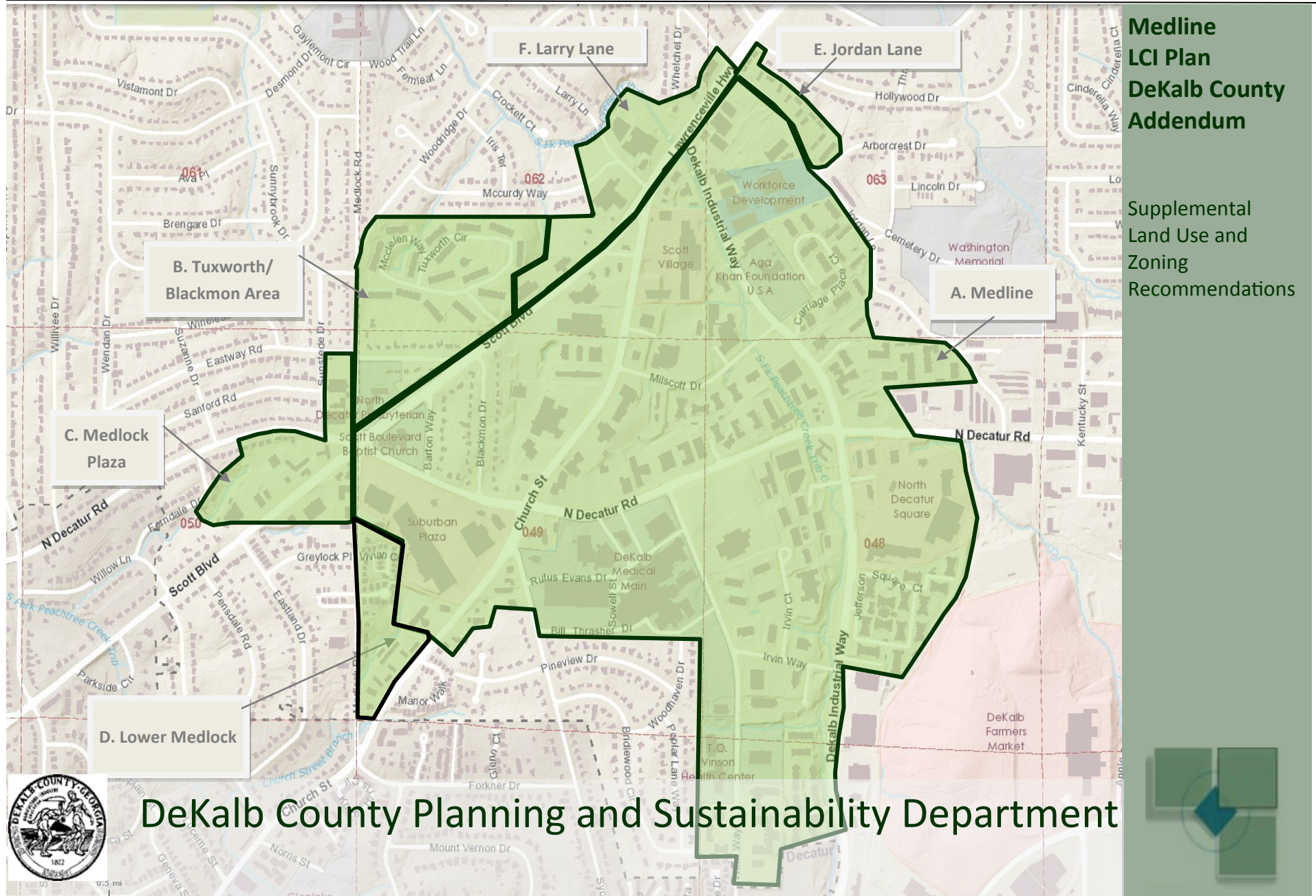


MEDLINE LCI PLAN – Supplemental Land Use and Zoning Recommendations

LCI Plan



Land Use and Re-Zoning Guidance

The LCI Plan for Medline offers a broad long-range plan for land use, transportation, health policies and economic development. The area is currently undergoing rapid redevelopment and more redevelopment is expected. The Medline LCI Study was conservative in its approach to address the market demand of development and growth. As a result, this has placed a high demand to re-evaluate the density, use, and building heights of the LCI area. This document offers refined guidance for land use policy and zoning, particularly for 5 sub-areas that are adjacent to existing single-family neighborhoods. This guidance recognizes and reflects the recommendations within the LCI report for the Medline Core district, but also seeks to establish reasonable transitions on the edges of the study area to protect and enhance existing communities.

Area A - Medline Core Area

Uses: This is the largest and central portion of the Medline character area and should become a mix of high intensity office, medical services, multi-family residential and retail uses. In the future the Medline Core may be serviced by two rail stops. In a broad sense the Medline Core should become an employment center within a walkable community served by transit. Retail should be

incorporated within mixed use buildings and developments. Single-use, stand-alone retail is discouraged. In addition the area is suitable for research and development facilities and high density senior facilities.

Density: A density of 60 is permitted in the Medline Core Area. This is consistent with the Town Center character area of the comprehensive plan. High density senior buildings should be near medical offices, DeKalb General Hospital campus and shopping districts. Senior residential towers are best suited in areas where they do not dominate the views of single family homes or create proportions that are out of scale with adjacent single-family homes.

Building Height: Permitted height of new buildings within the Medline Core is 5-stories tall, 3-story minimum with the exception of research and development. Taller buildings are permitted if useful open space is provided and if buffers are provided to protect adjacent single-family homes. Any development along the western edge of Jordan Lane should not exceed three stories.

Area B - Tuxworth Blackmon

Uses: This is a residentially developed area north of Scott Boulevard east of Medlock Road and includes Tuxworth Springs Condominium, the Presbyterian Church and homes along Blackmon Drive.

This area should remain residential in character and is not suitable for commercial uses. Blackmon Drive may redevelop with townhouse and stacked flat style developments. There are a few smaller parcels with Scott Boulevard frontage; however these properties do not lend themselves to retail development. They are best incorporated into surrounding properties so as to limit curb cuts on Scott Boulevard near the congested six-way intersection.

Density: A density up to 24 units per acre is permitted in the Tuxworth Blackmon area.

Building Height: The permitted height of new buildings within the Tuxworth/ Blackmon Area is 2 stories.

Area C - Medlock Plaza

Uses: West of Medlock Road contains an area primarily consisting of retail and service uses. This area is adjacent to a future transit stop and should contain

higher residential densities, while still offering a transition when directly adjacent single-family residential uses.

Density: A density of 24 units per acre is permitted in the Medlock Plaza area.

Building Height: Three to five-story residential buildings with ground level retail/services and wrapped parking decks will provide a

better transition than the current mixture of retail and auto oriented uses. Parking decks should be largely hidden from the surrounding neighborhoods. Limited buffers may be required when single family homes are adjacent to new medium density development.

Area D - Lower Medlock

Medlock and portions of Church Street may continue to develop with a mixture of low intensity health services and residences for seniors. These uses are an appropriate transition to the nearby single-family and contribute to the Medline character area. Townhouse development along the southern portions of Medlock and this small section of Church Street are appropriate for an area this close to a future transit station, while still offering compatibility to adjacent single-family homes.

Uses: Mixture of low intensity health service, office, and Townhouse.

Density: A maximum density of 12 dwelling units per acre is preferred in the Church/lower Medlock Area.

Building Height: A maximum of 3 stories is the preferred height of buildings, for the Church/lower Medlock Area.

Area E – 1. Jordan Lane (along Lawrenceville Highway)

Uses: The primary use for this area should be commercial, office, retail, or mixed use.

Density: A maximum density of 24 dwelling units per acre is preferred in the Jordan Lane Area, along Lawrenceville Highway.

Building Height: Maximum 3-stories is the preferred height of buildings, for the Jordan Lane Area.

Area E – 2. Jordan Lane

Uses: This area should remain residential, and retail uses are not suitable for this area.

Density: A maximum density of 12 dwelling units per acre is preferred in the Jordan Lane Area, along Lawrenceville Highway.

Building Height: Maximum 2-stories is the preferred height of buildings, for the Jordan Lane Area. This area is significantly different from the adjacent Medline Core and should be protected from high intensity redevelopment to the west by buffers or three-story buildings. Service delivery and dumpsters should not be an intrusion for residential development along Jordan Lane.

Area F - Larry Lane

Uses: This area should retain the commercial development on the northern side of Scott Boulevard in a high intensity traffic corridor.

The frontage on Scott Boulevard is not particularly deep and it adjoins a stable single family neighborhood that should remain intact. Therefore development in the area should be concentrated along Scott Boulevard and transition down in scale and intensity towards the adjacent residential community.

Density: A maximum density of 24 dwelling units per acre is preferred in the Larry Lane Area.

Building Height: A maximum of 2 stories is allowed.

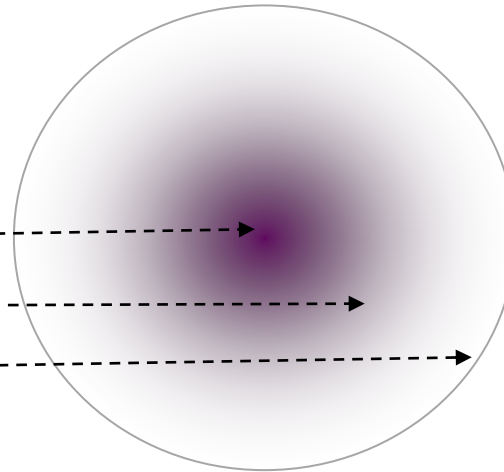
Service delivery and dumpsters should be located away from single-family homes. Buffers and screening for the adjacent residential streets may be required to improve transitions between intensities of use. Regional cut-through traffic and service vehicles should not be routed into the neighborhood.

Preferred Density Concept

Core (up to 60du/ac & 3-5 stories max)

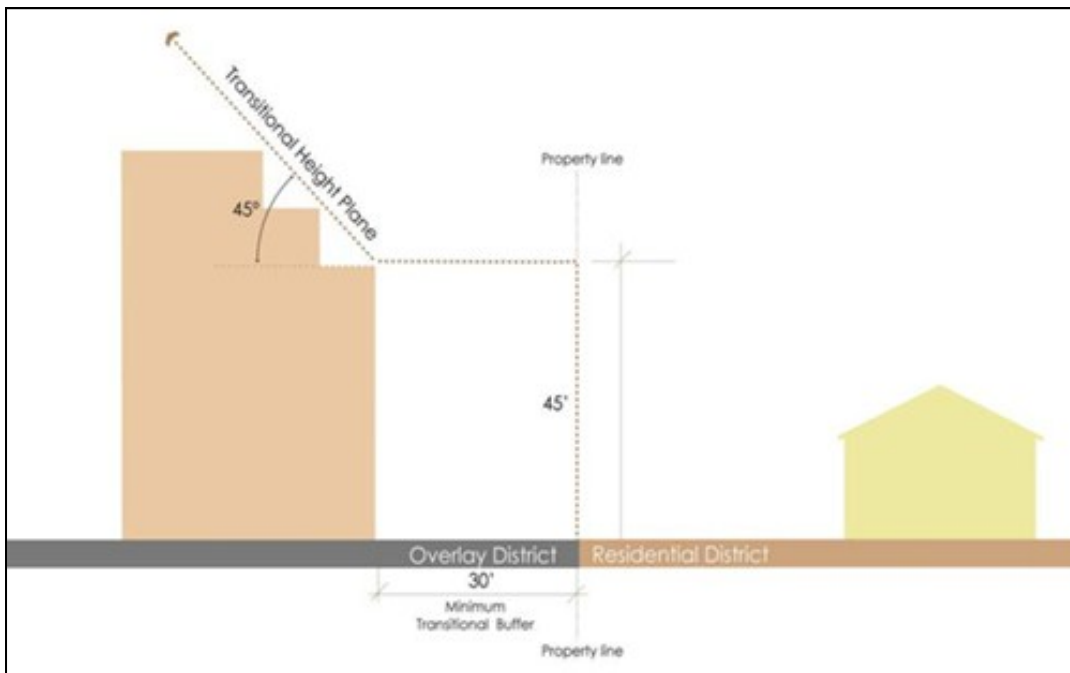
Center (24du/ac & 3 stories max)

Edge (12 du/ac & 2 stories max)



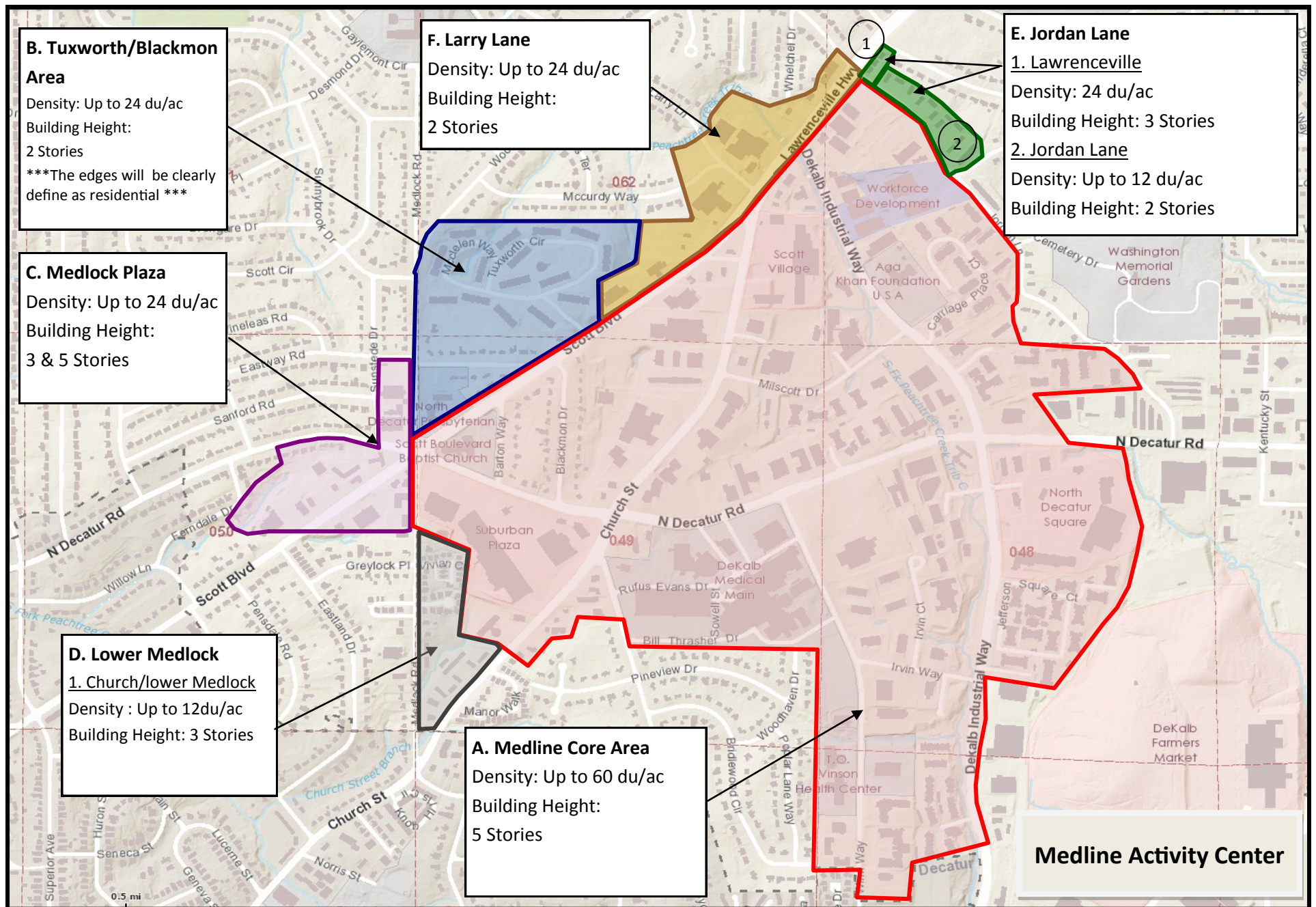
DENSITY RINGS

This concept shall be encouraged for the Medline Activity Center. The purpose for density rings is to develop high intensity projects while protecting single family neighborhoods. The highest intensity of development is located at the core of the activity center. Intermediate densities are established at a lower intensity than the core. An additional edge or outer ring is established to provide the final transitional height and intensity of development, prior to reaching the single family residence.



MEDLINE LCI PLAN – Supplemental Land Use and Zoning Recommendations

LCI Plan



Land Use Development Guidelines for Medline

Sub-Area Districts	Primary Land Use	Density (du/ac)	Stories (max)	Lot Coverage
A. Medline Core	Mixed-use	60	5 Stories	80-90 % Commercial 35 % Residential ---% Greenspace
B. Tuxworth/Blackmon	Townhomes Condominiums Apartments	24	2 Stories	80-90 % Commercial 35 % Residential ---% Greenspace
C. Medlock Plaza	Multi-family Residential ;Townhouses	24	3 Stories	80-90 % Commercial 35 % Residential 70-85 % Multi-Family
D. Lower Medlock-2	Townhouses, office ,Senior House	12	3 Stories	80-90 % Commercial 35 % Residential -- % Greenspace
E. Jordan Lane -1	Retail, office, apartments, condominiums	24 (@ Lawrenceville)	Lawrenceville - 3 stories	80 –90 % Commercial 35 % Residential ---% Greenspace
E. Jordan Lane - 2	Single-Family Residential ,Townhouses	12 (@ Jordan)	Jordan - 2 stories	100% Residential
F. Larry Lane	Single-Family Residential ,Townhouses ,Retail ,Restaurants	24	2 Stories	80– 90 % Commercial 35 % Residential ---% Greenspace



Medline LCI Plan DeKalb County

in association with
Atlanta Regional Commission



HEALTHY CONNECTIVITY

HEALTHY FOODS

HEALTHY ART

SIZEMORE GROUP
in association with
KIMLEY HORN and ASSOCIATES INC., MARKET + MAIN INC., HKS INC.
and SYCAMORE CONSULTING INC.

HEALTHY STREETS



Medline LCI Plan

DeKalb County

in association with Atlanta Regional Commission

August 2014

SIZEMORE GROUP

in association with

KIMLEY HORN and ASSOCIATES INC., MARKET+MAIN INC., HKS INC.
and SYCAMORE CONSULTING, INC.



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Kathie Gannon - District 6

Larry Johnson - District 3

Lee May - District 5 / Interim CEO

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Jeff Rader - District 2

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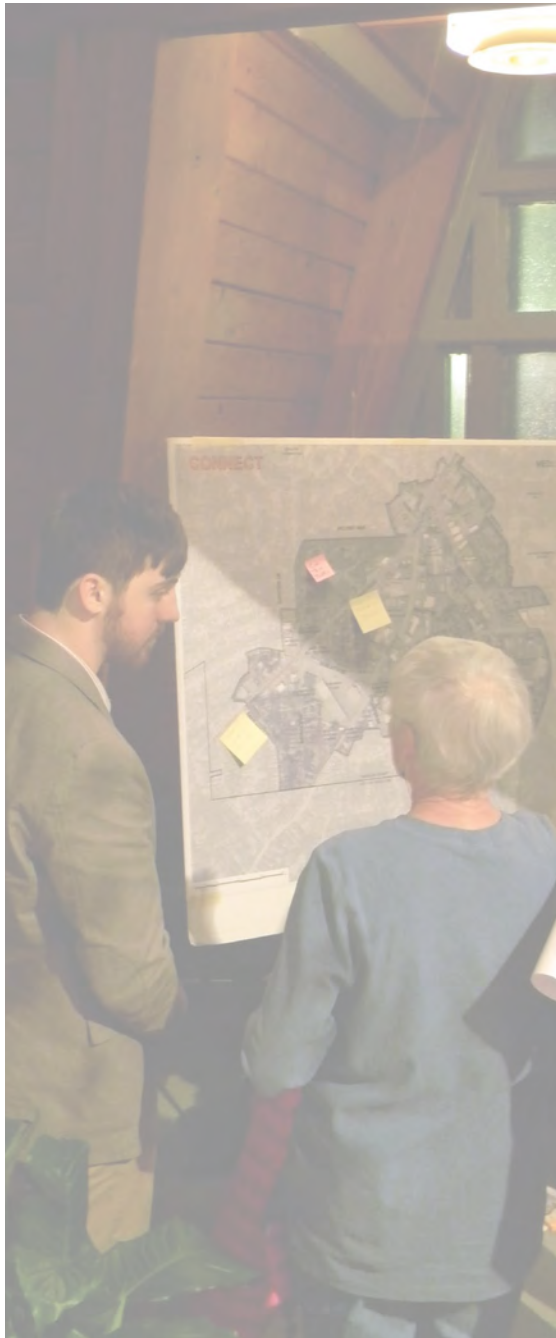
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MEDLINE LCI PLAN

LCI Study



Introduction

1.0 Introduction

The Medline Livable Centers Initiative (LCI) Plan is a planning study led by DeKalb County and sponsored by the Atlanta Regional Commission (ARC). DeKalb County was the recipient of a 2013 ARC Livable Centers Initiative Study Grant to complete this process.

1.1 Location and Context

The Medline study area totals 520 acres in unincorporated DeKalb County, framed by four major intersecting corridors: Church Street, Scott Boulevard/Lawrenceville Highway, North Decatur Road and DeKalb Industrial Way. General boundaries are defined by Jordan Lane to the north, Medlock Road to the west, Remington Lane to the south and DeKalb Industrial Way to the east. The DeKalb Medical Center, Patel Plaza and Suburban Plaza are all popular destinations located within the study area. The study area is approximately two miles north of Downtown Decatur, 10 miles from downtown Atlanta and just 2 miles west of the I-285 interchange. Refer to Figures 1a to 1d.

The Medline LCI area is characterized by major regional corridors flanked by commercial and vacant properties. Over 30 acres of the land along these corridors is vacant, greyfield parcels. The corridors provide ease of access for automobiles but are lacking in pedestrian and bicycle infrastructure, making the area unhealthy and difficult to traverse without a car.

Redevelopment in this area is on the rise, with three development proposals in process, including a redevelopment of the Suburban Plaza site and two separate applications to build 250+ multi-family residential units.

The Medline LCI is also home to DeKalb Medical Center, the primary economic generator in the study area, employing over 3,500 individuals. The Medical Center is identified as a Wellness District by the Atlanta Regional Commission, due to its importance in the growing Healthcare economy in the Atlanta region and its potential for future employment growth. As a hub of medical employment, complimentary uses, including medical offices, clinics, labs, and medical suppliers, have located near the hospital facility, making up much of the areas businesses.

Additionally, the area has a unique regional draw due to its international retail and restaurants. Patel Plaza, Cherians International Grocery Store, and the Ismaili Jamat Khana Center have a regional draw offering Indian and Pakistani foods, goods, and places of worship.

There is a potential for healthy, well connected, economically sustainable redevelopment in the Medline area. The Medical Center and surrounding medical uses provide a great opportunity to extend wellness concepts and principles into the surrounding community and built environment. The international retailers provide a unique draw to this area that should be fostered. With new development on the horizon and a strong market demand for retail, office, and residential growth, now is the time to put into place a plan and guidelines that will define this area as a healthy, well-connected, livable community.

This study will seek to develop a model Wellness District, which enhances the long term economic viability of the area, building on the Medical and International markets, while creating healthy, well-connected spaces from underutilized land, streets, and streams.



Figure 1a: Scott Boulevard at North Decatur Rd and Medlock Rd



Figure 1b: Bird's-eye Aerial of the Medline Study Area



Figure 1c: Study Area Context Map

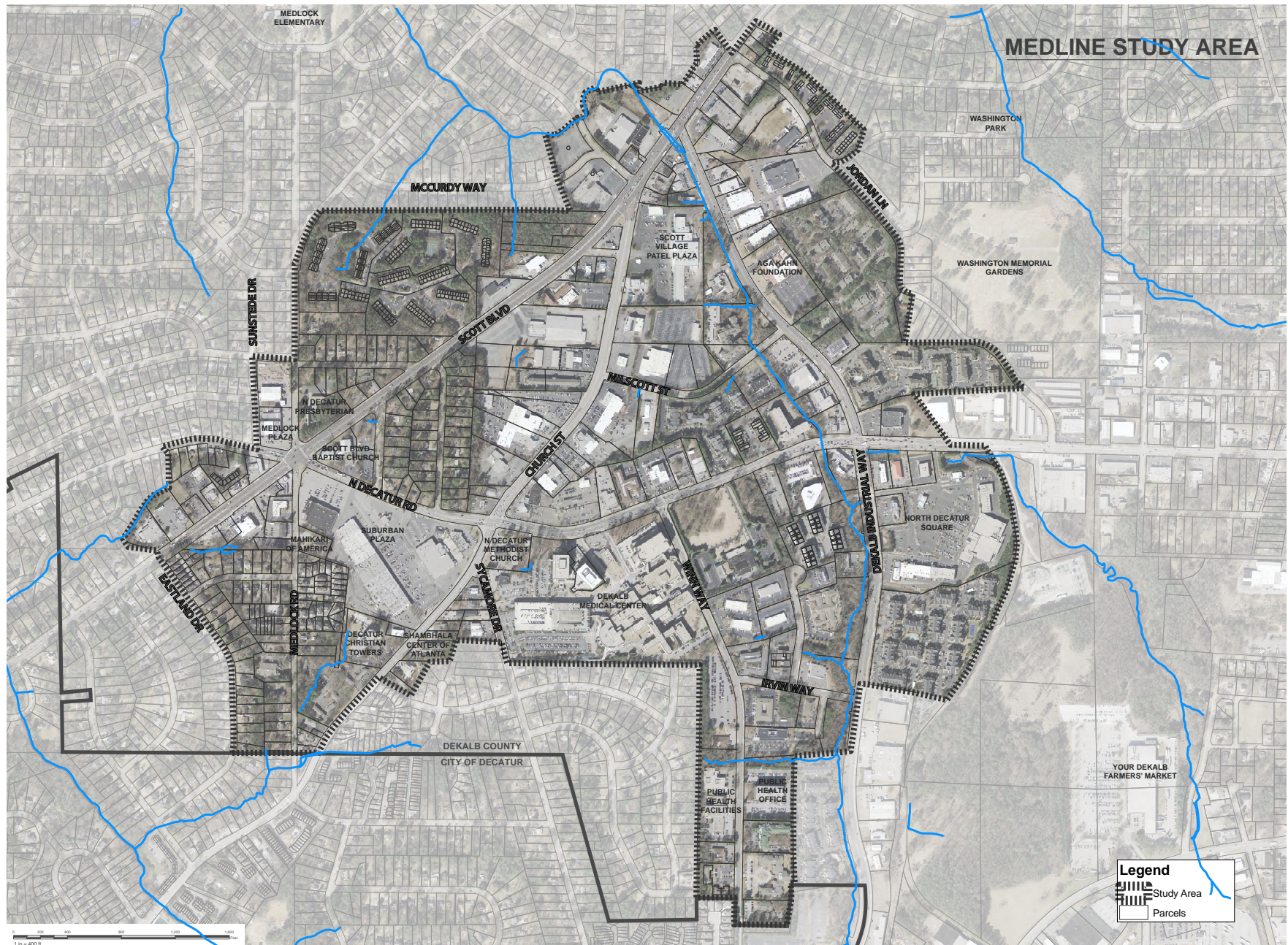


Figure 1d: Study Area Map

I.2 The LCI Program

The Livable Centers Initiative (LCI) is a program of the Atlanta Regional Commission that awards planning grants on a competitive basis to local governments and nonprofit organizations to prepare plans for the enhancement of existing centers and corridors that link transportation improvements with land use development strategies to create sustainable, livable communities consistent with regional development policies. Planning grants are awarded to local governments and nonprofits to:

- Encourage a diversity of mixed-income residential neighborhoods, employment, shopping, and recreation choices at the activity center, town center, and corridor level.
- Provide access to a range of travel modes, including transit, roadways, walking, and biking, to allow access to all uses within the study area.
- Develop an outreach process that promotes the involvement of all stakeholders.

The LCI program has been an extremely popular endeavor. LCI communities have made significant commitments and investments to create and implement innovative plans for the improvement of their town centers, activity nodes and corridors. This project will result in a master plan that brought various stakeholders together to form a unified vision for the ultimate enhancement of the Medline area.

I.3 Previous Studies and Plans

Over the last decade, several plans have been prepared for areas inside and in vicinity of LCI area. These studies, their focus and the recommendations are outlined here. This LCI study will build on these plans by reviewing recommendations and incorporating them in the final plan.

DeKalb County Comprehensive Plan

The 2005-2025 DeKalb County Comprehensive Plan provides a shared vision and development plan for the entire County to help manage growth and guide redevelopment efforts. The Community Agenda section of the plan provides a community vision, a list of issues and opportunities to be addressed, and an implementation plan for achieving the vision.

The Community Agenda identifies the study area as a Major Employment Center, due to DeKalb Medical Center.

The Community Agenda also identifies character areas within the study area, including:

- **Commercial Redevelopment:** Along Scott Boulevard and Church Street.
- **Neighborhood Center:** Including North Decatur Square and adjacent residential
- **Office Park:** DeKalb Medical Center and surrounding office uses
- **Suburban:** Residential lands on the periphery of the study area.

DeKalb County Comprehensive Transportation Plan

DeKalb County has finalized its Comprehensive Transportation Plan (CTP), which identifies goals, needs, and investment priorities for the County's transportation system. The Plan was adopted in May, 2014. The CTP goals and priorities for the LCI study area have been aligned with the transportation recommendations found within this study.

Clairemont-Commerce-Church Street Pedestrian Safety and Bike Lane Improvements

The City of Decatur is currently finalizing street redesigns for Church Street, which include a incorporation of a cycle track, sidewalks, landscaping, and intersection improvements. Improvements will terminate at the City boundary, just south of the study area. Connection to and extension of these improvements, as appropriate, should align with Church Street recommendations found within this report.

I.4 The Process

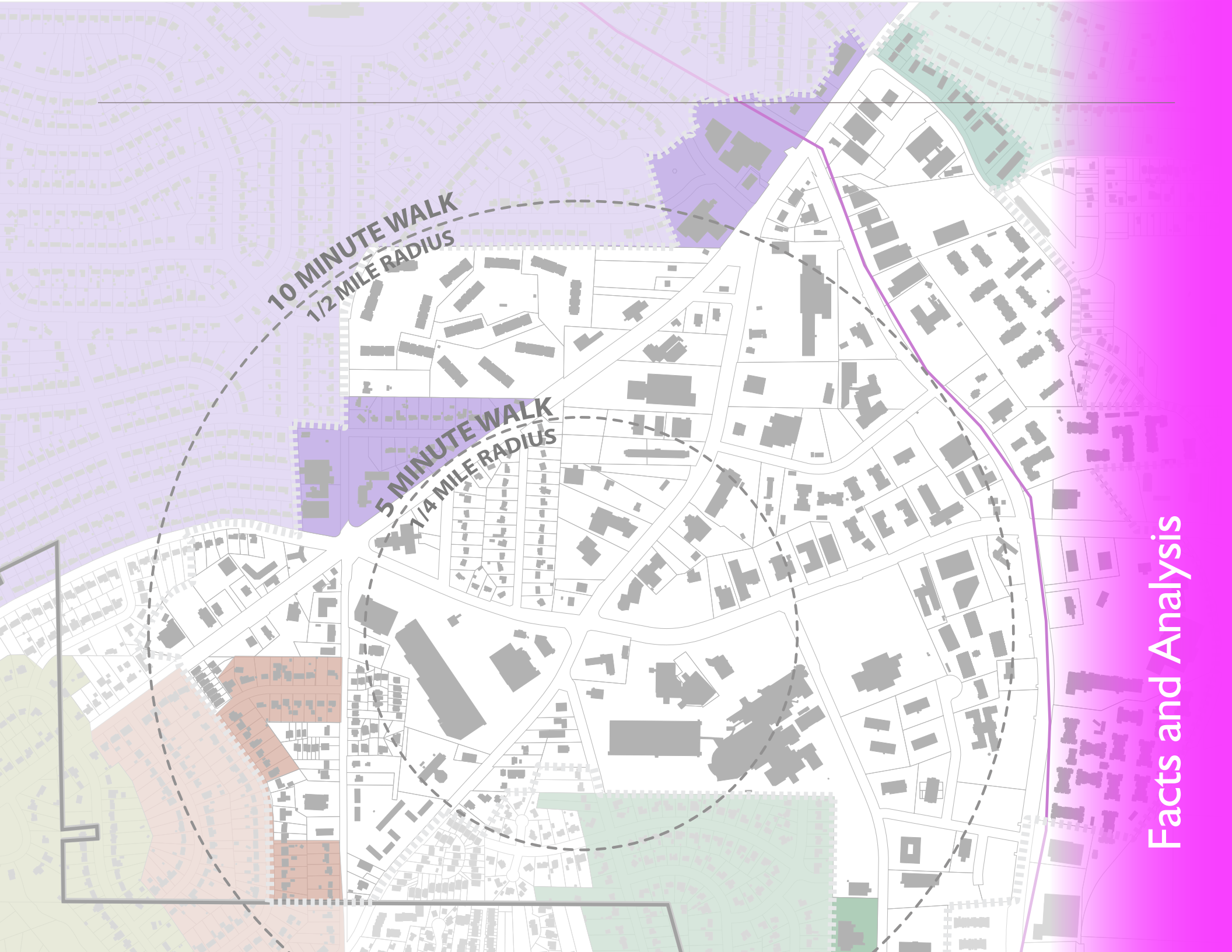
The study process began by clearly defining the goals of the LCI study and aligning these goals with the overall LCI program goals, as listed in section I.2, with the Project Management Team, the Core Team and the Public. At the same time, existing demographics, land use and market conditions were collected through a variety of means to promote a greater understanding of the Medline area. These facts were verified through key stakeholder interviews and information gathered from the public during the kick-off workshop and were helpful in confirming study area needs and opportunities. Master planning sessions were held with the public during a public design Charrette (refer to Figure 1e). The feedback gathered during these meetings was used to draft the Master Plan for the study area. The consultant team also developed strategies for implementation of the Master Plan. The draft Master Plan was revealed to the Core Team at their second meeting and to the public at the final open house. The final LCI study was presented to the DeKalb County Board of Commissioners for adoption.



Figure 1e: Medline Design Charrette

MEDLINE LCI PLAN

LCI Study



10 MINUTE WALK
1/2 MILE RADIUS

5 MINUTE WALK
1/4 MILE RADIUS

2.0 Facts and Analysis

2.1 History and Background

The Medline LCI study area is comprised of 520 acres of land in unincorporated DeKalb County, just north of the City of Decatur. The City of Decatur was founded in 1823, although the majority of development in the study area didn't extend north until the 1940s and 50s. Refer to Figure 2a for an aerial taken in the 1950s and to Figure 2g for an aerial taken today.

1950s:

Residential neighborhoods were primarily developed adjacent to Scott Boulevard and North Decatur, forming the single family neighborhoods that surround the study area today, including Medlock, Great Lakes, and Ridgeland Park. As these neighborhoods developed, commercial, employment, religious and entertainment uses followed.

Medlock Plaza and the Scott Drive-in (now Patel Plaza) were developed in the 1950s with Suburban Plaza following in the 1960s, bringing retail, commercial, and entertainment uses to the budding community (refer to Figure 2a and 2b).

Scott Blvd Baptist Church and North Decatur United Methodist Church were built around this time as well, providing places of worship.

1960s:

DeKalb Medical Center was built on a 40 acre berry patch in 1961. The Medical Center was originally built with 300 beds and has presently grown to 628 beds today. Refer to Figures 2c and 2d



Figure 2a: Suburban Plaza, circa 1950s
<http://atlantatimemachine.com/>



Figure 2b: Suburban Plaza, circa 2004
<http://atlantatimemachine.com/>



Figure 2c: DeKalb Medical Center, circa 1950s
<http://www.dekalbmedical.org/>



Figure 2d: DeKalb Medical Center, circa 2014
www.bing.com

1980s:

In the 80s and 90s much of the under-developed land along N. Decatur and Church St. was developed into automobile dealerships. Today only a few of these dealerships remain, leaving several large parcels vacant in the study area.

The Scott Drive-In was renovated into Patel Plaza in the 1980s, and is now anchored by an Indian grocery store. Patel Plaza has drawn other Indian and Pakistani stores and restaurants to the area, creating

a cultural hub with a regional draw.

1990s:

The Kraft Foods plant was a major economic driver in the area until it closed in the 1990s, it was renovated shortly after into North Decatur Square and the Jackson Square Apartments.

Multi-family housing began infilling parcels on the periphery of the study area in the late 1990s and early 2000s.

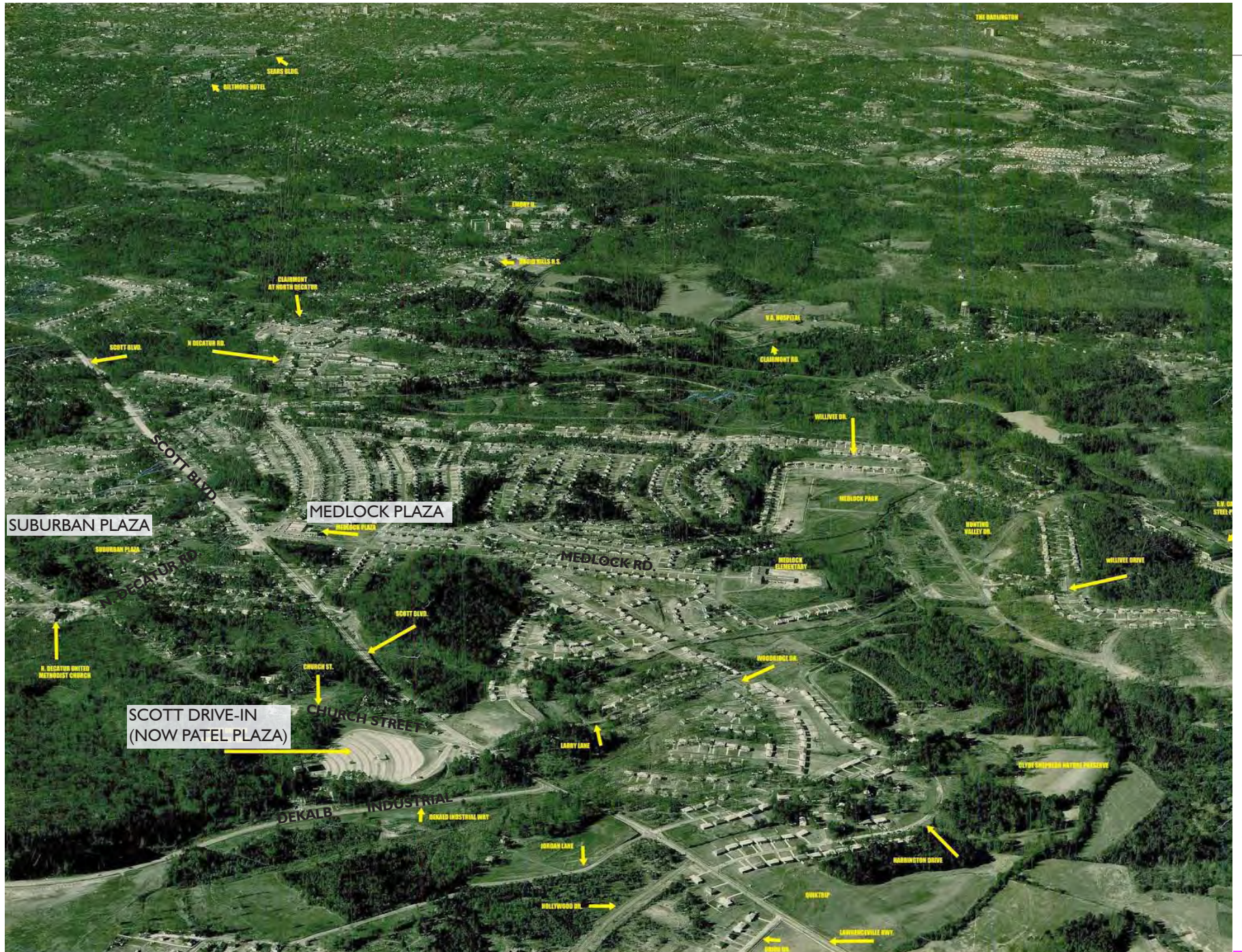


Figure 2e: Study Area Aerial, mid-1950s
<http://www.medlockpark.org/>

2.2 Anticipated Growth

The area is currently experiencing development pressures. Three large developments are in the permit process with DeKalb County (Refer to Figure 2f):

Selig Enterprises: Selig Enterprises, who has owned and operated Suburban Plaza since its opening in the 1960s, has been approved to renovate the existing strip mall center. Renovations include development of a Walmart Super Center, facade renovations to the buildings to remain, streetscape improvements to North Decatur and installation of a traffic signal at the entrance on North Decatur.

Fuqua Development: Fuqua Development submitted a rezoning application to the County to develop the site of the Scott Boulevard Baptist Church and adjacent residential lots into a mixed use development with 250+ unit multi-family residential and adjacent commercial uses.

Atlantic Realty: Atlantic Realty has submitted a rezoning application for the site of the former Atlanta Classic Car Dealership to be developed into a 350+ unit multi-family residential project.

The growth in the residential and retail market is backed by the market study conducted for this report, with potential for more retail, office and residential in the next 5-10 years. Refer to Section 2.6 for more detailed market analysis.

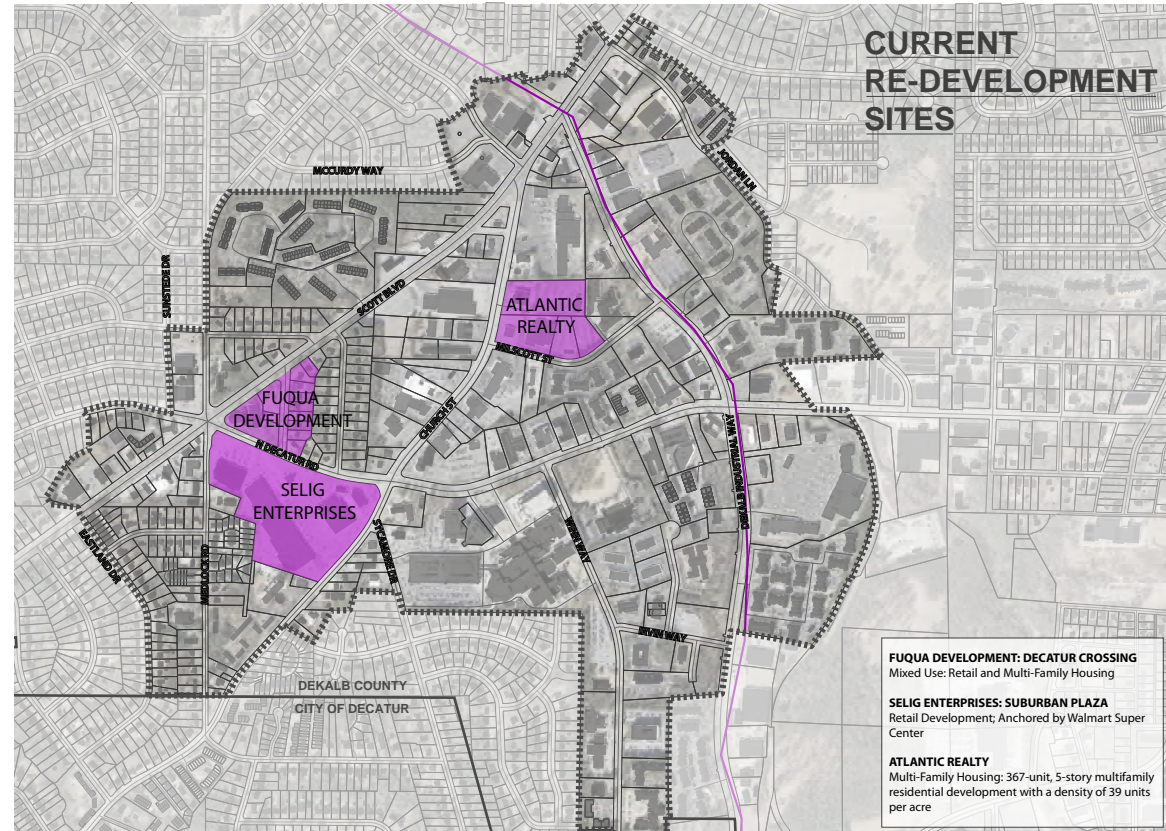


Figure 2f: Current Redevelopment Sites

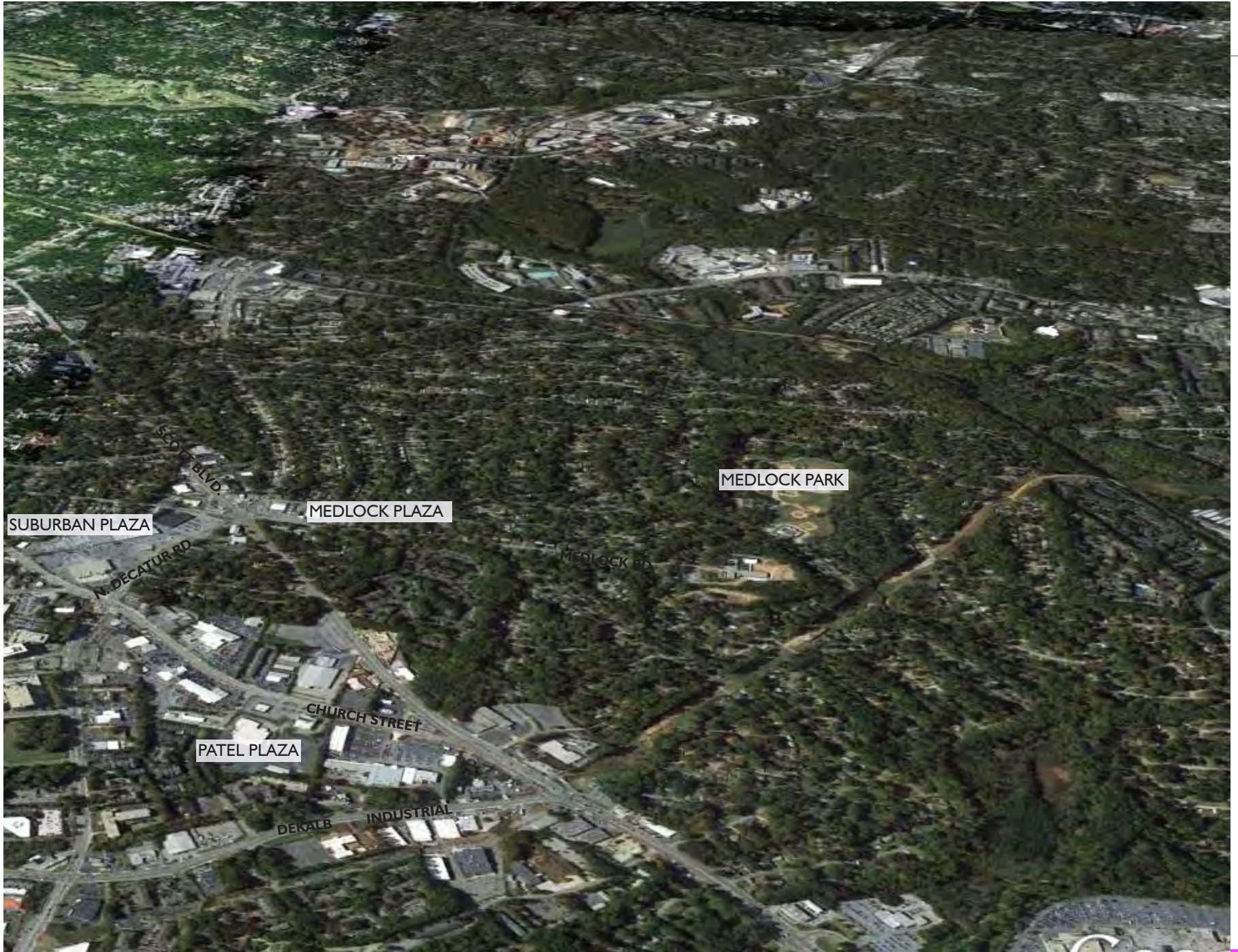


Figure 2g: Study Area Aerial, 2014
Google Earth

2.3 Land Use and Zoning

Land Use

The current land uses within the study area remain fairly segregated, with commercial and office uses in the core of the study area, mainly along Scott Boulevard, Church Street, DeKalb Industrial Way, and North Decatur Street, with residential uses primarily along the periphery of the study area. Land use break down is as followed:

Land Use	Acres	%
Office	125	24%
Commercial	115	22%
Attached Residential	95	18%
Infrastructure (ROW)	65	13%
Single Family Residential	50	10%
Industrial	30	6%
Vacant/Greyfield	30	6%
Religious	10	2%
Parks	0	0%

Of Office and Commercial:
Medial Uses 105 20%

Overall, the land use mix is diverse, with 52% job producing uses - office, commercial, and industrial - and 28% residential. Medical uses are great making up over 20% of the overall area. There is clearly a lack of park and greenspace amenities within the study area, as no public greenspace exists. Additionally, there are no community facilities outside of the religious institutions. While 6% of the land is currently vacant, as the market study analysis suggest, refer to Section 2.6, in the next 10 years, this land has potential to be redeveloped. It will be important for development to work with the market demand, as well as understand the land use defi-

ciencies, including greenspace and community facilities.

Office

Office use is the most dominant land use in the study area, making up 24% of the land area. Over 80% of this office use is for medical purposes, including the DeKalb Medical Center complex, the DeKalb County Board of Public Health, senior assisted living facilities, and a variety of doctor’s offices. The majority of these medical uses are clustered around the DeKalb Medical Center, on Winn Way and North Decatur Rd.

Commercial

Commercial land use makes up 22% of the study area. The majority of this land is consolidated into major shopping centers, including Patel Plaza, Suburban Plaza, and North Decatur Square, with smaller parcels along Scott Boulevard, Church Street, DeKalb Industrial Way, and North Decatur Rd.

Residential

Residential totals 28% of the land area, with attached residential making up 95 acres of the 145 total residential acres. Residential land sits on the periphery of the study area, with the majority of single family neighborhoods just outside of the study boundary. Refer to Figure 2k for a map of neighborhood locations. The study area is approximately one mile by one mile, making for a 20 minute walk from one side to the other. This short distance allows for the possibility of surrounding residents to be in walking distance to the area amenities - medical, employment, and retail. Pedestrian amenities, however, including safe sidewalks, crosswalks, and possible grade separated access are necessary to encourage walkability. These amenities are greatly lacking, as further discussed in Section 2.4.



Figure 2h: The Largest Parcel of Land Dedicated to Medical Uses is the DeKalb Medical Center Campus

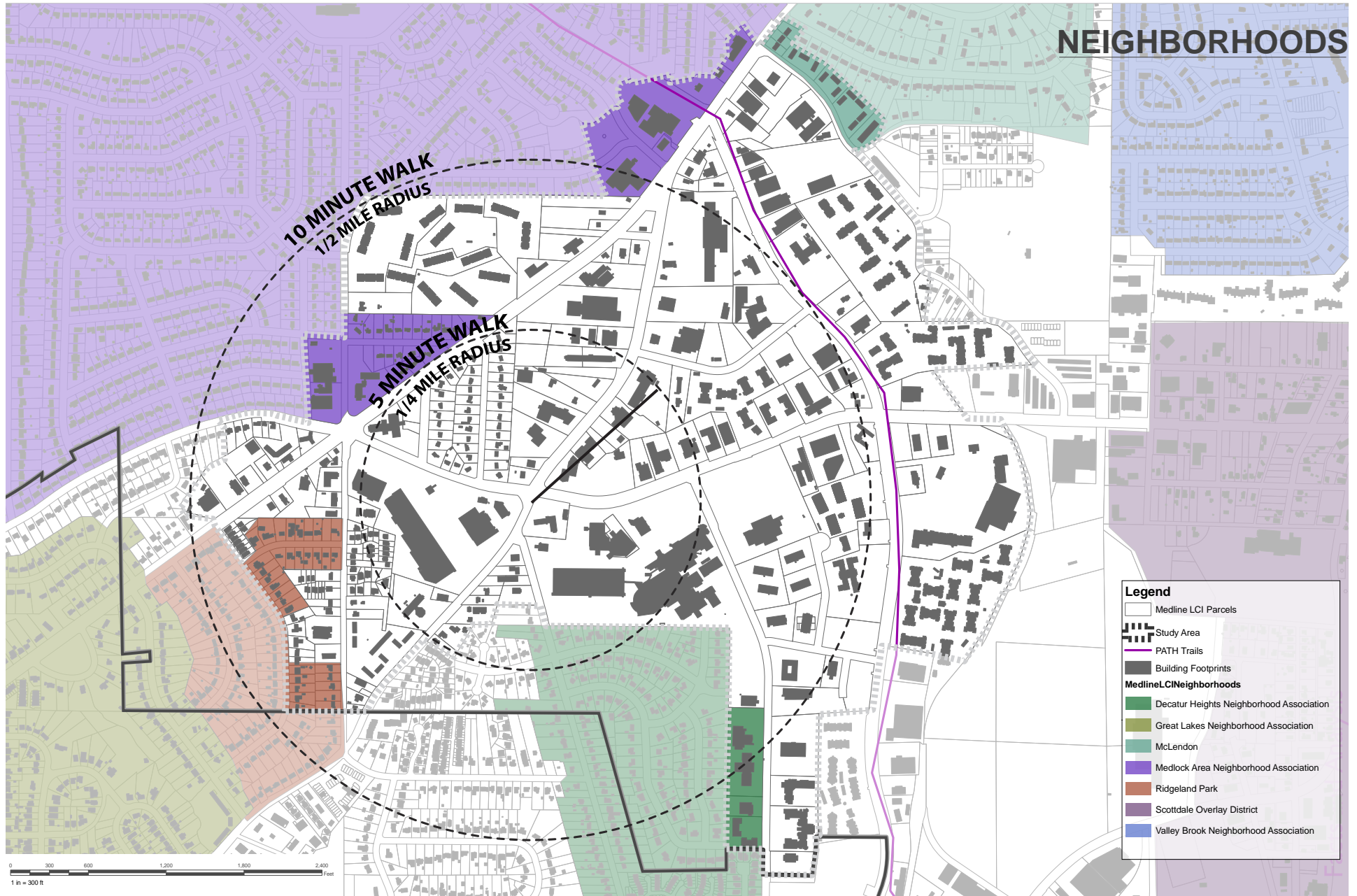


Figure 2i: Suburban Plaza is One of the Oldest Commercial Retail Centers in the Study Area, Built in the 1960s



Figure 2j: Multi-family Residential Complex in Study Area

NEIGHBORHOODS



Legend

- Medline LCI Parcels
- Study Area
- PATH Trails
- Building Footprints
- MedlineLCINeighborhoods**
 - Decatur Heights Neighborhood Association
 - Great Lakes Neighborhood Association
 - McLendon
 - Medlock Area Neighborhood Association
 - Ridgeland Park
 - Scottsdale Overlay District
 - Valley Brook Neighborhood Association

Figure 2k: Neighborhoods Map

Industrial

Industrial uses only comprise 6% of the study area, having fallen in the past 20 years with the closure of the Kraft Foods Plant and several car dealerships. The remaining industrial land is largely automobile related services, maintenance, and gas stations.

Vacant/Greyfield

Approximately 6% of the land in the study area is greyfield property, including two former car dealerships along Church Street. One of these dealerships, the Atlanta Classic Car Dealership, is undergoing rezoning review by the County for a 300+ multi-family development, led by Atlantic Realty.

Religious

Religious institutions make up 2% of the study area land mass. Denominations range from Baptist to Methodist to Presbyterian to Islamic. Scott Blvd Baptist Church sits at the intersection of Scott Boulevard, N. Decatur, and Medlock, its tall steeple and historic appearance act as a gateway into the study area (refer to Figure 2m). This church sits on the site of the proposed Fuqua multi-family development. Current plans show demolition of this church.

Parks/Greenspace

Currently, no public parks/greenspace exist within the study area. All undeveloped greenspace is associated with private property - both residential and commercial uses - and includes the required stream buffer setbacks. Refer to Figure 2p.

Stream buffers provide a great opportunity for providing greenspace amenities to communities. The potential to utilize the stream buffer for trails and park space, with access a clean stream, would provide a much needed public amenity and healthy con-

netivity to this area.

While on private property, both the North Decatur Presbyterian Church and the Scott Boulevard Baptist Church have playgrounds associated with their facilities that are accessible to the public. With the anticipated redevelopment of the Scott Blvd Baptist Church site, this playground is expected to be removed.

Residential private property, is host to the majority of greenspace and mature trees. As redevelopment occurs, preservation of mature trees should be considered in this area, as to preserve existing tree canopies.

There are several greenspace amenities near the study area that have a regional draw and provide much needed recreational amenities to the community. These include:

Little Creek Farm - Located less than a 1/4 of a mile north of the study area, this County owned farm provides horse boarding and education.

Medlock Park - This County park, situated 1/2 a mile north-west of the study area, offers a variety of recreational uses, including: Baseball, softball, a multi-use field, a multi-use court, playground, swimming pool and a picnic area.

North Dekalb Mall Community Garden - The refugee-focused garden is located less than 1/4 of a mile north of the study area and offers 30 plots including smaller “community” to “market” plots.

PATH Trail - The proposed Farmers’ Market PATH trail is anticipated to run along the north-east edge of the study area, providing access to Your DeKalb Farmers’ Market. No funding has been identified for this project.



Figure 2m: Scott Boulevard Baptist Church is One of the Oldest Churches in the Study Area



Figure 2n: DeKalb Industrial Way Stream



Figure 2o: A. S. Turner and Sons Funeral Home Greenspace

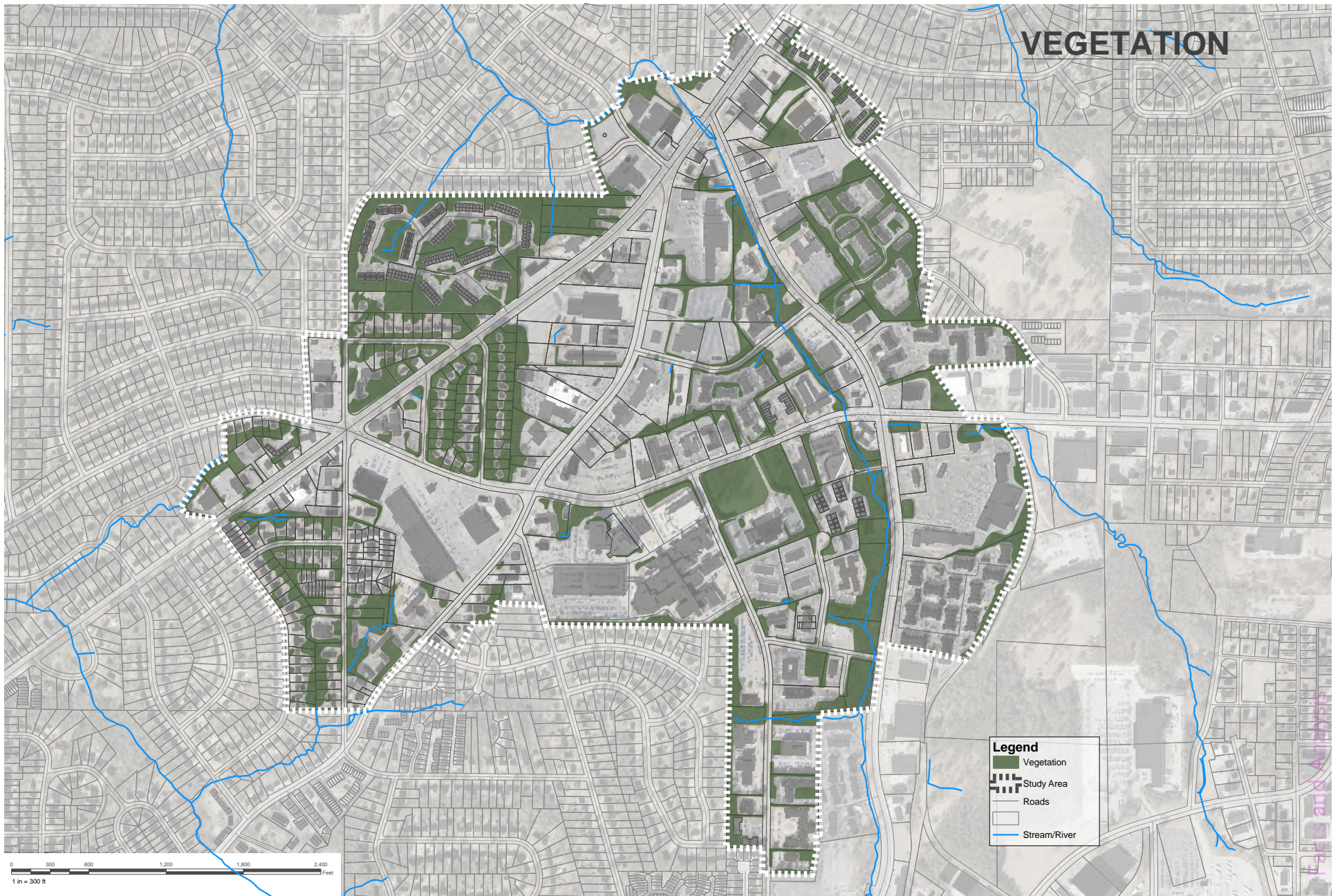


Figure 2p: Vegetation Map

Zoning

Currently the study area includes Commercial, Industrial, Office, and Residential zones. Refer to Figures 2q - 2s. The breakdown of zoning categories include:

Zoning

	Acres	%
Commercial	128	28%
Office	93	21%
Industrial	92	20%
Attached Residential	92	20%
Single Family Residential	50	11%

Overall the zoning is in line with the land uses, with the exception of Industrial zoning. 20% of the land is zoned for industrial use, while only 6% of the land is actually utilized for this category.

Additionally, as new development enters the area and seeks mixed-use opportunities, there is no zoning option available in the study area. The Fuqua Development and the Atlantic Realty projects have both submitted for rezoning that would allow for a mix of uses on the site.

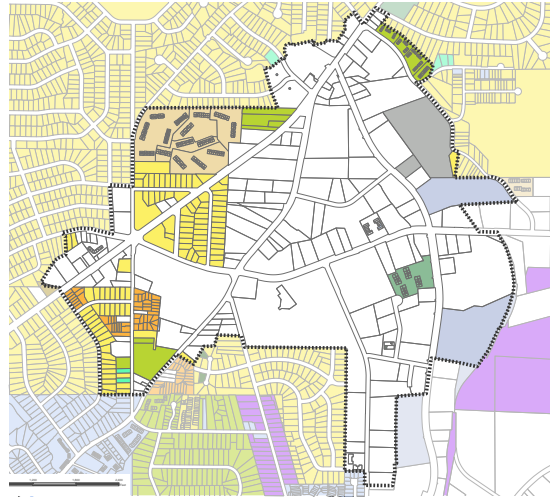


Figure 2q: Residential Zoned Parcels

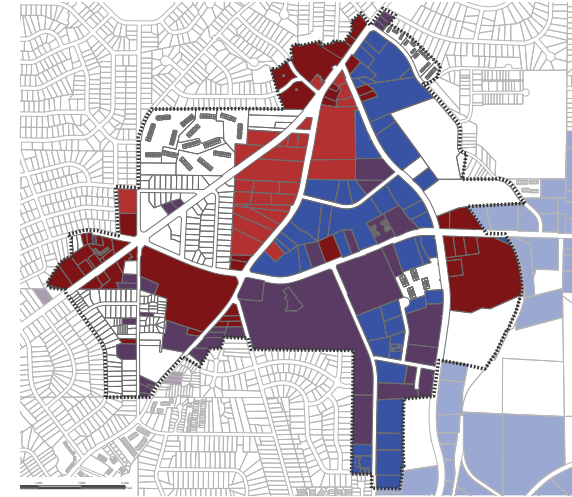
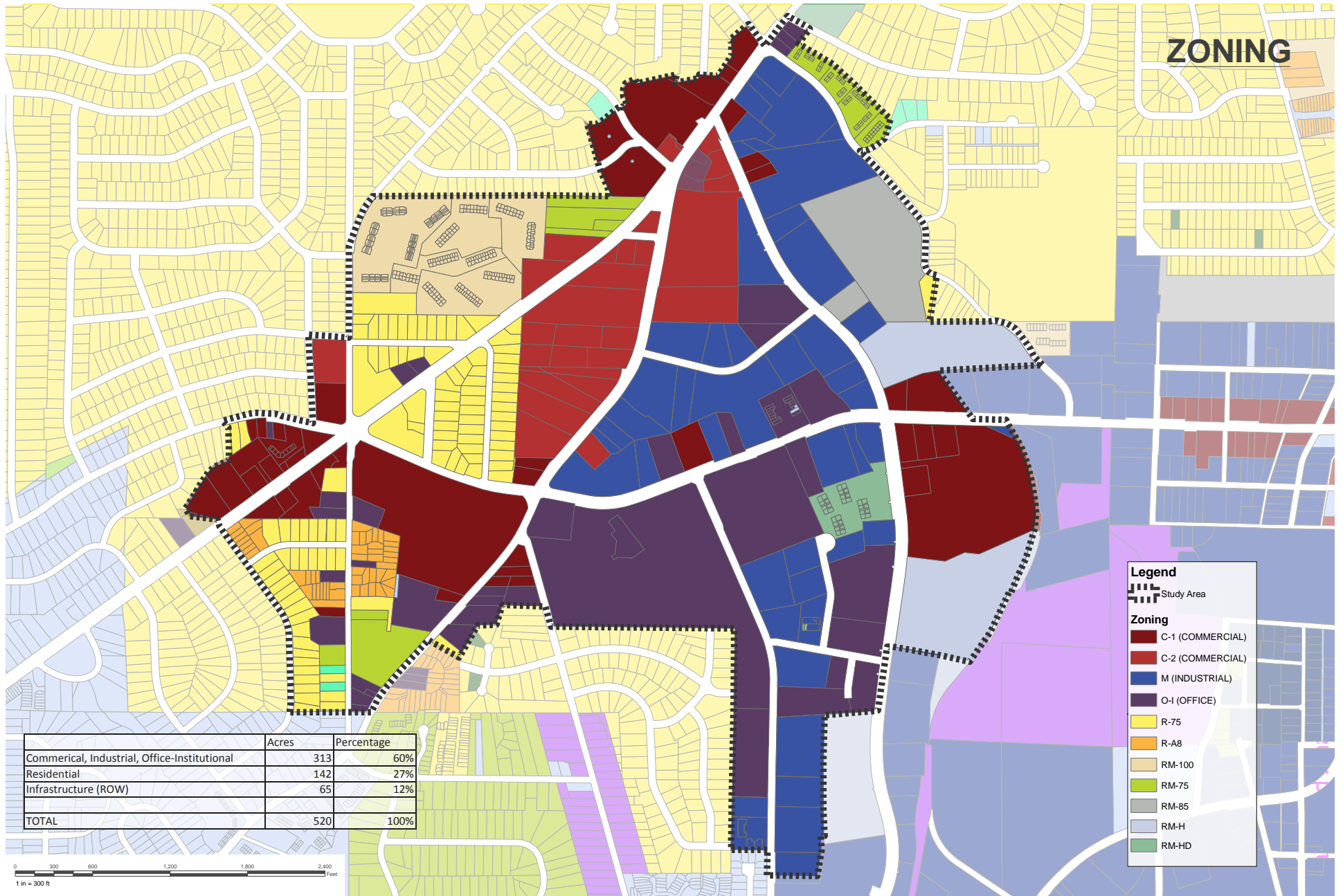


Figure 2r: Commercial, Office, and Industrial Zoned Parcels

ZONING



	Acres	Percentage
Commerical, Industrial, Office-Institutional	313	60%
Residential	142	27%
Infrastructure (ROW)	65	12%
TOTAL	520	100%

Legend

Study Area

Zoning

- C-1 (COMMERCIAL)
- C-2 (COMMERCIAL)
- M (INDUSTRIAL)
- O-I (OFFICE)
- R-75
- R-A8
- RM-100
- RM-75
- RM-85
- RM-H
- RM-HD

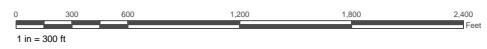


Figure 2s: Study Area Zoning Map 23

Character Areas

DeKalb County has identified Character Areas in its Future Development Map to identify boundaries and nodes used to show visual and functional differences of communities, corridors, and natural areas. Refer to Figure 2t.

Character Areas in the Medline Study Area include:

Commercial Redevelopment Corridor: Defined as: Declining, unattractive vacant or underutilized strip mall shopping center; with high vehicular traffic and transit if applicable; on site parking; low degree of open space; moderate floor to area ratio; large tracks of land and campus or unified development. Commercial Redevelopment Corridor is identified, within the study area, primarily for parcels along Scott Boulevard and Church Street.

Suburban: DeKalb County defines this as: Areas where typical types of suburban residential subdivision development have occurred and where pressures for the typical types of suburban residential subdivision development are greatest.

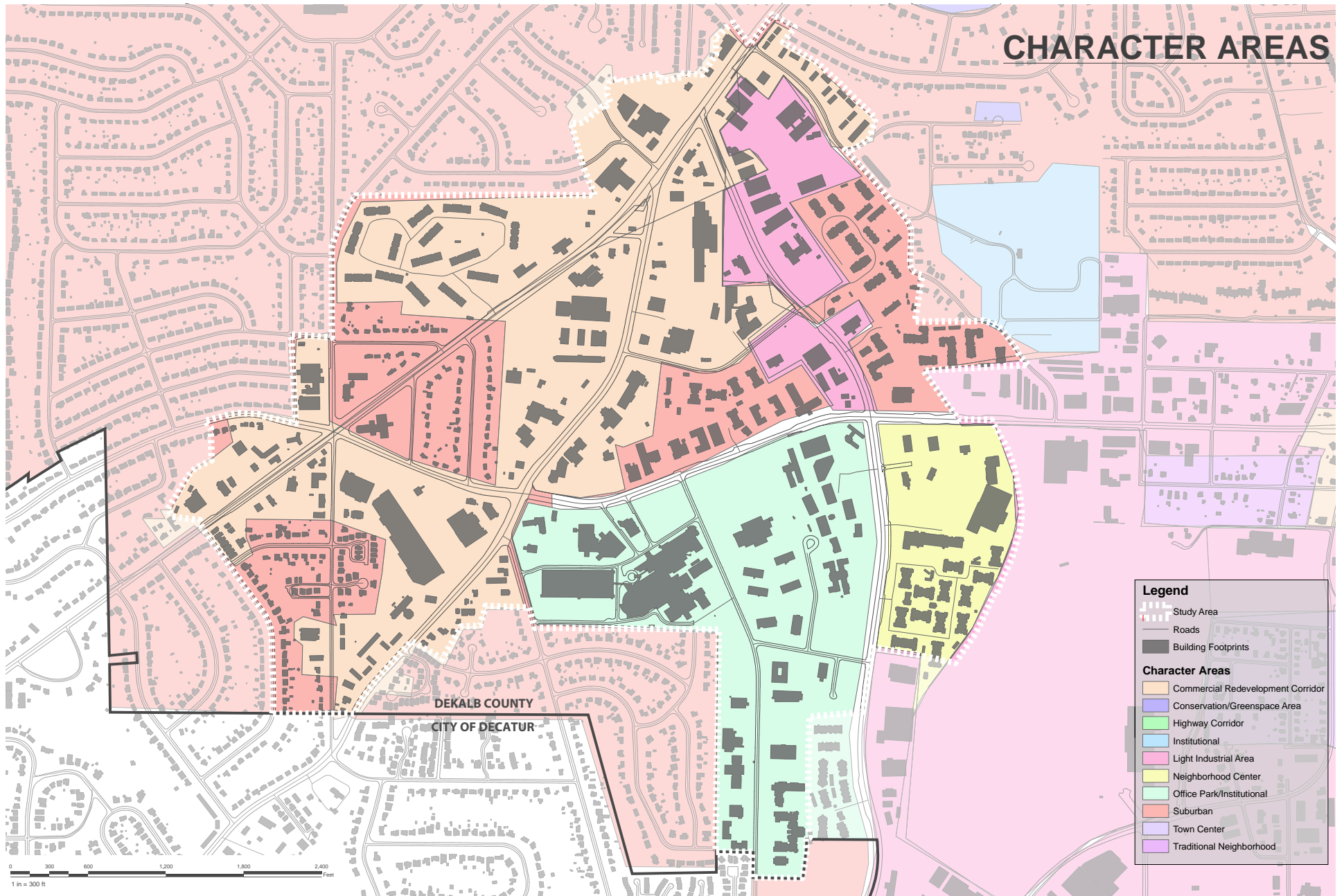
This designation captures most of the residential property in the study area and some of the office uses along N. Decatur Road.

Office Park/Institutional: Defined as: Typically campus-style development characterized by high degree of access by vehicular traffic, and transit if applicable. The DeKalb Medical Center, and adjacent office uses make up this category within the study area.

Light Industrial Area: According to DeKalb County is: Area used in low intensity manufacturing and distribution activities.

Light Industrial is identified along DeKalb Industrial Way, north of North Decatur Rd.

Neighborhood Center: A neighborhood center is defined as: A neighborhood focal point with a concentration of activities such as general retail, service commercial, professional office, higher-density housing, and appropriate public and open space. North Decatur Square and the adjacent multi-family property is identified as a Neighborhood Center.



CHARACTER AREAS

Legend

- Study Area
- Roads
- Building Footprints

Character Areas

- Commercial/Redevelopment Corridor
- Conservation/Greenspace Area
- Highway Corridor
- Institutional
- Light Industrial Area
- Neighborhood Center
- Office Park/Institutional
- Suburban
- Town Center
- Traditional Neighborhood

0 300 600 1200 1800 2400
1 in = 300 ft

DEKALB COUNTY
CITY OF DECATUR

Figure 2t: Study Area Character Area Map 25

Property Ownership

There are several large parcel property owners in the study area that have the potential to have a great impact on future development of the area. Refer to Figure 2u.

Suburban Plaza LLC: Selig Enterprises has owned Suburban Plaza since it opened in the 1960s. The existing strip mall center is currently going through the approval process with DeKalb County to redevelop. The proposed development will retain most of the existing buildings with the addition of a Walmart anchor store.

DeKalb Hospital Authority: The DeKalb Medical Center, which is owned by the DeKalb Hospital Authority, occupies 35 acres of land in the study area. While there is little room for expansion on the property, improvements to the existing facilities and new connectivity to the surrounding area can have a greater impact on this area.

North Decatur Road Associates: The Associates own North Decatur Square, a strip mall center that is anchored by a Kroger. The Kroger is currently undergoing an expansion.

Car Gil Ga LLC: Owns the Nalley dealership site, some of the few remaining car dealerships in the area.

Decatur Land Holdings LLC/Atlantic Realty: Atlanta Realty recently acquired the former Atlanta Classic Car Dealership for redevelopment into a 300+ multi-family complex. The project is currently in the re-zoning process.

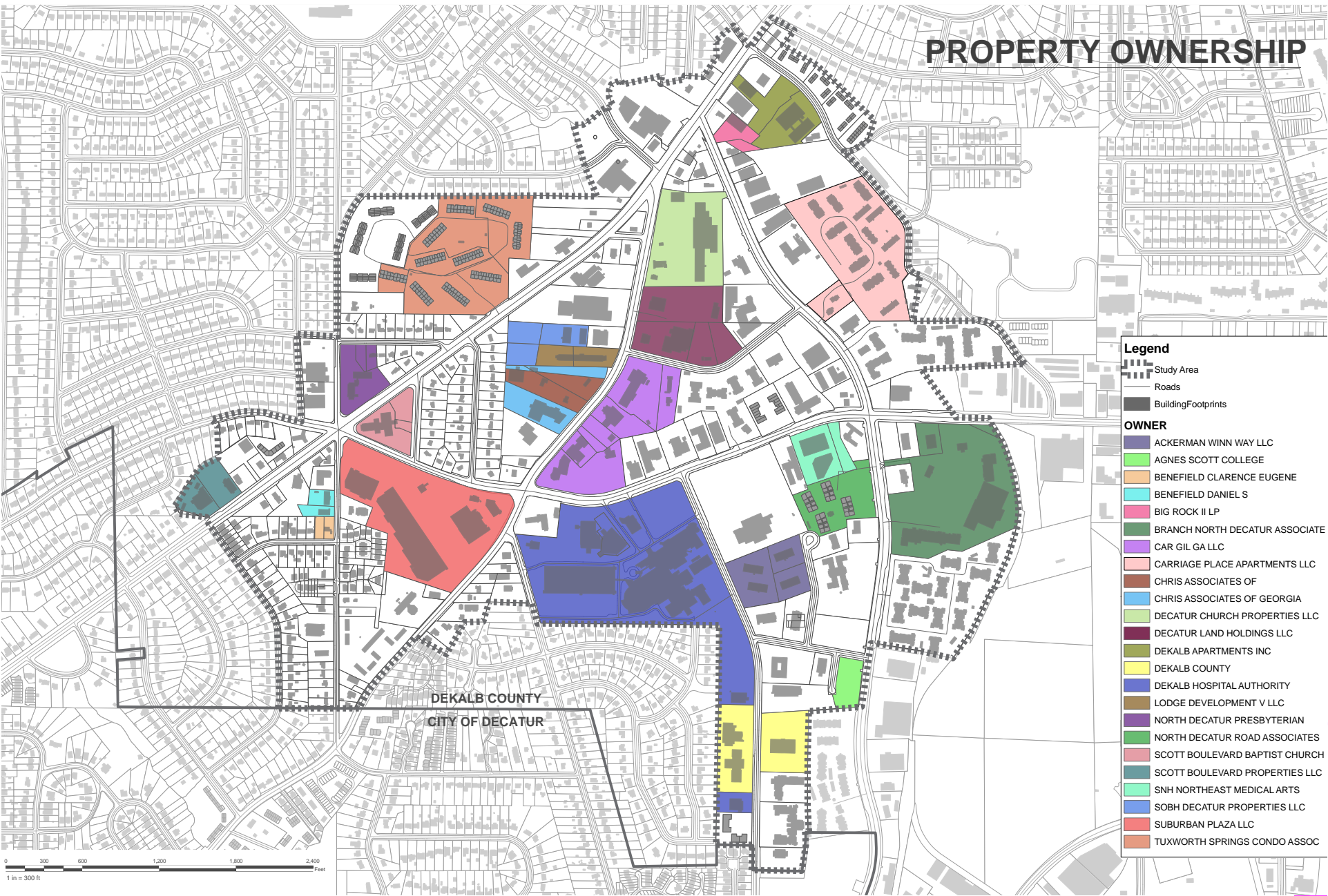
Decatur Church Properties LLC/Patel Plaza: Patel Plaza is owned and operated by the Patel Brothers. The Plaza is anchored by an Indian Grocery Store. The majority of the plaza stores provide Indian goods and services. This Plaza has a regional draw for customers looking for specialty Indian items.

Tuxworth Spring Condo Association: Tuxworth Springs is a condo development in the north-west portion of the study area.

Carriage Place Apartments LLC: This Apartment complex is located in the north-east portion of the study area and is owned and operated by the Connor Group

DeKalb County: Owns the Board of Public Health's administrative offices and several health clinics, including crisis and mental health, which are located on Winn Way, just south of the Medical Center.

PROPERTY OWNERSHIP



- Legend**
- Study Area
 - Roads
 - BuildingFootprints
- OWNER**
- ACKERMAN WINN WAY LLC
 - AGNES SCOTT COLLEGE
 - BENEFIELD CLARENCE EUGENE
 - BENEFIELD DANIEL S
 - BIG ROCK II LP
 - BRANCH NORTH DECATUR ASSOCIATE
 - CAR GIL GA LLC
 - CARRIAGE PLACE APARTMENTS LLC
 - CHRIS ASSOCIATES OF
 - CHRIS ASSOCIATES OF GEORGIA
 - DECATUR CHURCH PROPERTIES LLC
 - DECATUR LAND HOLDINGS LLC
 - DEKALB APARTMENTS INC
 - DEKALB COUNTY
 - DEKALB HOSPITAL AUTHORITY
 - LODGE DEVELOPMENT V LLC
 - NORTH DECATUR PRESBYTERIAN
 - NORTH DECATUR ROAD ASSOCIATES
 - SCOTT BOULEVARD BAPTIST CHURCH
 - SCOTT BOULEVARD PROPERTIES LLC
 - SNH NORTHEAST MEDICAL ARTS
 - SOBH DECATUR PROPERTIES LLC
 - SUBURBAN PLAZA LLC
 - TUXWORTH SPRINGS CONDO ASSOC

Figure 2u: Study Area Major Property Owner Map 27

Water and Topography

Topography

The topography of the study area, logically, follows the rivers and streams. With the low point of the study area located at the north point of the stream. Refer to Figure 2w.

The study area high point falls at the intersection of Church Street and North Decatur. This location provides the greatest visibility throughout the study area. As it is the most visible location, it could be considered for a landmark building or development.

Water

The major waterway in the study area is the stream that runs along Dekalb Industrial Way. The stream serves as stormwater retention in the area. As it sits at a low point and is hidden between buildings and the DeKalb Industrial, it is difficult to access.

County and Federal regulations require a 50' stream buffer on both sides of a waterway (25' required by the Federal government and 25' required by the County), preventing development within this buffer. Redevelopment of sites along the stream will have to respect this buffer. Opportunity for trails/paths along the stream may be possible as new development comes in. Stream buffers, wetlands and floodplains are identified in Figure 2v.

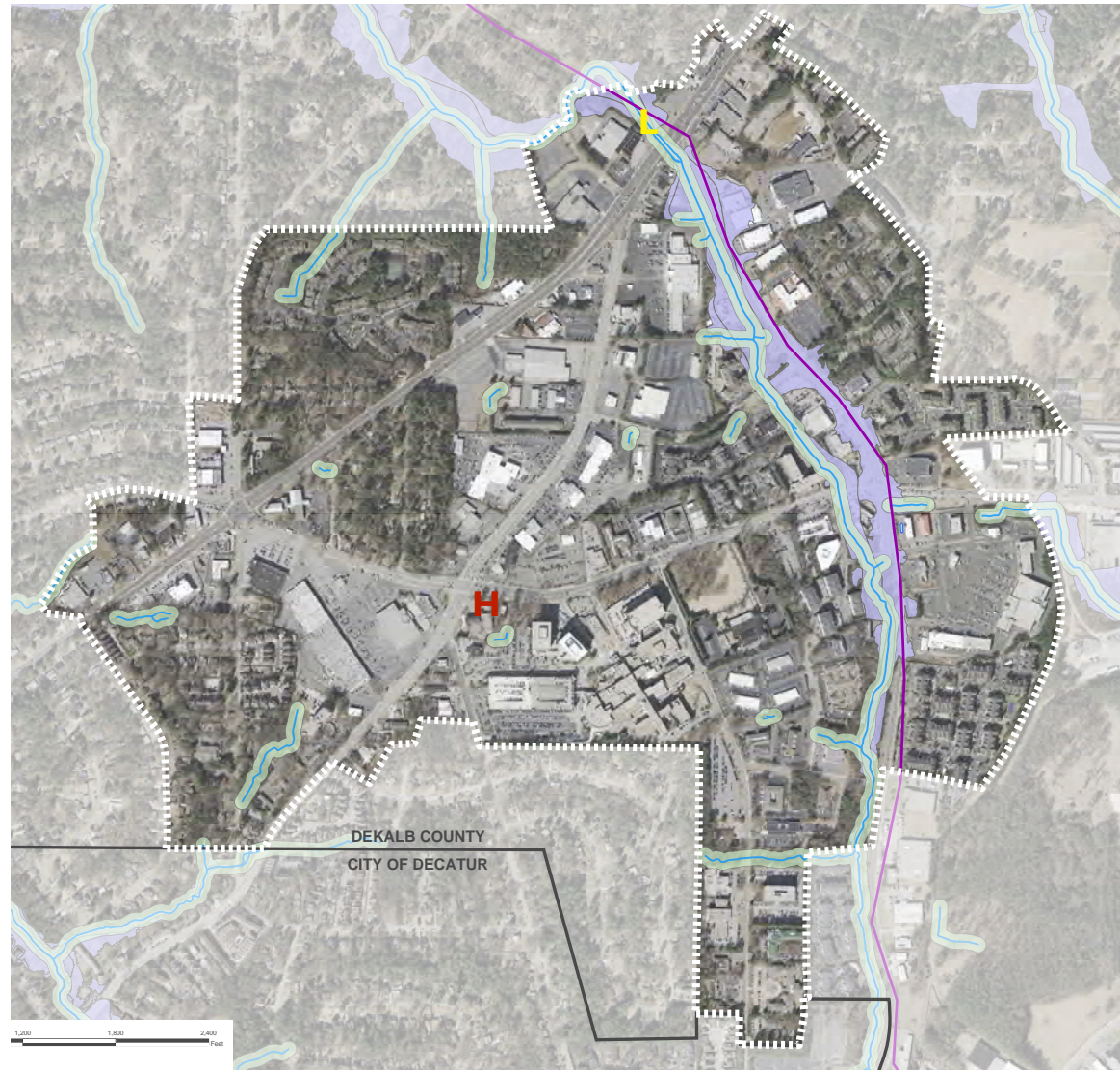


Figure 2v: Streams, Floodplains, and Stream Buffer Map

TOPOGRAPHY

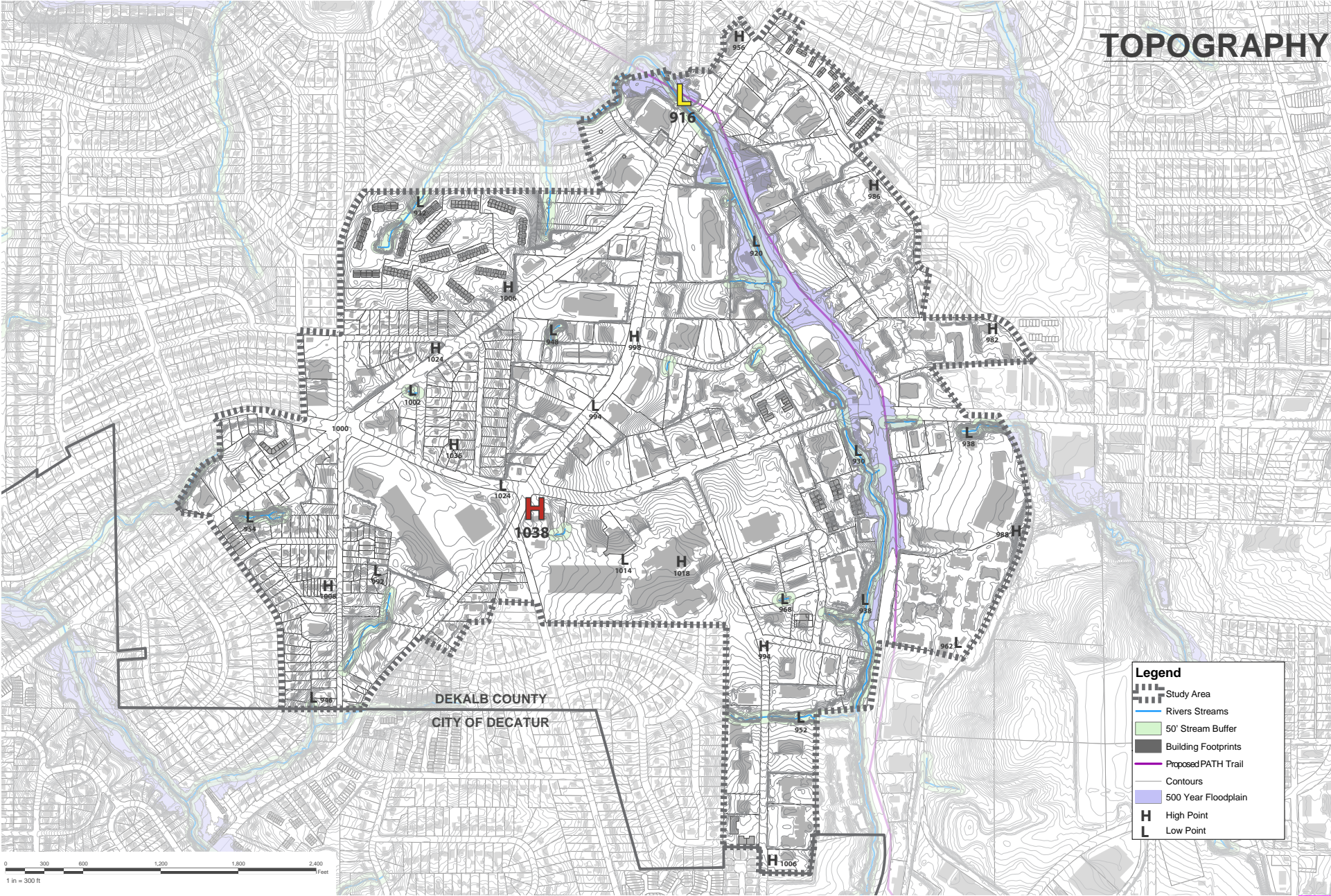


Figure 2w: Topography Map 29

2.4 Wellness

Unique to this plan is the analysis of Health and Wellness within the LCI study area. As discussed in Section 1, the DeKalb Medical Center, located within the study area, is designated a Wellness District by the ARC. A major goal set at the beginning of this project was to explore the hospital and other medical facilities' role in the community and determine how their presence and economic attributes could be leveraged to develop a model Health/Wellness District for the study area.

ARC Wellness District

According to the Atlanta Regional Commission (ARC), the DeKalb Medical Center is designated a Wellness District (Refer to Figure 2x). ARC defines Wellness Districts as:

- Master planned medical campuses as well as surrounded related uses. Healthcare is a significant growth sector for the Atlanta Region, and locally, these places are seen as locations for future employment growth within a particular jurisdiction.
- The medical buildings that form the core of a Wellness District are often developed as a campus and may attract services to adjacent areas that serve the unique needs of a hospital, such as medical office buildings, research laboratories and temporary residential uses for those undergoing long-term recovery.
- Communities around Wellness Districts also see a distinct impact to traffic and transportation patterns and must be able to accommo-

date ingress and egress of emergency vehicles.

- Land use conflicts may arise around hospitals with the expansion of hospitals and related services into adjacent established communities
- Wellness Districts are seen as good locations for a variety of senior housing, therefore these districts should have an additional focus on Lifelong Communities principles to encourage aging in place and allow for development that is inclusive of older adults.

These definitions and considerations shall be taken into account and aligned with the recommendations found within this report.

DeKalb Medical Center

DeKalb Medical Center was built on a 40 acre berry patch in 1961. The Medical Center was originally built with 300 beds and has presently grown to 628 beds.

DeKalb Medical Center is a key economic engine for this region, providing over 3,500 jobs.

The Medical Center has attracted complimentary uses to the area, as depicted in Figure 2y, including the Dekalb County Board of Health offices, outpatient facilities, senior housing, assisting living facilities, pharmacies, labs, spa/massage, and fitness facilities.

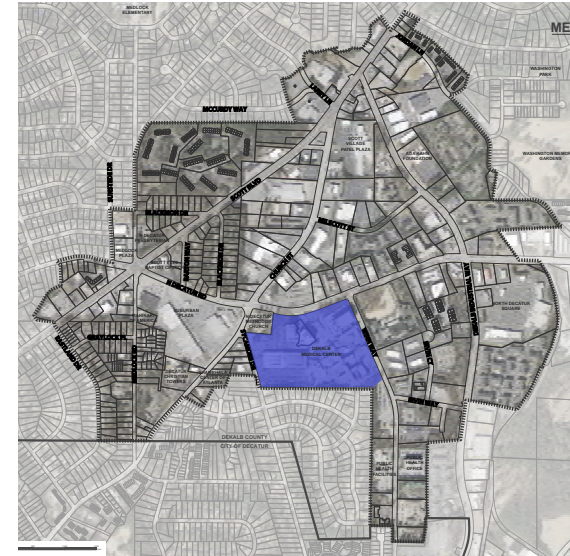


Figure 2x: Atlanta Regional Commission (ARC) Wellness District

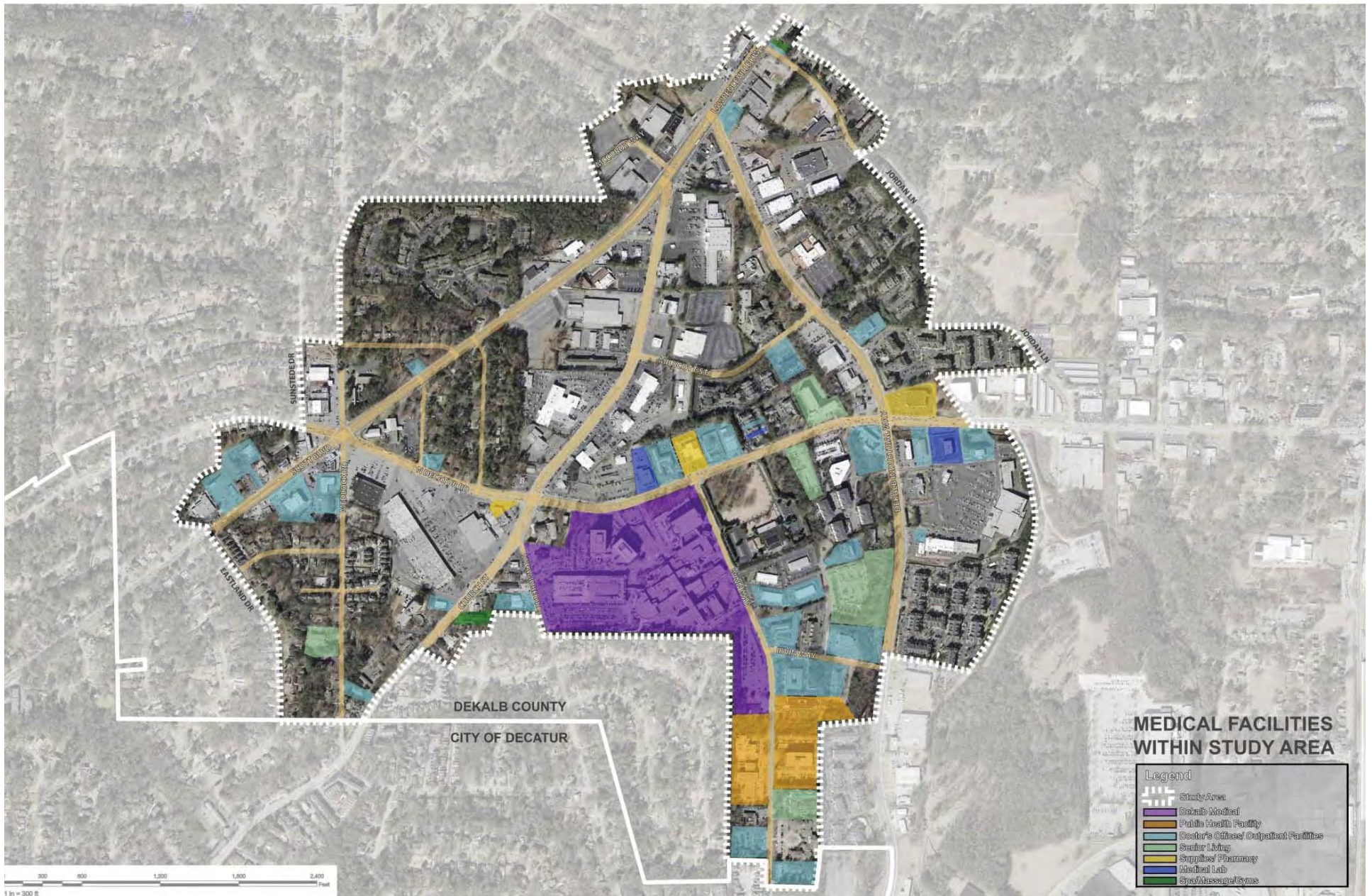


Figure 2y: Medical Land Uses

The State of Healthcare

With the enactment of the 2010 Affordable Health Care Act, hospitals and medical facilities are seeing changes in how they operate with priorities given to wellness and prevention versus reactionary treatment.

We are seeing a paradigm shift in our health system from the hospital at the center of health-care to wellness being prioritized and incentivized (Figure 2z). This is leading to a more comprehensive approach to health through wellness networks - where many medical and health needs are integrated and connected, as opposed to the traditional network where the hospital is separated from clinics, outpatient facilities, pharmacies, fitness facilities, etc. Refer to Figure bb.

This shift is leading to the importance of the hospital as a community anchor, connecting the many health and wellness needs of an area. Three concepts are in play:

An **alternative model of healthcare** is emerging that places the healthcare provider as a civic partner for urban and even suburban renewal and revitalization: **healthcare anchored mixed-use**.

A **wellness district** should be established with trusted partners in the community to spur development and create a long-term vision for renewal and revitalization.

A **wellness network** must be established as a **spectrum of care points**, interwoven into communities, engaging them, and be easily accessible (Refer to Figure 2aa).

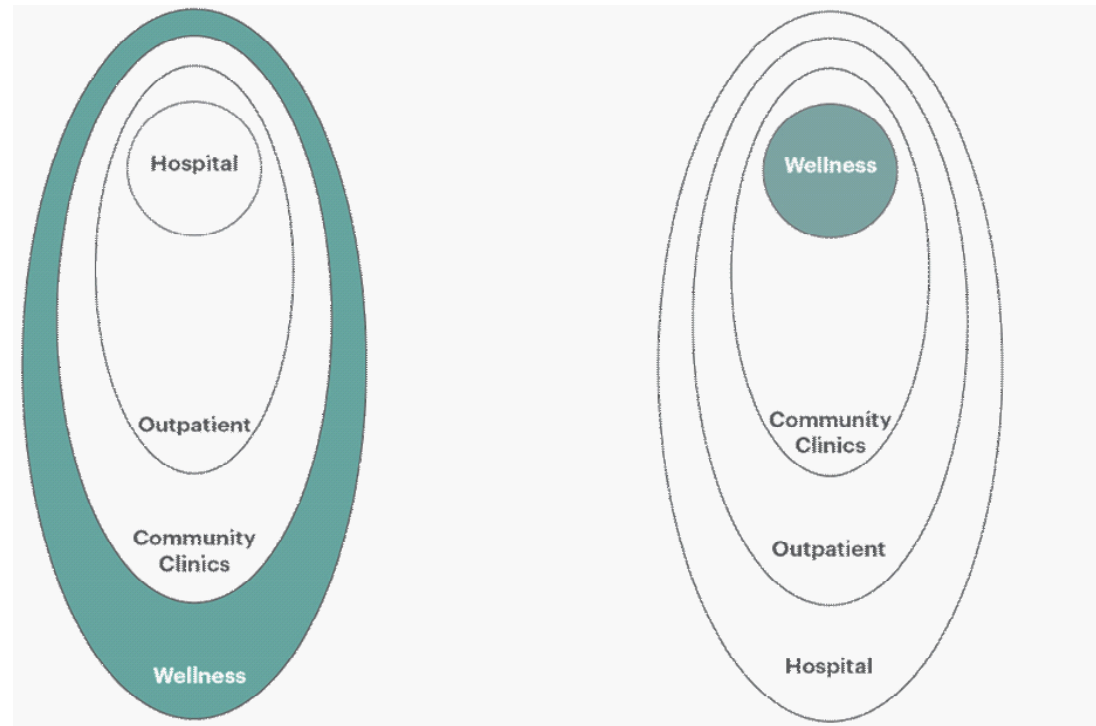


Figure 2z: Healthcare is Shifting from the Hospital at the Core to Wellness as the Core



Figure 2aa: The Spectrum of Care



Figure 2bb: Wellness is about a Network of Care Facilities. This diagram shows how a hospital system can be anchored by a wellness district, with connectivity to clinics, out patient facilities and hospitals, to address the many wellness and health needs of a population.

Health Profile

To better understand the health concerns of the study area, health profiles were accessed as completed by the Center for Disease Control (CDC), the DeKalb Medical Center, and the DeKalb County Board of Health. Overlapping themes from these profiles included the following major health concerns:

- Leading Causes of Hospitalization:
 1. Pregnancy and childbirth complications
 2. Cardiovascular diseases
 3. Respiratory diseases
- Chronic Disease Risk Factor:
 1. Overweight
 2. Obese
 3. Eat the recommended five servings of fruit and vegetables daily.

Each report also provided goals to address these concerns. The collective goals include:

1. Increase Activity and Nutrition
2. Decrease Tobacco Usage
3. Decrease Pollution - Air and Water Quality
4. Increase Access to Healthcare

Precedent Principles and Tools

In developing healthy communities, existing principles were identified to lead the plan development recommendations.

Lifelong Communities

Lifelong Communities Principles are places where individuals can live throughout their lifetimes; they provide a full range of options to residents, insuring a high quality of life for all. Refer to Figure 2cc. Principles include:

- Connectivity
- Pedestrian Access and Transit
- Neighborhood Retail and Services
- Social Interaction
- Dwelling Types
- Healthy Living
- Consideration of Existing Residents

Healthy Community Design

CDC's Healthy Community Design initiative is the only source of federal expertise to help States and communities integrate health considerations into transportation and community planning decisions.

CDC has created a Healthy Community Design Checklist that covers the following topics: Active Living, Food Choices, Transportation Choices, Public Safety, Social Cohesion, Social Equity, and Environmental Health.

LEED for Neighborhood Development (LEED-ND)

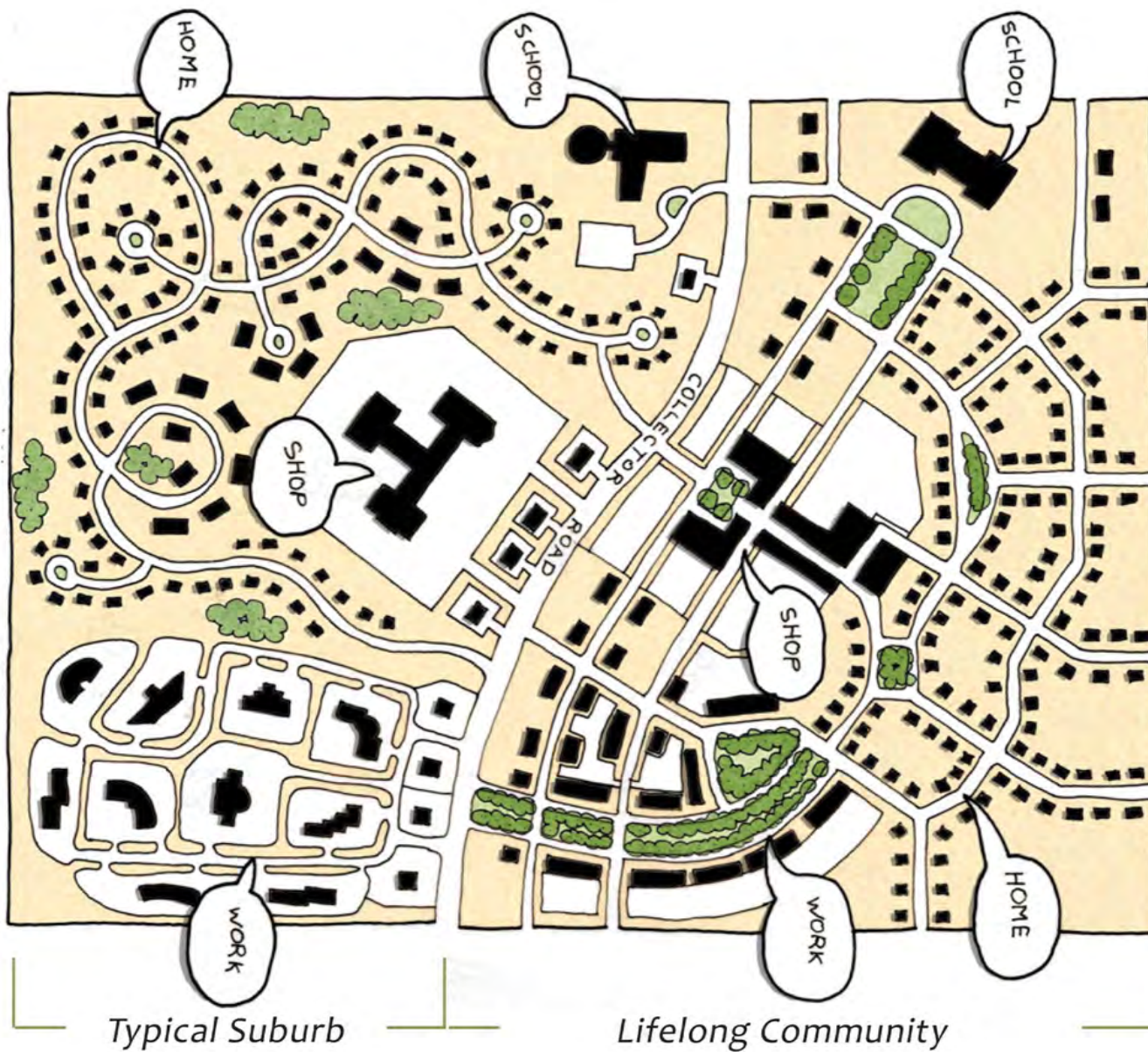
Several of the LEED-ND rating system standards encourage the development of healthy, active neighborhoods, including goals such as:

- Reduce the risk of obesity, heart disease, and hypertension
- Encourage healthier diets
- Reduce the risk of asthma and other respiratory diseases, and reduce air pollution

Health Impact Assessment (HIA)

HIA is a process that helps evaluate the potential health effects of a plan, project or policy before it is built or implemented.

Recommendations are created for decision-makers and stakeholders, with the aim of maximizing the proposal's positive health effects and minimizing its adverse health effects.



Typical Suburb

Lifelong Community

Figure 2cc: Lifelong Community Graphic

Source: <http://www.atlantaregional.com/aging-resources/lifelong-communities/lifelong-charrette-outcomes>

Community Wellness Assessment

The study area is well poised to provide the necessary spectrum of care facilities in the context of a lifelong community serving the needs of a diverse population. Below is an assessment of strengths and weaknesses to achieve this goal (Refer to Figure 2ee for more information):

Strengths:

- Access to Spectrum of Care Points:
 - Inpatient Hospital (DeKalb Medical Center)
 - Farmers Market (DeKalb)
 - Community Gardens (North Dekalb Mall)
 - Board of Health Facilities
 - Pharmacies (CVS, Kroger)
 - Out-Patient Facilities (Doctor’s Offices)
- Diverse mix of Housing catering to a mix of income/age groups: Single-Family, Multi-Family, Assisting Living, Senior Facilities

Weaknesses:

- Missing Spectrum of Care Points:
 - Health Food Stores;
 - Fitness Centers;
 - Health Education Clinics;
 - Recreation Parks and Trails;
 - Community Care Center;
 - Urgent Care
- Scarce Access to Healthy Foods
- Lacking comprehensive senior services
- Aging in Place difficult due to lack of pedestrian/

bike facilities and transit

- Lacking parks and communal spaces

Community Survey

Results of the community survey, further discussed in Section 3.0, provided more insight from the community regarding what is missing in the study area in regards to health and wellness needs. Results included:

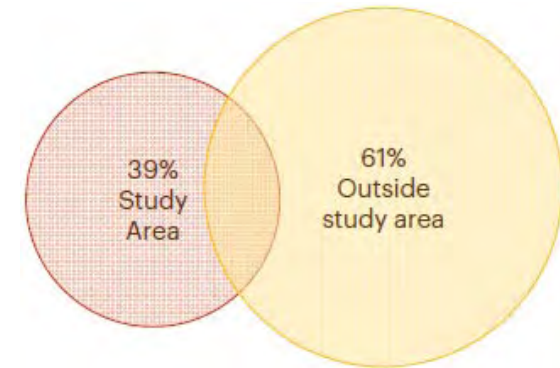
61% of residents receive their healthcare needs outside of the study area (Refer to Figure 2dd).

- The majority of these needs included outpatient facilities located outside of the study area.
- Needs within the study area are met at DeKalb Medical Center (33.6%), DeKalb County Health Department (2.2%), and Doctor’s Office within the study area (46%)

56% believe that Senior Services in the study area are inadequate.

- Missing needs include: Transportation options; activities/things to do; walkability; ability to age-in-place.
- Currently seniors go to Medlock and Mason Mill Parks, downtown Decatur, the YMCA, Church, the Library

Study Area’s Use for Healthcare Needs



Study Area’s Senior Service Needs

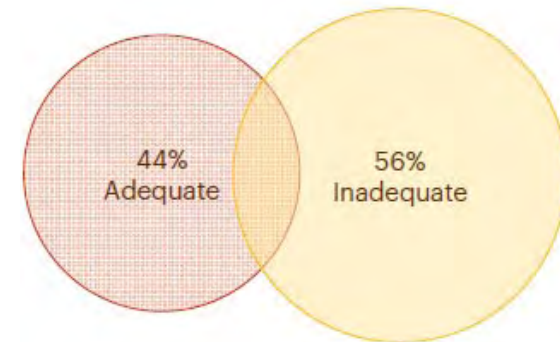


Figure 2dd: Community Survey Results



Figure 2ee: Study Area Wellness Assessment

2.5 Transportation

This section of the Existing Conditions Assessment provides an overview of existing transportation facilities within the Medline LCI study area.

Existing Roadway Characteristics

Within the study area, there are several regionally important roadways that carry very high volumes of vehicles. These large roadways are particularly important within the regional network since there are few alternative routes nearby; however, the high volumes along these roadways compromise the accessibility for other users such as pedestrians, cyclist, and transit users. This conflict is not unique to the Medline LCI study area, but instead, is part of a national trend where local communities are seeking an appropriate balance between local multimodal accessibility and larger regional vehicular access. A goal of this study should not be to reduce the number of vehicles passing through the study area (since that may not be an achievable goal), but rather, should be to find ways to accommodate the existing high volumes while still transforming these roadways to become safer for multimodal access. An additional goal should be to grow this area with a style of development that minimizes the number of new vehicular trips that are generated.

Scott Boulevard is the largest roadway within the study area and is classified by the Georgia Department of Transportation (GDOT) as an Urban Principal Arterial. This classification means this roadway is very important for regional vehicular access. Traffic count data from GDOT indicates that Scott Boulevard carries around 37,000

vehicles per day through the study area. It should also be noted that just north of the study area, this roadway carries approximately 70,000 vehicles per day. These high volumes cause this roadway to operate near its intended maximum capacity which creates significant congestion throughout much of the day. Scott Boulevard has six through lanes with a center two-way left-turn lane within the study area. The large cross-section and high vehicular volumes make this roadway particularly difficult for pedestrians and cyclists to cross. Refer to Figure 2ff.

North Decatur Road has the next highest functional classification within the study area and is classified as an Urban Minor Arterial. North Decatur Road is important for regional east-west connectivity and currently carries approximately 18,000 vehicles per day. This roadway has 4 through lanes with left and right turn lanes located at various locations through the study area. This roadway corridor is experiencing significant congestion during the morning and evening rush hours.

Church Street and DeKalb Industrial Way are both classified by GDOT as collectors. Each of these roadways carries approximately 18,000 vehicles per day and each roadway has 4 through lanes with a continuous two way left-turn lane and right-turn lanes at various locations through the study area.

The remaining roadways in the study area are all classified as local streets.

There are seven signalized intersections within the study area: three along Scott Boulevard, three along North Decatur Road, and one signal along Church Street. GDOT and DeKalb County



Figure 2ff: North Decatur Rd, Medlock Rd, and Scott Boulevard Intersection

have been working together to maintain the signal timing and coordination plans for these signals which will continue to provide congestion relief. However, longer-term projects that consolidate driveways and improve the surrounding street network can more significantly address the existing congestion issues.

Overall, heavy congestion during the peak periods of the day increases the risk of crashes, particularly at the six-leg intersection of Scott Boulevard, North Decatur Road, and Medlock Road. As might be expected, a review of crashes in the study area shows that the majority of crashes occur at intersections and driveways. The larger roadways within the study area are intersected with more commercial driveways than is generally desirable. These driveways increase the risk of collisions for vehicles, cyclists, and pedestrians. As properties and corridors redevelop over time, good access

Roadway Facilities

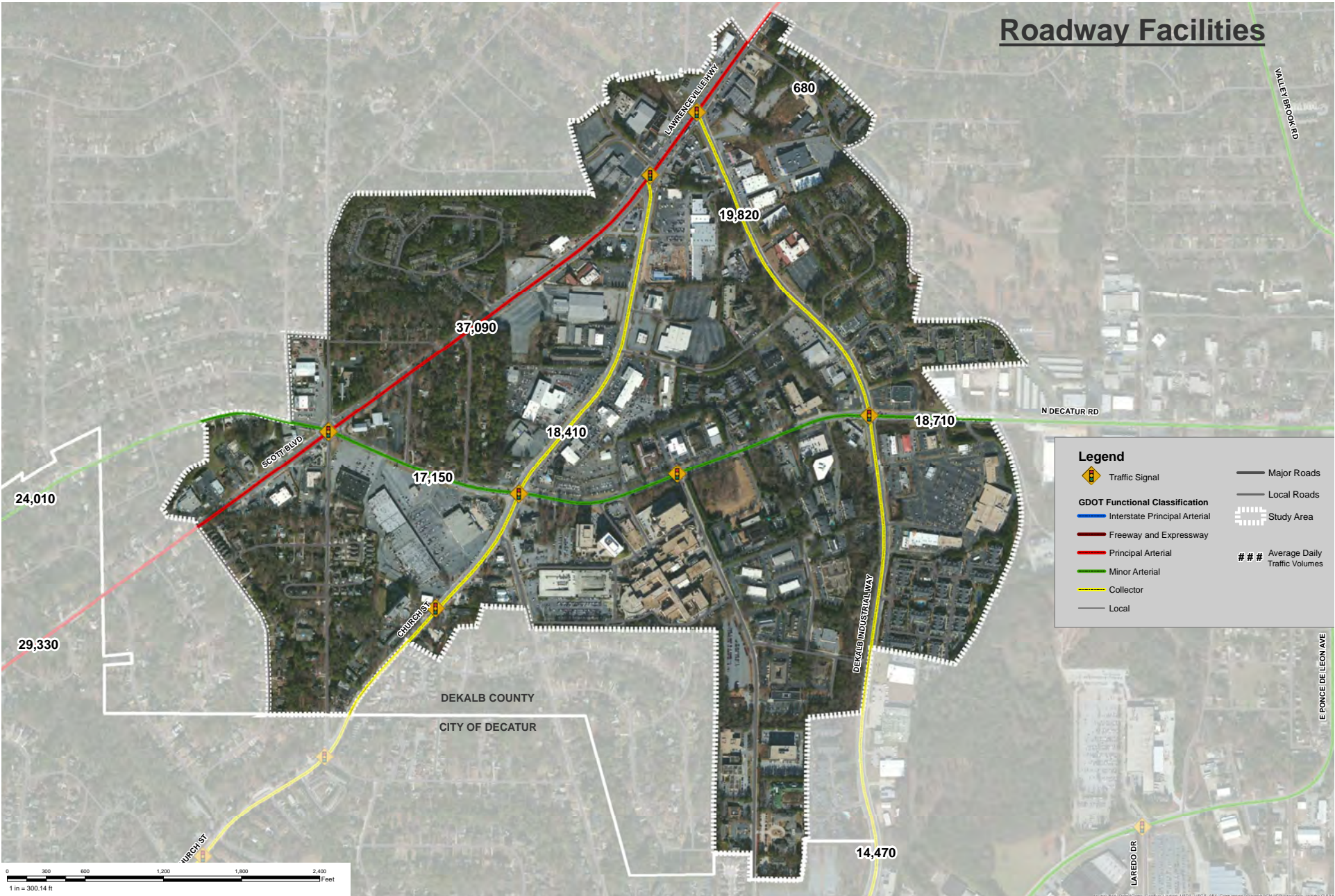


Figure 2gg: Roadway Classifications and Traffic Counts

management policies and intersection designs should improve safety within the study area. Refer to Figure 2hh

The roadway network along with functional classifications, traffic volumes, and signalized intersections can be seen in Figure 2gg.

Existing Pedestrian Facilities

In general, pedestrian access throughout the study area does not currently meet the level of service desired by the local community. The large roadways with high vehicular volumes and high speeds make conditions for walking undesirable. Specifically, safety for pedestrians is impacted in two ways by these large roadways: perceived safety for pedestrians walking alongside the roadways (longitudinally) and perceived safety for pedestrians crossing the roadways (perpendicularly).

For pedestrians walking alongside roadways, several factors contribute to a perception of safety. Sidewalks are missing from some of the larger roadways such as North Decatur Road on the west side of the study area and Church Street between North Decatur Road and Scott Boulevard. Many of the smaller local streets have no sidewalks or have significant gaps in the existing network. In many areas where sidewalks exist, there is little or no landscaping buffer between the sidewalks and the edge of the roadway which causes these sidewalks to feel unsafe. Also, the large number of commercial driveways can impact safety because of the increased number of potential conflict points. Existing sidewalk coverage in the study area can be seen in Figure 2hh and 2ii.

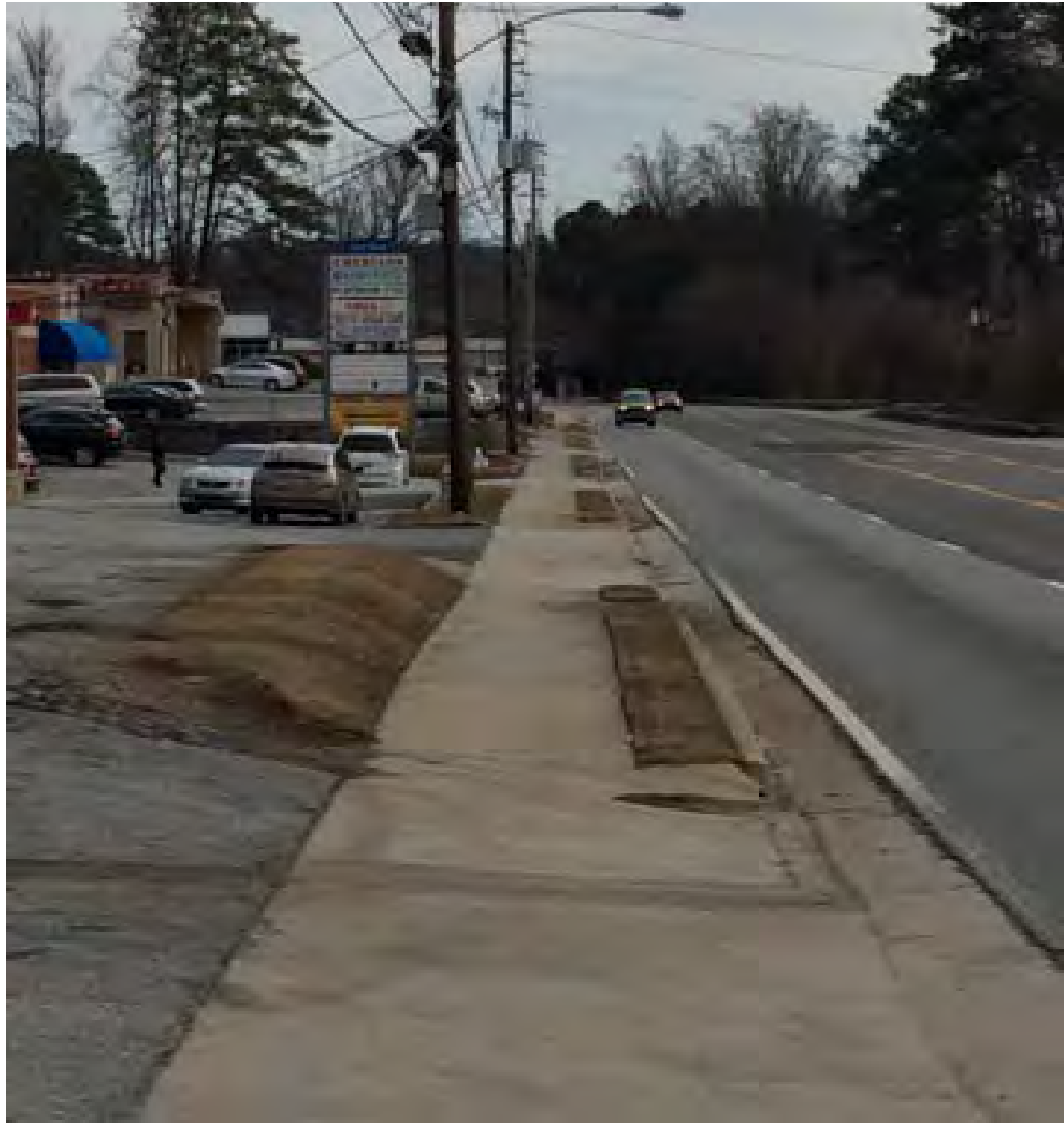


Figure 2hh: Sidewalk Conditions and Numerous Curb Cuts Cause Safety Hazards

Pedestrian Facilities

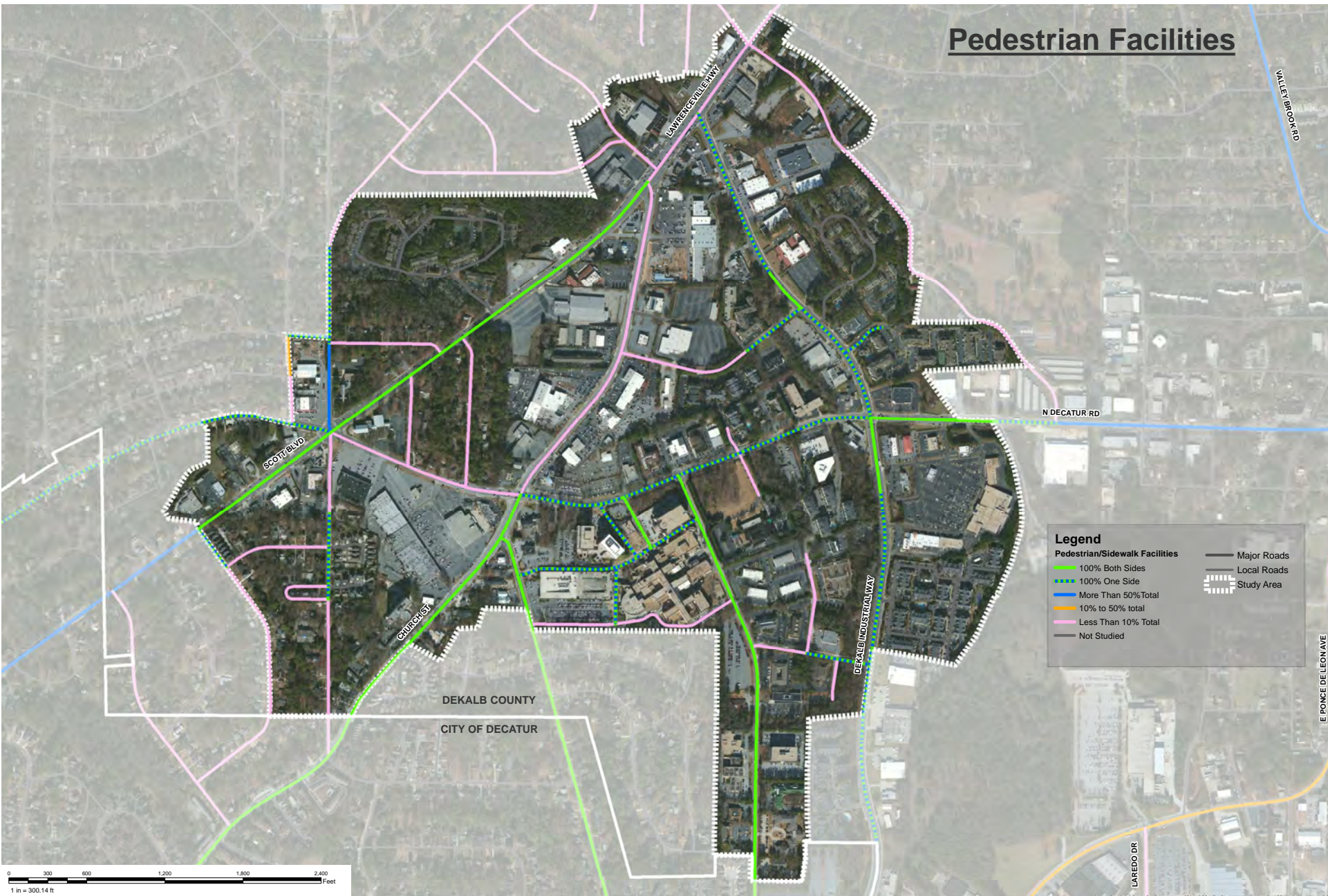


Figure 2ii: Pedestrian Facilities

For pedestrians crossing roadways within the study area, the large roadway widths, high vehicular volumes, and high speeds create significant barriers. For the larger roadways, the only safe locations for pedestrians to cross are at signalized intersections. Although most of these intersections are striped with pedestrian crossings, the intersections are separated by great distances (generally over 1,000 ft or more). Typically, areas that are considered to be “walkable” are characterized by a well-connected street network with relatively small block sizes – ideally no more than 400 to 500 feet in length. Small block sizes allow pedestrians to find shorter routes to nearby destinations and create more crossing opportunities because intersections are closer together. A well-connected street network also has the effect of dispersing traffic - particularly local traffic - which can help lower vehicular volumes and speeds throughout the network. Many of the roadways within the Medline study area are large arterials with no nearby parallel facility, so few suitable alternative routes exist for motorists.

In addition to sidewalks and crossings, in areas where walkability is an important goal, the design context of adjacent buildings and properties is also an important factor. Throughout the study area, most buildings are set back far from the roadway with limited pedestrian connections through the surface parking lots. This is particularly true at developments such as Suburban Plaza and along North Decatur Road between Church Street and Scott Boulevard. Other large retail developments, such as the shopping center at the intersection of North Decatur Road and DeKalb Industrial Way, have more attractive internal landscaping islands, but still do not give pedestrians clear pathways

through the large surface parking lots. Refer to Figure 2jj.

Existing Bicycle Facilities

There are no dedicated bicycle lanes or pathways within the study area. Bicyclists are allowed to operate on all roadways under Georgia law; however high speeds and high volumes currently make cycling along many roadways within the study area undesirable. The large number of driveways also makes cycling more difficult.

Existing Transit Service

There are currently four MARTA bus routes that serve the study area. These routes are Route 36, Route 75, Route 123, and Route 125. Route 36 begins at the Midtown MARTA station (Red/Gold rail lines) and services North Decatur Road throughout the study area before it terminates at the Avondale MARTA station (Blue rail line). Route 75 services the Avondale MARTA station to the south, DeKalb Industrial Way through the study area, and continues on Lawrenceville Highway to Tucker. Route 123 services the Decatur MARTA station (Blue rail line), Church Street, DeKalb Medical Center, North Decatur Road, DeKalb Industrial Way, and continues north along Lawrenceville Highway to North DeKalb Mall. Route 125 services the Avondale MARTA station, Winn Way, and continues east along North Decatur Road.

A Cliff Shuttle provided by Emory University also serves the study area along North Decatur Road and Scott Boulevard. There are two stops along these corridors. One Cliff stop is at North Decatur



Figure 2jj: Area Parking Lots are Difficult for Pedestrians to Traverse

Road and Medlock Road and the other is at Scott Boulevard and Barton Way.

Existing transit service within the Medline LCI study area is shown in Figure 2kk.

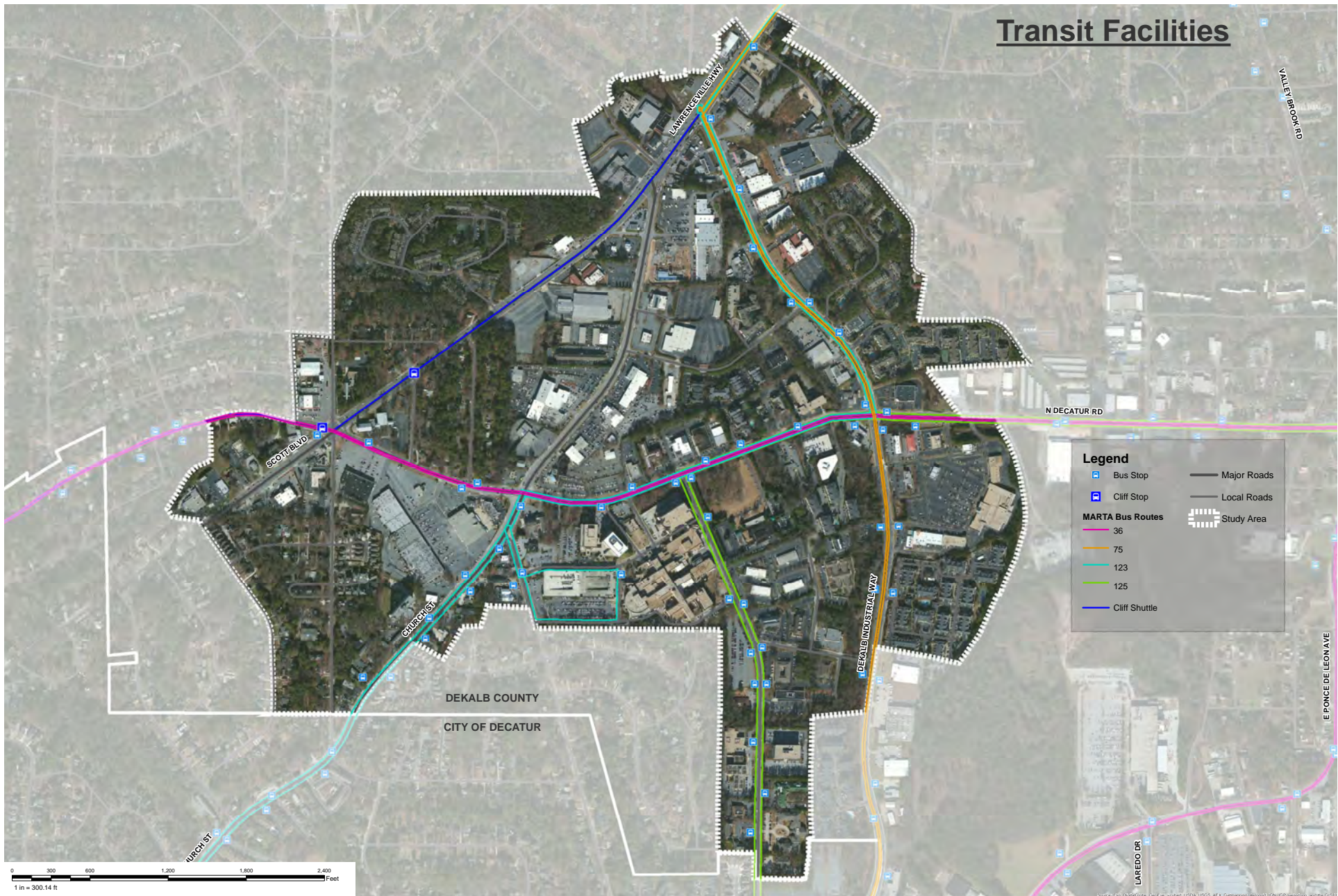
Planned Projects from Previous Studies

Previous studies were reviewed for potential transportation impacts to the LCI study area. These studies include a recent comprehensive transportation plan update and the regional transportation plan.

Atlanta Regional Commission’s PLAN 2040

PLAN 2040 is the official long range plan adopted by the Atlanta Regional Commission. A major component of PLAN 2040 is the transportation plan. Within the transportation plan, two planned projects fall within the study area: the Clifton Corridor light rail transit line and traffic signal upgrades along

Transit Facilities



Legend

- Bus Stop
- Cliff Stop
- MARTA Bus Routes**
- 36
- 75
- 123
- 125
- Cliff Shuttle
- Major Roads
- Local Roads
- Study Area



Figure 2kk: Transit Facilities 43

Church Street.

The Clifton Corridor project is a planned light rail connection from Lindbergh MARTA Station to Avondale MARTA Station. In some segments, the route will follow an existing CSX rail corridor, and other segments will follow major roadways. Some segments are also being considered for going underground. This would include the portion located within the Medline LCI study area which will follow Scott Boulevard, North Decatur Road, and DeKalb Industrial Way. There are currently two planned stations in the study area and one other optional station. The two stations that are planned are at DeKalb Medical Center and Suburban Plaza, both on North Decatur Road. The other optional station is on DeKalb Industrial Way just south of North Decatur Road.

MARTA is the agency responsible for implementing the Clifton Corridor project. The locally-preferred alternative for this project was recently adopted and the project is currently undergoing an environmental analysis. Unfortunately, the largest challenge for implementing this project is identifying the needed funding. In total, the Clifton Corridor expected to cost over \$1 billion dollars. Although leaders for MARTA and DeKalb County are enthusiastic about this project, funding has not yet been identified. If major funding is provided by MARTA and DeKalb County together, the project will still most likely require additional federal funds. Regarding timing of the implementation, it should also be noted that even if all funding were available today, the project would still take 10 to 14 years to complete. This is because of the long process involved in planning, designing, and constructing large-scale transportation projects like the Clifton

TIMELINE:



Total Timeframe: 10–14 years if funding is identified

Figure 2mm: Clifton Corridor Light Rail Transit Timeline

Corridor. Refer to Figure 2mm

Although the completion of the Clifton Corridor project is still potentially decades away, there are many steps to be taken and factors to consider in the near term. Primarily, improvements such as pedestrian accessibility, development context, and land uses along the corridor can be planned now. The planned light rail service can be supplemented in the near term using buses. Planned station areas can be designed as enhanced bus drop-off locations and surrounding properties can be transitioned to become transit-oriented developments. This transformation of the corridor will, in turn, also make the light rail project more attractive for receiving federal funds.

The second project from PLAN 2040 located in the study area is a series of signal upgrades along Church Street. There are 31 signals included in this overall project and two of these fall within the

study area: Church Street at North Decatur Road and Church Street at Decatur Christian Towers. This project will improve the operational function of these intersections for vehicles travelling through the study area.

Projects identified in PLAN 2040 are shown in Figure 2nn.

Regional Transportation Plan - PLAN 2040

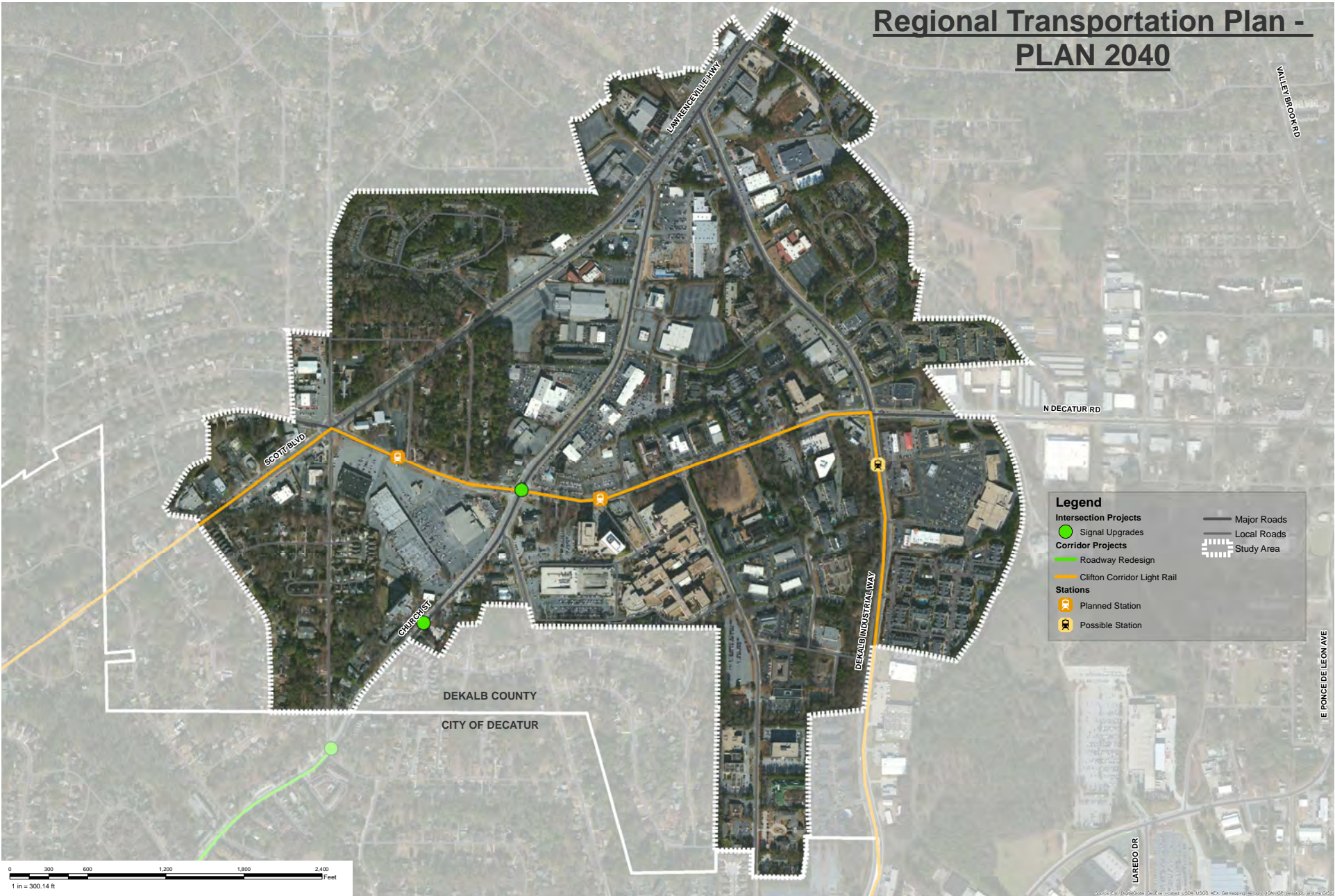


Figure 2nn: Regional Transportation Plan shows the Proposed Clifton Corridor Light Rail Transit Line in the Study Area

DeKalb County Comprehensive Transportation Plan 2014

The DeKalb County Comprehensive Transportation Plan has been adopted in 2014. The County's transportation plan brings together roadway corridor, intersection, multimodal, and bicycle/pedestrian projects. There are currently six projects proposed in and adjacent to the LCI study area. These projects are separated below by project type:

Multimodal Corridor Improvements

- North Decatur Road: Construct a raised median with bicycle and pedestrian improvements from:
 - Clairmont Road to Church Street
 - Church Street to East Ponce de Leon Avenue
- Church Street: Perform a road diet reducing the existing 4-lane section to two travel lanes, on-street parking, and bicycle lanes

Intersection Upgrades

- Church Street at North Decatur Road and Decatur Christian Towers: Signal upgrades

Bicycle and Pedestrian Improvements

- Scott Boulevard: Widen the sidewalks on the northwest side of Scott Boulevard in sections designated as Safe Routes to School. Fill in gaps where sidewalks do not currently exist.
- PATH Foundation Trail System: Construct the planned Farmers Market Trail which roughly fol-

lows Jordan Lane through the study area

Although projects included in the DeKalb County transportation plan are identified as priorities, it is important to note that funding is not necessarily available.

Projects identified in the proposed DeKalb County Transportation Plan 2014 are shown in Figure 200.

DeKalb County Comprehensive Transportation Plan 2014

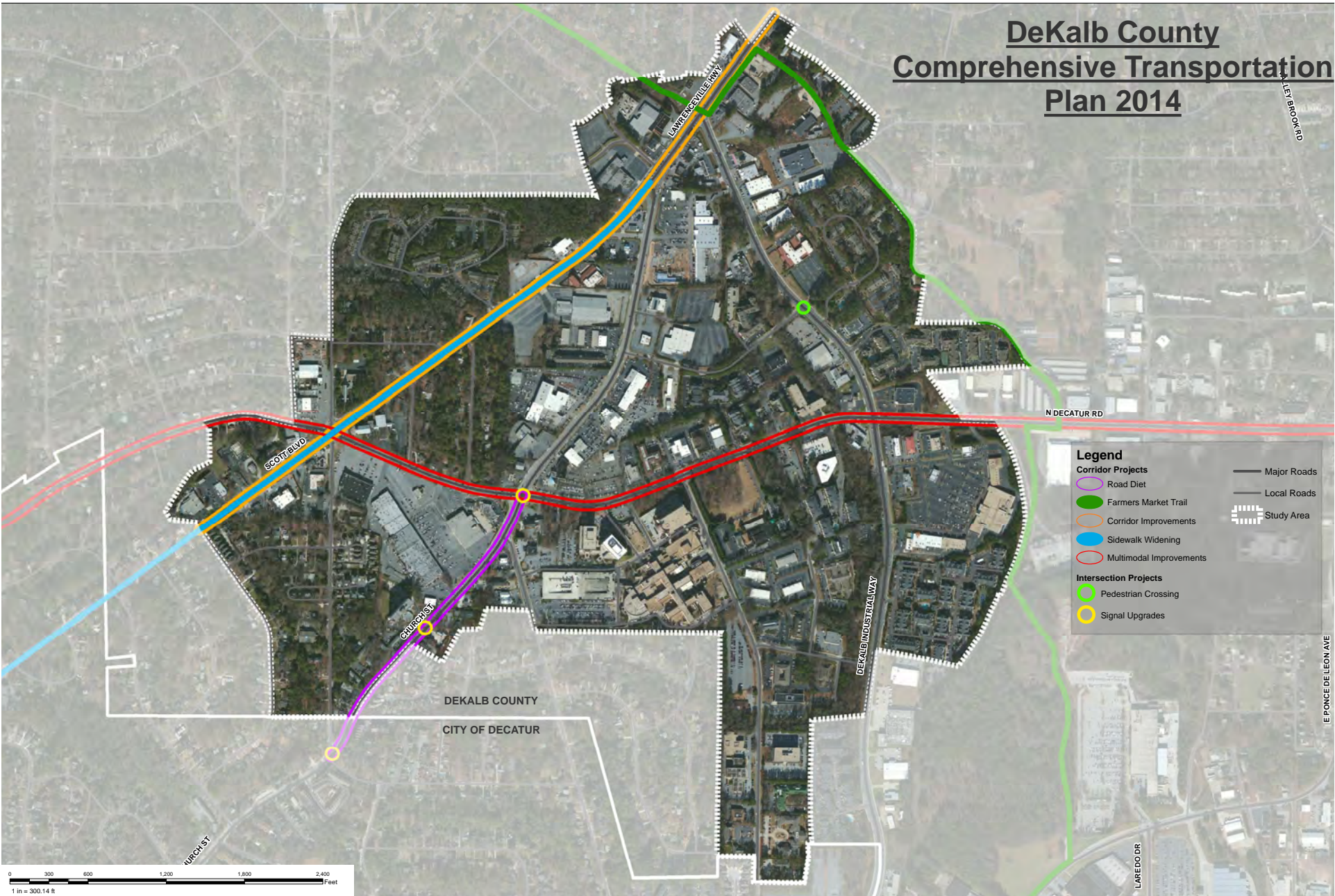


Figure 200: DeKalb County Comprehensive Transportation Plan

2.6 Market Demographic, and Socio-Economic Profile

Purpose of Analysis

The purpose of this analysis is to examine the socioeconomic and real estate market trends in the DeKalb Medline LCI Study Area, and determine how they may impact the potential for development and redevelopment. Both the positive and negative influences affecting the area are considered in this analysis for the purpose of identifying opportunities to enhance declining areas and to capitalize on positive trends.

This section will explore the following topics: Challenges & Assets, Market Definition/Boundaries, Socioeconomic Analysis, Residential Market Analysis, Retail Market Analysis, Office Market Analysis, Industrial Market Analysis, and Recommended Catalytic Projects to be undertaken.

Study Area Challenges & Assets

There is potential for redevelopment in the Study Area. However, as in every community, there are challenges that need to be addressed and assets that need to be recognized. A consistent circumstance in terms of planning, market analysis, and economic development is that, many times, issues are just opportunities in hiding. Meaning that what seems like a negative might easily be turned into a positive for the community with an adjustment in perspective and a leveraging of resources. That is why it is important to face challenges, recognize them, come to understand them, and implement actions to change them in order to move the Study

Area forward in the long-term. These issues and opportunities are based on stakeholder interviews and market assessment.

CHALLENGES

- **Largely unattractive streetscapes**
- Aging commercial buildings
- Vacant properties
- A large number of out-of-town property owners
- Congested roadways at certain times of the day
- Dependence on medical uses for office
- A lack of cohesive and connected development
- No real identity or “sense of place”
- Large commercial parcels built in a car-oriented development pattern

ASSETS

- Successful apartment communities in Study Area
- Strong traffic counts on major roads
- Large population base in Primary and Secondary Market Areas
- Strong demographics in the surrounding area
- Close to major employment centers (Emory, CDC)
- DeKalb Medical Center
- Close to amenities of downtown Decatur
- Thriving multi-cultural market

- Location in the heart of a major metro core county
- New infill housing in the surrounding area
- A sizeable number of large parcels which are easier to assemble and redevelop

Market Definition

To determine the potential for new uses or support for existing and expanding uses, it is important to first understand who the market is. Understanding the demographic and economic characteristics of the residents and workers in the area is critical in understanding why the market is where it is, how the market can develop, whether it is under-served or saturated, and what would be supportable. It is also important to review the historic trends that have occurred in the area, as well as considering what is currently being projected to happen in the area in the future. All of these characteristics go into formulating what kind of development can be supported and how much can be supported. Following is an understanding of the primary and secondary market areas. Refer to Figures 2pp and 2qq.

PRIMARY MARKET AREA

The Primary Market Area is defined by a 7-minute drive time from the intersection of Church Street and Milscott Drive. On average, residents are willing to drive less than ten minutes for convenience retail, such as groceries, sundry items, dry cleaners, etc. This area is primarily comprised of residents of the immediate area, or workers from businesses located in the area, in search of convenience-related goods and services. Restaurant customers would most likely be those making spontaneous

decisions to eat out or pick something up for dinner that evening.

SECONDARY MARKET AREA

The Secondary Market Area is defined by a 15-minute drive time from the intersection of Church Street and Milscott Drive. This area is where the majority of customers will come from. These consumers will be looking for some convenience retail, but will also be searching for community and even regional retail options; these will be planned or destination-related shopping trips. These customers will be willing to travel further distances for unique goods and services, something they cannot find close to their own homes or businesses. Restaurant customers will be looking for the same elements: unique foods or selections; unusual atmospheres; white-tablecloth restaurants; or popular meeting places.



Figure 2pp: Secondary Market Area

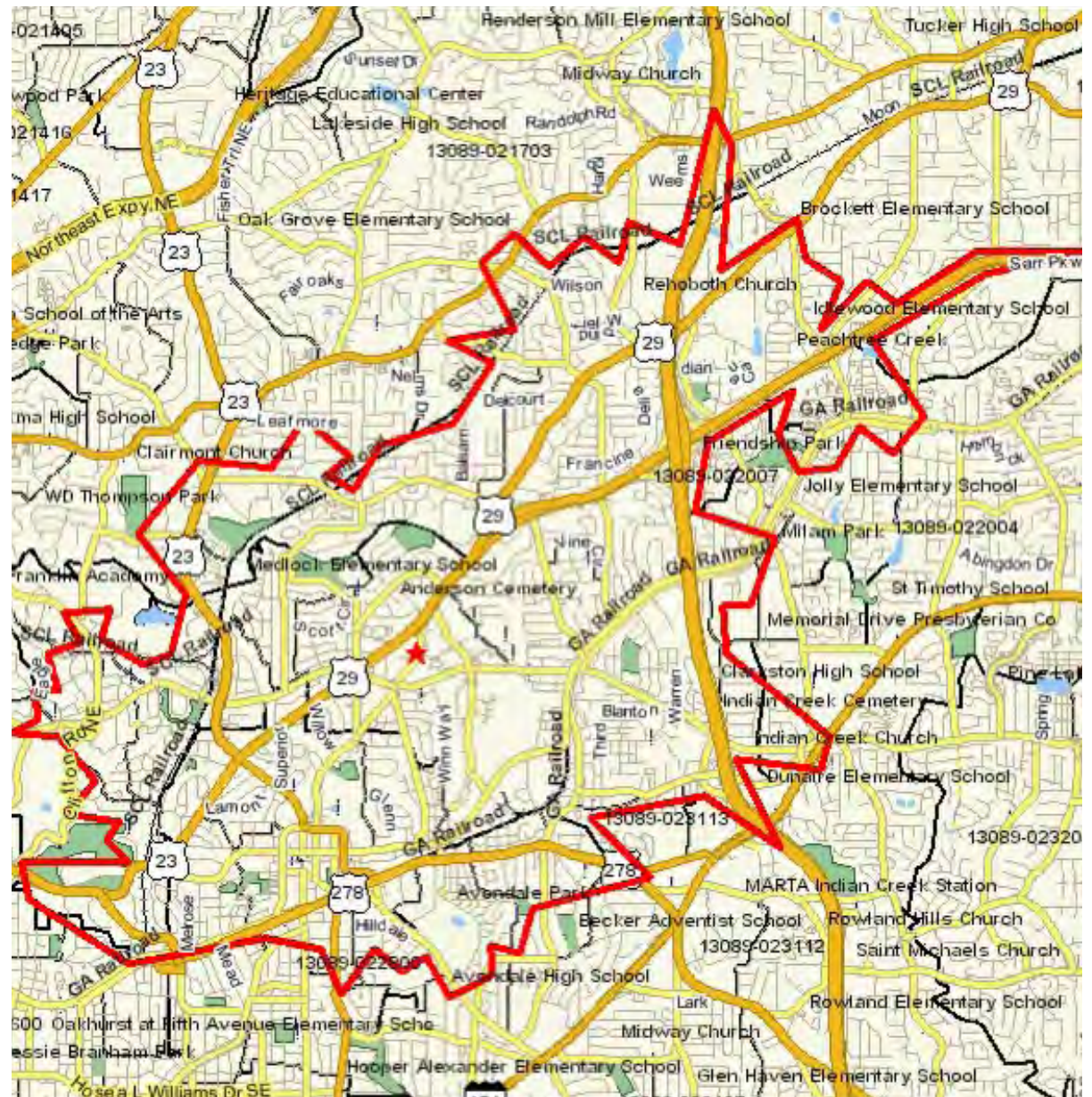


Figure 2qq: Primary Market Area

Socioeconomic Analysis

REGIONAL POPULATION AND EMPLOYMENT TRENDS

As is well documented, the Atlanta Region experienced very strong growth in both population and employment over the past two decades. While the current economic downturn has caused a dramatic slowdown in population and job growth, projections call for continued growth as economic conditions continue to improve.

REGIONAL POPULATION Over the past several decades, metro Atlanta has experienced tremendous population growth. In fact, **the Region has more than doubled its size over the past thirty years, with total population estimated at almost 5.5 million in 2010.**

The expectation across the Region is for growth to continue, but at rates slower than the enormous expansion that was seen during the 1990s, and with fewer people as a share of the working age population. **Total population is expected to be almost 8.3 million by 2040.**

REGIONAL EMPLOYMENT Just as with population, the Atlanta Region has experienced strong employment growth over the last few decades. In 1990, the 20-county Region had over 1.9 million jobs. **In 2010, total employment was estimated at almost 2.7 million jobs.** Unfortunately, the Great Recession had a strong negative impact on the regional economy. Between 2006 and 2009, the Region actually lost almost 128,000 jobs. This job loss was so large that it essentially erased all of the job growth from

earlier in the decade, with an overall loss of 39,000 jobs between 2000 and 2009.

Commuting to work is the norm throughout the Region. With the exception of Fulton County, the majority of residents work in a county different from their county of residence.

As economic conditions improve, it is projected that the Atlanta Region's employment base will continue a pattern of growth. This future growth is expected to be strong, with **total employment projected to reach almost 4.5 million by 2040.** This growth rate, however, is much slower than the projected population growth.

STUDY AREA POPULATION AND EMPLOYMENT OVERVIEW

POPULATION The **population of the Study Area is approximately 4,810**, which represents an increase of about 50% since 2000. During the same time period, the Atlanta Metropolitan Statistical Area (MSA) grew by 31%, which was less than the Study Area growth rate. **Over the next five years, it is projected that the Study Area population will increase by 8%.** This growth rate is higher than the projected growth rate for the MSA (6%), and nearly double the national figure (4%). The size of the potential customer base quickly and significantly increases when considering the surrounding market areas; both market area growth rates indicate a pretty stable residential base.

EMPLOYMENT Currently, the **Study Area has an employee base of 7,430.** While the daytime population within the Study Area is small, when considering the surrounding market areas, that

number increases substantially. Further, due to the commercial character of the LCI Study Area, the employment base is actually about one-and-a-half times the residential base.

Economies do not function locally, economics is a regional phenomenon. Trying to isolate detailed employment numbers and still retain meaning for them is a difficult endeavor. In terms of sector employment, the Study Area's largest industry sectors are Services and Retail Trade, with Public Administration a distant third. The Atlanta Metropolitan Statistical Area's (MSA) top three industry sectors, in terms of employment, are Services, Retail Trade, and Manufacturing and Finance/Insurance/Real Estate (essentially tied for third).

Workers in the Study Area are predominantly employed in the Services and Retail Trade sectors, together accounting for 83% of total employment. The Services sector is the largest employment category for both the Study Area and the MSA, with similar proportions in both the Study Area (46.9%) and Atlanta MSA (48.4%). The Retail Trade sector is the second largest category for both the Study Area and the MSA, but the percentage of Retail Trade employment in the Study Area (36.5%) is greater than in the MSA (14.0%). Public Administration, the third largest sector in the Study Area (8.4%), is larger than in the MSA (5.2%). Because the Services and Retail Trade sectors in the Study Area are so large, all other employment sectors are less than 10%, with most constituting less than five percent of the Study Area's employment.

STUDY AND MARKET AREA DEMOGRAPHIC OVERVIEW

Figures 2rr through 2ww illustrate the key demographic and economic elements of the markets being considered in this analysis. Those that deserve specific highlighting include the following.

- The current population in the Study Area is estimated to be 4,810. For the Primary Market Area the population estimate is 65,710 and for the Secondary Market Area it is 636,430.
- Population in the Study Area increased by 41% between 2000 and 2010. This growth rate was ten times greater than for DeKalb County (4%) as a whole. It was also much greater than the growth rate for the nation (10%) but less than the Atlanta MSA (24%).
- While there was substantial population growth in the Study Area between 2000 and 2014, there were three age brackets that actually lost population: the 18-to-24 age group (-36%), the 75-to-84 age group (-20%), and the over 85 age group (-12%). The largest population increase was in the 5-to-14 age group, which grew by 233%. The 55-to-64 age group had the second greatest increase, in percentage terms, at 146%.
- The population of the Study Area is expected to increase by 8% between 2014 and 2019. This projected growth rate is greater than that of DeKalb County (5%) and is greater than the MSA rate (6%).
- While the overall population of the Study Area

	2000 [Census]	2010 [Census]	2014 [Estimate]	2019 [Projected]	Change 2000- 2014	Change 2014- 2019
LCI Study Area	3,200	4,500	4,810	5,200	50%	8%
Primary Market Area	61,360	63,840	65,710	68,680	7%	5%
Secondary Market Area	600,860	607,740	636,430	672,130	6%	6%

Sources: Claritas, US Census Bureau, Market + Main, Inc.

Figure 2rr: Population

	LCI Study Area	Primary Market Area	Secondary Market Area
Daytime Population/Employees	7,430	57,865	443,575
Total Businesses	490	3,590	32,555

Source: Claritas.

Figure 2ss: Employment

Industry Sector	LCI Study Area	Atlanta MSA
Construction	1.2%	5.0%
Manufacturing	3.1%	7.9%
Transportation/Communications/Utilities	0.7%	5.8%
Wholesale Trade	1.2%	4.5%
Retail Trade	36.5%	14.0%
Finance/Insurance/Real Estate	1.6%	7.7%
Services	46.9%	48.4%
Public Administration	8.4%	5.2%

Source: Claritas.

Figure 2tt: Industries

is projected to increase over the next five years, there are four age groups projected to decrease: 0-to-4, 18-to-24, 25-to-34, and over 85. The largest increases are expected for the 5-to-14 and 15-to-17 age groups.

- There is a solid proportion of retirement age and elderly people in the Study Area, with 17% of residents aged 65 or older. This is greater than the percentages found in DeKalb County (10%), the Atlanta MSA (10%), and the nation (14%). The over-65 population in the Primary and Secondary Market Areas is lower, on a percentage basis, than in the Study Area. In the Primary Market Area it is 12%, and in the Secondary Market Area it is 10%.
- The average age in the Study Area is 41.0, which is older than any of the comparison areas. DeKalb County's average age is 36.4 and the national average is 38.5. The average age in the Primary Market Area is 37.8 and it is 36.0 in the Secondary Market Area.
- There is not a majority group for racial classification in the Study Area. Caucasians comprise 42% of the population and Asians constitute 37%. Approximately 15% of the Study Area's population is made up of African-Americans. Other racial classifications, including Hispanic, constitute the remaining six percent of residents. Within the Study Area's Asian population, 84% are Indian.
- Educational attainment is stronger in the Study Area than in the other geographies studied. Approximately 11% of the Study Area population has not graduated from high school, which is lower than the rates for DeKalb County

(12%), the MSA (13%) and the nation (14%). Residents of the Study Area with a college degree make up 40% of the population, which is essentially on par with DeKalb County (39%), the Atlanta MSA (34%), and the nation (28%).

- Approximately 33% of the Study Area's households earn less than \$25,000 annually. This is higher than the percentages for the comparison geographies: DeKalb County (26%), Atlanta MSA (23%), and United States (25%).
- Approximately 17% of the Study Area's households earn over \$100,000 on a yearly basis. This compares to 20% in DeKalb County, 22% in the Atlanta MSA, and 21% in the nation. The household income figures for the two market areas are somewhat stronger than the Study Area. In the Primary Market Area, 22% of households earn over \$100,000. For the Secondary Market Area, the figure is 20%. This is important because the market areas represent many of the potential customers for goods and services sold within the Study Area.
- The average household income in the Study Area is \$58,490, which is less than the MSA (\$72,630) and national (\$71,320) averages. Over the next five years, the average household income in the Study Area is projected to increase to \$64,570, but this will still be substantially lower than the national figure of \$75,940.
- The Study Area's average household income decreased in relation to the national figure

between 2000 and 2014. By 2014, the Study Area average had dropped to only 82% of the national average, but it is projected that it will be 85% of the national average by 2019.

- The market area average household incomes are higher than the Study Area. For the Primary Market Area, the average household income is \$71,340, which is on par with the national average. For the Secondary Market Area, the figure is \$67,910.
- The average household size of the Study Area is 1.96, which is lower than DeKalb County (2.47), the Atlanta MSA (2.67), and the nation (2.57).
- The proportion of single-person households in the Study Area (48%) is higher than the rate for DeKalb County (32%), the Atlanta MSA (26%), and the nation (27%).
- The average household size of the Primary Market Area (2.15) and the Secondary Market Area (2.26) are higher than the Study Area average. The single-person household figures for the Primary Market Area (40%) and Secondary Market Area (39%) are lower than the percentage in the Study Area.
- The Study Area's proportion of renters is 74%, which is much higher than the proportion found in DeKalb County (44%), the Atlanta MSA (34%), and the nation (35%). The two market areas have rental proportions that are lower than the Study Area but higher than the County, MSA, and nation; both market areas are around 50% renter households.

- Housing in the Study Area is somewhat moderately aged, with the median year-built of 1984. This is newer than the national median of 1976. It is essentially on par with DeKalb County (1981), but is older than the median for the MSA (1990).

LCI Study Area	Primary Market Area	Secondary Market Area
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SIZE OF MARKET

Residents	4,810	65,710	636,430
Households	2,405	29,470	269,150
Employees	7,435	57,860	443,575

Figure 2uu: Residential, Household and Employment Data

KEY CHARACTERISTICS OF MARKET

AGE			
Under 18	16.5%	21.5%	21.2%
Between 25 & 35	22.9%	15.5%	19.5%
Over 65	16.8%	12.4%	9.6%
INCOME			
Household Incomes Below \$15,000	21.2%	17.8%	16.7%
Household Incomes \$50,000 - \$74,999	16.9%	15.1%	17.2%
Household Incomes Above \$100,000	16.5%	22.2%	19.5%
Average Household Income	\$58,495	\$71,340	\$67,910
Avg HH \$ as % of National Average	82.0%	100.0%	95.2%
HOUSEHOLDS			
Average Household Size	1.96	2.15	2.26
Single-Person Households	47.8%	39.8%	39.1%
Owner-Occupied Households	25.7%	50.7%	47.6%

Figure 2vv: Key Characteristics

PROJECTED GROWTH OF MARKET

Census-Based, 2014-2019	8.1%	4.5%	5.6%
ARC, 2010-2020	11.5%	N/A	N/A

Sources: Claritas, US Census Bureau, Atlanta Regional Commission, Market + Main, Inc.

Figure 2vw: Projected Growth

Retail

NATIONAL & METRO SNAPSHOT

Even before the downturn in the national economy, retail space in the United States was overbuilt in most communities. The falling incomes of the last several years have left less disposable income for retail purchases, and Internet sales have taken customers away from brick-and-mortar stores. The result is a retail real estate market with a great deal of weakness overall. On the **national level, vacancy has stabilized at around 6.7%** after steadily increasing during the downturn. Rental rates have been slowly but steadily increasing, reaching \$14.54 the third quarter of 2013. This represents an annual increase of 0.8%.

The retail market in **metro Atlanta has a vacancy rate of 9.6%**. The average rent per square foot is \$12.88. The total space can be classified into five categories: general retail (40%); mall (10%); power center (8%); shopping center (41%); and specialty center (1%).

The Study Area is located largely in the Decatur/East Atlanta submarket, with a small portion in the Northlake/I-85 submarket. The Decatur/East Atlanta submarket stretches from Scott Boulevard on the north to I-20 on the south, Moreland Avenue on the west and I-285 on the east. The Northlake/I-85 submarket includes all of the area inside I-285 from Scott Boulevard/Lawrenceville Highway up to I-85.

The Decatur/East Atlanta retail submarket has a total of 710 buildings, reflecting approximately 7.6 million square feet of retail space. The total space

in this submarket can be classified into three categories: general retail (51%); power center (10%); and shopping center (39%). The vacancy rate in this submarket is 11.3%, which is higher than the metro Atlanta rate. The average rent per square foot is \$10.77, which is lower than the metro average.

The Northlake/I-85 retail submarket has a total of 535 buildings, reflecting approximately 7.9 million square feet of retail space. The total space in this submarket can be classified into five categories: general retail (33%); mall (27%); power center (12%); and shopping center (28%). The vacancy rate in this submarket is 5.8%, which is much lower than the metro Atlanta rate. The average rent per square foot is \$14.71, which is higher than the metro average.

STUDY AREA CHARACTERISTICS

The Study Area includes approximately 70 retail buildings, with just over one million square feet of space. The **vacancy rate is 15.6%**. Most of the retail development consists of somewhat older, suburban strip centers. The average age of these buildings is 34.4 years. The newest major shopping center is North Decatur Square, which was built 15 years ago. During 2013, the Study Area experienced negative absorption of 4,800 square feet. There was no new space delivered.

While much of the space in the Study Area is older, it is still a very active but underserved retail market. The strong demographics in the surrounding neighborhoods are attracting the attention of national retailers. This combination of older product and high demand for space has pushed much of the area into a pattern of redevelopment.

Major Shopping Centers

Patel Plaza: This center is a 125,000 square-foot retail development anchored by the Patel Brothers grocery store. The grocery store and most of the tenants cater to the large Indian community in the immediate area. However, according to the owner, approximately 60% of customers are from other parts of metro Atlanta and are drawn to the center by the unique tenant mix. This shopping center was built in the late 1970s and was originally anchored by a Kroger grocery store. About five years ago, the façade of this center was renovated with Middle Eastern-inspired architecture. In addition, a new two-story building was added to the property.

Suburban Plaza: Suburban Plaza was one of the first shopping centers in the area, featuring grocery stores, a movie theater, and a Belk department store. The center is now slated for redevelopment with a portion to be demolished to make way for a new 150,000 square-foot Walmart Supercenter. While some portions of the existing center will be retained and renovated, the footprint of the overall shopping center will change significantly. The center will include 175,000 square feet of retail space in addition to the Walmart. This space will house a variety of junior anchor stores, smaller shops, and restaurants. It is important to note that because portions of the existing center will be demolished to make way for the new Walmart, only approximately 35,000 square feet of net new retail space will be added to the center.

North Decatur Square: This shopping center includes approximately 134,000 square feet of space and is anchored by one of the top grossing

Kroger grocery stores in Georgia. In 2014, Kroger will expand this store from 63,400 square feet to over 110,000 square feet. As part of this expansion, the store will be converted to the “Kroger Marketplace” format, which includes a great deal of general merchandise in addition to the traditional food offerings. After a reshuffling to accommodate the Kroger expansion, small shop space in this center is now 100% occupied. Because some existing small shop space will be demolished to make way for the Kroger expansion, the net gain in retail space will be less than the 46,600 square feet that Kroger is building.

Many of the older retail properties in the Study Area have lost their original chain retailers. This is a common occurrence for older suburban areas and a situation that can often lead to high vacancies and maintenance decline. Fortunately, the growing multicultural community around the Study Area has provided a market for locally-owned businesses that cater to various ethnic consumers. These businesses have taken up a great deal of retail space that might otherwise remain vacant.

Retail by Type

There are basically three types of retail functionalities at work in any given market.

1. **Convenience** – grocery and drug store purchases, as well as some apparel and home items. Usually purchased close to home, based on available selection. Can also include restaurants.

2. **Regional/Chain** – more likely to be shoppers goods, such as apparel, home items, hobby-related goods, etc., and restaurants. Consumers travel to

specific stores based on the consistency of selection and types of goods. The same consistency and familiarity with product is the driving force behind dining out at chain restaurants as well.

3. **Regional/Unique** – most likely shoppers goods and restaurants. Consumers will drive long distances to go to stores and restaurants that provide goods and services unlike anywhere else. This uniqueness can be specific products, the environment/ atmosphere, or the ability to go to a place that clusters similar goods and services in a hard-to-find fashion.

Within the Study Area, most retailers would be considered to fall into the Convenience categories, mostly limited to food and drug-stores. The types of convenience retail available will broaden substantially when Walmart opens in Suburban Plaza and when Kroger converts to the Marketplace format in North Decatur Square.

The ethnic businesses at Patel Plaza could be placed into the Regional/Unique category. Most of the businesses provide convenience items, but many are fairly unique to the metro area because of their ethnic influence. In certain cases, consumers will travel from other parts of metro Atlanta to shop in these stores.

Currently, the Study Area does not have any retailers who would fall into the Regional/Chain category, and it is not likely to develop a significant amount of this product type in the foreseeable future. These tenants typically locate adjacent to major interstates and usually require a strong commercial anchor. There are some Regional/Chain businesses located right outside of the Study Area at North DeKalb Mall.

Planned Retail

In addition to the redevelopments at Suburban Plaza and North Decatur Square, there are plans for a new mixed-use development on the current site of Scott Boulevard Baptist Church, which may include a retail component. Fuqua Development’s plans for the mixed-use project multi-family units, including a small grocery store and adjacent small shops. A start date for construction is uncertain, but generally planned to begin in late Spring 2014.

Development Outside the Study Area: The Study Area is located in a heavily developed portion of metro Atlanta. It is not surprising then that there is a great deal of retail development surrounding the Study Area. These projects have the potential to impact what happens in terms of redevelopment within the Study Area.

Downtown Decatur: The City of Decatur has one of the most vibrant small downtowns in metro Atlanta. The area boasts over 45 restaurants and 40 retail shops, creating a destination for shopping and dining. This area fills the need for specialty retail in the larger area, and likely limits the ability to attract high-end retailers to the Study Area.

North DeKalb Mall: The only enclosed shopping center close to the Study Area is North DeKalb Mall. This center was built in 1965, and is currently anchored by Macy’s, AMC Theaters, Marshalls, Ross, and Burlington Coat Factory. Even with these anchors, North DeKalb is a struggling shopping center with a great deal of vacancy in the interior corridor. Exterior-facing tenants are more successful. Long-term redevelopment plans call for the center to transform into a mixed use development, including the removal of the mall’s interior

corridor. However, this redevelopment has been in the planning stages for almost a decade with little progress so far. While this mall once supplied a large amount of Regional/Chain retail for the surrounding area, its loss of national tenants over the last decade has gradually transformed it into more of a community center. Area residents typically bypass this mall for larger, more successful centers in other parts of the metro area. Over the past year, North DeKalb Mall did add a Golden Corral restaurant opened as an outparcel, and a Dollar Tree Store.

DEMAND ANALYSIS

Demand analysis was conducted in relation to two types of retail development: neighborhood serving and community serving. Neighborhood serving retail usually includes convenience goods and personal services for day-to-day needs of the immediate area. Community serving retail serves a slightly larger area, and provides a wider variety of shops, making merchandise available in a greater array of styles and prices, as well as providing convenience goods and personal services.

Assumptions In order to determine the amount of retail space that the Study Area can support, some assumptions had to be made. Demand analysis used the Study Area for the neighborhood serving retail population base; the Primary Market Area was used for the community serving retail population base, and then the proportion that the Study Area could realistically support was determined. The addition of new households computed in the residential forecasts was also utilized here. This growth was then used in calculating supportable retail space by reviewing potential retail sales

for the areas and estimating target sales per square feet based on national trends.

As with housing, future demand for retail space in the Study Area will depend greatly upon changing development patterns. Currently, there is demand for additional retail space in the Study Area. However, if the area is transformed into a dense, walkable community with a mixed-use development, future demand will be greater than if the current development patterns prevail.

Currently, there is demand for just over one million square feet of retail space in the Study Area, based on existing demographics. The bulk of retail demand in this case is driven by the Primary Market Area, not the Study Area. A breakdown of the components of this total is shown in Figure 2xx, as well as projections for five-year and ten-year demand. Convenience Goods are primarily grocery store and drug store purchases. Shoppers Goods are the balance of retail items, such as apparel, home furnishings, hobby-related goods, etc. Food and Beverage is primarily restaurants.

If the Study Area is transformed into a walkable, mixed-use community, the area would have a greater population base to support retail, and an increased ability to capture retail dollars from the Primary Market Area. Under this scenario, demand for retail space would likely reach almost 1.3 million square feet over the next five years. This would be approximately 242,000 square feet greater than the current supply. Over a ten-year period, demand would be expected to increase to almost 1.4 million square feet, which would support an additional 345,500 square feet of retail

space in the Study Area over the existing supply.

Supply and demand is not a simple mathematical equation that can be reconciled by considering only the absolute numbers. Instead, it is a study of market dynamics, including customer preferences, quality of retail space, product selection, and location. Consequently, some of the existing vacant retail space in the Study Area may not provide the necessary configuration, quality, or location required to satisfy the demand for additional retail uses. This means that there is likely an opportunity to build more retail space than would be indicated by the total demand projections shown in the table above. This also means, however, that some of the older or obsolete retail space will have to be redeveloped and removed from the market in order to keep supply and demand in some sort of equilibrium.

Recommended Development The surrounding area's strong demographics will allow for a great deal of retail development within the Study Area. Current retailers provide relatively little outside of food and sundry items, with the exception of the more diverse multi-cultural goods and services. Future retail development should focus on providing a wider range of goods and services, and serving a multi-cultural retail market. To create long-term stability, future retail development should be part of mixed-use developments whenever possible. These developments should encourage pedestrian traffic and work with neighboring projects to create a cohesive streetscape in order to strengthen sense of place and increase marketability.

	<i>Existing Retail Demand</i>			<i>Future Retail Demand</i>	
	Convenience Goods	Shoppers Goods	Food & Beverage	<i>Five-Year</i>	<i>Ten-Year</i>
Neighborhood Serving	36,000	100,000	20,000	205,000	254,500
Community Serving	207,500	690,500	131,500	1,081,000	1,135,000
Totals	243,500	790,500	151,500	1,286,000	1,389,500
<i>Additional Demand for Retail Space Over Existing</i>				242,000	345,500

Figure 2xx: Existing and Future Retail Demand

Housing

NATIONAL & METRO SNAPSHOT

There was a major decline in home sales and residential construction during the economic downturn of the past several years. In fact, many economists believe that the crash in the housing market was one of the main contributors to the onset of the Great Recession. Fortunately, the U.S. housing market appears to have finally reached bottom and has been slowly improving for the past two to three years.

According to the National Association of Realtors, “Home sales are hurt by higher mortgage interest rates, constrained inventory and continuing tight credit. There is a pent-up demand for both rental and owner-occupied housing as household formation will inevitably burst out, but the bottleneck is in limited housing supply, due to the slow recovery in new home construction. As such, rents are rising at the fastest pace in five years, while annual home prices are rising at the highest rate in eight years.”

STUDY AREA CHARACTERISTICS

Even though it is surrounded by a great deal of residential development, the **Study Area is predominantly commercial**. There are, however, several multi-family communities and a small number of single-family homes. Multi-family communities are located throughout the Study Area intermixed with commercial development. Areas of single-family homes are located in areas adjacent to Medlock Road and in the area behind Scott Boulevard Baptist Church.

BUILDING PERMITS

Building permit data is one of the best indicators of the health of a local housing market. When looking at the number of single-family permits issued for DeKalb County, it becomes clear that the area has been greatly impacted by the national housing downturn. The number of new housing starts in DeKalb County was adversely affected by the large number of foreclosures that were added to the market during the recession. Often these homes were sold for much less than replacement cost. In addition, building permits were impacted by DeKalb County’s status as a mature community with a limited amount of developable land in some portions of the County, including areas close to the Study Area. Refer to Figure 2yy.

SINGLE-FAMILY Between 2006 and 2012, the number of building permits issued for single-family homes decreased by 93%. Single-family permits rebounded in 2013, reaching 255 permits by November.

MULTI-FAMILY Because multi-family communities require a great deal of planning, building permit trends tend to lag the single-family market. Multi-family permits increased in the period from 2006 to 2008, peaking at over 3,000 units. By 2009, the number of permits had collapsed to almost no permits issued. The number of permits slowly began to increase, reaching a total of 460 permits issued in 2012. For year-to-date 2013, approximately 875 multi-family permits were issued, which represented another significant improvement.

RESIDENTIAL SALES – NEW HOMES

The number of new homes sold in DeKalb County decreased dramatically between 2005 and 2011. In 2005, approximately 3,400 new homes sold in the County. By 2011, this figure had dropped to slightly less than 600. This represents a decrease of 83% over the seven-year period. By 2011, the median sales price had decreased 17% to \$199,900, the lowest since 2005 when the figure was \$180,800.

Because there are great variations in the housing market across DeKalb County, it is important to also look at the statistics at a zip code level. The majority of the Study Area is located in the 30033 zip code, but there is also a portion in the 30030 zip code.

30033 Zip Code Most of the Study Area is in the 30033 zip code, but this zip code also extends far north of the Study Area. Sales of new homes in this zip code decreased steadily between 2005 and 2008, before rebounding in 2010 and then falling slightly in 2011. In 2005, 83 new homes sold, but by 2009 only 37 new homes sold. In 2010 the figure rose to 60 before settling back to 50 new homes sold in 2011. The median sales price rose dramatically between 2005 (\$240,000) and 2007 (\$773,600). This spike was the result of a small number of very expensive homes built within the zip code but outside of the Study Area. The median sales price then decreased in 2008 (\$300,000) before rebounding in 2010 (\$313,300) and then falling again in 2011 (\$229,900). Clearly, the median sales price has been volatile. This is largely the result of the small number of new homes sold each year, which means a few home sales can greatly move the median.

30030 Zip Code A relatively small portion of the Study Area is located in the 30030 zip code. This zip code extends out from the Study Area to the south and west and includes the City of Decatur. The number of new homes sold in this area peaked in 2006 at 199 sales. New home sales have decreased every year through 2010, reaching a low of 26 new homes sold. The median sales price for new homes in this zip code has bounced up and down, with a low of \$197,000 in 2007 and a high of \$428,000 in 2010. Because of high demand and a lack of developable land, the new home market within the City of Decatur is very tight. Even though the number of sales has generally fallen, sales prices have been moving upward.

RESIDENTIAL SALES – EXISTING HOMES

While sales figures for new homes are an important indicator of market activity and can show momentum and growth potential, they can also be greatly influenced by the availability of land. Existing home sales clearly show the strengths and weaknesses of a local housing market. Between 2005 and 2011, sales of existing homes in DeKalb County peaked at 10,590 in 2006. The least number of sales was 8,130 in 2010. Between 2008 and 2011, the number of existing homes sold remained fairly consistent between 8,000 and 9,000. The County’s median sales price peaked in 2006 at \$166,200. Between 2006 and 2011, the median sales price decreased each year, reaching a low point of \$70,900 in 2011; this represented a decrease of 57% from the peak.

30033 Zip Code Between 2005 and 2011, the largest number of existing home sales in this zip code occurred in 2005 with 585 sales. By 2009, home sales had dropped to 335. By 2011, the figure had

	2006	2007	2008	2009	2010	2011	2012	2013 YTD
Single-Family	2,865	2,120	750	265	305	270	195	255
Multi-Family	1,480	2,780	3,035	20	75	280	460	875
TOTAL	4,345	4,900	3,785	285	380	550	655	1,130

Source: US Census Bureau.

NOTE: 2013 YTD is January through November 2013.

Figure 2yy: New Residential Units by Year

improved slightly to 340. The median sales price for existing homes peaked in 2007 at \$241,800. The median sales price then decreased every year through 2011, when the figure was \$200,800.

30030 Zip Code Existing home sales in the 30030 zip code peaked in 2006 with just over 600 sales. The number of homes sold reached its lowest point in 2009, at 380, before increasing to 410 in 2010 and then 465 in 2011. The median sales price peaked in 2008 at \$272,000. Overall, the sales price was fairly steady between 2005 and 2011, never going below \$250,000 or above \$272,000. In every year studied, the median sales price for existing homes was higher in this zip code than in the 30033 zip code, largely because of the strength of the housing market in the City of Decatur.

Foreclosures The DeKalb County housing market was greatly impacted by the foreclosure crisis that took place during the recent recession. In November of 2013, approximately 1 in every 747

homes in DeKalb County was at some point in the foreclosure process. The Study Area is located in the Decatur submarket. **For this submarket, the foreclosure figure was 1 in 765.** There were 46 properties in the 30033 zip code in the foreclosure process. Within the 30030 zip code there were 51 properties in some stage of foreclosure.

MULTI-FAMILY COMMUNITIES

The Study Area is located in the Decatur apartment submarket. At the end of 2012, this submarket consisted of approximately 10,840 units. **The occupancy rate was 95.8%, and the average rental rate was \$922 per unit or \$0.927 per square foot.**

Apartment communities located in the Study Area include: Carriage Place, Jackson Square, North Decatur Gardens, Paces Park, Park Summit, and The Orleans.

Within the six major apartment communities, there are approximately **1,180 units**. The largest complex is Jackson Square, with 380 units, and the smallest is North Decatur Gardens, with 50. Occupancy ranges from a low of 92.0%, at both Carriage Place and Jackson Square, to a high of 100.0%, at North Decatur Gardens. The **overall occupancy rate for the Study Area is 94.7%**. North Decatur Gardens, built in 1963, is the oldest community. Paces Park and The Orleans were both built in 2001 and are the newest complexes in the community. Rental rates for one-bedroom units range from \$719 per month to \$1,164 per month. Rental rates for two-bedroom units range from \$860 to \$1,474. For three-bedroom units, prices range from \$960 to \$1,519.

According to leasing agents, tenants choose to lease an apartment in this area because of its convenience. They cite the proximity to major highways, employment centers (DeKalb Medical Center, Emory, CDC), convenience retail (Kroger, DeKalb Farmer's Market), and the shops and restaurants of downtown Decatur. Local college students from Emory, DeVry, and the Art Institute of Atlanta also make up a sizeable part of the market.

In addition to the apartment communities, there are also two condominium developments located in the Study Area: Tuxworth Springs and The Stratford. Tuxworth Springs is located along Scott Boulevard and was built in 1984. Its units typically sell in the low-100,000s. The Stratford is located on North Decatur Road and was constructed in 2003. Units typically sell in the low- to mid-\$100,000s.

PLANNED/POTENTIAL RESIDENTIAL

Within the Study Area, there are several sites with the potential for new multi-family development within the foreseeable future. The current site of the Scott Boulevard Baptist Church is slated for redevelopment with a mixed-use development, including both multi-family and retail. A multi-family development with approximately 350 units is planned at the site of a former car dealership at the corner of Church Street and Milscott Drive. Another large parcel located adjacent to the Wendy's restaurant along Scott Boulevard is available for development, with multi-family one of its potential uses.

Development Outside the Study Area The City of Decatur is located directly to the south of the Study Area. It has a very strong housing market, driven largely by the popularity of the city school system and the vibrant shops and restaurants in downtown Decatur. The City of Decatur's residential areas have been largely built-out for decades, but the strength of the market has led to numerous infill projects. There are also several successful condominium projects in the core of the downtown.

The housing market in those areas outside of the Study Area and outside the City of Decatur is somewhat mixed and not as strong as inside the city limits. This is largely a function of many potential residents' preference for the City of Decatur schools instead of DeKalb County schools. The strongest neighborhoods outside the Study Area are located towards the City of Decatur, Emory University, and the North Druid Hills corridor. Areas to the east of the Study Area tend to have weaker market performance. In general, the areas outside of the Study Area include a great deal of older single-fam-

ily neighborhoods with multi-family developments interspersed. **Residents typically choose to live in this area because of convenience and proximity to major employment centers.**

DEMAND ANALYSIS

Determining projections of future residential demand requires the analysis of several variables including: previous development patterns, potential population growth, competitive submarkets, likely product mix, land availability, and land cost, among others. Because most of the land in the Study Area is already developed, most opportunities for new housing will involve redevelopment of existing commercial properties. This will result in relatively high land prices, which means it is unlikely that there will be significant new single-family development within the Study Area.

Assumptions Because residential growth in the Study Area will require the redevelopment of existing commercial properties, the rate of growth could vary widely, depending on future development patterns. The projections shown here are based on the transformation of the Study Area into a walkable community with mixed-use development.

Key assumptions were made about the tenure characteristics and housing preferences. It is assumed that 75% of new housing in the Study Area will be rental, with 25% owner-occupied. This somewhat higher rental proportion is based on the new dynamics and current realities of the national and metro housing market: currently financing for condominiums cannot be easily secured, condominiums have become a difficult product to sell, and many potential homeowners are renting by choice.

Additionally, the local market dynamics support more rental, as surrounding apartment occupancy rates in the Study Area are high. It is also important to note that it is possible over the next ten years for the proportion of owner-occupied housing units to be higher, as credit markets become more active.

Assumptions on annual household growth; tenure characteristics (owner versus renter), housing preferences, and residential product trends were then reconciled to produce the final residential demand preferences.

It is projected that there will be a **demand for approximately 765 additional housing units over the next five years and 1,535 units over the next ten years.** It is assumed that a walkable development pattern with a mix of uses could support an average of three new multi-family projects, each with an average of 250 units, during each five-year period. Currently, there are proposed multi-family projects at the corner of Church Street and Milscott and on the current site of Scott Boulevard Baptist Church. The vast majority of these housing units are projected to be multi-family, with a smaller number of townhomes.

Recommended Development Because of high land values and the commercial nature of the Study Area, it is unlikely that there will be significant construction of new single-family homes. Residential development should focus on adding multi-family units as part of mixed-use communities that include retail and possibly office. New multi-family projects should be pedestrian-oriented and form a cohesive streetscape with neighboring projects to strengthen sense of place and increase marketability.

	Year Built	# of Units	Occupancy	1-BR	2-BR	3-BR
Carriage Place	1988	230	92.0%	\$749 to \$879	\$929 to \$992	N/A
Jackson Square	1999	380	92.0%	\$719 to \$805	\$885 to \$1,165	\$1,365
North Decatur Gardens	1963	50	100.0%	\$760	\$860	\$960
Paces Park	2001	250	98.8%	\$856 to \$896	\$1,099 to \$1,450	\$1,492
Park Summit	1991	150	96.0%	\$840 to \$970	\$1,010 to \$1,170	\$1,450 to \$1,519
The Orleans	2001	120	96.0%	\$849 to \$1,164	\$1,179 to \$1,474	\$1,399 to \$1,479

Source: Market + Main, Inc.

Figure 2zz: Existing Multi-Family

	Future Residential Demand					
	TENURE PROPORTION		FIVE-YEAR DEMAND		TEN-YEAR DEMAND	
	Owner HH	Renter HH	Owner HH	Renter HH	Owner HH	Renter HH
Single-Family Detached	0%	0%	0	0	0	0
Single-Family Attached	40%	0%	75	0	155	0
Multi-Family (Condo/Apt)	60%	100%	115	575	230	1,150
Total Units			190	575	385	1,150
			765		1,535	

Figure 2aaa: Future Residential Demand

Office

NATIONAL & METRO SNAPSHOT

The United States office market was greatly impacted by the economic downturn of the past several years. The massive increases in unemployment drove down the demand for office space. The **vacancy rate peaked at 13.5% in the first quarter of 2011**, and has been gradually decreasing ever since. By third quarter 2013, the vacancy rate had fallen to 11.6%. While this is an improvement, it is still higher than the pre-recession vacancy rate of 10.6% in 2006.

As of the third quarter 2013, the Atlanta office market has 15,500 buildings, comprising about 300 million square feet of space. The average rental rate is \$18.81 per square foot, and the **vacancy rate is at 15.2%**. The total space can be classified into three categories: Class A (40%), Class B (42%), and Class C (18%).

The Study Area is located within the Decatur office submarket. This submarket is much larger than the City of Decatur, stretching to I-285, Memorial Drive, and Druid Hills Road.

The Decatur office submarket has 430 buildings, comprising about 7.6 million square feet. The total space can be classified into three categories: Class A (20%), Class B (53%), and Class C (27%). The average rental rate is higher than the metro average, at \$19.38 per square foot. The **vacancy rate is 5.0%**, which is lower than the metro average.

STUDY AREA CHARACTERISTICS

Office space in the Study Area consists mostly of fairly small one- and two-story buildings, with the average building having less than 16,500 square feet. Most of these buildings are older and many appear to need varying amounts of reinvestment. **Almost all of the tenants are medical uses, and the vast majority of office buildings are located in the area surrounding DeKalb Medical Center**, along North Decatur Road or Winn Way. The growth of medical office in the Study Area appears to be part of a larger trend of medical office locating in the greater area, especially along the Lawrenceville Highway corridor.

The DeKalb Medical Center is the driving force behind most office uses in the Study Area. The hospital employs close to 4,000 people, and each year serves almost half a million patients, generating close to one billion dollars in economic activity.

Currently, the hospital has two medical office buildings on its campus, with over 100,000 square feet of space. While there are no plans for expansion in the immediate future, the hospital is actively pursuing primary care practices and could add another medical office building at some point in the future to provide space for the necessary specialists.

Existing Office Within the Study Area, there are 65 office buildings with approximately 1.1 million square feet of space. None of the office space is considered to be Class A. Class B space accounts for 65% of the total, and Class C is 35%. The average age for office buildings in the Study Area is 35.4 years. According to leasing agents and building owners, quoted rental rates range from \$10.00 to

\$24.00 per square foot. This is roughly comparable to the rental rates seen in the metro area and the submarket for similar property types.

Vacancy in the Study Area is 5.6%, which is slightly higher than the submarket but much lower than the metro vacancy rates. Vacancy rates in the Study Area vary greatly by building class. Class B properties have the higher vacancy rate at 7.7%, while the Class C vacancy is 4.4%.

Office Tenants In general terms, office uses can be divided into two broad categories: local-serving tenants and regional tenants. Local-serving tenants are those whose primary customer base are local residents. This would include office space for real estate agents, insurance agents, doctors, and dentists. Regional office tenants provide a service to other companies or individuals on a regional, national, or international basis. Examples of this type of office include corporate headquarters, call centers, and back office functions. These are the office uses that bring outside dollars into a community.

Even though there are a few regional office uses in downtown Decatur, the Study Area office market consists almost entirely of local-serving office tenants, specifically medical office with a limited number of other professional services. This is not surprising considering the great amount of supporting medical office required for a major hospital like DeKalb Medical Center.

Planned Office There is a medical office building nearing completion on Scott Boulevard. It is a two-story structure with 28,000 square feet of space. Approximately 50% of this space is still available

for lease. Quoted rental rates for this project are \$24.00 per square foot.

DEMAND ANALYSIS

The demand analysis was calculated separately for the two types of office in the Study Area: local-serving office and medical office. Medical offices are often considered to be local-serving, but in the Study Area, medical office is driven largely by the larger, regional market force of the hospital.

Assumptions As with residential and retail demand analysis, large-scale redevelopment in the Study Area and a new walkable, mixed-use development pattern could have a significant impact on demand.

Demand analysis for local serving office was conducted on the Primary Market Area and then the capture rate of the Study Area was determined. The addition of new households computed in the residential forecasts was also utilized here, with an assumption about office employment and population ratios, which is based on national averages. Further, office employment was then translated to square footage for each employee, again based on national averages. Finally, since there is a good deal of office space located inside the Primary Market Area, but outside of the Study Area, a capture rate of the Primary Market Area was determined to be 30%. Estimated demand for medical office was based the future needs of DeKalb Medical Center, and the overall growth in the medical office market nationally.

It is assumed that because of the LCI, the Study Area will be transformed into a walkable, mixed-use community with a large residential base, and DeKalb

	Future Office Demand	
	Five-Year	Ten-Year
Local-Serving Office	219,500	230,500
Medical Office	1,020,000	1,170,000
Totals	1,239,500	1,400,500
<i>Additional Demand for Retail Space Over Existing</i>	182,500	343,500

Figure 2bbb: Future Office Demand

County will prioritize efforts to transform the area around the hospital into a health and wellness district. In this case it is assumed that because of the improved environment, the Study Area would capture 60% of the local-serving office for the Primary Market Area. In addition, the Study Area would attract medical office that is more geared to the local community, instead of only medical practices affiliated with the hospital. **The result is a potential growth in the office market of approximately 182,500 square feet over the next five years and 343,500 square feet over ten years.**

This scenario still assumes that the Study Area will not develop into a regional office node for non-medical tenants. Office development for regional office tenants does not perfectly follow a pattern, as perhaps retail following residential tends to. This type of office space is actually one of the most difficult land uses to recruit. There are stringent requirements for access, amenities, location, and agglomeration that are used as guidelines. This basically means that office begets office; office is a use that most often clusters together. For these reasons, it is highly unlikely that the Study Area will develop

into a regional office market, but that it will continue to have a significant component of medical office and some local-serving professional services office uses.

Recommended Development Major Class A office nodes are very difficult to create. Class A office is the most prestigious buildings competing for premier office users with rents above average for the given area. Buildings have high quality standard finishes, state of the art systems, exceptional accessibility and a definite market presence. They typically require a unique combination of transportation infrastructure and a high-end retail amenity base. For this reason, the Study Area is unlikely to develop into a major office hub. Future office development in the area should focus largely on the renovation of existing medical office buildings, with new buildings designed to make the Study Area's office development and streetscapes more cohesive to strengthen sense of place and increase marketability. Because of its proximity to the DeKalb Medical Center, there could be opportunities to include medical office as a component of new mixed-use projects.

Industrial Market Analysis

NATIONAL & METRO SNAPSHOT

After suffering through several years of poor economic conditions, the United States industrial market is beginning to rebound. A great deal of the recovery is driven by national retailers and third-party logistics companies who need large, modern distribution space. For third quarter 2013, the **national vacancy rate was 8.3%**, which represented the lowest vacancy since 2008. Quoted rental rates had been increasing, reaching \$5.31 in the third quarter. This represents an increase of 1.1% over the second quarter figure.

As of third quarter 2013, the Atlanta industrial market had 15,980 buildings with 653.6 million square feet of space. The average rental rate was \$3.88 per square foot. **The vacancy rate was 11.6% for the metro market as a whole.** The total space can be split into two dominant sub-types: Flex (10.6%) and Warehouse (89.4%).

The Study Area is located within the Stone Mountain industrial submarket.

The Stone Mountain industrial submarket has approximately 1,040 buildings, comprising about 29.8 million square feet. The average rental rate is just under the metro average, at \$3.81 per square foot. **The vacancy rate is 11.3%**, which is basically on par with the metro average.

STUDY AREA CHARACTERISTICS

In the past, industrial uses were a major component of the Study Area. This has gradually changed over the past decade as demand for retail and residential development has driven up the value of the land. The most obvious example is the North Decatur Square retail center site, which was once home to a large Kraft Foods plant. This change is typical of many areas located inside I-285 where rents have become too high for many industrial uses.

Remaining industrial buildings in the area tend to have a retail/showroom component in addition to warehouse space. Many of the businesses are targeted to the area's multi-cultural market. Even the long-term industrial corridors in the area are shifting, with few true industrial uses left. Most of these businesses are moving to the Mountain Industrial area adjacent to Highway 78 due to that area's cheaper rents and easier access.

Existing Industrial There are just over 20 industrial buildings in the Study Area, with approximately 428,000 square feet. The average age of these buildings is 39.1 years. **The vacancy rate is 4.7%.** Over the first three quarters of 2013, approximately 35,000 square feet of space was absorbed. No new space was delivered in 2013, and no space is currently under construction.

Planned Industrial There is no planned or approved speculative industrial space within the Study Area currently.

Development Outside the Study Area There is a sizeable industrial market along East Ponce de Leon Avenue just outside the Study Area boundar-

ies. Similar to inside the Study Area, much of this industrial space is gradually being converted to retail or office uses. Unlike suburban industrial markets, businesses in this area tend to focus on small-scale manufacturing and what could be considered artisan production in some cases.

The closest major industrial market to the Study Area is the Mountain Industrial area located off of Highway 78. While many of these buildings are older, their relatively low rental rates have allowed the area to remain competitive. According to local brokers, Mountain Industrial provides the main competition for industrial space in the Study Area.

DEMAND ANALYSIS

There does not seem to be a discernable demand for traditional industrial space within the Study Area. Industrial development typically requires sites that are larger than those available in the Study Area, and the heavy traffic in the area is not conducive to industrial use. It is much more likely that any new industrial space would be located in areas closer to I-285.

However, there is potential in the Study Area for additional space geared towards "non-traditional" industrial. These uses could include combined showroom/ warehouse space for businesses focused on the multi-cultural market, workspace for artisans, and facilities for bio-medical firms with a need for more than just office space.

Catalysts

There are many initiatives and projects that can be undertaken in efforts to improve upon the assets of the DeKalb Medline LCI Study Area and continue redevelopment efforts. It is important to strategically use public resources to leverage private investments. There are some projects that, when begun, can send the message to private developers, future residents, brokers and realtors, future businesses and existing area residents and workers that something is really happening in the Study Area.

With that said, the initiatives suggested below should be viewed as the key initiatives that need to be priorities for DeKalb County in relation to the Study Area. These initiatives and projects have the ability to set the Study Area apart, define its character, help it to become a destination, and continue positive economic trends. Some are new developments that will be long-term efforts and some are leveraging existing assets to their fullest potential. Regardless of the horizon or development timeline, action must be taken today to get these projects underway. Again, there are a multitude of projects and programs that can help to move the Study Area forward, the initiatives and projects below were selected based on market conditions, stakeholder interviews, potential to spur continued redevelopment, and leveraging strategic public investments.

PURSUE MIXED-USE REDEVELOPMENT

The Study Area was built largely in a classic suburban development pattern, the hallmarks of which are deference to cars and a strict separation of uses.

Mixed-use developments which combine various components of housing, offices, and retail have become popular in the marketplace. These mixed-use developments have the potential to slow and possibly reverse the decline of aging suburban communities.

Mixed-use development is likely supportable throughout most of the Study Area, but market forces would dictate a slight variation in the mix of uses in different areas.

Church Street The most obvious candidate for large-scale redevelopment is the Church Street corridor. Currently, this area consists mostly of car dealerships, some of them no longer in business. This area has the potential to develop into a dense community with a strong neighborhood identity. Development should include apartments, condominiums, townhomes, and retail with Church Street functioning as a vibrant, pedestrian-friendly boulevard, leveraging its direct connection to downtown Decatur.

DeKalb Medical Center In the area around the DeKalb Medical Center, a mix of new medical office, multi-family residential, and retail should be supportable. A mix of uses will allow for enough density to justify the costs to demolish and redevelop some of the older medical office space. Retail uses should be a fairly small component of any development and be focused largely on serving the people who live and/or work in the immediate area. Portions of this area could have a “campus” environment and should leverage the healthcare industry’s movement towards wellness districts.

Scott Boulevard Along Scott Boulevard, mixed-

use development will likely require a somewhat more internal focus because of the roadway’s status as a major thoroughfare. However, buildings should still engage the street through the use of varied architecture, building openings, and large windows.

North Decatur Road Both North Decatur Square and Suburban Plaza are slated for redevelopment, but current plans call for only retail uses in both of these developments.

Mixed-use development is likely to happen first in the North Decatur Road corridor, followed by the Church Street corridor, and then in the area along Scott Boulevard. It is important to note, however, that mixed-use development is already economically viable throughout the Study Area, so the development of a large parcel could take place anywhere in the Study Area.

EMBRACE MULTI-CULTURAL MARKET

The Study Area includes a large multi-cultural population. Of the Study Area’s resident population, Asians constitute 37%, and within the Asian population, 84% are Indian. Many of these residents were initially drawn to the area by the Islamic worship center located on DeKalb Industrial Way. As the multi-cultural population has grown, businesses providing goods and services to this community have followed. This has, in turn, made the area even more attractive to for the greater multi-cultural community of metro Atlanta.

The ethnic diversity within the Study Area should be viewed as an opportunity for economic development. Efforts should be made to build on the area’s

successful international retail to create a unique draw for consumers from both within and outside the local area. A vibrant mixture of various ethnic businesses could provide the unique shopping and dining experience that today's consumer is often looking to find. People will travel long distances to dine on high-quality international cuisine and to shop for unique, high-end products from around the world.

Patel Plaza has been very successful in serving this market. While some of the former industrial buildings on DeKalb Industrial Way have also shifted to multi-cultural retail/showroom uses, current development patterns leave Patel Plaza somewhat isolated. However, with proper planning and investment, the larger Church Street area in the vicinity of Patel Plaza could be transformed into a vibrant, walkable neighborhood with a focus on multi-cultural products and cuisine. This area would then likely become a draw for regional customers from easily 30 minutes away or more (larger than existing market areas) and would attract both the multi-cultural and non-ethnic markets.

REDEVELOP/UPGRADE EXISTING RETAIL

While the Study Area contains a great deal of retail space, much of it is older and functionally obsolete. As the nearby areas have grown in both density and wealth, much of the Study Area's retail is no longer a good match for its market. Retailers have begun to recognize this area as an underserved market, and new retail development is currently in the planning stages. In order for this new development to provide the best long-term outcomes, there should be a two-prong approach: the redevelopment of current retail sites and the inclusion as a component

of mixed-use developments.

Redevelopment of older shopping centers As new retail comes to the Study Area, the least favorable outcome would be for it to locate on vacant land, leaving the older shopping centers to continue in their decline. For the overall health of the area, the large-scale retail development should be encouraged to re-use existing retail centers and sites. This is already underway with the planned redevelopment of Suburban Plaza. Parcels that currently contain fast food establishments and small, anchorless shopping centers could be combined to provide sites for larger developments. While both Patel Plaza and North Decatur Square are currently healthy centers, over time both of these properties could gradually be transformed into denser developments, possibly with a more urban configuration.

Retail as a component of mixed-use As can be seen in downtown Decatur, the combination of retail and residential components can create a vibrant district that greatly strengthens the market for both uses. Unfortunately, the Study Area currently has a fairly strong separation of uses, and it is often difficult to change these ingrained development patterns one project at a time. Therefore, in the early stages of redevelopment, it will be important to encourage and incentivize multi-family residential development to also include retail uses whenever feasible to ensure long-term marketability.

IMPROVE AESTHETICS

In commercial real estate, perception often becomes reality. In essence, this means that if an area looks rundown or in decline, it will typically only attract uses that serve to further this pattern of decline in

market relevance. Thus, improving the overall aesthetics of the Study Area should be one of the community's top priorities.

Streetscape Improvements While there are many aspects of aesthetics that are difficult for local government to influence, the appearance of the streetscape is largely under government's control. Streets, sidewalks, and lighting provide the first impression of an area and often send a message about whether that area is improving or in decline. Streetscape designs should include unique elements that go beyond the typical streetscape and provide a memorable impression of the area.

Cohesive Development Pattern Currently, the Study Area suffers from a somewhat haphazard development pattern. Fortunately, there is a great deal of redevelopment planned for the Study Area, which provides a rare opportunity to fix some of the development mistakes from the past. Efforts should focus on creating a more walkable district with a distinct "sense of place" that separates it from the surrounding suburban sprawl to make it more competitive within its market area. The success of downtown Decatur and its surrounding neighborhoods demonstrates a development pattern that is highly-valued by the market and that could serve as inspiration for a new vision of the Study Area. Accordingly, new buildings in the Study Area should be located close to the sidewalk, with parking located in decks or in unobtrusive surface lots. Wherever possible, buildings should create a continuous street front with active uses that encourage pedestrian activity to strengthen sense of place and increase marketability.

General Clean-Up The quickest way to improve

aesthetics in an area is to focus on general cleanup and code enforcement. Local government should make sure that right-of-way is clean and that landscaping is well-maintained. Building codes should be enforced to provide a baseline of building quality that keeps the area from descending into a blighted condition.

INTEGRATE URBAN LIGHT INDUSTRIAL

Industrial uses were once common in the Study Area, but rising rents and land values have forced many of these traditional industrial firms out of the area. While it is unlikely that the Study Area will see growth in large-scale distribution or heavy manufacturing, there appears to be a demand for small-scale industrial space in nearby markets. Uses could include space for artisans, small manufacturers, and possibly bio-tech firms. In addition, industrial buildings could provide showroom/warehouse space for companies who cater to the multi-cultural market. A continuation and growth of industrial uses within the Study Area would likely require a direct policy decision to encourage and protect these uses, and the tax base they represent. Otherwise, as the Study Area's market dynamics respond and evolve, market forces will tend to push these businesses to areas with cheaper rents and lower land values.

MEDLINE LCI PLAN

LCI Study



Plan Development

3.0 Plan Development

3.1 Public Process

Public involvement is a key component of the LCI program and is critical for truly understanding the vision, goals, and needs in the Medline area. As such, all LCI studies must involve the public in a meaningful way and at key study milestones. Establishing many ways for people to engage in the planning process helps to ensure that local knowledge is accessed and used in developing master plan recommendations. It also maximizes the opportunities for the public to become involved in the overall process. The Medline LCI public participation process engaged stakeholders at three levels throughout the planning process: The Project Management Team, the Core Team, and the General Public.

A Project Management Team consisting of consultants, DeKalb County Government staff from the Department of Planning and Sustainability, the Office of Neighborhood Empowerment, and the Atlanta Regional Commission was convened. The purpose of the team was to develop initial goals and visions, discuss the progress of the plan, to brainstorm solutions and strategies to address challenges and needs, and to plan community engagement opportunities at a very high level. This team met on a bi-monthly basis either in person or by conference call.

The Core Team consisted of stakeholders within the Medline LCI study area with knowledge and expertise that could lend to the study process. Core Team members included community residents and neighborhood associations, Emory University, the DeKalb Medical Center, and local businesses among others. This group was instrumental in guiding the course

of the study through the identification of issues and opportunities, development of plan goals and objectives, and review of the feasibility and effectiveness of recommendations. Three sessions were held with the Core Team at key milestones throughout the process.

The general public which includes the study area community, at large, was engaged at three opportunities: a kick-off meeting, a design charrette, and an open house celebration event. All outreach opportunities were designed to inform, invite and communicate with stakeholders about the LCI study.

The public involvement process included a variety of outreach tools including key stakeholder interviews; an online project website; meetings, workshops, and open house events; and an online community survey. This focus on multiple means of collection and distribution of information, along with careful timing of activities to tie them directly to the anticipated completion of technical tasks and key milestones of the project allowed for public input to be incorporated into the technical process in a meaningful way

Stakeholder Interviews

During the months of February, March and April the consultant team conducted stakeholder interviews with members of the Core Team. Key stakeholder interviews helped to promote a clear understanding of the goals, objectives, existing market opportunities, and social economic context in the study area. They also provided insight into the overall vision for the study area. Interviews were consistent in format utilizing a prepared questionnaire that included a range of discussion points. The majority of inter-

views were conducted in person over a two-day period in order to gain concise and timely feedback. Additional interviews were held for stakeholders who were unavailable during the two-day interview period.

The DeKalb County Project Manager began each interview with an introduction to the study followed by background information prior to beginning the interview. From the interviews, stakeholders provided insight into their overall vision for the study area. Main transportation and land use needs and concerns were also discussed. Suggestions for how best to involve and inform the public concluded the interviews. A total of 21 stakeholder interviews were conducted. A full summary of key stakeholder interviews can be found in the Appendix.

Core Team Meetings

The Core Team met at three points during the planning process. The following are brief summaries of these meetings. A full summary of each meeting can be found in the Appendix.

1. Core Team Meeting #1 was held on March 6, 2014: The purpose of the first Core Team Meeting was to introduce the project and Core Team Members, recap the stakeholder interviews and public kick off meeting, learn preliminary community survey results, and review plans for the upcoming community design charrette. At the conclusion of the meeting, Core Team members were invited to stay to hear a special presentation about how health and wellness play into the Medline project.
2. Core Team Meeting #2 was held on April 10,

2014: The purpose of the second Core Team Meeting was to present the results of community design charrette and to receive feedback on the draft Master Plan and preliminary recommendations.

3. Core Team Meeting #3 was held on May 29, 2014: The purpose of the third and final Core Team Meeting was to review the finalized Master Plan concept and discuss recommendations and implementation strategies. The final meeting also served as a chance to review plans for the Tactical Urbanism/Celebration Event.

Public Workshops & Open House Events

The general public was engaged at three points throughout the planning process. A summary of each outreach event is included below and a full summary of each can be found in the Appendix.

1. The **Kick-Off Meeting** was conducted on February 27, 2014 (refer to Figures 3a and 3b): The purpose of this meeting was to introduce the project to the public and to educate them on the LCI study process. At this meeting, the public was engaged in an interactive workshop to gather feedback based on four topics, what they wanted to:
 - Preserve
 - Change
 - Create
 - Connect



Figure 3a: Kick Off Meeting



Figure 3b: Kick-Off Meeting - Visioning Session



Figure 3c: Charrette

2. A **Design Charrette** was held on March 29, 2014 (Refer to Figures 3c - 3f): The design charrette, which was held at Masala Indian restaurant located in Patel Plaza, was an opportunity for stakeholders to provide their vision for the Medline LCI study in a workshop setting. The charrette began with a welcome and overview of the LCI study and objectives of the day. After, attendees were invited outside to observe different types of greenspace and the space required for each. This tactical demonstration exercise provided attendees with a better understanding of different greenspace types and size requirements. Refer to Figure... A virtual tour that discussed the study area by

geography followed. After lunch, charrette attendees were asked to join a table based on geography. Each table simultaneously brainstormed ideas and solutions as related to three topics:

- Greenspace,
- Transportation
- Land use

Wellness was an over-arching goal for all topics. Goals included:

- Increase Activity and Nutrition
- Lower Tobacco Usage
- Lower Air and Water Pollution
- Increase Access to Healthcare
- Increase Access to multi-use trails, parks and transit

- Access to Healthy Foods
- Renewable Energy Sources
- Diversity
- Incorporate Greenspace/Access to Nature:
10 acres/1,000 people
1 Park within 10 minute walk

Each table was allowed time to present their draft solutions to the other attendees at the conclusion of the time allotted for each of the three discussions. The three tables were defined by the following areas and outcomes are further described on the following page:

- Medical District
- Retrofit/Cultural District
- Neighborhood District



Figure 3d: Charrette - Medical District Map



Figure 3e: Charrette - Retrofit/Cultural District Map



Figure 3f: Charrette - Neighborhood District Map

Medical District

- Stream Buffer as Trail
- Extend Trail to Jordan Lane along East spur.
- Prioritize DeKalb Industrial – Pedestrian
- Midblock crossings and refuge islands
- Prioritize Sycamore Dr. – Bicycles
- High Density Residential next to stream
- High Density Office and Retail near Hospital
- Pedestrian link to Atlantic Reality Property

Retrofit/Cultural District

- Shared Structured Parking
- Buildings to front streets
- “T” Church at Scott Blvd.
- Cottage Homes as Buffer
- Extend Milscott St.
- Internal Pedestrian Connections
- Trail along Stream and Jordan Lane with Bioswale
- Large Greenspace
- Regional Stormwater Retention as a Gateway
- Grade Separated Trail Crossing at Streams

Neighborhood District

- 6-way Intersection:
 - ST: Refuge Islands, extend corners
 - Corners as Gateways
 - LT: Pedestrian Plaza on portion of Medlock with new roadways
- Trail behind Selig property connect to streams, hospital, and pedestrian plaza
- “T” Sycamore into Church St.
- Town square in Fuqua property with new road connections to Milscott, Scott, and Church.
- Green all streets
- Pedestrian access away from major intersections



Figure 3g: Tactical Demonstration - Size of Community Garden Plot

Charrette: Tactical Demonstration

Charrette participants were given the goal to include 10 acres of greenspace per 1,000 residents. To guide participants on the inclusion of this greenspace goal, at appropriate scales for their purpose, during the workshop, a demonstration was created to provide an understanding of the variety of greenspaces and their scales (refer to Figures 3g-i). Greenspace types included (refer to Figure 3j):

- Soccer Field: 300'x180'; 54,000sf
- Amphitheater: 1500 seats; 41,250sf
- Decatur Square: 200'x85'; 17,000sf
- Pocket Park: 50'x100'; 5,000sf
- Community Gardens: 20 plots; 4,000sf
- Parklette: 20'x10'; 200sf
- Linear Park: 20' wide



Figure 3h: Tactical Demonstration - Size of Parklette



Figure 3i: Tactical Demonstration



Figure 3j: Tactical Demonstration - Map of Park Sizes Laid Out in the Parking Lot Allowed Participants to Determine Approximate Sizes of a Variety of Greenspaces

3. The **Open House Celebration** was held on June 5, 2014: The final community event was held at the International Community School and unlike typical meetings, took participants out into the study area to highlight plan recommendations and concepts. The meeting began with a formal presentation by the consultant team to discuss the process and project recommendations. The community was then invited to join in a celebration of the plan and process which included: Displays of the Master Plan design and process overview; a temporary installation highlighting a pedestrian boulevard, with chairs, tables, plants and food trucks to show how projects, if implemented, may work in real life; and, finally, the public was invited to participate in a bike tour that showed recommended bike trail connections throughout the study area.



Figure 3k: Master Plan Design and Process Display



Figure 3m: Formal Presentation of Master Plan Concepts to Community



Figure 3n (All Photos on This Page): Tactical Demonstration of Pedestrian Plaza and Bike Tour

Online Community Survey

Surveys are an important method of information gathering generating data that is essential for developing an understanding of the community and its needs. As such, a community survey was designed to gather input regarding the vision for this study. The survey was made available online from February 14 through March 31, 2014. Hard copies of the survey were also distributed and collected at the public kick-off meeting held on February 29, 2014. Core Team members also distributed physical copies of the survey to neighbors and other stakeholders. The following methods were used to share the link for the online survey:

- By email via the Consultant Team to the study area stakeholder database
- Through the DeKalb County Office of Neighborhood Empowerment email blasts
- By the Atlanta Regional Commission to the Community Engagement Network e-newsletter and the Transportation Spotlight e-newsletter distribution lists
- By the Medline LCI Core Team
- Via the project website

Hard copies of the survey were also distributed and collected at the public kick off meeting held on February 27, 2014 and by Core Team members.

A total of 288 surveys were completed (283 online and 5 hardcopy). Results of this survey were used to supplement statistical and market data and to represent the public's voice regarding the future development of the study area. A full summary of the online community survey can be found in the Appendix.

The majority of survey respondents use the study

area for shopping and running errands and are residents. A large percentage attends medical visits and appointments in the Medline area. About a quarter of respondents work in the study area. Smaller percentages visit for arts and entertainment, own businesses, represent nonprofit organizations or attend school in the study area.

Seventeen percent provided "other" responses to describe their connection to the study area. These responses include:

- Live nearby/close to the study area
- Travel through the study area often
- To attend church/worship services

The second question on the survey asked respondents to offer three words to describe the study area (refer to Figure 3k). The larger words represent the most popular words in response to this question. According to responses, many feel that the area is congested but is convenient and has potential. Other words describe the area as unwalkable, busy and unattractive.

The third question described the study area as a significant contributor to the region and a major source of retail, employment, civic, and recreational opportunities. Survey respondents were asked what the primary purpose of the study area should be and were given the following options:

- Provide jobs and employment
- Provide connectivity and access to destinations
- Provide opportunities for outdoor recreation
- Provide shopping/retail opportunities
- Provide access to cultural goods, activities and services

- Provide access to health and wellness resources
- Provide housing options
- Other (please specify)

Nearly a quarter of survey respondents believe the primary purpose of the study area should be to provide shopping/retail opportunities followed by providing connectivity and access to destinations (17.6%). Just over 16% of respondents believe the primary purpose of the study area should be to provide access to health and wellness resources. The most popular response for "Other" was "All of the above."

The next question asked what single improvement is most important from a local perspective. The most popular responses include:

- Improve traffic/reduce congestion
- Improve walkability
- Improve bikeability

Health & Wellness

Since the area is home to many health and wellness resources, it is important to understand how the area is used to access those services. When asked of their main healthcare needs, most respondents replied "primary care" and "annual checkups".

According to the survey results, most respondents visit doctor's offices and clinics outside of the study area, though a large portion also use resources within the Medline area, including the DeKalb Medical Center.

Over 97% of survey respondents use their vehicle to access medical facilities.

Next, the survey asked what types of parks/green spaces and/or recreational facilities are most needed in the study area. Respondents were allowed to choose up to six options. The top six responses (in order of popularity) are:

- Trails/greenways
- Multi-purpose open space
- Public plazas/gathering spaces
- Biking trails
- Pocket parks
- Hiking trails

The majority of people (70.3%) expressed a willingness to pay an additional tax to acquire land and build the facilities/amenities. Likewise, most respondents (67.8%) would be willing to pay user fees to help maintain these facilities.

Arts & Culture

The next few questions were about culture, arts and entertainment. When asked what cultural/arts and entertainment programs or resources respondents and their family engage in, the most popular responses were:

- Festivals/fairs/concerts
- Movies
- Food/wine related

These choices closely correlate to responses for the next question, which asked which activities are needed in the study area. Responses were:

- Festivals/fairs/concerts
- Food/wine related
- Music

Resources for Adults Age 65+

Though the majority of those who participated in the online survey were not over the age of 65, most (57.6%) believed there is a need for more support services for this age group.

While there were many responses given regarding the specific services and support needed, the most popular one was transportation services for seniors and a recreational or community center with organized activities and sports for seniors in the study area. Currently, most seniors go outside of the study area to Emory, Decatur or Mason Mill Park to meet their specific needs.

Preserve, Change, Create, Connect

The final set of questions asked people to list three things they would like to preserve, change, create and connect within the study area. Word clouds in Figures 3n - 3q exhibit the responses to each question.

The top three things that respondents would like to preserve include the existing medical resources, residential areas and greenspace.

The top three things that respondents would like to change include the traffic, the existing abandoned properties, and the condition of sidewalks.

The top three things that respondents would like to create include greenspace, community gathering spaces, and shopping opportunities.

The top three things that respondents would like to connect include sidewalks (make them continuous), walking/pedestrian accessibility to destinations, bike accessibility via paths.

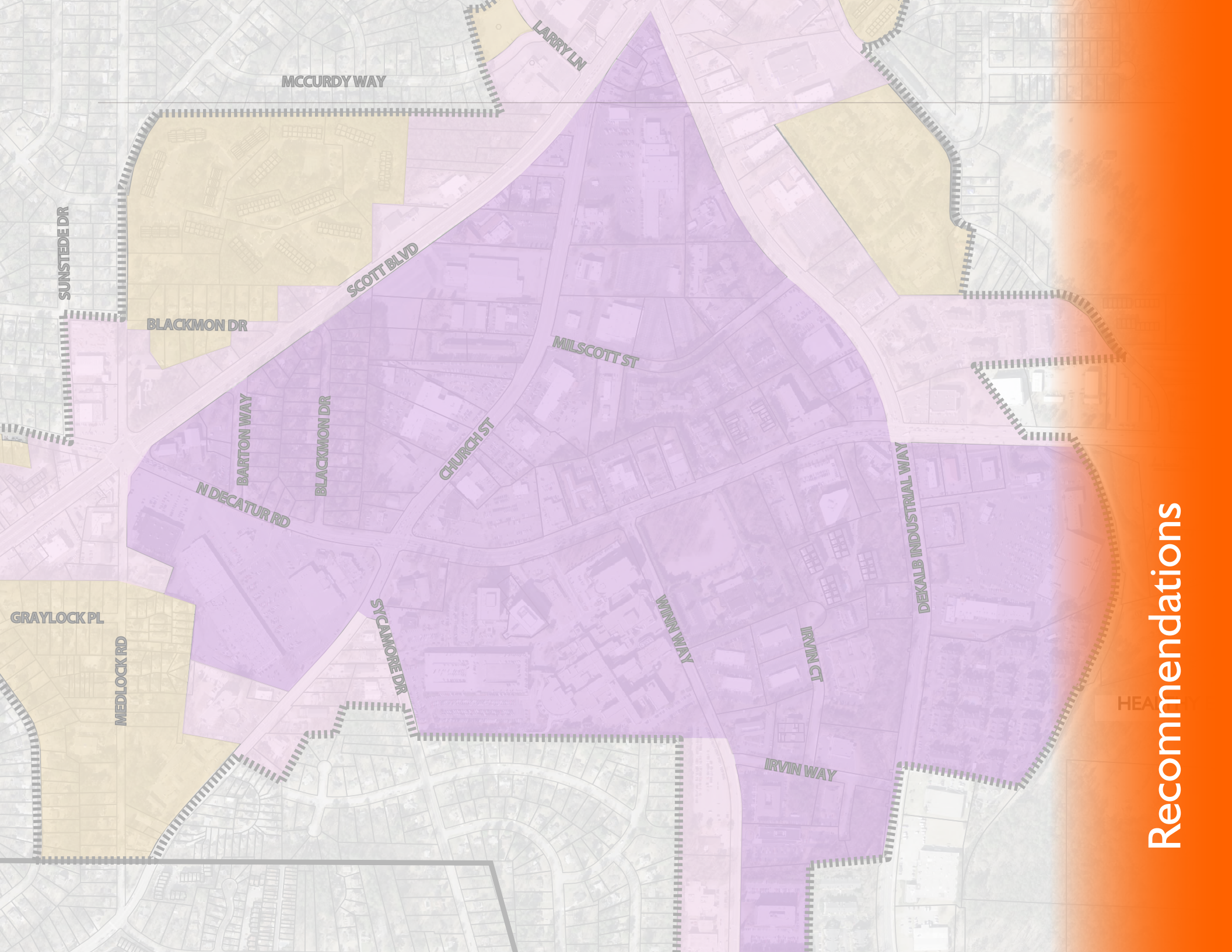
The final question on the online survey asked for input regarding the one thing the Medline LCI study area is missing given all of the available resources. The most popular response was restaurants followed by sidewalks and parks/greenspace.

Project Website

A project website was established as the hub of information for the LCI study. The site provided basic information about the purpose of the study, a description of the study area, a “Frequently Asked Questions” document, summaries of Core Team meetings, and information on how the public could remain involved. Contact information for the DeKalb County Project Manager and Consultant Team members was also available on the website: <http://sites.google.com/site/MedlineLCIstudy/>

MEDLINE LCI PLAN

LCI Study



Recommendations

4.0 Recommendations

4.1 Master Plan Overview

The **Visionary Plan**, a 25 year initiative, as pictured in Figure 4a and as described in this section, depicts the future concept and vision for a Medline Wellness District.

This plan is the product of an intensive community participation process, where a unified vision was created:

Medline Wellness District: An economically thriving, walkable, and vibrant community that builds from the existing health and wellness markets and cultural amenities to engage an active and healthy population.

This section provides recommendations and guidance on how to encourage and expedite redevelopment in line with this vision.

Key to the development of these recommendations is an understanding of the market demands, as outlined in Section 2.6, to guide the development of appropriate land uses in the study area. In particular building from the growing medical market, multi-family housing demand, and proximity to job and entertainment centers including the DeKalb Medical Center, DeKalb Farmers’ Market, Emory, Center for Disease Control (CDC), downtown Decatur, and the Veterans Affairs (VA) Hospital.

Public initiatives are prioritized, such as streetscape improvements, greenspace and zoning recommendations, to draw developers to the area and accelerate redevelopment.

Following is a list of the major goals and initiatives to accomplish this vision.

GOAL 1: HEALTHY ECONOMY:

Expanding the area’s economic driver - the DeKalb Medical Center and the growing medical office market to achieve economic vitality in the study area. Refer to Section 4.3 for more information.

Initiatives:

- I. Incorporate economic incentives into the recommended Medline Wellness Overlay District guidelines. Economic incentives should focus on expanding the area’s thriving medical economy.
 - Designate a Medical Mile near the Medical Center to incentivize and encourage the full spectrum of medical uses to locate in this designated area, providing the full spectrum of healthy living and wellness facilities.
 - Encourage and incentivize bio-medical and medical educational facilities in the study area.
 - Incentivize Ethnic/Cultural uses in the study area, building from the thriving cultural economy.
 - Build from the success of the existing food providers to bring healthy restaurant options and local foods to the area.

2. Develop a Health Plan for the Medline Wellness Overlay District to guide policy in the study area
3. Work closely with DeKalb Medical Center and the Board of Health to utilize existing tools and funding sources to develop the Health Plan and implement plan recommendations, such as:
 - Community Health Needs Assessments (CHNA)
 - Community Health Improvement Plan
 - Health Impact Assessments (HIA)
 - Health-based grant funding
4. Create a marketing/branding campaign to promote and recruit businesses to the Medline Wellness District.
5. Study the feasibility of a Tax Allocation District in the area.
6. Study the feasibility of a Community Improvement District to fund recommended streetscape and trail improvements.
7. Provide incentives within the Medline Wellness Overlay to provide affordable workforce housing options.



Figure 4a: Visionary Master Plan

GOAL 2: HEALTHY LAND USE

This master plan aims to create a vibrant mixed use community, which integrates the existing office and retail uses with housing demands and provides amenities for an active population. It includes: greenspace, spiritual centers, access to the arts and culture, trails, community facilities, and educational opportunities. Refer to Section 4.4 for more information.

Initiatives:

1. Develop the Medline Wellness Overlay District: This will be an overlay zoning for the area that encourages high density mixed use in the core of the study area, while providing transitional buffers between this high density and the surrounding single-family neighborhoods.
2. Update the study area's Character Area map to guide future development and policy.
3. Utilize the Medline Wellness Overlay District to establish greenspace requirements for new development, to provide much needed greenspace within the study area.
4. Identify a large greenspace opportunity in the study area for use as a community amphitheater and recreational facility.
5. Work with local land owners to identify shared greenspace opportunities. Such a partnership would allow for private open greenspace to be rented for a maintenance fee by the community for events, festivals, concerts, etc.
6. Adopt this LCI report as an amendment to the Comprehensive Plan.
7. Develop a Public Art and Culture Master Plan to incorporate interactive public art into public spaces, provide community art facilities, and encourage cultural events and festivals, encouraging healthy and creative interaction with the environment.
8. Preserve and encourage growth of religious and spiritual centers in the study area.
9. Create an Intergenerational Community Center in partnership with the Board of Health and the DeKalb Medical Center to provide community recreation, arts, and wellness education for residents of all ages and backgrounds in the study area.

GOAL 3: HEALTHY TRANSPORTATION

Address study area traffic congestion and safety issues for pedestrians, bicyclists, and automobiles by creating a walkable and well connected community that provides a dispersed transportation grid and allows safe and easy access to area amenities. Provide for alternative options to the automobile, including bicycle facilities, pedestrian improvements, improved bus facilities, and light rail transit opportunities.

Initiatives:

1. Incorporate transportation recommendations into the Medline Wellness Overlay, promoting improved connectivity and alternative transportation options to guide future development.
2. Improve crosswalks throughout the study area, beginning with projects that the County is currently working to implement, including crosswalks at the Scott Boulevard, North Decatur, and Medlock Drive intersection and the DeKalb Industrial at Milscott intersection.
3. Provide bicycle lanes on existing roads, including Church Street, Sycamore Dr, Winn Way, and Milscott Street.
4. Infill sidewalks throughout the study area, focusing on roads which experience high volumes of traffic and of which pedestrian safety is a priority. Including DeKalb Industrial Way, North Decatur Road, Scott Boulevard, and Milscott Street.

5. Develop a Wellness Multi-Use Trail behind Suburban Plaza and the DeKalb Medical Center for alternative connectivity and to encourage exercise.
6. Develop the PATH Foundation proposed Farmer’s Market Multi-Use Trail along Jordan Lane, providing alternative access for bicyclists and pedestrians to Your DeKalb Farmers’ Market.
7. Develop the DeKalb Industrial Way Greenway, a multi-use trail adjacent to the stream along DeKalb Industrial Way.
8. Signalized intersections which would benefit the development and the greater community should be pursued. Start with the Blackmon Drive extension and the signalized intersection at the new Blackmon Drive extension and North Decatur Road.
9. Improve bus shelters throughout the study area. Begin with locations where bus shelters could be shared between MARTA bus service and Emory’s Cliff Shuttle. These pilot projects should align with the art and health proposals within the plan to encourage healthy interaction and exercise.
10. Improve pedestrian, bicycle, and automobile safety at the Scott Boulevard, Medlock Road, North Decatur Road six-way intersection through improved crosswalk visibility. Further study the option of converting a portion of Medlock Road into a Pedestrian Plaza, accessible only to bicyclist and pedestrians, to improve

safety for all modes at the intersection.

11. Incorporate Pedestrian Refuge Islands at major intersections throughout the study area.
12. Implement a Road Diet on DeKalb Industrial Way South of North Decatur Road to provide bicycle access and improved sidewalks.
13. Reconfigure the intersection of Sycamore Drive at Church Street to align with drive into Suburban Plaza, allowing for a signalized intersection and safe pedestrian crossings.
14. The County is encourage to continue to work with MARTA to implement the Clifton Corridor Light Rail Transit system.

GOAL 4: HEALTHY ENVIRONMENT:

Improve the air and water quality of the study area, creating places that encourage healthy and active lifestyles and promote overall improved public health.

Initiatives:

1. Develop a Complete Streams policy within the Medline Wellness Overlay District that incentivize the required water quality improvements throughout the study area, focusing on the DeKalb Industrial Way Stream.
2. Develop a Regional Water Retention Plan within the Medline Wellness Overlay District. Work with new development to build this regional facility.
3. Monitor Air Quality issues within the study area to prioritize recommended projects with the greatest impact and to identify potential air quality related funding sources.

4.2 Phasing

The Visionary Plan is a 25 year concept for the growth of the study area. In order to accomplish this plan, smaller incremental steps will need to be made. Phasing, in 5 year increments, provides a realistic approach to accomplishing the study area goals and vision.

The 5 year plan provides the priority projects for the County, citizens, and the development community to pursue immediately. Subsequent Plans showcase development concepts that will take more coordination and funding than immediate actions.

The first **five years** provides priority items to begin to address major area concerns, particularly the lack of sidewalk infrastructure on major corridors, and healthy redevelopment of projects already underway. Multi-use paths should begin incremental development.

The **ten year** plan builds on the proposed 5 year redevelopment areas and infills. The extension of Milscott Street and the development of a medical college/technical school campus across from the Medical Center are priority projects in the 10 year plan. At this time the DeKalb Industrial Way Healthy stream quality and access should be addressed.

The **fifteen year** plan continues infill development and healthy street connectivity. The extension of North Decatur Lane to Milscott St. could be developed at this time to provide better access to Milscott. Sycamore Street could be realigned with Church Street at this time to create a safer intersection and the street extended through the

hospital campus. Stream improvements and trails should continue. The land adjacent to the stream may be ready for redevelopment. Multi-family residential development with access to the stream may have potential.

The **twenty year** plan continues infill and street connectivity throughout the study area.

At the **twenty-five year** plan, street connectivity, new signalized intersections, multi-modal transportation options (bike paths, sidewalks, and transit) may allow for the closure of automobile traffic to a portion of Medlock Street. This is one alternative to improve the pedestrian and bicycle accessibility and improve traffic congestion. Infill and redevelopment will also continue during this phase.

Projects as described in this phasing are further described in the following sections, 4.4-4.8.

Every five years the master plan should be updated to bench mark progress and adapt to the changing market place and knowledge of healthy living.

LEGEND

- - - - - Multi-Use Path
- New Roadway
- Pedestrian/Bicycle Improvements
- Pedestrian Crossing Improvements
- Signalized Crossing

5 Year Plan: 2019

In the next five years, refer to Figure 4b, the following are priority projects for implementation within the study area:

1. Complete the Suburban Plaza Redevelopment. Incorporate sidewalk and bicycle improvements on adjacent streets and develop the Multi-Use Wellness Path.
2. Complete the redevelopment of the North Decatur Presbyterian Church site including the new Blackmon Drive extension and the signalized crossings at North Decatur Road and Scott Boulevard.
3. Development multi-family housing at the former Atlanta Classic Car Dealership. Work to incorporate sidewalk and bicycle improvements.
4. Develop Street Connectivity through DeKalb Medical Center
5. Work with DeKalb Medical Center to develop the Multi-Use Wellness Path
6. Work with PATH Foundation and the DeKalb Farmers' Market to develop the Farmers' Market Trail.
7. Implement Crosswalks and Pedestrian Improvements at Medlock/Scott Blvd/North Decatur Intersection
8. Implement the Crosswalk at DeKalb Industrial Way/Milscott St.
9. Implement Pedestrian and Bicycle Improvements along Church Street, to connect to City of Decatur's Church Street improvements.
10. Sidewalk Infill along Scott Blvd, DeKalb Industrial Way, North Decatur, and Milscott
11. Bike Lanes on Sycamore Dr, Winn Way, Milscott St.

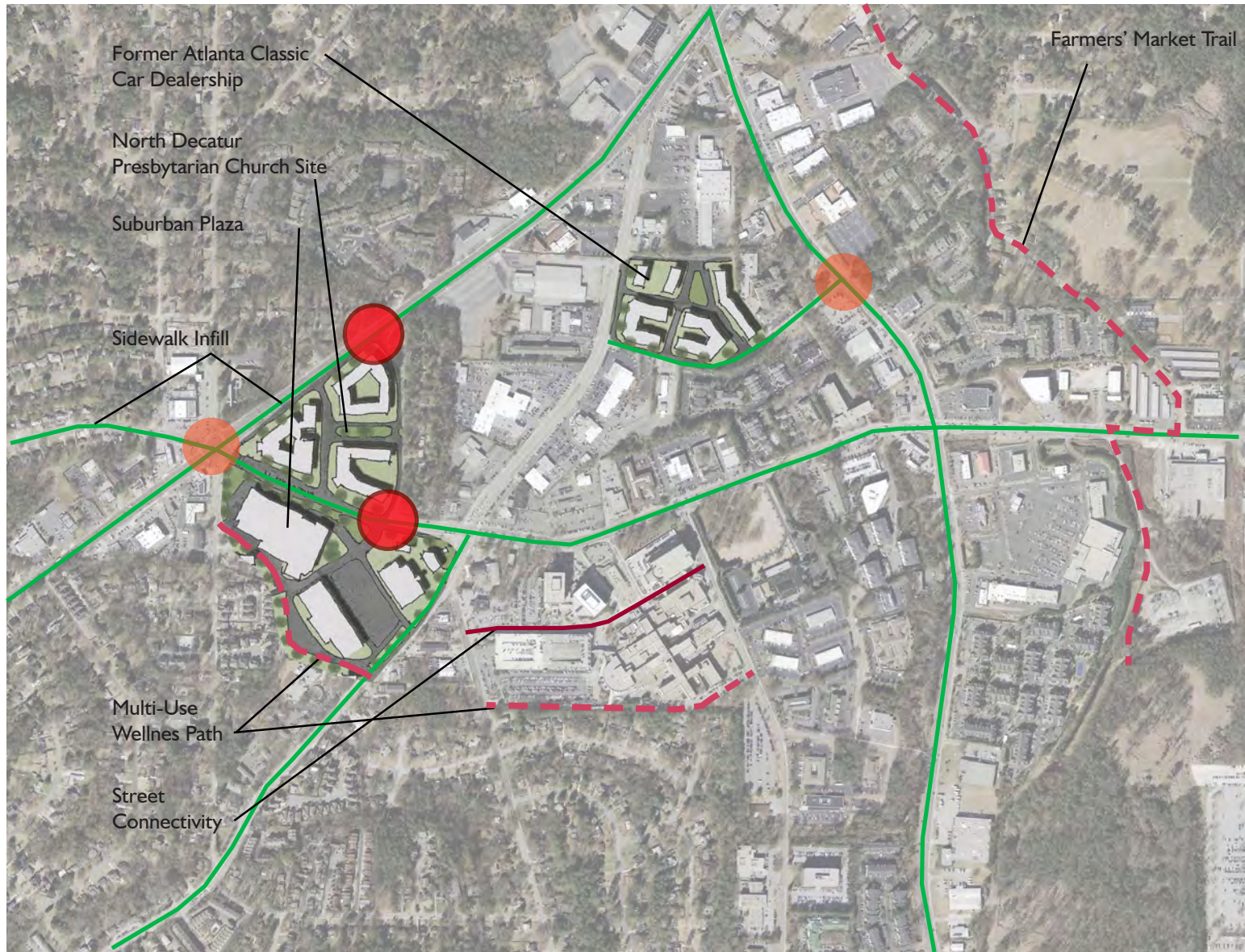


Figure 4b: 5 Year Plan: 2019

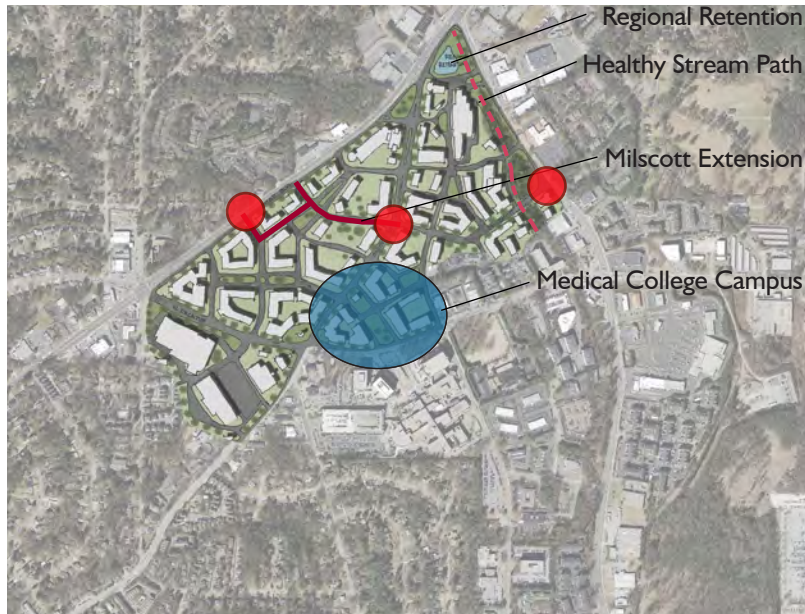


Figure 4c: 10 Year Plan: 2024



Figure 4d: 15 Year Plan: 2029

10 Year Plan: 2024

Refer to Figure 4c.

1. Implement the Milscott Street Extension to Scott Boulevard.
2. Complete Milscott Street Pedestrian and Bicycle Improvements
3. Install signalized intersections at Milscott St. and Church St.; and Milscott St. and DeKalb Industrial Way
4. Work with local medical technical colleges to locate a campus across from the Medical Center.
5. Utilize the Healthy Stream Policy to work with land owners to develop the DeKalb Industrial Way Path and improve stream water quality.

6. Work with the development community to continued Infill Development and Street Connectivity
7. With the development community and land owners to develop a Regional water retention area to improve water quality and stormwater runoff demand.

15 Year Plan: 2029

Refer to Figure 4d.

1. Realign Sycamore Dr. at Church St. into a perpendicular intersection making it safer for all users.
2. Install signalized intersections along Scott Blvd. to create better connectivity and alternative routes to access Scott Blvd.
3. Continue working with land owners to improve stream quality and path implementation.
4. Extend internal street system of Irwin Ct and North Decatur Lane to Milscott St.
5. Develop mixed-income Residential Multi-family.



Figure 4e: 20 Year Plan: 2034

20 Year Plan: 2034

Refer to Figure 4e.

1. Continued street connectivity with redevelopment into mixed use centers.



Figure 4f: 20 Year Plan: 2034

25 Year Plan: 2039

Refer to Figure 4f.

1. Continued street connectivity with redevelopment
2. Implement the Clifton Corridor Light Rail Transit along North Decatur Road.
3. With the support of further study, make improvements to the six-way intersection by retrofitting a portion of Medlock Road into a pedestrian plaza, making a this intersection safer for all modes of travel.



4.3 Goal I: Healthy Economy

Economic Development strategies, as listed below, aim to build from the growing medical market, including DeKalb Medical Center, DeKalb County Public Health Department, medical offices, labs, clinics, and assisted living facilities. Medical uses in the study area thoroughly address urgent and acute care needs, but lack a full spectrum of health related facilities to promote active living and wellness. Through medical use incentives within a newly created Medline Wellness Overlay District, the creation of a policy guiding Health Plan, implementation of funding strategies including a Tax Allocation District and/or a Community Improvement District, and branding strategies, the study area can attract new medical and wellness businesses, creating a wholistic approach to wellness and health.

Following are steps to achieving this goal. Numbered recommendations correspond with recommendations in the Section 5.0: Implementation.

EI: MEDLINE WELLNESS OVERLAY DISTRICT

Develop a Medline Wellness Overlay District. This section identifies economic incentives to be included in the Overlay District guidelines. Refer to 4.4 through 4.6 for Overlay recommendations regarding land use/zoning, transportation, and the environment.

Within the Overlay Guidelines:

A. Develop an Incentive Structure to attract and retain medical land uses in the study area, focusing on incorporating the spectrum of care uses as identified in Figure 4g.

- **Wellness Belt and Spectrum of Care Uses:**
Develop a Wellness Belt adjacent to the hospital and as depicted in Figure 4g. The Wellness Belt is currently home to a high density of medical uses, including the DeKalb Medical Center, DeKalb County Public Health Department, medical offices, labs, and senior care facilities. While many medical needs are provided for, especially acute and urgent care - through the Medical Center and urgent care facilities - this area lacks the full spectrum of wellness related facilities necessary to promote improved public health.

The spectrum of care provides facilities that promote healthy individual lifestyles - such as health food stores and fitness facilities, to diagnostic and health management facilities - including micro-clinics and community care centers, to urgent care facilities, to acute care - such as the hospital. Incentives should be prioritized in the

Wellness Belt to attract the missing medical facilities within the spectrum of wellness. By consolidating the full spectrum of care into the Wellness Belt, patients and visitors will have the ability to have all their health needs accommodated within one area. With improved pedestrian and transit facilities, the Belt could become a car-free zone, allowing visitors to walk to individual facilities.

Spectrum of Care Chart Uses: The area is lacking the following spectrum of care components:

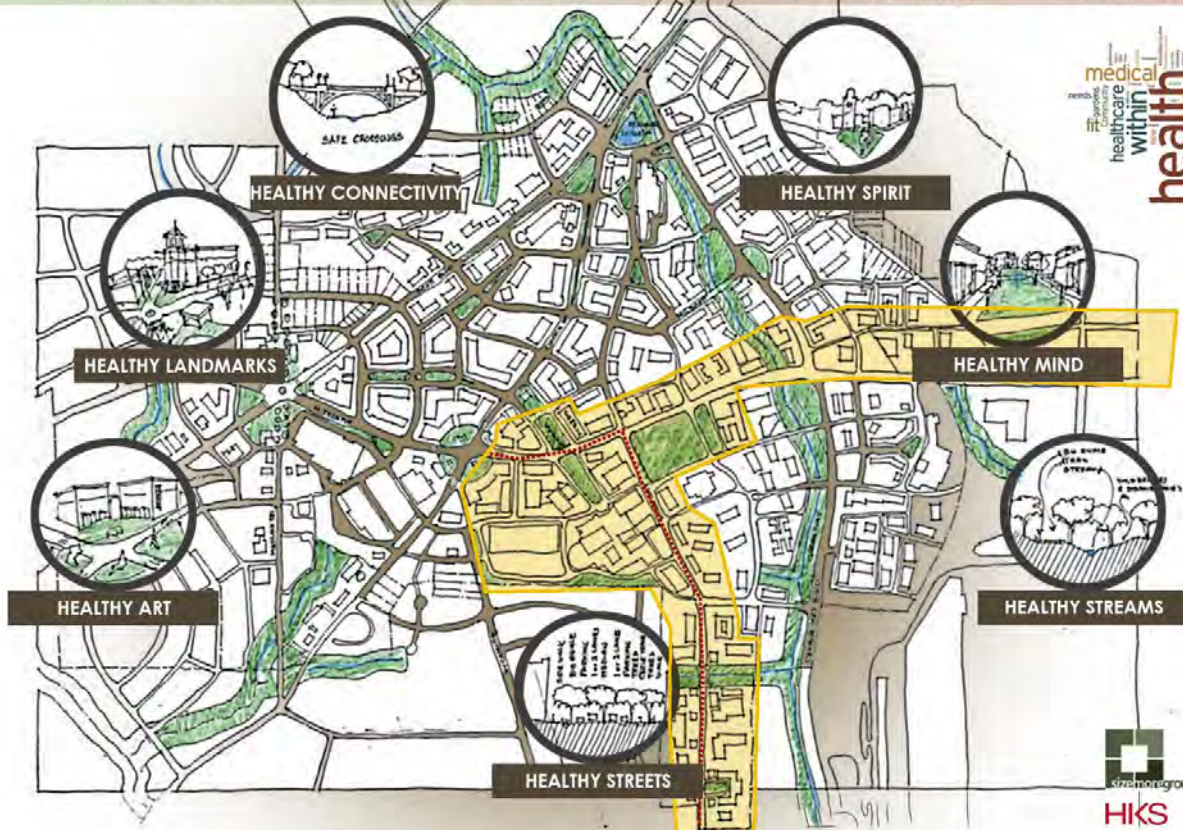
- Healthy Individual Lifestyle: Health Food Stores, Fitness Centers, Recreational Parks and Trails,
- Diagnostic and Health Management Facilities: Micro Clinics, such as Physical and Occupational Therapy, Community Care Center, and Retail Clinics

Incentives to attract these uses could include: Expedited building permitting by DeKalb County, density bonuses, shared parking opportunities, free advertising on MARTA buses or DeKalb County websites, reduced permit and license fees.

B. Incentivize medical research and education market utilizing partnerships with the DeKalb Medical Center, the DeKalb County Board of Health Department, and DeKalb Workforce Development.

- **Medical Technical College Campus:**
Encourage the location of a Medical Technical College Campus adjacent to DeKalb Medical Center, within the

POPULATION WELLNESS		CHRONIC ILLNESS	
HEALTHY INDIVIDUAL LIFESTYLE	DIAGNOSTICS AND HEALTH MANAGEMENT	URGENT CARE	ACUTE CARE
Health Food Stores (3,000 to 15,000 SF)	Micro Clinic (Small primary care practice in leased retail space. 5,000 SF)	Hybrid Urgent / Emergent Care center	Inpatient Hospital
Fitness Centers (5,000 SF for 4,000 population)	Community Care Center (Mentally and physically handicapped persons. 7,500 SF)	Freestanding ED	
Farmers Markets	In Home Diagnostic / Disease management	Urgent Care Center	
Community Gardens (Each garden will typically have a minimum of 15 plots @ 25 SF per plot)	Retail Clinic (Small, walk-in clinics located in retail stores treat simple illnesses, provide preventative services. 10,000 SF)		
Health Education Clinics	Virtual Clinic		
Recreational Parks and Trails (Eg.: Health walk (~1.5 miles) with different activity zones. 10 acres of park for every 1,000 residents.)			



As healthcare systems grow into their role as **wellness networks**, the hospital's physical location and its ability to serve as a **community anchor** is vital. To be successful, wellness networks will integrate themselves into the community where the population they serve lives, works and plays, becoming seamless in the community and interfacing directly with the individual.

Figure 4g: This image identifies the missing spectrum of care uses and the location of the Wellness Belt, where these uses should be centralized. The Medical Mile is also identified and is proposed as a branding strategy within this report

Wellness Belt. A medical technical college in this location allows for a mutually beneficial relationship between the Medical Center, surrounding medical offices, labs, and senior care facilities and the college. Students would have the benefit of interning/working at local medical facilities, while the medical facilities would have a well trained workforce accessible.

An ideal location for this campus is identified in the Visionary Master Plan, refer to Figure 4h - 4k. This location, across from the DeKalb Medical Center, is the current site of Nalley Infiniti Car Dealership. As most of the car dealerships in the area have relocated, the County should work with Nalley to find an appropriate relocation site.

- Within the Overlay District, allow for institutional land use.
- DeKalb County and elected officials should partner with and encourage a medical school to locate across from the Medical Center.

Incentives could include: Reduced property tax, land assemblage and sale of land at a reduced cost, expedited building permits, reduced permit fees.

- **Medical Workforce Training: DeKalb County to expand Workforce training to include Medical Training Facilities within the Wellness Belt.** DeKalb County's Workforce Development office is currently located in the study area. Workforce Development should work with the DeKalb Medical Center, the DeKalb County Board of Health, and other medical facilities in

the study area to determine what medical related training would be beneficial to employment needs. The County should then prioritize training programs to fit this need. Underutilized buildings near medical facilities within the study area could be used as training facilities.

- **Bio-Medical Research: Encourage and Incentivize Bio-Medical Research Facilities to locate within the Medical Belt.** Complimentary to the existing medical uses in the study area is medical research facilities. Bio-medical research facilities could partner with the Medical Center, medical labs, and the proposed Technical College, creating a rich and cutting edge medical network.
- DeKalb County Economic Development Department and elected officials should work to encourage and incentivize bio-medical research facilities to the Medical Belt. Vacant buildings, such as former car dealerships could be promoted for building retrofits into research facilities.

Incentives could include: Expedited building permits by DeKalb County, reduced permit and license fees.

C. Incentivize Ethnic/Cultural Uses within the study area, building from the existing success ethnic retailers and restaurants.

The study area's economy is rich with cultural diversity, including ethnic grocers, retailers, and restaurants. These establishments draw regional crowds to the area to buy specialty ethnic items,

particularly Indian and Pakistani goods. The growth of this unique economy should be encouraged and incentivized by the County. Minority ethnic-based retailers, grocers and restaurants should be incentivized.

Incentives could include: expedited building permits from DeKalb County; reduced permits and license fees, expedited cultural festival permits.

D. Incentivize Healthy Food Options by focusing on access to local foods.

Increase access to local foods and healthy restaurant options. The Medline study area, has access to several large and diverse grocers, including Your DeKalb Farmers' Market, Patel Brothers Indian Marketplace, Cherians International Groceries, and Kroger. This access to fresh produce should be preserved and further encouraged with a focus on locally produced foods. Additionally, the study area is home to many fast food restaurants and only a few sit-down restaurants with healthier food options. It is recommended that incentives be developed in the Overlay to encourage healthy restaurant options in the study area.

- **Healthy Restaurant Options:** DeKalb County and the Board of Health should work to develop grants and loan programs, small business development programs and tax incentives to encourage healthier restaurant options within the study area and incentivize healthy foods.

- Incentivize and Encourage local produce gardens for new and existing restaurants. Including rooftop gardens



Figure 4h: This Map identifies the proposed location of a medical technical college campus across from the Medical Center at North Decatur Road and Church Street.

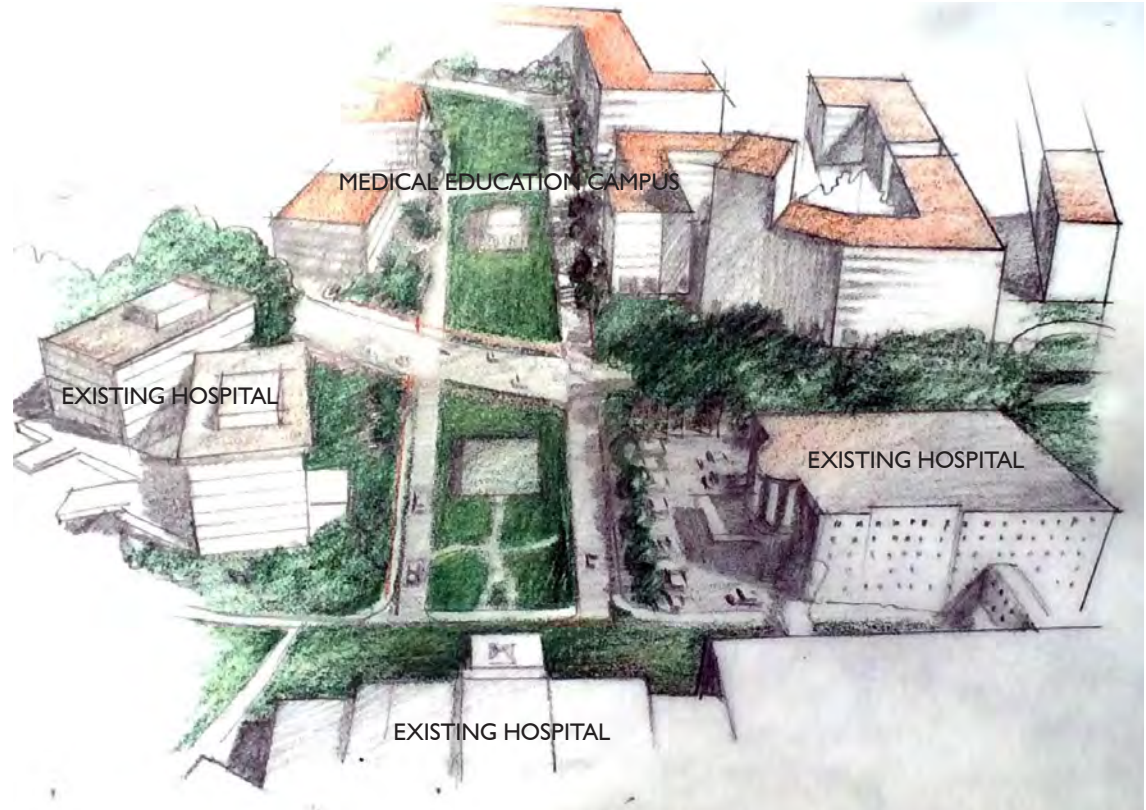


Figure 4j: Concept Image: A view from the existing hospital across North Decatur into the proposed medical technical college campus



Figure 4i: Encourage and incentivize medical education and research facilities in the study area

and community gardens. Incentives could include: Expedited building permits by DeKalb County, reduced permit and license fees. Refer to Figures 4k through 4m for an example of this concept within the Master Plan.

- In regards to fast food restaurants, encourage and incentivize healthy food promotional campaigns: Create programs and policies to help restaurants promote healthier foods and beverages and reasonably-sized portions. For example, local officials can offer a “healthy eating” designation or stamp of approval. They can publicize specific restaurants on webpages and also describe the government’s own programs to promote healthy eating and active living. They can support public service announcements and provide prompts that display nutrition information and healthy messaging. Through financial or other incentives, they can encourage restaurants to offer healthier foods and provide price reductions for such offerings.
- Explore the feasibility of banning free toys in Children’s Meals High in Fat, Sodium and Sugar: In 2010, San Francisco’s supervisors passed a law aimed at curbing childhood obesity by prohibiting the inclusion of toys or other incentives in the sale of kids’ meals that do not meet specified nutritional guidelines. The legislation encourages restaurants to provide healthier meal options. To

include an incentive item, meals must contain fruits and vegetables, must not exceed 600 calories, and must meet certain standards regarding salt and fats, and, in the case of beverages, sugar.

- Explore the feasibility of not welcoming restaurants that incentivize children to want unhealthy meals into the Medline study area.
- Local Foods and Public Space: To further promote healthy food options and build a unique sense of place and character for the study area, it is recommended to emphasize the study area’s history as a berry field, by planting edible plants in the public realm. This could include fruit bearing street trees, berry plants and small community gardens in public parks.

While some of this produce may be harvested for local restaurants or by community members, it is encouraged for the County to work with urban food recovery groups, such as Concrete Jungle - a group that works to collect edible foods in public spaces and distribute to those in need throughout the region, such as homeless shelters and food banks.

E2: MEDLINE WELLNESS DISTRICT HEALTH PLAN

Develop an annual Health Plan for the Medline Wellness Overlay District study area to guide policy decisions relative to the comprehensive understanding of public health concerns in the district. The updated Health Plan will be part of the Medline Wellness Overlay District. The Health Plan should include:

1. **Healthscape: A health profile, health goals, and recommended health solutions for the Medline Wellness District should be updated annually.** Leverage the required health assessments and resources of the DeKalb County Board of Health, the DeKalb Medical Center and the Center for Disease Control (CDC). It is encouraged for DeKalb County to work with these entities to incorporate appropriate recommendations from this report into their assessments, as mutual beneficial solutions for improve public health. Additionally, DeKalb County should reference health profiles, major health issues, and health goals from these assessments as part of the Health Plan, updating these issues and concerns in accordance with the Board of Health and Medical Center’s scheduled updates. Assessments and resources include:
 - **Community Health Needs Assessment (CHNA):** DeKalb Medical Center is required, as part of the Affordable Care Act, to complete a CHNA every three years. The CHNA requires an evaluation of community health issues and actions to address significant health needs. The Medical Center must also report annually



Figure 4k: This Map identifies the proposed location of community gardens within a mixed use redevelopment



Figure 4l: Example of a rooftop garden associated with a healthy, local food restaurant

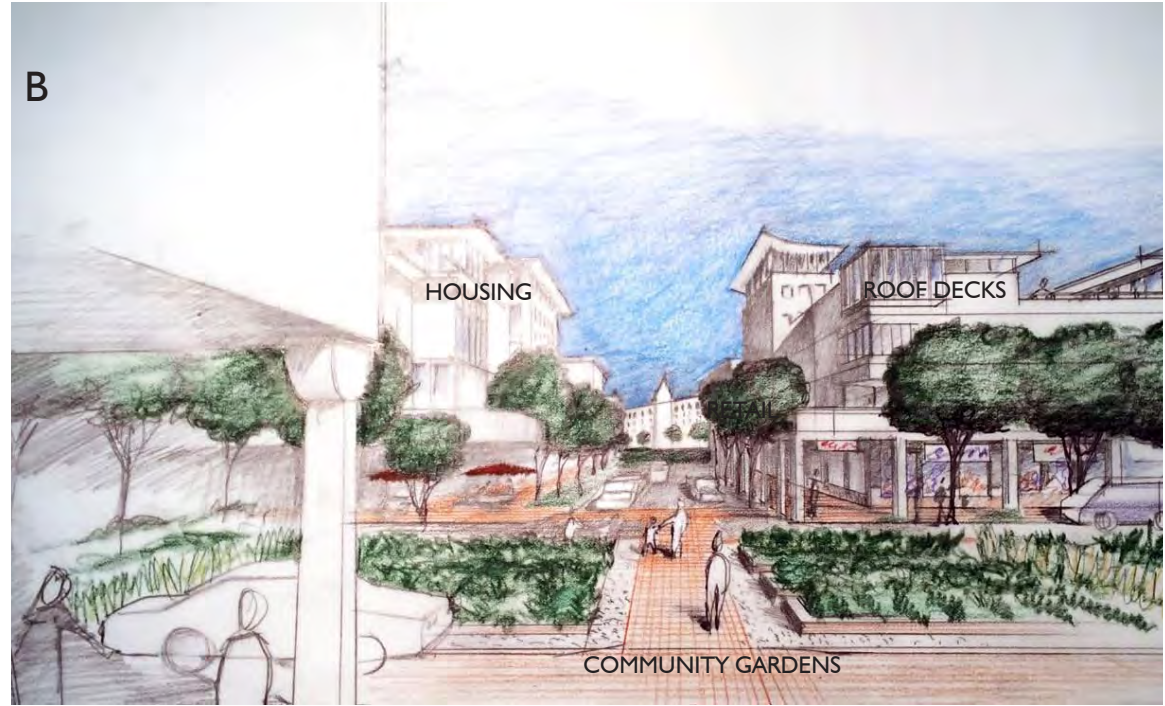


Figure 4m: Concept Image: View of the Patel Plaza extension into a new mixed use retail, housing, and healthy street with community gardens

on what actions have been implemented.

It is recommended that the Health Plan identify recommendations from this LCI Master Plan that could address the health needs within DeKalb Medical Center's CHNA and work with the Medical Center to implement these recommendations.

For example, one of the goals of DeKalb Medical Center's CHNA is to Increase Activity and Nutrition. Increased activity could be addressed with the implementation of the Multi-Use Wellness Trail to be located behind the Medical Center. The Medical Center could champion this implementation and include it in its annual report as a successful implementation project.

As future CHNA's are developed, the County should work with the DeKalb Medical Center to align these health goals with implementable actions, per this report and future LCI report updates.

Additionally, the Medline Wellness District Health Plan should incorporate health issues and profiles per the CHNA.

- **DeKalb County Board of Health Community Health Improvement Plan:** The DeKalb County Board of Health completed the Community Health Improvement Plan for the County in 2013. This document identifies County-wide health issues and goals to improve public health. It is recommended that the Medline Wellness District Health Plan reference and utilize the work done by the Board of Health and incorporate these issues and goals into the report. The County should work closely

with the Board of Health to identify recommendations from this report that will address the Board of Health goals.

- **Health Impact Assessment (HIA):** HIAs evaluate the potential health effects of a plan, project, or policy before it is built or implemented.

The Medline Wellness Health Plan should identify plans, projects, or policies that would benefit from an HIA.

It is recommended that this LCI report, be vetted through an HIA. The HIA will provide recommendations to increase positive health outcomes through report recommendations.

- **CHANGE (Community Health Assessment and Group Evaluation) Tool:** Utilize the CDC's Change Tool to incentivize new businesses and developments to incorporate healthy living. The CHANGE tool scores a community or organizations' health through and assessment of current policies, systems, and environments and then provides recommendations to improve health through new policies or environmental changes.

High scoring participants could receive a plaque for their accomplishment.

Incentives could also be included, such as expedited building permits or reduced parking requirements.

- **Medline Wellness Committee:** It is recommended that a Medline Wellness Committee be formed to implement the Health Plan. This committee should

include study area residents, DeKalb County Planning and Sustainability, DeKalb County Board of Health, Center for Disease Control and Prevention, DeKalb Medical Center, Live Healthy DeKalb.

- **Identify Health-based Grant Funding:** Grant funding for projects that improve public health is available through a variety of sources including the Center for Disease Control (CDC) and health based non-profits. As recommendations within this report are aimed at improved public health and healthy community design, it is recommended that DeKalb County and the Medline Wellness Committee identify and pursue health-based grant applications to implement recommendations found within this report.

2. **Create Tobacco Free Zones:** The DeKalb Medical Center is currently a Tobacco Free Campus. DeKalb County parks are also tobacco free. Continue this campaign, considering eventual incorporation of the entire study area into a Tobacco Free Zone. Begin with local schools/daycares and restaurants.

E3: ECONOMIC, MARKETING, AND WELLNESS BRANDING STRATEGY/CAMPAIGN

Create an ‘Economic, Marketing and Branding’ campaign to promote the Medline Wellness District and to recruit health related businesses, including the spectrum of care recommended uses, a medical technical college campus, and bio-medical research facilities.

DeKalb County should promote the wellness and active lifestyle brand through signage, public art, edible plants and trees in public spaces and improved pedestrian and bicycle facilities. Focus branding along the designated Medical Mile as identified in Figure 4g. The Medical Mile is a mile length of corridor along North Decatur Road and Winn Way. The Mile encompasses the DeKalb Medical Center entrances and medical uses adjacent to the Medical Center. Branding can focus on signage and wayfinding to direct patients and visitors to facilities along the Mile.

E4: FEASIBILITY OF TAD

Study the feasibility of creating a Tax Allocation District to fund recommended infrastructure projects.

A Tax Allocation District authorizes local governments to sell bonds to finance infrastructure and other redevelopment costs within a specifically defined area (a TAD). The bonds are secured by a “tax allocation increment,” which is the increase in property tax revenues resulting from the redevelopment activities taking place within the tax allocation district. Tax increment financing allows cities to charge the costs of constructing public facilities and infrastructure to be charged directly to the businesses that use them rather than the public at large. In return, the businesses benefit from the construction of facilities that might not otherwise be available to them.

As the Medline area is seeing development pressure which will likely increase property values, a TAD may be a logical tool to finance infrastructure projects within this report. It is recommended that the Dekalb Chamber of Commerce and Commissioners work closely with a recommended Business Roundtable, made up of study area businesses and land owners, to determine if this is the best option. This Business Roundtable should meet monthly to continue these efforts. Monthly community meetings should also include updates on Business Roundtable discussions.

Improved infrastructure will help encourage more development, as the development community sees investment from the County in the study area.

Projects to be funding by a TAD might include streetscape improvements, regional water retention, new street connections, and new signalized intersections.

E5: STUDY FEASIBILITY OF CID

It is recommended that the community, local businesses, and the County study the feasibility of a Community Improvement District (CID) designation in the study area.

A CID is a self-taxing district that utilizes taxes and fees from non-residential properties to fund infrastructure projects including street and road construction and maintenance, parks and recreation, storm water and sewage systems, water systems, public transportation systems, and other services and facilities.

A CID would provide the Medline study area with a governing organization to implement and fund infrastructure recommendations found within this report.

For a CID to be sustainable, there needs to be a large enough district, with enough self-taxing businesses to raise financing to implement projects and pay a staff to oversee projects. The feasibility of this and the exact boundary of a CID that includes the study area needs further study. It is recommended that the Dekalb Chamber of Commerce and Commissioners work closely with a recommended Business Roundtable, made up of study area businesses and land owners, to determine if this is the best option. This Business Roundtable should meet monthly to continue these efforts. Monthly community meetings should also include updates on Business Roundtable discussions.

E6: DIVERSE HOUSING OPTIONS

Provide Incentives for Diverse and Workforce Housing Options: The housing market in the study area, identifies a demand for 765 additional multi-family housing units over the next 5 years.

As land in the study area is already developed and becoming more in demand for redevelopment, it will be difficult for developers to provide low-income housing options. Currently the average rental rate is \$922. As newer, luxury and mixed use multi-family units are built, this average is expected to rise.

In order to provide housing options for a range of incomes, it will be important for the County to develop incentives for developers and employers to accommodate the lower income workforce.

1. **H1: Provide Incentives for Employer Assisted Housing in the Medline Wellness Overlay District.**

Through Employer Assisted Housing businesses provide guidance and financial assistance to employees to buy or rent in the area, such as downpayment assistance. The employer may benefit from tax credits and matching funding from County or State housing departments. DeKalb County along with the Housing Authority of DeKalb County and the Department of Housing and Urban Development should work with area businesses to determine the best incentives and housing needs to help retain employees and to attract high quality workforce.

2. **H2: Allow for mixed use development in the Medline Wellness Overlay District.**

Currently, zoning in the Medline area is

single use zoning. To create places where a variety of uses and amenities are accessible, mixed use development should be permitted within the Overlay (refer to Section 4.4). Mixed use development does have the potential to increase housing rates, due to accessible amenities. As these rates increase, requirements for inclusionary zoning and an established mix of unit sizes should be included in the Overlay.

3. **H3: Provide Incentives for Inclusionary Zoning in the Medline Wellness Overlay District.**

Inclusionary Zoning requires that a certain percentage of units in a housing development set aside affordable units in exchange for incentives: such as a density bonus, height bonus, FAR bonus, expedited permitting, reduction in permit fees.

Inclusionary Zoning helps provide affordable housing options for a diverse labor force. It is recommended to include Inclusionary Zoning incentives in the Overlay.

4. **H4: Establish a required mix of unit sizes for new multi-family development.**

A mix of unit sizes will assist in providing a diversity of cost options and, therefore, a mix of incomes. Requirements and incentives should be included in the Overlay for the inclusion of a mix of unit sizes ranging from studios, 1, 2, 3, and 4 bedrooms, with a required mix of at least 2 unit sizes and maximum percentage of each unit type in order to provide adequate affordable sized units.



4.4 Goal 2: Healthy Land Use

This section provides Land Use and Zoning recommendations for developing the Medline study area into a vibrant mixed use community. Medline currently has a range of land uses from the Medical Center, to office, to retail, multi-family housing, to some light industrial land. While a diverse mix of uses are present in the study area, they remain segregated by development. The zoning and land use strategies aim to encourage continued diverse land uses and to allow for mixes within the same parcels, buildings and developments - such as housing above retail and office. Throughout this process it also became clear that greenspace in the area is lacking. There are several large recreational parks just outside of the study area but no public greenspace inside the Medline District. As the area continues to redevelop, the inclusion of greenspace will be important to provide healthy and active lifestyles for residents. Through the creation of a Medline Wellness Overlay District, that includes mixed use zoning and greenspace requirements, the creation of a Public Art Master Plan, preservation of spiritual facilities, and the development of an Intergenerational Community Center this area will have policies and facilities in place to promote a mix of land uses for an active, and well community. Numbered recommendations correspond with recommendations in the Section 5.0: Implementation.

LI: Medline Wellness Overlay District - Land Use and Zoning:

Develop an Overlay District for the Medline study area. This section identifies land use and zoning recommendations for the Overlay District. Refer to Sections 4.3, 4.5 and 4.6 for Overlay District recommendations in regards to economic incentives, transportation and connectivity, and environment.

Land Use and Zoning recommendations focus on allowing for a mix of uses with highest densities and heights in the center of the study area, medium densities and a lower heights as a transition into surrounding single-family neighborhoods. Single-family neighborhoods are to be preserved.

- **Update Zoning Map based on a Overlay District Tier Map:** The Zoning Map should be updated per the tiered zoning map, Figure 4n, and as described below within the Overlay. It is recommended to establish three zoning levels, which allow for a hierarchy of density and mix of land uses, moving from the highest density and most varied mix of land uses in the core of the study area to less density and fewer variety of land uses bordering the single family residential. Details for each zoning category is as follows:

- **Mixed Use Tier I:**

Uses: Commercial, Office, Institutional, High Density Residential.

Setbacks: A 20 feet maximum setback from edge of curb should be required for all new development. Within the setback

sidewalk and pedestrian amenities should be required, per street type.

Street Types: Per Section 4.5, Healthy Transportation, streetscape improvements have been identified for existing streets and for new connections. These street types should be included in the Overlay and required for new development.

Building Heights: Max of 8 stories. Preferred range 4-8 stories. Incentives could be provided to allow for up to 14 stories. Height bonuses could be used to encourage affordable housing, as discussed in section 4.3, or to encourage additional greenspace, per section 4.5.

The current maximum height in the study area is 14 stories. It is recommended not to exceed this height. The next tallest buildings are part of the DeKalb Medical Center and stand 8 stories high.

It is important, however, to set densities and heights that allow for development

LEGEND

- Tier I: High Density
- Tier II: Medium Density
- Tier III: Low Density

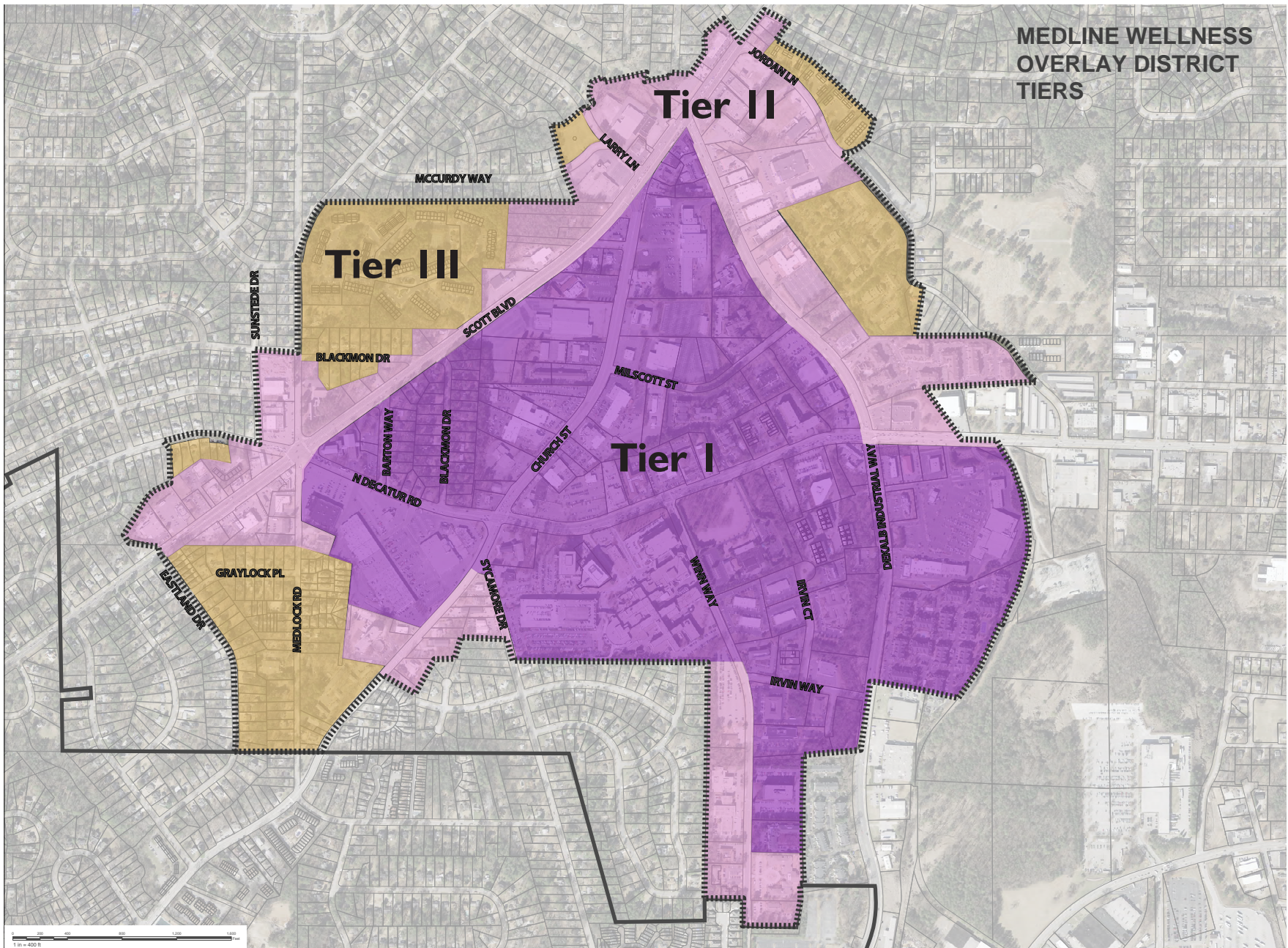


Figure 4n: Recommended Overlay District Zoning Tiers Map

incentives to be effective. Setting slightly lower units/acre and building heights will be important to ensure developments that are in line with the master plan goals.

Density: 30 units per acre with a density bonus of up to 40 units per acre. Density bonus could be used to encourage health care facilities and affordable housing, as discussed in section 4.3, or to encourage additional greenspace, per section 4.5.

A Density of 15-30 units per acre is an appropriate density to support future transit lines and should be the lowest density allowed in Tier I development. It should be noted that two multi-family housing units have been permitted for rezoning by the County during this LCI process. Both developments have between 30 and 50 units per acre.

Parking: Parking requirements vary by use and should be in accordance with County requirements. However, in order to maximize land for development, it is recommended that shared parking be allowed and encouraged throughout Tier I development. Joint parking deck development should be encouraged with the help of DeKalb County. Additionally, as transit services increase in the area, parking requirements should be re-examined and lowered for areas that are accessible to transit options, such as the proposed Clifton Corridor Light Rail and bus services.

Transition Buffers/Planes: In order to preserve single family residential, any

parcels that abuts a single family land use, must meet transition buffer and plane requirements. Transitional buffers and planes are addressed in the DeKalb County zoning code update, underway during the writing of this report. It is recommended to incorporate the transitional height plan and transitional buffer requirements into the Medline Wellness Overlay District.

Transitional buffers range from 20'-100', depending on the adjacent use. For example, single family residential requires a 20' buffer adjacent to single family residential, while light industrial uses require a 100' buffer adjacent to single family residential.

The transitional height plane is recommended to begin at a point thirty-five (35) feet above any setback or transitional buffer line, whichever is furthest from the property line, then extend at an upward angle of forty-five (45) degrees over the lot of the commercial or multi-family building.

- **Mixed Use Tier II:**

Uses: Commercial, Office, Institutional, Medium Density Residential.

Street Types: Per Section 4.5, Healthy Transportation, streetscape improvements have been identified for existing streets and for new connections. These street types should be included in the Overlay and required for new development. Street types address required setbacks, sidewalks, street trees, bike lanes, and multi-use paths.

Building Heights: Max of 4 stories. Preferred range 2-4 stories.

Density: 20 units per acre, maximum

A Density of 15-30 units per acre is an appropriate density to support future transit lines. 15 units per acre should be the lowest density allowed in Tier II development, to support future transit initiatives along major corridors.

Parking: Parking requirements vary by use and should be in accordance with County requirements. However, in order to maximize land for development, it is recommended that shared parking be allowed and encouraged throughout Tier II development. Joint parking deck development should be encouraged with the help of DeKalb County. Additionally, as transit services increase in the area, parking requirements should be re-examined and lowered for areas that are accessible to transit options, such as the proposed Clifton Corridor Light Rail and bus services.

Transition Buffers/Planes: In order to preserve single family residential, any parcels that abut a single family land use, must meet transition buffer and plane requirements. Transitional buffers and planes are addressed in the DeKalb County zoning code update, underway during the writing of this report. It is recommended to incorporate the transitional height plan and transitional buffer requirements into the Medline Wellness Overlay District.

Transitional buffers range from 20'-100', depending on the adjacent use. For example, single family residential requires a 20' buffer adjacent to single family residential, while light industrial uses require a 100' buffer adjacent to single family residential.

The transitional height plane is recommended to begin at a point thirty-five (35) feet above any setback or transitional buffer line, whichever is furthest from the property line, then extend at an upward angle of forty-five (45) degrees over the lot of the commercial or multi-family building.

- **Mixed Use Tier III:**

Uses: Low to Medium Density Residential. Medium Density Residential should be specified for small cluster village residential. This housing type will provide an affordable option for seniors and single person households.

Street Types: Per Section 4.5, Healthy Transportation, streetscape improvements have been identified for existing streets and for new connections. These street types should be included in the Overlay and required for new development. Street types address required setbacks, sidewalks, street trees, bike lanes, and multi-use paths.

Building Heights: Max of 3 stories. Preferred range 1-2 stories.

Density: 10 units per acre maximum

10 units per acre should be the maximum

density allowed in Tier III development, to support small cluster village development and preserve existing single family properties.

Parking: Parking requirements vary by use and should be in accordance with County requirements.

On-street parking should be allowed to meet residential parking requirements, in order to maximize land for small cluster residential developments.

Transition Buffers: Transitional buffers and are addressed in the DeKalb County zoning code update, underway during the writing of this report. It is recommended to incorporate the transitional buffer requirements into the Medline Wellness Overlay District.

Transitional buffers range from 20'-100', depending on the adjacent use. For example, single family residential requires a 20' buffer adjacent to single family residential.

L2: Future Development Map Update:

Update the Character Areas within the future development map, as pictures in Figure 4o. The Character Area map identifies areas of focus in the study area and provides recommended densities for each area. DeKalb County utilizes these character area designations to guide future development and policy.

Character Areas are part of DeKalb County’s Future Development Map and provide an understanding of how an area looks and how it functions. It applies development strategies to each character area, within the comprehensive plan, in an effort to preserve existing areas such as traditional neighborhoods and help other areas function better and become more attractive, such as Town Centers or Regional Centers.

For the Medline study area, it is recommended to work to preserve areas identified as Suburban Character Areas. The remaining areas, which include Neighborhood Centers, Redevelopment Corridors, Town Centers, and Regional Centers, have the ability to grow into these definitions through encouraging a mix of uses, increasing densities, and economic incentives to draw appropriate uses into the character area. Following is a description of the recommended Character Areas.

- **Commercial Redevelopment Corridor Character Area:**

DeKalb County defines this Character Area as: Declining, unattractive vacant or underutilized strip shopping center; with high vehicular traffic and transit if applicable; on site parking; low degree of open space; moderate floor to area

ratio; large tracks of land and campus or unified development.

The corridors, as identified on the Character Area map have potential to redevelop into mixed use corridors with better access for all modes of transportation. These areas abut single family neighborhoods, so heights should be appropriate to meet transition buffers and height requirements - a recommended 4 stories maximum heights and densities at a maximum of 20 units/acre, per Tier II of the recommended Overlay Zoning.

- **Suburban Character Area:**

DeKalb County defines this Character Area as: Areas where typical types of suburban residential subdivision development have occurred and where pressures for the typical types of suburban residential subdivision development are greatest.

These areas should be preserved as single family residential neighborhoods. It is recommended, as per Tier III of the recommended Overlay Zoning, to require a maximum height of 3 stories for new development with a preferred 1-2 stories. Densities should not exceed 10 units/acre.






- **Neighborhood Center Character Area:**

DeKalb County defines this Character Area as: A neighborhood focal point with a concentration of activities such as general retail, service commercial, professional office, higher-density housing, and appropriate public and open space.

The Kroger shopping center and adjacent multi-family housing is currently defined as a Neighborhood Center. As this area redevelops in the future, it is recommended to increase the mix of uses and density in this area.

The Suburban Plaza develop and adjacent residential property, which is planned for redevelopment into a mixed use multi-family and retail development is recommended to be identified as a Neighborhood Center. As portions of this area redevelop in the future it is also recommended to increase the mix of uses and density.

Recommended heights and densities, align with Tier I in the Overlay Zoning Map: Maximum of 8 stories with 30 units/acre density. Transitional buffers and planes should be required to preserve adjacent single family neighborhoods.

LEGEND	
	<i>Regional Center</i>
	<i>Town Center</i>
	<i>Neighborhood Center</i>
	<i>Commercial Redevelopment Corridor</i>
	<i>Suburban Character</i>

MEDLINE DISTRICT CHARACTER AREAS

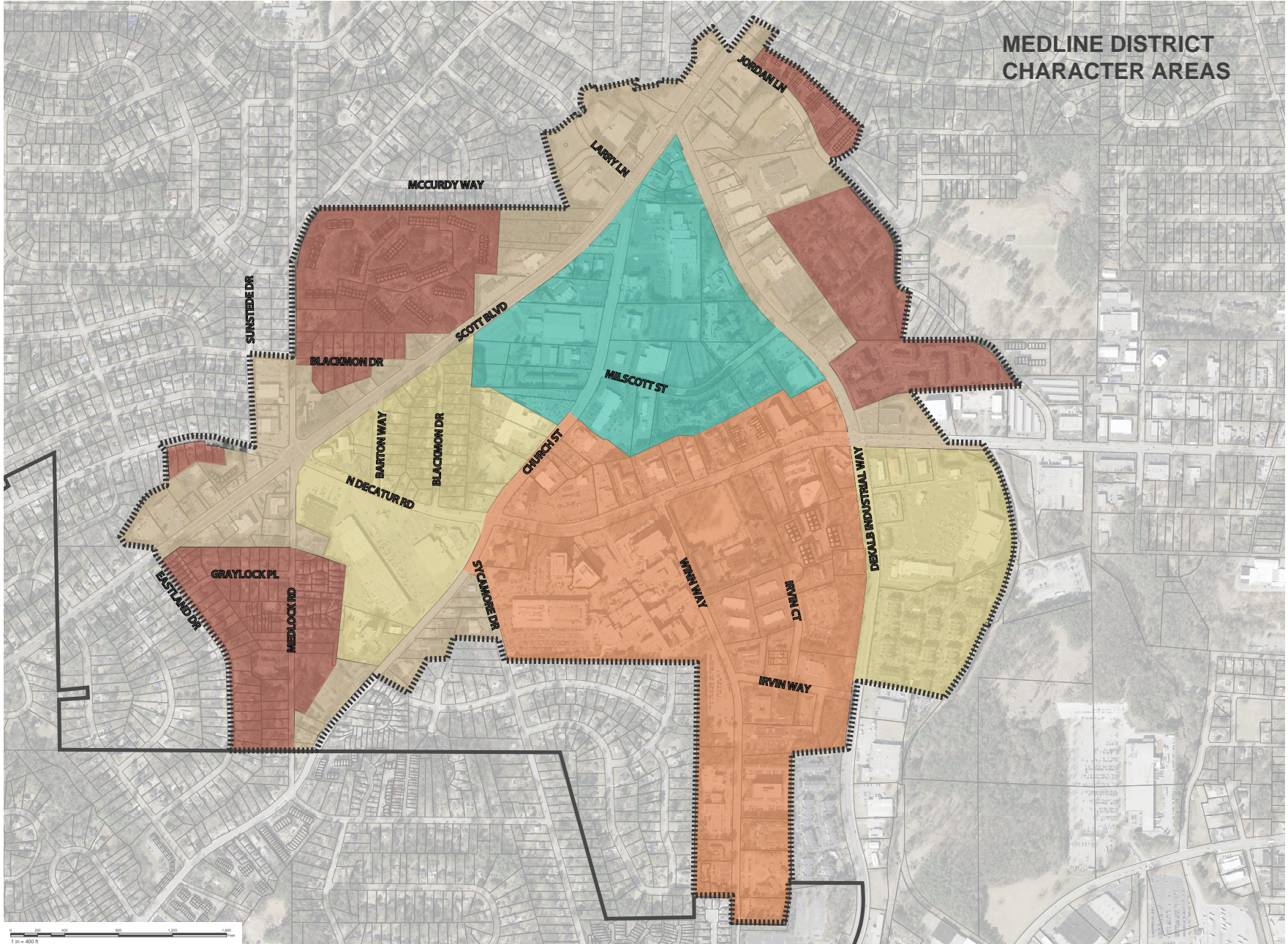


Figure 4o: Recommended Character Area Map Updates

- **Town Center Character Area:**

DeKalb County defines this Character Area as: A focal point for several neighborhoods with a concentration of activities such as retail, service commercial, professional office, higher-density housing, & open space.

It is recommended that Patel Plaza and surrounding land be identified as a Town Center. This area is host to several ethnic grocers, restaurants, and retails, having a regional draw. It is encouraged to continue to develop this Town Center area into a unique cultural and ethnic hub.

Heights and Densities are recommended, per Tier I: Maximum of 8 stories with 30 units/acre density. Transitional buffers and planes should be required to preserve adjacent single family neighborhoods.

- **Regional Center Character Area:**

DeKalb County defines this Character Area as: Concentration of regionally-marked commercial and retail centers, office and employment areas, higher-education facilities, recreational complexes and higher density housing.

Due to the location of the DeKalb Medical Center, a regional employer, it is recommended that the Medical Center and adjacent medical uses be identified as a Regional Center. It is recommended that land adjacent to the Medical Center be redeveloped into Medical associated uses, with regional draws, including a Medical Technical College Campus and bio-medical research facilities. This area contains the

recommended Wellness Belt, refer to Section 4.3, which is recommended to be incentivized to draw medical land uses to the area.

L3: Incorporate Greenspace Requirements in Overlay District:

Include greenspace minimum requirements and incentives within the Overlay to ensure that accessible greenspace is included in new development throughout the study area. Refer to Figure 4p for a conceptual greenspace plan that incorporates greenspace into private development. Regional retention is identifies in the map, which is further described in Section 4.6. Trail connectivity is also identified and further described in Section 4.5.

As redevelopment continues in the area and new residential, office, and commercial space is built, it will be important to ensure residents, employees and visitors have access to greenspace. Greenspace provides numerous health benefits, further branding this district as a healthy community. Greenspace leads to improved air quality, has mental health benefits, and encourages activity and exercise.

To encourage greenspace within private developments, a minimum required greenspace should be included in the Overlay District. To provide an active environment, with ample greenspace, 10acres/1,000 residents with a variety of park sizes allowed and encouraged is recommended for any development that includes residential uses.

Additional greenspace, above the requirements, may be incentivized through density bonuses, height bonuses, expedited building permits, and/or reduced permit fees.

Consideration should also be given to the inclusion of regulations that allow for turn-key parks, where a developer builds a park to be turned over to the City for continued maintenance and/or the City purchases the park for a nominal fee.

L4: Identify large greenspace opportunities

There is a need for a large (approximately 2.5) acre community greenspace in the study area for festivals, recreation, etc. The County should work with the community and the development community to identify land opportunities. Ideal land would be easily accessible, relatively low topography, although an amphitheater could take advantage of some topography.

It is encouraged for the County to consider greenspace bond financing to purchase land and build this parkspace. Alternatively, there may be an opportunity for a turnkey park, where the developer invests in building the greenspace and turns the park over to the City to maintain. Incentives to the developer might include: density bonuses, height bonuses, expedited building permits, and/or reduced permit fees.

Most likely, an opportunity for greenspace of this scale is in the core of the study area on former car dealership property, north of North Decatur, between Scott Boulevard and Church Street.

L5: Greenspace Rental Opportunities

Rental/sharing of private greenspace could provide community access to large openspace facilities until a festival scaled (2.5 acre) greenspace is identified and implemented. The Community and the County should partner with private landowners, such as the Turner and Sons Funeral Home or Vacant Dealership property, to rent open land for a maintenance fee community events, festivals, and concerts.



Figure 4p: Conceptual Greenspace and Trail Plan

L6: Adopt LCI as an amendment to the Comprehensive Plan.

L7. Develop a Public Art and Culture Master Plan

A Public Art and Culture Master Plan will assist in creating a unique character for the study area and encouraging interaction and engagement with public space, encouraging walking, biking, and play, as people want to engage with a fun and creative environment. Additionally, this plan can encourage ethnic festivals unique to the study area, working with the Indian and Pakistani residents and businesses.

Public art might include: Creative bike racks, interactive bus stops, community art venues and performance spaces, ethnic festivals and performances. Refer to examples in Figures 4q through 4t.

The Public Art and Culture Master Plan should include:

- A map that identifies areas prime for public art installations or facilities.
- Public art proposals with the help of interested artists.
- Festival opportunities.



Figure 4q: Public Art as a Bicycle Racks



Figure 4r: Interactive Public Art - "Cookie Cutter Art Installation"

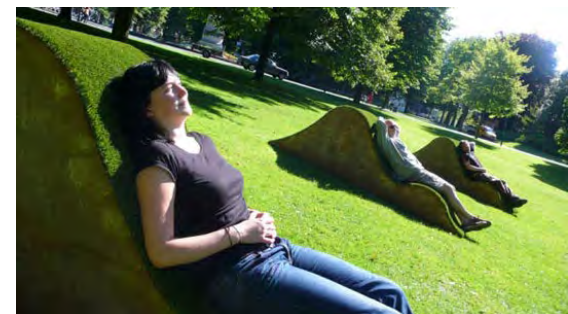


Figure 4s: Interactive Public Art - Landscaping



Figure 4t: Swings can Serve as Bus Stop Seating

- Funding strategies and resources.

L8. Preserve and Encourage Religious and Spiritual Facilities

The study area is rich with spiritual amenities serving multiple denominations and spiritual purposes. To provide a holistic approach to health and mix of land uses, these facilities should be preserved, enhanced, and new spaced encouraged.

Preservation of existing and active religious facilities should be prioritized as redevelopment continues. There are also opportunities for new religious facilities to serve the areas ethnic populations. These spiritual buildings can help provide a unique cultural identity for the area. The County should work with religious communities to incentivize the preservation and building of spiritual facilities. Incentives might include: Reduced permit and license fees and expedited permitting.

L9. Invest in an Intergenerational Community Activity Center and Community Gardens:

DeKalb County is encourage to partner with the Board of Health to invest in an Intergenerational Community Center. Community facilities are lacking in the study area, especially senior facilities and family community centers. An Intergenerational Community Center can promote interaction, active lifestyles, education, and promote lifelong civic engagement, bringing people of all ages and backgrounds to a common space to address critical concerns in their community.

DeKalb County is encouraged to partner with

senior facilities, the Board of Health, and other non-profits to provide this type of community center with access to community gardens and greenspace (recreation, amphitheater, and passive uses).

The Board of Health has public health service facilities in the study area. As building renovations and/or new space is required, the Intergenerational Community Center could be a great place for the Board of Health to offer public health services, consultations and education.

Additionally, as a Medical Technical College Campus moves to the area, the pubic health facility within this community center could provide a place for training for students.

Community gardens offer fresh food options, increase employment opportunities and provide a venue for recreation, therapy, education and exercise.



Figure 4u: This Map identifies the proposed location of a Hindu Temple at Church Street and Scott Boulevard

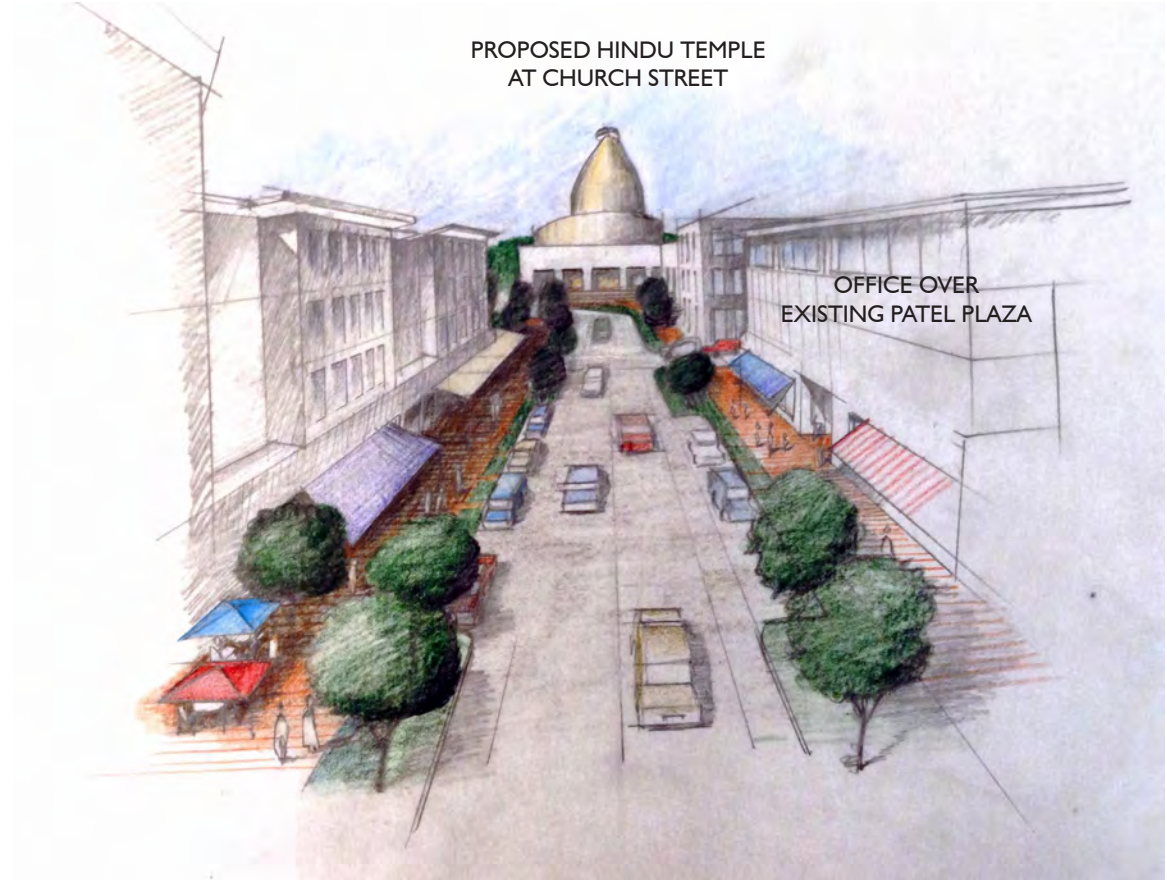


Figure 4w: Concept Image: Provide places to worship for the diverse study area population. This example showcases how a Hindu Temple could become a terminating vista on Church Street, looking towards Scott Boulevard. Church Street improvements include wider sidewalks, landscape buffers and trees, parallel parking, and bicycle lanes, as described in Section 4.5.



Figure 4v: Provide and preserve places to worship for the diverse study area population. Example: Existing North Decatur Presbyterian Church



4.5 Goal 3: Healthy Transportation

Recommendations within this section aim to improve connectivity for all modes of transportation in the study area, helping to alleviate automobile congestion and provide safe options for pedestrians, bicyclists, and automobiles. This is achieved by creating a walkable and well connected community that provides a dispersed transportation grid and allows safe and easy access to area amenities by alternative modes other than the car, including bicycle, pedestrian, and bus access. Figure 4z provides a conceptual road network plan, providing alternative options throughout the study area.

As can be seen in Figure 4x, providing for safe access to alternative modes of transportation, such as transit, bicycle and pedestrian amenities will have a great impact on our transportation infrastructure and quality of life, leading to less congestion on our roadways. In the long term, congestion and access can be further impacted with improved transit options, such as the Clifton Corridor Light Rail.

Within this section, recommendations are provided for the short and long term. The short term providing lower-cost, more immediate actions that are attainable in the next 5 years. More costly projects that may need further study and planning are identified in the long term.

In the short term, it is recommended to develop transportation recommendations within the Medline Overlay District requiring new developments to provide better connectivity and improved streetscapes; to provide improved crosswalk and bicycle infrastructure; to develop multi-use trail systems; and to improve the appearance and access to bus stop facilities.

In the long term, it is recommended to further study recommended improvements to the Scott Boulevard, Medlock Road, North Decatur Road intersection; provide pedestrian refuge islands at major intersections; improve pedestrian and bicycle access on DeKalb Industrial Way into Decatur; and reconfigure the intersection of Sycamore Drive and Church Street.

Short-Term Improvements: 5 Year Action Plan

The transportation infrastructure within the Medline LCI study area brings both formidable challenges and strong opportunities. Transformation of the area into a more walkable, bikeable, and transit accessible district will need to focus on working within the existing constraints while planning for a long-term vision. One primary existing constraint is the existence of major thoroughfares that pass through the study area. The high vehicular volumes on these thoroughfares, however, also bring with them the strong potential for redevelopment. Another constraint is the limited public funding for transportation improvements. Transportation improvements in the short-term will need to focus on lower cost projects that will yield meaningful functional impacts.

Some short-term recommended projects are

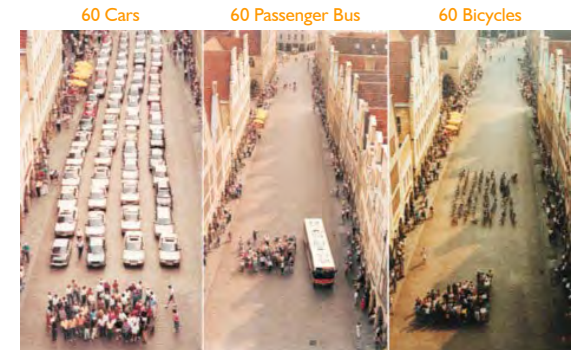


Figure 4x: Providing for safe access to alternative modes of transportation, such as transit, bicycle and pedestrian amenities will have a great impact on our transportation infrastructure and quality of life.

already being designed while others are being formally documented for the first time in this plan. Almost all of the recommended short-term projects, however, are the direct result of existing ideas from stakeholders, staff, and members of the public. Projects on the short-term list are intended as part of this study to be smaller implementable projects that, if completed, will provide meaningful new connections within the study area. Although all of these projects may not be completed in the next five years, this action plan sets in place an aggressive strategy that allows for flexibility depending on how future funds, partnerships, and programs evolve.

The following numbering references recommendations as listed in Section 5.0: Implementation.

TI: Transportation Recommendations for the Medline Wellness Overlay District

The existing roadway network and adjacent property configurations are not conducive for

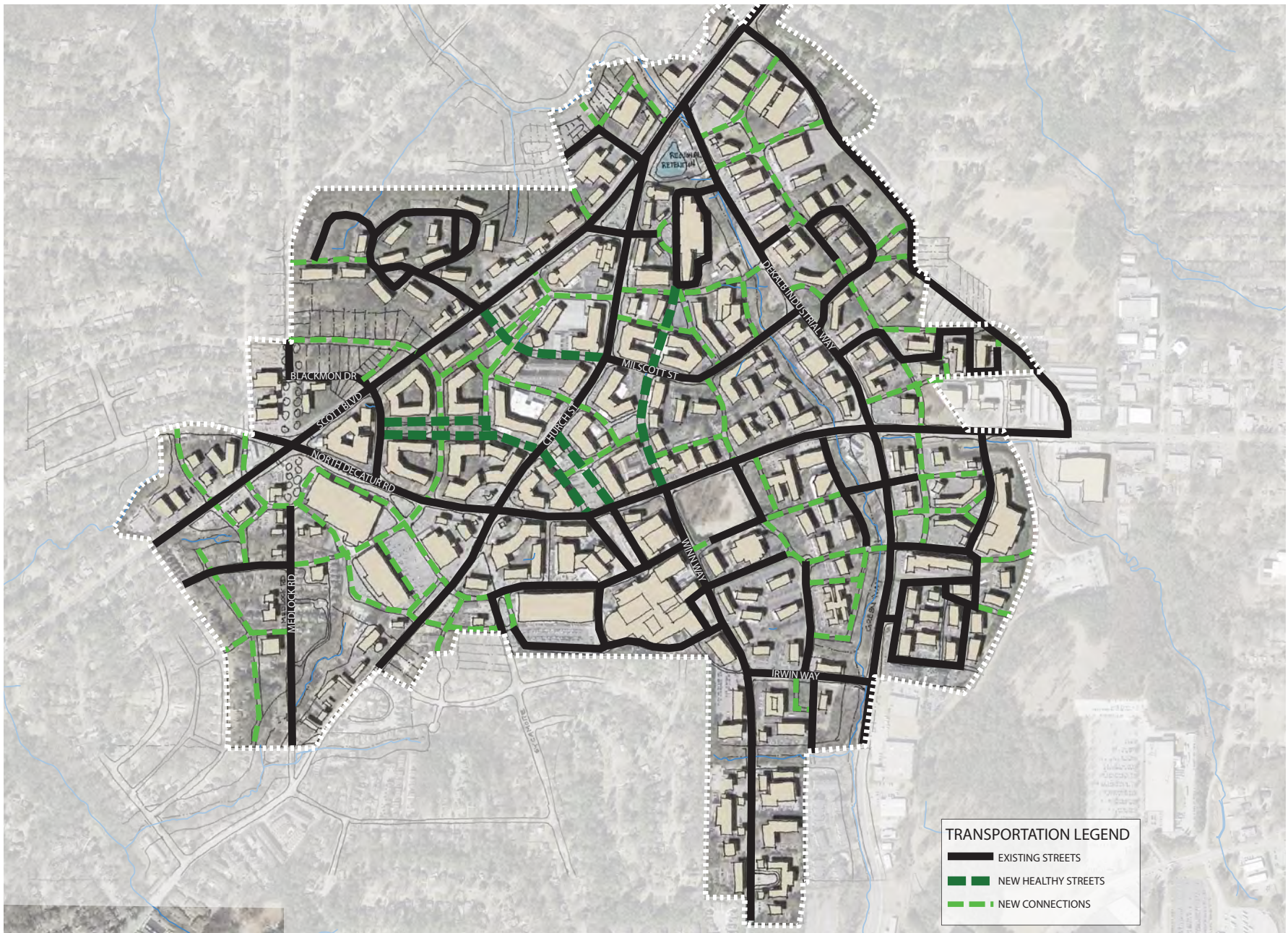


Figure 4y: Conceptual Transportation Connectivity Plan

effective travel for cyclists, pedestrians, and transit users. Meanwhile, the projects that will be required to quickly retrofit these streets and properties are unaffordable as short-term projects. A more achievable goal is to work with private developers over time to reconfigure street frontages for individual properties and consider new connections that would be beneficial for the area. This longer-term transformational strategy can best be facilitated through an overlay ordinance that controls several key transportation and design factors:

- Street frontage design
- Required Setbacks
- Driveway locations (or “access management”)
- Block sizes and connectivity

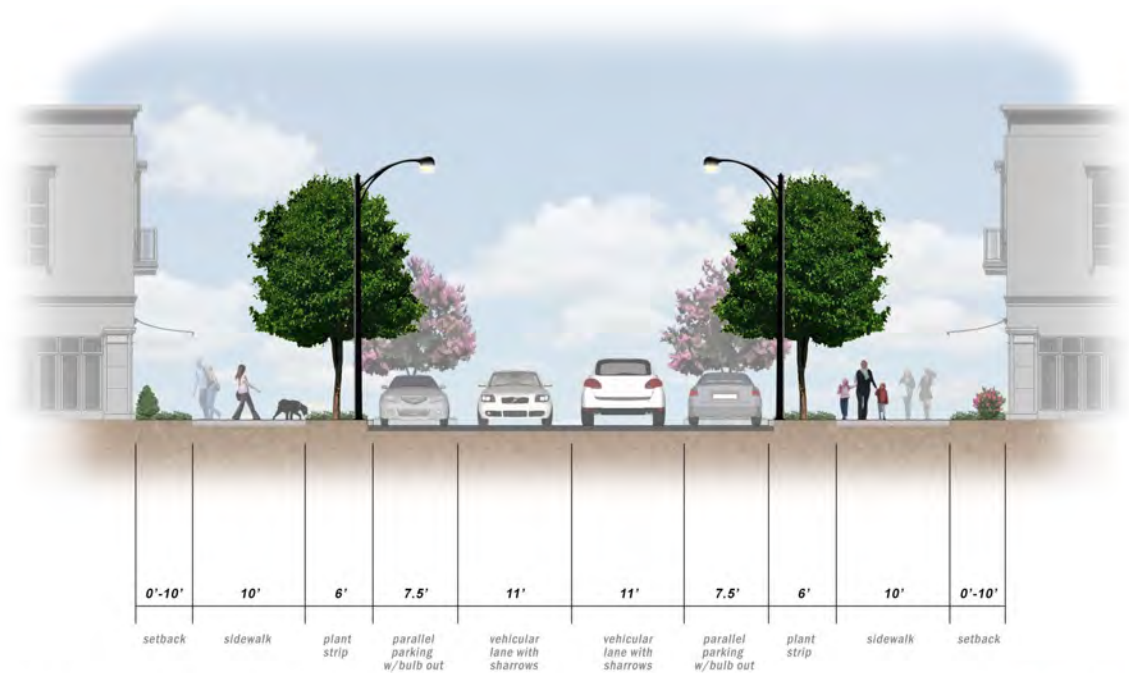
Street Types

It is recommended to require streetscape improvements, as depicted in Figures 4aa through 4dd, within the Overlay as new development occurs along existing roadways.

Important components of these streetscapes include, required setbacks, sidewalks, street lights, street trees, landscape buffers, bicycle lanes and on-street parking.

Several of the corridors include a recommended multi-use path along one side, as on-street bicycle lanes are unsafe due to high travel speeds. These include:

- Scott Boulevard along the eastern (northbound) side
- DeKalb Avenue along the southern (eastbound) side
- Church Street north of North Decatur Road along the western (southbound) side



NEW STREET CONNECTIONS

Long-term Redevelopment Vision

Kimley»Horn

Figure 4z: New street connections should provide share lanes for bicycles and sidewalks on either side. parallel parking to be included where appropriate.

- DeKalb Industrial Way along the eastern (northbound) side

New Street Connections

It is recommended that the Overlay ordinance be used as a tool to require new street connections as properties redevelop. The ordinance could require land owners applying for permits to meet with County officials to find locations for new connections. There are a few options for how to direct these conversations. One approach is to work with area stakeholders to create a Master Street Plan.

An alternative is to create maximum block sizes or lengths. Major corridors may have larger maximum block sizes versus interior connection streets. Major Corridors may have a maximum of 600'-800', while interior may have a maximum of 200'-400'. For additional connectivity, new streets should be required to have a minimum number of connections to existing streets. Creating maximum block sizes and connectivity requirements would allow for land owners to have flexibility in their development, while still creating a walkable, pedestrian friendly network.

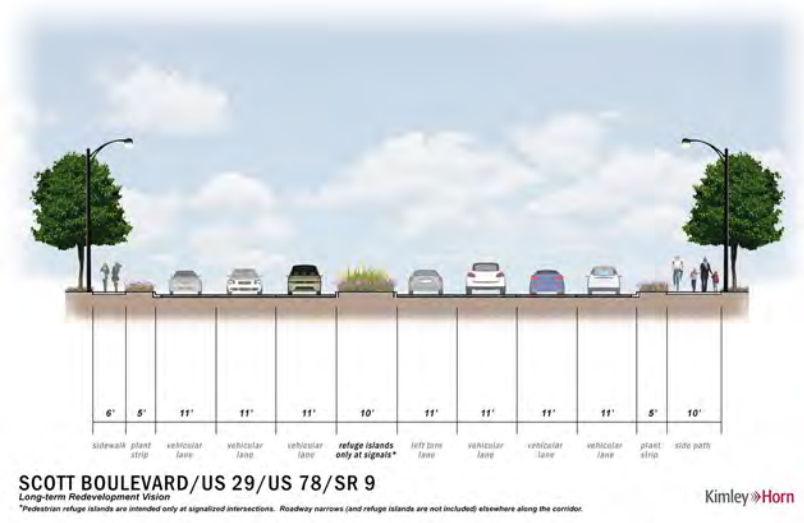


Figure 4aa: Improvements to Scott Boulevard include pedestrian refuge islands, a multi-use path, and sidewalks

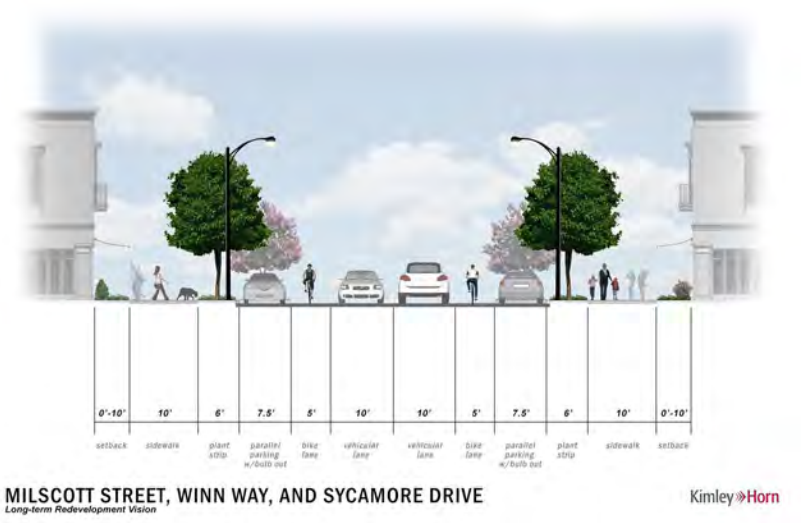


Figure 4cc: In the long-term Milscott Street, Winn Way, and Sycamore Drive should include parallel parking, and sidewalks, as redevelopment continues

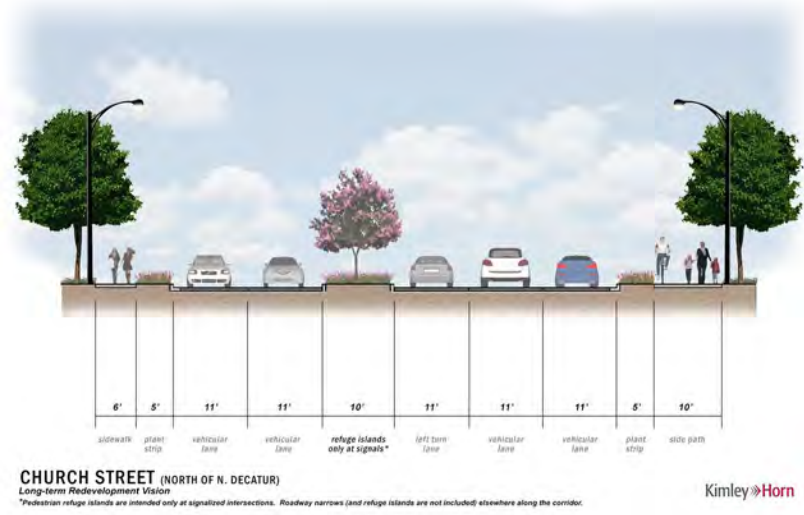


Figure 4bb: North of North Decatur Road, it is recommended that a multi-use path be separated from the road to protect cyclist from higher traffic volumes (than found south of North Decatur), in addition to a sidewalk and pedestrian refuge islands

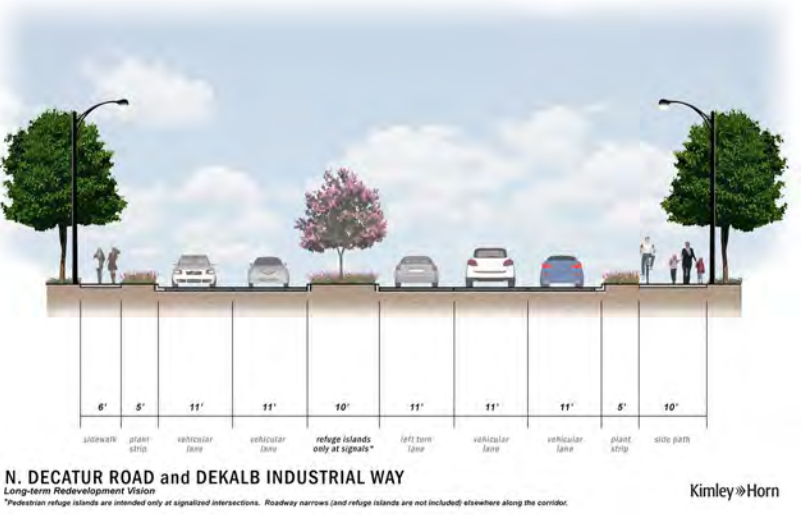


Figure 4dd: Improvements along North Decatur Road and DeKalb Industrial Way include a separated multi-use path, a sidewalk, and pedestrian refuge islands

New connections should benefit all modes of travel per a “complete streets” required street section that safely accommodates cyclists, motorists, pedestrians, and transit users. Refer to Figure 4z.

Additionally, connectivity to the PATH network should be required for all new large parcel development, further supporting a connected, pedestrian friendly system and helping to brand the area as a bike friendly, sustainable community. Similar to Peachtree City’s cart pathway development ordinance.

New Street Connection: Skinny Street

An alternative new street type should also be considered for smaller internal connectivity, connections of 200 feet. This street type, the Skinny Street, provides bicycle and pedestrian connectivity in high density areas. The road is wide enough for emergency vehicles to access, but should not incorporate automobile traffic. Refer to Figure 4ee through 4gg for a conceptual example in the Master Plan.

Driveway Consolidation

Also, as properties redevelop, it will be important to consolidate driveways along major thoroughfares. The removal of driveways will be important because this will improve the safety and efficiency for all users of the roadway and sidewalks by removing conflict points. The Overlay should include a requirement to consolidate driveways to at a minimum of one every 200 feet. This may be done with inter-parcel connectivity.



Figure 4ee: This Map identifies the proposed location of a Hindu Temple at Church Street and Scott Boulevard



Figure 4ff: An example of a Skinny Street, with only pedestrian and bicycle access.



Figure 4gg: Conceptual Drawing of a Skinny Street, a pedestrian oriented street, looking into medical education campus

Healthy Streets

It is recommended that a Healthy Streets section be included in the Medline District Overlay. This section includes recommended materials and principles for streetscape improvements for this street type.

Healthy Streets are identified in Figure 4hh. These streets provide the primary inter-block connectivity, away from the heavily trafficked major corridors. Milscott and its proposed extension provide a safe east-west access for all modes of transportation, connecting residential neighborhoods into the study area; Winn Way provides safe north-south access for all modes of transportation, connecting medical offices, DeKalb Medical Center, DeKalb Board of Health, Patel Plaza, and proposed residential and retail uses; and the proposed healthy streets north of North Decatur Road provide safe access for all modes between regional centers and new residential units - DeKalb Medical Center, the proposed Medical Technical College Campus, and new residential and retail uses.

Ultimately, these streets have potential to provide a healthier connectivity for bicyclists, pedestrians, and automobiles and act as the major internal connections for many of the area's amenities.

Within the Overlay, it is recommended that these streets be identified as Health Streets, required to meet recommended concepts and materials as listed below. Incentives to help developers fund material recommendations should be included: such as density bonuses, reduced parking requirements, matching funding sources.

Milscott Street as a Healthy Street concept is shown in Figure 4ii, and follows the concepts and materials as listed below.

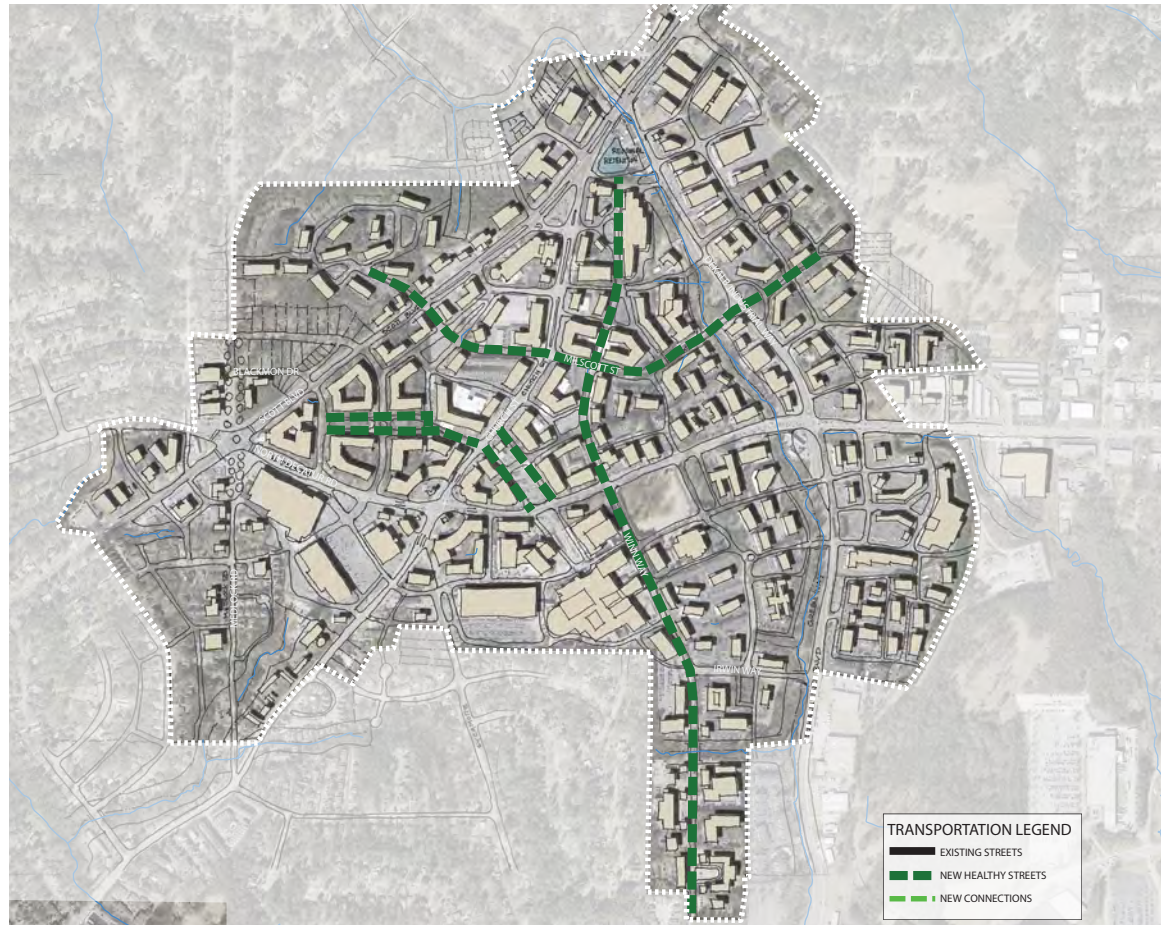


Figure 4hh: Primary Healthy Streets



Figure 4ii: Example Illustration of Internal Healthy Street Development

Healthy Street Concepts

Components of healthy street design should not only provide safe options for all modes (pedestrian, bike, transit, and car) as identified in Street Sections Figures 4z through 4dd, but should also include the following Principles and Materials:

Principles, refer to Figure 4jj:

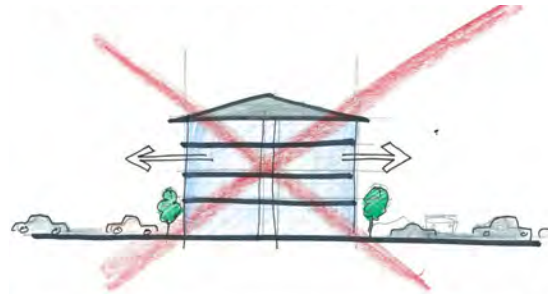
- Provide views of greenspace from residential and office buildings, instead of views of parking lots.
- Double loaded residential and office buildings should be separated from parking with greenspace and trees.
- Single loaded residential and office space should look out onto greenspace and streetscapes, instead of parking lots.
- Street Geometry: Create deflecting angles with the help of greenspace plazas to create interest for the pedestrian, encouraging walkability.
- Connect Greenspace with a street network.
- Consider shared parking decks to decrease curb cuts and increase densities and greenspace opportunities.

Materials and Components, Refer to Figure 4kk: Street materials and components should address environmental concerns, making a healthier environment for all users.

- Bio-swales: Provide stormwater management and filter greywater before it is returned to the water table.
- Reflective surfaces on sidewalks and bike lanes help improve the heat island effect

VIEW OF SURFACE PARKING

Prohibit



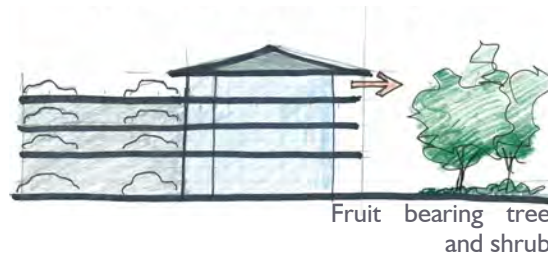
VIEW OF GREEN

Double Loaded Lofts Separate Parking



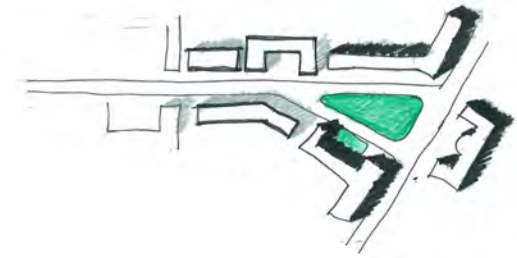
VIEW OF GREEN

Single Loaded Lofts Park at Residence Door

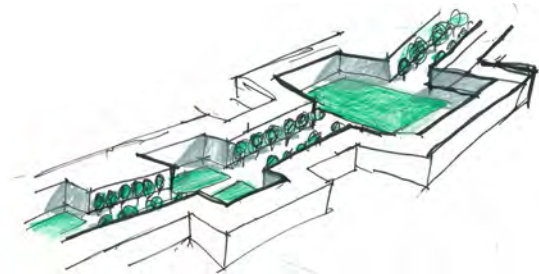


STREET GEOMETRY

Create deflecting angles for interest
Utilize greenspace



CONNECT GREENSPACE



ECONOMICAL PARKING DECKS

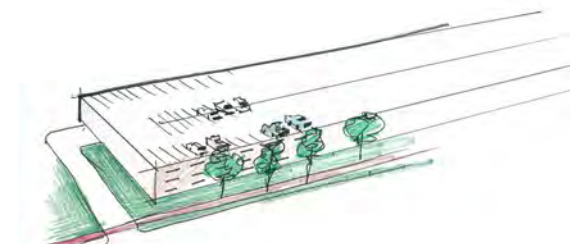


Figure 4jj: Concepts for a Healthy Street

LEGEND

- Recycled content
- Energy conservation
- Stormwater management
- Urban heat island mitigation
- Public transportation
- Water efficiency
- Education
- Monitoring

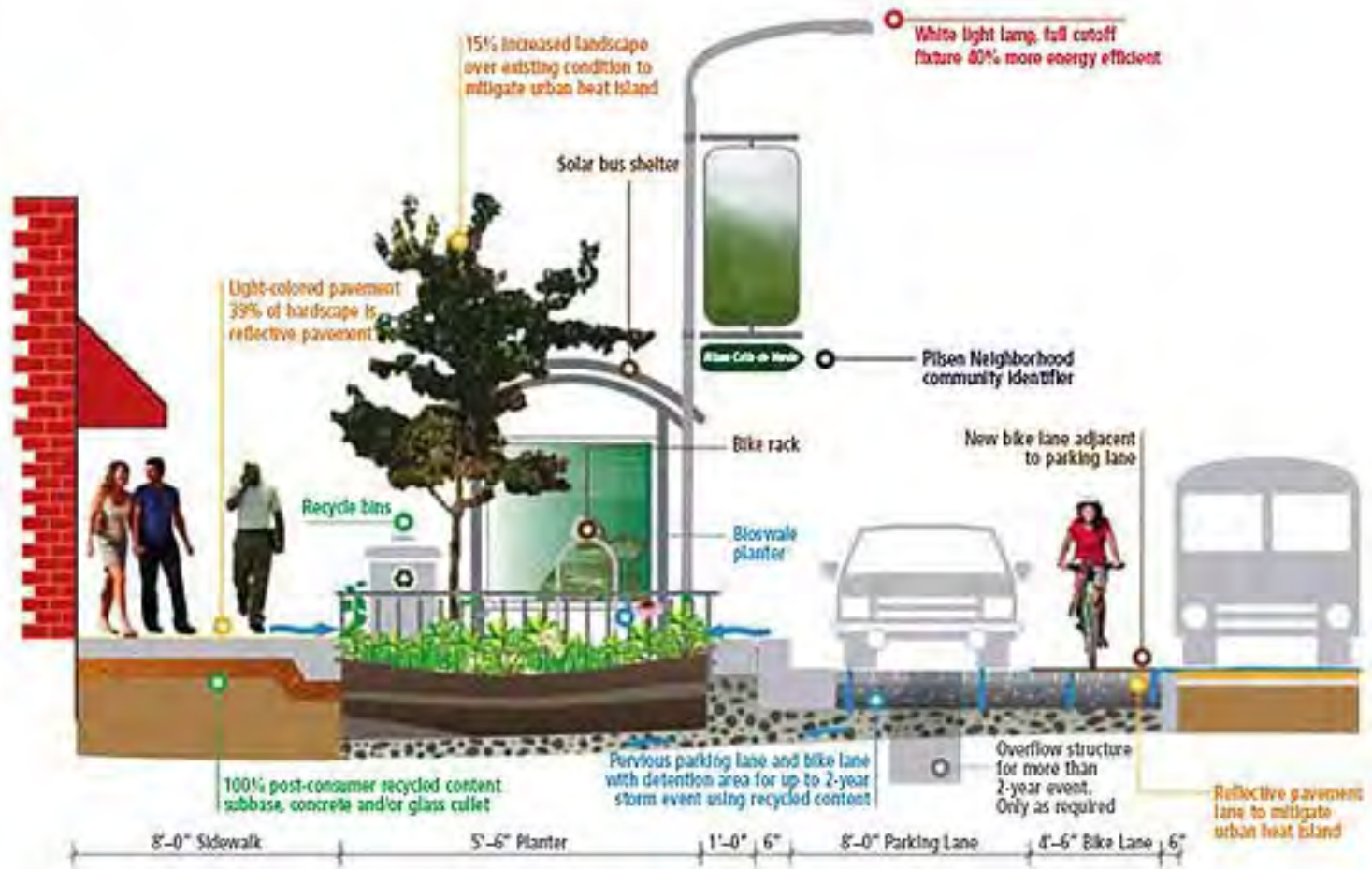


Figure 4kk: Potential Components for a Healthy Street
Chicago Department Of Transportation (CDOT)

- Pervious parking lanes help to address greywater run-off and can filter water before returning to the water table.
- Consider using recycled content for sidewalks
- Include recycle bins with trash cans to promote recycling
- Include signage about distances to area amenities, encouraging people to walk
- Incorporate solar lights for safety
- Include street trees to filter polluted air and to provide shade to increase pedestrian activity

T2 and T3: Improved Pedestrian Crossings - Projects Already Underway

DeKalb County is currently pursuing two pedestrian crossing improvements within the study area which include crossings at the intersection of Scott Boulevard at North Decatur Road and Medlock Drive as well as near the intersection of DeKalb Industrial Way at Milscott Street. In both cases, the designs for these improved crossings have been completed and the County is working towards implementation.

T4: Retrofits of Existing Corridors for Cyclists

Several roadways within the study area have the existing widths available to accommodate a reallocation of space for cyclists. These include Church Street, Sycamore Drive, Winn Way, and Milscott Street. Church Street, in particular, is already being modified within the City of Decatur from four to two lanes so that the outside lane can be used for cyclists. This “road diet” should be continued northwards to North Decatur Road so that there is a continuous bicycle connection between the study area and downtown Decatur.

Sycamore Drive, Winn Way, and Milscott Street are all 30’ in width, which means these roadways can be striped with 5’ bicycle lanes along the outside edges and still allow for two 10’ vehicular travel lanes. Refer to Figures 4nn and 4oo.

While the recommended street types for the Overlay provide wholistic streetscape improvements for these roadways, this recommendation to retrofit for cyclists provides a short-term approach, prior to redevelopment happening, that will have an impact on the accessibility and connectivity of the study area, while encouraging bikeability and exercise.

T5: Sidewalk Infill and Crossing Retrofits

Several thoroughfares within the study area lack sidewalks in key locations. Although sidewalks can be challenging as retrofit projects because of utility and right-of-way constraints, some of these sidewalk gaps should be prioritized for completion as short-term projects. Assuming additional funds from outside sources can be obtained, these short-term projects should include sidewalk installations along Scott Boulevard, North Decatur Road, DeKalb Industrial Way, and Milscott Street. Also, where Scott Boulevard is intersected by Church Street and by North Decatur Road, there is opportunity to use mostly existing right-of-way to create raised pedestrian refuge islands. The Church Street intersection crossings would occur on the northbound approach of Church Street and on the eastbound approach of Scott Boulevard. The North Decatur Road intersection crossings could be installed on the eastbound and westbound approaches of Scott Boulevard.

T6 and T7: Multi-Use Trail Connections

Two corridors within the study area have the

potential to be retrofitted with facilities for both bikes and pedestrians. Although both projects will require close partnerships with private landowners, initial conversations have been encouraging. The projects include:

T6: Wellness Multi-Use Path: This Path is proposed to extend along the service roadway behind DeKalb Medical Center and behind Suburban Plaza, providing bicycle and pedestrian connectivity. This Path provides hospital patients and visitors an opportunity to get outdoors and exercise.

The trail behind Suburban Plaza would be adjacent to the service alley used by delivery trucks. To provide for the safety of users, a 5 foot curbed buffer with trees is recommended. Portions of this path could gain further separation from truck traffic if located on private property to the south, such as Christian Tower. DeKalb County should work closely with these property owners to implement this project.

T7: Farmer’s Market Multi-Use Path: This path is a project that has been proposed by the PATH foundation. It is proposed to extend from Scott Boulevard to the DeKalb County Farmer’s Market (primarily along Jordan Lane and then through private land). DeKalb County should work closely with the PATH Foundation and the Farmers’ Market to implement this connection.

T8: DeKalb Industrial Greenway Trail

Trail connectivity is encouraged along existing streams, within required stream buffers. Development regulations restrict development within the required County and Federally regulated

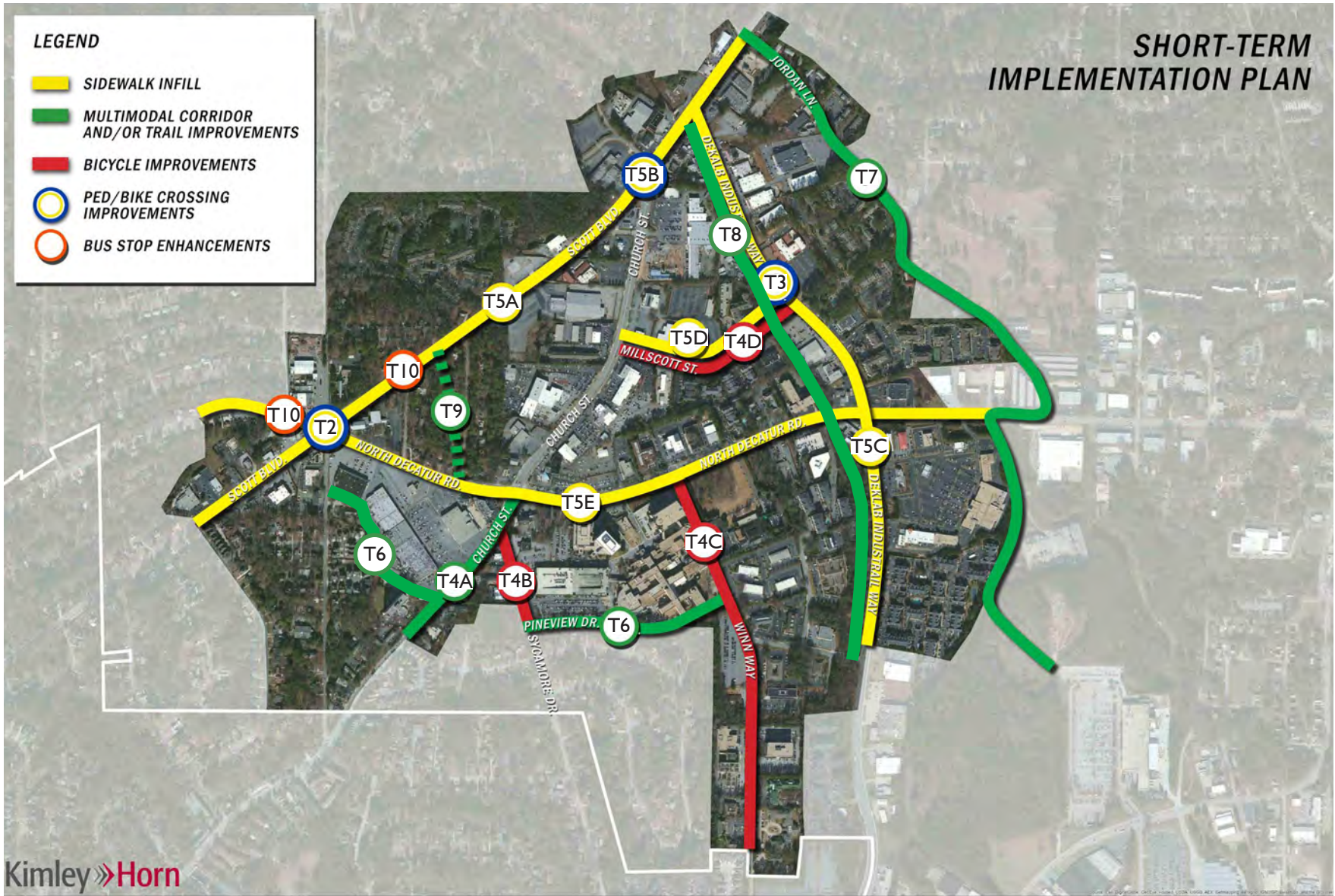


Figure 4II: This map identifies the locations of short-term transportation projects

stream buffers, making the buffer an ideal place for alternative connectivity options.

The DeKalb Industrial Greenway Trail will provide alternative connectivity along DeKalb Industrial Way, a highly pedestrian used roadway, for pedestrians and bicyclists. This will provide improved connectivity to area resources and amenities including DeKalb Workforce Development, Patel Plaza, Kroger, and residential uses, as well as the Board of Health and the DeKalb Medical Center via Irwin Way. Connections to other multi-use paths throughout the study area will allow this trail to provide exercise opportunities and it's setting within the undisturbed tree canopies along the stream can lead to improved mental health.

Additionally, over time, this trail can help provide safe crossings under bridged roadways, separating the cyclist and pedestrian from dangerous roadway intersections. Currently many of the bridges, bridged street intersections and curb cuts, that the stream runs beneath are too low for pedestrians and bicycles to clear. However, as bridge infrastructure needs to be rebuild, it is recommended to raise the bridge enough to allow the trail system to run beneath. Refer to Figure 4mm for an example of a safe crossing below a bridge.

The majority of this trail system is located on private property. DeKalb County should work closely with land owners to implement this trail. Matching funding opportunities should be considered as well as incentives as redevelopment occurs on these properties, including density and height bonuses.

T9: Blackmon Drive New Connection and Signalized Crossing

Based on current development activity, there is potential for DeKalb County to partner with local developers to create a new street connection and signalized intersection within the study area. This project would enhance connectivity for pedestrians, cyclists, transit users, and motor vehicles. The new connection, as currently envisioned, would extend from the planned new signal being installed on North Decatur Road as part of the Suburban Plaza redevelopment to the intersection of Blackmon Drive at Scott Boulevard. This connection would, in effect, be an extension of Blackmon Drive to North Decatur Road. It is likely that this extension would then meet signal warrants for a traffic signal where Blackmon Drive crosses Scott Boulevard. With a new traffic signal comes the opportunity to create an enhanced pedestrian crossing location for Scott Boulevard by installing crosswalks, pedestrian signals, and raised pedestrian refuge islands at the intersection. Refer to Figure 4pp.

T10: Enhanced Bus Stops

Nearly all of the bus stops within the study area would benefit from the installation of seating and shelters. However, due to funding limitations within the next five years, it is envisioned that partnerships will be needed in order to create any new enhanced stop facilities. Two locations within the study area provide opportunities for these partnerships. These locations are along the Cliff Shuttle corridor which travels between Emory University's campus and the North DeKalb Mall. If these stop locations could be adjusted to also be used for MARTA buses, there is the opportunity for a joint partnership between MARTA, Emory University, and DeKalb County to enhance these stop facilities. These pilot projects



Figure 4mm: Safe Crossings Along Streams and Under Bridges Allow for Additional Pedestrian and Cyclist Connectivity

should align with the art and health proposals. An example of this would be to install swings as seats for the bus stop shelters, encouraging artistic creativity and activity/exercise.

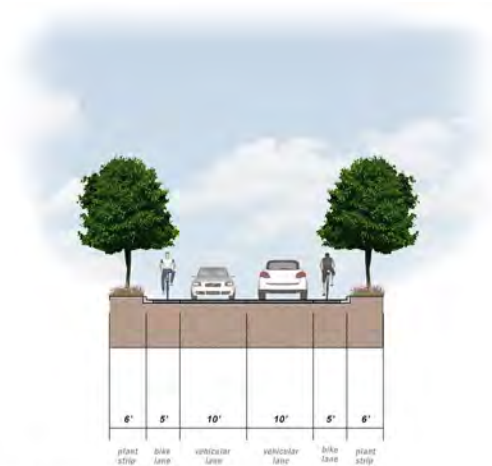


CHURCH STREET (SOUTH OF N. DECATUR ROAD)
 Long-term Redevelopment Vision

*Pedestrian refuge islands are intended only at signalized intersections. Roadway narrows (and refuge islands are not included) elsewhere along the corridor.

Kimley Horn

Figure 4nn: Church Street improvements south of N. Decatur Road shall provide an extension of roadway improvements being completed by the City of Decatur on Church Street



MILSCOTT STREET, WINN WAY, AND SYCAMORE DRIVE
 Short-term Restripe with Bike Lanes

Kimley Horn

Figure 4oo: In the short-term as Milscott Street, Winn Way, and Sycamore Drive are re-paved, bike lanes should be incorporated.



BLACKMON DRIVE EXTENSION/NEW CONNECTION
 Long-term Redevelopment Vision

Kimley Horn

Figure 4pp: Blackmon Drive extension to the east of Scott Boulevard should provide multi-modal access.

Long-Term Transportation Vision

In order to transform this area into a place that safely accommodates multimodal connectivity, several long-term strategies should be employed.

Improvements at the Intersection of Scott Boulevard, North Decatur Road, and Medlock Drive

This intersection has long been used as an example of transportation challenges within the study area and is one of the major transportation issues brought to our attention by stakeholders as needing improvement. Main concerns include safety of pedestrian/bicycle crossings and traffic back-up due to signals accommodating six traffic approaches and high traffic volumes. While few easy short-term improvement options exist, several long-term strategies can be employed.

It should be noted that transportation is a regional concern. Improvements to this intersection need to be coupled with improvements to intersections in adjacent communities along with a focus on alternative modes of transportation - including improved bicycle, pedestrian and transit options. Figure 4qq depicts how providing for safe access to alternative modes of transportation, such as transit, bicycle and pedestrian amenities will have a great impact on our transportation infrastructure and quality of life.

With the help of community input, we have developed short-term and long-term strategies for how to deal with the six-way intersection. The solutions will need further study, detail, and design prior to implementation, therefore, the recommendation within this report is to further study alternative

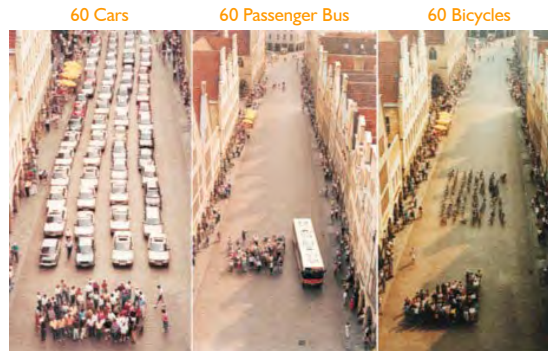


Figure 4qq: Providing for safe access to alternative modes of transportation, such as transit, bicycle and pedestrian amenities will have a great impact on our transportation infrastructure and quality of life.



Figure 4rr: Example of Option 1: Traffic Circle/Roundabout



Figure 4ss: Example of Option 2: Bridge Through-traffic under, with local traffic remaining at grade.



Figure 4tt: Example of Option 3: Portion of Medlock Road to be a Pedestrian/Bicycle only Plaza



Figure 4uu: Alternative connectivity to Scott Boulevard and North Decatur Road from the surrounding community is key to closing off a portion of Medlock Road to vehicular traffic.



Figure 4vv: An option for improvements to the six-way intersection includes pedestrian refuge islands and closing off a portion of Medlock Street to automobile traffic.

solutions as described in this section to find the best option for all.

Short-Term Strategy: Pedestrian Refuge Islands

In the short term, it is recommended that the County work with property owners and developers adjacent to the intersection, to acquire and/or preserve the right-of-way necessary for the construction of pedestrian refuge islands within Scott Boulevard and North Decatur Road. While the refuge islands proposed on Scott Boulevard can potentially be constructed with no additional right-of-way being acquired, it is expected that the approaches along North Decatur Road will need an additional five feet of right-of-way from each side of the roadway (which can then taper back from the intersection) in order to be constructed. These pedestrian refuge islands, while not ideally intended as stopping points for pedestrians, would serve to break up the multi-lane crossings of these major thoroughfares. Refer to Figure 4vv for locations of pedestrian refuge islands.

Long-term: Reconfigure Intersection

The following long-term solutions for the intersection were discussed during the Medline LCI process:

- Option 1: Construct a traffic circle. Figure 4rr
- Option 2: Allow Medlock Road through traffic to bridge under, with local traffic to remain at grade. Figure 4ss
- Option 3: Close a portion of Medlock Road to automobile traffic, creating a much safer 4-way intersection and create a pedestrian and bicycle plaza. Figure 4tt-4vv.

The three options were weighed with pros and cons. Ultimately, the most cost-effective and most impactful solution to make the intersection safer

for pedestrians, cyclists, and automobile traffic was determined to be Option 3.

Option 1 has the potential to provide for safer pedestrian and bicycle crossings, as traffic is slowed, through a roundabout. Roundabouts, however, are ideal for a maximum of 20,000 vehicles per day. This intersection experiences approximately double this limit, leading to greater congestion and slowed traffic flow.

Option 2 would separate through traffic by bridging it under the local streets, providing for a much safer pedestrian/bicycle environment at grade. This solution is a multi-million dollar recommendation and may be very difficult to implement financially.

Option 3, closing off a portion of Medlock Road to vehicular traffic is a cost-effective solution that would provide a much safer four way intersection, reducing both vehicular and pedestrian crashes, and relieving congestion at this intersection.

In this solution, Medlock Road would be closed off to vehicular traffic for a block to the north and to the south of the intersection. These blocks could become pedestrian and bicycle only plazas. Refer to Figure 4uu-4vv.

It is recommended that this road closure be tested as a temporary installation to study how it impacts the traffic flow, community character and economic impact of surrounding businesses. This could be done by temporarily blocking off the recommended portions of the Medlock Road and setting up tables, chairs and food truck vendors in the temporary plaza. Activity and traffic flow would be recorded during this temporary closure to determine positive

and negative impacts. Refer to Figure 4tt.

Key to Option 3's success is the building of new road connections, new signalized intersections, and alternative modes of transportation.

As properties adjacent to this intersection redevelop, the County should work with developers to identify nearby new connection opportunities that can serve as alternative routes for users of this intersection. An example connection would be the Blackmon Drive extension proposed in the short-term implementation plan.

Figure 4ww identifies potential new signalized intersections that would provide for alternative routes into and out of the surrounding neighborhoods.

Finally, pedestrian, bicycle and transit improvements need to be realized prior to any road closures. Pedestrian and bicycle amenities along North Decatur and Scott Blvd will need to be in place. Ideally, transit, such as the proposed MARTA light-rail Clifton Corridor line would be in place to provide alternative options to the car.

Pedestrian Refuge Islands at all Crossings of Major Thoroughfares

In order to overcome the crossing challenges created by the large roadways in the study area such as Scott Boulevard, North Decatur Road, Church Street, and DeKalb Industrial Way, it is envisioned that as a long-term plan, all of the signalized intersections for these roadways should be enhanced with pedestrian refuge islands. These refuge islands will serve to improve both real and perceived crossing safety concerns for pedestrians. They will also create a contextual queue for motorists that this is

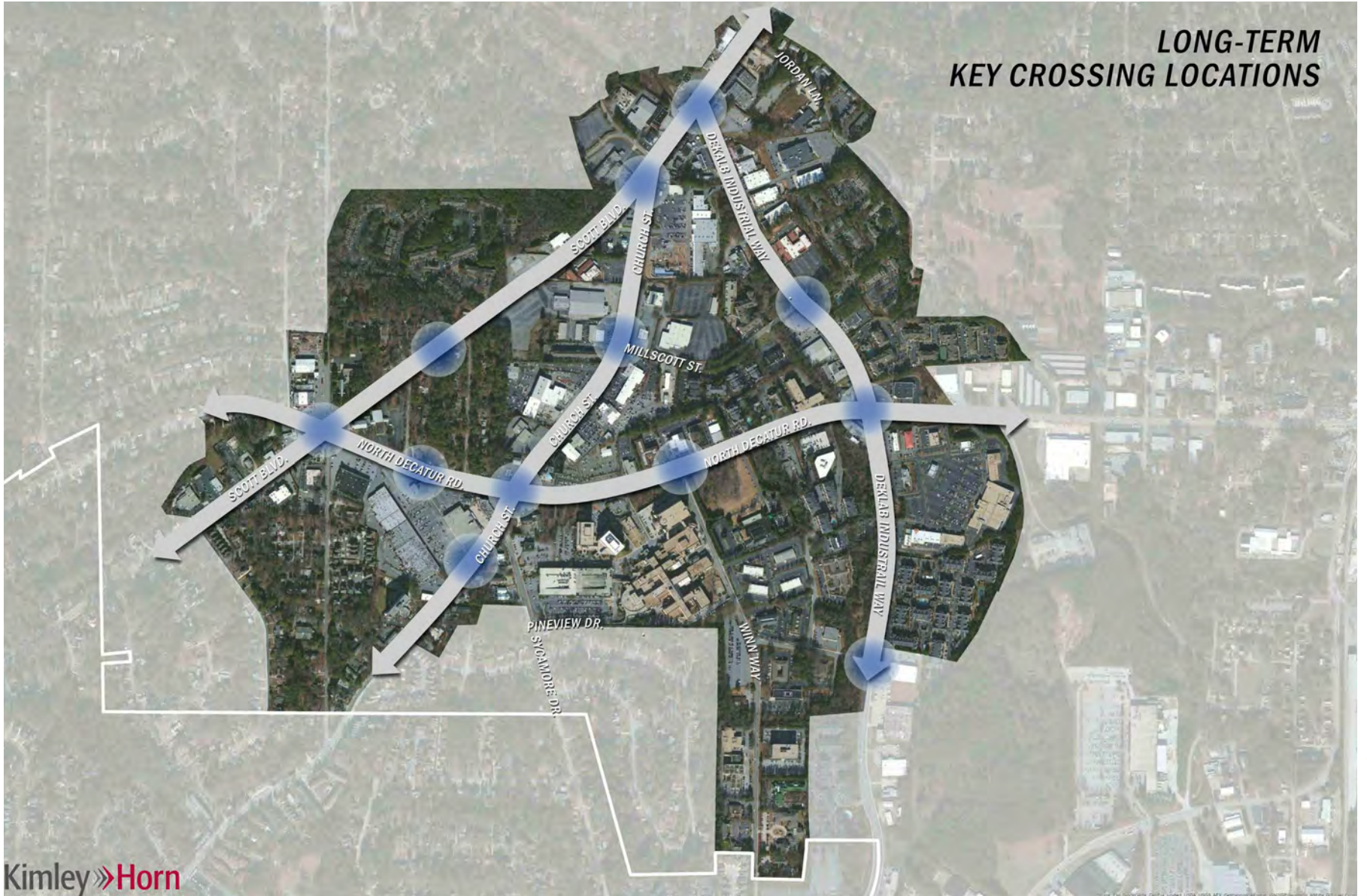


Figure 4ww: Existing and Proposed Signalized Crossings

a multimodal area where pedestrians and cyclists should be expected. Refer to Figure 4ww for future intersection improvement opportunities.

Road Diet on DeKalb Industrial Way South of North Decatur Road

This segment of roadway is part of the planned Clifton Corridor Light Rail Transit system and any planned improvements need to take transit planning into consideration. Although much of this roadway segment is outside of the LCI study area, it is anticipated that with further study, this segment of roadway could potentially be reduced to two vehicular lanes. This reduction in vehicular lanes would allow additional space for the accommodation of cyclists and pedestrians. In future updates of the Medline LCI, consideration should be given to expanding the study area boundary to include more of this corridor.

Reconfiguration of the Intersection of Sycamore Drive at Church Street

Where Sycamore Drive intersects Church Street, this intersection should be considered for long-term realignment and potential signalization. If the intersection could be moved approximately 300 feet south along Church Street, Sycamore Drive could be aligned with the planned drive aisle that is proposed as part of the redevelopment of Suburban Plaza. It is likely, that this new alignment could meet warrants for a traffic signal. A signalized intersection would create the opportunity for pedestrian crosswalks with pedestrian signals. This new alignment would impact existing structures, so it is only envisioned as a long-term project that would potentially involve partnering with a local developer.

Improve Additional MARTA Bus Stops

In addition to the two stop locations identified in the short-term implementation plan, all other bus stops within the study area should be targeted for enhancements. Over time, every bus stop should be equipped with seating, a hard surface pad (concrete or pavers), and a shelter. Ideally, bus stops can be integrated into redevelopment projects in order to provide easy access to nearby properties.

Clifton Corridor Light Rail Transit

Clifton Corridor Light Rail Transit system is a MARTA project pursuing local, state and federal funding opportunities. Refer to Figure There is currently no funding dedicated to the implementation of this project. It is highly encouraged, however, for the County continue to work closely with MARTA to identify funding sources, including public-private partnerships.

This transit project connects many major employment and town centers within and outside of the study area, including DeKalb Medical Center, Suburban Plaza, the DeKalb Farmers' Market, the City of Decatur, the Center for Disease Control, and Emory University. Much of the regional traffic in the study area is associated with employees and visitors to these major centers. The implementation of the Clifton Corridor Light Rail transit system has the potential to draw many of these cars off the road, improving traffic congestion and quality of life in the study area.

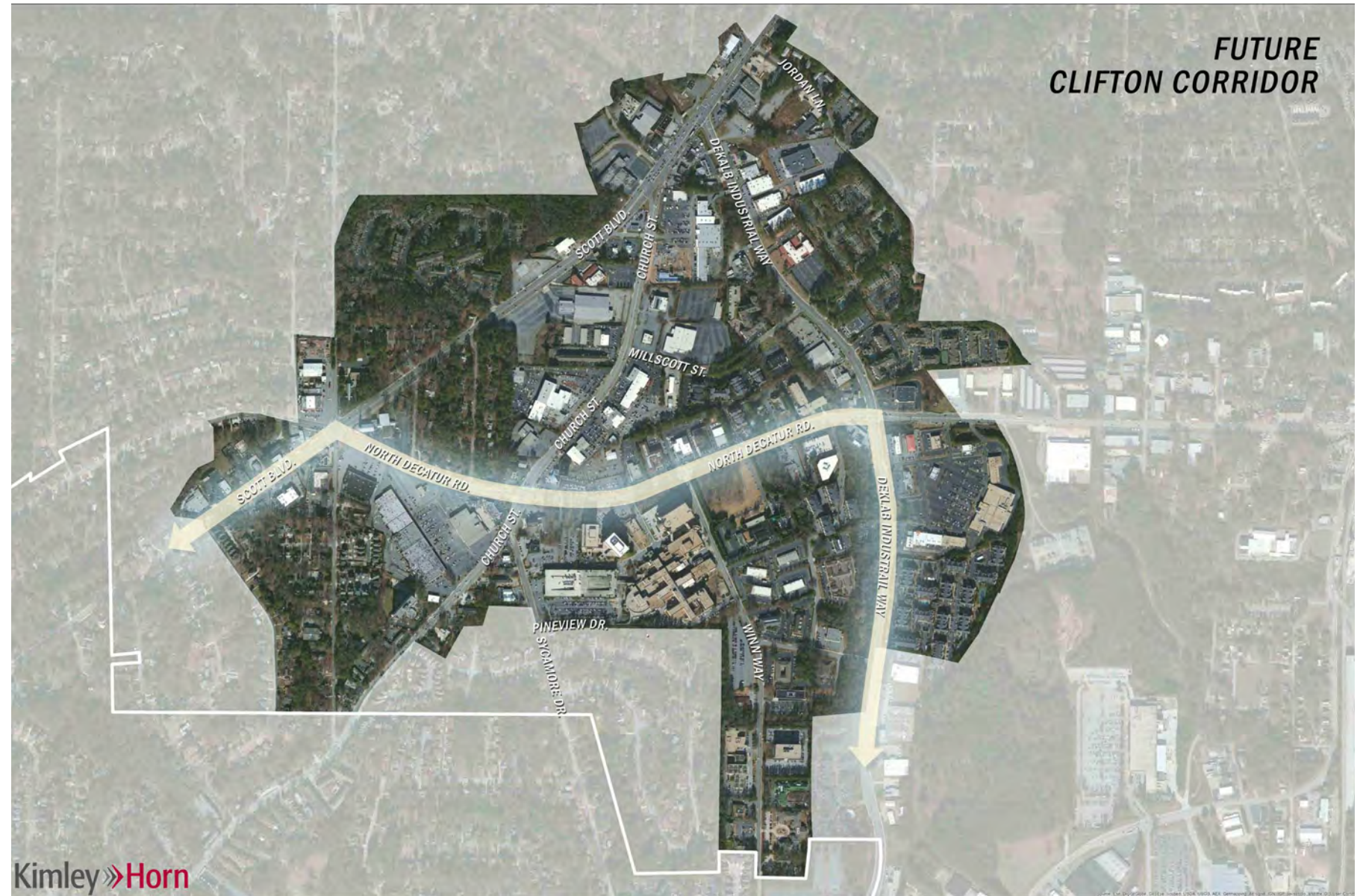
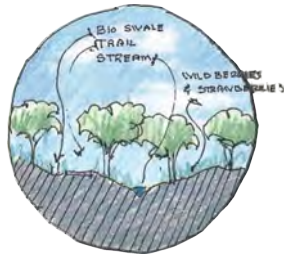


Figure 4xx: The Medline Study Area is well-positioned to transform into a transit-oriented community that capitalizes on the planned Clifton Corridor transit project



4.6 Goal 4: Healthy Environment

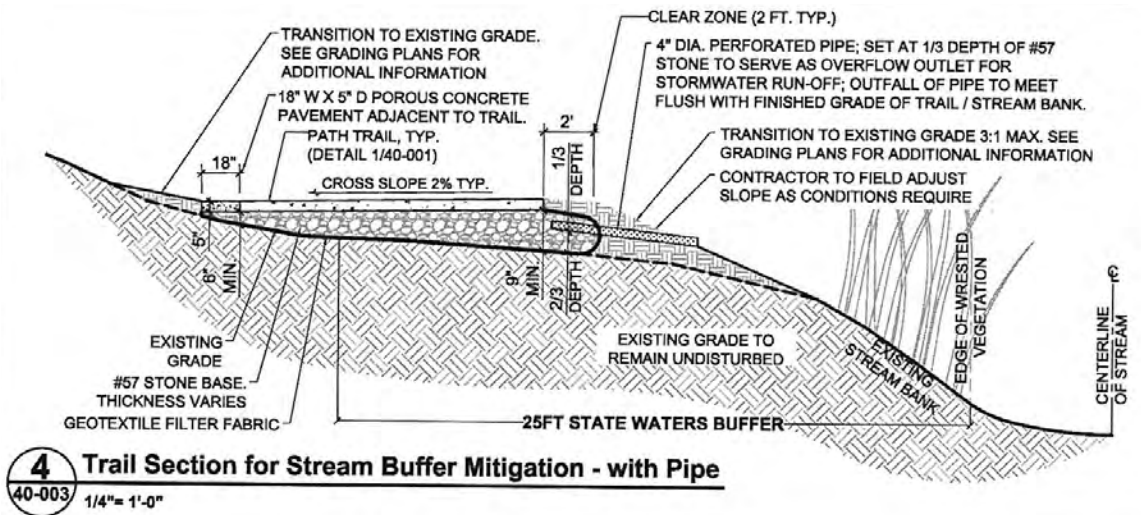
This section provides recommendations on improved water and air quality for the study area. Previous sections in the report identify economic, land use and transportation based recommendations. The addition of environmental concerns, such as air and water quality, aim to provide a holistic view of improved public health in the Medline Wellness District.

Recommendations in this section focus on improved water quality of the DeKalb Industrial Way stream, improved stormwater management through regional retention, and improve air quality.

EN1. Incorporate a Complete Streams Policy for the DeKalb Industrial Way Stream in the Medline Wellness Overlay District

This recommendation focuses on improving water quality in streams throughout the study area, with a focus on the main waterway - DeKalb Industrial Way Stream.

This stream collects stormwater run-off directly from DeKalb Industrial Way on the east side and from adjacent parking lots on the west side. Improvements to the water quality of this stream could have a great impact on the community.



4 Trail Section for Stream Buffer Mitigation - with Pipe
40-003 1/4" = 1'-0"

Figure 4yy: This diagram provides an example of a trail system that manages and mitigates stormwater runoff into an adjacent stream. This concept is recommended to be included in the Complete Streams Policy Source: Georgia Engineer News Magazine, April/May 2014 Issue

Stream clean up could lead to an enhanced natural habitat for wildlife and fish, creating a natural amenity for the community to enjoy and relax - improving mental health. With recommended trail policies, this stream could also encourage exercise. Ultimately, as the stream quality improves and it is deemed safe, water recreation should be a goal for the DeKalb Industrial Way Stream - including canoeing, kayaking, and swimming.

The complete stream policy should be coordinated with efforts to implement the DeKalb Industrial Greenway Trail, as described in Section 4.5.

Factors that lead to unhealthy streams and those that protect streams are identified in Figure 4zz, and have provided a basis for the creation of a Complete Streams Policy.

It is recommended to include a Complete Streams Policy within the Medline Wellness Overlay District. This policy could include :

- Preserve stream buffer regulations. Currently the County and Federal regulations require a 50' buffer on both sides of the stream. It is recommended to regulate this buffer as new development occurs near the stream. This will preserve ground cover and tree canopies adjacent to the stream, which slow stormwater run-off and filter it before it reaches the waterway.
- Preserve and encourage the planting of shade trees and shrubs along stream bank. Shade trees have the benefit of lowering water temperatures improving water quality and nutrient levels. Additionally, trees and shrubs

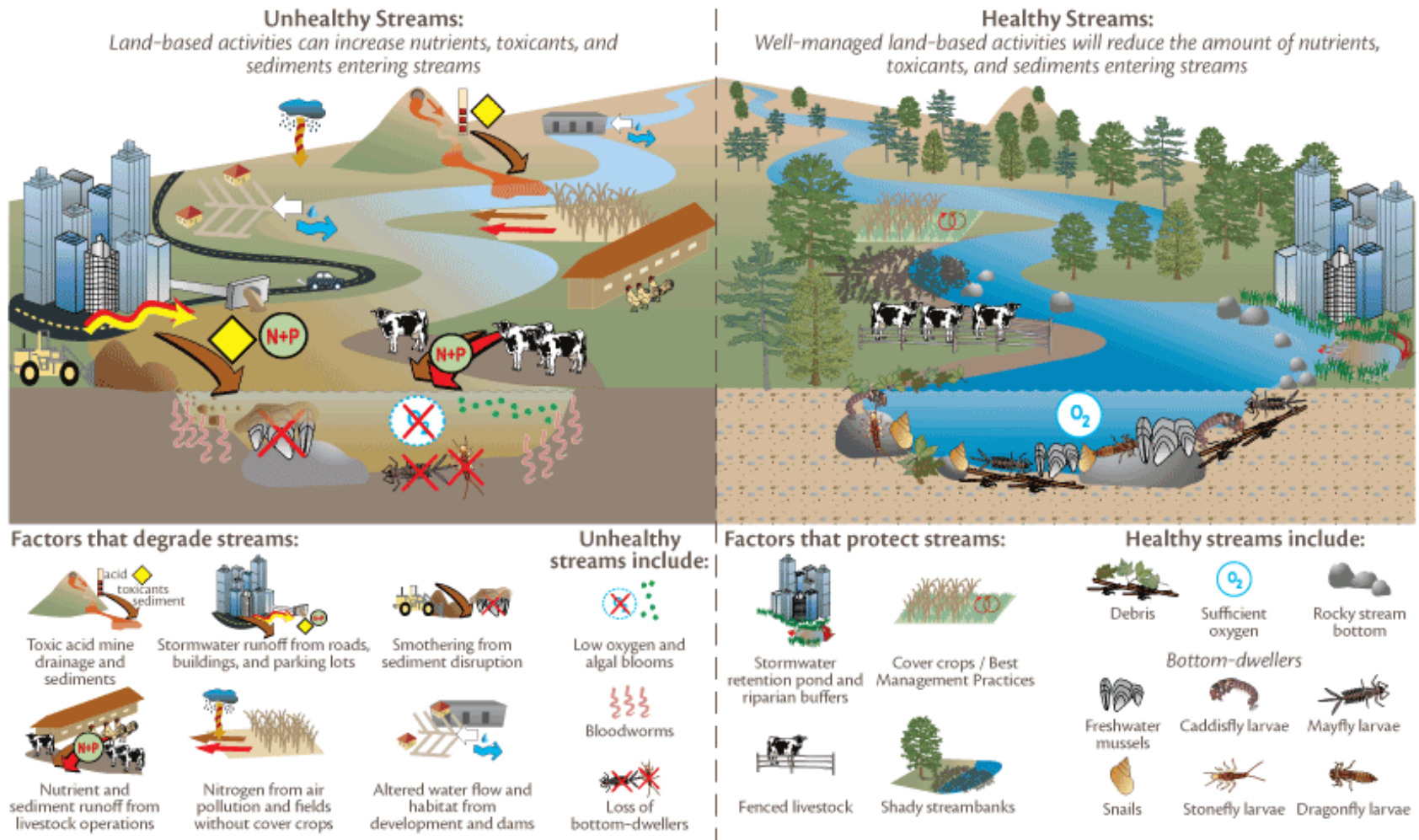


Figure 4zz: This diagram identifies components of a healthy stream, to be considered in the development of a Complete Stream Policy <http://www.bse.vt.edu/>

have the added benefit of stabilizing stream banks.

- Develop trail systems that provide stormwater management and mitigation, per Figure 4yy, to clean stormwater run-off before it enters the stream.
- Develop plans for Regional Stormwater Retention Ponds near low points of stream. This will also contribute to the mitigation of stormwater into the stream and the filtering of pollutants.
- Monitor water quality levels annually to understand impacts of recommendations and to prioritize actions.
- Develop an action plan to improve water quality through stormwater runoff mitigation strategies and infusion of plants and fish life into the stream
- Promote Low Impact Development (LID) in all new developments adjacent to the stream Education of these methodologies to area stakeholders and developers can have a positive impact.

EN2. Develop a Regional Stormwater Retention Plan

To improve water quality and reduce the impact on the County's stormwater infrastructure it is recommended that a Regional Stormwater Retention Plan be implemented.

A potential location for regional retention is identi-

fied on the Master Plan, refer to Figure 4aaa. This location was identified as the low point in the study area and, as most of the study area's water is naturally moving toward this low point, it may be a natural area to build a regional retention pond.

Retention Ponds not only provide a place to slow and filter pollutants out of stormwater, before returning the water to the water table, they have several other benefits, including lessening the impact of stormwater runoff on the County's infrastructure. The study area has a vast amount of pervious surfaces, as parking lots and former car dealerships take up a significant amount of land. To control this stormwater run off, a master plan should be created to direct water to a retention area(s) that filter and slowly release water back into the water table. As new development occurs, this plan can also help direct how stormwater is dealt with on specific properties, in addition to Low Impact Development strategies on site.

Additionally, a retention pond can become a community asset, providing a water feature for community enjoyment.

EN3. Monitor Air Quality within the Study Area to prioritize projects and understand impacts

Air Quality improvements are included throughout the Land Use and Transportation recommendations of this report.

Healthy Land Use recommendations that should have a positive effect on air quality include: Greenspace regulations, street tree requirements, and mixed-use development that promotes less automobile trips.

Healthy Transportation recommendations that should have a positive effect on air quality include: Alternative transportation strategies that help relieve congestion and idling cars, such as improved pedestrian and bicycle access, multi-use trails, street connectivity, and intersection improvements.

It is recommended that the Medline study area monitor air quality annually to determine major areas of concern. This can help prioritize projects that might impact air quality in particular locations.

Health based grants and funding should also be leveraged for air quality improvement projects.

Promote Green Programs

It is also recommended that area stakeholders and developers be educated about the positive outcomes of following green building programs, such as LEED and LEED ND, to improve energy efficiency and water conservation. Include incentives into the Overlay District for developers to follow green program guidelines.

Building Orientation

Encourage developers/buildings to orient and design buildings for energy efficiency, including use of day light/ventilation. Include this recommendation in the Overlay District design guidelines.

Renewable Energy and Energy Conservation

It is recommended to further study the feasibility of green retrofits and installation of solar panels on large retail rooftops in the study area. In particular, Patel Plaza, North Decatur Square, and Suburban Plaza have large, underutilized roof areas that could take advantage of alternative energy opportunities.

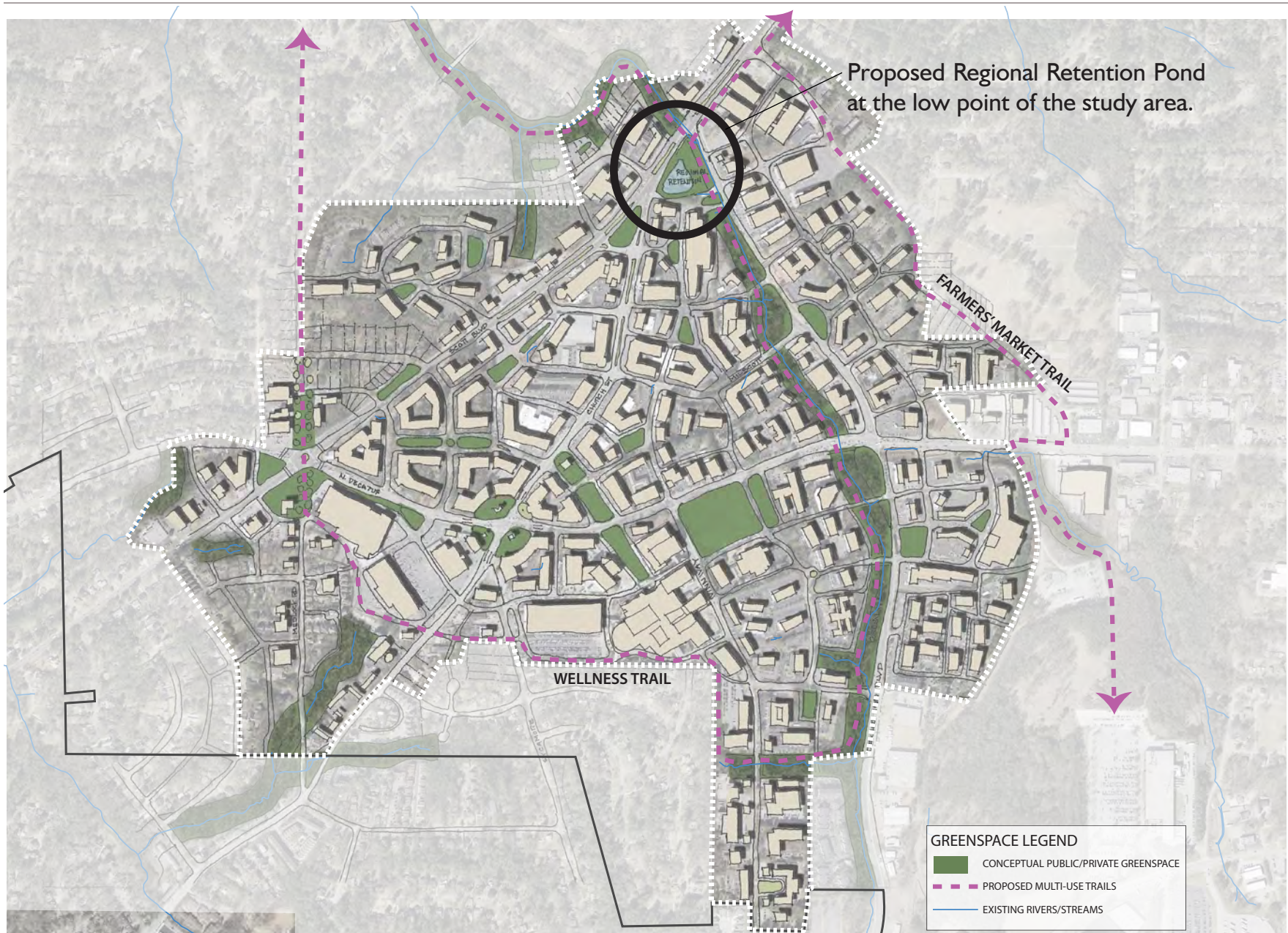
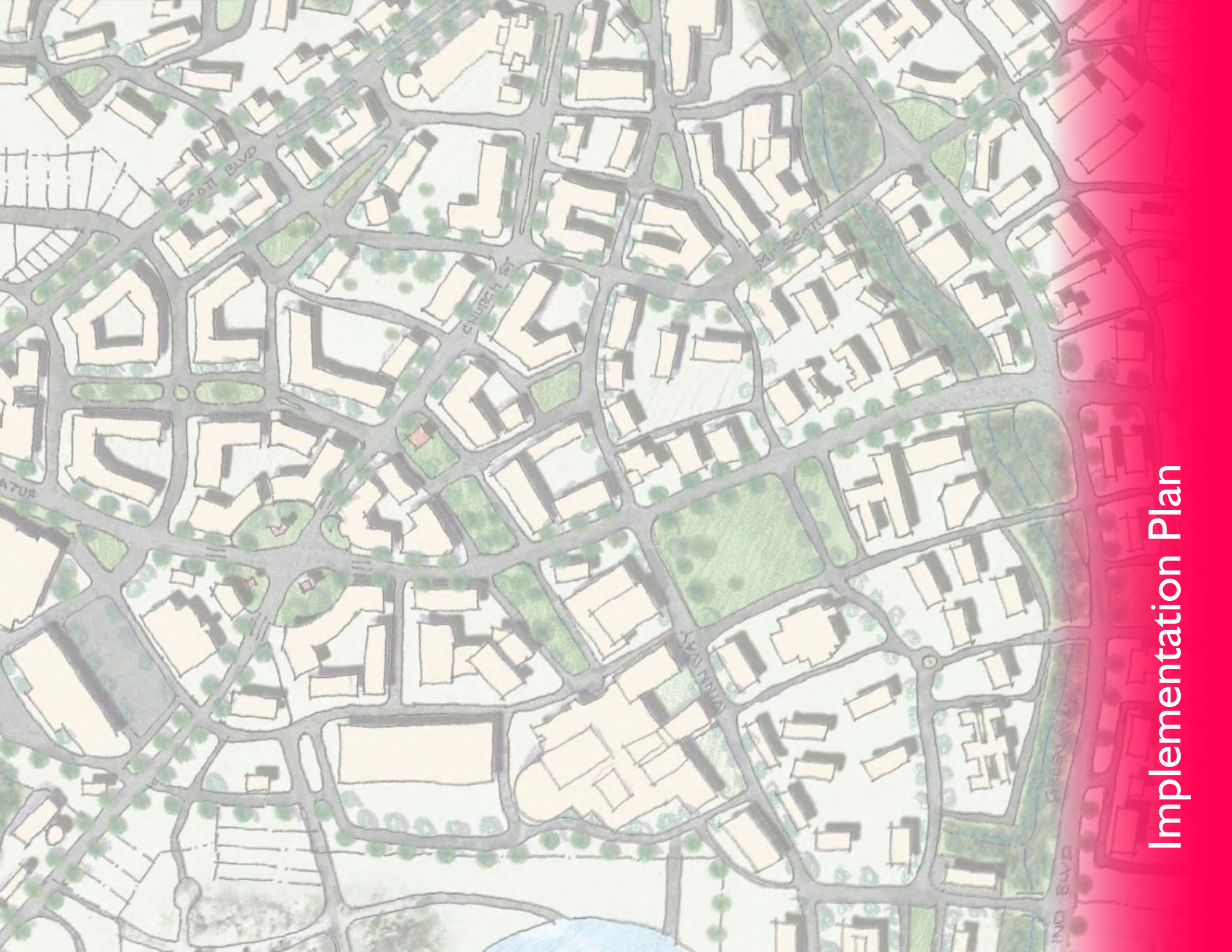


Figure 4aaa: This map identifies a potential location for regional stormwater retention in the study area

MEDLINE LCI PLAN

LCI Study



Implementation Plan

5.0 Implementation Plan

5.1 Implementation Strategies

The implementation strategies provide direction on how to make the recommendations a reality. An action plan with specific projects and programs are laid out to implement the vision and goals of the Master Plan.

While the implementation of the visionary plan may take longer, 25 or more years, a schedule of projects and programs are laid out that focus on the first five years and priorities. While the projects within the private sector may rely on market conditions, developer interest and funding, there are projects that may and can be undertaken by the public sector that can provide catalyst for the public/private development; infrastructure and civic facilities, regulatory framework and organizational structure.

The following are the implementation strategies for implementing the Master Plan. They include organizational, along with the recommendation categories: land use/zoning, transportation, economic development, and green strategies. These strategies focus on creating a vibrant livable and walkable, destination oriented regional center with housing options, employment, access to natural resources, future transit, mobility and connectivity between nodes.

Organizational

In order to implement this plan it is strongly recommended that two organizations form to work towards implementation: Medline Oversight Committee and the Business Roundtable Committee. These two committees are encouraged to work closely together with DeKalb County departments.

MEDLINE OVERSIGHT COMMITTEE

The Core Team, which represented a diverse group of stakeholders from business leaders to residents to area non-profits, should form an oversight committee that meets at least once a month. This committee would be a voluntary group working to prioritize and lead plan initiatives, working closely with DeKalb County. Additional members should be included as necessary. While the committee will work closely with DeKalb County, it will be the

stakeholders who have the vested interest and ability to push plan recommendations forward and truly brand their community.

Sub-Committees: Land-Use/Greenspace; Health; Transportation; Economic Development.

During the final public meeting, participants were invited to sign-up for sub-committees. Below is a list of those interested in joining in the implementation of this report.

Land Use/Greenspace	
Jenny Vitti	jenny.vitti@gmail.com
Fern Garber	bostonfern@aol.com
Leigh Hopkins	hopkins.leighann@gmail.com
Health	
Carrie Finegan	cfenigan@gmail.com
Ashlee Dozier	adozier@aol.com
Transportation	
Fern Garber	bostonfern@aol.com
Jessica Dugan	jessicad.dugan@gmail.com
Brittney Cotter	brittneym18@gmail.com
Dan Phillips	dan@atlantashambhalacenter.org
Steve & Ellen Bishop	elpumkin@aol.com
Economic Development	
Leigh Hopkins	hopkins.leighann@gmail.com
Tasso Tasioudis	emailtasso@gmail.com

BUSINESS ROUNDTABLE

Study area businesses and land owners should develop a Business Roundtable that meets at least once a month. This group should focus on economic development strategies, such as the branding and marketing strategy, the feasibility of a TAD and/or CID. The Roundtable should collaborate with the DeKalb County Chamber of Commerce and engage with the Medline Oversight Committee, including representation from this committee.

Collaboration and partnerships amongst business owners and properties owners should be a main goal of the Business Roundtable. Partnerships could include shared parking arrangements, shared costs in infrastructure improvements - such as structured parking decks and private road connections.

Funding Strategies and Resources

Funding will need to come from a variety of sources, including private development funds, ARC LCI Transportation Implementation Funds, DeKalb County funding, and a variety of grant and non-profit sources. This plan, its adoption by the County, and the community and County's continued commitment to implementation will be key to creating a healthy and thriving place to be.

ECONOMIC DEVELOPMENT RESOURCES:

E1: Medline Wellness Overlay District Guidelines: Develop Economic Development incentives for the Overlay District.

EIA: Develop incentives to attract and retain medical land uses in the study area:

- Consider incentives including: Expediated building permits, density bonus, shared parking opportunities, free advertising on MARTA buses and the County website, reduced permit and license fees.

EIB: Incentivize the medical research and education market to locate in the study area:

- Consider property tax incentives, land assemblage assistance, expedited permits, and reduced permit fees to promote location of a technical medical college.
- Workforce Development should work closely with DeKalb Medical Center, the Board of Health, and other medical facilities to incorporate a medical training facility in the study area.
- Incentivize bio-medical research facilities through property tax incentives, expedited building permits, and reduced permit and license fees.

EIC: Incentivize Ethnic/Cultural Uses within the study area:

- Cultural Festival Programming: The County should consider developing a funding source for communities to host cultural events and festivals.
- Examples: The Neighborhood and Community Arts (NCA) Program in Seattle, provides funding to communities for cultural programming: http://www.seattle.gov/arts/funding/neighborhood_community.asp

- Cultural District Community Improvement Group: It is recommended that business owners, land owners, and residents form a Community Improvement Group focused on improving the Cultural District. Membership dues and donations could be put towards implementing the Public Art Master Plan, hosting festivals, etc.

- Examples: The Golden Triangle Museum District: <http://gtmd.org/>

- LoDo District: <http://www.lodo.org/>

- Cultural District Signage:

- Example: Iowa Cultural District Signage: http://www.iowahistory.org/historic-preservation/cultural_districts/

- Incentives for businesses that fit the cultural character of the area (to be defined in the Public Art and Culture Master Plan):

- Examples: Sales tax incentives. <http://www.arts.ri.gov/special/districts/>

E2: Implement a Wellness District Health Plan

- Examples of Health Plans:

Leadership for Healthy Communities Advancing Policies to Support Healthy Eating and Active Living Action Strategies Toolkit: http://www.leadershipforhealthycommunities.org/images/stories/LHC_Action_Strategies_Toolkit_100222%5B1%5D.pdf

Creating a Blueprint for Healthy Community

Design, a Local Government Guide to Reforming Zoning and Land Development Codes: <http://icma.org/Documents/Document/Document/2810>

Examples of Robust Public Health Policy: <http://www.planning.org/research/publichealth/pdf/evaluationreport.pdf>

Land Use Planning for Public Health: <http://www.cdc.gov/healthyplaces/publications/landusenalboh.pdf>

Align with the Community Health Improvement Plan of DeKalb County Board of Health: <http://www.dekalbhealth.net/wp-content/uploads/2014/01/CHIP-Report-022014.pdf>

Placeways 360 Indicators. 360 Indicators are a comprehensive, well rounded set of standard planning measurements related to a study area: <http://placeways.com/planning/360indicators/360indicators.pdf>

http://www.toronto.ca/health/hphe/pdf/clasp_2012.pdf

This document provides a series of suggested policy statements and implementation activities related to land use, community design and public health. The Simcoe Muskoka District Health Unit (SMDHU) offers these suggestions for policy direction in the hope that municipalities adopt them as part of their Official Plans, activities and programs to improve the health of their residents: http://www.simcoemuskokahealth.org/Libraries/JFY_Communities/Healthy_Community_Design.sflb.ashx

The Community Health Online Resource Center provides a host of tools to support environmental changes that address obesity and tobacco use: http://nccd.cdc.gov/DCH_CHORC/

Working with Healthcare Delivery Systems to Improve the Delivery of Tobacco-Use Treatment to Patients An Action Guide – CDC: <http://www.prevent.org/data/files/initiatives/tobaccousectreatment.pdf>

E3: Economic, Marketing, and Wellness Branding Strategy/Campaign

- The Business Roundtable and the DeKalb County Chamber of Commerce should work closely together with input from the community to brand the Wellness District.
- Consider Wellness District signage and public art strategies.

LAND USE RESOURCES:

L1: Medline Wellness Overlay District: The Overlay District is essential to guide private development to build in line with this master plan.

- Funding: LCI Supplemental Funding, Center for Disease Control and Prevention (CDC) Grants, Private Foundation Grants

L3: Incorporate Greenspace Requirements into the Overlay District.

- Resource: Standards for Outdoor Recreation Areas: <https://www.planning.org/pas/at60/report194.htm>

L4: Identify large greenspace opportunities (2.5 acres).

- Funding: Work with development community to fund and implement parkspace, consider turn-key greenspace opportunities.
- DeKalb County should consider utilizing bond money dedicated to parks/greenspace to acquire/construct/maintain this amenity

L5: Work with private landowners for temporary and/or rental of open greenspace uses.

- Resources: Consider Joint Use Agreements between private land owners and the County: <http://changelabsolutions.org/publications/model-JUAs-national>

L7: Develop a Public Art and Culture Master Plan:



Figure 5a: Example of Crosswalk Art



Figure 5b: Example of Crosswalk Art



Figure 5c: Midtown Alliance 10th Street RRFB Crossing



Figure 5d: Example of Wellness Trail Exercise Equipment



Figure 5e: Example of Wellness Trail Exercise Equipment

- Examples: Arlington County has created a policy to prioritize and plan for public art installations, creating places with a sense of identity and civic pride. <http://www.arlingtonarts.org/Libraries/Documents/public-art-policy.sflb.ashx>

The City of Phoenix, updates their public art master plan annually to prioritize and implement public art projects: <http://phoenix.gov/arts/publicart/planning/index.html>

L9: Invest in an Intergenerational Community Center

- Resources: Lucille W. Gorham Intergenerational Community Center: <http://igccgreenville.org/>
- Funding: Consider this initiative a partnership between DeKalb County, DeKalb County Board of Health, and a Medical College campus to implement and fund.
- Examples: Community Health Education Center, Boston: <http://www.bphc.org/whatwedo/outreach-education-training/chec-community-health-education-center/Pages/CHec-Community-Health-Education-Center.aspx>

University of Minnesota Center for Public Health Education and Outreach: <http://sph.umn.edu/ce/cptheo/>

TRANSPORTATION RESOURCES:

T2: Medlock/North Decatur/ Scott Blvd Crosswalk and Pedestrian Signals

- Resources: Consider incorporating art into crosswalks to make them more visible to drivers (refer to Figures 5a and 5b): <http://www.citylab.com/design/2014/02/how-make-crosswalk-more-delightful/8487/>

T3: DeKalb Industrial Way near Milscott Street Pedestrian Crossing

- Resources: A local example of a Rectangular Rapid Flashing Beacon (RRFB) Crossing has been installed by Midtown Alliance on 10th Street (refer to Figure 5c): <http://www.midtownatl.com/>

T4: Pedestrian Improvements on Church Street. Bike lanes on Church Street, Sycamore Drive, Winn Way, and Milscott Street.

- Resources: Design of Church Street Improvements should align with Decatur’s Church Street Improvements: <http://www.decalurga.com/index.aspx?page=624>

T5: Sidewalk Infill

- Funding: Consider working with local business and land owners to fund and implement sidewalk improvements and infill. If a Community Improvement District (CID) is feasible in the study area, sidewalk improvements may be a priority project.

T6: DeKalb Medical/Suburban Plaza Wellness Multi-Use Path

- Resources: Consider incorporating exercise equipment along the path. Refer to Figures 5d and 5e.
- Funding: DeKalb Medical Center, Suburban Plaza, and DeKalb County should work closely together to fund and implement this path. Other partners may include: PATH Foundation, CDC and Private Health Grants
- Resource: Facilitating Development of a Community Trail and Promoting Its Use to Increase Physical Activity Among Youth and Adults An Action Guide – CDC: <https://www.prevent.org/data/files/initiatives/communitytrail.pdf>

T7: Farmer’s Market Trail

- Resources: PATH Foundation has immense experience in developing multi-use trails throughout the region: <http://pathfoundation.org/>
- Funding: DeKalb County, business, and land owners should work closely with the PATH Foundation to fund and implement this trail system.

T8: DeKalb Industrial Way Greenway

- Resources: PATH Foundation has immense experience in developing multi-use trails throughout the region: <http://pathfoundation.org/>



Figure 5f: Example of Boardwalk Trail along the DeKalb Industrial Way Stream



Figure 5g: Sunset Triangle Plaza is a pedestrian plaza resulting from a road closure



Figure 5h: Time Square Pedestrian Plaza temporary installation



Figure 5i: Time Square Pedestrian Plaza permanent installation

- Funding: DeKalb County, business, and land owners should work closely with the PATH Foundation to fund and implement this trail system. Consider CDC and private health grants. Refer to Figure 5f.

T9: Signalized Crossing and New Connection at Blackmon Drive

- Funding: DeKalb County should work closely with the private land owners, developers, and the business community to fund and implement this signal and other proposed signalized intersections.

T10: Enhanced Bus Stops

- Examples: Consider incorporation of public art into bus stops, such as swings, murals, or other creative uses of the space. Refer to Figure 5j.
- Funding: DeKalb County, MARTA and Emory should work together to fund and implement bus stations.

Long Term: Medlock Pedestrian/Bicycle Plaza:

- Strategy: Temporary Tactical Demonstration of Road Closure: Try the idea out before committing to infrastructure changes.

Examples: Sunset Triangle Plaza in Los Angeles is a temporary installation closing off a portion of a roadway to automobile traffic. It is in the process, currently, of being made into a formal pedestrian only plaza. Refer to Figure 5g.

Time Square Pedestrian Plaza, NY: In 2009

several vehicular lanes were closed to automobile traffic in Time Square, creating a temporary pedestrian plaza filled with colorful plastic chairs. The plaza has now been turned into a permanent installation due to its success in reducing pedestrian and motor vehicle accidents. Refer to Figures 5h and 5i.

ENVIRONMENT RESOURCES:

ENI: Develop a Complete Streams Policy

- The County should work with the Path Foundation to incorporate trail design that mitigates stormwater runoff.
- The County should Partner with the CDC and environmental non-profits to incorporate design standards for stream protection and public health.



Figure 5j: Example of Bus Stop Art

5.2 Work Program and Five Year Schedule

Priority Projects

- | |
|--|
| 1. County Commissioners to Adopt LCI Plan |
| 2. Attract Supplemental LCI Funding for: |
| a. Medline Wellness District Overlay |
| b. Transportation Priority Project 1: Chuch St. Improvements |
| c. Transportation Priority Project 2: Sidewalk Improvements along Milscott St. and DeKalb Industrial Way |
| 3. Integrate a model Health Plan for the Study Area into the Comprehensive Plan |
| 4. Pursue CDC and Private Grant Funding for Healthy Communities. |

Housing Projects/Initiatives

	Description/Action	Cost	Year	Responsible Party	Funding Source
H1	Include incentives for employer assisted housing in the recommended Medline Wellness District Overlay	TBD (included in Overlay District Guidelines)	2015	DeKalb County	DeKalb County / ARC
H2	Allow for mixed use zoning in the Medline Overlay District	TBD	2015	DeKalb County	DeKalb County / ARC
H3	Include incentives for Inclusionary Zoning in the recommended Medline Wellness District Overlay	TBD (included in Overlay District Guidelines)	2015	DeKalb County	DeKalb County / ARC
H4	Establish a required mix of unit sizes in the new multi-family developments within the Medline Wellness District Overlay to provide for a mix of incomes and generations throughout the study area.	TBD (included in Overlay District Guidelines)	2015	DeKalb County	DeKalb County / ARC

Other Local Initiatives

Land Use & Zoning

	Description/Action	Cost	Year	Responsible Party	Funding Source
L1	Create a Medline Wellness District Overlay: Develop a Wellness Overlay District as an amendment to the zoning code to encourage pedestrian friendly high density residential, mixed use development with a diversity of commercial and office space square footage in the core of the study area, while preserving single family homes and appropriate buffers to new development. Amend the Zoning Map per the recommended Medline Overlay Tier Map.	\$150,000	2015	Dekalb County	Dekalb County / ARC
L2	Amend the Future Land Use Map and update Character Areas Map per the recommended Medline Character Areas Map	TBD	2015	Dekalb County	Dekalb County / ARC
L3	Incorporate greenspace requirements into the recommended Medline Wellness District Overlay, including a ratio of 10 acres per 1,000 residents and allowance of varying park sizes.	\$150,000 (included in Overlay District Guidelines)	2015	Dekalb County	Dekalb County / ARC
L4	Event Greenspace (2.5 acres): DeKalb County to identify an approximately 2.5 acre parcel of land to develop into a community event space	TBD	2015	Dekalb County / Development Community	Dekalb County / Public-Private / ARC
L5	The County and Community should pursue Greenspace Rental Agreements for temporary use of private greenspace in the study area	TBD	2015-2019	Dekalb County / Private Landowners	Dekalb County / Public-Private / ARC
L6	Amend the Comprehensive Plan: Adopt this LCI study as an amendment to the Comprehensive Plan.	TBD	2014	Dekalb County	Dekalb County / ARC
L7	Develop and adopt a Public Art and Culture Master Plan	\$5,000	2015	Dekalb County	Dekalb County / Arts Grants / ARC
L8	Develop Incentives to retain Religious and Spiritual Facilities in the study area as part of the Overlay guidelines	\$150,000 (included in Overlay District Guidelines)	2015	Dekalb County / Development Community	Dekalb County / Public-Private / ARC
L9	Intergenerational Community Center: DeKalb County to develop an intergenerational center to provide community functions and space that promote healthy lifestyles for all ages	\$3,000,000	2015-2019	Dekalb County	Dekalb County / ARC

Economic Development

	Description/Action	Cost	Year	Responsible Party	Funding Source
E1A	Create incentives within the Medline Wellness District Overlay to attract and retain medical land uses in the study area	\$150,000 (included in Overlay District Guidelines)	2015	Dekalb County	Dekalb County / ARC
E1B	Create incentives within the Medline Wellness District Overlay to attract the medical research and education market	\$150,000 (included in Overlay District Guidelines)	2015	Dekalb County	Dekalb County / ARC
E1C	Create incentives within the Medline Wellness District Overlay to attract the Ethnic/Cultural uses/facilities	\$150,000 (included in Overlay District Guidelines)	2015	Dekalb County	Dekalb County / ARC
E1D	Create incentives within the Medline Wellness District Overlay to encourage healthy and local food options	\$150,000 (included in Overlay District Guidelines)	2015	Dekalb County	Dekalb County / ARC
E2	Develop a Health Plan for the study area, as described in the report and incorporate into the Comprehensive Plan.	\$100,000	2015	Dekalb County / DeKalb County Board of Health / Live Healthy DeKalb	Dekalb County / DeKalb County Board of Health / Live Healthy DeKalb / ARC
E3	Create an Economic, Marketing, and Wellness Branding Strategy/Campaign: This strategy/campaign should focus on how to promote and grow the areas wellness brand and promote healthy lifestyle options	TBD	2014	Dekalb County	Dekalb County / ARC
E4	Study the feasibility of a Tax Allocation District (TAD) in the study area	TBD	2015	Dekalb County	Dekalb County / ARC
E5	Study the feasibility of a Community Improvement District (CID) in the study area	TBD	2015	Dekalb County	Dekalb County / ARC
E6	Incorporate incentives for diverse housing options, including workforce housing and intergenerational housing, per H1-H4	TBD	2015	Dekalb County	Dekalb County / ARC

Environment

	Description/Action	Cost	Year	Responsible Party	Funding Source
EN1	Incorporate a Complete Streams Policy into the Medline Overlay District Guidelines	TBD (included in Overlay District Guidelines)	2015	Dekalb County	Dekalb County / ARC
EN2	Develop a Regional Stormwater Retention Plan	\$100,000	2015	Dekalb County	Dekalb County / ARC
EN3	Monitor Air Quality within the Study Area	TBD	2015	Dekalb County	Dekalb County / ARC

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".	\$50,000	2014-2019	Dekalb County	Dekalb County / ARC / GDOT
	Conduct a Safe Routes To School Audit in the study area to better understand student routes and necessary improvements to create a walkable environment	TBD	2014-2019	Dekalb County / Area Schools	Dekalb County / SRTS / ARC

Transportation Priority Projects

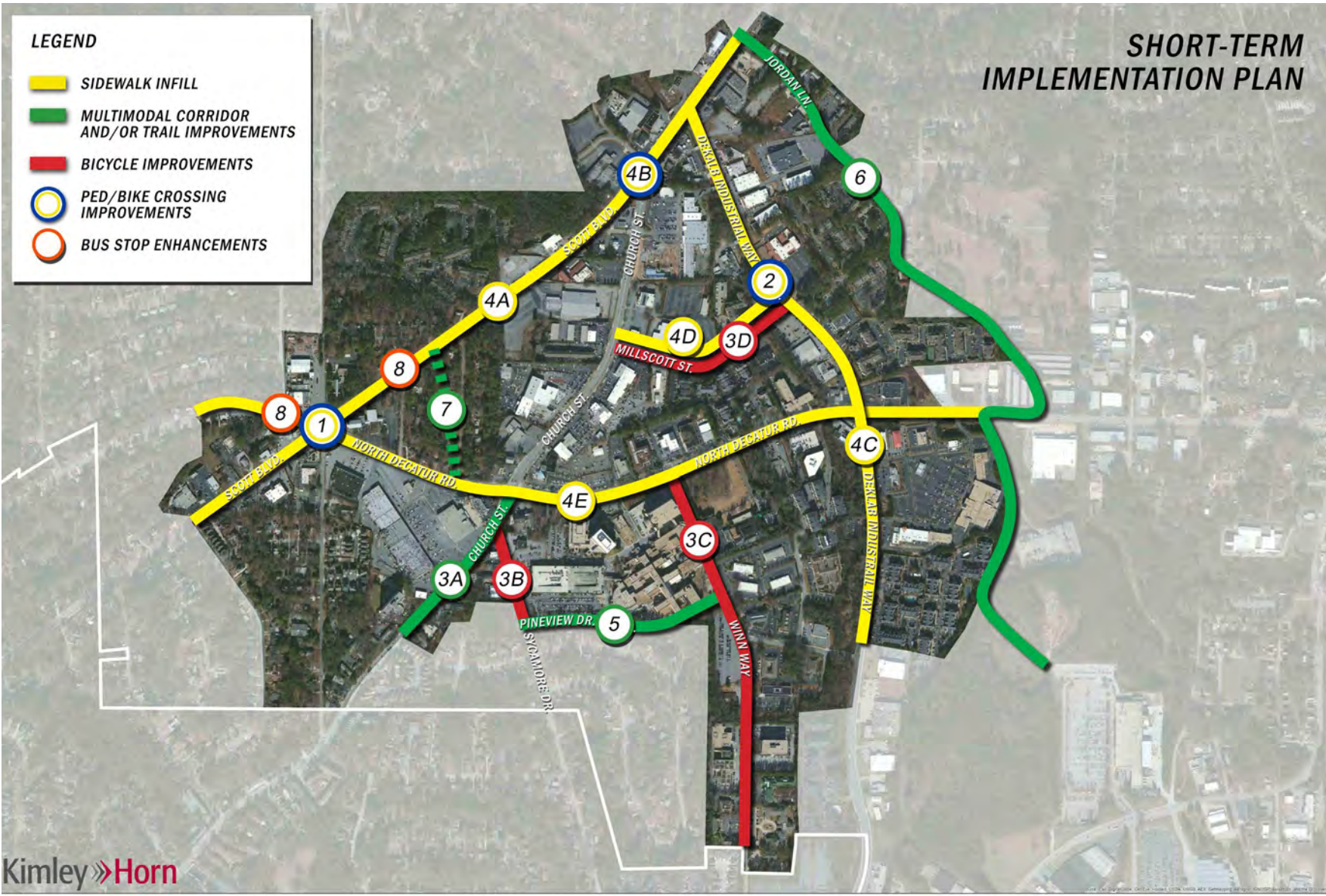
Short-Term Improvements: 5 Year Action Plan

Project Name	Type of Improvement	Description	Engineering Year	Engineering Costs	ROW Year	ROW Costs*	Construction Year	Construction Costs	Total Project Costs	Responsible Party	Funding Source	Local Source	Match Amount
T1	Overlay District Guidelines	Implement an overlay zoning ordinance that requires that properties being redeveloped incorporate access management and street frontage improvements in accordance with the recommended street cross-sections.	2015	N/A	N/A	N/A	N/A	N/A	\$150,000 (Included in Overlay Guidelines Cost)	DeKalb County	DeKalb County / ARC	DeKalb County	
T2	Multimodal Roadway / Operations & Safety Transit / Facilities Capital Last Mile Connectivity / Joint Bike-Ped Facilities	Stripe crosswalks, improve ADA ramps, and add pedestrian signals for all approaches for this intersection. Multi-use paths are planned to converge at this intersection so these improvements will impact cyclists as well as pedestrians.	Complete	\$ 30,000	N/A	\$ -	2015	\$ 50,000	\$ 70,000	DeKalb County	Local, State/Federal Funds	DeKalb County	\$ 14,000
T3	Multimodal Roadway / Operations & Safety Transit / Facilities Capital Last Mile Connectivity / Joint Bike-Ped Facilities	Install a raised and landscaped pedestrian refuge island in the existing median just north of Millscott Street. Add crosswalks and a rectangular rapid flashing beacon (RRFB). Because a multi-use path is planned to run adjacent to DeKalb Industrial Way, this crossing will benefit cyclists as well as pedestrians.	Complete	\$ 30,000	N/A	\$ -	2015	\$ 70,000	\$ 100,000	DeKalb County	Local, State/Federal Funds	DeKalb County	\$ 20,000
T4A	Roadway / Multimodal Roadway / Operations & Safety Transit / Facilities Capital Last Mile Connectivity / Joint Bike-Ped Facilities	Continue the road diet project along Church Street from the City of Decatur border to North Decatur Road. Resurface the roadway and restripe the outside lane in each direction with a buffered bicycle lane (assumes a 5' striped buffer and a 5' bicycle lane). Improve ADA ramps and pedestrian crosswalks at all driveways. Assumes pedestrian and bike improvements at the intersection of North Decatur Road and Church Street including pedestrian refuge islands using reallocated space from eliminating right-turn lanes. Some elements along Church Street, such as landscaping or improvements requiring significant right-of-way, may need to occur as part of a longer-term upgrade involving redevelopment.	2015	\$ 100,000	2016	\$ 200,000	2018	\$ 800,000	\$ 1,100,000	DeKalb County	Local, LCI, State/Federal Funds, Private Development	DeKalb County, Private Development	\$ 220,000
T4B	Multimodal Roadway / Operations & Safety Transit / Facilities Capital Last Mile Connectivity	Resurface and restripe for 5' bike lanes along roadway	2015	\$ 30,000	N/A	\$ -	2018	\$ 120,000	\$ 150,000	DeKalb County	Local, LCI, State/Federal Funds	DeKalb County	\$ 30,000
T4C	Multimodal Roadway / Operations & Safety Transit / Facilities Capital Last Mile Connectivity	Resurface and restripe for 5' bike lanes along roadway	2015	\$ 50,000	N/A	\$ -	2018	\$ 250,000	\$ 300,000	DeKalb County	Local, LCI, State/Federal Funds	DeKalb County	\$ 60,000
T4D	Multimodal Roadway / Operations & Safety Transit / Facilities Capital Last Mile Connectivity	Resurface and restripe for 5' bike lanes along roadway	2015	\$ 30,000	N/A	\$ -	2018	\$ 120,000	\$ 150,000	DeKalb County	Local, LCI, State/Federal Funds	DeKalb County	\$ 30,000
T5A	Multimodal Roadway / Operations & Safety Transit / Facilities Capital Last Mile Connectivity	Fill in sidewalk gaps along Scott Boulevard. Install pedestrian crossings and ADA ramps at driveways and sidestreets where needed. Assumes significant challenges associated with available right-of-way, driveway conflicts, and utility relocation.	2017	\$ 50,000	2018	\$ 600,000	2020	\$ 400,000	\$ 1,100,000	DeKalb County	Local, LCI, State/Federal Funds	DeKalb County	\$ 220,000
T5B	Multimodal Roadway / Operations & Safety Transit / Facilities Capital Last Mile Connectivity / Joint Bike-Ped Facilities	Provide pedestrian crossing improvements at the northbound approach for Church Street and the eastbound approach for Scott Boulevard/SR 8. Improvements to include raised and landscaped pedestrian refuge islands. Multi-use paths are planned to converge at this intersection so these improvements will impact cyclists as well as pedestrians.	2017	\$ 100,000	2018	\$ 200,000	2020	\$ 500,000	\$ 800,000	DeKalb County	Local, LCI, State/Federal Funds	DeKalb County	\$ 160,000
T5C	Multimodal Roadway / Operations & Safety Transit / Facilities Capital Last Mile Connectivity	Fill in sidewalk gaps along DeKalb Industrial Way and install pedestrian crossings and ADA ramps where needed. Some sections (particularly at the North end of the corridor) have technical challenges with grades and available shoulder width. It is assumed that in some locations, sidewalk infill will not be feasible. Project assumes approximately 1,000' of sidewalk can be added.	2017	\$ 50,000	2018	\$ 200,000	2020	\$ 150,000	\$ 400,000	DeKalb County	Local, LCI, State/Federal Funds	DeKalb County	\$ 80,000
T5D	Multimodal Roadway / Operations & Safety Transit / Facilities Capital Last Mile Connectivity	Fill in sidewalk gaps along Scott Boulevard. Install pedestrian crossings and ADA ramps at driveways and sidestreets where needed.	2017	\$ 50,000	2018	\$ 400,000	2020	\$ 300,000	\$ 750,000	DeKalb County	Local, LCI, State/Federal Funds	DeKalb County	\$ 150,000

SHORT-TERM IMPLEMENTATION PLAN

LEGEND

- SIDEWALK INFILL
- MULTIMODAL CORRIDOR AND/OR TRAIL IMPROVEMENTS
- BICYCLE IMPROVEMENTS
- PED/BIKE CROSSING IMPROVEMENTS
- BUS STOP ENHANCEMENTS



MEDLINE LCI PLAN

LCI Study

Project Name	Type of Improvement	Description	Engineering Year	Engineering Costs	ROW Year	ROW Costs*	Construction Year	Construction Costs	Total Project Costs	Responsible Party	Funding Source	Local Source	Match Amount
T5E North Decatur Road Sidewalk Infill	Multimodal Roadway / Operations & Safety Transit / Facilities Capital Last Mile Connectivity	Fill in sidewalk gaps along North Decatur Road. Install pedestrian crossings and ADA ramps at driveways and sidestreets where needed.	2017	\$ 100,000	2018	\$ 800,000	2020	\$ 600,000	\$ 1,500,000	DeKalb County	Local, LCI, State/Federal Funds	DeKalb County	\$ 300,000
T6 Wellness Multi-Use Path (to be designed/coordinated with DeKalb Medical Center and Suburban Plaza)	Facilities Capital Last Mile Connectivity / Joint Bike-Ped Facilities	Install a 10' wide multi-use path along the service drive behind DeKalb Medical (along the south edge). Project to include lighting, concrete path, and improved driveway crossings where appropriate.	2019	\$ 30,000	2020	TBD*	2021	\$ 250,000	\$ 280,000	DeKalb County	Local, LCI, State/Federal Funds	DeKalb County	\$ 56,000
T7 Construction of the Farmer's Market Trail (to be designed/coordinated with the DeKalb County Farmer's Market)	Facilities Capital Last Mile Connectivity / Joint Bike-Ped Facilities	Construct the planned Farmer's Market Trail along Jordan Lane from Scott Boulevard/SR 8 to DeKalb County Farmers' Market. Assumes Jordan Lane becomes a "bicycle boulevard" in addition to adding a 6' sidewalk along one side. Also assumes a 10' wide trail from North Decatur Road to the Farmers' Market. Assumes adding lighting where necessary.	2019	\$ 100,000	2020	\$ 2,500,000	2022	\$ 1,000,000	\$ 3,600,000	DeKalb County	Local, LCI, State/Federal Funds, PATH Foundation, Private Developer	DeKalb County, PATH Foundation	\$ 720,000
T8 Greenway along DeKalb Industrial Way	Facilities Capital Last Mile Connectivity / Joint Bike-Ped Facilities	In coordination with redevelopment, construct a greenway along the creek that parallels DeKalb Industrial Way	2019	TBD	TBD	TBD	TBD	TBD	TBD	DeKalb County / Private Land Owners	DeKalb County / ARC / Private Land Owner / PATH / Private Developer	DeKalb County, PATH Foundation	TBD
T9 Signalized Crossing and New Connection at Blackmon Drive	Roadway / Multimodal Roadway / Operations & Safety Transit / Facilities Capital Last Mile Connectivity / Joint Bike-Ped Facilities	To be coordinated with redevelopment on the east side of Scott Boulevard. It is envisioned that the redevelopment of the east side of Scott Boulevard would involve the creation of a new street connection from Blackmon Drive at Scott Boulevard (which would become a signalized intersection with pedestrian refuge islands) to the proposed new signal being installed as part of the redevelopment of Suburban Plaza (at North Decatur Road).	2019	\$ 250,000 **	TBD	\$ 250,000 **	TBD	\$ 500,000 **	\$ 1,000,000 **	DeKalb County, Private Developer	Local, LCI, State/Federal Funds, Private Developer	DeKalb County, Private Developer	\$ 200,000 **
T10 Enhanced bus stops	Transit / Facilities Capital	Install covered shelters and seating. These could be used as dual purpose stops for the Cliff Shuttle and for MARTA. (In order to be used by both providers, either the westbound Cliff stop location or the westbound MARTA bus routes would need to be adjusted)	2019	\$ 50,000	2021	\$ 100,000	2023	\$ 100,000	\$ 250,000	DeKalb County, Emory University	Local, Emory University, MARTA, LCI, Private Developer	DeKalb County, Emory University, MARTA, Private Developer	\$ 50,000

Notes:

* Project 5 assumes a future agreement between DeKalb County and DeKalb Medical where an easement is provided by the hospital for the construction of this trail facility in exchange for constructing funding assistance from the County. If an easement cannot be provided, this project may not be feasible.

** Project 7 assumes the involvement of a private developer which has a related interest in creating a signalized intersection at Blackmon Drive at Scott Boulevard. Costs shown in this spreadsheet are only representative in nature and are assumed to be partial costs for the entire project. These costs could change based on a future agreement between DeKalb County and an interested private developer.

Some projects may need to be either combined or further broken into smaller segments for implementation.

For new vehicular connectors to be eligible for LCI or GDOT funding, new roadways must be classified as minor collectors or higher.

Long-Term Projects

Closing of Medlock Road at the Intersection of Scott Boulevard at North Decatur	Close Medlock Road where it intersects Scott Boulevard/North Decatur. These connections should remain in place but only as access for cyclists and pedestrian. The closings should not occur until after alternative connections have been constructed as part of other nearby redevelopment.
Pedestrian Refuge Islands at Crossings of Major Thoroughfares	Install pedestrian refuge islands at all signalized crossing locations for Scott Boulevard, North Decatur Road, DeKalb Industrial Way and Church Street (right-of-way to be acquired in coordination with redevelopment projects)
New Connections	Develop new street connections in coordination with redevelopment. Streets should be smaller local urban streets that include wide sidewalks, lighting, on-street parking, and building frontages which define the public space. The design characteristics of these new streets should be defined in an overlay zoning ordinance for this area.
Road Diet on DeKalb Industrial Way south of North Decatur Road	Impacts of the planned road diet along Church Street should be monitored and the feasibility of reducing the width of DeKalb Industrial from 4 and 6 lanes to 2 should be studied south of North Decatur Road. The segment south of North Decatur Road is part of the planned Clifton Corridor transit project. In future updates of the Medline LCI, expansion of the study area boundary to include a larger portion of DeKalb Industrial Way should be considered.
Reconfiguration of the intersection of Sycamore Drive at Church Street	In coordination with redevelopment, realign and signalize Sycamore Drive at Church Street. Sycamore drive should intersect Church Street in alignment with the internal drive aisle identified in the proposed redevelopment of Suburban Plaza (approximately 300 ft south of the current intersection location). This project may involve impacts to existing properties/structures along Church Street (and is therefore identified as a long-term project).

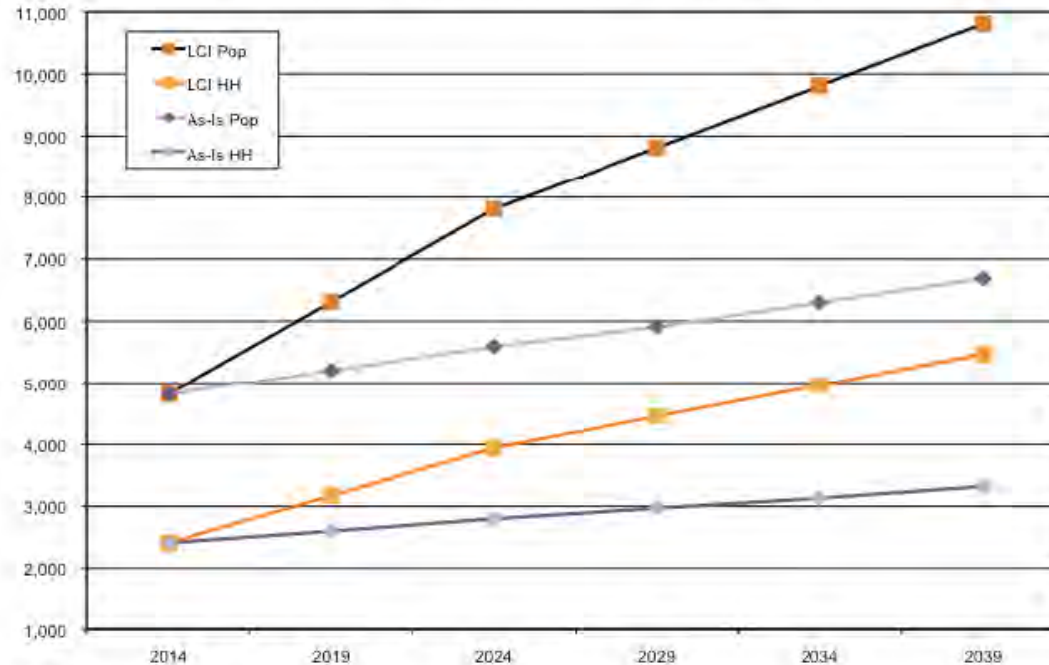
5.3 Twenty-Five Year Projections

Housing and Population Projections

Population and Household Change Forecasts, LCI Study Area, 2014-2039

	2014	2019	Total Change				Average Annual Percent Change				
			2024	2029	2034	2039	2014-2019	2019-2024	2024-2029	2029-2034	2034-2039
LCI Study Area											
Population	4,810	6,310	7,810	8,810	9,810	10,810	6.2%	4.8%	2.6%	2.3%	2.0%
Households	2,410	3,170	3,940	4,450	4,960	5,470	6.3%	4.9%	2.6%	2.3%	2.1%
As-Is Study Area											
Population	4,810	5,200	5,590	5,910	6,300	6,690	1.6%	1.5%	1.1%	1.3%	1.2%
Households	2,410	2,600	2,800	2,970	3,130	3,320	1.6%	1.5%	1.2%	1.1%	1.2%

Population and Household Growth Projections, 2014-2039



Source: US Census Bureau, Claritas, Market + Main, Inc.

Housing Units Forecasts by Type

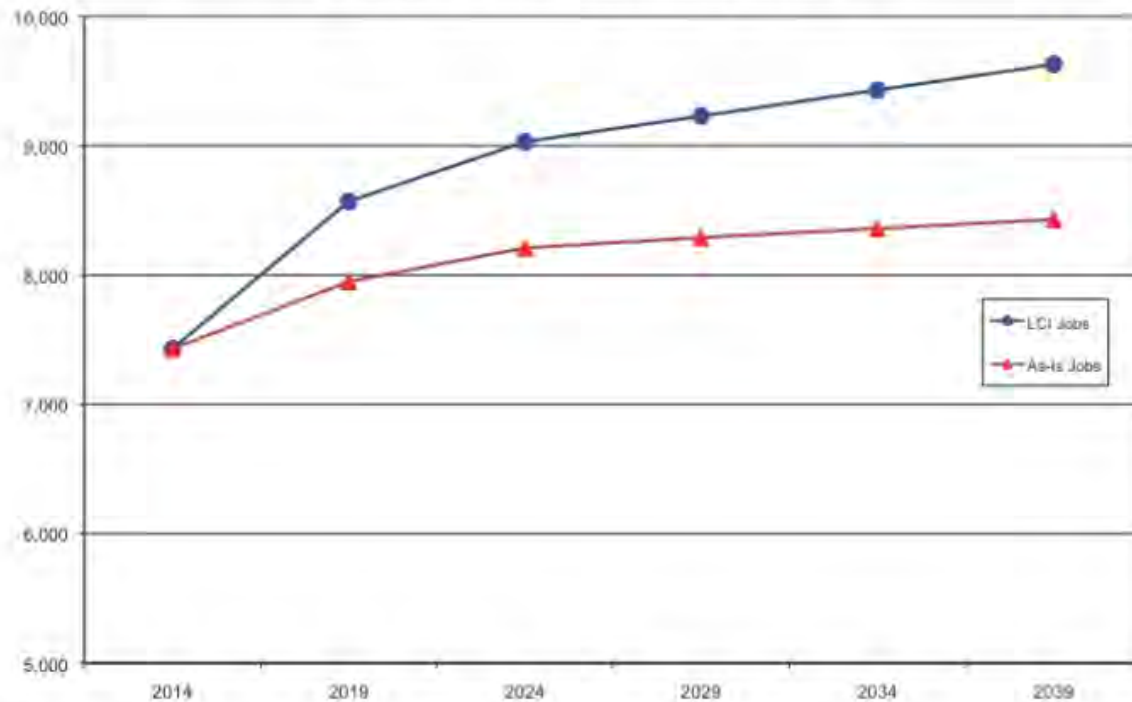
	2019		2024		2029		2034		2039	
	Owner HH	Renter HH	Owner HH	Renter HH	Owner HH	Renter HH	Owner HH	Renter HH	Owner HH	Renter HH
Single-Family Detached	-	-	-	-	-	-	-	-	-	-
Single-Family Attached	77	-	153	-	204	-	230	-	255	-
Multi-Family (Condo/Apartments)	115	574	230	1,148	306	1,531	344	1,722	383	1,913
	191	574	383	1,148	510	1,531	574	1,722	638	1,913
Total Housing Units Forecasts		765		1,531		2,041		2,296		2,551

Job Projections

Employment Change Forecasts, LCI Study Area, 2014-2039

	2014	2019	Total Change		2034	2039	Average Annual Percent Change				
			2024	2029			2014-2019	2019-2024	2024-2029	2029-2034	2034-2039
LCI Study Area	7,430	8,570	9,030	9,230	9,430	9,630	3.1%	1.1%	0.4%	0.4%	0.4%
As-Is Study Area	7,430	7,950	8,210	8,290	8,360	8,430	1.4%	0.7%	0.2%	0.2%	0.2%

Employment Growth Projections, 2014-2039



Office Space Demand Forecast, Study Area, 2014-2039

	2014	2015	2020	2025	2030	2035
Primary Market Households	29,470	30,944	32,491	34,115	35,821	37,612
Primary Market Population-Est.	63,361	66,529	69,855	73,348	77,015	80,866
Office Employees-Est.	1,267	1,331	1,397	1,467	1,540	1,617
Total Demand-Potential Office SF	348,483	365,907	384,202	403,412	423,583	444,762
Demand Increments		17,424	35,719	54,930	75,100	96,279
<i>Study Area Capture-Local Serving</i>	<i>209,090</i>	<i>219,544</i>	<i>230,521</i>	<i>242,047</i>	<i>254,150</i>	<i>266,857</i>
<i>Study Area Capture-Medical</i>	<i>1,000,000</i>	<i>1,020,000</i>	<i>1,170,000</i>	<i>1,220,000</i>	<i>1,270,000</i>	<i>1,320,000</i>
Total Office SF	1,209,090	1,239,544	1,400,521	1,462,047	1,524,150	1,586,857

Total Retail Space Forecasts, Study Area, 2014-2039

	2014	2019	2024	2029	2034	2039
Furniture and Home Furnishings Stores	25,420	27,522	29,681	31,569	33,190	34,875
Electronics and Appliance Stores	32,987	35,564	38,215	40,576	42,652	44,814
Building Material, Garden Equip Stores	126,474	137,605	149,008	158,794	166,978	175,476
Food and Beverage Stores	208,284	224,685	241,552	256,538	269,670	283,339
Health and Personal Care Stores	35,183	40,591	46,053	50,129	52,821	55,575
Clothing and Clothing Accessories Stores	69,441	74,714	80,143	85,026	89,368	93,893
Sporting Goods, Hobby, Book, Music Stores	28,718	31,039	33,425	35,527	37,348	39,243
General Merchandise Stores	457,164	496,194	536,216	570,884	600,251	630,766
Miscellaneous Store Retailers	50,122	53,977	57,945	61,498	64,642	67,916
Foodservice and Drinking Places	151,324	164,205	177,415	188,869	198,583	208,677
Total Retail SF	1,185,116	1,286,097	1,389,653	1,479,409	1,555,502	1,634,574
Major Retail Categories:						
Convenience Goods	243,467	265,276	287,605	306,667	322,490	338,914
Shoppers Goods	790,325	856,615	924,632	983,873	1,034,429	1,086,983
Food & Beverage	151,324	164,205	177,415	188,869	198,583	208,677

Job/Housing Ratio

Residential and Commercial Space Forecasts, Study Area As-Is, 2014-2039

	2014	2019	2024	2029	2034	2039
Residential [units]	2,410	2,600	2,800	2,970	3,130	3,320
Retail [square feet]	1,185,120	1,285,120	1,335,120	1,355,120	1,365,120	1,375,120
Office [square feet]	1,057,000	1,132,000	1,182,000	1,197,000	1,212,000	1,227,000

MEDLINE LCI PLAN

LCI Study

6.0 Appendix

6.1 Key Stakeholder Interviews

Medline Livable Centers Initiative

Core Team Interview Common Themes Report

Overview

At the onset of the project, the consultant team conducted interviews with key community stakeholders including all potential Core Team members. Key stakeholder interviews helped to promote a clear understanding of the goals, objectives, existing market opportunities, and social economic context in the study area. They also provided insight into the overall vision for the study area.

Interviews were either one-on-one sessions or small groups meetings. Interviews utilized a prepared questionnaire that included a range of discussion points which gave stakeholders an opportunity to discuss their overall vision for the study area, main transportation concerns and land use needs. The majority of interviews were conducted in person over a two-day period in order to get concise and timely feedback. Additional interviews were held for stakeholders who were unavailable during the two-day interview period.

A record of the interviews conducted is provided in the table below.

Table 1 – Stakeholders Interviewed

Organization	Stakeholders	Date
Selig Enterprises, Inc.	Scott Selig S. Kevin Curry Bill Stogner	February 19, 2014
Good Growth DeKalb	Betty Blondeau Mary Shellman Bruce MacGregor	February 19, 2014
City of Decatur	Jim Baskett, Mayor Lyn Menne, Assistant City Manager Kecia Cunningham, Mayor Pro Tem Patti Garrett, Commissioner	February 19, 2014
MARTA	Janide Sidifall Chris Silviera	February 19, 2014
DeKalb County Roads & Drainage Department	Patrece Keeter	February 19, 2014
Clifton Corridor Transit Management Authority	Adele Clements	February 19, 2014
Georgia Department of Transportation	Mike Lobdell	February 19, 2014
Springdale Heights Neighborhood Association	Margaret Shaw Trudie Thibodaux	February 19, 2014
Decatur Heights	Deanne Thomas	February 19, 2014
Medlock Area Neighborhood Association	Cathy Quinones	February 19, 2014
Medlock Place Neighborhood Association	David Duncan	February 19, 2014
Atlanta Regional Commission	Jennifer Curry, Area Agency on Aging	February 20, 2014

Medline Livable Centers Initiative

Core Team Interview Common Themes Report

Organization	Stakeholders	Date
	Carolyn Rader, Area Agency on Aging	
City of Decatur	LeeAnn Harvey, Lifelong Communities Coordinator	February 20, 2014
Atlantic Realty Partners	Ben Curran, Senior Director of Development Richard Aaronson, President	February 20, 2014
DeKalb County Board of Commissioners	Jeff Rader, District 2 Deborah Schneider, District 2 Policy Advisor Kathie Gannon, District 6	February 25, 2014
DeKalb County Office of the CEO	Edmond Richardson, Chief of Staff	February 26, 2014
DeKalb Medical Center	Cheryl Iverson, VP of Marketing Don Fears, Director of Strategic & Facility Planning	March 6, 2014
DeKalb County Board of Commissioners	Sharon Barnes-Sutton, District 4 Denise Walker, District 4 Policy Advisor	March 9, 2014
DeKalb County Office of the CEO	Luz Borrero, Deputy Chief Operating Officer for Development	March 12, 2014
Patel Plaza	Kalpesh Patel	March 14, 2014

An interview with the DeKalb County Board of Health will be held on April 2, 2014. The Project Management Team will also brief the DeKalb County Department directors at a regularly scheduled Executive Leadership meeting (date to be determined). Other outstanding interviews include Fuqua Development, the Fulton DeKalb County Hospital Authority, and the Ismaili JamatKhana Center.

A summary of each of the interviews is included as an appendix to this report.

Common Themes

Study Area Vision

- A walkable and bikeable community
- A place with good connections between neighborhoods/residential areas
- A community where people can age in place
- Abundant greenspace, parks, outdoor recreation opportunities
- A place that highlights the culture in the area
- A safe way to cross the intersection at North Decatur Road/Scott Boulevard/Medlock Road
- Synergy between medical, health and wellness opportunities

Study Area Needs & Concerns

- Improved destinations to encourage bike and pedestrian activity
- There is a need for more greenspace (e.g., parks, outdoor amphitheater, etc)

Medline Livable Centers Initiative

Core Team Interview Common Themes Report

- Need for arts and culture/activities or places that promote or highlight the culture in the area
- Better connections to wellness opportunities
- An improved intersection at North Decatur Road/Scott Boulevard/Medlock Road
- A mix of housing types and opportunities for people of varying incomes and needs (including young families and the aging population)
- Family centered recreation/entertainment and restaurants

Summary

In summary, most interviewees agreed that the study area is in need of redevelopment and that there are many opportunities to convert vacant properties to more productive uses. Such destinations include passive and active greenspace, family entertainment areas and outdoor recreation. There were discussions about the current housing in the study area which is primarily single family detached and multifamily attached units, but that there is a growing need for a mix of housing options including townhomes and cottages. Many felt that a more diverse housing stock would attract new, young families as well as allow older residents who currently live in the study area the opportunity to age-in-place. Lastly, there was an overwhelming consensus that the intersection at North Decatur Road, Scott Boulevard and Medlock Road is in need of a solution that would allow safer crossing for pedestrians and cyclists.

6.2 Core Team Meeting Summaries

Medline LCI Study | Core Team Meeting #1

Meeting Summary

North Decatur Presbyterian Church

March 6, 2014

6:30 – 8:00 PM

Attendees

Amanda Woodruff, Woodruff & Associates

Christopher Silveira, MARTA

Mike Lobdell, GDOT

LeeAnn Harvey, City of Decatur

Mary Shellman, Good Growth DeKalb

Deanne Thomas, Decatur Heights Neighborhood Association

Mike Cooper, Little Creek Farm Conservancy

Staci Dixon, Good Growth DeKalb

George Petkovich, Property owner

Margaret Shaw, Springdale Heights

Davis Fox, DeKalb County District 6 Policy & Projects Manager

Summary

Shawanna Qawiy opened the meeting and welcomed attendees. She thanked them for their participation in the process and turned the meeting over to Bill de St. Aubin of the Sizemore Group, Consultant Team project manager. Bill led the group through introductions and began the presentation.

[Full presentation posted here: <https://sites.google.com/site/medlinelcistudy/core-team>]

Also in attendance was Amanda Woodruff representing the Dunkin Donuts that is planned for Scott Boulevard near the ACE Hardware. She explained that Dunkin Donuts customers usually travel from within a 2-3 mile radius. Contrary to many in the study area, Dunkin Donuts likes the traffic. Amanda expressed that the drive thru is the scare factor for the Dunkin Donuts property. However, they plan to manage the drive thru traffic by stacking it onsite to minimize the impact it may have with roadway traffic. The property will be constructed without any expectation to widen 78 and will not require a curb cut.

Davis Fox, District 6 Policy & Programs Manager explained that most traffic is regional traffic coming from the east heading west. He stated that there will be many outcomes of the LCI, many of which will make the area easier for pedestrians/cyclists but this will not fix the traffic problem. There will still be 60K cars a day coming down Hwy 78.

Medline LCI Study | Core Team Meeting #1

Mike Sizemore from the Sizemore Group talked briefly about a study completed regarding walkability. He stated that the general approach is to slow traffic down and that people traveling fast in cars do not stop to shop. The optimal speed to encourage this activity is 35 mph. Speed reduction increases sales.

[Full study posted here: <https://sites.google.com/site/medlinelcistudy/resources>]

Lastly, Bill reviewed the community workshop held on February 27, 2014 to kick off the process to the public. The public was asked to provide feedback on what they would like to preserve, change, create and connect within the study area. Those findings were reviewed before asking the Core Team to offer their feedback as well. The additional feedback offered by the Core Team is summarized below:

Preserve:

- Cultural resources and diversity
- Smaller businesses
- Ace Hardware
- Quietness of Medlock Road south

Change

- Need gathering space
- Arts and culture, wellness and quality of life need to be integrated. This could include outdoor musicals, theater performances, etc. Can possibly meet this need through the County parks department. They are also focused on culture.

Create

- Need green space. Does not have to be large spaces. Can use smaller public spaces. The smaller the park, the more lively they are. Can have restaurants around it, etc. (e.g.: Decatur's courthouse square)
- Way to get to horse park and also to Mason Mill Park
- Connection between residential areas
- Connections to churches
- Save trees – maybe put sidewalks 40 – 50 ft behind them on Scott Boulevard
- MARTA stop at Medlock/North Decatur/Scott needs a shelter.
- Emory's Cliff shuttle needs signage/posted route numbers
- Should create special signage that is distinctive for the area to help create a sense of place – what would remind you of this area? What identifies this area?
- Rather than LRT, what if we coordinate the many shuttles that run here (Cliff, Golden Shuttle, etc). – coordination of schedules will be tough between agencies.
 - Examples of where shuttle works:
 - Chattanooga

Medline LCI Study | Core Team Meeting #1

- Athens
- Create Winn Way as a good place to ride bikes as a family
- Perception of hospital for place to go for wellness
- Cut through traffic in neighborhoods to access Scott Blvd. Close some streets and cul-de-sac.
- Close Medlock before you get to commercial areas.
- Sidewalks on Medlock Road all the way down.
- Traffic calming on Medlock Road

Connect

- Sidewalks to improve walkability
- Connect to other amenities outside of the study area
- Connect into the study area
- Greenway at creek/stream from farmers market to horse park/North DeKalb Mall

Questions & Comments

Questions asked throughout the meeting are summarized below.

Q: Is there a plan for acquisition to improve sidewalks? May not be space to improve sidewalks without purchasing property.

A: That is a part of this process. Sometimes you have to acquire right-of-way. You can also create pedestrian friendly places and passages when sites are redeveloped.

Q: If we require 8 ft sidewalks at new developments, can a neighboring business be required to upgrade and connect to this new sidewalk?

A: This can be costly to business owners however, there may be sources for these upgrades in implementation dollars. You can also can require development standards for new/redeveloped sites. This is something we will consider in the implementation portion of the LCI study.

Q: How do we work with developers to resolve the dilemma of traffic and pedestrians? How do you make it work?

A: The solution is to not attempt to resolve traffic but to resolve the alternative.

Q: How can traffic and pedestrians coexist? You can't move the traffic to somewhere else.

A: One solution may be to create a new network of streets that give alternatives for people to get around. Most great places with lots of traffic have alternatives. Densifying development will also help reduce traffic.

Q: Can we consider creating greenspace where the old car dealerships were? Is this doable?

A: That could work but spaces as large as the vacant car dealerships are not required to add greenspace. Overall, green space will add value to properties around it. A public-private partnership is

Medline LCI Study | Core Team Meeting #1

usually the best way to make that happen. It is easier if the municipality owns the space. A municipality and as write pocket parks into its zoning code.

C: Scott Blvd is a miserable pedestrian experience.

A: GDOT is working with the County to come up with a solution on this road.

Q: Could there be medians installed in the area similar to the ones one Buford Hwy?

A: Pedestrian crossings on Buford Hwy are the HAWK style crossings. They can be considered. It is important to note that businesses do not like medians.

Next Steps: Charrette

Deanna Murphy from the Sizemore Group shared some early ideas for the charrette but explained that the location and format will need to be solidified. Some ideas for locations include:

- Empty car lots on Church Street
- The Atlantic Realty site

Deanna stressed that the location will need bathroom facilities, electricity and easy to access. To get feedback from participants, the team will set up tables that focus on different topics and will have experts to support a more holistic discussion. They may also decide to focus the table discussions by nodes.

The meeting was adjourned but attendees were invited to stay for a presentation entitled "Health in the City" given by healthcare consultants HKS. The presentation focused on the place of hospitals and wellness in the overall community.

[Full presentation posted here: <https://sites.google.com/site/medlineLCIstudy/core-team>]

Medline LCI | Core Team Meeting #2

April 10, 2014

DeKalb County Board of Health – Bohan Conference Center
445 Winn Way
Decatur, GA 30033

Attendees

Alicia Cardwell-Alston, DeKalb County Board of Health
Andrew Baker, DeKalb County Planning & Sustainability Department
Betty Blondeau, Good Growth DeKalb
Mike Cooper, Little Creek Farm Conservancy
Jennifer Curry, Atlanta Regional Commission
Don Fears, DeKalb Medical Center
Davis Fox, DeKalb County District 6 Policy & Projects Manager
Cedric Hudson, DeKalb County Planning & Sustainability Department
Patrece Keeter, DeKalb Public Works/Transportation
Mike Lobbell, GDOT
Bruce MacGregor, Good Growth DeKalb
Cathy Quinones, Medlock Area Neighborhood Association
Debbie Schneider, DeKalb County District 2 Policy Advisor
Margaret Shaw, Springdale Heights
Mary Shellman, Good Growth DeKalb
Sylvia Smith, DeKalb County Planning & Sustainability Department
Trudie Thibodeaux, Springdale Heights
Deanne Thomas, Decatur Heights Neighborhood Association
Bill Stogner, Selig Enterprises, Inc.

Summary

Shawanna Qawiy – project manager from the DeKalb Planning & Sustainability Department – welcomed the group and thanked them for attending the meeting. She introduced the consultant team project manager, Bill de St. Aubin, who gave a brief overview of the team, the LCI process and the study area. He explained that the effort is approximately 70% complete and is close to wrapping up.

Deanna Murphy, consultant team deputy project manager, summarized the second public meeting, the Charrette. The underlying tone of the charrette was health and wellness and followed a set of wellness goals: increase activity and nutrition; lower tobacco usage; lower air and water pollution; increase access to healthcare. Additionally, led by public input and analysis, the team added a strategy to increase the amount of greenspace in the study area. Deanna discussed the tactical demonstrations as well as the virtual tours of the study districts that were presented during the Charrette.

Deanna talked about the Charrette outcomes, including the three districts and the ideas and concepts gathered at each.

Medical District:

- Stream buffer as trail
- Extend trail to Jordan Lane along east spur
- Prioritize DeKalb Industrial – pedestrian

Medline LCI | Core Team Meeting #2

- Midblock crossings and refuge
- Prioritize Sycamore Drive – bicycles (safer, slower traffic, has sharrows)
- High density residential next to stream
- High density office retail near hospital
- Pedestrian link to Atlantic Realty property

Retrofit/Cultural District

- Shared structured parking
- Buildings to front streets
- “T” Church Street at Scott Blvd.
- Cottage homes as buffer
- Extend Milscott St.
- Internal pedestrian connections
- Trail along stream and Jordan Lane
- Large greenspace

Other ideas for Retrofit/Cultural District per the Core Team:

- Want to damper speeds on Church Street in the study area to connect with the Decatur
- Want a park in the area – either across from Patel Plaza or within Patel (if they can coordinate shared parking with adjacent property).
- Want a central park that the whole community could use – community center, mixed use around the park to ‘activate’ it.
- Planning Department is looking at a series of cultural districts throughout the county. Hope that this will become a model that the County can use throughout the county.

Neighborhood District

- 6-way intersection:
 - Short Term: refuge islands, extend corners; corners as gateways
 - Long Term: Pedestrian plaza on portion of Medlock with new roadways
- Trail behind Selig property connect to streams, hospital and pedestrian plaza
- “T” Sycamore into Church Street
- Town square in Fuqua property with new road connections to Milscott, Scott and Church
- Green all streets
- Pedestrian access away from major intersections

It was decided that the Team will talk with the County about the kind of incentives that can be offered to developers to encourage them to build and participate in improvements such as constructing sections of the trail. There may also be assemblage issues.

Bill developed an overall map that captured the discussions had at each individual district table and presented some additional points:

- Recommended the use of regional retention: not requiring that all new developments have their own ponds but that they tie into a larger retention system that could be a feature
- Could maintain some of the acute intersections like at Scott/Church and green them to make them real gateways into the study area.

Medline LCI | Core Team Meeting #2

Bill presented the overall draft master plan and talked about the importance of incorporating Healthy/Happy/Wealthy principles.

Those present at the Core Team meeting confirmed that the ideas presented during the Charrette and at this meeting are an accurate representation of issues, concerns, and potential solutions. All agreed that the team should move forward with the master plan, accordingly.

Next Steps:

- Finalize master plan
- Renderings
- Final report
- Final public meeting – May 15th (subsequent to this meeting, it was determined that the 15th would not work, if we use the International Community School – dates are currently being determined)
- Where? (subsequent to the meeting, it was determined that the final public meeting should take place at the International Community School)
 - DeKalb Medical Center (big auditorium; free parking after 7)
 - Maloof Auditorium.
 - Gym at International Community School
- Format?
 - Tour guides to explain boards – like a museum. Do presentation and then take the ‘tour’ so people can get more detailed information (could incorporate QR codes).
 - Set up an orientation area with rolling presentation to bring newcomers up to speed; tour is self-guided
- How do we get people there?
- Demonstration?
 - Public plaza
 - Greenspace

Questions & Answers/Comments & Responses

Q: There is a new zoning code that’s pending. Could this plan be a showcase for using the new zoning code criteria?

A: *It could make it easier for us to do the job and to make the case for implementing some of the visions, so we are considering ways that this plan can influence zoning.*

C: Housing demand is incredible. What is being projected is low.

R: *This may be based on what has happened in the past. The Atlantic and Fuqua sites will eclipse what the demand is calling for (600 units). We also need to be sure the housing is affordable. Parking is also a need in the study area.*

Q: How on board is DeKalb Medical?

A: *They are very much on board. They have current health initiatives for their staff and want to create a campus that promotes wellness to benefit their employees, patients, etc.*

Medline LCI | Core Team Meeting #2

C: People will ask what’s next and how does implementation work. It will be important to make that a point in the presentation/discussion with people.

R: *Projects that get done usually have a champion. DeKalb has to have funding to get match to implement projects. Some of this cannot be funded through LCI program because they are not transportation projects. The public is urged to be creative and to take the lead on keeping the projects moving. This requires citizens, businesses, and those who have investment in the ground. It takes a compromising group of people who are willing to work together to make this happen.*

Q: Can an overlay district be a solution?

A: *The consultant team will make several recommendations. One may be to create a CID where 60% of the people in a defined area agree to tax themselves. It is a legislative process that is reexamined every 6 yrs. Business owners who want to see the area improve usually buy in. They have the money to make things happen and you end up finding synergy between businesses and the community because they are the vehicle to get things done. A good example is the Buckhead CID who implemented improvements on Peachtree from Lenox Square to Roswell Road. There are recently formed CIDs in Stone Mountain, Tucker; some coming in south metro DeKalb and east metro DeKalb as well.*

The issue in Medline is there is not enough commercial property. Another solution is to consider a tax allocation district (TAD). Property values here are low compared to what they could be. In a TAD, the incremental increase in value that occurs due to development is what is collected for the district. This applies to residential as well.

Q: Is the recommendation to convert the Turner Funeral Home lawn into public greenspace?

A: *Bill explained that the idea is not to convert the Turner property into greenspace, but to start to recognize it as a greenspace that can be enjoyed by the community. He mentioned the benefits of seeing greenspace and how it positively benefits wellness and the healing process.*

Q: How do you avoid piecemeal redevelopment?

A: *A master street plan is a suggestion, which may require supplemental funds. We’ll write a plan that has phased implementation strategies. We have confidence that this plan will happen. There is a lot of pressure and the area is ripe for redevelopment.*

Medline LCI | Core Team Meeting #3

Medline LCI Core Team Meeting

May 29, 2014

North Decatur Presbyterian Church

6:30 – 8:30 PM

Attendees

Scott Selig, Selig Enterprises
Davis Fox, DeKalb County District 6 Policy & Projects Manager
Bruce MacGregor, North Druid Hills/Good Growth DeKalb
Jennifer Curry, Atlanta Regional Commission
Mary Shellman, Good Growth DeKalb
Deanne Thomas, Decatur Heights Neighborhood Association
Don Fears, DeKalb Medical Center
Cathy Quinones, MANA
Theresa Same, MANA
LeeAnn Harvey, City of Decatur
Cheryl Iverson, DeKalb Medical Center
Debbie Schneider, DeKalb County District 2 Policy Advisor

Summary

Shawanna Qawiy – project manager from the DeKalb Planning & Sustainability Department – welcomed the group and thanked them for attending the meeting. She introduced the consultant team project manager, Bill de St. Aubin, who gave a brief overview of the team, the LCI process to date. He gave an overview of the Master Plan.

Deanna Murphy, consultant team deputy project manager, discussed Master Plan recommendations in greater detail. Much of the discussion centered on Medlock Road recommendations and the best way to explain the concepts to the public at the upcoming meeting. This discussion is summarized below.

Medlock Road

- Concern is the cut through traffic that will be coming through the community on the new roads
- How does the recommendation to close Medlock Road make North Decatur Road and Scott Boulevard work better?
- Blackmon is already a congested street now. This may make it worse
- What are the traffic counts for Blackmon?
- Would an alley for Blackmon work? This would give residents easy access to units; could allow ancillary units as well.
- Sunnybrooke also suffers from traffic – to Desmond – to access parking garage

Medline LCI | Core Team Meeting #3

- Incentivize the Cliff shuttle to get people out of cars especially for members of the CCTMA.

How to Communicate Medlock Road Recommendations to Public:

- Make sure people know there will be improvements to make biking and walking safer and easier; future MARTA station planned at Suburban Plaza.
- Show alternatives considered before arriving to the proposed solution
- Show alternatives for traffic calming that can be considered on Blackmon, etc
- Show Crabapple or another example that worked in the end/after the development or plan was implemented
- Show all of the other connection and signalized intersection options further down Scott
- Express that while we will close the street, the plan is to make this area more pedestrian friendly, etc.
- Show overall plan for traffic lights
- Show examples of LCIs that has been successful – Emory, Northlake
- Post information on MANA site

Some other ideas

- Do a trial run – close Medlock Road on a temporary basis to see what works
- Make sure Mike Lobdell, GDOT is at the 6/5 meeting; Kimley Horn should be at meeting
- Nonprofit employers that create traffic but do not pay taxes/into the system that could generate funds to help alleviate the issue. They need to pay their way.
- Where is off site Cliff parking going when they will not be able to park at North DeKalb Mall (being redeveloped)?
- Make sure there are opportunities for people to sign up for committees/discuss next steps

Other points discussed during the meeting are as follows:

- DeKalb Medical Center is a smoke free campus
- Consider land leases with developers
- Consider privately developed and maintained streets
- Streets should have trees with landscaped space between. Is there a way to make streets narrow and control the block size? Land is a premium.
- Church, DeKalb industrial, North Decatur – all are major arteries that would need to have bike lanes, sidewalks, median, etc. Other streets may not have all of these incentives but some combination of them as allowed by existing street width and right of way would be a good consideration
- Recommend a 24 foot residential street

Medline LCI | Core Team Meeting #3

Next Steps:

- Finalize master plan
- Community Celebration on 6/5/14
- Develop Fact Sheet to circulate prior to meeting
- Produce and post the final report

6.3 Public Meeting Summaries

Medline LCI Study | Community Visioning Workshop

Meeting Summary

North Decatur Presbyterian Church

February 27, 2014

6:30 – 8:00 PM

Attendees

A total of 45 individuals signed in at the meeting.

Agenda

- Introduction of the project management team
- Overview: livable centers initiative
- Study area background
- Project schedule
- Community survey results
- Existing conditions analysis
- Next steps
- Collaborative process workshop

Summary

Shawanna Qawiy, DeKalb County Planning & Sustainability Department Project Manager, welcomed attendees and provided a brief introduction of the LCI process and the purpose of the study. She introduced DeKalb County Commissioners Kathie Gannon (Super District 6) and Jeff Rader (District 2) who have been passionate about finding a solution for this area of the County.

Commissioner Gannon welcomed the meeting attendees. She explained that this project is a passion of the county and district. She described the process of working on LCI studies as exciting and fun to do but challenged the community to remain persistent throughout the planning process. She encouraged the community to stay informed, to stick with the process and to keep pushing the County leadership forward with the plan. Commissioner Gannon stated that the plan will be adopted and zoning can be put in place to make it work, but that the County will count on the public to hold the leadership accountable so the plan gets implemented over time. She thanked the participants for being in attendance and for getting the process started and asked that they please remain engaged so that the plan will have consistency.

Commissioner Rader reminded the attendees of how the Medline LCI process began with a meeting in Suburban Lanes in 2007-2008. At that time the County had just adopted the Comprehensive Plan and there was a general proposal to redesign Suburban Plaza as a Town Center. It was a clear opportunity at that time and now the community has the chance to think about this area comprehensively. Commissioner Rader described this as a great opportunity and process to give the community an

Medline LCI Study | Community Visioning Workshop

actionable plan that can encourage potential funding resources and appropriate economic considerations. The LCI will help to start to attract the kind of investment the community wants here and that will improve the quality of life, property values, and that will make this a great place to live. The hope is that at the end of the process, there is a better understanding of what can be done here and a real pragmatic plan that can be implemented. He stressed the importance of having a plan but of also having policies that stimulate a reaction from the private sector, homeowners and stakeholders. According to Commissioner Rader, the area is ripe for action and this process will result in a blueprint for the area that will last for many years to come. Lastly he encouraged meeting attendees to invite their friends to participate in the process so that input reflects the vision of the community. He noted it is never too late to join this process.

Lastly, Commissioner Gannon suggested that the public share contact info of business owners with Debbie Schneider from Commissioner Rader's office to involve them in this process.

Bill de St. Aubin, project manager from the Sizemore Group, introduced project team. He provided an overview of the LCI process and the study area, which totals 520 acres. He talked about the study process and schedule and explained that the purpose of this meeting is to provide an overview of the analysis completed to date and then to hear from the public about the vision of the study area.

Bill began with an overview of survey results, noting that over 100 responses have been received via the online survey. Survey questions focus on current behaviors and uses for the study area; health and wellness resources; cultural, arts and entertainment resources, and resources for seniors or those over the age of 65. Early results show that many feel the area has a great deal of underutilized space, is aesthetically unpleasing, and is hard to walk or bike. However, certain improvements could make the area better suited for walking and cycling including sidewalks, dedicated bike paths, better destinations, and better managed traffic.

Bill also reviewed a series of maps and graphics. He talked about the current land use mix. Most property in the study area is non residential. Bill noted that the study area is a nice size and not too big, but needs improvements to make it easier to walk. There is a creek in the study area which presents an opportunity for connectivity and there is potential for many paths throughout. Bill talked about current redevelopment sites and stated that the pressure to redevelop is expected to continue.

Next, Bill talked about connectivity and how creating a truly healthy community where people can age in place will require a network of connections so that people will not have to drive to destinations. There is potential for new connections in the study area. Wellness services including DeKalb Medical are at the center of this area and many other health resources are located within 2 to 6 miles. The goal is to make this an active living, working and playing area.

James Fowler, transportation engineer from Kimley-Horn and Associates, gave an overview of the transportation analysis completed in this area. He stated that while there are challenges, there are also opportunities. The area has very large roadways that converge but James noted that there are not many opportunities to redirect them because of the surrounding residential areas. He stated, however,

Medline LCI Study | Community Visioning Workshop

that traffic on these roads can be better managed. Within the study area there some roadways that carry up to 40,000 cars a day, and the volume alone causes issues that will need to be addressed. He further noted the great transit access in the study area, which connects to major destinations such as Emory, Decatur, Avondale Estate. There is MARTA and Cliff service here and many opportunities and assets to build on.

James talked about the large intersections in the study area and mentioned that the team is already looking at short term solutions such as crosswalks at Scott and North Decatur Road. Other intersections surrounding the study area will also be improved, and this is expected to positively impact traffic in the study area. Additionally, the City of Decatur has a current “road diet” project on Church Street, and the LCI will plan to continue pedestrian and bicycle access improvements from Decatur into the study area along Church Street. In the longer term, as parcels redevelop the County can look at consolidating driveways and reducing conflicts. The County can consider requiring nicer landscaping, buffers, etc. as redevelopment occurs. James also mentioned that MARTA has a long term project in the area to connect Lindbergh to Avondale with light rail transit through the LCI study area. While construction of that rail project may be 10 -20 years out, there are short term steps that can be accomplished to create energy for moving the project forward., such as looking at land use to plan for development that is needed; creating nicer bus shelters; and looking at roadways, crossings and sidewalks to improve in the area. These projects will help make funding more attractive to fund the rail project.

Lastly, James mentioned that there is the potential for new roadways to be built that can create new connections between existing parallel roads. This project can result in plans to break up some of the large blocks and make shorter connections. Doing so will give us freedom to be more creative with bigger intersections.

Bill presented preliminary market data including the number of residents, households and employees. There is a good balance between jobs and housing. However population and households are projected to double by 2029. Future residential demand is high in the area and adding residential land uses will actually help reduce traffic because people will be encouraged to move closer to their place of employment to cut down on their commute.

Lastly, Bill discussed what was expected of participants during the workshop session. Attendees were asked 4 questions: what do you want to preserve? What do you want to change? What do you want to create? What do you want to connect? Four maps were situated in the meeting space to collect input on the four different topics. Meeting attendees were asked to visit as many stations as they wished and to provide their feedback to the project team members staffing each. Attendees were free to leave after providing input at the stations.

Following are the results of the workshop session:

Medline LCI Study | Community Visioning Workshop

Preserve

- What should be preserved in the study area?
- What we've heard:
 - Trees
 - Religious Assets
 - Stable Neighborhoods
 - Manage Density according to infrastructure
 - Buffer to Neighborhoods
 - Slow Walkable Streets
 - Cultural Assets



Medline LCI Study | Community Visioning Workshop

Create

- What should be created in the study area?
- What we've heard:
 - Sidewalks, trails, bike lanes
 - Connect to parks and nature centers just outside of study area – trails
 - Improve transit branding (shelters and signage)
 - Coordinate shuttles/buses
 - Greenspace and trees
 - Bike connections
 - Formalize desire paths
 - Destinations: Coffee shops, restaurants, parks, amphitheater



Medline LCI Study | Community Visioning Workshop

Change

- What should be changed in the study area?
- What we've heard:
 - Improve 6-way intersection
 - Improve crosswalks
 - Mixed use development on Vacant lots
 - More Greenspace and Trees
 - More Sidewalks, bicycle lanes, and trails
 - More restaurants and entertainment



Medline LCI Study | Community Visioning Workshop

Connect

- What should be connected in the study area?
- What we've heard:
 - Connect to destinations outside of study area (job centers, farmers market, parks, etc.)
 - Preserve neighborhood streets
 - Better access for pedestrians and cyclist
 - Dedicated bike lanes and trails
 - Seniors to Medical Center
 - Across Scott Blvd,



Medline LCI Study | Community Design Charrette

Meeting Summary

Masala Indian Restaurant | Patel Plaza

March 29, 2014

10:00 AM – 4:00 PM

Attendees

A total of 35 individuals pre-registered or signed in at the charrette.

Agenda

- 9:30 - 10:00 AM :: Registration, light breakfast & open house
- 10:00 - 10:30 AM :: Welcome, overview & purpose
- 10:45 - 11:15 AM :: Visit tactical demos
- 11:30 - 12:15 PM :: Virtual study area tours
- 12:30 - 4:00 PM :: Working lunch & charrette
- 4:00 - 4:30 PM :: Next Steps & Wrap up

Summary

Shawanna Qawiy, DeKalb County Planning & Sustainability Department Project Manager, welcomed attendees and provided a brief introduction of the LCI process and the purpose of the study. She introduced DeKalb County Commissioner Jeff Rader (District 2) who gave remarks about the importance of this process and the potential outcomes. Shawanna then turned the meeting over to Bill de St. Aubin, project manager from the Sizemore Group who introduced project team. Bill will then provide an overview of the project and the purpose of the day, expected outcomes (with a focus on wellness), and a review of the agenda. During this discussion, Bill presented an overview of wellness principals and goals that are the overarching theme of the study.

Tactical Demos

Deanna Murphy, Deputy Project Manager from the Sizemore Group talked about different types of greenspace and the space required for each. Using the Patel Plaza parking lot as a template, she showed examples of how a parklet, pocket park, community garden, a recreation field, an outdoor amphitheater/classroom, and a linear park would fit within the parking lot. The group then went outside to see examples of the parklet and community garden plot greenspaces where were outlined using duct tape and 'staged' with a bistro tables, flowers, plants and bushes to give better an idea of how the demonstrated greenspaces might function.

Virtual Study Tour

At the conclusion of the tactical demos, Deanna and Jen Price, Public Involvement Coordinator from Sycamore Consulting, led attendees through a virtual tour of the study area study districts. Attendees were encouraged to take notes on each district to help them decide which they would like to study

Medline LCI Study | Community Design Charrette

further during the charrette portion of the day. Deanna and Jen began with an overview of each district and pointed out challenges and opportunities as the virtual tour played.

Charrette

After the virtual tours, attendees had a break for lunch. Afterwards, they were asked to join their selected district study table. Each district study table simultaneously brainstormed ideas and solutions as related to three topics: greenspace, transportation and land use. Wellness was an overarching goal for all topics. Each topic was given a set timeframe for discussion, sketching, and developing draft recommendations. Each district study group was allowed time to present their draft solutions to the other district groups at the conclusion of the time allotted for each of the three discussions.

Wrap up

At the end of the day, Bill discussed next steps for the LCI study which includes the team further refining ideas collected during the charrette. There will be an opportunity for the public to review the draft master plan at a community outreach event in May before the plan is finalized. Bill thanked the group for their time and energy and adjourned the charrette.

Medline LCI Study | Master Plan Open House & Celebration

Meeting Summary

International Community School | 2418 Woodland Trail Lane; Decatur, GA 30033

June 6, 2014

6:00 – 8:00 PM

Attendees

A total of 64 individuals signed in at the open house. Over 90 were in attendance.

Agenda

- 6:00 – 6:15 | Open House
- 6:15 – 7:00 | Presentation
- 7:00 – 8:00 | Open House

Summary

Shawanna Qawiy, DeKalb County Planning & Sustainability Department Project Manager, welcomed attendees and provided a brief introduction of the LCI process and the purpose of the study. She introduced DeKalb County Commissioner Kathie Gannon who gave remarks about the importance of the LCI process and public involvement. She thanked the attendees for being involved and encouraged their continued involvement through implementation.

Bill de St. Aubin, project manager from the Sizemore Group gave a presentation that explained the approach for this LCI study and emphasized its focus on health and wellness and providing alternative transportation options for stakeholders that would make the study area an easier place to walk and cycle. He talked about the recommendations and as they relate to the focus areas of the Master Plan Key concepts for each focus area were discussed. Lastly, Bill provided an in-depth overview of the Medlock Road/North Druid Hills/Church Street intersection including an explanation of the option to close Medlock Road to vehicular traffic in the long term.

At the conclusion of the presentation, Shawanna opened the floor for questions. The following questions or comments were raised:

- Is there a bike lane being proposed down the center of North Decatur Road?
To our knowledge, there is not a bicycle lane being proposed down the center of North Decatur Road. There are bicycle recommendations proposed for North Decatur Road in the area of Suburban Plaza.
- Are you coordinating with other health industry entities such as the CDC?

Medline LCI Study | Master Plan Open House & Celebration

Yes, this study has coordinated with many of the health-related entities located within the study area including the DeKalb Medical Center and the DeKalb County Board of Health. They have been partners in the development of this plan. Additionally, the consultant team included HKS – a leader in the area of hospital and wellness architecture/planning. They have served as our subject matter experts in this area.

- The proposed Dunkin Donuts development seems inconsistent with what is being proposed by the LCI study.
While that may be true, developers such as Dunkin Donuts have the right to propose development in the study area. The public will need to be vocal in support of or opposition to the type of development they deem appropriate or not in the community. This plan puts the community in a position to better guide new development.
- How can we ensure that the right type of development occurs?
You must stay involved as residents and community stakeholders. Design standards and recommendations could be a product of the implementation phase of this project that can help to guide the type of development people want to see in their community. A good next step will be a zoning code or overlay that can direct or guide development.
- How is this type of study funded?
The Atlanta Regional Commission started the LCI process as a way to give municipalities a chance to create plans that members of the community could be involved in. The municipalities must apply for the grant from the ARC who will provide 80% of the funding; municipalities must bring the remaining 20% of the funds to the table. The match comes from the municipality as well as community businesses and other jurisdictions in the area.

At the conclusion of the question and answer period, Bill introduced the project management team and concluded the presentation portion of the meeting. He encouraged all attendees to join the tactical demonstration/celebration outside, take a closer look at the presentation boards, enjoy the pedestrian plaza demonstration (tables, chairs, trees, flowers, and food trucks), to speak to project staff one-on-one and to join the bike tour that would explore some of the bike trail recommendations.

6.4 Community Survey Summary

Medline Livable Centers Initiative

Community Survey Summary

Overview

Surveys are an important method of information gathering generating data that is essential for developing an understanding of the community and its needs. As such, a community survey was designed to gather input regarding the vision for the Medline Livable Centers Initiative (LCI) study area. The survey was made available online from February 14 through March 31, 2014. The following methods were used to share the link for the online survey:

- By email via the Consultant Team to the study area stakeholder database
- Through the DeKalb County Office of Neighborhood Empowerment email blasts
- By the Atlanta Regional Commission to the Community Engagement Network e-newsletter and the Transportation Spotlight e-newsletter distribution lists
- By the Medline LCI Core Team
- Via the project website

Hardcopies of the survey were also distributed and collected at the public kick off meeting held on February 27, 2014 and by Core Team members.

A total of 288 surveys were completed (283 online and 5 hardcopy). Results of this survey will be used to supplement statistical and market data and will also be used to represent the public's voice regarding the future development of the study area.

Summary of Results

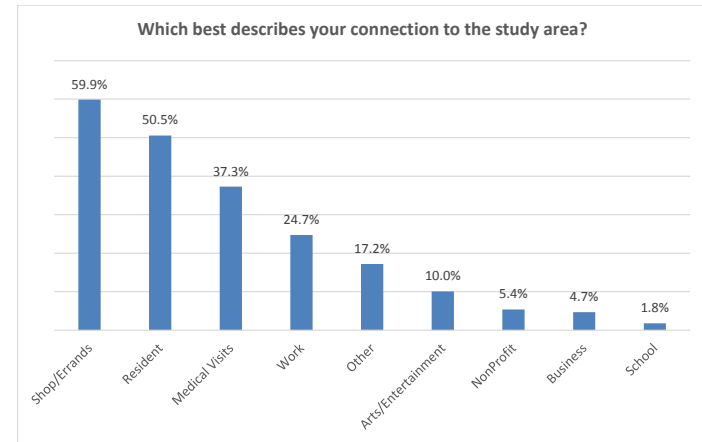
The majority of survey respondents use the study area for shopping and running errands and are residents. A large percentage attends medical visits and appointments in the Medline area. About a quarter of respondents work in the study area. Smaller percentages visit for arts and entertainment, own businesses, represent nonprofit organizations or attend school in the study area.

Seventeen percent provided "other" responses to describe their connection to the study area. These responses include:

- Live nearby/close to the study area
- Travel through the study area often
- To attend church/worship services

Medline Livable Centers Initiative

Community Survey Summary



The second question on the survey asked respondents to offer three words to describe the study area. The larger words represent the most popular words in response to this question. According to responses, many feel that the area is congested but is convenient and has potential. Other words describe the area as unwalkable, busy and unattractive.



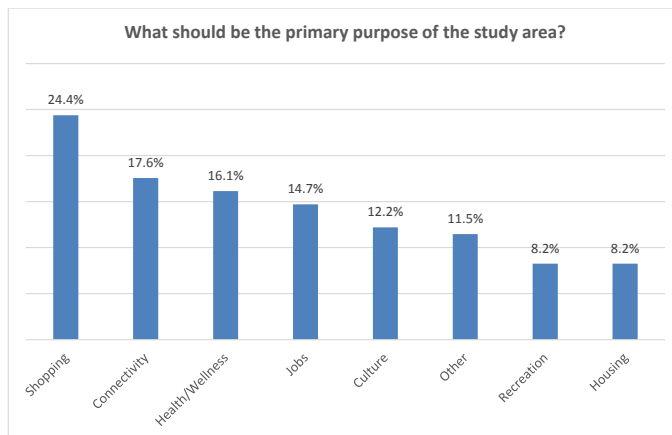
Medline Livable Centers Initiative

Community Survey Summary

The third question described the study area as a significant contributor to the region and a major source of retail, employment, civic, and recreational opportunities. Survey respondents were asked what the primary purpose of the study area should be and were given the following options:

- Provide jobs and employment
- Provide connectivity and access to destinations
- Provide opportunities for outdoor recreation
- Provide shopping/retail opportunities
- Provide access to cultural goods, activities and services
- Provide access to health and wellness resources
- Provide housing options
- Other (please specify)

Nearly a quarter of survey respondents believe the primary purpose of the study area should be to provide shopping/retail opportunities followed by providing connectivity and access to destinations (17.6%). Just over 16% of respondents believe the primary purpose of the study area should be to provide access to health and wellness resources.



Medline Livable Centers Initiative

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The most popular response for “Other” was “All of the above.”

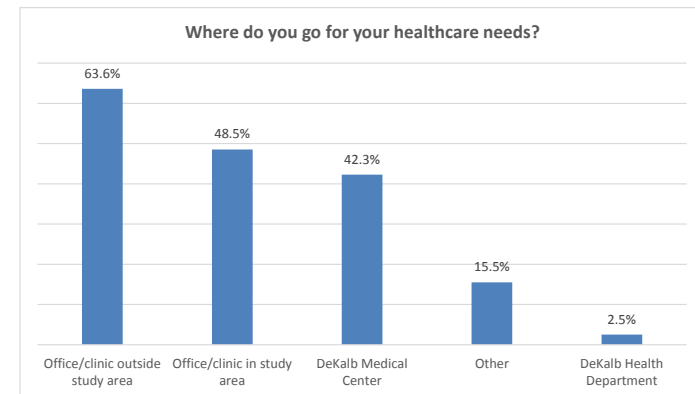
The next question asked what single improvement is most important from a local perspective. The most popular responses include:

- Improve traffic/reduce congestion
- Improve walkability
- Improve bikeability

Health & Wellness

Since the area is home to many health and wellness resources, it is important to understand how the area is used to access those services. When asked of their main healthcare needs, most respondents replied “primary care” and “annual checkups”.

According to the survey results, most respondents visit doctor’s offices and clinics outside of the study area, though a large portion also use resources within the Medline area, including the DeKalb Medical Center.



Over 97% of survey respondents use their vehicle to access medical facilities.

Medline Livable Centers Initiative

Community Survey Summary

The top three things that respondents would like to **create** include greenspace, community gathering spaces, and shopping opportunities.



The top three things that respondents would like to **connect** include sidewalks (make them continuous), walking/pedestrian accessibility to destinations, bike accessibility via paths.



Medline Livable Centers Initiative

Community Survey Summary

The final question on the online survey asked for input regarding the one thing the Medline LCI study area is missing given all of the available resources. The most popular response was restaurants followed by sidewalks and parks/greenspace.



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