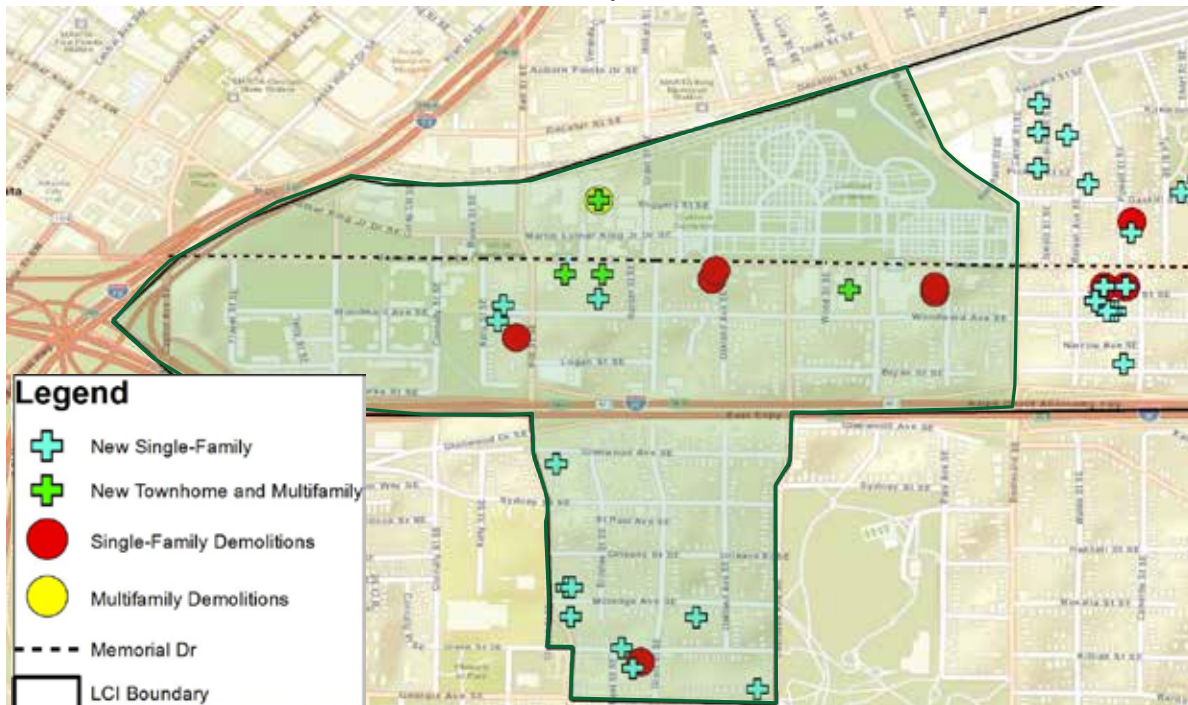
Multifamily Construction Permits, January 2011 - November 2018 Memorial Drive Corridor



SUB-AREA A

- The site of the multifamily demolition has been replaced with the Platform Apartments, a luxury apartment building. Other new apartment communities include the George, the Leonard, and Lumen. These were built on formerly commercial and industrial sites.
- New single-family was true infill construction, rather than tear-down replacements.

Sub-area A Demolition and Construction Permits, January 2011 - November 2018

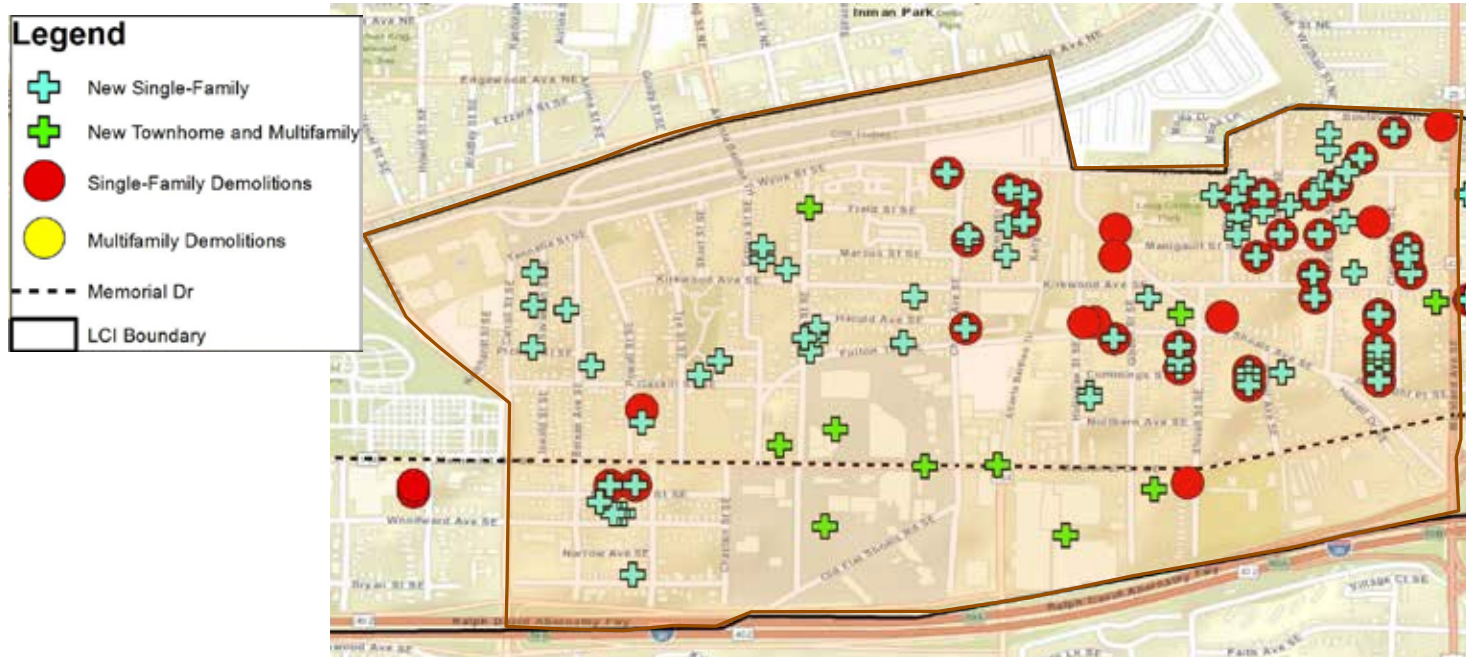


Data source: City of Atlanta

SUB-AREA B

- Sub-area B experienced significant new multifamily construction as well as single-family tear-down replacement activity, particularly in Reynoldstown. Single-family housing in Cabbagetown and northern Grant Park, meanwhile, typically occurred on vacant parcels.

Sub-area B Demolition and Construction Permits, January 2011 - November 2018

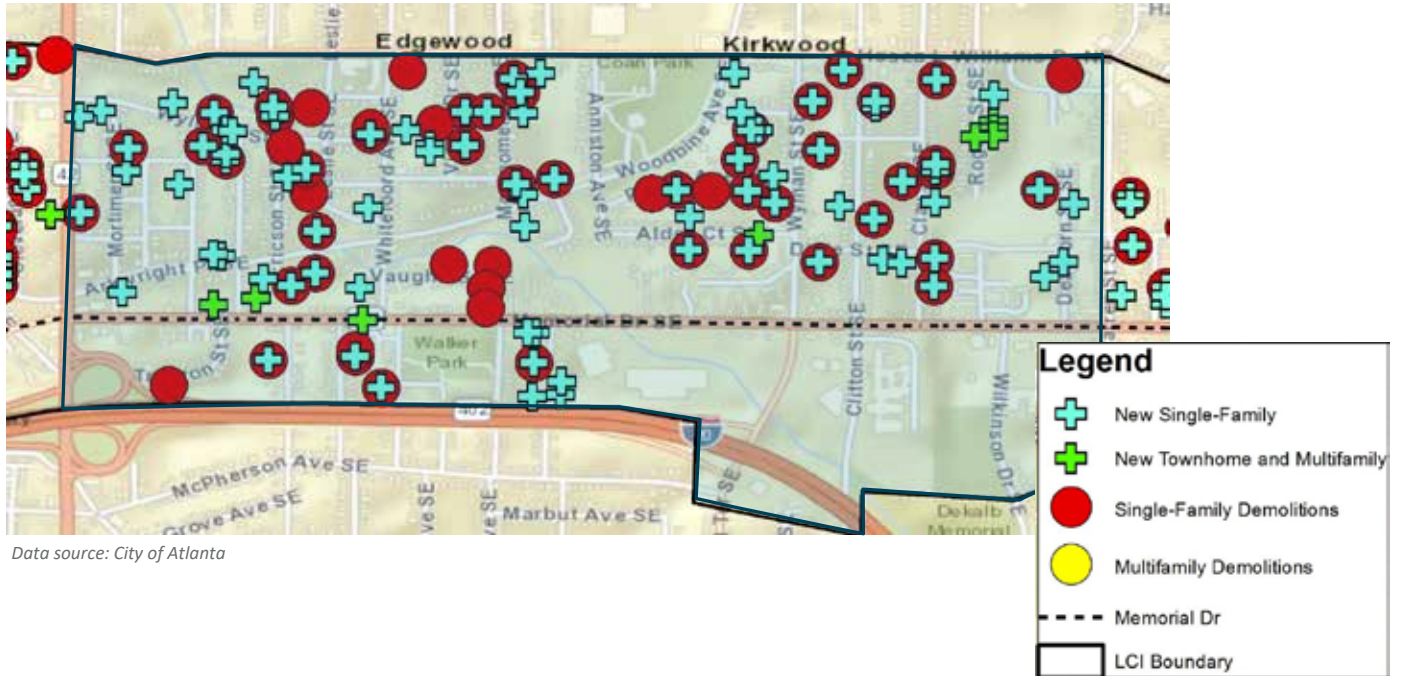


Data source: City of Atlanta

SUB-AREA C

- Subarea C also experienced significant single-family tear-down replacement, but also new single-family infill units. It experienced new multifamily development, but fewer projects than Sub-area B.

Sub-area C Demolition and Construction Permits, January 2011 - November 2018

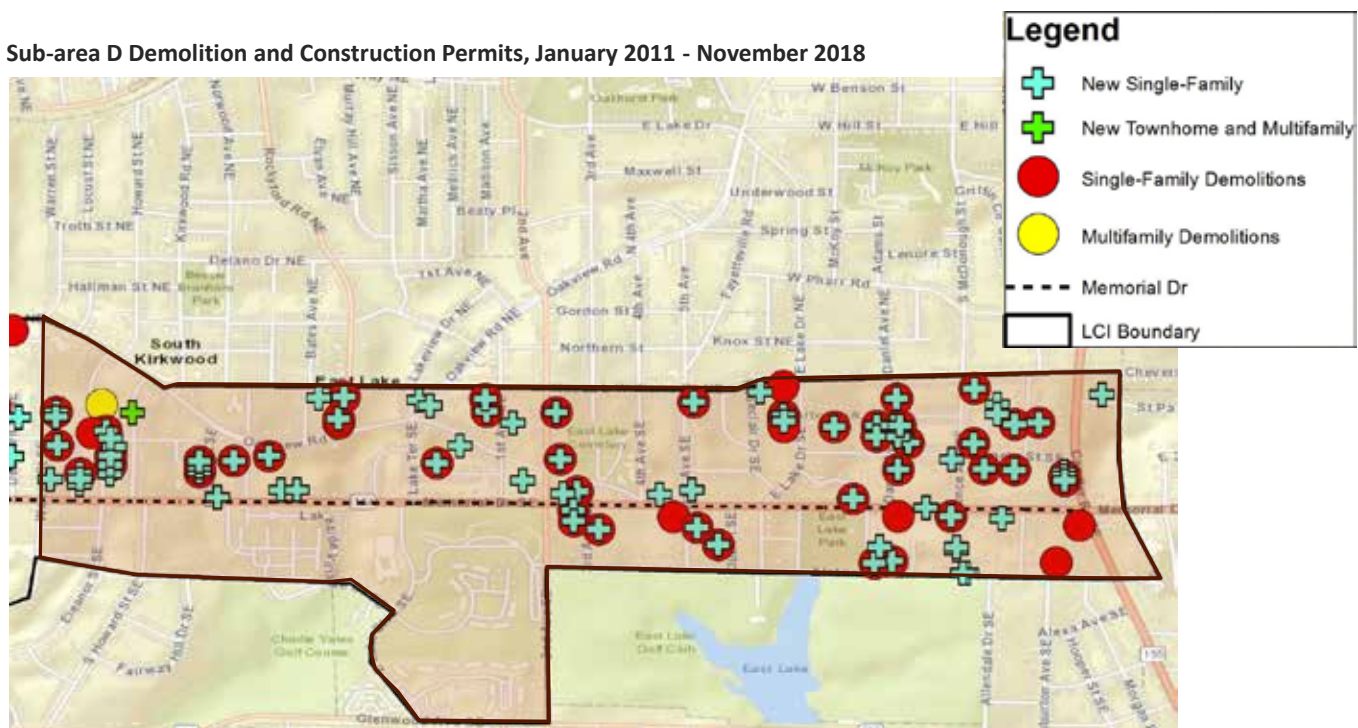


Data source: City of Atlanta

SUB-AREA D

- Tear-down replacements were also the biggest construction trend in Sub-area D.

Sub-area D Demolition and Construction Permits, January 2011 - November 2018



Data source: City of Atlanta

CONCLUSIONS MATRIX

	Ownership	Household Incomes	Income Growth Rate	Home Value Growth Rate	HH Growth Rate	Conclusion
Subarea A	Low	Low	Low	High	Moderate	Gentrification risk - watch for increasing owner, renter burden
Subarea B	High	High	High	Low	High	Stable for owners; renters need income support
Subarea C	High	High	High	Moderate	Low	Stable for owners
Subarea D	Moderate	Moderate	High	Moderate	Low	Watch for increasing owner burden

AFFORDABLE HOUSING TOOLKIT

BUILDING BLOCKS OF AN AFFORDABLE STRATEGY: MEMORIAL DRIVE CORRIDOR

Strategy	Tactics		
Establish affordability leadership	Centralize affordable housing initiatives under a corridor-focused administrator. Under affordable administrator coordinate actions on affordability with City Planning, Invest Atlanta, Atlanta Housing, etc. and develop in-house capabilities to monitor compliance with affordable policies in an effective and efficient manner.		
Expand capital resources	Work with Invest Atlanta to target Eastside TAD funds for housing affordability, including monies for homeowner rehab, first time affordable home-buyers, and development capital program for small developers creating or rehabbing affordable units.	Seek philanthropic money to help “seed” a private non-profit Memorial Drive housing trust fund focused on affordable housing production. Out of the Memorial Drive housing trust fund, provide access to development capital program for small developers creating or rehabbing affordable units.	
Increase affordable housing production	Through workshops, advocacy, a City Design studio, and/or other methods, promote decreased development costs along the corridor through cost-conscious design solutions and reform of regulatory and land use policies that allow smaller lot sizes and encourage duplex-fourplex designs and accessory units.	Catalog public land with development potential and promote new use for affordable housing.	Partner with Land Bank Authority and Atlanta Land Trust to identify, assemble, and hold land for affordable housing development.
Maintain affordable inventory - Renter	Partner with Invest Atlanta and/or others such as Enterprise Community Partners to initiate a low-cost rehab financing program for landlords to maintain affordable rents in existing units on the corridor.	Partner with the City and others to pilot a return of the Urban Enterprise Zone program on the corridor.	
Maintain affordable inventory - Owner	To mitigate gentrification effects, launch an anti-displacement tax fund program that will pay qualifying homeowners’ property tax increases, similar to the program initiated by the Westside Future Fund for Atlanta’s westside neighborhoods. Funding to come from a private non-profit Memorial Drive housing trust fund described above.	Work with the City and other partners to offer 10-year homesteader tax abatement on vacant/rehabbed units to first-time affordable home-buyers.	Work with Invest Atlanta to offer low-cost rehab assistance to homeowners to rehab affordable units on the corridor.