

3.0 Community Participation

3.1 Community Participation

The following is a summary of the public outreach and stakeholder engagement process conducted for the Oakland City / Fort Mac Livable Centers Initiative (LCI) Study. The goal of the public outreach process is to provide multiple opportunities for meaningful engagement with all of the stakeholders and citizens in the LCI Study Area. Special efforts were made to include low and moderate income residents, including canvassing the Study Area with flyers, coordination with local events, and announcements at neighborhood and NPU meetings.

Since the Study Area includes several distinct subareas and interest groups, meetings were held at multiple locations. Several parallel series of meetings were conducted in order to coordinate with plan sponsors, consulting team members, stakeholders, and the general public. Stakeholders include people with a vested interest in the planning process and representatives of local organizations. The Collaborative Firm lead the LCI public outreach program in coordination with multiple local representatives and institutions, including HL Strategy, Fort Mac’s regular communications consultant.

COMMUNICATION METHODS

A variety of communication strategies were used to reach the widest possible audience of citizens and stakeholders, including traditional media, electronic media, and engagement with local organizations. While outreach efforts were focused on the LCI Study Area, many communications were extended to neighborhoods within a one-mile radius beyond the Study Area. The following communication methods were used to notify the public of meetings, workshops, and draft plans:

- **Emails** - Distributed via City Council members, Core Team, and HL Strategy’s database
- **Robo-calls** - Targeted residents within the Study Area and one-mile radius
- **Flyers** - Distributed through canvassing and hand-outs at local businesses, churches, community center, NPUs, and City Council representatives
- **Reverend James Orange Community Center** - Visited to specifically invite seniors and teenagers from the community to public workshops
- **Neighborhood and NPU Meetings** - Over the

course of the project, from September 2015 through January 2016, Collaborative Firm staff attended monthly meetings of the following neighborhood groups and NPUs to introduce the project, announce public meetings, and gather input from the community.

- o NPU R
- o NPU S
- o NPU X
- o Capitol View
- o Graymont
- o Love Center Block Party
- o Perkerson
- o Oakland City
- o Sylvan Hills
- o Venetian Hills

- **Project Website** - Included project information, meeting notices, and links to survey and social media
- **Social media** - Included Facebook and Twitter
- **Press Releases** - Issued to print and online media (at least 17 media outlets plus PR Web Wire)
- **Radio PSAs** - Aired in advance of the Fall Festival
- **Information Booth** - Campbellton Plaza Shopping Center / S&S Cafeteria

PROJECT MANAGEMENT TEAM MEETINGS

The Project Management Team met twice a month during the study process to coordinate the planning process between consulting team members and project sponsors. Likewise, biweekly consulting team coordination meetings were held to address key elements of the planning process, such as workshop activities. The following table provides a list of Project Management Team members.



Figure 3.1a: Community Meeting 1: October 1, 2015, Reverend James Orange Community Center

TABLE 1 - PROJECT MANAGEMENT TEAM

PM Team	Organization
Amy Goodwin	Atlanta Regional Commission
John Tuley	Atlanta Regional Commission
Marisa Ghani	Atlanta Regional Commission
Rodney Milton	Atlanta Planning and Zoning
Flor Velarde	Invest Atlanta
Brian Hooker	MILRA
Pete Hayley	MILRA
Bill de St. Aubin	Sizemore Group
Deanna Murphy	Sizemore Group
Jahnee Prince	The Collaborative Firm
Ashley Torrence	The Collaborative Firm

CORE TEAM MEETINGS

The Core Team was made up of key stakeholders who were tasked with guiding the planning process and reviewing draft materials. Core Team meetings were scheduled to precede each public workshop and allow members to preview outreach exercises and discuss draft materials. The Core Team met multiple times throughout the planning process. The following table provides a list of Core Team members and their representative organization.

INTERVIEWS

In addition to the organized meetings of citizens, stakeholders, sponsors, and consultants, a series of over 20 stakeholder interviews were conducted in order to explore specific targeted issues facing the community.

COMMUNITY SURVEY SUMMARY

A community survey was created to ask specific questions about community needs, job opportunities, and development potential. (See Appendix for full results.) The survey was administered at public meetings, online, and distributed to elected officials. The survey yielded 605 responses, including both online surveys and paper surveys. The survey was open from the day of the first public meeting on October 1, until November 10, 2015.

Over 70% of the survey respondents live within one mile of Fort Mac, with 40% of them living in the area for over 15 years. Forty-five percent of the respondents work full time and 20% are retired. Although the Study Area is well served by transit, of those commuting to work or school, 57% still drove alone. 20% take the MARTA train and 9% take the bus.

TABLE 2 - CORE TEAM MEMBERS

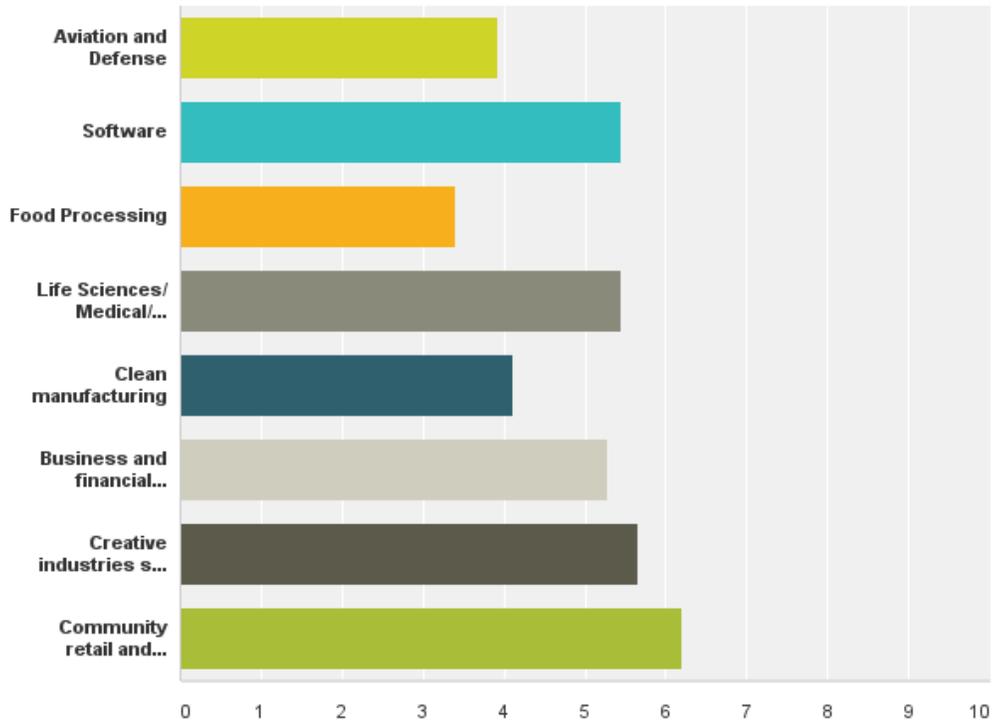
Core Team	Organization
Amy Goodwin	Atlanta Regional Commission
John Tuley	Atlanta Regional Commission
Marisa Ghani	Atlanta Regional Commission
Rodney Milton	Atlanta Planning and Zoning
Beth McMillan	Atlanta BeltLine Inc.
Deron King	East Point
Greg Floyd	MARTA
Jennifer Fine	Invest Atlanta
Flor Velarde	Invest Atlanta
Ozzie Areu	Tyler Perry Studios
Scott Samples	Tyler Perry Studios
Alvin Rosado	VA Hospital
Joyce Sheperd	Council member District 12
Cleta Winslow	Council member District 4
Keisha Lance Bottoms	Council member District 11
Robbie Hunter	NPU S
Allean Brown	NPU S
Ricardo Jacobs	NPU R
Michael Hopkins	NPU X
Jessica Lavandier	City of Atlanta
Patrick Allen	GDOT
Kaycee Mertz	GDOT
Joel E. Harrell III	Norfolk Southern
Amy Osbourne	Fort McPherson Credit Union

Most survey respondents indicated that they would like to maintain the single family character of the Study Area but add some apartments and townhomes, which may attract millennials to the area. Survey respondents were also asked about cultural resources and public spaces. The most popular priorities were an indoor performance center, walking trail, and natural parks. Infrastructure priorities were fixing the streets, adding sidewalks and streetlights, connecting to the BeltLine, adding a police station, and creating bike lanes. Lee Street and Campbellton Road were the most popular locations for proposed infrastructure improvements.

Survey respondents were asked to prioritize the businesses/industries that the City should try to grow and attract to this area. Survey respondents were then asked if they were trained in any of those industries. The purpose of these questions was to tie preferred industries to available workforce, which is the most important consideration in business location decisions (Refer to Figure 3.1b)

Q8 Prioritize the types of businesses/industries we should try to grow and attract

Answered: 458 Skipped: 131



Q9 Do you have training in any of the these industries? (check all that apply)

Answered: 227 Skipped: 362

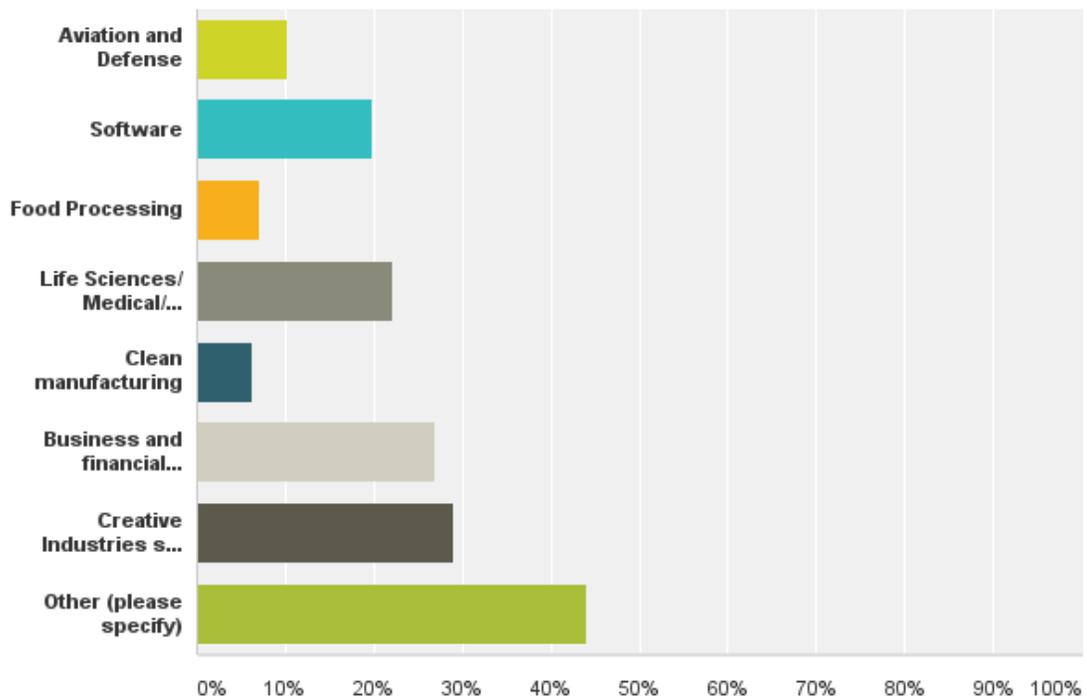


Figure 3.1.b: Survey Results

Public Workshops

A series of four public workshops were held as part of the LCI planning process. Each meeting included a display or presentation of materials as well as an exercise designed to solicit input from citizens.

PUBLIC MEETING 1 - KICKOFF, PROCESS, AND ISSUES

The first public meeting was held on October 1, 2015 at the Reverend James Orange Community Center at Oakland City. The workshop began with an overview of the planning process and introductions for the consulting team and project sponsors. The presentation outlined opportunities for public input and feedback.

Next, a brainstorming exercise was conducted to begin to identify issues and opportunities within the community. Color-coded post-it notes were distributed, along with instructions to identify aspects of the community to preserve, change, connect, and create. The results of this exercise were compiled into a word cloud illustrating the most common responses. Refer to Figure 3.1d and the summary below.

WHAT DO YOU WANT TO PRESERVE?

The responses to the preservation question provided insight into the community assets that should be maintained. Historic resources, such as the Fort McPherson parade ground and staff quarters were cited several times as assets. Participants also cited parks, neighborhood homes, MARTA, industrial areas, and the farmer's market.

WHAT DO YOU WANT TO CHANGE?

A desire to change neighborhood conditions, improve roadways, provide handicap accessibility and reduce the number of vacant and abandoned homes in the area were some of the commonly echoed sentiments of residents.

WHAT DO YOU WANT TO CREATE?

Residents identified desired community amenities and development needs including mixed income housing, employment opportunities, retail, restaurants, and improved public safety.

HOW DO YOU WANT TO CONNECT IT ALL?

Community members also shared their desires to better connect the area with the addition of more sidewalks, access to the BeltLine, installation of bike lanes, as well as repaving and connecting segments of Murphy Ave.



Figure 3.1c: Community Meeting I Images

What do you want to Preserve?



What do you want to Change?



What do you want to Create?



How do you want to Connect it all?



Figure 3.1d: Preserve, Change, Create, Connect Word Clouds. The larger the word, the more often it was heard during Community Meeting I

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PUBLIC MEETING 2 - FALL FESTIVAL

The second public meeting was held on October 24, 2015 in conjunction with the annual Fall Festival sponsored by Fort Mac LRA. In order to encourage wide participation, a variety of accessible, hands-on exercises were conducted to gather input from a large crowd of over 400 residents. In addition, a raffle of Falcons tickets was held to encourage festival goers to participate in the planning process.

This workshop was organized so participants could move through the planning exercises in stages, allowing for festival goers to move through the full input process before returning to festival activities. First, an orientation was provided with an overview of the planning process and explanation of workshop exercises. Participants were asked to locate their residence or place of work on a map in order to prioritize the input of local residents.

The primary input exercise at the Fall Festival was a mapping exercise. This mapping exercise was intended to link the issues and needs identified in the first public workshop to specific locations within the Study Area. Stickers were created representing community assets, public safety issues, street improvements, development opportunities, and general community needs comments.

Three stations were set up to focus on specific subareas, including BeltLine/Oakland City, Fort McPherson, and Sylvan Hills. The results of this mapping exercise were compiled in GIS in order to identify patterns in the public responses. Refer to Figure 3.1e.

In addition to the issue mapping exercise, activities were programmed to address community placemaking, aesthetics, and historic resources. The Wonder Root community arts organization held a workshop station to gather input on a mural project at the Oakland City MARTA station. Also, a recording booth was set up to document an oral history of Fort McPherson from residents.



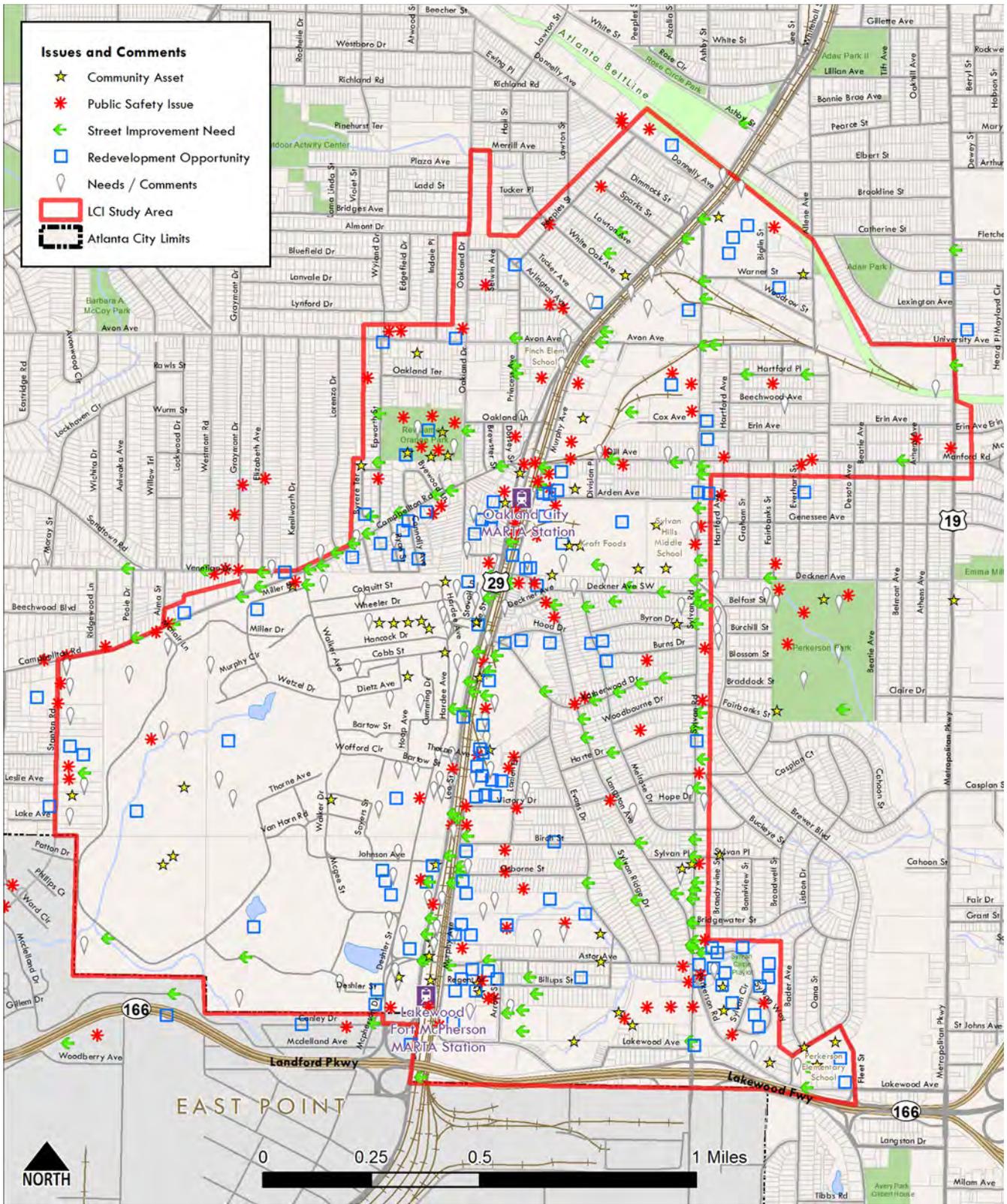


Figure 3.1e: Public Input Summary – Issue Mapping Exercise

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PUBLIC MEETING 3 - COMMUNITY DESIGN CHARRETTE

The third public meeting was held on November 17, 2015 and consisted of an all day community design charrette. A charrette is a hands-on design exercise that provides interaction between design professionals and citizens with multiple iterations of concepts and feedback. Daytime sessions were held with design professionals and stakeholders to develop preliminary concepts. Next, an evening session was held with the general public to present concepts and solicit feedback.

Representatives from each member of the consulting team participated in the design workshop in order to integrate the findings of each piece of analysis. Team members presented portions of the existing conditions assessment, including the market analysis, land use analysis, transportation analysis, and public input results.

Next, the consulting team broke out into tables representing different disciplines and elements of the analysis. Design professionals again divided the LCI Study Area into focus areas to create specific redevelopment concepts. Subareas included the BeltLine / Oakland City area, Fort McPherson, and the Murphy/Lee Street corridor. Refer to Figure 3.1f for example images of the Charrette outcome.

PUBLIC MEETING 4 – FINAL PRESENTATION / OPEN HOUSE: PLAN RECOMMENDATIONS

The final public meeting was held on January 28, 2016 at Atlanta Technical College’s Dennard Center. This meeting included a presentation of draft concepts and an opportunity for public comment. Comment cards were distributed at the sign-in desk. In addition microphones were set up in the auditorium to allow for participants to comment on redevelopment concepts. Following the presentation by the consulting team, display boards were set up to allow participants to view concepts and directly ask questions of planning professionals.

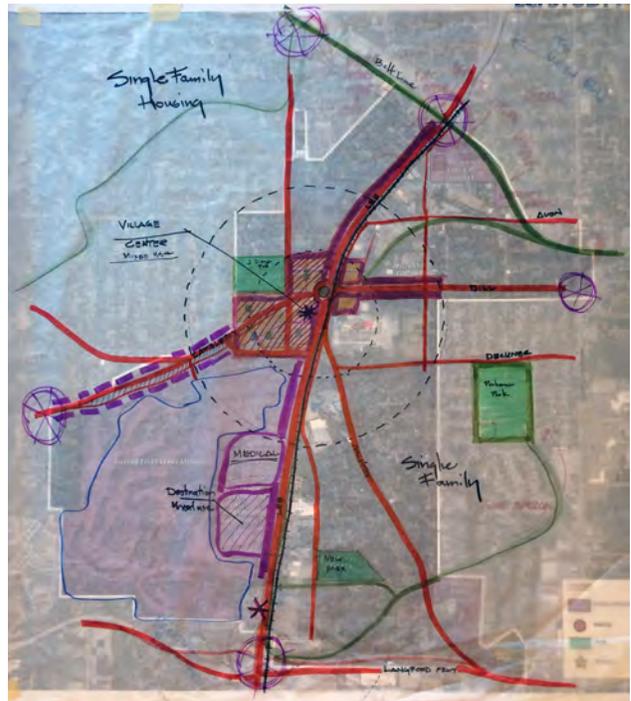


Figure 3.1f: Public Meeting 3



ONLINE AND SOCIAL MEDIA OUTREACH

Online and social media public outreach tools were designed to supplement traditional community engagement techniques. Since the LCI Study Area includes low and moderate income communities, each online outreach tool was matched with a real world community engagement exercise. In order to reduce costs, free online planning tools were utilized.

PROJECT WEBSITE

A project website was set up to serve as an information resource for residents and interested stakeholders [<http://oakmaclci.wix.com/oakmaclci>]. The website included information on the planning process, meeting dates, and links to online outreach activities.

SOCIAL MEDIA

Social media was used to advertise meetings and supplement the community issues discussions conducted in the public workshops. Popular social media sites, including Facebook and Twitter were set up as project resources. In addition, the MySidewalk [www.mysidewalk.com] social media planning application was used as a tool for community engagement. The application allows users claim administrative privileges for a jurisdiction or planning project and manage discussion threads on the LCI Study topics. The application provides for login through various online networks and social media applications, such as Facebook. This feature provides a low barrier for participation, while ensuring civil discourse.

COMMUNITY GOALS

As a culmination of the Community Process, the following Community Goals were identified to drive the master plan recommendations.

1. **Preserve** Single Family **Neighborhoods** and **Residents**
2. Allow for **Mixed Income** Opportunities without Displacement
3. Provide opportunities for **Economic Development and Job Growth**
4. Provide opportunities for improved **Healthy Food Access**
5. Improve Access to **Greenspace**
6. Develop **Housing Re-Occupation** Strategies
7. Provide opportunities for **Quality Neighborhood Services**
8. Improve **Connectivity** for All Modes
9. Design with **Public Safety** in mind
10. Provide opportunities and activities for **Youth and Seniors**
11. Provide access to improved **Education and Workforce Training**
12. Improve access to **Medical/Health Services**

Get Involved!

Meetings

Contact



What is an LCI Study?

The Livable Centers Initiative (LCI) is a program sponsored by the Atlanta Regional Commission (ARC) that provides funding for redevelopment planning studies at key activity centers and transit nodes. Each LCI study includes an analysis of land use, transportation, and real estate development potential. LCI plan recommendations are developed through a collaborative process with citizens, stakeholders, and a team of planning professionals.

Consulting Team

- Sizemore Group** - Design and Architecture
- The Collaborative Firm** - Public Outreach and Land Use
- Kinley Horn & Associates** - Transportation
- Noell Consulting** - Market Research
- HJ Russell** - Development & Implementation
- Mack Cain & Travis Pruitt** - Landscape Architecture & Infrastructure

Figure 3.1h: Project Website

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4.0 Recommendations

4.1 Concept Plan Overview

This section provides an overview of the proposed master plan for the Oakland City/Fort Mac Study Area. The first phase of development/redevelopment, the first 3-5 years, of the master plan was the primary focus, to provide a more realistic understanding of the current market conditions, land use patterns and transportation conditions. A visionary plan is also included to provide future aspirations for the community. Refer to Figure 4.1a for the visionary master plan. The remainder of this section provides details on these concepts.

Master Plan Overview

Three main areas ripe for redevelopment were identified via this master planning process.

- BeltLine Node
- Oakland City Village Node
- Fort Mac/Lakewood Node

These areas were identified due to accessibility, susceptibility to redevelop, a strong market demand, and adjacent public investments. Refer to Figure 4.1b and the associated text for a summary of these conclusions.

The remainder of this section describes development potential at the key nodes, listed above, as well as concepts for additional infill throughout the study area, in Sections 4.2 to 4.5. Section 4.6 provides land use and zoning recommendations. Section 4.7 describes overall transportation recommendations.

Vision:

This study seeks to develop plans and policies for transformative redevelopment that serves the multi-generational community with a mix of uses and community amenities, and encourages economic development and job growth while preserving place for existing and new residents.

Concept Master Plan

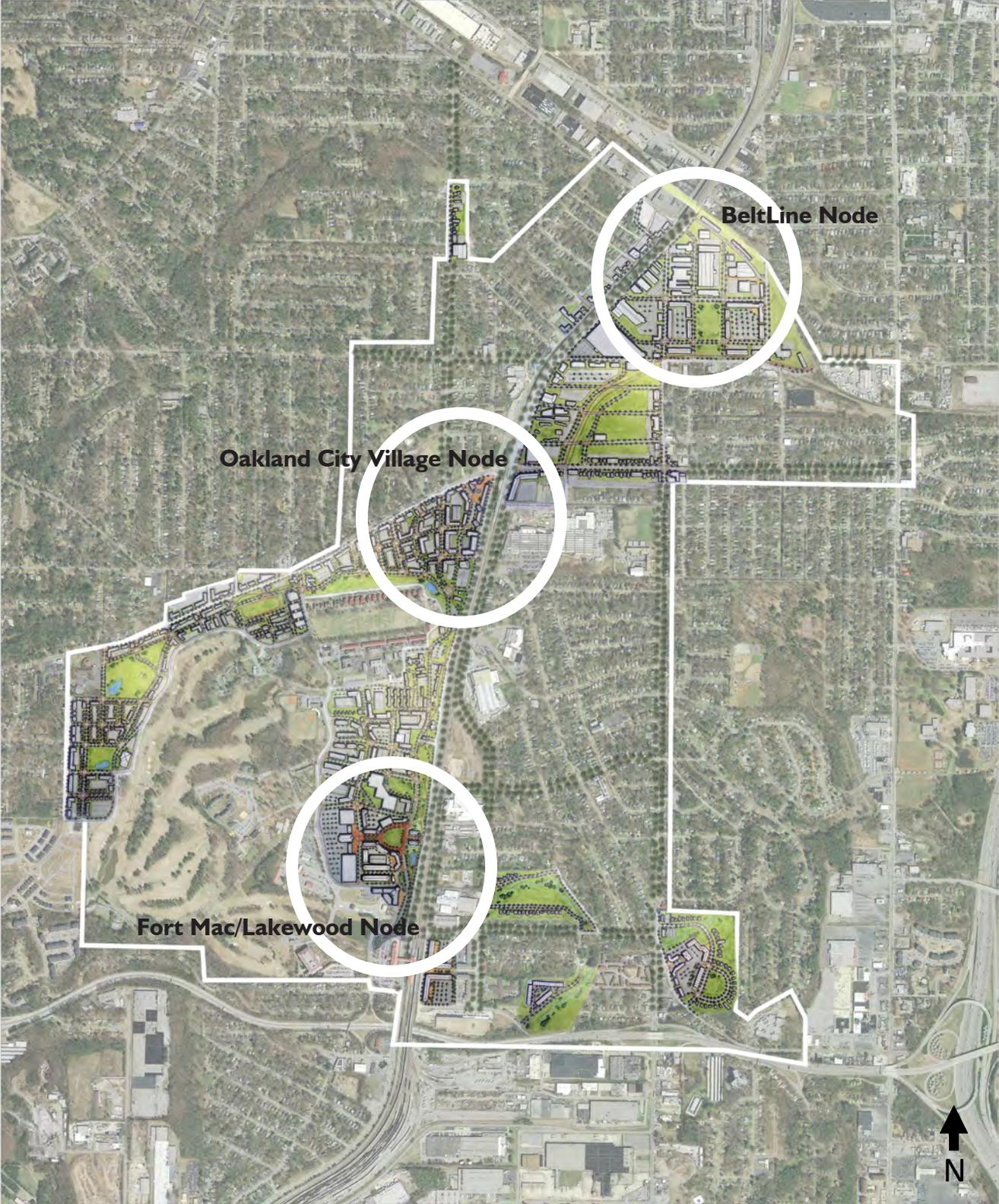


Figure 4.1.a: Master Plan
*Note: Graphics included in this LCI report are conceptual. Implementation will require additional study and detailed design.

MASTER PLAN DEVELOPMENT CONCEPTS

Following is a summary of how redevelopment nodes were identified. Text describes maps in Figure 4.1b.

1. Major, highly trafficked roads were identified to understand traffic flow and highly visible areas that could draw market demand – retail, residential, offices, and commercial growth. (Refer to Major Roads Map)

2. Next, secondary road networks were overlaid, identifying the main neighborhood connections throughout the Study Area. (Refer to Major and Secondary Roads Map)

3. Third, future planned new roadway connections were identified, per existing City of Atlanta approved plans. (Refer to Major, Secondary, and Future Roads Map)

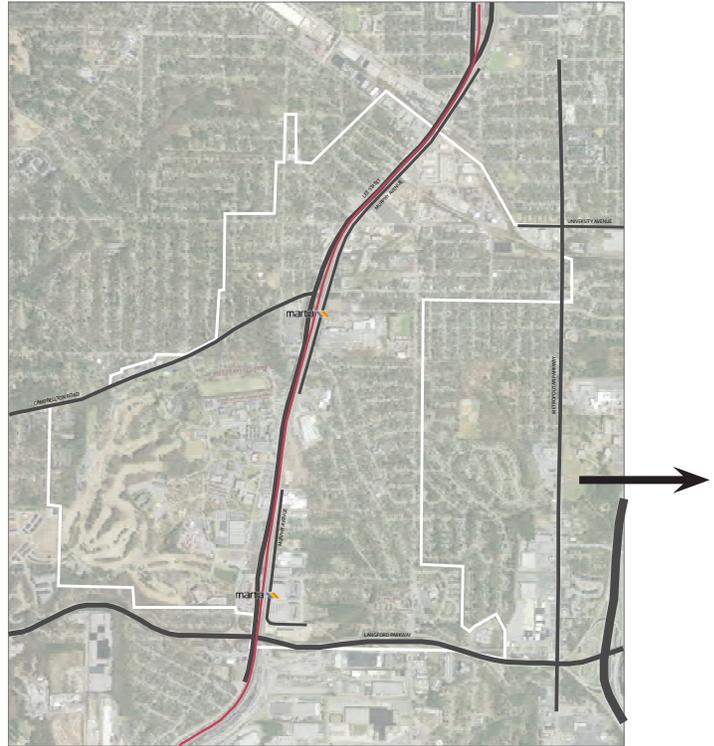
4. Ultimately, this led us to identify the **Oakland City MARTA station as the neighborhood or village core**. It's where all roads lead. With the high ridership numbers at this MARTA station, and the convergence of primary and secondary roads, this Village Core has great potential to serve the neighborhood with retail and neighborhood services. (Refer to Oakland City MARTA as Village Core Map)

5. However, through market analysis, it was determined that retail, housing, commercial and office demand is being drawn more towards the BeltLine Corridor and the Fort Mac/Lakewood Node. (Refer to Major Nodes Map)

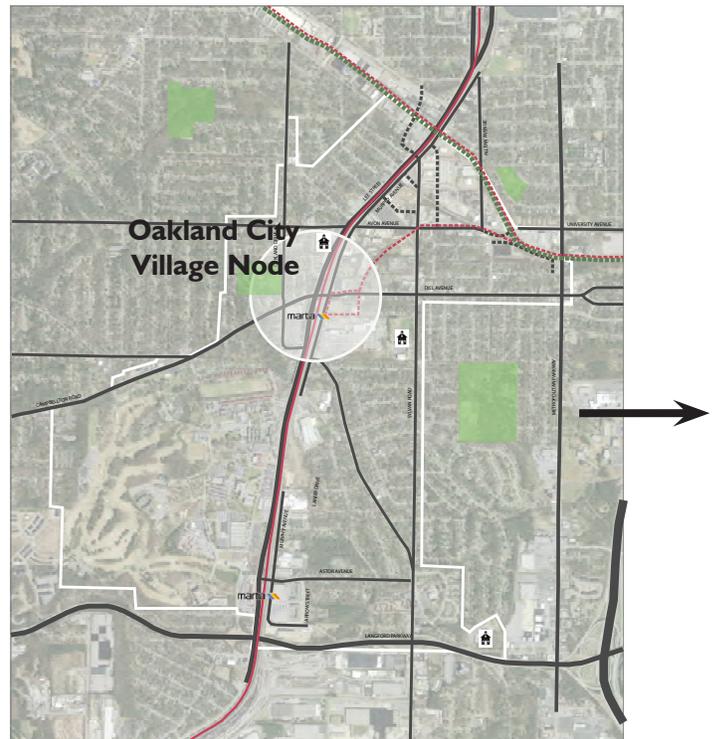
The **BeltLine Node** has great potential for redevelopment, as the former State Farmers' Market has been purchased by the Atlanta BeltLine Inc. with plans to turn the site into a mixed use job center. Much of the identified flex office and light industrial demand will likely be drawn to this node, in addition to restaurants and retail, similar to patterns of redevelopment and building reuse along the Eastside Trail.

The **Fort Mac/Lakewood Node** draws from the high traffic counts on Lee Street and access to Langford Parkway, in addition to great transit proximity. The area also has proximity to higher income earners, to help make retail and restaurants more viable. Additionally, this site is prime for redevelopment, as it is a large, flat area of land that can host a large mixed use retail development, as predicted in the market demands.

6. While these three nodes are priority redevelopment areas, several other sites were identified in this master plan as having potential for redevelopment and growth as the market saturates the priority zones. These areas are identified in the Major Nodes and Potential Development Areas diagram and include the Fort Mac historic district;



1. Major Roads



4. Oakland City MARTA as Village Core

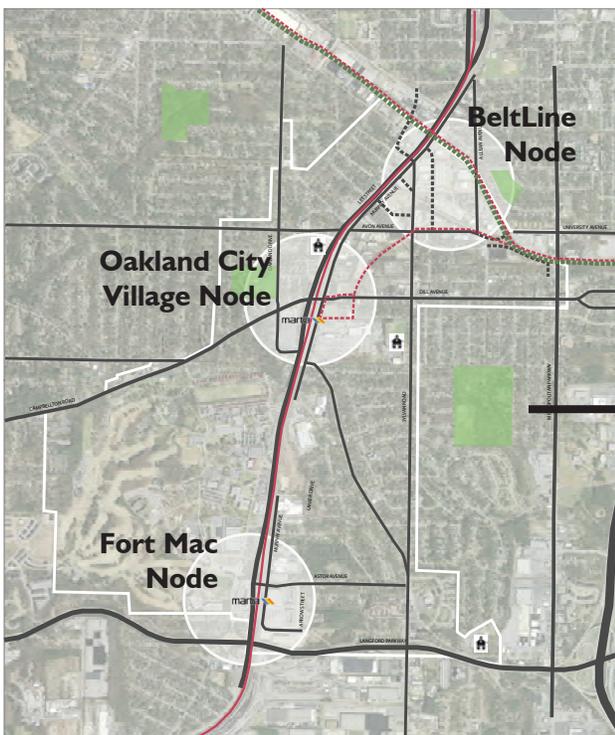
Development Concepts Process



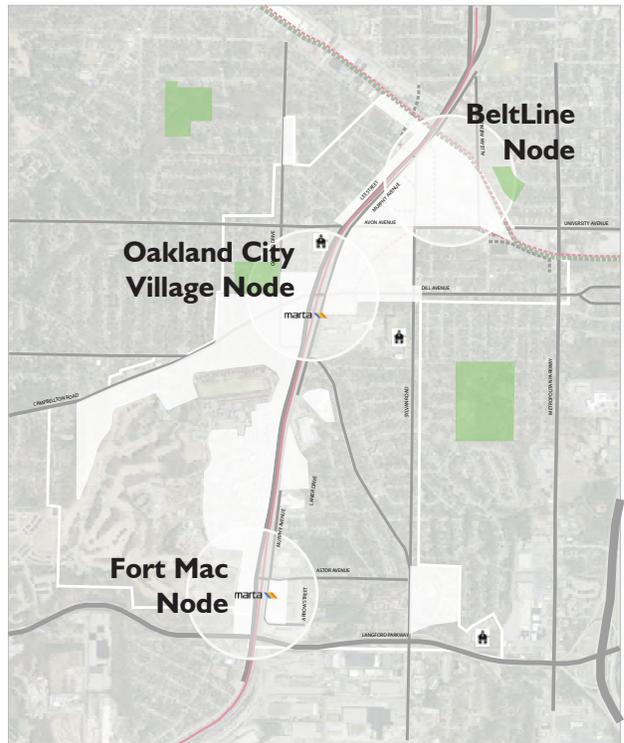
2. Major & Secondary Roads



3. Major, Secondary, & Future Roads



5. Major Nodes



6. Major Nodes & Potential Development Areas

Figure 4.1b: Master Plan Development Concepts

Fort Mac corporate and medial office growth areas; Campbellton Road corridor; Dill Avenue west from Sylvan Ave. to Murphy Ave.; Murphy Avenue light industrial and office reuse; Lee Street commercial redevelopment, north of Avon Avenue; the Sylvan Hills Playlot mixed use redevelopment potential; and the potential for parks and residential infill along existing streams in Sylvan Hills. (Refer to Major Nodes and Potential Development Areas)

The remainder of this section provides more detail on these redevelopment areas, particularly the three priority nodes: Fort Mac/Lakewood Node, BeltLine Node, and the Village Node.

4.2 Fort Mac/Lakewood Node

The Lee Street side of the Fort Mac property includes the historic district, the VA hospital, the currently unoccupied FORSCOM building, among several other underutilized buildings. The southern portion of this site, closest to the Lakewood/Fort McPherson MARTA station provides great potential for redevelopment due to its transit access, visibility from Lee Street, and it being a large, contiguous, flat site. The first phase recommendation for the Fort Mac Lee Street area includes two opportunities. One, to develop an exciting and engaging Fort Mac Main Street and second to leverage the historic district for tenant occupation by creating an innovation village.

Fort Mac Main Street

The Fort Mac Main Street is envisioned to be a dynamic destination mixed use retail center. A linear greenway and trail system, the Fort Mac Mile, is proposed along the west side of Lee Street, fronting the Fort Mac property to replace the existing wall – beautifying this corridor and providing a new amenity for the community - connecting pedestrians/bicyclist/wheelchairs from the MARTA stations to the mixed use Fort Mac development. The greenway design is encouraged to include artistic and lighted installations. These types of installations can draw energy and excitement to the area as well as provide more lighting to help address public safety concerns. The greenway is also proposed as an amenity and catalyst for redevelopment, making this site more desirable than other nearby areas for office, housing, and retail growth. Refer to Figure 4.2d and e.

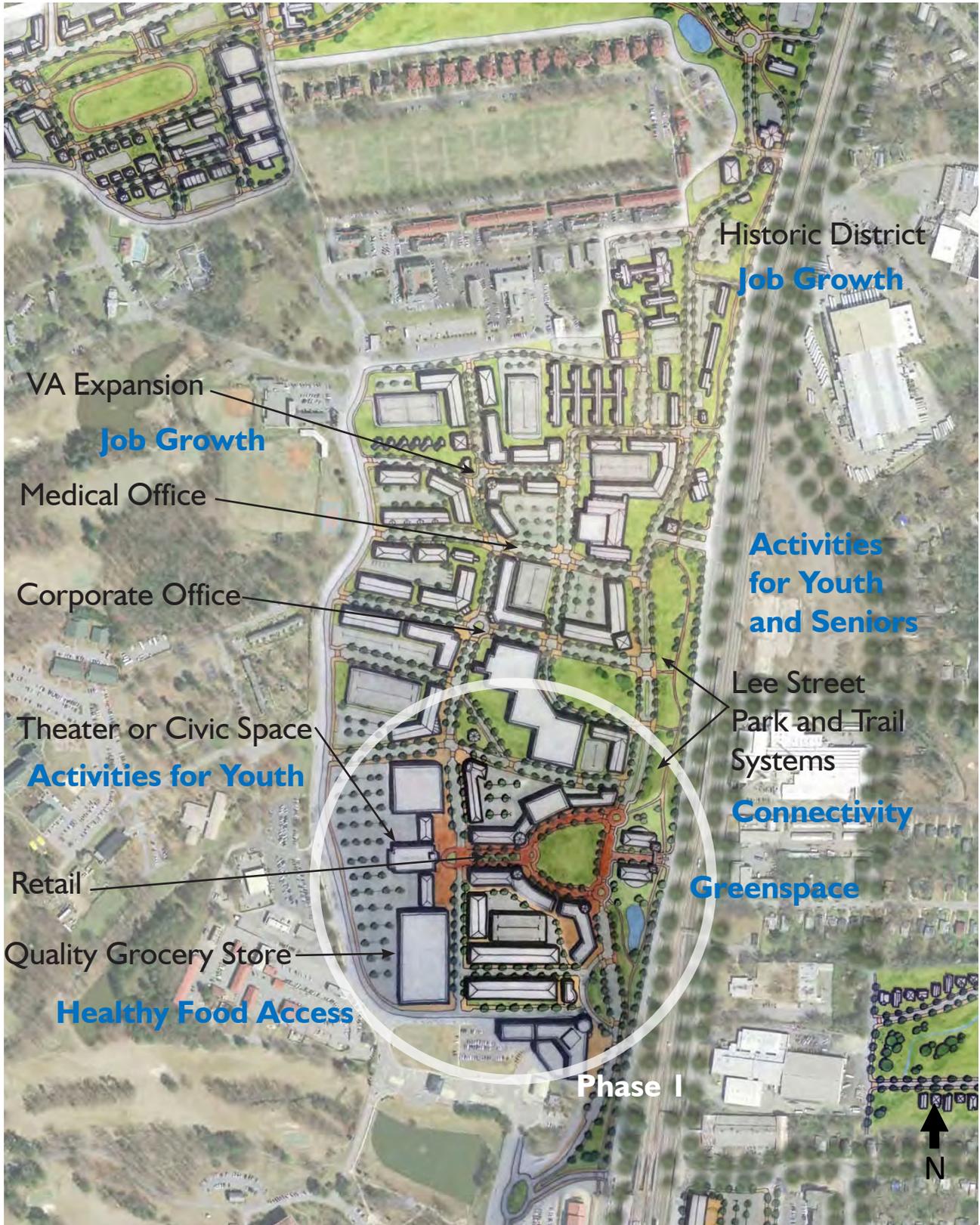
The main street is proposed to sit perpendicular to Lee Street, creating a walkable environment off of this major thoroughfare. The gateway to this mixed use node is proposed as a new signalized entrance with restaurants fronting Lee Street. The restaurants and main street retail open up to a small park space (approx. 200x200 feet), usable for events, farmers markets, picnics, etc. The far end of the main street is terminated with a civic building. The civic building may be a community

Community Goals Addressed

- Healthy Food Access
- Job Growth
- Greenspace
- Neighborhood Services
- Activities for Youth and Seniors
- Medical Health Services
- Connectivity



Fort Mac/Lakewood Node Concept



theater, for all residents from youth to seniors, to take classes, participate in after school programs, and enjoy a community led performance. Refer to Figures 4.2d.

Figures 4.2e and 4.2f provide case study examples, Birkdale Village and Market Square. Both of these mixed use main streets similarly “T” off of a higher traffic roadway to create a walkable mixed use destination.

The retail tenants may include, per market study results, a quality grocery store, a hardware store, a home furnishing store, a clothing store, an office supply store, a pharmacy, a sporting goods store, and restaurants. These are uses that are in high demand by the community as well as Tyler Perry Studios.

Included in this mixed use retail district should also be consideration of a medical office building, housing above retail, including mixed-income multi-family, both identified in the 5 year market demand.

As market demand grows, infill is encouraged – filling in surface parking with parking decks, lined with additional retail, office and housing. This concept is depicted in Figure 4.2b.

The market based 5-year demand will likely have more open lots, prior to the market growth and infill. This more realistic 5 year demand can be seen in Figure 4.2c. Open lots should be designed to include future streets, creating walkable blocks from 200’x200’ to 400’x400’.

Tactical or temporary installations are encouraged prior to development and within the historic district to begin to open up the site to the public in an interactive manner. Examples include temporary putt-putt courses, art exhibits, festivals, and fun runs.

Historic District

It is recommended that in the immediate future the historic district be a focus for marketing to attract tenants. The historic character of this area creates a village-like feel, where artist, tech start-ups, and innovators can collaborate. A small coffee or sandwich shop and an innovation center may be good tenants to support these start-up offices and studios. Due to the historic character, this may also be an appropriate site of an African American and/or Veterans Museum.

Veteran Affairs and Medical

The area immediately surrounding the current Veterans Affairs Hospital has great potential to provide VA and complimentary medical office expansion. The VA is currently 600,000sf short of space in the metro Atlanta area. With the underutilized offices and land surrounding the current facilities, this would be a great site for growth.

Corporate Office

Corporate office tenants may be enticed to fill existing buildings, such as the FORSCOM building, or build new in close proximity to the mixed use retail district. The accessibility to this site, via regional roadways, MARTA, in tandem with the accessibility to a thriving future retail district and access to greenspace and trails, provide great incentive.



4.2c Five Year Plan. Surface Parking to be Infilled Overtime.



Tactical / Temporary Demonstration Example



Tactical / Temporary Demonstration Example

Fort Mac/Lakewood Node Concept



4.2d: Fort Mac /Lakewood Node Vision

*Note: Graphics included in this LCI report are conceptual. Implementation will require additional study and detailed design.



4.2e: Case Study: Birkdale Village, Huntersville, North Carolina



4.2f: Market Square, Forest Park, Illinois

Linear Greenway: Fort Mac Mile Concept



Linear Greenway Concepts



Lakewood / Fort Mac Node

Implementation and Funding Strategies:

This section outlines next steps to implementation of the recommendations for the Fort Mac/Lakewood Node and other Fort Mac Lee Street Property. The letter/numbering system correlates with the 5-year work plan presented in Section 5.0 Implementation.

Fort Mac Main Street

In order to implement the Fort Mac Main Street, including the mixed use retail/office/housing district and the linear greenway, the following actions are recommended.

Zoning

L4: Zoning Updates: Activate SPI-2 Fort McPherson zoning category. This zoning document should allow for the mixed use retail development, as proposed, however it will need to be updated to reflect this new plan. The previous document was based on the 2010 master plan.

Funding Options: Consider applying for an Atlanta Regional Commission Community Choices grant to have the existing SPI thoroughly studied to align with the plan presented in this document.

Additional funding options include: ARC Supplemental LCI Funding, matched by the City of Atlanta and/or Fort Mac LRA funds.

Economic Development: Attracting Partners and Funders

E1: Detailed Master Plan Development and Marketing Packet: Develop a detailed plan for redevelopment of the mixed use retail district that identifies development pads, detailed parking analysis, public space design standards, infrastructure needs, and other components that will help with a deeper understanding of the financing needs for development.

Marketing Packet: Develop a marketing packet to present to the development and finance community. This packet should include, in addition to the detailed master plan information listed above, renderings to excite; highlights of infrastructure improvements and amenities – such as the linear park, new road infrastructure, security, maintenance, etc.; financial incentives for development.

Funding Options: Consider working with Invest Atlanta and the City of Atlanta to fund this market packet in the immediate future. This is an important first step to drawing potential development to the

area.

Additional funding options include: ARC Supplemental LCI Funding, matched by Invest Atlanta, City of Atlanta and/or Fort Mac LRA.

Potential Financial Incentives include: New Market Tax Credits, Campbellton Road TAD, the Fort McPherson Opportunity Zone, the Urban Enterprise Zone, City of Atlanta Brownfield Revolving Fund, EPA Brownfield Programs, City of Atlanta infrastructure bond financing, DCA low-income housing tax credits.

E4: Mac Mile and Linear Park: Pursue supplemental funds to design and develop the Mac Mile Linear Park and Trail system, adjacent to Lee Street. This development has potential to draw redevelopment and tenants to the area.

Funding Options: For trail design and construction, consider partnering with the PATH Foundation. For the linear greenway, health grant partnerships may be the best opportunity. Leverage the health analysis currently underway by Fort Mac LRA to apply for health funding that will help create a park that addresses community health concerns.

Additional funding options include: ARC Supplemental LCI Funding, matched by Invest Atlanta, City of Atlanta and/or Fort Mac LRA for the trail system design. The proposed Fort Mac LRA non-profit arm may have the ability to raise grant funding for this park amenity. The non-profit should lead health grant partnership efforts.

E6: Participate in an ULI mTAP: explore financial incentives and opportunities for the Fort Mac redevelop. This study could focus on the residential component of the Main Street redevelopment or focus on the historic district and strategies for tenant reoccupation.

Funding Options: Fort Mac LRA has already been selected for an mTAP study, so no further funding is applicable.

E8: Study the feasibility of a CID: As the area continues to grow, a CID may provide a great option for infrastructure and public space improvements on Fort Mac LRA property, as well as in surrounding commercial districts – such as Campbellton Road, the Oakland City MARTA station, Lee Street, Murphy Avenue, and Dill Avenue. It should be noted that the BeltLine Inc. is looking into CID options. It is recommended that Fort Mac LRA, in partnership with the Invest Atlanta, study the feasibility of a CID and potential boundaries in the Study Area, to help with BeltLine CID negotiations.

Funding Options: Fort Mac LRA and Invest Atlanta are encouraged to partner on this initiative.

E9: Host events to attract Investors/Developers/ Small Business Entrepreneurs to the site: As a marketing strategy, Fort Mac LRA is encouraged to host events, exhibits, and small festivals that will draw people to the site to see its potential. Consider events such as a Veterans 5k, art events/performances/exhibits in existing buildings, along with tactical/temporary demonstrations such as putt-putt courses.

Funding Options: Fort Mac LRA is encouraged to partner with local arts organizations to host events. Arts grants should be pursued. The Fort Mac LRA non-profit should be involved in any grant applications. Invest Atlanta may also be a good financial partner to help implement these marketing strategies.

Additional funding options include: ARC LCI Supplemental funds for tactical/temporary demonstration projects should be considered.

Transportation: Infrastructure Investment

Transportation: There are several transportation projects that are key to implementing the Fort Mac Main Street. These projects are further described in Section 4.8 and incorporated into Section 5.0 Implementation Work Plan. Projects include:

T4: Deshler/Astor Multimodal Railroad Underpass Improvements

T9: Fort Mac New South Entrance

T11: Fort Mac Multimodal North-South Connection

T12: Fort Mac Main Street Entrance

T13: Fort Mac Mile – Multi-use Path

Historic District

In order to implement the Historic District recommendations, mainly attracting tenants, the following actions are recommended.

Zoning

L4: Zoning Updates: Similar to Fort Mac Main Street implementation, the City is encouraged to activate SPI-2 Fort McPherson zoning category. This zoning document should allow for the mixed use historic district village, as proposed, however it will need to be updated to reflect this new plan. The previous document was based on the 2010 master plan.

Funding Options: Refer to above.

Economic Development: Attracting Partners and Funders

E1: Marketing Packet: As part of the Fort Mac Main Street implementation recommendation to develop a marketing packet to present to the development and finance community, a section of this document should be dedicated to the Historic District and focus on marketing this area to potential tenants and developers. A theme for this district should be explored, such as arts and technology innovators.

As part of this packet an assessment of all historic buildings should be completed, with an understanding of any infrastructure upgrades needed to make it leasable. The packet should also include renderings and highlights of infrastructure improvements and amenities for future tenants, along with financial incentives.

Potential Financial Incentives include: New Market Tax Credits, Campbellton Road TAD, the Fort McPherson Opportunity Zone, and the Urban Enterprise Zone.

Funding Options: Refer to above.

E6: Participate in a ULI mTAP: Explore financial incentives and opportunities for the Fort Mac redevelop. This study could focus on the residential component of the Main Street redevelopment or focus on the historic district and strategies for tenant reoccupation.

Funding Options: Refer to above.

E9: Host events to attract Investors/Developers/ Small Business Entrepreneurs to the site: As a marketing strategy, Fort Mac LRA is encouraged to host events, exhibits, and small festivals that will draw people to the site to see its potential. For the historic district, art galleries or art festivals are encouraged to showcase this charming village character.

Funding Options: Refer to above.

Transportation: Infrastructure Investment

Transportation: There are several transportation projects that may have a positive impact on implementing the Historic District Village. These projects are further described in Section 4.8 and incorporated into Section 5.0 Implementation Work Plan. Projects include:

T3: Campbellton Road / Dill Avenue Multimodal Railroad Underpass Improvements

T10: Fort Mac New North Entrance at Oakland Drive

T11: Fort Mac Multimodal North-South Connection

T13: Fort Mac Mile – Multi-use Path

Veteran Affairs and Medical Office

In order to expand medical office space and potential Veteran Affairs expansion, the following is recommended.

Zoning

L4: Zoning Updates: Similar to Fort Mac Main Street implementation, the City is encouraged to activate SPI-2 Fort McPherson zoning category. This zoning document should allow for the medical office expansion, as proposed, however it will need to be updated to reflect this new plan. The previous document was based on the 2010 master plan.

Funding Options: Refer to above.

Economic Development: Attracting Partners and Funders

E1: Marketing Packet: As part of the Fort Mac Main Street implementation recommendation to develop a marketing packet to present to the development and finance community, a section of this document should be dedicated to marketing potential medical expansion, identifying appropriate buildings and pads.

The packet should also include renderings and highlights of infrastructure improvements and amenities for future tenants – including the linear park and trail, infrastructure improvements, and accessibility to the future Fort Mac Main Street, along with financial incentives.

Potential Financial Incentives include: New Market Tax Credits, Campbellton Road TAD, the Fort McPherson Opportunity Zone, and the Urban Enterprise Zone.

Funding Options: Refer to above.

E5: Utilize Marketing Packet to attract Medical Tenants and VA Expansion: The market analysis study, predicated a demand for medical office totaling approximately one new building. To grow on the Veterans Affairs hospital medical uses, the market packet as described above should be utilized to attract this new medical office building.

Additionally, with the understanding that the VA has a 600,000 square foot shortage in metro Atlanta, the market packet should be utilized to continue conversations with the VA about expansion on this property, including a closer look at the feasibility of the FORSCOM Building.

Corporate Office

In order to draw corporate office tenants to the site, the following is recommended.

Zoning

L4: Zoning Updates: Similar to Fort Mac Main Street implementation, the City is encouraged to activate SPI-2 Fort McPherson zoning category. This zoning document should allow for the corporate office expansion, as proposed, however it will need to be updated to reflect this new plan. The previous document was based on the 2010 master plan.

Funding Options: Refer to above.

Economic Development: Attracting Partners and Funders

E1: Marketing Packet: As part of the Fort Mac Main Street implementation recommendation to develop a marketing packet to present to the development and finance community, a section of this document should be dedicated to marketing potential corporate office opportunity, showcasing specific buildings, such as the FORSCOM building, and pads.

The packet should also include renderings and highlights of infrastructure improvements and amenities for future tenants – including the linear park and trail, infrastructure improvements, and accessibility to the future Fort Mac Main Street, along with financial incentives.

Potential Financial Incentives include: New Market Tax Credits, Campbellton Road TAD, the Fort McPherson Opportunity Zone, and the Urban Enterprise Zone.

Funding Options: Refer to above.

E9: Host events to attract Investors/Developers/ Small Business Entrepreneurs to the site: As a marketing strategy, Fort Mac LRA is encouraged to host events, exhibits, and small festivals that will draw people to the site to see its potential. For the corporate office this may focus on an event held in the FORSCOM building.

Funding Options: Refer to above.

4.3 BeltLine / Murphy Avenue Node

The BeltLine / Murphy Avenue node is envisioned to be an energetic, mixed use job center that retains the industrial character of the area. This area hosts the former State Farmers' Market, which was recently purchased by the Atlanta BeltLine with plans to reinvigorate the site with jobs and commercial uses. This node, is also home to light industrial buildings along Murphy Avenue and a mixed housing and commercial district along Dill Avenue. There is great potential for this area to redevelop in tandem with the soon to be complete Atlanta BeltLine Westside Trail.

Former State Farmers Market

The former State Farmers Market is currently undergoing a master planning process by the Atlanta BeltLine, focused on an economic analysis. The site is anticipated to keep its industrial character with the reuse of many of the buildings, renovating them into flex office uses, alongside restaurants and retail. Similar to development that has happened along the Eastside trail, this node has potential to attract creative users that are drawn to the Atlanta BeltLine trail and future transit accessibility. Creative users may include a maker's space – a cooperative studio space for artists and technology innovators, a food hall – where restaurateurs can temporarily lease a kitchen to test out new concepts, and a retail or food market within a large industrial building – where vendors lease small booths to sell their goods. Refer to Figures 4.3 b and c.

New multi-modal street connectivity throughout the Farmers' Market site is highly encouraged to increase accessibility to the surrounding neighborhoods, the BeltLine and the many new amenities and services.

With the redevelopment of the former State Farmers' Market, high density housing is recommended to infill adjacent to this site, providing a live/work/play/learn environment.

Murphy Avenue Light Industrial

The Murphy Avenue corridor is envisioned to grow into a job generating corridor, expanding light industrial uses to flex office space and allowing for more creative users. The Murphy Avenue corridor is beginning to see a transition from solely industrial users to craftsman and makers, including woodworkers and artists. This growth is in part due to accessible and affordable buildings, large enough for these users. With the redevelopment of the former State Farmers Market, Murphy Avenue is anticipated to see continued growth overtime, especially as the Farmers Market site becomes saturated.

A new connective, multi-modal street network is

Community Goals Addressed

- Preserve Neighborhoods
- Job Growth
- Healthy Food Access
- Greenspace
- Neighborhood Services
- Connectivity

Recommendations



BeltLine/Murphy Avenue Concept



encouraged in these large blocks to increase accessibility. Murphy Avenue multi-modal improvements are also recommended to allow better access for cyclist and pedestrians, while making the street more attractive and safer with lights and street trees.

BeltLine Trail Extension and Streetcar Farm

The BeltLine Westside trail is currently under-construction and will provide a pedestrian/bike trail connecting much of south west Atlanta, and eventually connecting 45 in-town Atlanta neighborhoods along a 22 mile loop. The trail system is planned to be complimented with a transit system, further providing accessibility throughout Atlanta.

In the BeltLine Murphy Avenue Node, there is great opportunity to connect the BeltLine corridor to the surrounding neighborhoods and the MARTA system, increasing transit options. A proposed streetcar segment is being considered to connect along a former railroad spur to Dill Avenue and Murphy Avenue – providing access to the Oakland City MARTA station. It is recommended that prior to streetcar development, this railroad spur be utilized for a bike/pedestrian trail system.

Adjacent to this proposed trail system in the Avon/Sylvan/Dill/Murphy block, it is recommended to convert under-utilized industrial land into a Streetcar Farm, where streetcars can be housed and maintained. It is recommended that all street frontages be maintained in character with the surrounding neighborhood, allowing for commercial and residential, where appropriate, land uses.

Dill Avenue

Dill Avenue provides a key connection for this node, as it is one of the only streets that connects under the MARTA rail and railroad tracks. As market demand and growth is saturated in the area, in and around the former State Farmers' Market, Dill Avenue is anticipated to see more growth and redevelopment.

Dill Avenue at Sylvan Avenue is an historic neighborhood commercial core. Re-occupation and rehabilitation of the buildings at this intersection is highly encouraged, providing neighborhood services, retail and restaurants to this community.

The master plan envisions connecting this commercial node across Lee Street to the Oakland City MARTA station, as a pedestrian friendly mixed-use district.

To maintain the neighborhood character of this segment of the corridor and allow for economic growth, a mixed-use zoning category is recommended for Dill Avenue, from Sylvan to Murphy, which would allow existing residential buildings to be converted into office, retail, and commercial uses.

Lee Street

Lee Street, north of Avon Avenue, has the opportunity to be redeveloped and infilled with quality retail and restaurants that can thrive off of the accessibility to the Atlanta BeltLine Westside Trail and high car counts along Lee Street. As the BeltLine property develops, spin off commercial uses are anticipated to develop along Lee Street.

Oakland Drive Neighborhood Commercial

Oakland Drive at Merrill Avenue currently exists as a neighborhood commercial core. The street is intermixed with services and light industrial users. It is recommended that due to adjacencies to single-family neighbors and BeltLine access, this area focus on providing neighborhood retail services, alongside residential uses. Light industrial uses may not be compatible with this neighborhood core.

MARTA Tunnel Access

The existing MARTA tunnel, located at Murphy Avenue and Arden Avenue currently functions to allow MARTA patrons access under Lee Street to the station. This connection has potential to provide a safe alternative for non-MARTA users, as well. It is recommended to study the feasibility of opening this tunnel for public access.

BeltLine / Murphy Avenue Node

Implementation and Funding Strategies:

This section outlines next steps to implementation of the recommendations for the BeltLine/Murphy Avenue Node and surrounding sites. The letter/numbering system correlates with the 5-year work plan presented in Section 5.0 Implementation.

Former State Farmers Market

The former State Farmers Market is anticipated to be a first phase in redevelopment throughout the Study Area. While a market packet and events are proposed in this section to attract the development community to the site, it may not be as necessary as the BeltLine identifying and working directly with a development and design team.

Zoning

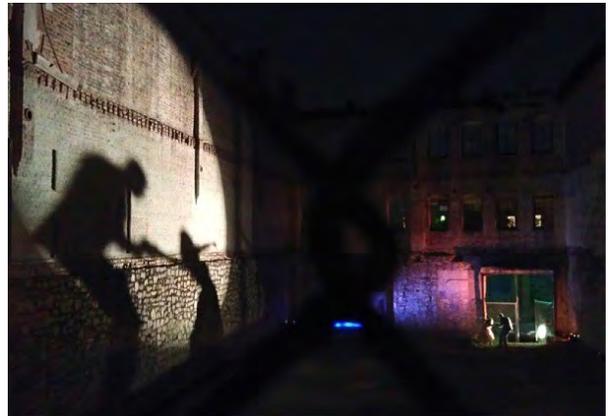
L5: Adopt a Mixed Use Industrial Zoning Category: The City of Atlanta is encouraged to adopt a mixed-use industrial zoning category that allows for a mix of uses, including retail, commercial, light industrial, and residential. This zoning category currently does not exist, but has been drafted. Once it is adopted by the City, the BeltLine/Murphy Avenue node is encouraged to be rezoned.



Makers Space



Food Hall



Art Events

Funding Options: A partnership between the City of Atlanta and the BeltLine Inc. is encouraged for any additional funding needs.

Additional funding options include: ARC Supplemental LCI Funding, matched by the City of Atlanta and/or BeltLine Inc.

Economic Development: Attracting Partners and Funders

E2: BeltLine Economic Feasibility Plan: An economic feasibility study of the former State Farmers' Market is currently underway by BeltLine Inc. Once this study is complete, it will provide insight and guidance for site planning and design of redevelopment.

Funding Options: Funding Secured.

E4: Detailed Master Plan Development and Marketing Packet: Develop a detailed plan for redevelopment of the former State Farmers' Market site that provides an historic building assessment, building uses, building rehabilitation, parking analysis, public space design standards, infrastructure needs, and other components that will help with a deeper understanding of the financing needs for development.

Marketing Packet: Develop a marketing packet to present to the development and finance community. This packet should include, in addition to the detailed master plan information listed above, renderings to excite; highlights of infrastructure improvements and amenities – such as the BeltLine, potential parks, new road infrastructure, etc.; and financial incentives for development.

Potential Financial Incentives include: New Market Tax Credits, BeltLine TAD, City of Atlanta Brownfield Revolving Fund, EPA Brownfield Programs, City of Atlanta infrastructure bond financing, DCA low-income housing tax credits.

Funding Options: BeltLine Inc. should consider working with Invest Atlanta and the City of Atlanta to fund this market packet. This is an important first step to drawing potential development to the area.

Additional funding options include: ARC Supplemental LCI Funding, matched by Invest Atlanta, City of Atlanta and/or BeltLine Inc.

E10: Host events to attract Investors/Developers/Small Business Entrepreneurs to the site: As a marketing strategy, BeltLine Inc. is encouraged to host events, exhibits, and small festivals that will draw people to the site to see its potential. Consider events such as a art events/performances/exhibits in existing buildings, craft markets, along with tactical/temporary

demonstrations such as putt-putt courses.

Funding Options: BeltLine Inc. is encouraged to partner with local arts organizations to host events. Arts grants should be pursued. Invest Atlanta may also be a good financial partner to help implement these marketing strategies.

Additional funding option include: ARC LCI Supplemental funds for tactical/temporary demonstration projects should be considered.

Transportation: Infrastructure Investment

Transportation: There are several transportation projects that are key to implementing the former State Farmers' Market site. These projects are further described in Section 4.8 and incorporated into Section 5.0 Implementation Work Plan. Projects include:

T2: BeltLine West Corridor Trail

T3: Campbellton Road/Dill Avenue Multimodal Railroad Underpass Improvements

T7: Murphy Avenue Multimodal Improvements

T14: Sylvan Road Multimodal Improvements

T18: Avon Avenue/University Drive Extension

Murphy Avenue Light Industrial

In order to attract tenants to the Murphy Avenue corridor and grow jobs, the following actions are recommended:

Zoning

L5: Adopt a Mixed Use Industrial Zoning Category: The City of Atlanta is encouraged to adopt a mixed-use industrial zoning category that allows for a mix of uses, including retail, commercial, light industrial, and residential. This zoning category currently does not exist, but has been drafted. Once it is adopted by the City, the BeltLine/Murphy Avenue node is encouraged to be rezoned.

Funding Options: Refer to above.

Transportation: Infrastructure Investment

Transportation: There are several transportation projects that are key to implementing the Murphy Avenue recommendations. These projects are further described in Section 4.8 and incorporated into Section 5.0 Implementation Work Plan. Projects include:

T2: BeltLine West Corridor Trail

T3: Campbellton Road/Dill Avenue Multimodal Railroad Underpass Improvements

T7: Murphy Avenue Multimodal Improvements

T15: Oakland City MARTA Station Tunnel Access Improvements

BeltLine Trail Extension and Streetcar Farm

The BeltLine Trail extension recommendation is listed in the transportation work sheet under additional related, supplemental and/or long-term transportation projects.

Right-of-way acquisition for this trail extension and the streetcar farm are priorities.

Once R.O.W. is acquired, design and development of the trail with linear park features should be pursued.

Funding Options: For design and development of the trail system, partnerships with health funders and health grants should be considered. A partnership with the PATH Foundation should be considered for trail development, as well.

Additional funding options include: ARC Supplemental LCI Funding, matched by Invest Atlanta, City of Atlanta and/or BeltLine Inc.

Dill Avenue

In order to attract tenants to the Dill Avenue corridor and develop a walkable neighborhood street, the following actions are recommended:

Zoning

L5: City of Atlanta to consider amendments to Zoning, per this report. Refer to Section 4.6 for zoning and land use recommendations.

Funding Options: N/A

Economic Development: Attracting Partners and Funders

E10: Development Tours: Work with the coalition of Southwest Atlanta neighborhood leaders who currently lead development tours to highlight this intersection.

Funding Options: Consider a partnership with Invest Atlanta to provide funding for these tours.

Lee Street

In order to attract tenants to the Lee Street corridor and infill, the following actions are recommended:

Zoning

L5: City of Atlanta to consider amendments to Zoning, per this report. Refer to Section 4.6 for zoning and land use recommendations.

Funding Options: N/A

Economic Development: Attracting Partners and Funders

E10: Development Tours: Work with the coalition of south west Atlanta neighborhood leaders who currently lead development tours to highlight this intersection.

Funding Options: Consider a partnership with Invest Atlanta to provide funding for these tours.

Oakland Drive Neighborhood Commercial

In order to attract tenants to the Oakland Drive corridor, the following actions are recommended:

Zoning

L5: City of Atlanta to consider amendments to Zoning, per this report. Refer to Section 4.6 for zoning and land use recommendations.

Funding Options: N/A

Economic Development: Attracting Partners and Funders

E10: Development Tours: Work with the coalition of south west Atlanta neighborhood leaders who currently lead development tours to highlight this area.

Funding Options: Consider a partnership with Invest Atlanta to provide funding for these tours.

MARTA Tunnel Access

The Oakland City MARTA Station recommendation is listed in the transportation work sheet:

Transportation: Infrastructure Investment

T15: Oakland City MARTA Station Tunnel Access Improvements.

The first step to this project is to conduct an assessment and analysis of the feasibility of opening this tunnel to non-MARTA users, with renovations to the fare gate system.

Funding Options: ARC Supplemental LCI study funding, matched by MARTA and the City of Atlanta.

4.4 Oakland City Village & Campbellton Road Concepts

The Oakland City Village and Campbellton Road area is envisioned as a reinvigorated corridor that provides community services and needs to the surrounding neighborhoods. The area includes the Fort Mac LRA property along Campbellton Road, a portion of commercial property on the north side of Campbellton Road, the Oakland City MARTA station, and a residential area, south of Campbellton with high vacancies and dilapidated property. While market demand will likely be drawn elsewhere in the next 5+ years, this area can be a focus for non-profit investment to better the community.

Fort Mac Campbellton Road

The Fort Mac property along Campbellton Road is proposed to provide an enclave of community services and amenities. The Venetian Gate is anticipated to be reopened to allow safe access to this area. A link between the Venetian Gate closure and the decline of Campbellton Road businesses, has been discussed throughout this process. The opening of the gate aims to provide more multi-modal traffic at this node, assisting in the revitalization of Campbellton Road.

Commercial amenities at the Venetian Gate may include a Teen Center; a Community Services Center; a Senior Center, parks and greenspace, including a track and field; and a potential charter school to provide alternative education opportunities. Surrounding these amenities, is anticipated to be mixed income housing of varying types, including senior housing – multi-unit buildings and cottages.

The historic club house on the south west side of Fort Mac LRA's property is envisioned to be a conference or retreat center, accessible to the community.

The linear trail and park system proposed for Lee Street on Fort Mac LRA property is envisioned to wrap around the Fort Mac property connecting both sides of the property to the Oakland City MARTA station, extending approximately 2 miles along Lee and Campbellton.

Oakland City MARTA

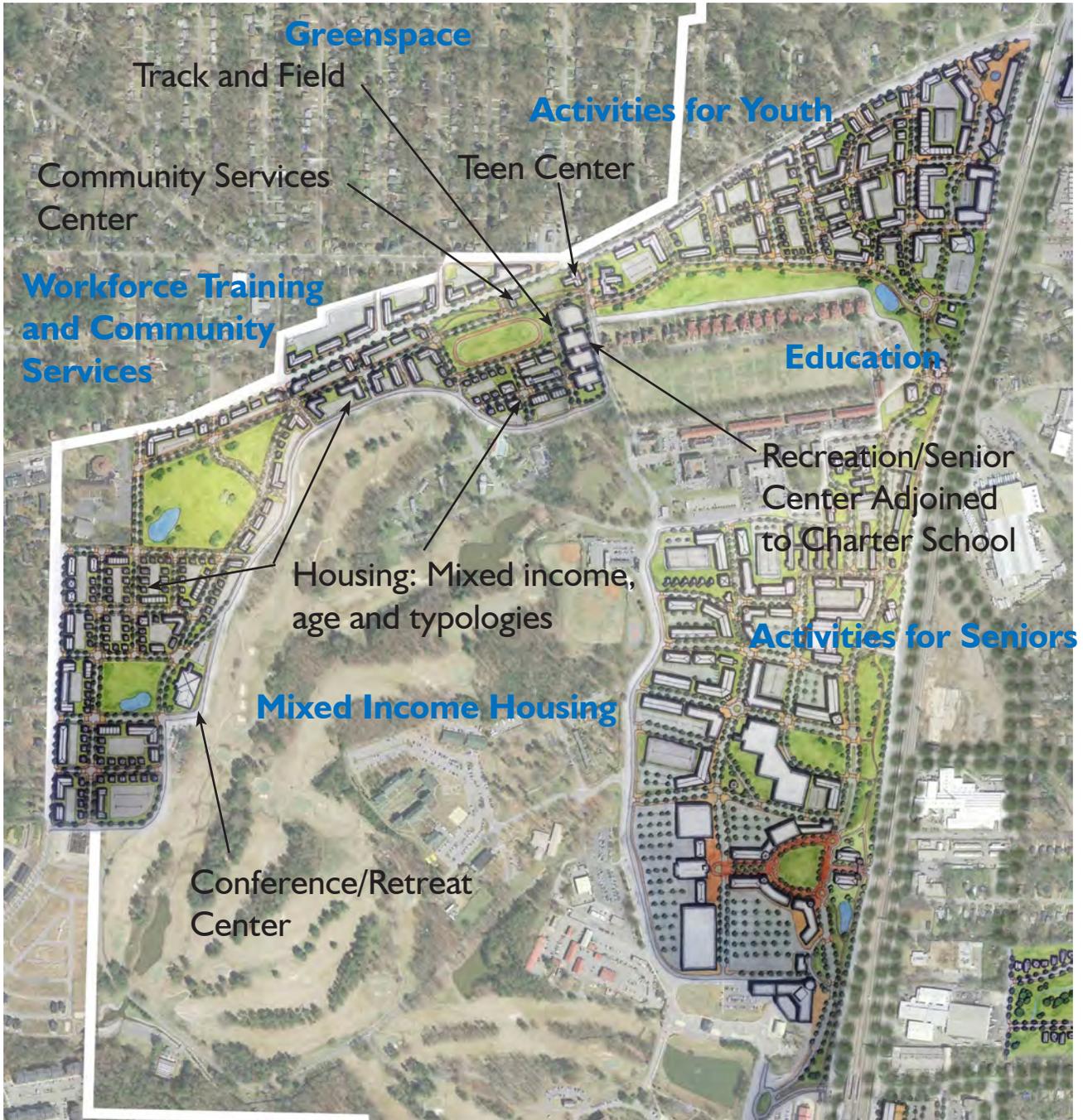
MARTA has plans to reissue an RFP for transit oriented development at the un-used MARTA parking into a mixed use Transit-Oriented Development. The Oakland City Station Engagement Report provided guidance on concepts for future redevelopment of the entire station. This master plan proposes similar concepts, including high density mixed use, office and retail services adjacent to the station. A plaza connecting the station to the Lee Street/Campbellton/Dill Avenue intersection will provide

Community Goals Addressed

- Mixed Income Housing
- Greenspace
- Connectivity
- Activities for Youth
- Activities for Seniors
- Education
- Workforce Training



Oakland City Village and Campbellton Rd Concept



a welcome environment for all users. Additionally, improvements to Oakland Drive and further extension of Oakland Drive to the Fort Mac property, will provide greater accessibility.

Campbellton Road Housing

The residential area, south of Campbellton with high vacancies and dilapidated property, is an area this plan recommends become a focus as redevelopment is drawn to the Oakland City MARTA station and Campbellton Road. This area is a connector between the MARTA station and future community services, retail, and amenities along Campbellton. Housing rehabilitation, reoccupation, and redevelopment into higher density, closest to the MARTA station, is recommended.

Oakland City Village & Campbellton Road Concepts Implementation and Funding Strategies:

This section outlines next steps to implementation of the recommendations for the Campbellton Road Area and surrounding sites. The letter/numbering system correlates with the 5-year work plan presented in Section 5.0 Implementation.

Fort Mac Campbellton Road

In order to implement Campbellton Road into the neighborhood asset as proposed the following actions are recommended.

Zoning

L4: Zoning Updates: Activate SPI-2 Fort McPherson zoning category. This zoning document should allow for the proposed community based mixed use development, as proposed, however it will need to be updated to reflect this new plan. The previous document was based on the 2010 master plan.

Funding Options: Consider applying for an Atlanta Regional Commission Community Choices grant to have the existing SPI thoroughly studied to align with the plan presented in this document.

Additional funding options include: ARC Supplemental LCI Funding, matched by the City of Atlanta and/or Fort Mac LRA funds.

Economic Development: Attracting Partners and Funders

E4: Mac Mile and Linear Park: Priority trail and park development should be focused on the Lee Street side of Fort Mac, but as funding opportunities align, pursue supplemental funds to design and develop the extension

to Mac Mile Linear Park and Trail system connecting to Campbellton Road. This project has potential to draw development and tenants to the area.

Funding Options: For trail design and construction, consider partnering with the PATH Foundation. For the linear greenway, health grant partnerships may be the best opportunity. Leverage the health analysis currently underway by Fort Mac LRA to apply for health funding that will help create a park that addresses community health concerns.

Additional funding options include: ARC Supplemental LCI Funding, matched by Invest Atlanta, City of Atlanta and/or Fort Mac LRA for the trail system design. The proposed Fort Mac LRA non-profit arm may have the ability to raise grant funding for this park amenity. The non-profit should lead health grant partnership efforts.

E7: Fort Mac LRA Non-Profit Entity: Fort Mac LRA is encouraged to create a non-profit entity to implement the community based projects as described in this section. First steps are to complete a community analysis, determine mission and goals, identify board members, apply for non-profit status, and determine first steps.

Funding Options: Utilizing the health analysis study already underway, initial grant opportunities for projects may include health based funders.

Additional funding options include: Partner with Invest Atlanta, City of Atlanta and ARC for project specific opportunities. Local foundations and funders may provide a good start for operation funding.

Transportation: Infrastructure Investment

Transportation: There are several transportation projects that are key to implementing the Campbellton Road recommendations. These projects are further described in Section 4.8 and incorporated into Section 5.0 Implementation Work Plan. Projects include:

T3: Campbellton Road/Dill Avenue Multimodal Railroad Underpass Improvements

T10: Fort Mac New North Entrance at Oakland Drive

T13: Mac Mile: Multiuse Path

T16: Campbellton Road Multimodal Improvements

T19: Venetian Drive Extension to Oakland Drive

Oakland City MARTA

MARTA is encouraged to continue to work with the development community to create a mixed use TOD node at the Oakland City MARTA station in line with this study and the previous Oakland City Station Engagement Report.

Funding Options: N/A

Transportation: There are several transportation projects that are key to implementing the Oakland City MARTA Station recommendations. These projects are further described in Section 4.8 and incorporated into Section 5.0 Implementation Work Plan. Projects include:

T3: Campbellton Road/Dill Avenue Multimodal Railroad Underpass Improvements

T5: Oakland Drive Multimodal Improvements

T10: Fort Mac New North Entrance at Oakland Drive

T13: Mac Mile: Multiuse Path

T15: Oakland City MARTA Station Tunnel Access Improvements

T16: Campbellton Road Multimodal Improvements

Campbellton Road Housing

Campbellton Road Housing implementation strategies are focused around housing policies to acquire clear titles for redevelopment and potential assemblage of properties. Below are housing strategies that should be focused on this area.

H1: Develop policies to stabilize abandoned/vacant housing properties with clear titles for resale and redevelopment:

1. Work with Fulton County/Atlanta Land Bank Authority, Fulton County Tax Assessor, and the Westside Atlanta Land Trust to purchase assemble and convey vacant and abandoned properties.
2. City of Atlanta to consider “In Rem” policies of tax foreclosure to acquire and clear title of vacant and abandoned properties that have significant unpaid property taxes.
3. Work with code enforcement to identify repeat code violation offenders, particularly absentee land owners and those with multiple code violations. Focus these efforts on specific areas in the neighborhood with the highest abandoned/dilapidated housing concentration.

H2: Encourage reinvestment and rehabilitation of

deteriorated housing in the Study Area, with the following policy recommendations:

1. Work with code enforcement to identify repeat code violation offenders, particularly absentee land owners and those with multiple code violations. Consider increased fines and more stringent rehabilitation standards.
2. Work with non-profit housing groups, such as Habitat for Humanity, to provide assistance with home maintenance and rehabilitation.
3. Consider the creation of a non-profit organization that would provide grants to homeowners for rehab and maintenance.

H3: Encourage the demolition and repurposing of dilapidated properties that pose a risk to public safety, with the following policy recommendations:

1. Develop a side-yard program to condemn and demolish dilapidated structures and transfer the property to adjacent homeowners that can maintain the land as privately owned greenspace.
2. Consider a Pocket Park program that would condemn and demolish dilapidated structures and transform property into public park space.

Funding Options: The City of Atlanta should consider partnering with the Land Trust and housing non-profits, including West Atlanta Land Trust, Habitat for Humanity, Atlanta Neighborhood Development Partnership, and the Community Foundation.

Transportation: There are several transportation projects that are key to implementing the Campbellton Road Housing recommendations. These projects are further described in Section 4.8 and incorporated into Section 5.0 Implementation Work Plan. Projects include:

T3: Campbellton Road/Dill Avenue Multimodal Railroad Underpass Improvements

T5: Oakland Drive Multimodal Improvements

T10: Fort Mac New North Entrance at Oakland Drive

T13: Mac Mile: Multiuse Path

T15: Oakland City MARTA Station Tunnel Access Improvements

T16: Campbellton Road Multimodal Improvements

4.5 Sylvan Hills Concepts

The Sylvan Hills community is an established single family residential neighborhood with a well-connected block structure and charming craftsman style housing. Housing strategies are recommended to rehab and reoccupy vacant and dilapidated housing and to preserve the character of this neighborhood. Additionally, this study identifies three areas in this neighborhood that could be improved to better serve this community.

Sylvan Neighborhood Commercial Node/Sylvan Hills Playlot

The existing commercial node at Sylvan and Astor Avenue has potential to be redeveloped into a more walkable and accessible, mixed use, neighborhood node. This plan proposes a retail district surrounded by mixed income and mixed housing typologies, ranging from a multi-family apartment, to townhomes, to single family housing or cottages. This site is home to the Sylvan Hills Playlot, a City park that is located behind the existing big box building and surrounded by vacant land, formerly a housing development. The proximity of this property to Perkerson Elementary School provides added redevelopment incentives to connect to the school and improve public safety in the area with quality, mixed use redevelopment.

Sylvan Streams and Greenspace Accessibility

Two streams currently run through Sylvan Hills, creating natural greenspace within the undevelopable buffer. There is potential to transform portions of these natural areas into community park spaces. In order to create safety around these greenways, new road infrastructure and housing development is encouraged to front the parks, with respect to the City and State regulated buffers.

Lakewood/Fort Mac MARTA Transit Oriented Development

The Lakewood/Fort Mac MARTA station has begun a transit oriented development (TOD) transformation with the Columbia at Sylvan Hills mixed income apartment complex. To continue this transformation, this report recommends future development of a mixed use, mixed income residential building, adjacent to the MARTA station. A parking deck would be required as additional MARTA parking would be eliminated for the new buildings. The new building is encouraged to have retail, office and neighborhood services on the first floor, with housing above.

Neighborhood Preservation

While listed in this section, neighborhood preservation is a goal for all of the Study Area neighborhoods. Housing recommendations aim to revitalize existing neighborhoods while preserving the existing character, scale, and mixed income environment.

Community Goals Addressed

- Preserve Neighborhoods
- Mixed Income
- Neighborhood Services
- Greenspace



4.5a: Key Map

Sylvan Hills Concept



Sylvan Hills Concepts

Implementation and Funding Strategies:

This section outlines next steps to implementation of the recommendations for the Campbellton Road Area and surrounding sites. The letter/numbering system correlates with the 5-year work plan presented in Section 5.0 Implementation.

Sylvan Neighborhood Commercial Node/Sylvan Hills Playlot

In order to redevelop the Sylvan Hills Commercial Node into a mixed use community amenity, the following actions are recommended:

Zoning

L5: City of Atlanta to consider amendments to Zoning, per this report. Refer to Section 4.6 for zoning and land use recommendations for the Sylvan Hills Commercial Node.

Funding Options: For the housing redevelopment in this area, consider mixed income opportunities, including DCA low-income housing tax credits. Additionally, consider partners such as Habitat for Humanity, Atlanta Neighborhood Development Partnership, and the Community Foundation to support mixed income housing developments. Additionally, Invest Atlanta can provide tax and bond financing.

Transportation: Infrastructure Investment

Transportation: There are several transportation projects that are key to implementing the Sylvan Neighborhood Commercial Node recommendations. These projects are further described in Section 4.8 and incorporated into Section 5.0 Implementation Work Plan. Projects include:

- T14: Sylvan Road Multimodal Improvements
- T17: Astor Avenue Multimodal Improvements

Sylvan Streams and Greenspace Accessibility

In order to convert the Sylvan Hills streams into a community amenity, the following actions are recommended:

Zoning

L5: City of Atlanta to consider amendments to Zoning, per this report. Refer to Section 4.6 for zoning and land use recommendations for the Sylvan Hills Commercial Node.

Funding Options: Similar to the above recommendation, for the housing redevelopment

in this area, consider mixed income opportunities, including DCA low-income housing tax credits. Additionally, consider partners such as Habitat for Humanity, Atlanta Neighborhood Development Partnership, and the Community Foundation to support mixed income housing developments.

Transportation: Infrastructure Investment

Transportation: There are several transportation projects that are key to implementing the Sylvan Streams recommendations. These projects are further described in Section 4.8 and incorporated into Section 5.0 Implementation Work Plan. Projects include:

- T17: Astor Avenue Multimodal Improvements
- Murphy Avenue Extension/Arrow Street Extension, as listed under: Additional related, Supplemental and/or Long-Term Transportation Projects

Lakewood/Fort Mac MARTA Transit Oriented Development

TOD efforts are encouraged to focus on the Oakland City MARTA station prior to the Lakewood/Fort Mac station, as Oakland City has higher ridership and its central location makes it a great candidate for mixed use development, serving a large cross section of the community.

Funding Options: As discussed previously, consider mixed income opportunities, including DCA low-income housing tax credits. Additionally, Invest Atlanta can provide tax and bond financing.

Transportation: There are several transportation projects that are key to implementing the Sylvan Streams recommendations. These projects are further described in Section 4.8 and incorporated into Section 5.0 Implementation Work Plan. Projects include:

- T4: Deshler Street/Astor Avenue Multimodal Railroad Underpass Improvements

Neighborhood Preservation

The following housing recommendations are encouraged to work towards the goal of neighborhood preservation of existing character and scale, minimizing displacement and maintaining a mixed income environment.

H1: Develop policies to stabilize abandoned/vacant housing properties with clear titles for resale and redevelopment:

1. Work with Fulton County/Atlanta Land Bank Authority, Fulton County Tax Assessor, and the Westside Atlanta Land Trust to purchase assemble and convey vacant and abandoned properties.

2. City of Atlanta to consider “In Rem” policies of tax foreclosure to acquire and clear title of vacant and abandoned properties that have significant unpaid property taxes.
3. Work with code enforcement to identify repeat code violation offenders, particularly absentee land owners and those with multiple code violations. Focus these efforts on specific areas in the neighborhood with the highest abandoned/dilapidated housing concentration.

H2: Encourage reinvestment and rehabilitation of deteriorated housing in the Study Area, with the following policy recommendations:

1. Work with code enforcement to identify repeat code violation offenders, particularly absentee land owners and those with multiple code violations. Consider increased fines and more stringent rehabilitation standards.
2. Work with non-profit housing groups, such as Habitat for Humanity, to provide assistance with home maintenance and rehabilitation.
3. Consider the creation of a non-profit organization that would provide grants to home-owners for rehab and maintenance.

H3: Encourage the demolition and repurposing of dilapidated properties that pose a risk to public safety, with the following policy recommendations:

1. Develop a side-yard program to condemn and demolish dilapidated structures and transfer the property to adjacent homeowners that can maintain the land as privately owned greenspace.
2. Consider a Pocket Park program that would condemn and demolish dilapidated structures and transform property into public park space.

Funding Options: The City of Atlanta should consider partnering with the Land Trust and housing non-profits, including West Atlanta Land Trust, Habitat for Humanity, Atlanta Neighborhood Development Partnership, and the Community Foundation

H4: Encourage prospective first-time home buyers to move to the Study Area and invest in home rehabilitation with the following programs and policies:

1. Promote down payment assistance programs for first time home buyers, such as HOME Atlanta 4.0, the Georgia Dream home ownership program, Atlanta Affordable Home-ownership Program, Home Finance Advantage Program, Atlanta Home Renovation Advantage Program.
2. Work closely with Atlanta Public Schools and potential charter schools to provide quality education opportunities for families.

3. Consider development of a program that provides affordable housing and studio options for local Artist.

H5: Provide policies that allow seniors and long-time residents to remain in the area:

1. Consider the creation of a non-profit organization that would provide residents with assistance and education regarding housing programs and policies.
2. Promote programs that provide assistance in home maintenance, such as Community HOME Investment Program (CHIP).
3. Continue to provide and promote tax abatements for elderly homeowners and long-time residents.
4. Work with the local development community to build affordable senior housing developments within the Study Area.
5. Encourage cooperative charitable programs that facilitate mutual assistance between senior citizens and younger residents, such as Adopt-A-Grandparent.

H6: Provide assistance to homeless veterans: Coordinate military base redevelopment planning with homeless service organizations, including investigating potential sites throughout the city that may best serve the homeless. Consider in-kind property swap deals. Consider several sites to provide services and beds, to avoid concentration and isolation of homeless facilities.

H7: Develop housing policies that assist in keeping the neighborhood character and affordable housing options:

1. Consider incorporating design standards into neighborhood zoning categories that prevent tear-down and redevelopment of housing that is out of scale and character with the existing neighborhood.
2. Consider incorporating zoning standards that encourages and allows for mixed size and typology of housing, including small, cottage housing, smaller lot sizes, and accessory dwelling units.
3. Work with non-profit housing developers, such as Habitat for Humanity, to create and maintain affordable housing in the neighborhoods.

4.6 Land Use & Zoning

Land Use Recommendations

Figure 4.6a provides a map of proposed land uses in the Oakland City / Fort McPherson LCI Study Area. Future land use categories have been assigned to match the City of Atlanta's current future land use maps.

In addition to the land use categories included in this LCI Study, the City of Atlanta has also included more generalized character areas within its Comprehensive Development Plan (CDP). Character areas provide general development policies and context to supplement more specific future land use maps. See the City of Atlanta CDP Community Agenda for character area policies relevant to the LCI Study Area.

In general, the Atlanta CDP identifies two major redevelopment areas within the LCI Study Area. The BeltLine overlay area is identified as an Industrial Live-Work area, which allows for mixed use redevelopment while preserving some industrial uses. The Atlanta CDP also identifies a Regional Activity Center on Fort McPherson to encourage medium to high density mixed use redevelopment.

While the LCI Study is broadly consistent with the City of Atlanta CDP, some land use categories have been revised based on community input, market analysis, and redevelopment concepts. Consistent with community input, the established neighborhoods of Sylvan Hills and Oakland City are preserved as single family residential. Neighborhood stabilization strategies should be applied in order to reduce vacancy and abandonment in these areas. For example, land banks and community housing land trusts can be used to facilitate purchase of vacant and abandoned properties. Infill development in established residential areas should be compatible with the character of surrounding homes.

Consolidation and redevelopment of single family residential housing is recommended for the neighborhood north of Fort McPherson at Campbellton Road and Connally Ave. Higher density multi-family housing and mixed use development is encouraged in the areas surrounding MARTA rail stations.

Outside of mixed use districts, retail and service land uses in the Study Area are expected to remain as low intensity commercial. Walkable neighborhood commercial nodes should be preserved as local serving businesses. Rehabilitation and aesthetic improvements are recom-

mended for businesses along Lee Street and Campbellton Road.

Larger scale commercial establishments can be incorporated into the mixed use redevelopment areas on Fort McPherson along Lee Street. Retail and services should be developed to allow for accessibility to Tyler Perry Studios as well as surrounding neighborhoods.

Medical office and professional office development can also be incorporated into mixed use districts on Fort McPherson. The VA hospital could serve as an anchor for related medical office uses.

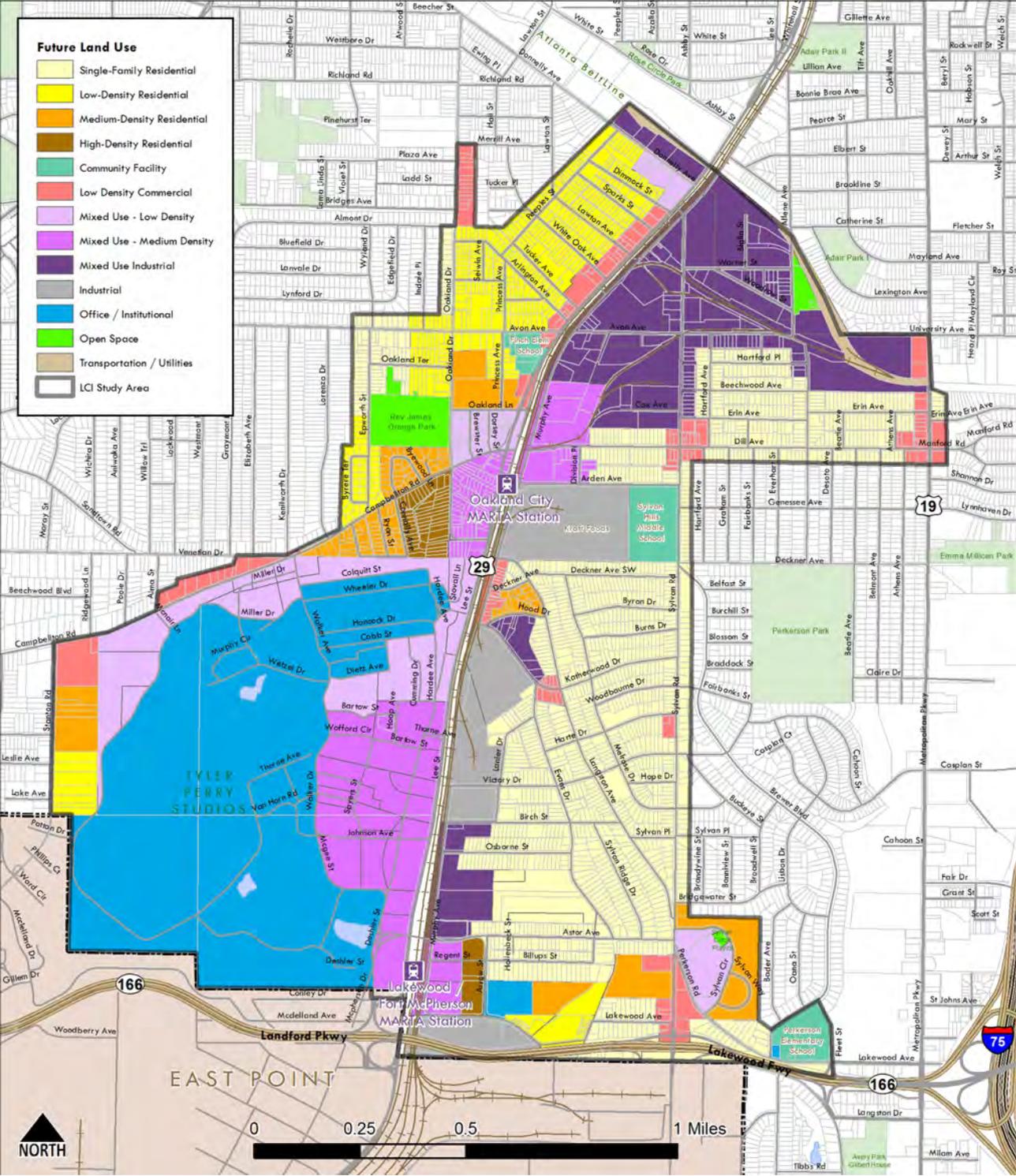
Adaptive reuse is recommended for the historic areas of Fort McPherson. Former military office buildings can be repurposed as low intensity live/work and loft space. Infill development surrounding historic buildings should be sensitive to the historic context of the district. Low intensity mixed use is recommended for the north and northwest fringe areas of Fort McPherson.

Mixed use redevelopment is recommended for the industrial warehouse areas along the Atlanta BeltLine corridor and overlay district. Flex office space is encouraged in these areas to allow for semi-industrial uses as well as mixed use redevelopment. However, mixed use residential should be avoided on brownfield properties with significant environmental contamination.

Industrial preservation is recommended for manufacturing and warehousing properties along the Murphy Avenue corridor that are between the two MARTA stations.

Parks and recreational land uses should be integrated into mixed use redevelopment and adaptive reuse areas. On Fort McPherson, public plazas and greenspace should be integrated into proposed mixed use retail and office districts. Historic greenspace areas, such as the parade ground, could serve as a venue for local festivals and events. Trails and linear greenspace features should also be developed to link the BeltLine in with adjacent neighborhoods and redevelopment areas.

Land Use Recommendations



Zoning Recommendations

The City of Atlanta is currently undergoing a major rewrite of its zoning regulations. While this process is expected to be lengthy, it is important to incorporate anticipated revisions and best practices for urban design. The preliminary audit of the city's zoning includes recommendations to encourage more walkable development, particularly in areas surrounding the Atlanta BeltLine. The following page provides a map of recommended zoning revisions, including zoning districts anticipated to be added in the near future. Refer to Figure 4.6b.

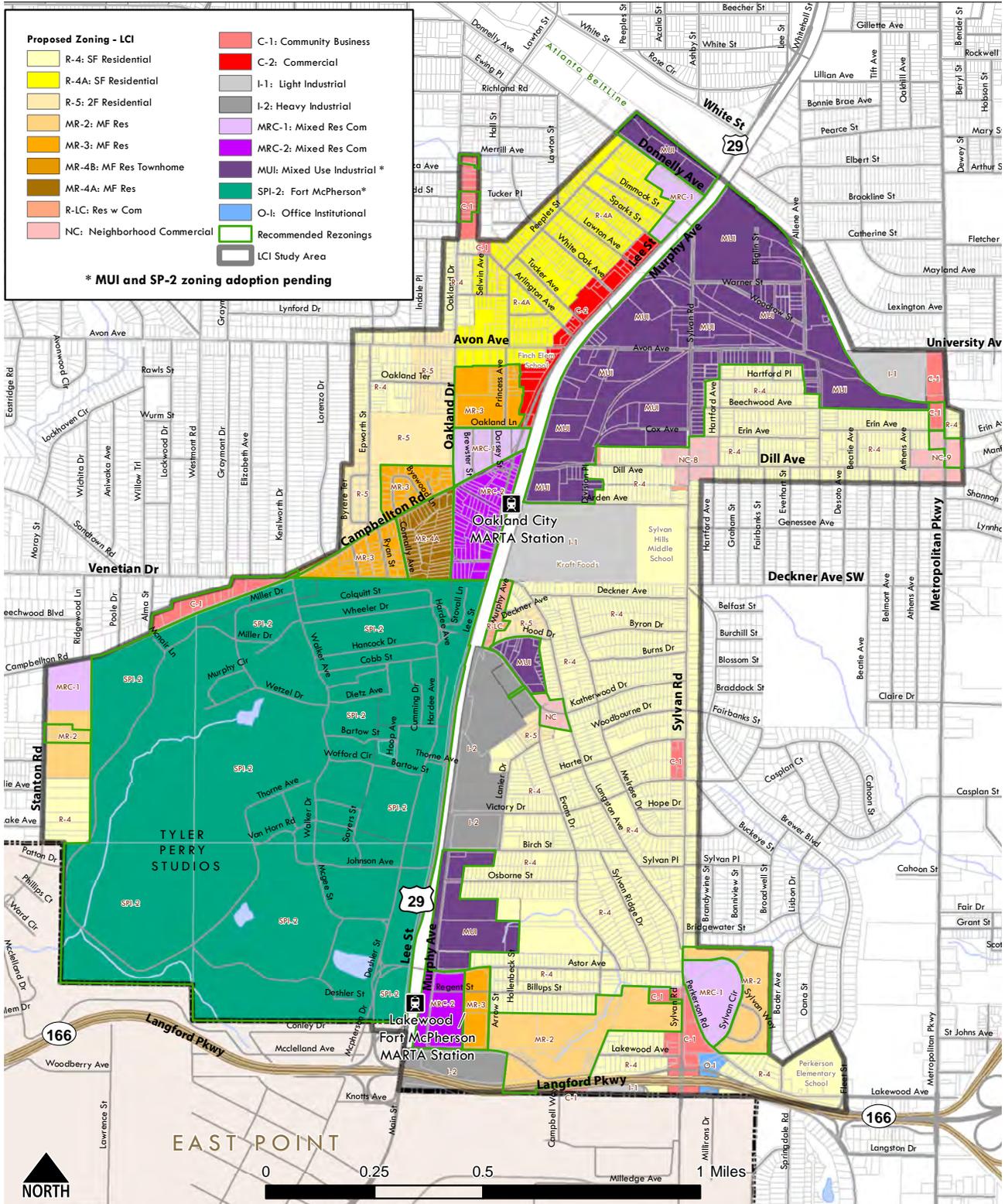
The City of Atlanta is drafting a new Mixed Use Industrial (MUI) zoning district. This MUI district would encourage redevelopment along the BeltLine corridor, while allowing for the preservation of some industrial land uses and jobs. The MUI designation can also be applied to some industrial properties along the Murphy Avenue corridor.

Medium to high intensity mixed use zoning (MRC-2) should be provided in the areas immediately adjacent to MARTA stations. A strong residential component should be encouraged for these areas, including some ground floor retail uses. Lower intensity mixed use zoning (MRC-1) is recommended for redevelopment areas further from transit.

A supplemental Special Public Interest (SPI) zoning district is recommended for the remaining redevelopment areas of Fort Mac. The City of Atlanta previously drafted a SPI zoning district for the Study Area following the 2010 Fort McPherson Research Park Master Plan. However, the Oakland City / Fort Mac LCI Study represents a significant departure from the recommendations of the previous redevelopment study. Likewise, the Tyler Perry Studios development will require significant changes from previous zoning recommendations. The draft Fort McPherson SPI zoning district should be revised to match current redevelopment concepts that include Tyler Perry Studios. Historic district design guidelines are recommended for inclusion in the SPI zoning as a subarea.

In order to encourage more walkable development in the Study Area, some general residential areas (RG-2, RG-3) are recommended to be rezoned to districts of a similar density that include urban design standards (such as MR-2 and MR-3).

Zoning Recommendations



4.7 Transportation

The following section identifies key transportation projects. Figure 4.7d provides a maps of all key transportation projects, numbers on the map correspond to numbers in the project title below.

Lee Street Trail/Resurfacing (project 1)

The Lee Street Trail will run along the east side of Lee Street from the West End MARTA station to the Lakewood/Fort McPherson MARTA Station and reconfigure Lee from five to four travel lanes with turn lanes at signalized intersections. The trail cross section will range between 8-12 feet based on available right-of-way. Where space permits, the trail would be raised and made of concrete with a landscaped buffer that will include street trees, ground cover plantings and green stormwater infrastructure designed as a bio-retention swale. In segments with constrained right-of-way the trail will have a three-foot wide cast-in-place concrete buffer with high-visibility, rigid bollards. The project includes intersection improvements at each street crossing and a new Pedestrian Hybrid Beacon (PHB) signal to connect trail users to the Atlanta BeltLine Corridor near Donnelly Street. Refer to Figure 4.7a.

BeltLine West Corridor Trail (project 2)

The BeltLine West Corridor Trail project begins at Washington Park at Lena Street and continues southeast along former railroad right-of-way for approximately 2.87 miles to Allene Avenue near Catherine Street. Along this alignment, the project will construct a multi-use concrete trail. The project will involve the modification or replacement of the former rail bridge over Martin Luther King Jr. Drive, and will utilize existing underpasses under Westview Drive, Interstate 20, Lucile Drive, Ralph David Abernathy Boulevard, Lawton Street and Murphy Avenue at Lee Street. At-grade trail crossings will also be constructed at the trail intersections with Lena Street and Allene Avenue. Refer to Figures 4.7b and c for BeltLine images.

It is recommended that community connections should be considered, including the rail spur connecting Avon Avenue to Dill Avenue; connections to Oakland Drive; and potential connections to area greenspace, including Reverend James Orange Park, Barbara McCoy Park, Adair Park, Perkerson Park, among others.



Figure 4.7a: Lee Street Multi-modal Path (As proposed by City of Atlanta)



Figure 4.7b: BeltLine Westside Trail before Construction



Figure 4.7c: BeltLine Westside Trail Rendering (Per BeltLine)

Transportation Recommendations

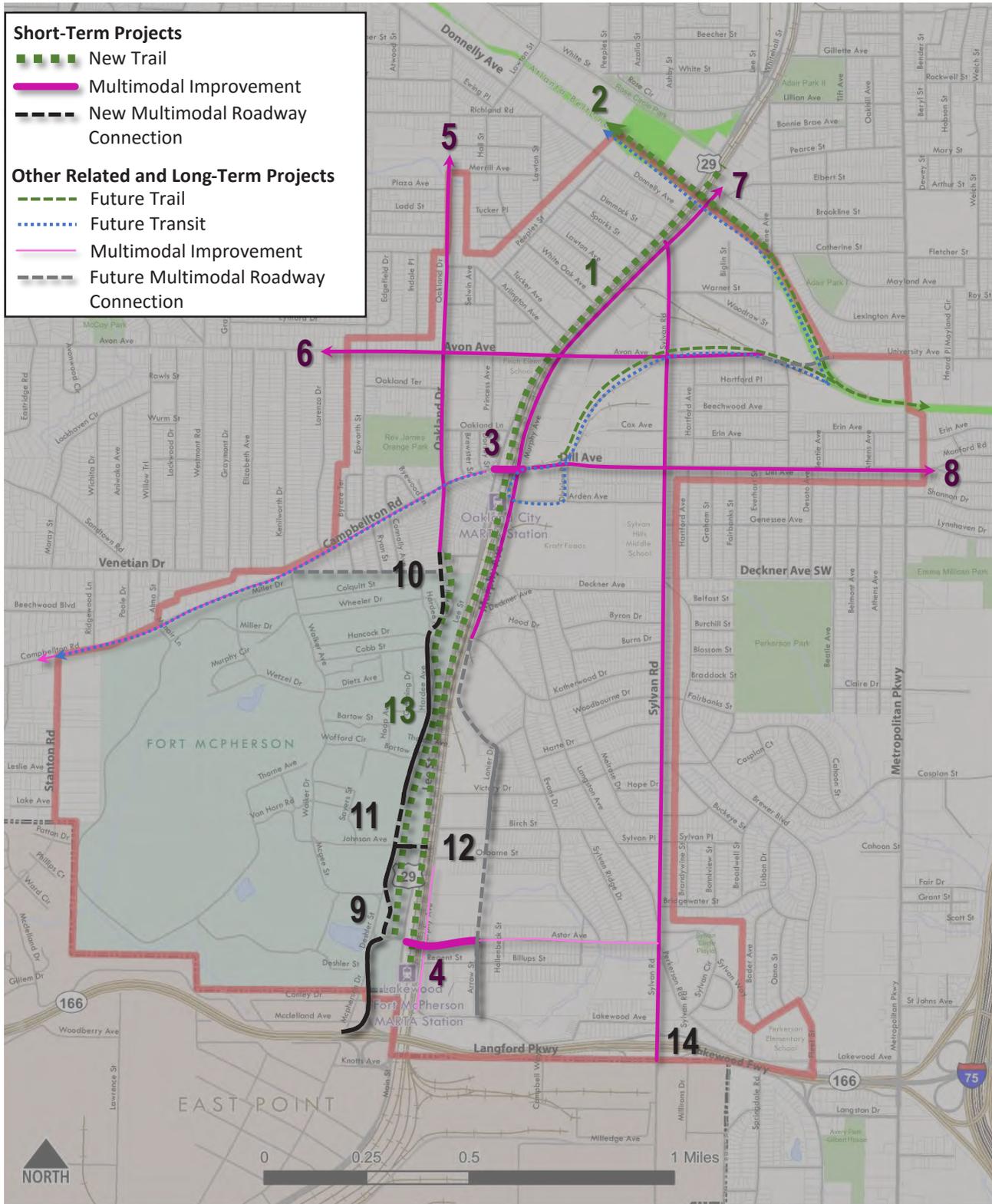


Figure 4.7d: Transportation Project Map

Underpass Improvements at Campbellton Road/Dill Avenue and Deshler Street/Astor Avenue (project 3, 4)

There are only two east-west underpass connections across the railroad tracks within the LCI Study Area. These underpasses are key gateways between the Sylvan Hills and Capitol View neighborhoods to the east, and the Oakland City and Venetian Hills neighborhoods, Oakland City and Lakewood/Fort McPherson MARTA stations, and Fort Mac redevelopment area to the west. These key connections are essential to transit access and vibrancy of the area, and should be updated from the existing wide vehicular cross sections with narrow ineffective sidewalks, to multimodal, pedestrian-scale gateways that improve mobility for all modes of transportation across the railroad tracks.

The Campbellton Road/Dill Avenue underpass exists as a five lane roadway with sidewalks that have narrow effective walking widths sandwiched between the railroad bridge concrete walls and fencing and the wide roadway cross section. The traffic along this corridor may increase over time with the anticipated nearby BeltLine and Fort McPherson redevelopment, but is unlikely to require five lanes to carry future traffic. The proposed underpass project will narrow the underpass from five to four lanes, including left-turn lanes at the intersections with Lee Street and Murphy Avenue. The new cross section will accommodate wider sidewalks and on-street bicycle lanes that connect with the Lee Street Trail . Existing roadway curbs will be relocated to remove channelized right-turn lanes and enhance walkability and access to the Oakland City MARTA station. Upgraded lighting will be installed along the underpass to improve visibility and public safety. Roadway cross section modifications will continue to the east as described in the Dill Avenue Multimodal Corridor project. Refer to Figures 4.7e and f. *Note – graphic represents not only the Campbellton/Dill Underpass project, but also includes the Lee Street Trail and proposed multimodal improvements to Murphy Avenue, Campbellton Road, and Dill Street

Similarly, the **Deshler Street/Astor Avenue underpass** currently exists as a wide five lane roadway with sidewalks that provide little buffer between the roadway and concrete bridge piers. Proposed improvements include narrowing the roadway from five to four lanes from Lee Street to Arrow Street, by removing the northbound channelized right-turn lane and relocating the curb to provide wider sidewalks. The reconfigured roadway will include on-street buffered bike lanes connecting to the Lee Street Trail, left-turn lanes at the

intersections as needed, and improved pedestrian crossing. Upgraded lighting will be installed along the underpass to improve visibility and safety. Roadway cross section modifications including bicycle lanes or sharrows (as right-of-way permits) will continue past Arrow Street as described in the Astor Avenue Multimodal Corridor project. Refer to Figure 4.7f.

Multimodal Improvements (Existing Right-Of-Way) (projects 5-8, 16-17)

Planned upcoming City of Atlanta resurfacing projects along Oakland Drive, Avon Avenue, Murphy Avenue, Dill Street, and Sylvan Road will be coordinated with restriping of the typical 30 foot, two-lane cross sections, to include a combination of bicycle lanes or sharrows.

Proposed multimodal corridor improvements along Astor Avenue may include similar bicycle facility restriping as described above. Corridor upgrades are intended to align with future resurfacing projects or be completed sooner if funding becomes available. Refer to Figures 4.7g.

Fort McPherson Multiuse Path (project 13)

A multiuse path greenway system is proposed to run along Lee Street on Fort Mac LRA property, connecting from the Lakewood MARTA station to the Oakland City MARTA station.

Campbellton Road Multimodal Improvements (project 14)

Campbellton Road multimodal corridor improvements are proposed to include wide sidewalks, lighting, bicycle lanes designed to coordinate with bus operations, turn lanes at intersections as needed, and the addition of improved pedestrian crossings, particularly adjacent to bus stops on this heavily trafficked transit corridor. Improved transit amenities may include improved sidewalks and ADA ramps, along with benches and shelters near high-use bus stops. The redesign of the corridor should consider future articulated bus accommodations and the long-range addition of streetcar along Campbellton Road as part of the current Atlanta Streetcar System Plan. The proposed roadway cross sections generally maintain the existing right-of-way with minor widening considered along the Fort McPherson redevelopment area. Future widening of Campbellton Road could be considered if traffic patterns require more capacity, however, a widening project would likely extend well beyond the LCI Study Area and be completed as part of a City of Atlanta plan. Right-of-way may be acquired to allow for a landscaped median or boulevard, along the Fort

Projects 3 & 4 Underpass Improvements @ Campbellton/Dill and Deshler/Astor

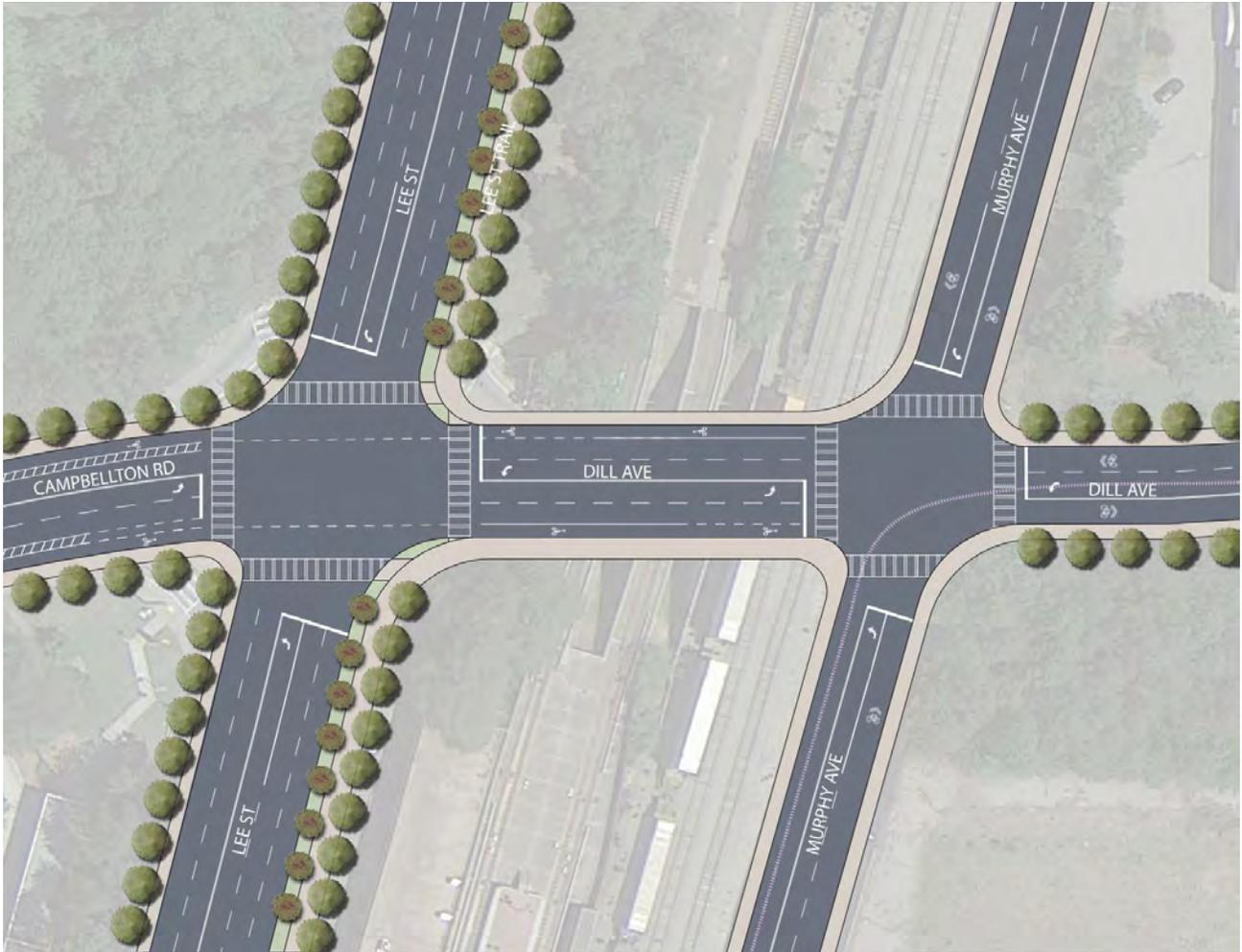


Figure 4.7e: Project 3 & 4 Underpass Improvements at Campbellton/Dill and Deshler Street/Astor Avenue
*Note: Graphics included in this LCI report are conceptual. Implementation will require additional study and detailed design.

Projects 3 & 4: Campbellton/Dill and Deshler/Astor

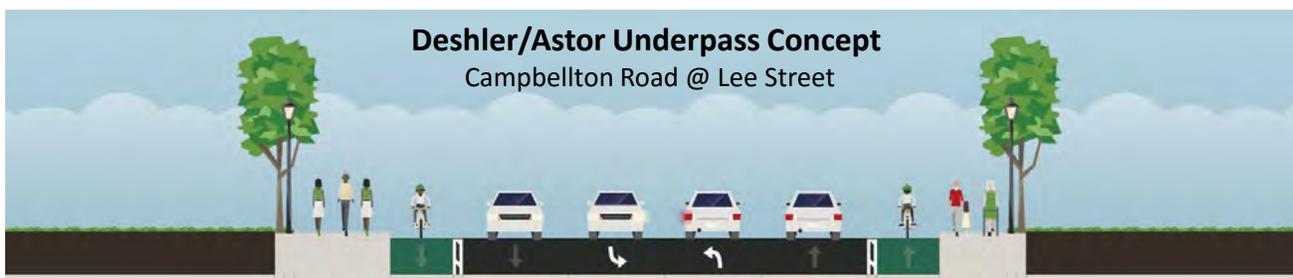
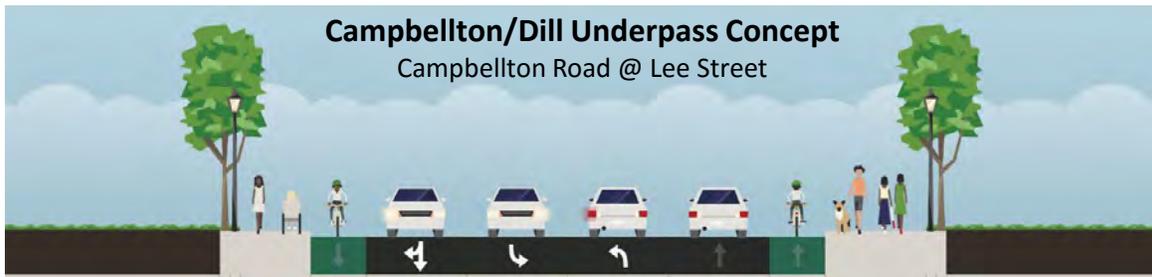


Figure 4.7f: Project 3 & 4 Underpass Improvements at Campbellton/Dill and Deshler/Astor
*Note: Graphics included in this LCI report are conceptual. Implementation will require additional study and detailed design.
Source: Streetmix.net

Projects 5-8, 16-17: 30 ft Multimodal Improvements

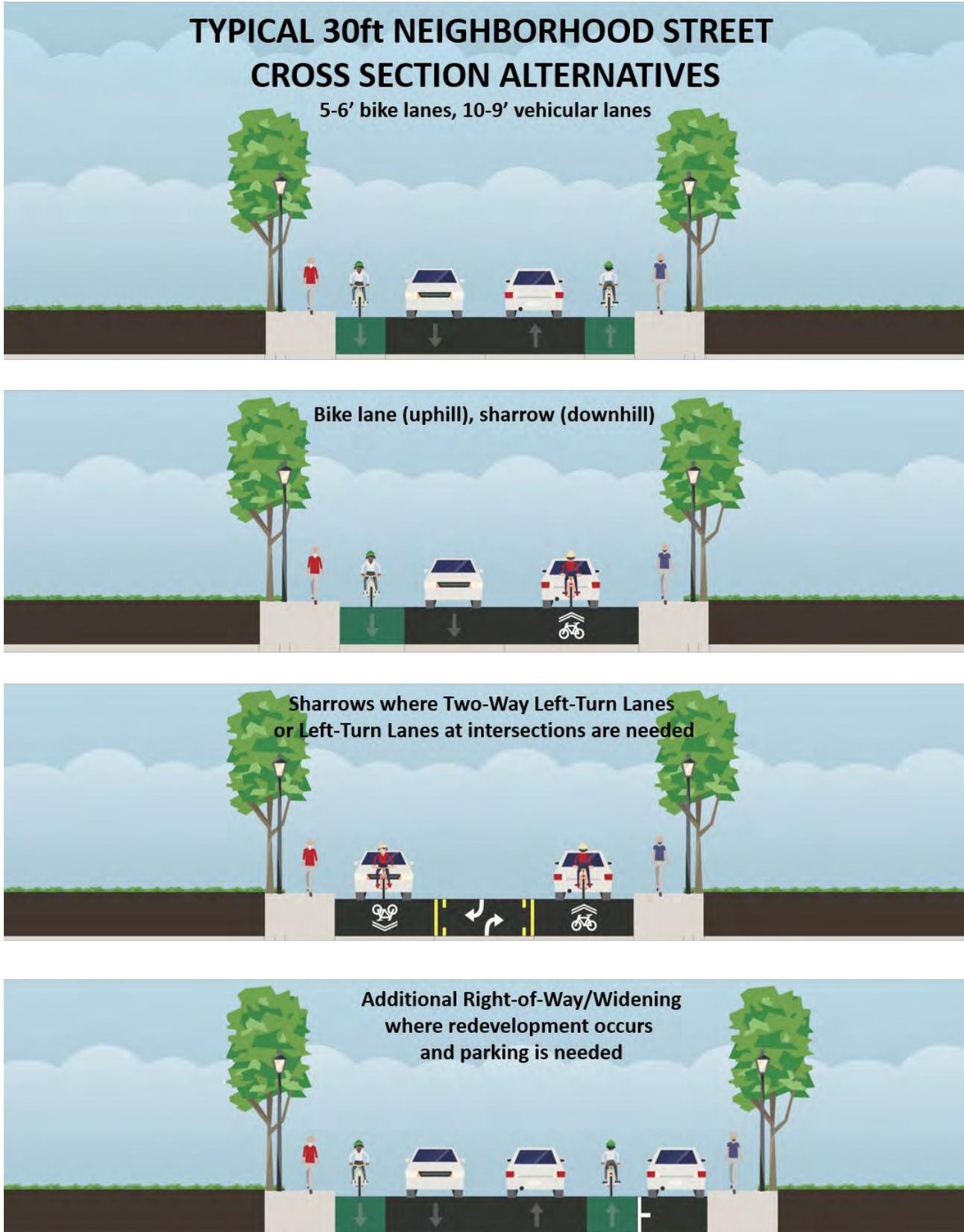


Figure 4.7g: Projects 5-8, 16-17: 30' Right of Way Multimodal Improvements: Oakland Drive, Avon Avenue, Murphy Avenue, Dill Street, and Sylvan Road
*Note: Graphics included in this LCI report are conceptual. Implementation will require additional study and detailed design.
Source: Streetmix.net

McPherson redevelopment area from Venetian Drive to approximately Ridgewood Lane, where right-of-way acquisition could be coordinated with the redevelopment project. The project should consider complementing the Campbellton Road Pedestrian Mobility Improvements from Greenbriar Parkway to Pinehurst Drive project from the Atlanta Region's Plan (AT-275) west of the Study Area. Refer to Figures 4.7h.

Hardee Avenue/Oakland Drive & Fort McPherson New Access (projects 9-12)

In combination with the redevelopment of the base, Fort McPherson's long-standing walls along Lee Street will come down. The redevelopment area will have three new access points in addition to the Thorne Avenue entrance that exists today. The new entrances will include:

- New Main Entrance – new intersection on Lee Street connecting to Patton Plaza,
- North Entrance – new roadway connecting Oakland Drive to Hardee Avenue, and
- South Entrance – new roadway connecting Hardee Avenue to Deshler Street.

The New Main Entrance will reconnect Patton Plaza with Lee Street and include a pedestrian-scale signalized intersection that provides a critical pedestrian crossing to the Lee Street Trail. In addition to new vehicular access at this intersection, sidewalk upgrades along Lee Street will be enhanced by including a landscaped buffer, lighting improvements, and street trees between the Lakewood/Fort McPherson MARTA station and the new entrance will enable pedestrian access improvements between the station and redevelopment area.

Hardee Avenue inside the base consists of two disconnected segments today, with a 600 foot gap located between Thorne Avenue and Patton Plaza. Hardee Avenue is intended to connect to Oakland Drive north of the base, to Deshler Street south of the base, and fill in the existing 600 foot gap. With these changes Hardee Avenue will become the main north-south connection and improve access and connectivity with the surrounding neighborhoods and to the existing MARTA stations. The proposed complete streets roadway cross section will vary along Hardee Avenue with a walkable, commercial feel in the heart of the redevelopment area, and a narrower cross section on the north end of the base to maintain the historic character of that area. The multimodal roadway section will have a combination of

bike lanes and sharrows, wide sidewalks with street trees and lighting, and will include on-street parking, a furniture zone and other amenities along new development frontages in the main commercial section surrounding the Patton Plaza and Thorne Avenue entrances.

Nearby improvements to the Deshler Street/Astor Avenue underpass will complement the Hardee Avenue/Oakland Drive & Fort McPherson New Access projects, completing critical pedestrian and bicycle connections between the neighborhoods east of the railroad tracks, the Lakewood/Fort McPherson MARTA station, and new development. Refer to Figure 4.7i.

Oakland City MARTA Station Tunnel Access Improvements Supplemental Study (project 15)

The Oakland City MARTA Station's main entrance is at the corner of Campbellton Road and Lee Street. However, there is a fare gate located on the opposite side of the railroad tracks at the corner of Murphy Avenue and Arden Avenue in Sylvan Hills. The tunnel and fare gate were designed for exclusive MARTA rider access, but could be modified to allow non-rider pedestrian access, which would provide an alternate crossing of the railroad tracks and heavily trafficked Lee Street. Modifications to the existing infrastructure would improve ADA accessibility and provide residents, workers, and nearby Sylvan Hills Middle School students with improved pedestrian connectivity between the Oakland City MARTA station, Lee Street Trail, and surrounding neighborhoods. A supplemental study to determine project feasibility is recommended.

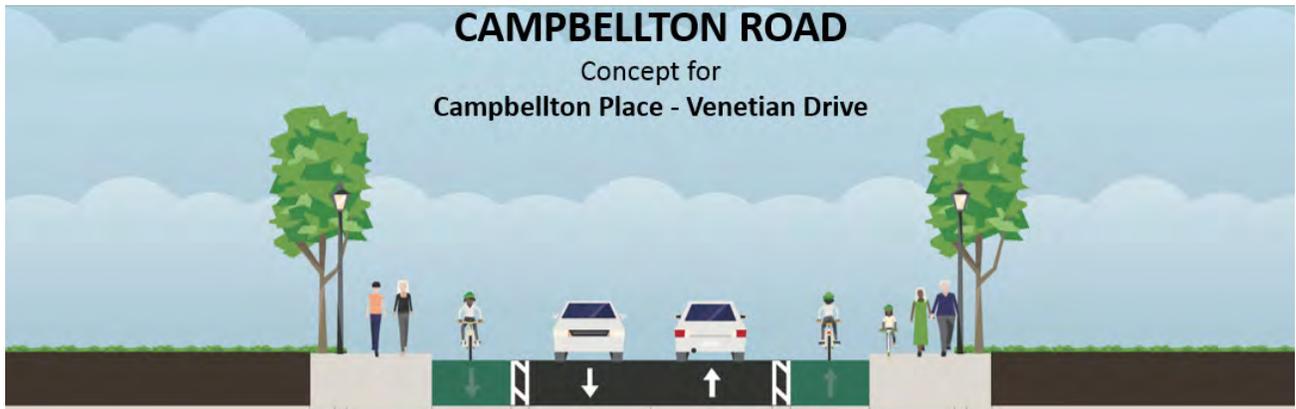
Additional Related, Supplemental and/or Long-Term Transportation Projects

New Connections

The development of new street connections will be important to provide enhanced access to the area. New street conditions should be smaller local urban streets that include wide sidewalks, lighting, on-street parking, consideration for bicycle use, and building frontages which define the public space. Proposed roadway extensions include the following new connections:

- Avon Avenue extension to connect with University Avenue
- Venetian Drive from Campbellton Road to Oakland Drive extension

Project 14: Campbellton Road Concepts



OAKLAND CITY / FORT MAC

LCI Study

- Arrow Street extension from Astor Avenue to Murphy Avenue
- Sylvan Road extension from Lee Street to J.E. Lowery Boulevard
- New bridge/tunnel crossing MARTA and freight rail lines

A future connection across the existing railroad tracks (tunnel or bridge) could provide improved access between the Fort McPherson redevelopment area and east side neighborhoods, enhancing access opportunities between the widely spaced existing Astor/Deshler underpass, and the Campbellton/Dill underpass.

Transit & Trails

The Atlanta Streetcar System Plan includes the BeltLine West Corridor streetcar, which runs approximately 4.3 miles north-south along the BeltLine West Corridor from University Avenue on the south to DL Hollowell Parkway on the north. Additional segments may include connections to the north and south of the base corridor, including connections to nearby MARTA rail stations and future proposed streetcar alignments. Rail segments that connect with nearby MARTA rail stations are likely to consider trail alignments to provide bicycle and pedestrian access along the streetcar corridor. In the LCI area, the rail spur that runs from Allene Avenue to Dill Avenue is the current preferred alignment for the streetcar spur and associated trail. The NEPA process is ongoing, with a FONSI expected in calendar year 2016.

The Atlanta Streetcar System Plan also includes a streetcar corridor along Campbellton Road from the Oakland City MARTA rail station that would connect to Greenbriar Mall. The most recent Streetcar System Plan incorporates Campbellton Road as part of the Crosstown Peachtree Line.

HARDEE AVENUE – Along Core Redevelopment Area

Fort McPherson new 'Main Street' Concept Alternative
Boulevard or Left-Turn Lanes with parking, wide sidewalks, bicycle facilities



Fort McPherson new 'Main Street' Concept Alternative
Boulevard with parking, wide sidewalks, bicycle facilities



HARDEE AVENUE – North End Historic District

Fort McPherson new 'Main Street'
Enhance character of existing cross-section in Historic District



OAKLAND CITY / FORT MAC

LCI Study

OAKLAND CITY / FORT MAC

LCI Study

TEMPLATE

FIVE YEAR IMPLEMENTATION PLAN *DRAFT 2.25.16*

Priority Projects

1. Fort Mac LRA Board and City of Atlanta Council to Adopt LCI Plan as amendment to the City's Comprehensive Plan
2. Attract Supplemental LCI Funding for:
a. Design and Development of the Mac Mile: Trail and Park
b. Marketing Packet and Detailed Site Plan of Fort Mac LRA Main Street for Financing and Marketing
c. Review and revisions to SPI 2: Fort McPherson
d. Design and Development of Campbellton Road/Dill Avenue Multimodal Underpass Improvements
e. Design and Development of Deshler Street/Astor Avenue Multimodal Underpass Improvements
f. Fort Mac New South Entrance
g. Fort Mac North-South Connection - Oakland Drive Extension
h. Fort Mac Main Street Entrance
i. Oakland City MARTA Station Tunnel Access Improvements
j. Venetian Drive extension to Oakland Drive
k. Murphy Avenue / Arrow Street Extension
3. Work with ULI mTap to study Main Street financing strategies
4. Update land use and zoning maps per recommended maps
5. Fort Mac LRA to create a non-profit to help address community needs and services
6. Fort Mac LRA CID Feasibility Study

TEMPLATE

Other Local Initiatives

Land Use & Zoning

	Description/Action	Cost	Year	Responsible Party	Funding Source
L1	Amend the Comprehensive Plan: Adopt this LCI study as an amendment to the Comprehensive Plan.	N/A	2016	Fort Mac LRA, City of Atlanta	N/A
L2	Consider the following amendments to the City of Atlanta Future Land Use: Amendments per proposed future land use map.	\$50,000	2016-2017	City of Atlanta	City of Atlanta, ARC
L3	Consider the following amendments to the City of Atlanta Zoning: Amendments per proposed zoning map.	\$50,000	2016-2017	City of Atlanta	City of Atlanta, ARC
L4	Activate the SPI-2 Fort McPherson Zoning Category for the Fort Mac LRA property: SPI 2 zoning was created after the 2010 Master Plan. While this zoning needs to be updated to meet the existing plan, it is recommended to enact it now, as most projects should work within this zoning regulation. Following enactment of this SPI, a review and subsequent edits should take place. Review should include updates to design standards; land uses, as appropriate; consider allowance of a mix of housing typologies and sizes to encourage mixed income; consider allowance of lower parking counts due to transit proximity; and consider allowance for smaller block sizes to encourage a unique mixed use environment that meets the character of the former base, while allowing for economic growth.	\$50,000	2016-2017	City of Atlanta, Fort Mac LRA	City of Atlanta, ARC, Community Choices
L5	Mixed-Use Industrial Zoning: The City of Atlanta is encouraged to adopt a mixed-use industrial zoning category that allows for a mix of uses and jobs. This zoning code is most applicable to the BeltLine and Murphy Avenue corridors. Once adopted, consider rezoning the BeltLine and Murphy Avenue corridor, per the proposed zoning map.	TBD (included in current zoning updates underway by City)	2016-2017	City of Atlanta	City of Atlanta, ARC

TEMPLATE

Economic Development

	Description/Action	Cost	Year	Responsible Party	Funding Source
E1	<p>For the Fort Mac LRA Main Street development: Create a Detailed Master Plan and Marketing Brochure that highlights the future vision, per this master plan. Detailed plan to include development pads, parking analysis, public space design standards, infrastructure needs and other components that will help with a deeper understanding of the financing needs for development. The Marketing Packet should be developed to present to the development and financial community. The packet should include the detailed master plan information, renderings and include incentives for redevelopment. Focus should be on the Fort Mac Main Street, the FORSCOM building, and the historic district. Consider including building assessments for the Forscom building and the historic district. Highlight amenities such as the linear park and trail, transit access, new road infrastructure, security, maintenance, etc. Potential incentives: New Market Tax Credits, Campbellton Road TAD, City of Atlanta Brownfield Revolving Fund, EPA Brownfield Programs, City of Atlanta UEZ, Opportunity Zone, Bond Financing (City), HUD Loan Program, DCA low-income housing tax credits.</p>	\$150,000	2016-2017	Fort Mac LRA	Fort Mac LRA, Invest Atlanta, City of Atlanta, ARC
E2	<p>For the BeltLine development: Complete the current economic feasibility plan, currently underway. Follow this initiative with a master site plan process to provide direction and insight for redevelopment</p>	\$150,000	2016-2018	BeltLine	BeltLine, ARC

TEMPLATE

E3	For the BeltLine development: Develop a marketing brochure that highlights the future vision, per the future master plan, and includes incentives for redevelopment for prospective tenants and developers. Focus should be on the former State Farmers' Market site, the BeltLine trail, and the surrounding properties. Potential incentives: New Market Tax Credits, BeltLine TAD, City of Atlanta Brownfield Revolving Fund, EPA Brownfield Programs, Bond Financing (City), HUD Loan Program, DCA low-income housing tax credits.	\$50,000	2018-2019	BeltLine	BeltLine, Invest Atlanta, City of Atlanta, ARC
E4	Pursue supplemental funds to design and develop the linear park and trail system along Lee Street on Fort Mac LRA property. This investment has the potential to draw development and tenants to the area.	\$50,000 (design phase)	2017-2020	Fort Mac LRA, City of Atlanta	Fort Mac LRA, Invest Atlanta, City of Atlanta, ARC
E5	Utilize marketing brochure to attract medical tenants to the Fort Mac LRA property and to work with the Veterans Affairs Hospital to explore potential VA growth.	TBD (included in marketing brochure cost)	2016-2018	Fort Mac LRA	Fort Mac LRA, Invest Atlanta, City of Atlanta, ARC
E6	Fort Mac LRA to participate in a ULI mTAP: Potential focus could be on the financial incentives and strategies for the Fort Mac Main Street development; or a focus on the historical district and strategies for tenant occupation.	N/A	2016	Fort Mac LRA	N/A

TEMPLATE

E7	Fort Mac LRA to create a non-profit organization to address community services and needs. Complete an community analysis, identify non-profit mission and goals, identify board members and champions, apply for non-profit status, and determine next steps.	TBD	2017-2020	Fort Mac LRA	Fort Mac LRA, Invest Atlanta, City of Atlanta, ARC
E8	Study the feasibility of a CID in the study area.	TBD	2018-2021	Fort Mac LRA, Invest Atlanta, City of Atlanta	Fort Mac LRA, Invest Atlanta, City of Atlanta, ARC
E9	Fort Mac LRA is encouraged to host events to attract Investors/Developers/Small Business Entrepreneurs to the site: As a marketing strategy, Fort Mac LRA is encouraged to host events, exhibits, and small festivals that will draw people to the site to see its potential. Consider events such as a Veterans 5k, art events/performances/exhibits in existing buildings, along with tactical/temporary demonstrations such as putt putt courses.	TBD	2016-2018	Fort Mac LRA	Fort Mac LRA, Invest Atlanta, City of Atlanta, ARC, Local Arts Organizations

TEMPLATE

Housing Projects/Initiatives

	Description/Action	Cost	Year	Responsible Party	Funding Source
H1	Develop policies to stabilize abandoned/vacant housing properties with clear titles for resale and redevelopment including: 1. Work with Fulton County/Atlanta Land Bank Authority, Fulton County Tax Assessor, and the Westside Atlanta Land Trust to purchase assemble and convey vacant and abandoned properties. 2. City of Atlanta to consider "In Rem" policies of tax foreclosure to acquire and clear title of vacant and abandoned properties that have significant unpaid property taxes. 3. Work with code enforcement to identify repeat code violation offenders, particularly absentee land owners and those with multiple code violations. Focus these efforts on specific areas in the neighborhood with the highest abandoned/dilapidated housing concentration.	TBD	2015-2016	Fulton County, City of Atlanta, WALT, Fort Mac LRA	Fulton County, City of Atlanta, Fort Mac LRA, ARC
H2	Encourage reinvestment and rehabilitation of deteriorated housing in the study area, with the following policy recommendations: 1. Work with code enforcement to identify repeat code violation offenders, particularly absentee land owners and those with multiple code violations. Consider increased fines and more stringent rehabilitation standards. 2. Work with non-profit housing groups, such as Habitat for Humanity, to provide assistance with home maintenance and rehabilitation. 3. Consider the creation of a non-profit organization that would provide grants to home-owners for rehab and maintenance.	TBD	2015-2017	Fulton County, City of Atlanta, WALT, Fort Mac LRA, Habitat for Humanity, ANDP, FFC, Community Foundation	Fulton County, City of Atlanta, Fort Mac LRA, Habitat for Humanity, ARC
H3	Encourage the demolition and repurposing of dilapidated properties that pose a risk to public safety, with the following policy recommendations: 1. Develop a side-yard program to condemn and demolish dilapidated structures and transfer the property to adjacent homeowners that can maintain the land as privately owned greenspace. 2. Consider a Pocket Park program that would condemn and demolish dilapidated structures and transform property into public park space.	TBD	2015-2018	City of Atlanta	City of Atlanta, ARC

TEMPLATE

H4	<p>Encourage prospective first-time home buyers to move to the study area and invest in home rehabilitation with the following programs and policies:</p> <p style="margin-left: 40px;">1. Promote down payment assistance programs for first time home buyers, such as Atlanta HOME 4.0 and the Georgia Dream home ownership program.</p> <p style="margin-left: 40px;">2. Work closely with Atlanta Public Schools and potential charter schools to provide quality education opportunities for families.</p> <p>3. Consider development of a program that provides affordable housing and studio options for local Artist.</p>	TBD	2015-2019	City of Atlanta, Invest Atlanta, Fort Mac LRA, APS	City of Atlanta, Invest Atlanta, Fort Mac LRA, ARC
H5	<p>Provide policies that allow seniors and long-time residents to remain in the area:</p> <p>1. Consider the creation of a non-profit organization that would provide residents with assistance and education regarding housing programs and policies.</p> <p>2. Promote programs that provide assistance in home maintenance, such as Community HOME Investment Program (CHIP).</p> <p>3. Continue to provide and promote tax abatements for elderly homeowners and long-time residents.</p> <p>4. Work with the local development community to build affordable senior housing developments within the study area.</p> <p>5. Encourage cooperative charitable programs that facilitate mutual assistance between senior citizens and younger residents, such as Adopt-A-Grandparent.</p>	TBD	2015-2020	Fulton County, City of Atlanta, Invest Atlanta Fort Mac LRA, ANDP, RRC, Community Foundation	City of Atlanta, Invest Atlanta, Fort Mac LRA, ARC, Community Choices

TEMPLATE

H6	Provide assistance to homeless veterans : Coordinate military base redevelopment planning with homeless service organizations, including investigating potential sites throughout the city that may best serve the homeless. Consider in-kind property swap deals. Consider several sites to provide services and beds, to avoid concentration and isolation of homeless facilities.	TBD	2015-2021	Fulton County, City of Atlanta, Homeless Providers, VA, Fort Mac LRA	City of Atlanta, Invest Atlanta, Fort Mac LRA, ARC
H7	Develop housing policies that assist in keeping the neighborhood character and affordable housing options: 1. Consider incorporating design standards into neighborhood zoning categories that prevent tear-down and redevelopment of housing that is out of scale and character with the existing neighborhood. 2. Consider incorporating zoning standards that encourages and allows for mixed size and typology of housing, including small, cottage housing, smaller lot sizes, and accessory dwelling units. 3. work with non-profit housing developers, such as Habitat for Humanity, to create and maintain affordable housing in the neighborhoods.	TBD	2015-2022	City of Atlanta, Invest Atlanta, Habitat for Humanity, Fort Mac LRA	City of Atlanta, Invest Atlanta, Fort Mac LRA, ARC, Community Choices

Additional Items

Description/Action	Cost	Year	Responsible Party	Funding Source
Attract Supplemental LCI Funds: Complete ARC requirements to apply for LCI funds to plan priority projects, as listed in "Priority Projects".	NA	2016-2021	Fort Mac LRA, City of Atlanta	Fort Mac LRA, City of Atlanta, ARC