

EMORY VILLAGE REVITALIZATION PLAN



EMORY VILLAGE
REVITALIZATION PLAN

FOR
ALLIANCE TO IMPROVE EMORY VILLAGE
BY
PETER DREY + COMPANY



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September 25, 2002

Alliance to Improve Emory Village
C/o Ms. Kathryn Gannon
1525 Clifton Road, NE - Suite 124
Atlanta, GA 30322

RE: Emory Village Revitalization Plan

Dear Alliance Members:

Peter Drey + Company is pleased to present this plan for the revitalization of Emory Village to your organization as agreed.

The plan provides a general guide to the revitalization process as well as specific recommendations for improvements that are essential to achieve the goals identified by the Alliance to Improve Emory Village at the outset of the planning process. Costs estimates are included, as well as an implementation schedule.

Throughout the process of developing this plan, our team has constantly worked to incorporate the input we received at the workshops and to reflect the values we learned were important to the community. Consequently, the plan includes a strong effort to conserve the Village's existing historic structures and to reclaim the waterways and green spaces that help give character to the Village environment. We have embraced other goals that were identified as well – new, affordable housing in the Village; a rational, accommodating parking plan; a viable and vital sidewalk shopping environment.

It has been a pleasure to work with your organization on this worthwhile and important undertaking. We are confident of your eventual success and eager to assist as you undertake further steps in the process.

Sincerely,
PETER DREY + COMPANY, P.C.

Peter Drey, AIA, ASLA
Principal

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DeKalb County Commissioners Ms. Judy Yates and Ms. Gale Walldorff provided advice and encouragement, and officials at DeKalb County, especially Mr. Stephan Michael, Mr. David Cullison, Mr. Sam Gueller, and Mr. Jerry Chambers, supplied much-needed technical support and professional criticism. Mr. Paul Roesser and the UGA real estate program provided real estate assistance. Mr. Robert Reed and Mr. Alfie Vick generously contributed their time and expertise to the project, as well.

Druid Hills Civic Association provided publicity for workshops and meetings. Georgia Tech professor Randy Roark, his students, Ms. Kathryn Gannon, and Mr. Leon Eplan, ULI, coordinated and ran the initial workshops which developed the foundations of this plan. The staff of the ARC, particularly Mr. Dan Reuter and Mr. Rob LeBeau, provided advice and criticism on the future implementation of the plan.

Finally, neighborhood residents, Village business and property owners, and Emory faculty, staff, and students all were generous with their help and input. Through numerous workshops and public meetings, their feedback has been the driving force of this plan.



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I. EXECUTIVE SUMMARY

Two years ago, Leon Eplan, former Planning Commissioner for the City of Atlanta and a graduate of Emory University, offered the aid of Urban Land Institute's Atlanta District Council to a community group in the historic Druid Hills neighborhood hoping to revitalize the ailing commercial Village at the gates of the University. The effects of time and road widenings had caused the Village to become difficult and dangerous to access by students, and the quality of businesses there had been declining as a result. Eplan enlisted Georgia Tech Professor Randall Roark and his students to help organize several planning charrettes that brought together neighbors, business people and University personnel, who had historically been at odds, to cooperatively develop a shared vision of the Village's future. The design charrettes held in subsequent months produced preliminary ideas of how the Village could be redesigned and led to formalization of the project's steering committee as the *Alliance to Improve Emory Village*, dedicated to revitalizing the Village as a "pedestrian-friendly, mixed use environment". AIEV raised funds and commissioned Peter Drey + Company, P.C. with a team of consultants to expand upon the charrette's findings.

This document describes the plan that resulted from the public participation meetings and design activities of the team, operating under the direction of the AIEV board. The plan, which includes suggestions for new housing and parking as well as innovative traffic proposals and pedestrian enhancements, was presented at a well-attended community meeting on Emory's campus on May 30, 2002. At the conclusion of the presentation, the plan was overwhelmingly endorsed by over 100 community members attending, encouraging AIEV to endorse the plan and begin planning the implementation of the new Village design.

The Plan document includes a description of the circumstances that led to its undertaking, the process followed by the consultant team to ensure broad community participation, and the recommendations produced as a result.

The recommendations describe a vision for the future of the Village, and outline the steps necessary to achieve it. Changes to DeKalb County's zoning for the Village and modifications to the roadways and sidewalks to better handle the mix of pedestrians, vehicles and bicyclists will create a more pedestrian-friendly environment and encourage new growth. This growth will be accomplished through additions to the existing mix of buildings that will include new parking and residential facilities as described in the document. The plan encourages preservation of the Village's existing inventory of historic structures, and suggests improving Peavine Creek and its tributaries as amenities. Estimates of the costs of the improvements are provided in the appendices, as well as a suggested implementation schedule.

To substantiate the viability of the plan's recommendations, market analyses were conducted and suggestions about how to model the future Village marketplace have been developed. Buying habits of likely shoppers in the Village were analyzed to produce an idealized market mix of shops and services that is described in the plan.

An assessment of the quality of the historic resources in the Village is included as well, and recommendations about how to build new structures in this historic context are made.

Design guidelines are included to help direct the redevelopment of the Village into a consistent, high-quality form that will support the concepts collectively produced through this consensus-building planning process.



II. INTRODUCTION

Emory Village is the historic commercial center of the Emory University and Druid Hills neighborhoods located at the intersection of North Decatur Road, Oxford Road and Dowman Drive in DeKalb County, northeast of Atlanta. It emerged in the early 20th century to serve the newly relocated University and the surrounding homes of Druid Hills laid out earlier by Frederick Law Olmsted, America's founding landscape architect, and his sons. As the University and the city itself grew, however, the neighborhood commercial center used by students, faculty, and residents alike strained to adjust to the debilitating pressures from this growth and the fast-changing urban conditions of the city.

In recent years, the Village's retail vitality has waned as constantly increasing traffic transformed North Decatur Road, the main street of the Village, into a high-volume barrier separating the University from the Village. It's disjointed physical environment was hurt, too, as the destruction from a 1979 fire. Subsequent disorganized redevelopment fragmented the Village into small shopping islands separated by broad areas of asphalt and intermittent, crumbling sidewalks.

The plan that follows describes a way to reestablish the physical and economic foundations that will permit the Village to prosper again as the center of commerce and community in the area. The new mixed-use environment that the plan envisions will create a pedestrian-oriented commercial neighborhood capable of competing in the 21st century economic context and simultaneously supporting new residential and retail development catering to a diverse group of users.

Genesis of this plan. Deteriorating conditions in the Village have prompted many revitalization initiatives over the years. Traffic and planning

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studies were conducted several times in the 1990s, in an effort to find a rational and equitable way to civilize the Village's traffic chaos and reestablish economic vitality. No consensus could be reached among all of the parties, however.

In early 2000, a new effort at replanning the Village was undertaken sponsored by the Urban Land Institute, Atlanta District Council, and the Georgia Tech Urban Design Studio. Leon Eplan, former Atlanta Commissioner of Planning and Community Development, coordinated the ULI's participation, and Georgia Tech's involvement was guided by Professor Randall Roark. This collaborative sponsored four participatory design charrettes involving Village stakeholders that produced broad concepts for Village revitalization integrating the ideas of urban designers, traffic planners, economic development consultants, historic preservationists and, most importantly, the local stakeholders: community residents, University representatives, businesspeople and land owners.

The steering committee formed to manage the ULI/Georgia Tech charette subsequently formalized its role in managing the Village revitalization, and incorporated in 2001 as the ALLIANCE TO IMPROVE EMORY VILLAGE, a 501 (c) 3 non-profit corporation. The Alliance synthesized the ideas and goals developed at the ULI/Georgia Tech workshops into a concise mission statement:

“CREATE A SAFE, ECONOMICALLY-VIABLE, WALKABLE AND COMPACT MIXED-USE COMMUNITY THAT IS COMPATIBLE WITH AND A RESOURCE TO EMORY UNIVERSITY AND THE SURROUNDING HISTORIC NEIGHBORHOODS.”

With funds provided by multiple sources, AIEV commissioned Peter Drey + Company, with a team of consultants, to prepare a plan addressing the goals of the ULI/Georgia Tech concept plan. This document describes the plan.

Planning process. The Plan for Emory Village is founded on a shared conviction among AIEV boardmembers and planning team members that wide public participation in the process is essential to ensure a reasonable and effective revitalization program. Furthermore, this public input helps establish a level of acceptance necessary for future implementation of proposed solutions. Consequently, following the example of the ULI/Georgia Tech effort, two Saturday workshops were conducted early in 2002, attended by all of the team's professional consultants, boardmembers and community representatives, at which input on the goals and components of the plan was solicited. The input from the workshops has been recorded and, as much as possible, incorporated into appropriate places in the plan.

The design team worked to integrate as many of the good ideas proposed at the workshops as possible into a workable framework that also performs well according to the professional standards of each of the disciplines involved in developing the plan. The result of this effort is a plan that advocates innovative traffic planning techniques, substantial steps for remodeling the pedestrian environment to improve safety, accessibility and aesthetics, a strategy to rearrange on-street parking and supplement the present off-street parking with additional parking spaces, proposals for new buildings that will add residential and retail uses to the Village, initiatives to improve Peavine Creek and its tributaries within the study area, and improve the environmental performance of the Village overall.

Livable Center. Emory Village was one of Atlanta's first suburban community centers, and the businesses in the Village have supported the expansion of the University and the Druid Hills neighborhoods in their significant growth years from 1900 to the mid-1970s. Around mid-century, however, urban development trends shifted and began to undermine the prosperity of the Village as growth of the suburbs robbed the older city neighborhoods of residents and money. Only recently has this trend diminished, permitting economic vitality to return to the in-town communities around Emory Village.

Recently, the Atlanta Regional Commission has undertaken a metro-wide program aimed at encouraging *livable centers*—that is, compact, walkable, mixed-use community centers—in the Atlanta region as an alternative to auto-dependent suburbs. Although most of the livable centers identified so far in ARC studies have been in outlying suburbs, Emory Village meets the standards as a livable center and this plan's goals are consistent with the ARC's criteria for qualification as an existing livable center. The plan's recommendations have been developed in line with the ARC policies to permit the Village plan to be grandfathered into the LCI funding process. The goal is to qualify for implementation funding to permit construction of the public space improvements that the plan describes.

Currently, Emory Village is overwhelmed by traffic. North Decatur Road, the main street running through the Village, is an important regional traffic thoroughfare, connecting eastern DeKalb County to Atlanta's downtown and intown neighborhoods, and providing a gateway to DeKalb County's largest employment center. The intersection of North Decatur and Oxford Road, the heart of the Village, has become a traffic bottleneck, with long queues during rush hour. Past attempts at adapting the intersection to the ever-increasing traffic volumes has resulted in a Village environment that is hostile to pedestrians. The combined seventeen lanes of the five legged intersection create a sea of asphalt, intimidating those who walk in Emory Village and

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encouraging jaywalking. The numerous curb cuts, narrow uneven sidewalks, and poor signalization force walkers into the streets or into their cars.

Finding solutions to these complex traffic and circulation problems is a priority of this project. There is no 'magic pill' to provide a remedy, however. Rather, the Plan recommends a set of incremental improvements that can alleviate vehicular congestion and encourage use of alternative transportation methods through an integrated system of pedestrian, bicycle, and mass transit improvements. The design team has investigated several road realignment options, ranging from the minimal to the radical and, from these studies, has developed a design that can be tested in advance and subsequently refined as necessary. To complement the road refinements, the Plan also proposes a new streetscape design with wider sidewalks, better pedestrian signalization, and a more inviting street frontage. This new pedestrian system will be better connected to MARTA and Clifton Transportation Management Association (TMA) buses at new bus stops in the center of the Village. New bicycle lanes will provide bikers with safe routes through the Village. The Village will also be within walking or biking distance from the future commuter rail system planned for the area.

As Emory Village's traffic problems have grown worse, its physical environment has concurrently deteriorated. Although the restaurants, shops, and businesses of the Village provide a wide array of services within a small area, the busy street life that this diversity should support is diminished by fragmentation and deficiencies. The buildings in the Village have become isolated objects along an irregular system of sidewalks. The attractive image of Emory Village from the early and mid 1900s has slowly disappeared, replaced by architecturally and stylistically dissimilar buildings.

This plan envisions a renewed Emory Village that provides a degree of density, diversity, and identity that is fitting for this historic neighborhood center. It is designed to maintain the historic buildings of the Village, and build upon their sense of place through new structures that reflect their scale, organization, and character. They will house a wider range of uses, including residences, shops, and restaurants, all of which will be served by parking facilities designed to be visually and physically unobtrusive. To complement this redeveloped built environment, the Plan proposes that natural features of the environment be reinvigorated as well. Peavine Creek and its tributary will be restored as a park, and views towards the greenscapes of Emory University and the Druid Hills Golf Club will be framed within new Village open spaces.

The users of this new Emory Village will reflect the diversity of the communities that surround Emory Village. Because it is located between Emory University and the Druid Hills neighborhood, and close to the medical

and research facilities in the Clifton Corridor, the Village will attract people from a wide range of age groups, income levels, and ethnicities. As a result, the businesses of the Village will offer an abundance of services, from convenience items for Emory students and staff, to restaurants for business lunchers, to boutique shops for neighborhood residents.

It is these users who are the clients of this project. The AIEV, the community organization formed to direct and oversee Emory Village's revitalization, is made up of the stakeholders in this area -- neighborhood residents, business and property owners, and Emory University representatives. It provides a continuous link between the community and the design team. Moreover, the development of the project has been tailored to maximize community involvement in the design process. The community workshops that have been held, where residents, workers, property owners, Emory staff, and students all have had the chance to voice their questions, concerns, and ideas about Emory Village, provide a model of how the process of implementing the plan can go forward from here.

Community involvement has created a solid plan for the future of Emory Village. It addresses many different, sometimes conflicting, priorities and proposes reasonable solutions that maximize gains while minimizing risks. Most importantly, it is built upon a consensus among the many stakeholders in this important neighborhood, and will extend into the future the productive dialogue fundamental to this plan.

Emory Village's rich context, traditional architecture and strong associations with the adjoining University give it the potential to again become Atlanta's best example of a successful mixed-use community. To reestablish its former role, the Village needs a clear plan for revitalization and a capable management organization that can guide redevelopment. The goal of the Emory Village Revitalization Plan is to restore the Village's vitality and expand its offerings so that it will become a true mixed-use, multi-faceted town center.



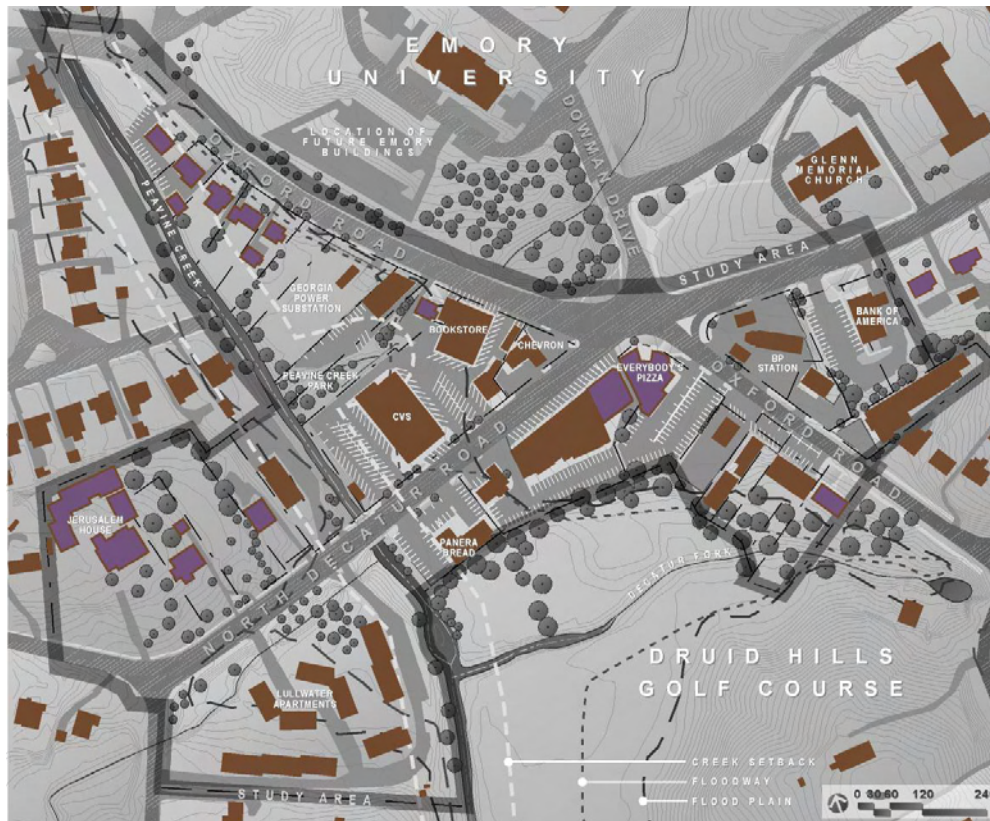
III. EMORY VILLAGE TODAY

Emory Village as it exists today is an odd blend of both the positive and negative aspects of urban life. Its Village scale and casual shopfronts encourage easy strolling, but the wide streets, overhead wires, curbside dumpsters and broken sidewalks spoil the enjoyment of a simple walk. Fast traffic intimidates visitors and leads to the exclusion of younger and older patrons.

In order to create a plan that ‘fits’ Emory Village -- that is contextual, obtainable, and responsive to the Village’s history and prominent location between a landmark of Landscape Architecture and a world-renowned University -- the first necessary step is a thorough inventory of the existing conditions of the Village. With the insights gleaned from this inventory, the understanding exists for a subsequent evaluation of the existing circumstances of the Village, identifying the positive traits which can be enhanced in the new plan, and the negative aspects which must be fixed, replaced, or removed.

Historic Assets. Emory Village is one of Atlanta’s earliest “livable centers” -- an old and varied collection of buildings arranged casually along the streets in front of the gateway to Emory University. The Village emerged as a commercial center sometime after the University’s move at the turn of the century from Oxford, Georgia, to its new Atlanta campus, designed in 1915 by the nation’s premier campus architect, Henry Hornbostel. Just a few years earlier, development of the Druid Hills neighborhood, designed by celebrated landscape architect Frederick Law Olmsted and his sons, was undertaken in the hills south of the campus. The Village was neither part of Emory’s original master plan nor of the leafy suburb designed by the Olmsteds. Instead, it grew logically outside the gates of the school at the end of the trolley line to serve the thriving academic community and nearby

residents. Unlike the campus or the neighborhood, it had no plan and was



Contributing Historic Structures (in purple)

only partially unified by buildings that shared similar architecture.

Today, just a few of these original commercial buildings remain. *Everybody's Pizza* and the adjoining retail building were both constructed in the 1920s during the Village's infancy. Designed in a style complimentary to the nearby homes of Druid Hills, these buildings were made of brick, with applied Neo-Classical details in the form of decorative coping, with urns, cartouches, panels, and other traditional accents. Some also contain tile facing at the parapet, imitating the roofs of numerous homes in Druid Hills. There are also several residential buildings of historic value within the study area. These include a Dutch Colonial Revival house on Oxford Road south of the commercial row, a grouping of five brick houses beyond the commercial area on North Oxford Road. These date from the 1920s and 1930s, and are predominantly Colonial or Georgian Revival in style.

Visually dominating the Village is the bell-tower of the Glenn Memorial Church, a masterpiece of classic revival architecture designed by Atlanta's foremost classicist architect, Phillip Schutze.

Together, these commercial, religious and residential buildings provide a sense of historical continuity that forms a good foundation for redevelopment. A primary strategy of this plan is to leverage these assets to produce a Village design that is uniquely recognizable and singularly appropriate to this place.

Natural Environment.

The buildings of Emory Village occupy the south-facing slope of a rolling hill that falls gently toward Peavine Creek. Creek tributaries parallel the Village's commercial strip on the east and west, absorbing the rush of water from the Village streets and rooftops during rainstorms. Huge Oaks and hardwoods reinforce the edge of Emory's campus and shade the lawn in front of Glenn Church. East of the Village, the Druid Hills Golf Course provides vistas of rolling green hills.



NATURAL ASSETS

The hard surfaces and sharp edges of the commercial center are softened by its backdrop of greenery and foliage. The surrounding bucolic landscape is of special concern to this Plan because it has historically distinguished Emory Village as a high-quality environment, and its restoration offers the opportunity to enhance the unique, informal qualities of the Village.

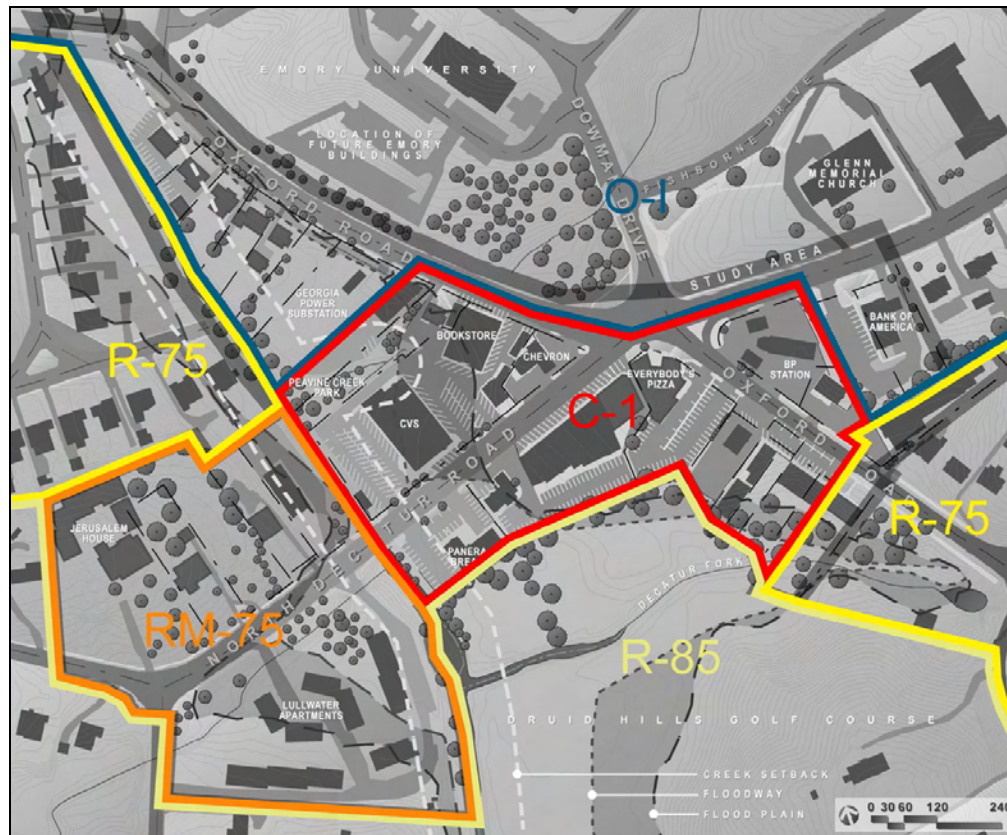
The greenscapes of Druid Hills Golf Course and Emory University and the vegetated banks of the creek and its tributaries are the most compelling landscape features of the Village. The idyllic forested slopes create a sense of tension between the structures of the Village and the cool, soft surrounding landscape. On the University side of the Village, the trees and parkland along Oxford and North Decatur provide pleasant shade for patrons, away from the hot concrete of the Village, and frame beautiful views of Glenn Memorial Church. On the golf course side, the wide expanse of fairways and greens present wonderful views that can be captured with new buildings to benefit both the Village's future residents and its visitors. Presently, these views are entirely blocked by buildings, parking lots and vegetation.



Peavine Creek forms the western boundary of the Village; the bridges over it on North Decatur and Oxford Roads form physical gateways into the Village. More than simply defining the edge of the area, however, the creek and its tributaries greatly affect the Village environment. One branch of the creek flows from within the University campus north of the Village, westward through a culvert under Oxford Road into Peavine Creek. While the creek and its banks are in dreadful shape, rehabilitation efforts are underway. A small branch north of CVS and Doc Chey's has already been restored, and portions on Emory's campus have been as well. The revitalization plan will continue compliment the restoration effort, and integrates the new 75 foot streambank setback required by DeKalb County into the plans for new facilities in the Village. Although there has been extensive building and paving within the stream's floodplain over the years (and the floodplain itself has undoubtedly expanded due to upstream urbanization), proposed future building within the floodplain is limited in the plan, and the total area of impervious surfaces in the Village and in the floodplain does not increase. This plan calls for a combination of natural restoration and limited building within the floodplain.

Land Use and Zoning

Existing land use reflects the Village's proximity to the University. Students and residents are served by a number of restaurants, both sit-down and take-out, as well as a bookstore, and a travel agency. Neighborhood services and retail are limited to a branch bank, a butcher shop, a drug store, an ice creamery and a flower shop. Two automobile service stations occupy opposite corners of the Oxford/ North Decatur intersection. Emory University uses three commercial buildings as a bookstore and offices, and two residences



Existing Zoning

have been converted to offices along the northern leg of Oxford Road. Elsewhere, single-family homes have been converted to multifamily use on North Oxford Road. Other multifamily residences are found at the west end of the district: the Lullwater Apartments and the Jerusalem House, a facility for children and parents with AIDS. Near these, one single-family dwelling on North Decatur has been converted into apartments. A senior living home is located on South Oxford Road.

Georgia Power maintains an electrical substation which separates the residential northern end of North Oxford Road from the shopping area

around the intersection. This facility is likely to remain a feature of the Village for many years, and therefore it effectively defines the northern edge of the retail part of the Village.

Present zoning within the Village is as diverse as the uses. Commercial areas zoned C-1 permit up to two stories of retail, office, or institutional use (but no residential). Emory University and the Bank America site are zoned O-I (Office/ Institutional) which allows up to five stories of office or institutional use, but also prohibits residential uses. Residential uses are grouped in three different zoning classifications: RM-75 for the multifamily dwellings at Lullwater and North Decatur, R-85 for the residential south of North Decatur, and R-75 for the residential north of North Decatur.

Pedestrians, Transit and Bicycles

Pedestrian movement through the Village originates from two principle traffic generators: the University itself, and the Druid Hills neighborhood. Walkers from Emory enter the Village either from Dowman Drive to the North Decatur/ Dowman/ Oxford intersection, at which point pedestrians cross at two points into the Village; or, past the Boisfeuillet Jones building to North Oxford



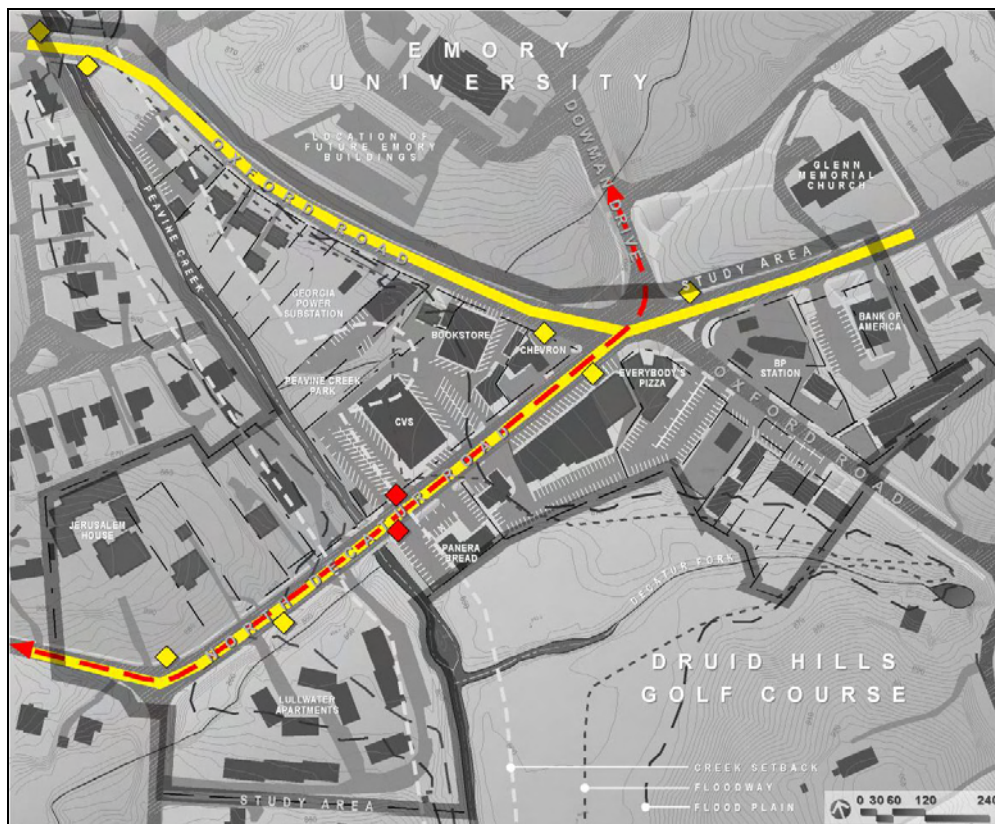
Road near Emory's bookstore. Because the intersection is poorly configured for pedestrians, many jaywalk rather than use crosswalks on cue from the signals.

Druid Hills residents enter from both ends of Oxford and from the western end of North Decatur. The North Decatur entrance has poor sidewalk conditions, high driving speeds, and limited visibility due to a bend in the road that creates a risky walking environment. The best sidewalks are found east of the Village on North Decatur Road toward Clifton Road. Completion of Emory's performing arts center at the corner of North Decatur and Clifton will probably contribute to an increase in pedestrian volumes here.

Within the Village, the walking environment is poor. Most sidewalks in the commercial area are, at points, inadequate or unsafe. Because of the excessive width and number of curb cuts, many sections of the street have little sidewalk or, like the University side of north Oxford, no sidewalk at all. Steep grades in front of the retail shops on North Decatur Road require stairs

that periodically interrupt the sidewalk, violating modern handicap-accessibility standards. Marked crossings at the major intersection are somewhat ineffective, as walkers frequently cross illegally, both at the intersection and at midblock.

Emory Village is served by two transit systems, MARTA bus service and the Emory Shuttle. Two MARTA routes traverse the Village. The Emory Shuttle runs down Dowman Drive and through the Village along the eastern leg of North Decatur, stopping in front of CVS (although its stops are unmarked.) The Village is also within the Clifton Transportation Management Association's operational area, although it is not presently served by the TMA.



Bus Routes and Stops (Emory Shuttle in red, MARTA in yellow)

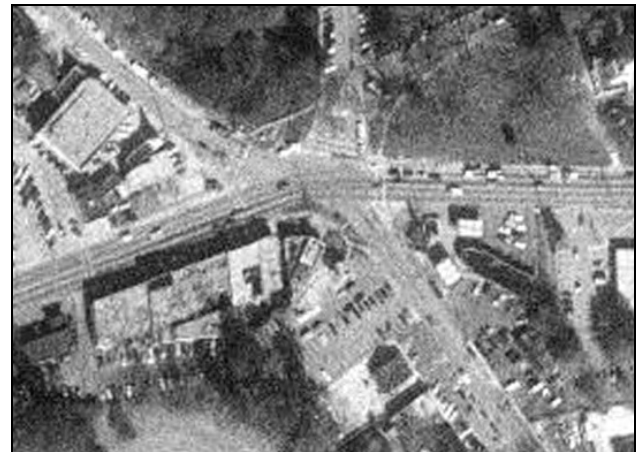
Although the number of bicyclists in the area is increasing, there are no dedicated bike lanes in the Village. Nearby Clifton Road has been designated as a bikeway corridor by DeKalb County, and Emory University has developed a campus bikeway system as well that includes a path to the Village. Bicycle enthusiasts are pushing for more and better accommodations for bikes in the Village and generally throughout the Emory/Clifton/Druid Hills area, with the

ultimate goal of connecting it to the Freedom Parkway and PATH system as a whole.

Vehicular Traffic

Most traffic through the Village is concentrated on the two main roads, North Decatur Road and Oxford Road. North Decatur, with about 21,500 cars a day, carries the vast majority of traffic through the Village. It is a major arterial street, connecting eastern parts of DeKalb County to the City of Atlanta via North Decatur Road, Briarcliff, Clifton, and Clairemont Roads. Cars move through the Village on North Decatur at relatively high rates of speed, often accelerating to beat the traffic lights. Oxford Road, on the other hand, carries far fewer cars (approximately 5,000 cars a day,) and serves mainly as a neighborhood connection to North Decatur and an entrance to Emory campus via the Pierce Gate. Dowman Drive is the "gateway" to Emory University and is an important service and visitor access point. However, its alignment adds to the complexity and inefficiency of the North Decatur/Oxford/Dowman intersection.

The problems associated with this intersection are the most significant challenges to Village revitalization. The five legs are difficult to manage through conventional traffic signals, so it often becomes a bottleneck during rush hour traffic on North Decatur Road. Long queues occur in both directions as well as on Oxford Road. Most efforts at fixing this



problem have usually involved tampering with signalization and timing. In earlier times, the streets were widened and new lanes were added. These efforts produced the large expanse of asphalt which may be the Village's most salient feature. The intersection is exceptionally wide as well because of the alignment of the streets intersecting here. The excessive width of the intersection coupled with the lack of a pedestrian-only signalization phase makes it tough for pedestrians to get across. Expected increases in traffic volumes will only add to the scale of the problem.

PARKING. Several surface lots located around the businesses on North Decatur and the southern leg of Oxford provide most of the Village parking. This is supplemented by parallel parking along Oxford Road and diagonal parking in front of the main retail strip on North Decatur. While the present amount of parking is probably adequate for the limited current retail use, any

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increase in commercial or residential square footage will require new, better planned parking facilities. The current parking layout is haphazardly arranged and confusing, and the existing surface lots are generally used communally, causing conflicts among patrons and business operators over the allocation of parking among the various businesses. The limited on-street parking cannot support the neighborhood residents, University students, and construction workers working on campus at the same time, causing a shortage in availability. The current diagonal parking arrangement in front of the North Decatur store fronts often causes traffic problems as motorists maneuver in and out, and adds to the safety problems for drivers and pedestrians in the Village.

Utilities

Emory Village is served by sanitary sewer and water through underground service provided by DeKalb County. However, there is no storm sewer in the Village, so rainwater washes downhill through the Village into Peavine Creek and its tributaries, contributing to the pollution of the Creek. An innovative solution to the problem of stormwater runoff in the Village is a challenge to Village revitalization.



Overhead power lines clutter the Village streetscape. High voltage transmission lines follow the North Decatur Road right-of-way into the Village from the east, then continue down North Oxford Road to the Georgia Power substation there. These lines are hugely expensive to construct and maintain and there is very little chance of having them removed or rerouted.

Distribution lines for local power, cable and telephone service are located in the rights-of-way of all Village streets, contributing to its sense of clutter. These are not as difficult to relocate underground—the Plan recommends burying this service as part of the streetscape enhancement program.

Market Conditions

Emory Village contains about 64,000 square feet of retail space controlled by multiple property owners. The Village marketplace is defined by analysts as a *convenience neighborhood retail center* serving residents, students,

University faculty and staff, and area workers. Despite this mix of patrons, retail within the Village is primarily targeted at students. Fast food restaurants and convenience foods occupy about half of the retail space.

The Village has many of the qualities needed to support a strong, healthy and diverse retail center. It has historic character, good location and visibility to the large number of motorists that travel through the area. It occupies an attractive setting with beautiful views of the landscape and historic buildings, and is in very close proximity to a large and affluent market of residents, students, University staff, and institutional professionals that populate the Village's trade area.



However, the physical condition of the Village is a strong deterrent. Poorly placed parking and disconnected buildings, an uncomfortable pedestrian environment, awkward traffic conditions, an eroding sense of place, and the lack of outdoor gathering spaces all combine to inhibit shopping. Furthermore, the predominance of student-oriented retail limits patronage and underserves the surrounding areas.

Market analysis has determined that there is ample support for a wide variety of store types in Emory Village. This provides Village business and property owners with many choices about how to organize the marketplace and which kinds of customers to target.

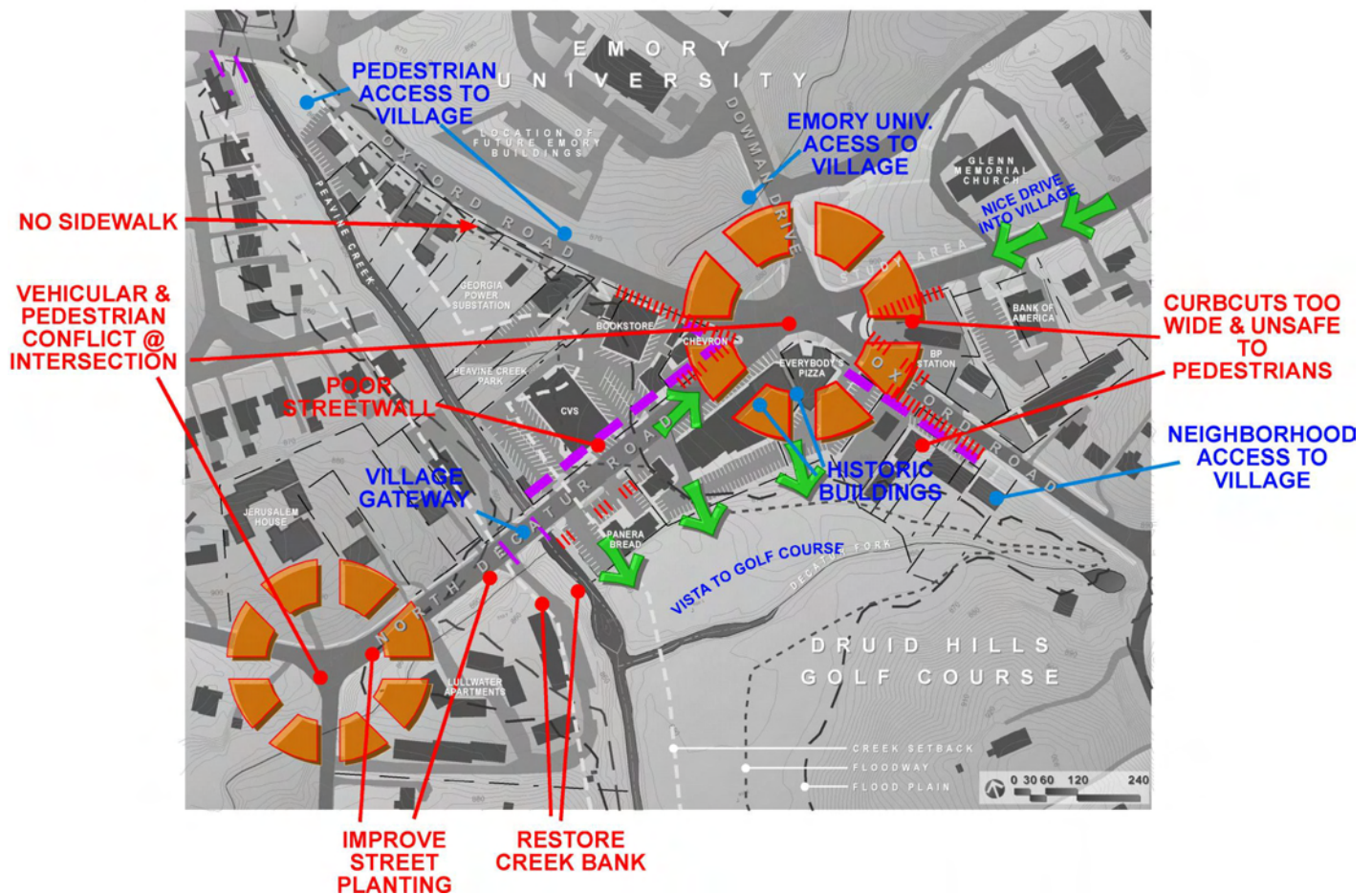
The goal of the retail revitalization should be to broaden the Village's appeal by attracting more higher-end merchants, particularly in the underserved areas of apparel, gifts, and upscale restaurants geared to the neighborhood residents and professionals working in the area. Ideally, the Village revitalization should also maximize its chances to become a popular social gathering place with new public open spaces and sidewalk al fresco dining. Housing is an ideal addition to the Village in this scheme, adding to the health of the retailing environment in the Village, and filling a growing need for moderately-priced housing in the area. This scenario would transform the Village into a true mixed-use community which, with the exception of a few small nodes, is unique to this area of Atlanta.

Opportunity Assessment

Emory Village revitalization will depend upon how well the repair of problematic features of the Village, the enhancement of existing positive traits, and the creation of new facilities within the Village is accomplished.

The evaluation of existing conditions has produced the following general recommendations to accomplish revitalization goals:

1. Improve pedestrian and vehicular traffic flow at North Decatur, Oxford, and Dowman intersection.
2. Improve the pedestrian environment generally through repair/replacement of existing sidewalks and crosswalks, new, more commodious sidewalks, and the reduction in the number of curb cuts.
3. Improve the continuity of the street wall through the addition of new infill buildings.



Composite Analysis and Opportunity Assessment

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4. Improve the streetscape by removing overhead utility lines, replacing diagonal parking with parallel parking, adding more parallel parking in new locations, and adding new trees, streetlights, and green spaces.
5. Enhance awareness of the Village's natural surroundings through preservation and expansion of scenic views, restoration of Peavine Creek banks, and addition of new views towards the golf course.
6. Preserve the historic identity of the Village through protection of historic buildings and urban fabric.
7. Continue the tradition of progressive design through new development that embraces environmentally-friendly building technology and progressive design in the tradition of Fredrick Law Olmsted and Henry Hornbostel.



Existing Conditions



IV- PLANNING PROCESS

Public input has been a major influence on the development of this plan. From setting out the goals for Village revitalization, to evaluating and designing traffic and development schemes, to critiquing the design team's work, the public has guided the plan's evolution and ultimately, its final form. The result is a 'consensus' revitalization plan; it proposes changes based on the ideas and desires of a majority of the Village stakeholders - the students, workers, residents, and owners of the area.

ULI/ GEORGIA TECH WORKSHOPS

The first workshops in this effort to revitalize Emory Village were conducted by the Atlanta chapter of the Urban Land Institute (ULI) in conjunction with Georgia Tech's Urban Design Workshop, well before the current design team had tackled the project. The most intensive of these took place over a long weekend in early 2000. The process included a series of pre-event meetings of the Steering Committee and four open invitation workshop sessions. Guided by volunteers and staffed by developers, designers, planners, economists, and traffic consultants, these workshops produced a "first blush" overview of the existing conditions, some sketchy ideas of where growth could take the Village, and a list of the community's shared goals. These form the foundation for subsequent phases of the planning and design process.

- Land Use and Economic Development
 1. Increase and diversify retail and services
 2. Discreetly add new housing
 3. Seek joint use opportunities
 4. Reserve street level for retail
- Transportation
 1. Improve intersection design for safety and function
 2. Maintain historic street pattern
 3. Increase parking quantity; improve management

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- In response to the discussions generated at the workshops, several diagrams were produced that described potential development options for both the public environment and retail, parking and housing opportunities in the Village. Of particular interest are the four road alignment schemes produced in the initial workshops which formed the starting point for investigation at later AIEV workshops. Three alternate development schemes are also illustrated: one with no housing, one mixed-use, and one that maximizes the area of retail space.

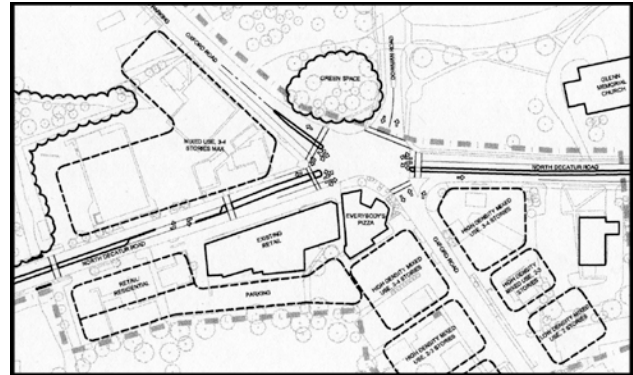
This workshop, held January 26, 2002, was attended by about fifty people, including residents, property owners, AIEV boardmembers and Emory University representatives. It continued the discussion started at the ULI/Georgia Tech workshops, using the road alignment schemes from those workshops as a starting point. After presentations about the existing conditions of Emory Village, the workshop participants broke into three groups to discuss the three road reconfigurations proposed to reduce traffic congestion, and their potential impact on the rest of the Village.

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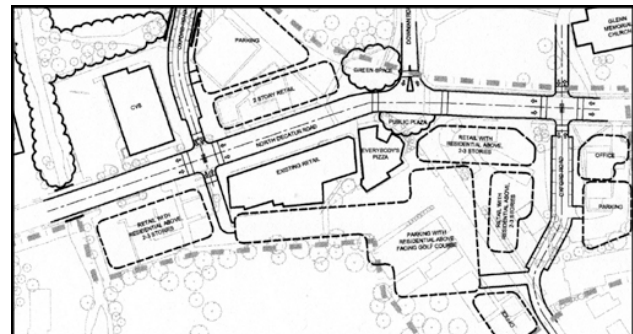
location of the roundabout would reflect the 'crossroads' character for which the intersection has always been known. Public plazas would be placed on the eastern and western corners of Oxford and North Decatur, fronting new mixed use buildings of three stories or less. Parking lots would be located behind these buildings, and additional mixed use buildings with parking behind would occupy the southern side of North Decatur (the current location of the existing retail building.) A restored Peavine Creek park to serve as the symbolic gateway to the Village from the west would complement these developments. (In informal voting at the workshop, this option was the most popular by far.)



Option B

The second option (Option B) uses a *road diet* – a decrease in the width of the roadway through removal of several travel lanes – as a traffic-calming tool. Auto travel on North Decatur would be reduced to one lane in each direction with a median and/or center turn lane, and the remainder of the existing road width would be restriped as bike lanes. While the curbs of North Decatur remain in the same position, the effective amount of auto travel width is reduced. Accompanying these traffic circulation changes, the workshop group proposed several development possibilities. Mixed-use buildings and townhomes would be placed on the southern leg of Oxford, two stories at the edge of the neighborhood, rising to a maximum of four stories at the intersection. The existing retail buildings would remain, with new residential and parking behind it facing the golf course. The northern side of North Decatur would be a mixed use facility, with new parkland around Peavine Creek and on Emory's portion of North Decatur and Oxford.

The third option proposed realigning the northern and southern legs of Oxford Road, creating a 'main street' along North Decatur controlled by two signalized intersections. The southern leg of Oxford would be rerouted to intersect with North Decatur to the east of the current intersection, approximately between the bank and the BP station. The northern leg would be rerouted to the west of the current intersection, meeting North Decatur between CVS and Doc Chey's. Alternatively, this leg could



Option C

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be less drastically rerouted by simply moving the last few feet of the road on to the apron of the existing Chevron station. The workshop group proposed new mixed-use buildings on the southern side of North Decatur to complement those existing on the northern side, with a large parking structure behind to serve all of these buildings. On the new northern face of North Decatur, the team proposed an additional new retail building as well as a park or square, with parking behind. Gateways to this new Village would be created at the two bridges over Peavine Creek.

As a concluding exercise, the attendees were asked to vote on a community character survey. This was intended to help understand the aesthetic and environmental 'pulse' of the community. Thirty six images in eight categories were displayed. While qualitative and unscientific, some overall conclusions were drawn from the survey responses:

1. The scale of the buildings should be small, two stories preferred but no greater than three stories high.
2. Some unifying design elements should be present in all new commercial buildings, although buildings can express some individuality.
3. Buildings should be sited to provide a sense of enclosure, with landscaping reinforcing this spatial volume.
4. An organized visual environment is preferred over a more chaotic atmosphere.
5. A dense streetscape with wide sidewalks that allows mature trees, outdoor cafés and a generous pedestrian passage is strongly supported.
6. A distinctly 'urban' character i.e. buildings closer to the street are preferred over front yards or gardens.
7. Both retail and residential entries in the same streetscape are encouraged.
8. Off-street parking accommodations should not be visible from the street unless limited and integrated into building architecture.
9. On-street diagonal parking is opposed.
10. Signage should be controlled.
11. The Village should contain ample greenspace and landscaping.
12. The new architectural style should compliment traditional forms of the historic Village buildings.

13. Short of reproducing the original Village architecture, historicist or revival styles are discouraged in favor of simple elegant volumes.
14. Singular architecture housing chain retailers is discouraged.
15. Industrial or 'loft' architecture is generally discouraged.

AIEV WORKSHOP #2

The second Emory Village workshop was held on March 9, 2002, attended by approximately fifty people. In the interval between the first and second workshops, the consultant team reviewed new issues that had appeared related to each of the three earlier concept plans. Armed with fresh traffic data, the concept plans were distilled down to two basic approaches -- one with two variations.

In the spirit of both the roundabout and road diet concept plans, the first alternative proposed realigning North Oxford Road slightly to simplify the existing intersection. The resulting four-way intersection could be reconfigured as either a roundabout or as a conventional signalized intersection.

The realignment concept plan was further developed as a third alternative, refined to locate the North Oxford/North Decatur intersection east of the CVS pharmacy, and the South Oxford/North Decatur intersection moved to a new alignment east of the BP station.

The structure of the second workshop varied from the first. The refinement of the three Workshop #1 concept plans permitted a more focused dialog, and thus the workshop was conducted as an open discussion. The first half assessed the basic features of each of the three alternatives, positive and negative, and workshop participants were encouraged to add their own evaluations to the list already developed by the design team. The second half of the workshop looked at a broader set of issues such as open space, housing and retail to supplement the extensive discussion on traffic. Working off the plazas, gateways, streetscapes, and shops proposed in the first workshop schemes, the discussion refocused on a holistic vision of the Village. As a final exercise, participants voted on the rankings and conclusions of the Priority Projects survey, which described potential development



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alternatives for various sites within the Village. From the results of this survey, as well as the workshop discussions, several suggestions were made about the next steps in the process:

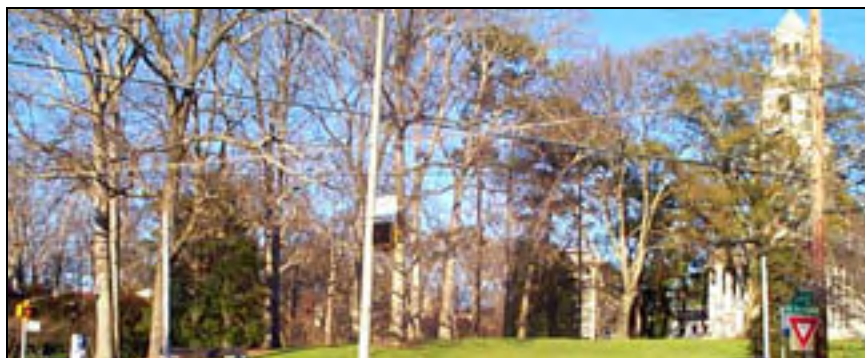
1. Recognizing the apprehension of traffic design professionals about the road diet, the concept should be tested by temporarily striping North Decatur road to simulate the actual lane widths, monitor the results and present these back to the community, if necessary.
2. Proceed with design development and county approval of the North Decatur / Oxford Road roundabout, while monitoring the effects of the new Lullwater roundabout. The developed roundabout design should be presented back to the community along with performance notes on the Lullwater roundabout, and then temporarily striped in the same way as the road diet for validation. Temporary roundabout striping should include striping North Oxford to the right-in right-out configuration.
3. Include bike lanes in the temporary road diet striping of North Decatur Road.
4. Develop a streetscape plan for North Decatur Road removing the angled parking, widening sidewalks and establishing locations for all pedestrian facilities, crosswalks, and MARTA and Emory shuttle stops. Investigate the possibility of a midblock crosswalk near the CVS pharmacy, explore a new design for the Peavine Creek bridge, and study the possibility of constructing a creekside walk above the banks.
5. Develop an open space/public space plan that includes some visual access to the Druid Hill Golf Course. This plan should show the improvements to Peavine Creek, the greenspace resulting from the Oxford Road realignment, locations of gathering places, and the pedestrian linkages in the Village. Consider potential courtyards as public spaces.
6. Implement a plan to create improved sidewalk links to the campus and surrounding neighborhoods. Target sidewalks that are in the most need of repair, and which are outside or near the Village study area and not likely to change with design revisions. Establish an improvement fund to implement this work.
7. Draft a set of design guidelines that limits building heights to two or three stories, depending on location and use. Study the historic buildings to arrive at a set of guidelines for new design. Assign an AIEV member to collaborate on the design guidelines, and begin a

dialogue with the county planning department on drafting special zoning amendments for the Village.

8. Investigate the possibility of burying the overhead utility lines.
9. Determine a housing program for the Village that stresses owner occupancy. Investigate the possibility of housing on the BP station site, coupled with ground floor offices or retail; the site area may also include space for a public courtyard or plaza
10. Determine a retail program for the Village that will serve as springboard for further discussion on what to propose and where to place it.
11. Quantify the number of parking spaces available in the Village under each alternative. Prepare a parking plan for the Village based on the recommendations for future land use.

The ideas produced at the workshops have been analyzed and folded into the Plan for Emory Village whenever possible, desirable and practical. Conflicting ideas have been resolved as equitably as possible, and professional design standards have been applied to ensure that the public and private environments integrate state-of-the-art design practices.

However, the workshops provided almost all of the ideas that form the foundation of this Plan.



V. PLAN RECOMMENDATIONS

Emory Village's rich context, historic architecture and strong associations with Emory University provide it with the potential to become once again Atlanta's best example of a successful mixed-use community. To help reestablish its former role, the *Emory Village Revitalization Plan* outlines an integrated effort to restore the Village's vitality and expand its offerings to create a true mixed-use marketplace, thus restoring the role it historically performed for the surrounding neighborhoods and institutions.

The primary goal of the Revitalization Plan is to reestablish Emory Village as the center of community life for this large and diverse community. It suggests how to reconfigure streets, sidewalks, and public spaces, refocus economic factors, and build an implementation program that will transform the Village in a way that in coming years will achieve the *Alliance to Improve Emory Village* goals:

“Create a safe, economically-viable, walkable and compact mixed-use community that is compatible with and a resource to Emory University and the surrounding historic neighborhoods.”

New Urbanism. The concepts underlying the Plan are based upon widely accepted current thinking among planners, urban designers and community development specialists now termed *new urbanism*. The techniques of new urbanism provide the tools to adapt the Village's environment to the demands of the 21st century marketplace while preserving its historic resources, natural environment and neighborhood scale.

New urbanism is, in fact, a movement to restore the traditional humanistic architecture and city design methods practiced in America's cities before the advent of modern planning and zoning laws. Sometime in the middle of the twentieth century, the art of designing cities in America was lost. For a host of reasons, Americans built their homes in the suburbs outside the historic urban core rather than in old neighborhoods, using city services when convenient, but otherwise avoiding the difficulties, costs and crime of the city center.

Over time, however, people have come to miss the benefits of urban life that often offset its hardships. Cities, towns and Villages are where people naturally go to find cultural life, entertainment, civic presence, community institutions, parks, plazas and the other facilities associated with urbane living. Lacking these, the suburbs are without the essentials needed to permit a sense of community life to flourish.

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This dilemma was the catalyst that spurred designers and planners in the 70s and 80s to reexamine the way cities were planned and financed. From these studies emerged a variety of new techniques intended to reconcile the principal conflicting demands of modern urbanization:

1. the need to accommodate huge numbers of automobiles, large traffic volumes and acres of parking, and
2. the desire to have available a compact, walkable town or Village center where commerce, religion, culture and civic institutions can be found.

These two demands create a dilemma for designers and planners: how to accommodate both cars and people in the same place? Most often, planning for cars takes precedence and people on foot are left to improvise. Today's Emory Village illustrates this commonplace occurrence.

Emory Village's successful revitalization hinges on its ability to accomplish what historic older cities do: squeeze accommodations for cars and pedestrians into an environment that was originally built to handle far fewer of each. This must be done without spoiling the qualities that make the Village unique and attractive, and without injuring the environment around it. This plan describes how these difficult tasks can be accomplished.



PEDESTRIANS WANDERING IN THE VILLAGE

Livable Centers Initiative.

This Plan fully embraces the goals of the Livable Centers Initiative undertaken by the Atlanta Regional Commission. This is a program intended to guide urban growth in metro Atlanta into a pattern that supports mixed-use community centers similar to traditional cities, towns and villages, and deemphasizes auto-dependent development. The ARC describes their initiative this way:

"... LCI studies ... all demonstrate the fundamental concepts of:

- *Connecting homes, shops and offices;*
- *Enhanced streetscaping and sidewalks;*
- *Emphasizing the pedestrian;*
- *Improving access to transit and other transportation options; and*
- *Expanding housing options."*

The LCI goes beyond this short list to include further goals addressing historic preservation, promoting planning outreach to involve all stakeholders in the process, advocating mixed-income housing options and integrated land

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uses, encouraging leveraging of public investment to attract private dollars, and suggesting transportation management authorities or organizations to improve transit use. All of the LCI goals are embraced within the goals of the Emory Village Revitalization Plan.

Organizing Principles of the Plan. The Plan is guided by several fundamental principles that underpin all of the recommendations contained within.

- Sound economics – the Plan’s various initiatives are supported by an understanding of the operation of the Village marketplace and its capability to support renovation and new construction. Contributions are planned from the public sector to support public improvements based on the assumption that increased tax revenues will offset capital costs. As revitalization progresses, Village businesses can expect to capture an increasing share of the local market of the sizable, fairly affluent community of residents, students and professionals in the Village’s trade area. This increased activity will generate the demand to finance new private development in the Village.
- Synergy among all of the parts – the Plan recommends a mix of uses-- retail, residential, and parking. ‘Retail’ office use – offices that requires customer interaction – would also be permitted. These uses will succeed individually only if carefully designed to work together. The Plan illustrates an idealized arrangement showing housing and office space above the retail and parking structures. Frontage on Peavine Creek and on the Druid Hills Golf Course is a valuable amenity for housing. Great flexibility exists to adjust the Village design to actual circumstances. However, no individual project will perform optimally if not well-integrated with its neighbors.
- Community connections – when the plan is implemented, Emory Village will again perform its natural role as community center for the vicinity. The improved links to Emory and Druid Hills means that students, parents, and kids will be able to safely and comfortably walk to the Village. New businesses in the Village will cater to families, students, professionals and children to support a multi-functional, diverse local marketplace.
- Green urbanism – the Plan includes steps to mitigate many of the adverse side-effects of urbanism and emphasize its positive features: pleasant interaction among people to permit the efficient transfer of goods and information in a compact environment. Alternate transportation modes are emphasized. Stream banks are reclaimed and restored.
- Inclusiveness – in urbanism as in ecology, diversity characterizes the richest environments. This plan provides for a variety of housing types and business opportunities in order to encourage the broadest mix of patrons and business owners.
- Balanced transportation options – the car is an indispensable feature of modern life and an amenity that few would choose to do without. Nevertheless, the plan emphasizes transportation options—bikeways, sidewalks and crosswalks designed to align with pedestrian “desire

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lines", centrally located bus stops, and doorways accessible to the handicapped. The vehicular traffic system is improved with techniques that slow average speeds and reduce idling time, and parking is rationalized in stacked decks entered through fewer curb cuts.

- Future-focused – the Village lies at the gateway to one of the world's preminent educational institutions and next to a monument to the art of landscape architecture designed by the founder of that discipline. The goals of this university and the thoughts of that great thinker were focused on building a better future environment, and they used or are using the most innovative and progressive techniques to accomplish this. This plan is similarly focused on an optimistic vision of Emory Village's future, and its recommendations express a vision of the future rather than a resurrection of the past.
- A world Village – Emory University draws visitors from around the world. Future Village patrons will probably be a computer-literate population from many regions and continents who have had very broad exposure to the world via the internet or from their own travels. They will compare the Village to places they have seen in Europe, Asia, South America and beyond, and will look for an environment that supports their educational and professional endeavors, sustains their productivity, and provides a very high quality of life on the street and in its public spaces. These qualities are the logical product of urban excellence, the variety of recreational and social opportunities provided, cultural facilities available, and a friendly public environment. They are the very same characteristics that would be sought by Druid Hills residents, Clifton corridor workers, and visitors from places within metro Atlanta. The design of Emory Village must be on the leading edge of design and technology in order to become the environment people hope for.

Overview of the Plan.

The Plan contains several components that, when implemented, will together create a new economic, environmental and social setting for the Village. It contains recommendations addressing the following issues:

1. Traffic and transit – reduce North Decatur Road to a single lane in each direction with a shared center turn lane between Clifton Road and Lullwater Road. Realign North Oxford Road to remove it from the intersection. Construct a roundabout (or a 4-way signalized intersection) to accommodate traffic in the intersection, and test the changes thoroughly before finalizing the arrangement. Install new facilities for transit users, bicyclists and safer amenities for pedestrians. Plan to link to future commuter rail



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station scheduled for construction nearby. Through all of these improvements, ensure that patrons have a *choice of travel modes* when considering a visit to the Village.

2. Parking -- Reorganize on-street parking to replace angled parking with parallel parking spaces, and construct new off-street parking garages to handle Village demand and the needs of visitors. Limit curb cuts providing access to the decks to reduce their interruption of the sidewalk environment.
3. Zoning – create a new “Emory Village Neighborhood Commercial Zone” that will regulate redevelopment in the Village (alternatively, create an “Emory Village Overlay” zone to address the same issues.) Permit retail, and residential uses in the new zone, within prescribed limits. Establish urban design performance standards and Emory Village Design Guidelines. Encourage shared parking facilities. Prohibit overhead utility service to private property. Require environmental design features that control stormwater runoff and encourage efficient, non-polluting new structures.
4. Historic preservation – protect existing structures designated as “contributing” to the Druid Hills Historic District. Design new facilities to complement, not copy, the historic architecture.
5. Urban Design – Build new streetscapes on North Decatur Road and Oxford Road that support a lively street life and comfortable shopping environment. Accommodate socializing and dining on the sidewalks. Install shade trees, street furniture and attractive walking surfaces to recharge the sense of quality in the Village. Build new mixed-use structures in the Village to increase the diversity of people and activities, and improve the economic vitality of the Village. Open views to adjoining landscapes to highlight the delightful contrast between the Village’s urbane shopping street and the green vistas just beyond the rear of the buildings.
6. Environmental enhancement – Emory Village’s extraordinary setting includes forested hillsides falling down toward a small creek. The plan recommends preserving the forested edges of the Village and restoring the stream bed and creek banks to increase the environmental health and enhance their contribution to the Village’s image as a compact urban oasis surrounded by greenery.

These issues are all discussed in greater depth in the following pages.

The plan illustration included in this report is the design team’s attempt to depict the kind of environment that would emerge in Emory Village following implementation of the plan. Improvements shown in the public right-of-way have been carefully assessed to ensure that they can be implemented for a reasonable cost within a reasonable time frame. Private sector improvements are much more speculative. Because we are unable to anticipate how particular land owners will act, we have chosen to show a simulation of what might be expected. Certainly, actual buildings constructed in coming years will differ in many ways from those shown in the plan.

TRAFFIC, TRANSPORTATION AND PARKING.

The most difficult problem facing Village revitalization is the tangle of traffic conflicts resulting from the complex traffic intersection at the heart of the Village and the difficult and risky pedestrian accommodations within and around it. The next most pressing issue is the provision of sufficient, convenient parking.

This Plan must remedy these problems to succeed. The Plan's solution is to simplify the intersection by rearranging the traffic pattern and installing safe and comfortable sidewalks, crosswalks and other new pedestrian facilities at the intersection and in the Village.

At the outset of the process, two clear criteria were established for assessing the effectiveness of the plan's recommendations: 1) can pedestrians easily and safely reach all destinations in the Village without being too tempted to violate traffic rules? and, 2) does vehicular traffic still flow smoothly, without displacing traffic volumes into the neighborhoods near the Village?

The road and sidewalk configuration illustrated here will satisfy these criteria through these traffic system modifications and improved sidewalk design

Traffic. The first task of the planning process was to study reconfiguration options for the Village's principal intersection. Three distinct proposals for modifying this intersection were identified at the ULI/Georgia Tech workshops as ways to improve traffic flow and enhance the safety and performance for pedestrians. These options were studied by the team's traffic designers and refined versions were presented at the first workshop.

1. INSTALL ROAD DIET that narrows North Decatur Road to three lanes (two travel lanes and a continuous turn lane) between Oxford and Clifton Roads.
2. REALIGN OXFORD ROAD, either the North segment alone, or both North and South segments, to simplify the intersection with North Decatur Road.
3. CONSTRUCT A ROUNDABOUT at the principal intersection to replace traffic signals.

These could be combined in various ways, depending on which performance criteria were determined to be most important.

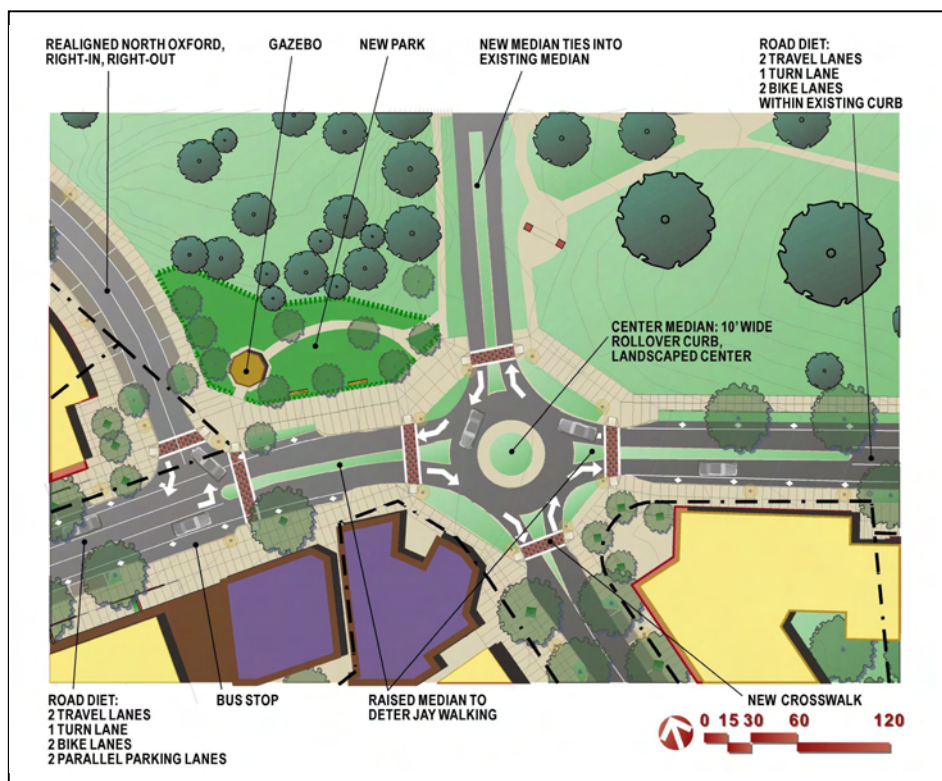
ROAD DIET. The road diet, which would reduce the amount of asphalt used by cars, would have several positive effects on the Village. By reducing the number and width of auto travel lanes, it would calm vehicular traffic and create bicycle lanes along North Decatur. The extra space would allow for wider sidewalks and a better streetscape in general. This improved streetscape would in turn benefit business within the Village, as a pleasant street environment would be more conducive to window shopping and encourage increased pedestrian use.

The road diet was widely supported by workshop attendees, although traffic models raise questions about whether conditions might in fact worsen on streets near the Village. For this reason, although the road diet is included as a recommendation in this plan, this system must be installed temporarily and tested before being finalized. DeKalb County traffic officials are interested in monitoring these tests.

REALIGNMENT OF OXFORD ROAD. Options were studied that included various realignments of Oxford. The most radical of these shifted both North and South Oxford as far as possible from the Dowman/North Decatur intersection, resulting in a long "superblock" at the center of the Village. Another variation modified North Oxford Road only slightly, swinging its intersection with North Decatur just a short distance to the west.

Although advantageous because of the redevelopment possibilities they presented, both realignment options were ultimately abandoned because they required acquisition of significant new rights-of-way. The cost and difficulty of acquiring needed land and arranging land swaps could delay or destroy implementation of the plan.

ROUNDAABOUT OPTIONS. Initially, a long elliptical roundabout was proposed at the first public workshop by roundabout specialist Michael Wallwork P.E. as a way to integrate all five legs of the intersection into a single traffic solution. Technically, this would appear to solve the traffic problems effectively. However, adverse side effects of this proposal led to its elimination as a viable solution— 1) it required the acquisition of a substantial amount of new Right-of-Way, invading the Emory woods on the north as well as the sidewalk in front of Everybody's on the south; 2) a number of large trees would thus have to be cut; 3) the scale of the



RECOMMENDED INTERSECTION PLAN

intersection would actually get larger, and the area devoted to the intersection would get larger as well (although the new green space in the center of the roundabout would somewhat offset the increased impervious surface required by the larger roundabout), and 4) the pedestrian's path from

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Dowman Drive remained indirect, creating a temptation to jaywalk rather than follow the pedestrian routes provided.

Thus, a second roundabout proposal emerged following the first workshop that lessened these problems. A modified 4-spoke roundabout was developed that solved most of the earlier roundabout's problems, but created a difficult new one — it required realignment of North Oxford Road in a way that eliminated the possibility of turning east on to North Decatur Road, an important turning movement for residents of the northwest neighborhoods of Druid Hills. While the Oxford/ North Decatur intersection to the west of the village, Dowman Drive on Emory's campus, and the Lullwater roundabout would still provide drivers with several ways to reach eastbound North Decatur Road, the elimination of this turning movement has caused much concern about whether these options will be reliable and adequate substitutes for the existing intersection.

Many other options have been studied as well in various combinations to try and determine the optimum arrangement of streets, sidewalks, and traffic control mechanisms that would achieve the best results. Options were discussed and debated in public workshops and were also discussed in depth at several AIEV board meetings.

After considering all the variations suggested by the public and by the design team's traffic specialists, the 4-spoke roundabout option emerged as the most effective and least disruptive solution to the problem. It provides the added benefit of radically reducing the area of paved surface and greatly reducing the scale of the intersection. It also performs best on the "pedestrianization test" in that it carries pedestrians into the Village very directly along a route that corresponds to pedestrian desire lines.

The price of these enhancements is the loss of left turn movements from North Oxford on to eastbound North Decatur Road.

COMPUTER MODEL. Traffic analysts on the team conducted traffic counts and tested a computer model of road configurations to gauge the impact of proposed changes to the road network. North Decatur Road currently functions at or near capacity during morning and evening rush hours, and changes to capacities and signal systems may have negative as well as positive consequences. The computer model tested these and the results helped determine the reconfiguration recommended in the Emory Village Plan. Two items remain problematic: the uncertain impact of the road diet, and the installed performance of the roundabout.

FIELD TESTS. Computer models do not provide a sufficiently reliable test of the reconfiguration because of the complicated pedestrian, retail, service and driving facilities in the Village, and because of the uncertain variable of driver psychology. Therefore, an actual field test of the road realignment and roundabout operation will be necessary to ensure that the performance of the intersection does, in fact, improve.

This will involve temporary striping, marking and installation of traffic control systems for an extended period of time to evaluate the improvements and problems that occur. The performance of the system can then be evaluated before final installation.

RECOMMENDED TRAFFIC SYSTEM IMPLEMENTATION. The design process has produced a phased road improvement design that tests the performance of the system as each phase is implemented.

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1. Install the “road diet” option above, narrowing North Decatur Road between Clifton and Emory Village to one lane in each direction, plus a center turn lane as required. Also, install five-foot bike lanes in each direction.
2. Re-align North Oxford road to intersect with North Decatur Road just west of the existing intersection. Confine traffic movements to the following: Right-in/Right-out, and eastbound Left-in.
3. Install a traffic round-about at the intersection of North Decatur Road/South Oxford Road/Dowman Drive to manage traffic conflicts and pedestrian crossing movements.

Pedestrian amenities. The recommended intersection plan creates a much more accommodating crossing for pedestrians. The plan recommends further enhancements in the Village that will make strolling a pleasurable experience. These enhancements also improve the functionality of the Village marketplace: shoppers can more easily move among shops on both sides of North Decatur Road via proposed new crosswalks placed at logical locations constructed to match those on Emory’s campus, thereby reinforcing the sidewalk/crosswalk pattern already established nearby. All storefronts face wide, comfortable sidewalks shaded by trees and insulated from passing traffic by a row of curbside parking spaces.

The pedestrian promenade ends at the Peavine Creek Bridge, enhanced in this Plan with wider walkways and sitting areas that overlook the restored creekbanks.

Sidewalks are eight feet wide at a minimum, with an additional five foot street furniture zone next to the curb. In steeply sloping sections of the Village, another six feet is provided as level access to shop fronts.

Bicycles. Bicycle use is gaining in popularity at the University and in the larger Village vicinity. Therefore, it’s important to include safe, functional accommodations for bikes. The Plan provides bicyclists with an on-street eastbound and westbound dedicated lane parallel to auto travel lanes. These will link Lullwater Road to Clifton Road, joining DeKalb County’s planned bicycle network and Emory University’s on-campus system.

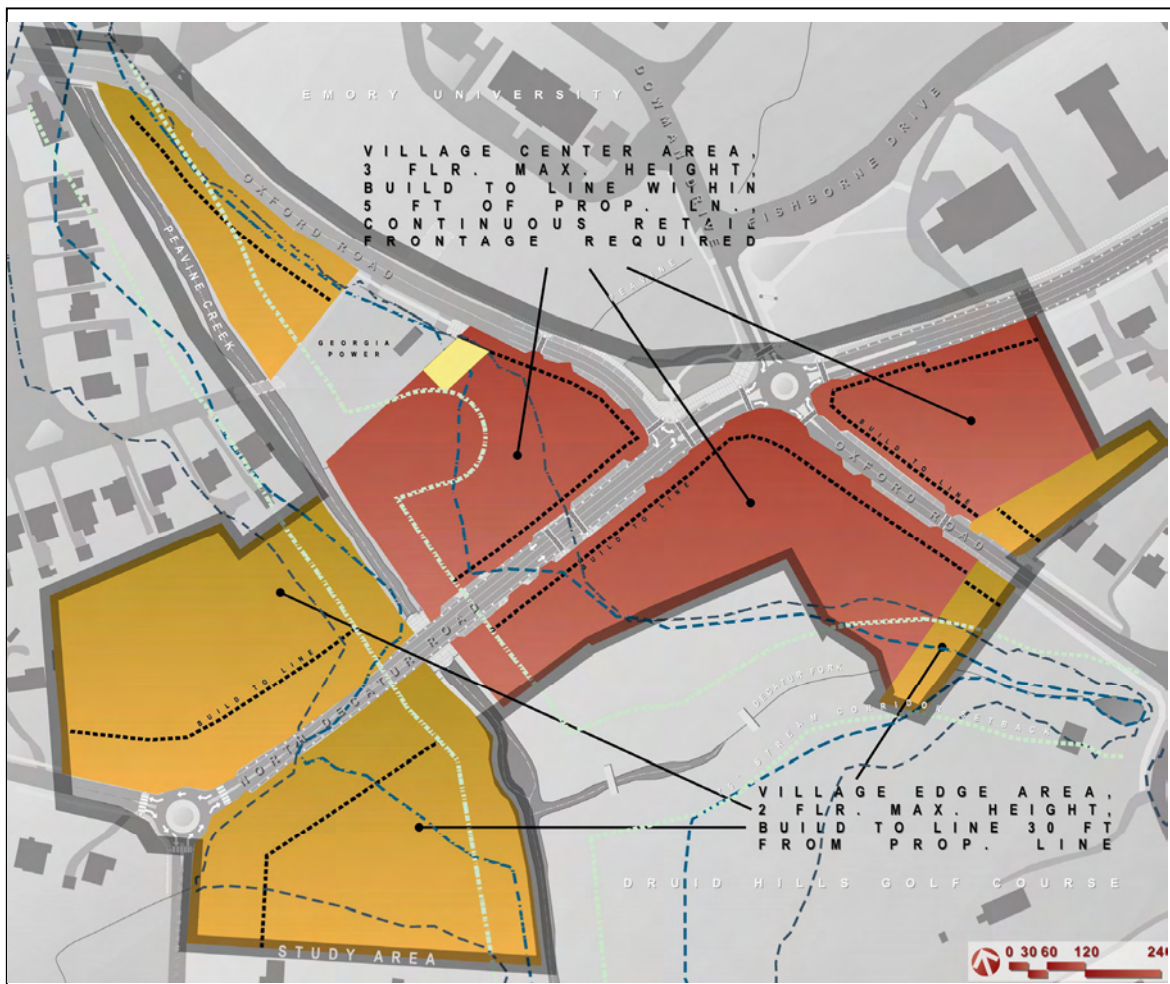
Transit. Present bus service will remain in the Village, although the new North Oxford configuration will require an adjustment to MARTA’s North Decatur/North Oxford route. Two new bus stops are shown on each side of North Decatur Road in the plan. Emory’s shuttle can share the designated MARTA stops. In the future, TMA buses may be routed through the Village and can use these bus stops as well.

Ultimately, bus service to the Village will connect to a rail station to be located somewhere near the Village—either on campus or near the North Decatur/Clairmont Road intersection. At that time, Emory Village will be fully served by a complete complement of transportation options.

Parking. The Plan recommends replacing existing angled parking on North Decatur Road with new parallel parking spaces. New bus stops shown in the plan limit the ability to provide on-street spaces in certain areas. Nevertheless, the Plan includes about twenty percent more on-street spaces than currently found in the Village (mainly because the size and number of curb cuts is reduced.)

Total Village parking capacity is increased further by proposed new parking structures on the north and south sides of the shopping corridor. Overall, on-street parking increases to 53 from 40 existing spaces. Total Village parking increases from 520 spaces to 753.

This results in 1.5 parking spaces per proposed dwelling unit in the plan, and roughly one space per 300 square feet of commercial space planned for the Village (i.e. 3 spaces per thousand square feet.)



PROPOSED NEW ZONING

ZONING.

This Plan proposes creation of a new “Emory Village Neighborhood Commercial” zoning district to guide development in the Village. Its purpose is to establish the conditions needed to support Village revitalization and healthy future operation. The new zone will enumerate the permitted and proscribed uses in the Village, establish development regulations to define lot sizes, site coverage, building heights, massing and setbacks, energy and environmental conservation standards, incorporate design guidelines for architecture and open spaces, regulate the provision of off-street parking and encourage shared parking, and define landscaping and signage standards.

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(Alternatively, an “Emory Village Overlay” zone was also considered to address the same issues. This strategy is easier to implement but may prove more difficult to manage in the long run because present Village zoning contains five separate “underlying” zoning categories that the overlay would encompass. Language customizing the overlay to each underlying category would be required, greatly increasing the complexity of the task and probability of later problems.)

Since the underlying categories poorly accommodate AIEV’s revitalization goals anyway, the best approach is a custom zoning category that explicitly addresses the Village’s circumstances and future development.

PURPOSE OF THE ZONING. The Emory Village Neighborhood Commercial District would guide redevelopment into an arrangement that protects the Village’s historic fabric, enhances the value of natural resources, creates safe and pleasant pedestrian circulation, supports a vibrant retail environment, and in general permits people to live, work and play in the Village.

GREEN URBANISM. Progressive thinking among planning professionals recognizes the need to incorporate environmental values into the planning process. Urban design techniques that soften the impact of development on the landscape are recommended. Properties bordering the creek or its tributaries are required to participate in improving the stream bed and banks.

This Plan requires that new improvements be designed to manage stormwater runoff and point-source pollution. Because the Village is not served by storm sewers, the zoning requires that each property owner provide on-site storage and preliminary filtration of stormwater. Preliminary filtration can be accomplished through the use of a “first flush” system, which filters pollutants carried by the first inch of stormwater and diverts the remaining stormwater into Peavine Creek before the delayed onrush of water from upstream into the creek basin.

Retention and managed dispersion of first flush stormwater must be accomplished on site. Stormwater can be discharged onto adjacent sites if it does not increase the amount of natural discharge. Water can be discharged into any part of the creek in the R.O.W., provided piping is placed to connect the site with the creek.

See Design Guidelines for a description of recommended stormwater management systems.

ALLOWABLE USES. The new zoning would permit a mix of uses in a single building that is not simultaneously allowed by the existing zoning. Instead, new combinations would be permitted so that a wider variety of neighborhood-serving retail establishments could be supported in the Village. Auto-oriented services would be prohibited.

DEVELOPMENT REGULATIONS. Two innovations are recommended for the Village: a “build-to” line on the primary retail frontage that would require buildings to face directly on to the sidewalk; and, a “permanent open space” setback variance that would eliminate setbacks otherwise required if the building frontage faces the Golf Course or the county’s required 75 foot stream corridor buffers. Side yards and rear yards would not be required in the Village Center (defined as the street frontage on North Decatur Road from the Peavine Bridge to the existing BankAmerica structure, and from Georgia Power’s substation on North Oxford to the Dutch colonial house on

South Oxford), although transitional buffers are required between disparate uses. Easements permitting shared use of side and rear yards are encouraged.

Building heights in the Village center would be limited to three floors (1 retail, 2 residential) along the street. At the back of each site, the height would be limited to three floors above parking. Multi-family densities of 25 to 30 units per acre would be permitted in the Village Center (this corresponds to an overall density of roughly 18 units per acre in the whole Village, an area of about 26 acres.) Lot coverage in the Village Center would be limited to eighty percent.

Property owners are also required to relocate overhead utilities into underground conduits as properties are improved.

ARCHITECTURAL GUIDELINES. Urban design standards and guidelines are also included to address aesthetic concerns, environmental performance, and qualities necessary to ensure that the marketplace is functional and successful. These are described in greater depth in the appendix.

PARKING REGULATIONS. Bonuses and incentives should be included in the zoning to encourage shared use of parking facilities in the Village—thus reducing the total area devoted to storing cars.

LANDSCAPE AND SIGNAGE. Landscaping would be required in all areas of the Village not occupied by buildings or their support structures. Sign size and configuration is restricted so that it properly fits a pedestrian-scaled environment.

HISTORIC PRESERVATION.

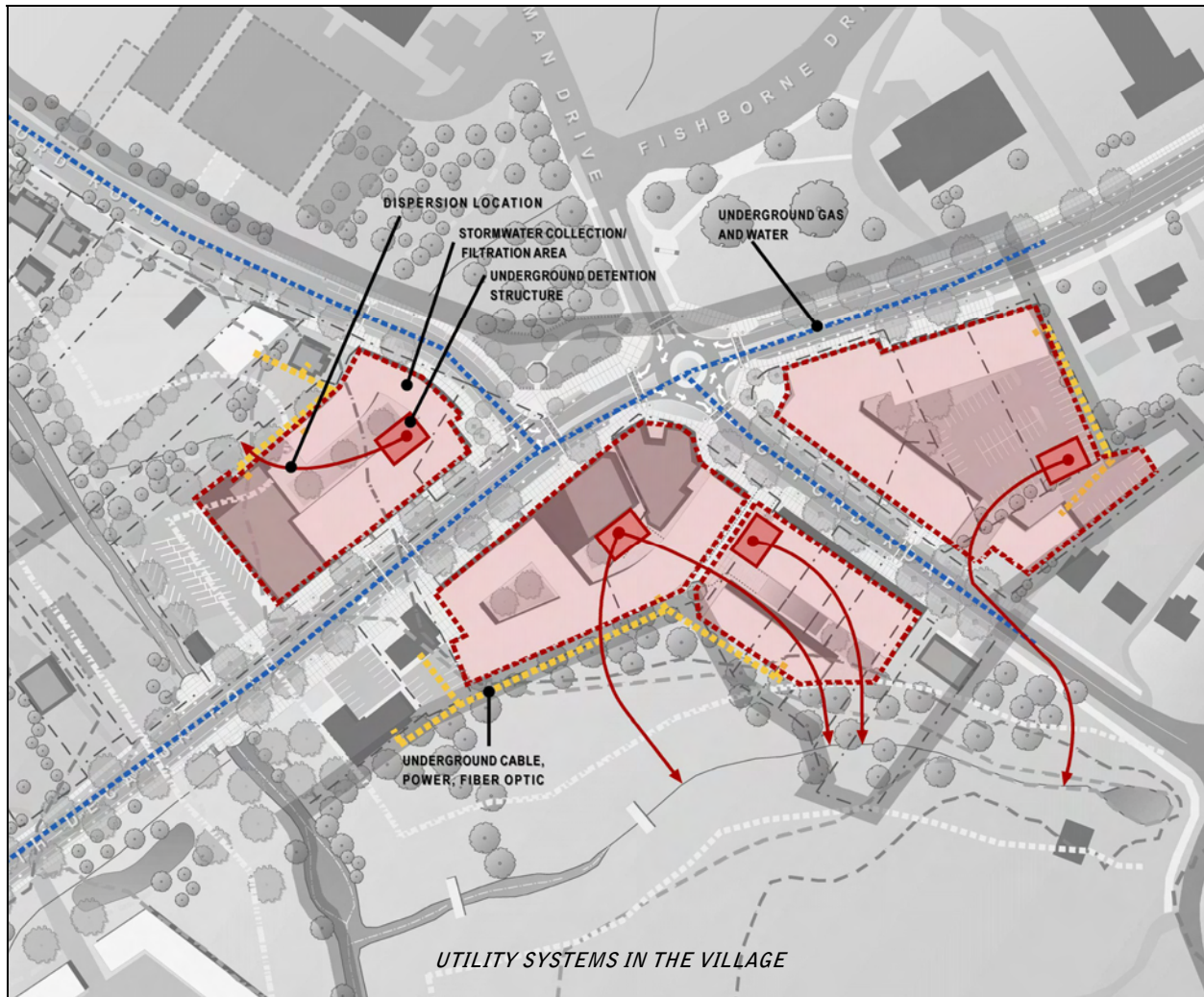
The plan recommends that current structures in the Village defined as “contributing structures” in the Druid Hills Historic District should be preserved, and their landscapes carefully improved to maintain the qualities of their historic setting.

In the broader historic preservation community, it is generally accepted that the best approach for new construction in the Village is not to mimic historic buildings. National guidelines, such as the Secretary of the Interior's Guidelines for Historic Preservation Projects, as well as long-standing international charters and agreements stress that new construction should be visually distinct from the historic buildings in terms of style, materials and other design features. This means, simply, that the “average educated viewer” should be able to distinguish the “old from the new.” This is actually a critical aspect of design advice and review: the new buildings must not fool the eye into thinking that they are historic, nor should they imitate the form and materials of the historic components of a place.

See the Appendix for a further discussion of historic resources in the Village.



CONTRIBUTING STRUCTURE – HOUSE ON SOUTH OXFORD



UTILITIES AND INFRASTRUCTURE.

The Village is currently supplied with water and sanitary sewer by DeKalb County via underground pipes in the public right-of-way. This service will undoubtedly continue, and its location is appropriate to support redevelopment.

The Village is not supplied with storm sewers, and the runoff from Village parking lots and roofs contributes to the pollution of Peavine Creek. The plan recommends that every building be fitted with stormwater "first flush" management devices to capture the initial flush of stormwater and provide preliminary filtration before releasing the water back into the surface streams. First flush treatment removes the vast majority of point source pollutants.

Overhead wiring for power, cable TV, telephone and other utilities in the Village is an eyesore and hindrance to the goals of this plan. Georgia Power's high voltage transmission lines along North Decatur/North Oxford Roads are unsightly, but removing them is extremely expensive. The cost of burying such cables is probably prohibitive. The plan suggests planting beneath them instead with shade trees that do not reach a mature height sufficient to cause problems for the maintenance of the lines.

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All other overhead utilities in the Village must be buried, either in the public right-of-way or in easements at the rear of the properties. This standard should be implemented whenever a permit for major renovation is issued for buildings in the Village.

ECONOMIC DEVELOPMENT.

Market research indicates that potential patrons of Emory Village businesses are among the region's most affluent shoppers. Demand alone could support as much as 120,000 square feet of retail space in the Village. This Plan recommends provision of about 96,000 square feet—somewhat less than the maximum, but enough to establish what market specialists define as a “lifestyle center”, an upscale, pedestrian-friendly, village-type shopping environment with exceptional architectural design. These help create a memorable impression with shoppers and together create good shopping experience.

Successfully creating such a shopping environment depends upon provision of adequate parking, safe and comfortable ingress and egress, well-designed pedestrian amenities and public gathering spaces, attractive sidewalk dining and socializing spaces, and a strong architectural design. The latter is particularly critical to catching the attention of time-starved shoppers who live or work in the area or who drive through in route to someplace else.

The entire appearance of the Village is important. Back-of-house areas must be well designed, and service and delivery facilities must be carefully placed.

The ideal tenant mix includes a higher number of full-service restaurants, apparel, gifts and specialty stores, furnishings and housewares shops. Entertainment venues are also an important part of the mix. Daytime and nighttime retailers should all be included.

With some encouragement from existing Village property owners, the plan also includes a new building that contains a cinema to replace the one that burned in 1979. This will restore an important component that allows evening entertainment without much associated noise and disorder, and occasionally brings crowds to the Village for special screenings.

To further support the ideal shopping environment, we recommend the following steps:

1. Concentrate retail within the Village Center
2. Concentrate housing in the same area
3. Provide shared parking facilities
4. Accommodate outdoor seating
5. Create a sense of a “main street” along North Decatur Road
6. Build upon the qualities of the existing historic buildings
7. Maximize pedestrian interconnectivity between parts of the Village
8. Improve links to adjoining neighborhoods
9. Supplement the Village with new public outdoor spaces

These should result in a Village environment that supports profitable retail, attracts strong tenants, promotes continuous reinvestment, contributes to

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increased housing values in the neighborhood, and enhances the identity of the Village and nearby neighborhoods.

PUBLIC SPACES.

Public demand for new parks and open spaces was made very clear at the variety of new public spaces along with other planning charrettes early in the process. Therefore, the plan illustrates a new amenities that are intended to broaden the variety of experience available to visitors.

Some of these are listed below:

1. NEW PARK – the traffic recommendations in the plan require much less surface area for auto travel than is currently devoted to asphalt in the Village. With the abundance of new space made available at the intersection, the plan proposes a new park for passive recreation just southwest of Dowman Drive and Emory's gates. We have shown a pavilion here beneath the oaks to permit views down North Decatur to the bridge.
2. ROOFTOP GARDENS – in keeping with the environmental goals of the plan, a "green roof" is shown on the existing CVS/Shields Market building to provide outdoor space for the adjoining residences and to act as a passive filtration system for rainwater.
3. REMODELED BRIDGE – the North Decatur Bridge is the de facto gateway into the Village. The plan proposes ending the pedestrian promenade through the Village with new sitting and viewing accommodations on the bridge itself. Peavine Creek will eventually

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become an environmental amenity, so sitting on the bridge and observing the creek's flora and fauna may become a popular activity for Village strollers.

4. **TRIBUTARY GARDENS** – west of the Village, the Peavine tributary should become a visual amenity for new residents above the CVS and a learning environment for those interested in the ecology of Atlanta's waterways. Its restoration is part of the overall agenda for the Village's natural amenities – restoration, and adaptive reuse as demonstration projects.
5. **SCREEN THE POWER STATION** – Georgia Power's station will likely remain a fixture in the Village for many years. Therefore, we propose that a tall, evergreen hedge be planted, entirely surrounding the property. This will allow new Village residents to look beyond the galvanized metal mess to the creek's banks and homes of Druid Hills.
6. **VISTAS OF THE GOLF COURSE** – The Druid Hills Golf Course is an exceptional amenity for the Village, and the plan makes recommendations to take full advantage of it. The most desirable residential units face the golf course, naturally. Two new overlooks are included in the plan (behind the existing Cleaners building, and at the end of the vista between the cinema and the new mixed-use buildings on South Oxford Road.
7. **THE STREET AS A PARK SETTING** – the plan illustrates wide new sidewalks with accommodations for sitting and dining al fresco. The road diet means that cars will move much more slowly (and quietly) through the Village, so the sidewalk experience will improve immensely. Shade trees and storefront canopies will mitigate Atlanta's climatic extremes and allow almost year-round enjoyment of the newly civilized streetscape.

OTHER PLAN RECOMMENDATIONS.

1. Integrate Emory's planned new buildings and parking deck into the Village plans. The building façade on the ground floor should present a friendly face to North Oxford Road, and the additional parking available after hours is a welcome supplement to the Village inventory.
2. Encourage the existing elderly housing facility to remain in the Village and to build new facilities that fit the plan's guidelines. Make sure that streetscape enhancements permit residents of this facility as well as the Jerusalem House to comfortably and safely walk to the Village.
3. Encourage the existing Lullwater apartments south of the Creek to remain and eventually rebuild in conformance with the Village guidelines.
4. Eliminate as much surface parking in the floodplain as possible in future years as new parking becomes available. Clearing this area of impermeable surfaces can be a tremendous benefit to the health of the creek.

The **Emory Village Revitalization Plan** is built upon very new ideas of how new technologies and urban design techniques will transform the quality of life in urban settings like Emory Village. It is a forward-looking effort that attempts to anticipate characteristics of the emerging marketplace and envision imaginative ways to integrate these into the existing Village context.

The plan is based on conservative estimates of the potential performance of the Village marketplace. The development proposals recommended in the plan are modest additions that the Village infrastructure can accommodate, especially when improved with new traffic facilities and sidewalk enhancements. Overall, the physical and economic performance of the Village will be enhanced tremendously with these suggested improvements.

In general, however, the Plan intends to build for the long term and demonstrate important community values in the way it adapts to its natural environment, builds new facilities, and addresses the needs and sensibilities of its users. This is a fitting strategy for a setting so closely associated with Emory University and the Druid Hills neighborhoods.

	EXISTING CONFIGURATION	NEW PROPOSED CONFIGURATION
RESIDENTIAL (UNITS)	8	182
COMMERCIAL (SF)	77,450	106,710
ON-STREET PARKING (SPACES)	33	53
OFF-STREET PARKING (SPACES)	348	569

SUMMARY OF EXISTING AND PROPOSED VILLAGE CENTER FACILITIES



MAP LEGEND

PEDESTRIAN CROSSWALK

SIDEWALKS

HANDICAPPED APRON

BIKE ROUTE

VEHICULAR:
DIRECTION OF TRAVEL

RESIDENTIAL

HISTORIC BUILDINGS

COMMERCIAL/RETAIL

EXISTING TREE

PROPOSED TREES

NEW LIGHTS

NEW SIDEWALK PLANTERS

CREEK SETBACK LINE

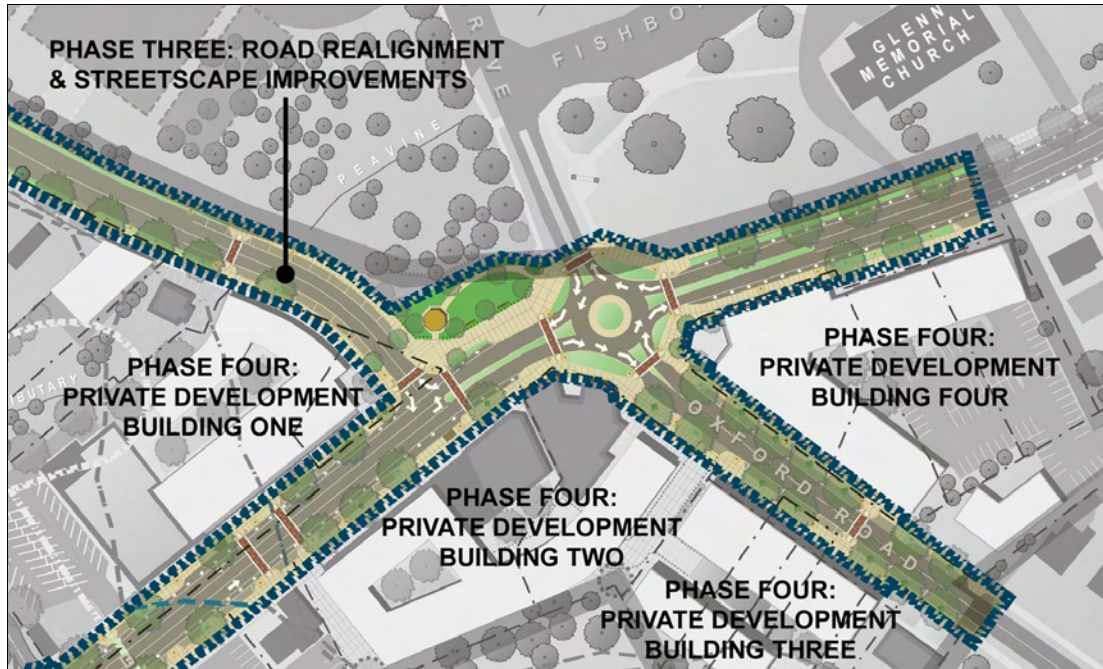
FLOOD PLAIN

PROPERTY LINE

SITE BENCHES

PEDESTRIAN OVERLOOK POINTS
& PARK STRUCTURES

Emory Village Revitalization Plan



VI. PLAN IMPLEMENTATION

The Emory Village Revitalization Plan presents a progressive vision for the future of Emory Village. At all times, however, the design team has remained aware of the political, economic, social and environmental realities surrounding the project in an effort to ensure the plan is realistic and implementable. The ideals of the design have been tempered in the planning process by realities of construction and implementation. However, it is primarily because the plan is firmly grounded in the realm of real possibilities that it has been accepted as a 'consensus' plan generally approved by the Village's stakeholders.

This consensus was essential for the successful completion of this plan, and it will be equally important in the implementation of the vision described. From acquiring LCI funding, to adopting new zoning, to insuring continuing support for the projects described within the plan, the stakeholders' input and approval will be sought at all times. Although some of the plan's features have become contentious, overall support by a majority of the public will help deflect the inevitable criticism.

The implementation schedule that follows has been developed to include continuing public input. It plans the phasing of the project over the course of several years, with many opportunities for further consideration, testing and modification.

While it is important to allow for testing, input, and modification, it is also important to steadily move forward in order to capitalize on the momentum developed already. Thus, the schedule below has been developed with overlapping phases. While each phase represents a distinct task, it is possible to act upon some of them concurrently, thus shortening the overall time period for completion.

PHASE	2002	2003	2004	2005	2006	2007
Phase 1 - Zoning	■	■				
Phase 2 - Road Diet		■				
Phase 3 - Streetscape						
A. Design		■	■			
B. Construction			■	■		
Phase 4 - Private						
A. Design			■	■		
B. Construction				■	■	

Phase One – Adoption of new zoning category.

The “Emory Village - Neighborhood Commercial” zoning category proposed in this plan provides the underlying framework for subsequent development. It will drastically simplify the zoning of the Village, condensing four disparate categories into a single zone with two complementary sub-areas. It will encourage new mixed-use development by allowing both residential and commercial development. It will also promote the creation of a relatively homogenous walking environment with a well developed streetwall formed of consistent buildings through its *build-to* line requirements and changes to customary setback requirements.

This new zoning category must be adopted as soon as possible. Because the process to final adoption can sometimes take as much as a year, it is essential that it be undertaken quickly. Without it, desirable redevelopment cannot take place -- the existing setback requirements within the Village alone virtually preclude new development.

Phase Two – Road diet testing.

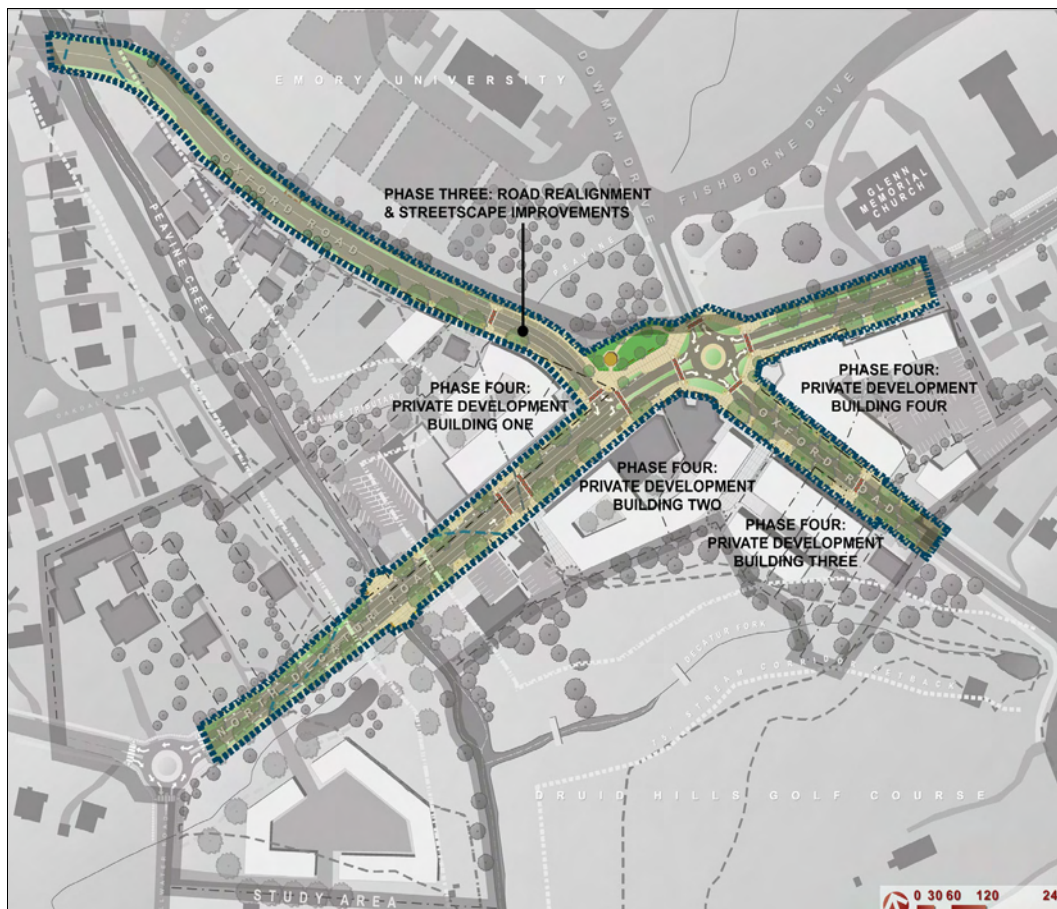
The road diet test, which can begin concurrently with phase one, is designed to emulate the proposed new road configuration shown in the plan. The test will allow the operational performance of the recommended road diet to be assessed and changes in traffic patterns, both for vehicular traffic and for pedestrian, to be observed. Using striping, bollards and other temporary devices, the test can simulate the road diet conditions within the existing curbs. Once drivers have adjusted to the road diet conditions, traffic counts will be taken to determine its effectiveness. The estimated time for this phase is six months from beginning to end: two months for design of the test and its performance measures, three months for implementation and driver adjustment, and one month for testing.

The road diet – and the road reconfiguration in general – are the elements of the plan that have encountered the most skepticism. The testing will attempt to respond to the public criticism and alleviate their concerns. It is probably desirable to take traffic counts not only along North Decatur, but also on streets within the neighborhoods potentially effected. The current traffic performance should also be tested and possibly videotaped for reference to

clarify the difference between the existing road system's performance and the new conditions.

Phase Three – Road realignment and streetscape improvements.

Following the test, schematic design of streetscape improvements will begin. If the test is successful, then the design will follow the recommendations illustrated in this plan – a four legged roundabout with North Oxford slightly realigned, along with enhancements to the pedestrian environment. If the test yields an unsatisfactory performance for motorists or pedestrians, then the streetscape improvements will be made along the existing road configuration.



If the new road configuration is to be implemented, then a small amount of R.O.W. at the corner of North Oxford and North Decatur (on the Chevron station's property) must be acquired. While the exact cost of this R.O.W. cannot be determined, an allowance of \$250,000 is included in budget estimates. Negotiations and acquisition of this R.O.W. can occur immediately after completion of the road diet testing, concurrent with streetscape design.

Streetscapes will take approximately sixteen months to design and construct. We estimate the cost of this work at \$2.7 million. (See appendix for a more detailed estimate.) Construction of a new park on the north side of the roundabout will add another \$390,000, approximately. The park should be

designed and built at the same time as the streetscape construction is undertaken, but can be delayed to a later phase if necessary.

Phase Four – Private Development

Private development of the various properties within the Village can be timed to coincide with completion of streetscape improvements. The masterplan illustrates an idealized example of development possibilities within the Village, with four mixed-use buildings comprising the bulk of new building. Below is an estimate of the DeKalb County tax revenues that would be generated by this development.

	Existing	New (No change in rent/sf, unit price, or sales/sf)	Future (Projected increase in rent/sf, unit price, and sales/sf)
Sales Tax			
Commercial SF	77,450	106,710	106,710
Sales/SF	\$200	\$200	\$800
Total Sales	\$15,490,000	\$21,342,000	\$85,368,000
Sales Tax to County (1%)	\$154,900	\$213,420	\$853,680
Commercial Property Taxes			
Commercial SF	77,450	106,710	106,710
Rent/Sf	\$30	\$30	\$45
Total Rent	\$2,323,500	\$3,201,300	\$4,801,950
Minus 10% Vacancy Rate	\$2,091,150	\$2,881,170	\$4,321,755
Minus 10% Expense Rate	\$1,882,035	\$2,593,053	\$3,889,580
Property Value, at 9% Cap Rate	\$20,911,500	\$28,811,700	\$43,217,550
Taxable Value (40%)	\$8,364,600	\$11,524,680	\$17,287,020
Property Tax, at 3.781% millage rate	\$316,266	\$435,748	\$653,622
Residential Property Taxes			
Number of Units	8	182	182
Unit Value	\$30,000	\$250,000	\$370,000
Total Value	\$240,000	\$45,500,000	\$67,340,000
Taxable Value (40%)	\$96,000	\$18,200,000	\$26,936,000
Property Tax, at 3.781% millage rate	\$3,630	\$688,142	\$1,018,450
Total Taxes	\$474,795	\$1,337,310	\$2,525,752

Note: Existing calculations represent an estimate of the village's current tax revenues. New calculations represent the Village's performance just after completion; they reflect the increase in square footage. Future calculations represent the Village's performance several years after completion; they reflect the increase in square footage as well as an improvement in the quality of environment (higher rent/sf & rent/unit).

Implementation Organization

The Alliance to Improve Emory Village was organized with an immediate task in mind: to develop a consensus plan to guide redevelopment of the Village. With this now accomplished, the agenda shifts to implementation.

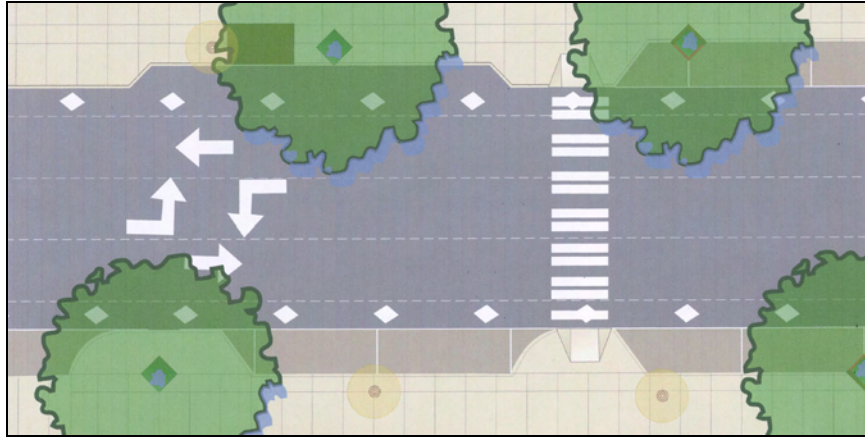
No organization currently exists with the capacity to implement the plan in an effective way. DeKalb County's agenda is more broad and its public works department isn't experienced with the type of nuanced redevelopment demanded by the projects within the plan. No other public agency exists for this task.

However, it is possible that AIEV's agenda may be extended to include management of the plan's implementation. AIEV lacks a dedicated source of funding, of course, so its continued survival depends on the assistance of those who have helped get the organization to this point: DeKalb County, Emory University, current property owners and the Druid Hills Neighborhoods.

The primary funding could be supplemented by other revenue sources that AIEV could generate for itself:

- Membership fees.
- Fees for contract services to DeKalb County, such as management of streetscape implementation, park design and construction, streambank reclamation, and for technical assistance to merchants and businesses.
- Parking management fees.
- Participation in project development fees.
- Participation as a joint venture partner in profit generating projects.
- Funds from special events, festivals, and neighborhood promotions.
- Proceeds from merchandising.

With proper funding, AIEV is the most viable candidate for guiding the implementation of the plan they so capably produced.



A1-DESIGN GUIDELINES

Design guidelines are essential to the success of the Plan because they ensure that new construction will strengthen the coherence and heighten the compatibility among the disparate parts of the Village. They also illustrate for developers ways in which buildings can be added or amended to accomplish the goals of the plan: community-focused planning, forward-looking design, and environmentally friendly buildings using progressive, appropriate technologies.

For market-driven reasons, the architecture of the Village must be a powerful, unified statement so that the vibrant marketplace envisioned can emerge. Well-conceived architecture and environmental design together will help boost the image of the Village and differentiate it from competing centers as a more advanced and sophisticated place.

Many residents of the area probably chose to live in these neighborhoods because of the high quality of the environment and the design sophistication associated with the Olmsted plan for Druid Hills. This creates a built-in expectation of high design standards, providing a powerful reason to draw guidelines that ensure Village buildings and open spaces exceed the quality of other competing commercial centers.

Emory Village is also distinct from other centers in the region because it lies at the gates of a world-class educational institution devoted to improving life for future generations world-wide. Its visitors are more diverse and widely-travelled than those in Atlanta's competing commercial centers, and, from this broad exposure, they are probably more familiar with state-of-the-art of design and urbanism around the world. They also expect a high design standard that compares favorably with the other places they have seen in Europe, Asia, Africa and elsewhere.



IMAGES OF EMORY VILLAGE ARCHITECTURE FROM THE 1970S

GUIDING PRINCIPLES. The guidelines are built on two underlying principles:

1. New development must help rebuild and reinforce the existing urban fabric of the Village. New structures must continue the pattern and rhythm of the existing buildings, and the scale must remain comfortable—no more than two or three stories at the street.
2. Encourage new building technologies and design approaches that will enrich the current architectural mix through innovative design that illustrates how to achieve sustainable design goals and adds to the expressive variety of Village architecture.

The guidelines build on the existing urban pattern of buildings and open spaces, and amends it with new concepts and technologies so that the integrity of the environment is reinforced and updated it with current thinking about design, technology and environmentalism.

Certain guidelines are included that encourage designers to express architectural features that help conserve energy or minimize negative environmental impacts. These will permit designers to utilize environmentally friendly design techniques, a rapidly developing field that can provide a fountain of expressive possibilities.

Building roles: landmark or context buildings. Generally, buildings in an urban setting such as Emory Village perform one of two roles: they either reinforce the consistency of the urban context by matching the features of other nearby buildings (i.e. “context” buildings), or they strongly contrast with their surroundings and serve as landmarks.

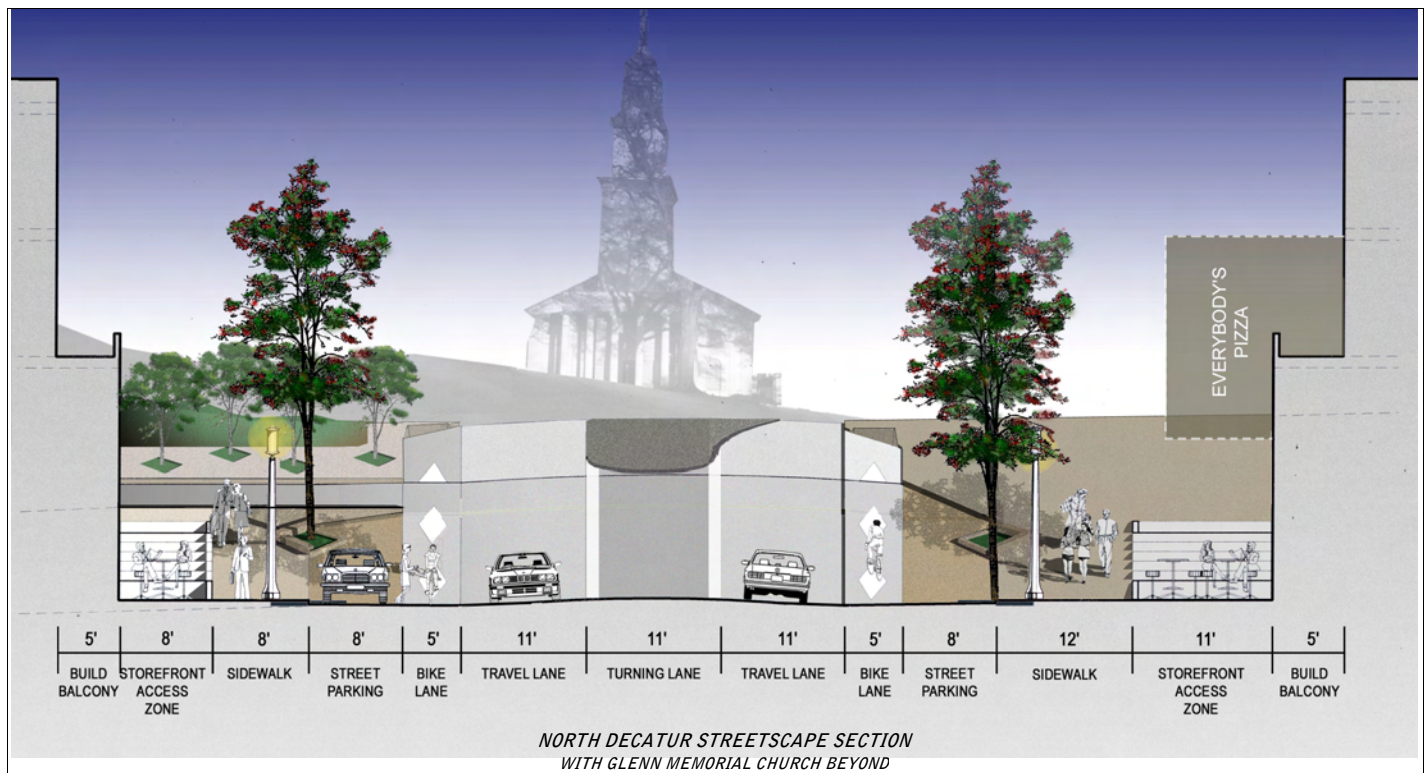
Of course, every building contains some features that match the context and some that contrast. Determining the degree to which a new building's features contrast or blend with its context tests all of the skills of the designer. Each building needs enough distinctiveness to establish its own identity, but each also must participate with the others in the formation of the streetscape.

Certain buildings demand more attention, however, because of their cultural significance or role in the urban landscape. Glenn Memorial Church is, without a doubt, the predominant landmark in the Village. Emory's gate is a small but significant landmark. Everybody's Pizza is a landmark to a lesser degree because of its wide reputation, pivotal location and its visually elaborate architecture. On the other hand, most existing and proposed commercial and residential buildings in the Village would best be described as "context" buildings that have a supporting role in filling out the urban pattern.

The architectural treatment for the proposed cinema is a special case. It merits a higher degree of distinctiveness than its neighbors because it is a cultural venue as well as a commercial building, and because it functions mainly in the evening, potentially lighting up the street with color and movement. Therefore, it should be designed to contrast somewhat with the adjoining commercial buildings, but not display so much contrast that it disrupts the homogeneity of the commercial frontage. The plan illustrations show an example of how the cinema design could be treated.

EXISTING GUIDELINES developed for the Village by Tunnell Spangler & Associates, and previously adopted by Druid Hills Civic Association and AIEV, are incorporated into these by reference. The existing guidelines are available from the Druid Hills Civic Association.

The following GUIDELINES are subdivided into public-sector guidelines and private sector guidelines. The latter category is broken into subsets addressing architecture and open space design.



I. PUBLIC SECTOR DESIGN GUIDELINES. Plan illustrations show suggestions for improvements in the public sector. The specific characteristics of these guidelines are noted below.

- A. *Auto travel lanes* shall be 11 ft. wide; bicycle lanes shall be at least 4 ft. wide. Street section shall conform to plan and sections shown.
- B. On-street parking – all on-street parking shall be provided in parallel parking spaces at least 8 feet by 22 feet. Parking spaces shall be constructed of porous unit pavers or cast-in-place porous pavement to match color of concrete sidewalk, or cast-in-place concrete to match sidewalk. Interrupt parallel parking at pedestrian crossings.
- C. Sidewalks shall be cast-in-place, broom finished concrete with troweled joints as illustrated in the plan. Guidelines in the *Emory Village Character Area* shall be followed, except that certain dimensions in these new guidelines shall supercede those adopted earlier. The sidewalk shall be subdivided into a furniture zone and a pedestrian travel zone as directed in the guidelines. Where necessary due to topography, however, a horizontal approach zone ("seating area" in section and plan) shall be provided within the pedestrian travel zone to permit pedestrian access to shops, and the pedestrian

travel zone may be correspondingly reduced. The street furniture zone may also be reduced to 4 feet where shown in the plan.

- D. Curb cuts – Curb cuts shall be constructed of porous unit pavers or cast-in-place porous pavement to match the concrete sidewalk, or cast-in-place concrete to match sidewalk. Curb cuts shall not be placed within 100 ft. of another curb cut. The total number of curb cuts should be minimized, and adjoining properties shall arrange to share curb cuts to reduce interruptions to the sidewalks.
- E. Pedestrian crossings – All pedestrian street crossings shall be marked by 10 ft wide crosswalks. Those noted in plan shall be constructed of red and dark grey brick pavers with concrete edge bands, similar to those on Emory’s campus at Dowman Drive; others should be “zebra” striped 24 inch parallel bands. All crosswalks shall terminate with ADA-compliant handicapped aprons.
- F. Bus stops are shown at two locations in the Village, and pull-offs are provided. These are intended to accommodate MARTA and the Emory Campus Shuttle, as well as the eventual Clifton TMA service. Shelters are not shown in the plan because adequate shelter is provided elsewhere along the sidewalks.
- G. Street trees – Street trees shall correspond to the requirements established in the *Emory Village Character Area* guidelines by Tunnell Spangler & Associates.
- H. Lighting – Pedestrian lighting shall be placed where shown in plan. Suggested standard and luminaire, selected to compliment the Village’s historic architecture, are shown in section.
- I. Utility service lines – must be provided via underground conduit or pipes. Overhead utility service is not permissible in the Village. New construction on existing sites within Emory Village must include replacement of all above-ground utility service lines with underground service or otherwise fully concealed utility service to buildings and sites.

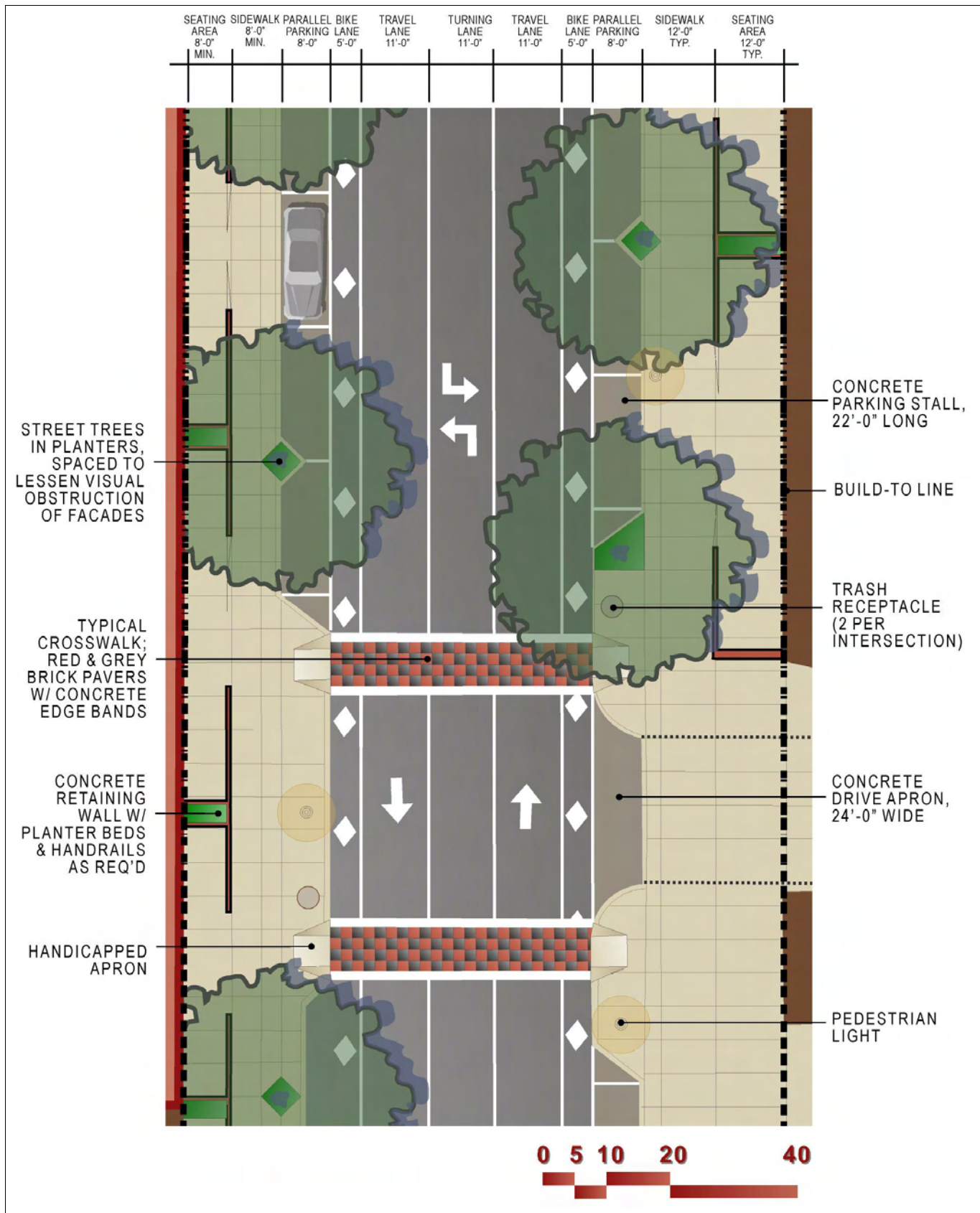
II. PRIVATE SECTOR DESIGN GUIDELINES

- A. Buildings. New buildings and renovations shall conform to the guidelines described in *Emory Village Character Area*. Further guidelines are noted below.
 - 1. Pedestrian Amenity – All buildings shall be configured to allow safe, convenient, direct and continuous access for pedestrians to

all primary building entrances. Principle building entry shall open directly on to the public right-of-way.

2. "Build-to" line (i.e. "Building façade line") – At least 75% of building façade on first floor shall align with build-to Line shown in plan. The second or third story shall be set back at least 5 ft. from the Build-To Line.
3. Building Height – Buildings facing the street in the Village center shall be limited to three floors. Buildings in the Village center at the back of the site shall be limited to three floors above parking. In the remainder of the Village, the height shall not exceed two floors.
4. Façade articulation – Buildings in the Village center shall be horizontally divided by floor using architectural means such as string courses, recesses or reveals or the like. Façades shall also be divided into distinct vertical bays. Vertical articulation shall match the general rhythm of existing commercial buildings in the Village—approximately 30 feet on center.
5. Storefront canopies at least five feet in depth extending over the sidewalk are recommended at all retail frontage in the Village for relief from inclement weather and for shade. These should be roofed with glass or metal wholly supported by brackets or cables attached to the building façade. Columns to support canopies are not permitted in the public ROW.
6. Building Finish Materials – Buildings facades shall be finished in masonry face brick construction, architectural cast concrete, cut or rustic stone, masonry stucco, decorative terra cotta, glass or silicone-based panels, architectural metals, wood or concrete siding. Materials that match those used historically in the Village, such as black reflective glass tile, red tile, stone, stucco and brick, is recommended. Architectural concrete masonry units (CMU) and Exterior Insulation Finish Systems (EIFS) are not permitted as a building finish. Windows must be glazed with transparent, clear glass. Notwithstanding the above, other building materials shall be permitted in the Village if included as part of a building system or assembly designed to improve building energy and/or environmental performance or to limit adverse impacts of the building on the environment, or to limit airborne pollutants from the building.

7. Building Signage – Projecting signs attached to buildings no larger than 25 sq. ft. are permitted. Business signs on window glass permitted on ground level only. Awning signs permitted. No internally illuminated signs or pylon freestanding signs.
8. Lighting – Building facades facing public R.O.W. shall be illuminated for safety and aesthetics. Lighting shall be designed to avoid producing glare in the public R.O.W.



EMORY VILLAGE REVITALIZATION PLAN

For THE ALLIANCE TO IMPROVE EMORY VILLAGE

By PETER DREY + COMPANY

B. Site design guidelines:

1. Sidewalks are required on all sides of a structure that border the public right-of-way. They must be continuous with the sidewalks on adjoining properties.
2. Street trees must conform with illustrations in the plan.
3. Parking – Parking lots shall be set back at least 5 ft. from Build-To Line and shall be screened from street. Parking garages fronting public R.O.W. shall align with the build-to line and shall have ground level commercial use on at least 75% of the length of the façade facing the public right-of-way. Parking entries shall comply with required curb cut standards.

Parking lots and structures shall be illuminated for safety, and such lighting shall be shielded to prevent glare on to adjoining properties or the public ROW. Parking structure facades shall be designed to resemble other buildings, sloping ramps shall be concealed from exterior view, and views from the public ROW and adjoining properties to the interior of the structure shall be screened with architectural devices or evergreen plantings.

Safe and direct access from parked cars to the public right-of-way shall be provided for pedestrians.

Parking is not permitted in the front yard.

Curb cuts – no more than one curb cut on to a single street shall be provided for any individual parcel in the Village.

4. Landscaping – all areas of the site in the Village not developed as building or prepared surfaces for parking, circulation, utilities or the like, shall be landscaped and permanently maintained with ornamental plantings. In surface parking lots, shade trees shall be planted at a minimum rate of one tree per ten cars. These shall be arranged so that at least 50% of the paved area is shaded at midday in midsummer in order to reduce the heat island effect. Paved areas of the site shall be no larger than required to accommodate their intended uses.

ENLARGED STREETScape PLAN

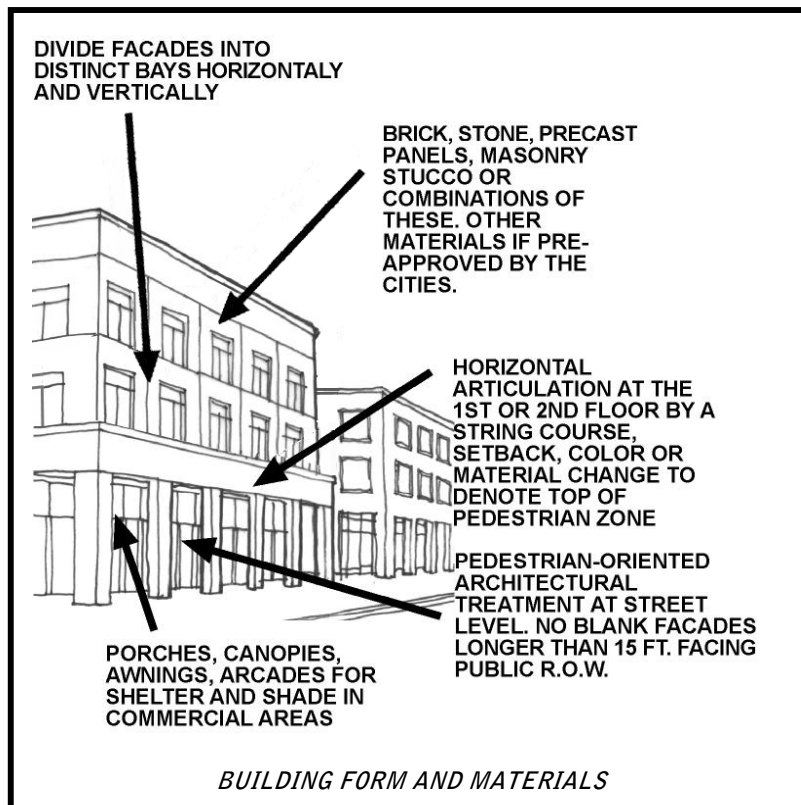
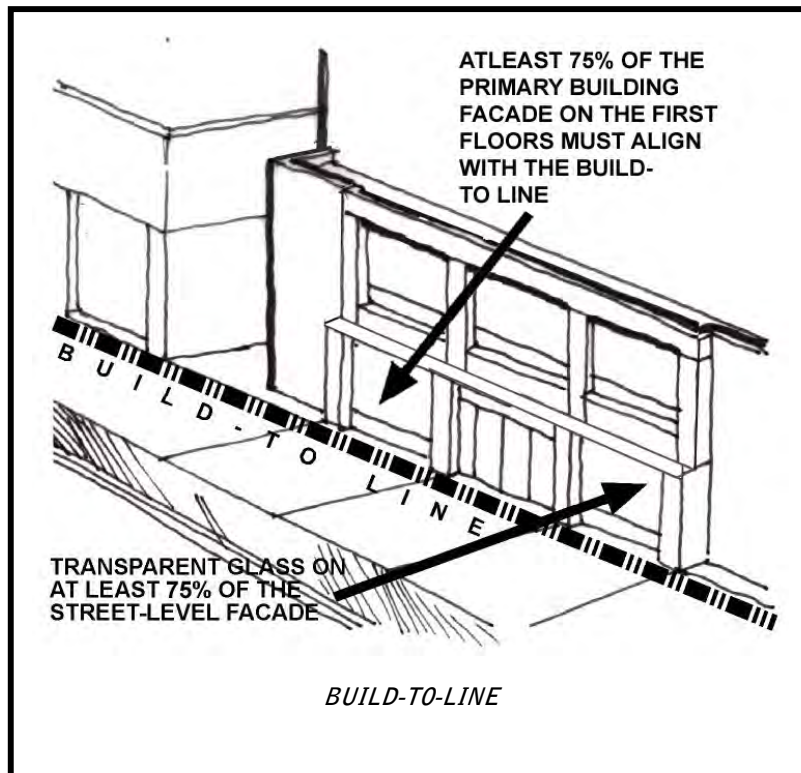
sewers, each building must be responsible for capturing

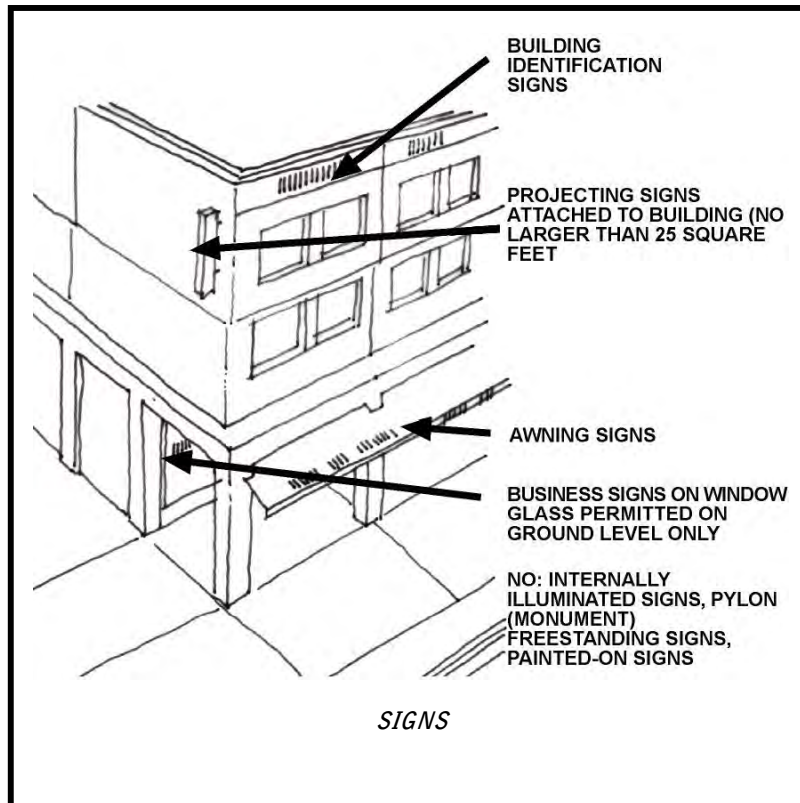
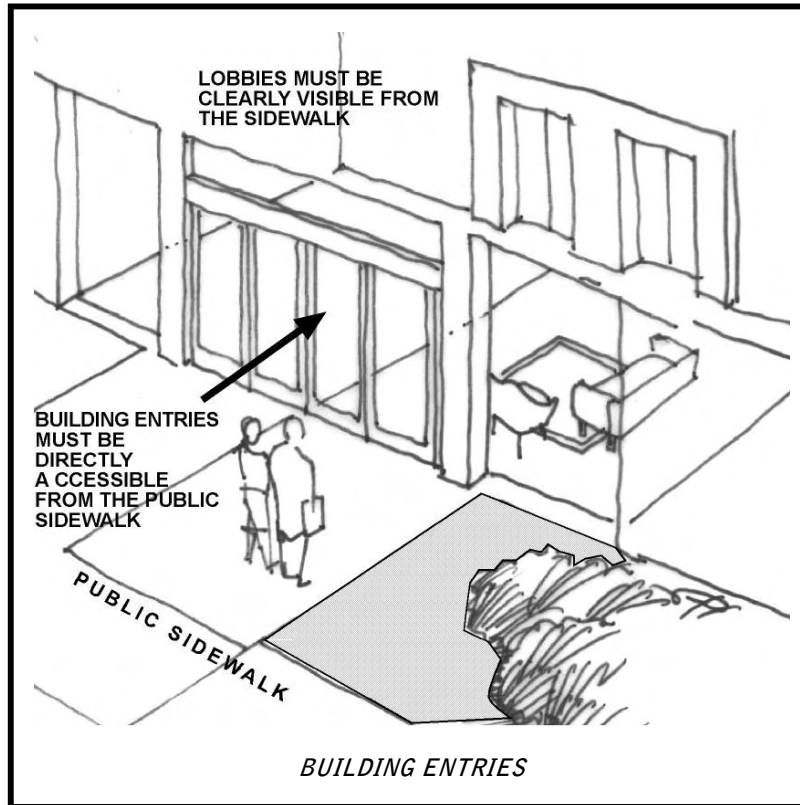
EMORY VILLAGE REVITALIZATION PLAN

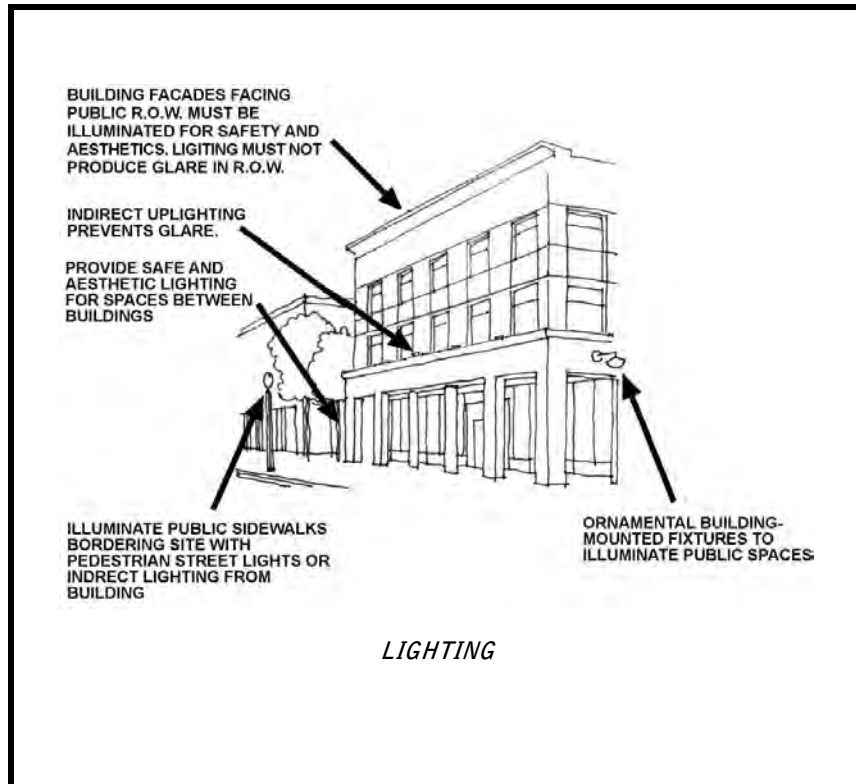
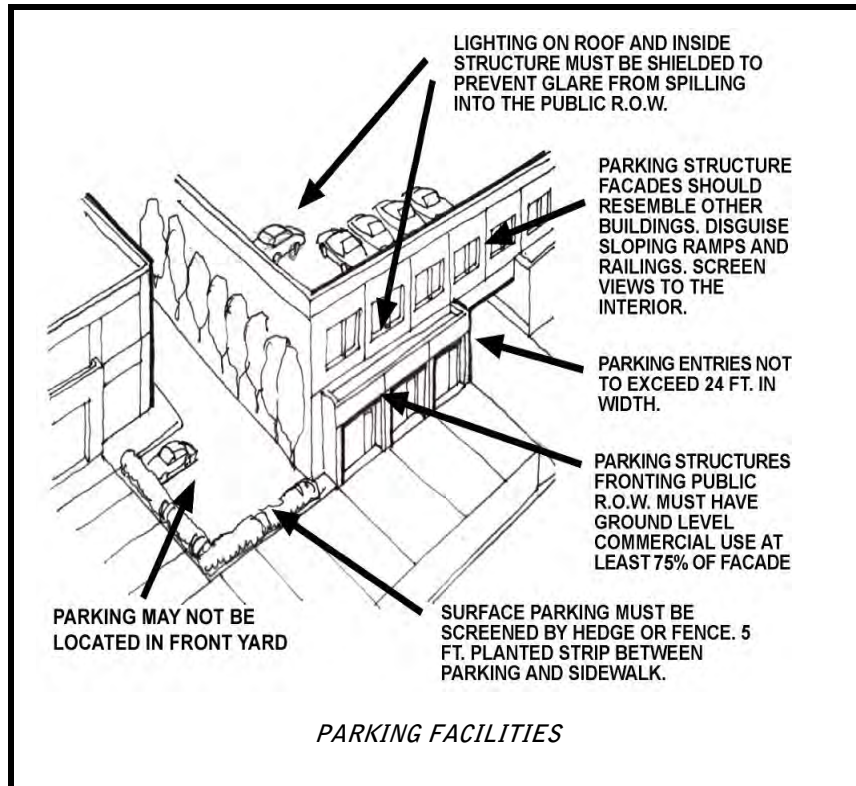
For THE ALLIANCE TO IMPROVE EMORY VILLAGE

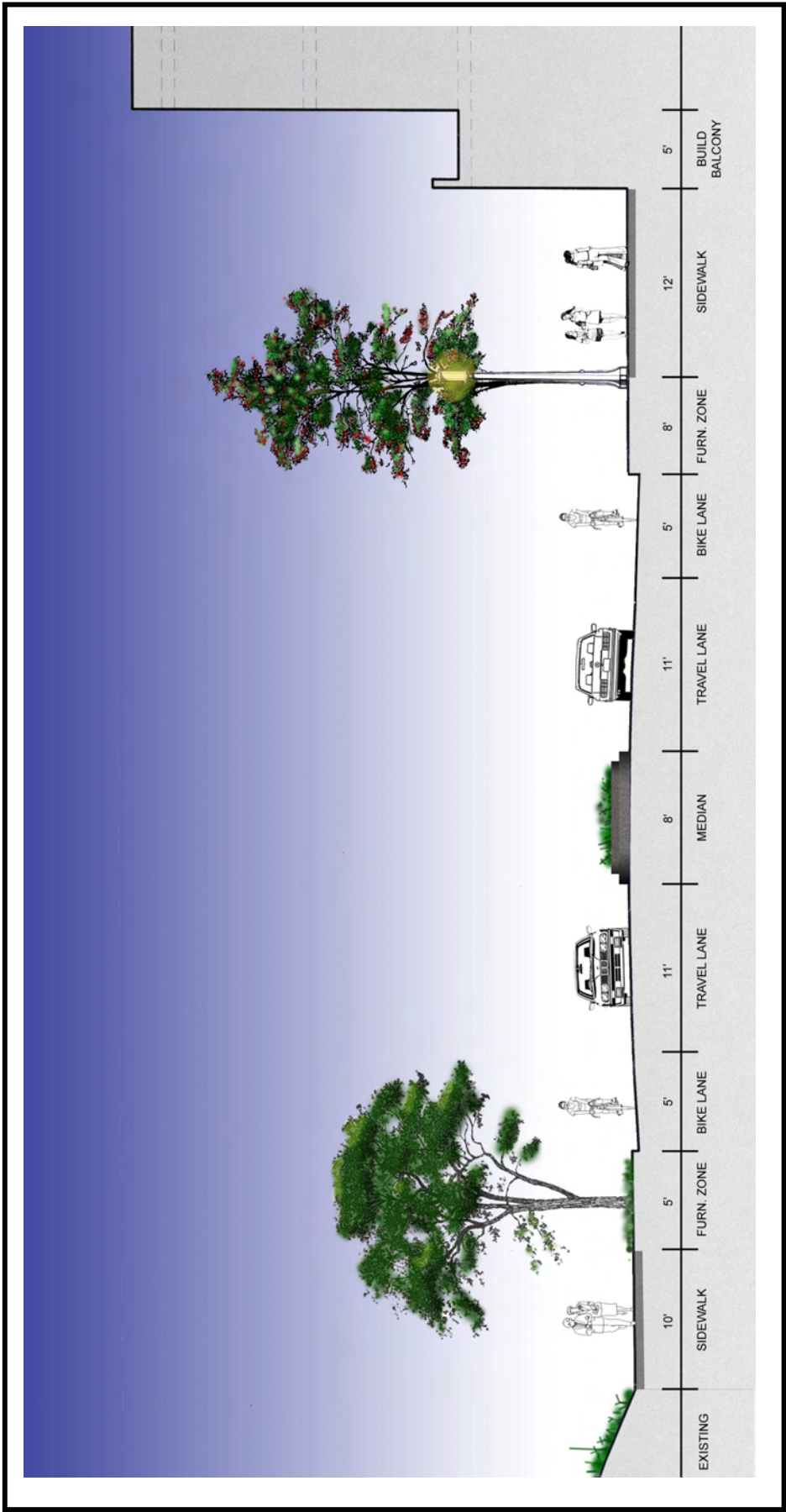
By PETER DREY + COMPANY

rainwater from roofs and paved areas and for the retention and “first flush” filtration of this water before its release into Peavine Creek or its tributaries. Acceptable management systems include buried concrete retention tanks with sand-filtered inlets, porous pavers with 18” gravel underlay, and ‘linear’ systems of perforated piping with sand-filtered inlets.

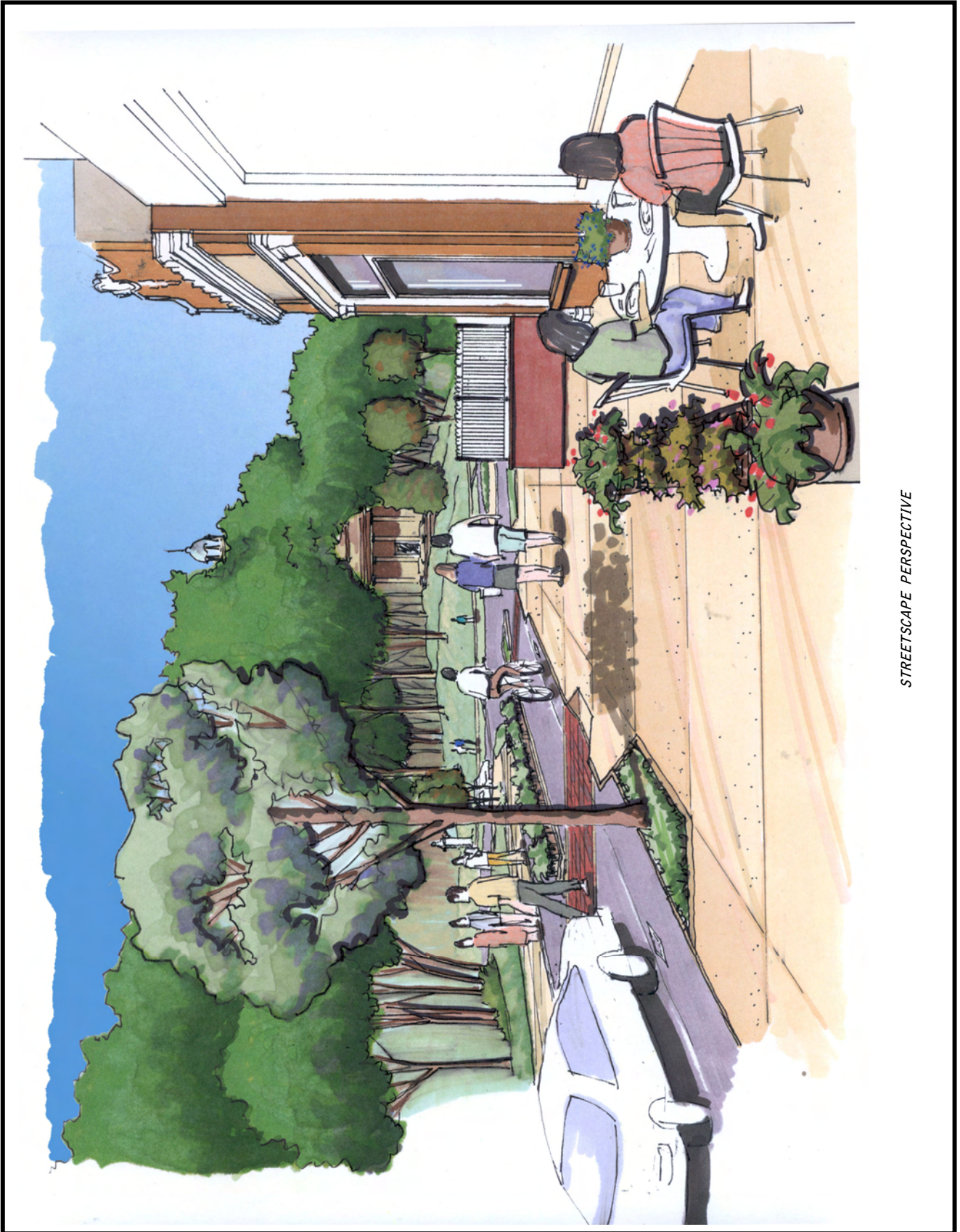








NORTH DECATUR STREETSCAPE SECTION
AT ROUNDABOUT

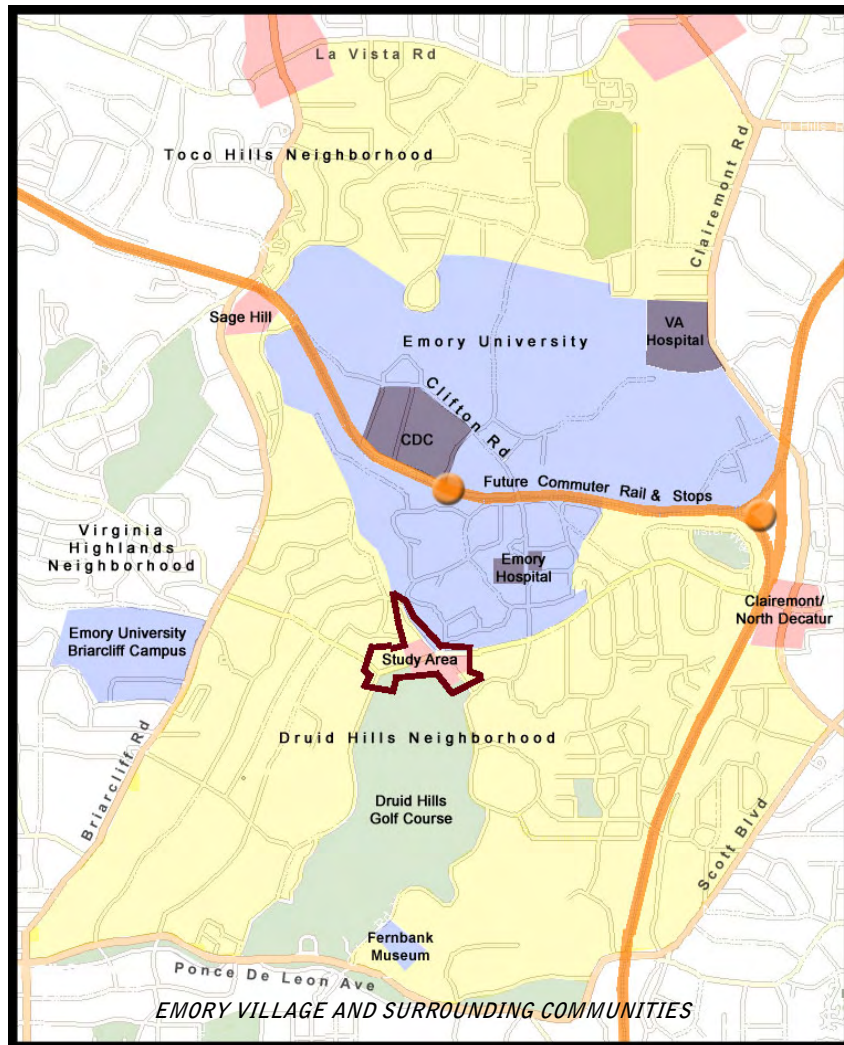


STREETSCAPE PERSPECTIVE



STREETSCAPE PERSPECTIVE

A2 - LCI DELIVERABLE REVIEW



Emory Village is uniquely positioned to be restored as a Livable Center that will correspond to the ARC's definitions — it lies at a crossroads that has traditionally served as the center for the surrounding University and residential communities, and it is accessible by foot, bus, bike or car from the neighborhoods, the University and the Clifton Corridor institutions. It also offers nearby amenities beyond simply shopping and dining, including a major church, social support institutions, and community outreach facilities of the University. It can accommodate new mixed-income residential development in an attractive, pedestrianized setting, and, ultimately, can be neatly linked via existing roads and bus service, to future rail transit planned for the vicinity.

In addition, the scale of investment needed for the Village to reach its Livable Center potential is far less than that required to convert nearly any other current commercial center now being planned as an LCI. In fact, the

surrounding urban pattern supports revitalization of the Village as a Livable Center because the community grew up originally with the Village at its center.

The Village also possesses wide name recognition that can help disseminate knowledge of its revitalization. The scale is modest and corresponds to widely held notions of a "Village", i.e., just one or two principle streets with a limited number of shops, homes and businesses. Furthermore, redevelopment of the Village can be accomplished in a way that illustrates the higher ideals of environmentalism and social responsibility commonly associated with academic institutions.

Therefore, based on these advantages, this Plan focuses on reestablishing Emory Village as the civic and commercial heart of a much wider community that includes Druid Hills neighborhoods, the University, the Clifton Corridor institutions, and other adjoining residential areas. It calls for infrastructure improvements that repair the poorly performing vehicular/pedestrian accommodations, reclamation of environmental features that are newly appreciated as valuable components of the Village, and development of new businesses, housing and parking facilities to increase the population of the Village and strengthen the shopping environment.

The development of this project has, at all times, embraced the goals of the LCI program. This has resulted in a final plan that specifically addresses all of the required LCI deliverables.

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

The Village is the center of a large, diverse community with a market area population of roughly 23,700 residents and students. Emory University, the CDC, and the institutional facilities in the nearby Clifton corridor draw an additional 23,000 workers to the area. This population is presently served by the Village and two other commercial centers on the fringes of the Emory/Druid Hills area -- the Clairemont/North Decatur shopping area on the eastern edge of the community and the Sage Hill shopping center on its northwestern edge. These are conventional commercial strip shopping centers containing a variety of convenience stores, groceries, hardware, drugstores, and other service retail such as hair salons and dry cleaners, all set back behind a wide expanse of asphalt. This plan will differentiate Emory Village's retail component from these competitors as a 'lifestyle center' focused on higher-end retail tenants, supplemented by convenience stores, services and specialty groceries. This carefully defined and less common retail mix will create a shopping environment that is unique and complimentary rather than competitive with others.

To develop this commercial environment, a new "neighborhood commercial" zoning district will be adopted by DeKalb County. It will permit a more complete mix of uses and eliminate some of the excessive setback requirements which hamper redevelopment. Through the inclusion of a build-to line requirement, the zoning district will also encourage the development of a pleasant, unified commercial environment.

2. Transportation demand reduction measures.

Because of its central location to residents, students, and professionals, the Village has the potential to provide many services not currently found in the area. These services – from boutique shops, to convenience retail, to affordable housing - will help reduce the need for auto travel within the area. Such intown specialized shopping areas within Atlanta are relatively few; the 'lifestyle center' conceived of for Emory Village will reduce or even remove the need for auto transportation to and from these kinds of shopping environments. Convenience retailers such as drug stores, groceries, and hardware stores, typically attract patrons from their immediate surroundings. These kinds of stores within the Village will eliminate the need for residents and professionals to drive out of their area to other shopping areas. The inclusion of rental and moderately-priced owner housing will allow professionals working at the University or local medical facilities to live close to their work, thereby reducing their dependence on the car.

Revitalization of the Village will also recapture much of the trade that today leaves the Emory/Druid Hills area for shopping and entertainment. Students, faculty and staff will again be able to walk, bike or ride the bus to the Village, as the plan is conceived to accommodate all available transit modes. The Village is the shortest and most pleasant walk or ride for the majority of the market area's population.

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

The plan proposes significant improvements to improve the environment for all types of traffic within the Village. A road diet is designed for North Decatur Road, which calms auto traffic by reducing the number of through-travel lanes. A roundabout and minor road realignment are proposed to help alleviate the congestion at the intersection of North Decatur and Oxford Roads. The Clifton Shuttle and MARTA bus routes share two, centrally located stops designed in the plan for the center of the Village.

Bike lanes are also included in each direction along North Decatur Road from Clifton Road to Lullwater Road. These will link bike-friendly roads in Druid Hills to the south with the bike paths of Emory University to the north, creating a network of bike routes that stretches from Ponce de Leon to La Vista Rd. They also connect with DeKalb County's planned bike route on Clifton Road.

Pedestrian movement and safety is greatly improved in the plan. The fundamental premise of the planning process has been to reestablish a safe, walkable environment. An entirely new streetscape is proposed throughout the Village with wider new sidewalks shaded by street trees, lit by streetlights, and buffered from traffic by a parallel parking lane. New crosswalks are placed to coincide with pedestrian desire lines to minimize jaywalking, and sidewalk "bump outs" are placed at crosswalks to reduce crossing distances.

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

A variety of new housing types, sizes and costs is proposed in the plan for the Village. Strong demand exists for both rental housing and moderate-to-high end for-sale housing. The rental housing presently in the Village attracts students and young professionals who work and study in the area because of its close proximity to Emory and the medical and research facilities nearby. Furthermore, the Village's proximity to the high-end residential of Druid Hills neighborhood appeals to young professionals looking to buy, as well as 'empty nesters' from the neighborhood interested in moving into smaller housing within in the area. Because over a third of Druid Hills neighborhood residents are 45 and older, new housing targeted at this market segment will supply a growing demand. Higher-end condos and townhouses, primarily facing the golf course will meet this demand, and moderately priced housing will accommodate young professionals and junior faculty at Emory.

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

The plan has been developed to preserve the Village's historic attributes – primarily the historic buildings inventory, but also the network of streets that "explains" the siting of these buildings. The historic crossroads form of the North Decatur, Dowman, and Oxford intersection is maintained and enhanced in the plan by the addition of a roundabout that resolves traffic conflicts in an area much smaller than required for the present signalized intersection (and thus more compatible with the historic context.) With the exception of the minor realignment of North Oxford, neighborhood streets are maintained in their historic pattern, and no new roads have been proposed within the study area. The plan proposes 'back-of-house' access to parking wherever possible to further reducing traffic congestion on North Decatur Road.

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

The Emory/ Clifton Corridor area, the largest employment center in DeKalb County, will greatly benefit from better connections to metro-Atlanta's transit system. A commuter rail connection is already planned for the area. A station may be located either on Emory's campus or near the intersection of North Decatur and Clairemont Roads. If located on Emory's campus, it would be within easy walking distance of the Village. If located at the intersection of North Decatur and Clairemont, it will be easily accessible by existing bus systems already in the Village, and by bicycle.

7. Connectivity of transportation system to other centers.

Both MARTA and the Emory Shuttle have stops in the Village, providing links to virtually all parts of the city. Emory Village is also within the boundaries of the Clifton Transportation Management Association (TMA), although buses don't presently stop in the Village. The Emory Shuttle connects the Village to the main campus, the businesses along Clifton Corridor, the Briarcliff campus, the new Clairemont campus, and Emory's offices in downtown Decatur. Two MARTA bus routes have stops in the area;

one connects Edgewood/ Candler Park train station with Lindbergh train station, the other links Arts Center station with the Avondale station. These bus connections provide access to the city for students, residents, and professionals in the area.

Clifton TMA service to the Village is planned to coincide with implementation of the plan.

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

The Alliance to Improve Emory Village, the community organization formed to direct the redevelopment of the area, is committed to the implementation of the recommendations contained within this plan. They will continue to work towards the realization of this plan's vision, through fundraising, development promotion, and design oversight.

DeKalb County has also committed to implementation of the plan. The County contributed to the cost of the planning study, and, already, the proposed zoning changes are scheduled for consideration by zoning and county officials. Implementation will rely heavily upon county participation in the cost and management of public improvements, supported by Emory University and the Druid Hills Civic Association through the AIEV.

9. Stakeholder participation/support.

The Alliance to Improve Emory Village has made great efforts to include the broadest possible range of parties interested in the process of planning the Village. From the ULI/Georgia Tech workshops in 2000 to the three public workshop meetings this year, the Village stakeholders – residents, students, business and land owners, and Emory officials – have guided the development of this plan. The consensus plan developed is a testament to the success of this public participation. General support for the plan was indicated at the public presentation on Emory's campus on May 30, 2002. Over 100 residents attended, and the vast majority indicated support for the plan (overcoming a long history of town/gown conflict in the community.)

Future public participation will be built into the implementation of the plan. AIEV will continue its participatory planning process in the design of the test planned for the road diet and roundabout, and, of course, in future design of streetscapes and public space improvements.

10. Public and private investment policy.

The funding for the implementation of this plan will come from a wide range of sources. While the development of new buildings shown on the plan will rely on private investment, the costs of the streetscape improvements will be primarily borne by public authorities. Studies to identify funding sources are underway.

FIVE YEAR IMPLEMENTATION SCHEDULE

NOTE: ALL COSTS ARE ROUGH ESTIMATES. COSTS MAY VARY BASED ON ACTUAL DESIGNS.

Transportation Projects

Description	Type of Improvement	Engineering Year	Engineering Costs	Construction Year	Construction Costs	Total Project Costs*	Responsible Party	Funding Source	Local Match Source & Amount
Road Diet testing on North Decatur and surrounding network of roads (Includes pre-test data gathering, test design, test implementation, and post test data gathering and analysis)	Vehicular Traffic	2002	\$25,000	2003	\$250,000	\$275,000	Dekalb County	Dekalb County	N/A N/A
Construct roundabout at intersection of North Decatur and Oxford, realign northern leg of Oxford, construct road diet, construct streetscape improvements	Intersection/ Pedestrian	2003	\$250,000	2003	\$2,500,000	\$2,750,000	ARC	TIP (LCI)	Dekalb County/ Emory University \$550,000

* costs do not include right-of-way

Totals		\$275,000	\$2,750,000	\$3,025,000
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Housing Projects/Initiatives

Description/Action	Cost	Year	Responsible Party	Funding Source
Construction of mixed-use building with 44 housing units.	\$12,000,000	2004	Private Developer	Private Developer
Construction of mixed-use building with 44 housing units.	\$10,000,000	2004	Private Developer	Private Developer
Construction of mixed-use building with 44 housing units.	\$13,000,000	2004	Private Developer	Private Developer
Construction of mixed-use building with 46 housing units.	\$12,000,000	2004	Private Developer	Private Developer

Other Local Initiatives

Description/Action	Cost	Year	Responsible Party	Funding Source
Adopt a "neighborhood commercial" zoning district for the area which will promote new commercial and residential development	\$15,000	2002	Dekalb County	Dekalb County
Prepare architectural/design guidelines for new developments in area	Complete	2002	AIEV	n.a.
Prepare masterplan describing optimal development configuration	Complete	2002	AIEV	n.a.
Construct new park at intersection of North Decatur and Oxford Roads	\$250,000	2004	County/Emory/AIEV	n.a.

ESTIMATED INCREASE IN JOBS, POPULATION, HOUSEHOLDS, AND HOUSING UNITS

2002-2027

	Assumptions	2002	2002-2007	2007	2007-2012	2012	2012-2017	2017	2017-2022	2022	2022-2027
Total Estimated Population	304	23,700	25,189		26,448		27,771		29,159		30,617
Housing Units(Total)	182	8,764	9,380		9,849		10,342		10,859		11,402
Owner Occupied		3,856	4,127		4,334		4,550		4,778		5,017
Renter Occupied		4,557	4,878		5,122		5,378		5,647		5,929
Occupied Total		8,413	9,005		9,455		9,928		10,424		10,946
College Dormitories		2,910	2,939		2,939		2,939		2,939		2,939
Vacant		351	375		394		414		434		456
Estimated Jobs	232	23,232	24,894		26,638		28,470		30,394		32,413
Estimated New Retail Jobs Created.	145										
Estimated New Retail Square Feet Created	58,000										
									Net Population Increase		6,917
									Net Housing Unit Increase		2,638

Estimated % Population Increase	1.05
Estimated % Housing Units Increase	1.05
Estimated persons per household	2.67
Estimated % owner occupied	0.44
Estimated % renter occupied	0.52
Estimated persons per household in new development	1.67
New Retail space created	58,000



HISTORIC PRESERVATION

ISSUES AND ANALYSIS

William Chapman
Historic Preservation Consultant

History and Background:

Emory Village is a predominantly commercial area, situated at the intersection of North Decatur and Oxford Roads and just outside the gates of the historic Emory University campus. Located within the Druid Hills area of Atlanta, an early 20th-century garden suburb, Emory Village has served for many years as commercial hub for local residents living in Druid Hills and students and faculty at Emory. Built up beginning in the 1920s in response to perceived shopping needs, the "village," also referred to as "the stores" by residents of the area, was added to in a haphazard way throughout the 1930s and 1940s, with further changes occurring in more recent years. In 1979, a fire destroyed a section of older commercial buildings along Oxford Street, just south of the intersection.

Remaining buildings on the site range from a grouping of combined Neoclassical and Mission Revival or Spanish Eclectic Style (also known as Spanish Colonial Revival Style) commercial fronts on the south side of North Decatur Road through much-altered, 1930s-period Modernistic storefronts (now replaced by artificial stucco-covered facades) also on the south side of North Decatur to a scattering of block-shaped, commercial buildings and former private residences, now converted to office or multi-family residential use, along both Oxford and North Decatur Roads. The commercial buildings are both faced and flanked by informally planned parking areas, including angled parking along North Decatur Road. Awnings, decks and a variety of signs obscure the original architectural features of many of the buildings, adding to the area's generally chaotic visual character.

Ironically, Emory Village is in the middle of one of America's most celebrated planned communities, Druid Hills. Conceived in the 1890s by the country's dean of landscape architects, Frederick Law Olmsted, Sr. the Druid Hills area was the brainchild of Atlanta developer Joel Hurt. Through a company called the Kirkwood Land Company, Hurt acquired the controlling interest in 1500 acres of land east of Atlanta in an area previously occupied by rolling farmland. The existing roads of Euclid, Clifton, Durand Mill, and what are now Briarcliff and North Decatur were appropriated as part of the overall scheme, which was to be linked to metropolitan Atlanta by the meandering corridor of Ponce de Leon Avenue. Hurt hired Olmsted in 1893 to design the new suburb. Olmsted employed techniques used in designs elsewhere, including numerous parks throughout the country. These included curvilinear roads, generous open space and broad vistas. Olmsted also emphasized retaining the tree canopies and the planting of street trees to create the feeling of a cool, semi-forested environment.

Olmsted's design took careful account of the existing system of creeks that cut through the 1500-acre tract. Ahead of his time, Olmsted recognized the importance of this network to the health of the environment overall, and insisted on retaining significant portions of low land for flood control purposes — a proposal now reinforced by state regulations in the area. Olmsted also proposed the construction of two artificial lakes and the introduction of a large golf course for the area. The lakes, in fact, would never be built, but the golf course still remains today, just south and west of the Emory Village area.

Olmsted died in 1903 before his plan was realized. The work of planning the Druid Hills subdivision was passed on to the successor firm of Olmsted Brothers, which completed a master plan in 1905. This scheme was faithful to Frederick Olmsted, Sr.'s proposals, and included the parallel street pattern of the envisioned Ponce de Leon Avenue linear park. The 1905 plan specified the placement of successive park spaces along the corridor, the siting of street trees, the route of the proposed trolley line and made recommendations for the siting of individual houses on lots. The final plan also included detailed planting schemes, including plant specimens and layout.

The general plan for the development was prepared by O.F. Kauffman, an Atlanta-based civil engineer. Kauffman was familiar with and sympathetic to the overall approach of the Olmsted Brothers' plan and would retain most of its features. He was responsible for actual design of the network of roads and the platting of individual lots. His final work altered the original plan only in some details; some roads were realigned to take better advantage of the topography and insure the best distribution of lots. Kaufman would continue to work on the Druid Hills development and on subsequent developments in the greater Atlanta area, insuring the continuity of many of Olmsted's ideas.

Construction of the roads in the Ponce de Leon Avenue corridor began in 1905. It would be several years before individual lots were purchased and developed. In 1908, the Kirkwood Land Company, Joel Hurt's development corporation, was sold to a group of Atlanta businessmen, headed up by real estate developers George and Forrest Adair. They were joined by business tycoon Asa Candler, of Coca-Cola fame. Together they formed the Druid Hills Corporation to carry out the earlier scheme.

The Druid Hills Corporation was somewhat more aggressive in its approach than Hurt's earlier organization. This was in part due to the changing demographics of real estate development at this time. Hurt had originally conceived of Druid Hills as an enclave for the super-wealthy, succeeding Inman Park nearer the city center as the preferred residence of Atlanta's wealthier citizens. The Druid Hills Corporation was more attuned to the needs of a growing middle class and explored ways to target both wealthier buyers and the newer generation of office workers and tradespeople. As a result of this reorientation in sales strategy, adjustments were made to the master plan. These included further realignments of the originally-planned roads and the re-platting of some of the larger lots to include sections of smaller, more affordable sites for building.

Generally, the proposals in the master plan for the Ponce de Leon Avenue area remained unchanged. Fairview, Springdale, Oakdale and Lullwater Roads retained their original configuration, running northeast from Ponce de Leon Avenue in accordance with the topography of the area. But rather than joining together as conceived in the Olmsted Brothers' plan, they intersected with pre-existing North Decatur Road. Another significant artery, Oxford Road, was added at a later period, linking Springdale and Oakdale Roads. Lots along Fairview, Springdale, Oakdale and Lullwater, as well as Ponce de Leon Avenue itself, began to be developed by the 1910s. Oxford Road would be completed only around 1920, so development would wait there for another ten years. The Oxford Road addition was significant as well in providing a route for the streetcar line, which would allow a direct link between the suburb and downtown Atlanta.

Oxford Road and the streetcar line were a direct response as well to another significant development: the creation in 1915 of Emory University. Conceived by Asa Candler, Emory, until that time a small Methodist college located in the town of Oxford, east of Atlanta, was to become one of the country's great Methodist universities. Candler, an Atlanta pharmacist who purchased the Coca-Cola patent in 1891, was one of the city's wealthiest men. Active in the Methodist church, he offered seventy-five acres of his own estate and a million dollars as an endowment to build a new university on the site. Actual work began in 1916, to designs by celebrated Chicago architect Henry Hornbostel.

Emory University expanded quickly during the late 1910s. Under the guidance of Candler, who became the first President of the Board of Trustees, the university took shape along the hillside just north of the Oxford and North Decatur Road intersection. Hornbostel's buildings combined Beaux Arts classicism with Mediterranean Revival Style design elements to create a style he considered appropriate to the southern environment. His designs called for simple, block-like buildings with stone detailing and barrel-tiled roofs. These were to be grouped around formal quadrangles, with other buildings placed on axis for dramatic effect. While never carried out completely according to Hornbostel's design, the campus would continue to expand along lines set out in the 1915 plan well into the middle of the 20th century, when new pressures for development caused an abandonment of the earlier scheme. The campus remains, nonetheless, one of the most beautiful in the country and helped set the tone for much residential architecture in the Druid Hills area.

Development of the Druid Hills subdivision would continue in the late 1910s and 1920s. The Harvard, Emory and Cornell Roads area north of North Decatur Road was laid out in 1915. More dense than the earlier planned development along the Ponce de Leon Avenue corridor, this neighborhood included lots for many more modest houses. It also took into account the need for other uses, such as commercial, educational and recreational activities. A secondary school was originally planned for the Springdale and Emory Roads area, as was additional park space.

The houses built throughout the Druid Hills area conformed to a variety of architectural styles. Many took advantage of improvements in construction technology, especially methods of fastening brick and stone facings to otherwise standard, wood-frame buildings. As a result, a range of more "romantic"-style houses emerged in the area. These included various so-called "cottage" styles, Tudor Revival and Elizabethan Revival Style (also called English Vernacular Revival Style) houses, interspersed with more typical Craftsman bungalows and small Colonial Revival cottages. In addition, the area featured many, far more formal buildings, including Neoclassical Revival and Beaux Arts-style mansions and many significant Mediterranean and Spanish Eclectic Revival-style residences.

Overall, the area was architecturally "eclectic" in character, with many "hybrid" buildings combining a number of different styles. Typical, in fact, were Colonial Revival Style merged with Prairie Style. Nonetheless, certain materials and motifs predominated and continue to distinguish the area. These include brick and stone exterior cladding, tile roofs, both glazed and unglazed, and a tendency toward a kind of Neoclassical formality, conveyed through relief panels and wall niches, formal and symmetrical arrangement of fenestration, classically-derived entries and porticos, urns, and other features. Some of these features would be shared by the earliest commercial

architecture in the area, in an attempt to “blend” with residential styles. However, by the 1930s, this correspondence of commercial and residential architecture would end as more modern commercial styles became more typical and acceptable.

The commercial area at the intersection of Oxford and North Decatur Roads came into being in the 1920s in response to the growth of Druid Hills and the need for convenient shopping areas. Oxford Road, which would not be fully paved until 1925, nonetheless had a streetcar line by 1920. A handbook issued that year to incoming Emory freshmen directed students to “give seats to ladies on streetcars.” The streetcar “turnaround” was located at the base of the drive into the campus, just at the corner of North Decatur and Oxford Roads. It was here that the first commercial buildings appeared shortly after 1920.

The original core of commercial buildings was located at the southwest corner of North Decatur and Oxford Roads. These were simple, one-story, rectangular blocks, distinguished by parapet walls on the front and full-width storefronts below. The corner building included a more formal, extended central panel at the center of each of three parapets, each panel, in turn, flanked by decorative concrete or terra cotta urns. The central raised panel suggests Baroque architecture, and also links the buildings to another popular architectural style of the time, Mission Revival. Buildings to the west and south had simpler, tile-faced fronts (again suggestive of the Mission Revival Style), but also were decorated by urns at the upper corners and between shop fronts. The corner itself was left open, later to be occupied by a service station. This original open space may have served as a waiting area for the trolley or some other function associated with the streetcar system.

The original shop-fronts, three of which are on North Decatur Road, and one



Emory village in aerial photo dated 1948 (bottom). Emory quadrangle is at upper center, Glenn Church is middle bottom. Dowman Drive is not yet constructed

of which has a North Decatur Road address, but faces more toward Oxford Road, consist of plate-glass display windows, both single and double entry doors and glazed transoms, over both the display windows and doors. The base of the front is a solid brick panel, rising about 18 inches above grade. The doors on the flanking storefronts were centrally-placed; the more elaborate corner building featured (and still features) an off-center, single door. The upper portions of this oldest grouping of buildings, especially the two eastern-most buildings, is decorated with a number of classically-derived details, including a contrasting concrete or terra cotta coping, molded capitals, recessed panels and a molded string course.

Only the four units on North Decatur Oxford Road intersection still remain. The other original shop-fronts also part of this architecturally-unified complex were destroyed in a fire in 1979, or have been altered.

In 1937 a second row of shops was added to the west side of the original grouping. In keeping with changing architectural tastes, especially for commercial buildings during this period, this also unified block was Modernistic in style, with strong horizontal design elements and a black-tinted vitreous front. Doors and decorative features were picked out in chrome. As one resident remembered, the new shop row was a "glass and brick facade in an art deco style, all shiny and black, it was considered very modern" (DeKalb Historical Society, *I Remember Hour — Druid Hills*, June 22, 1995; cited in Tunnell-Spangler & Associates, p.1) Unfortunately altered in the 1970s and 1980s (and more recently), the original fronts have been replaced by artificial stucco coating. A small patio has been created as well at the front of one of the buildings.

The original commercial block was situated along a slight rise above the street level. This resulted in a slope toward the west, increasing toward the end of the more recent, 1930s grouping of shop-fronts. As a result, the sidewalk was considerably above grade at the far western end, requiring a staircase for access to the shop level. A second staircase provided access to the sidewalk fronting the earlier core group of shops. The staircases were apparently added at the time of the new addition in 1937, and there were complaints that children could easily drive their bicycles off the steps (Tunnell-Spangler & Associates, p. 1). Angled parking lined the north and east edges of the commercial area, again, in keeping with typical practice during the time in which the shops were built.

Over the early years a number of different businesses rented shop-space in the Village. Early shops included Rogers Brothers', a grocery store, and Campers' a similar, neighborhood-oriented grocery and "sundry" shop. Older residents remember a barber shop, a beauty shop and an A&P store. The Druid Hills Corporation maintained an office in the corner stores. There was also, over

the years, a shoe-repair shop, a jewelry store, a laundry, hardware store, a paint store, a drug store and a Horton's variety store (at one time located across the street on the north side of North Decatur Road) on Oxford Road.

In 1942, a larger grocery store owned by the Piggly Wiggly Company also opened on the north side of North Decatur. Built in a simple, Modernistic style, of concrete with originally probably wood window and door frames, this was one of a chain of self-service supermarket stores that were becoming popular at the time. Founded in 1916 by innovative Memphis-based retailer Clarence Saunders, the Piggly Wiggly chain revolutionized grocery stores, with their check-out lines, price-marked foods and preponderance of national brand items. Eventually, Saunder's company spread to other southern cities, including Atlanta. Emory Village was only one of the Piggly Wiggly sites in the city; another early store was opened in the Morningside shopping center.

The expansion of the Emory Village commercial area in the 1930s and 1940s reflected the growth of the residential community in the Druid Hills area. In 1924 Candler's own estate was subdivided to create the Lullwater Subdivision. This area, which was located between Oxford and North Decatur Roads, was laid out in a way similar to the area around Emory, Harvard and Cornell Roads. In the same year the Clifton/East Clifton Road area was subdivided. This area abutted the older golf course, itself part of the original design for Druid Hills. Around the same time the East Lake and Ridgecrest Roads area was redesigned with smaller lots.

The development of Druid Hills helped to spawn adjacent developments. These included Druid Hills Heights to the west and the University Park area. Emory Highlands and Emory Estates also date to the mid-1920s, during a period of growth and prosperity in Atlanta. Other subdivisions included Cameron Court, Stillwood Subdivision, Chelsea Heights, and toward the end of the 1920s, Parkwood. Following a hiatus in development during the Depression years of the 1930s, Emory Grove and Briarwood Hills were platted and developed in 1939 and 1940, respectively.

The style of architecture in the residential subdivisions varied somewhat, but remained relatively conservative in character. Many of the buildings were of brick still, actually brick cladding over wood-frame walls, but producing the same effect. Some houses were embellished with stone facings or stone or terra cotta decorative elements. Tudor (English Vernacular Revival) and Craftsman cottages continued to be popular. For larger houses, Tudor and Colonial Revival, both in brick and wood, became more common. Houses on the smaller lots, especially after 1925, almost invariably were Colonial Revival. Houses built in the late 1930s and early 1940s, such as those developed by local financier Neal Smith, were a combination of various "cottage" styles and Colonial Revival. Smith, who built a single house type,

with variant models, created fairly uniform subdivisions which anticipated much post-World War II housing in the country.

In the 1940s, 1950s and 1960s Emory Village continued to serve as a convenient commercial center for the residents of the area. A number of new businesses moved into the area, including shops along the west side of Oxford Street, just north of the intersection, and along North Decatur Road, west of the earlier corner buildings. This expansion resulted in a number of newer, commercial single-story blocks and even smaller shops. Among the most famous of these would be the steep-pitched pyramid of Kentucky Fried Chicken restaurant — once painted with dramatic red and white stripes, added in the mid-1960s.

Other shops in the village went through various modifications during this time. The Piggly Wiggly supermarket later became a Kroger store and then the CVS pharmacy. It was altered in 1951 and again in 1962, through a significant expansion of its overall foot-print and volume and new windows and doors. Other buildings were similarly modernized, with new fronts, windows, doors and interior changes. The 1930s glass-fronted addition to the original row was transformed, beginning in 1978, by a new surface. By the 1980s its earlier Modernistic style was unrecognizable beneath a new, artificial stucco veneer. Original shop-fronts, however, remain visible, although surrounded by the newer material.

The 1979 fire along the South Oxford Road portion of the intersection transformed this part of the Village significantly. New buildings replaced the earlier ones, including an apparently respectful pastiche of one of the parapet-fronted buildings added to the Oxford Street side around 1981. (Built of reclaimed bricks, this modern structure attempts to duplicate some of the features of the original block.)

Overall, the village lost much of its original sense of style and unity over the years. It was never a fully designed and architecturally-integrated complex, but was built up in a piecemeal way during a number of different periods. Nonetheless, the first corner section, with its grouping of brick-fronted shops, had attempted to respect the prevailing architecture of the newly established Druid Hills subdivision. The 1930s Art Moderne or “Modernistic” addition had continued the scale of the earlier block, although the style had changed. However, by the 1960s a new vocabulary was at work, largely due to the growing presence of the automobile. With the removal of the streetcar, the only way to shop in the village was to drive there (with the exception of members of the Emory University community and nearby residents, who could still walk). Newer shops tended to reflect this change, providing additional off-street parking and standing, as a result, as isolated blocks within the largely paved streetscape.

Presently the Emory Village area is facing a new challenge. Architecturally, the quality of the space has eroded. Emory University has gradually taken over many of the former houses along North Decatur and Oxford Roads. Other houses have been converted to other office and institutional uses. The commercial area is a jumble of older buildings, many of them modified beyond recognition. There are also several newer structures built to take advantage of retail opportunities in the area, but which make no contribution to the appearance and character of the neighborhood.

The Emory Village area is now the subject of a concerted reappraisal by planners, architects, developers, university administrators and the community at large. In the near future it is hoped that the village will be redeveloped to better serve the local community, while retaining qualities that have made it a special place during its history.

Historic District Designation and Its Implications:

In 1979, the historic neighborhood of Druid Hills was listed in the National Register of Historic Places for its significance in the planning history of the United States. It was cited for its national significance as an outstanding example of an early, 20th-century planned suburb. Encompassing the entire Druid Hills area, the district straddles two local jurisdictions, the City of Atlanta and DeKalb County.

In 1994, the Board of Commissioners for DeKalb County initiated an ordinance creating a Historic Preservation Commission for the County. This was passed by the board and approved by the Chief Executive Officer in April and May of that year. Subsequently, the portion of the Druid Hills development lying within DeKalb County was designated as a Local Historic District; the City of Atlanta separately regulates the western part of the historic area under the city's zoning ordinance.

A locally designated historic district essentially "overlays" existing zoning classifications and is concerned with the preservation of historic buildings, structures and other features and with the overall physical appearance of the area. All new construction and changes to existing buildings, landscapes and other qualities of the area are subject to review by the Historic Preservation Commission for the county. The review process is informed by long-recognized national standards and by guidelines prepared for the commission specifically for the Druid Hills area. The present set of guidelines was prepared by the Jaeger Company in Gainesville, Georgia, a planning and design firm specializing in preservation work. The guidelines were published by the Druid Hills Civic Association in 1997 and reflect current practice in locally designated historic districts.

The DeKalb County Planning Department is responsible for administering the district and advising the commissioners on proposed projects within the district. The county planning department also keeps a current listing of historic and 'non-historic' properties within the district and assists in the evaluation of individual properties, their history, their present condition and the impact of any proposed work on their overall character and that of the surrounding area.

The Emory Village area falls within the locally-designated district. The *Design Manual for Druid Hills Local Historic District* emphasizes that it is the single grouping of historic commercial buildings in the district, calling attention especially to the section of the row nearest the corner of North Decatur and Oxford Streets, built in the 1920s. The authors explain that "During the 1920s, efforts were made to make these commercial blocks in suburban areas more ornamental and visually harmonious with their neighborhood surroundings" (p.40). This was done in the Emory Village area, they further explain, by the use of "delicate classical details in terra cotta such as urns, cartouches, and cornices, reflecting the emphasis on period stylistic detailing."

The Druid Hills design manual contains a number of suggestions for improvements in the commercial area. These include better pedestrian access, improved provisions for parking, enhancement through new street furniture and other amenities, including better lighting, the addition of street trees and the rehabilitation and restoration of historic shop-fronts. These considerations will be discussed in greater detail in the section on "Design Considerations" below, but have important implications for proposed improvements in the area.

Prior to any proposed changes in the historic district an owner needs to follow a four-step process for approval. This is in addition to other permits required by the county for construction, renovation, environmental impacts (impacts on flood control), new plumbing, electrical, etc.

The first step is to determine whether permission, referred to under the ordinance as a Certificate of Appropriateness, is required. A Certificate of Appropriateness is required for any "change that will affect the exterior architectural or environmental features of a historic property or any building, site, object landscape feature or work of art within a historic district..." These would include, but not be limited strictly to: 1) a change to architectural features of a structure; 2) demolition or relocation of a structure; 3) excavation for new construction; 4) any change in advertising signs; 5) any change to other features within the district, including the construction of new buildings and landscape features and alterations to non-historic structures as well. Generally, work considered "normal

maintenance,” such as painting or changes to interiors do not require a Certificate of Appropriateness, though other permits may still be required.

Once it is determined that a Certificate of Appropriateness is required, an application must be submitted to the DeKalb County Planning Department. The proposal is reviewed by the professional staff and the owner or applicant can receive recommendations. Following this step, the proposal comes before the commission for review. The final step is either permission or denial of the request (though there are procedures for appeals as well).

Overall, the commission will rely on national guidelines, most importantly the *Secretary of the Interior's "Standards for Rehabilitation,"* and guidance set out in the published design manual for the district. What this means for the Emory Village area will be discussed in detail below.

Assessment of Existing Structures:

There are presently approximately forty buildings in the Emory Village area. These include the commercial core at the corner of North Decatur and Oxford Roads; the more dispersed commercial buildings on the north side of North Decatur and the east side of Oxford Road south of the five-points intersection; three short stretches of historic residential buildings, along Oxford Road and North Decatur Road, both east and west of the intersection; and a single, isolated house south of the intersection. Seventeen of these properties can be said to have some level of historic value. One among these is very problematical in terms of assessing its integrity and historic significance (CVS Pharmacy).

For purposes of clarification, a historic or “contributing” property in a historic district is generally a property more than 50 years old that possesses a majority of its distinguishing architectural and historic features. A property may be considered significant for its place in the history of the district, the city of Atlanta or the nation. It may be significant for its architecture — as an outstanding example of a particular style or the work of an important architect or, simply, as a representative example of architecture of a particular period. It may be considered significant for an association with a famous person. Or it may have important informational value, usually in the form of an archaeological site.

Most of the buildings in the Druid Hills Historic District would be considered significant under “history,” as part of the “story” of Druid Hills and the broader patterns of suburban development during the early 20th century, and “architecture,” as representative — and in some cases architect-designed — houses or other buildings from the period of Druid Hills’s development. Other factors in “history” may also come into play, as in the case of properties that

might have played a role in national events.

Probably the most important factor, however, in determining the historic “value” or status of a property, is its state of preservation — known in “preservation language” as its “integrity.” The integrity of a building is determined by looking at seven different “aspects,” in accordance with national guidelines. These are location, setting, design, materials, workmanship, feeling and association. The first four of these are primary, the other three secondary.

In the most basic terms to be considered as having a “high level of integrity” a building should be in its original (or historic) location; its surroundings should not have changed too much; it should have the original or other historic — older than 50 years — design and appearance; and it should possess most of the original or historic materials. Under the secondary aspects of integrity, the property should also preserve its earlier workmanship, it should “feel” like a historic building, and it should have the appearance that corresponds to the point of history for which significance is made. For the last, this means, for example, a house considered significant for its association with Thomas Edison, or in this case, perhaps Asa Candler, would have to look the way it did in the time in which Edison or Candler lived there. This has important implications for the assessment of one building in particular, the CVS Pharmacy, for which the significance of its early commercial use as a Piggly Wiggly supermarket, has been a subject of much discussion.

It must be emphasized that buildings in designated historic districts must be evaluated for their historic value, not on the basis of whether they are attractive to some viewers or not. This is often a concept difficult to explain to people unversed in historic preservation practice and philosophy. Just because a building is not liked does not mean that it can be written off as insignificant or non-historic. Each building must be evaluated in its own terms and in accordance with long-established guidance in this area.

The following is a discussion of fifteen separate buildings and in the case of other two properties, clusters of buildings grouped as single units. The property addresses are in some cases difficult to determine and do not always match with historical documentation. However, it should be clear from the descriptions and photographs which properties are being discussed.

Other properties within the Emory Village area are not discussed and have been “ruled out” mostly on the basis of relative age. All of the buildings have been subject to preliminary evaluations by project participants and in walkovers by David Cullison, Preservation Planner for DeKalb County, Kathryn Gannon and Sue Apolinsky, both AIEV Boardmembers and Druid Hills Civic Association members.

- 1583 and 1579 North Decatur, Oldest Commercial Grouping and 1577-1561 North Decatur, 1937 Expansion. This connected group of three distinct shop-fronts and corresponding single-story commercial core buildings, includes the most significant of the remaining historic structures in the commercial area. These appear to be the original commercial buildings of the village area and were constructed around 1920 or shortly afterward. The documentation on this grouping is extremely difficult to unravel, though all evidence points to this date.

The three eastern most units of a long commercial row, are distinguished by their architectural elaborateness. Faced with brick, the facades feature terra cotta and cast stone decorative elements. These include moldings, a decorative coping, capitals over brick pilasters, roundels, panels and urns, the latter extending above the corners of each unit of the row. The two western most of this cluster have tile facings below the parapet.



The style can be described as a combination of Mission Revival and Neoclassical Revival. These are not “high-style” buildings, but good examples of commercial architecture meant to blend into the surrounding commercial area. The storefronts themselves are typical of the 1920s era. The two western units have central doors, flanked by display windows. Both the doors and windows are surmounted by tri-part transoms, with vertically-divided lights. The window and door frames are painted wood. The corner building features display windows on two sides — the east side forms a chamfered or angled corner — and a single entrance on the west side. The door is a single door, unlike the double doors of the other two units. A continuous transom runs the length of the shop front. This is divided vertically by wood mullions.

To the west of the original corner units is a row of stuccoed shop-fronts, running in a straight row along the North Decatur Road frontage and added in 1937. This grouping of shops featured fairly conventional storefronts, set in a framework of black colored glass. This vitreous type of front was a fairly standard treatment for commercial facades during the period and has long been accepted by preservationists as a material and design treatment of historic and architectural interest. The windows and doors were picked out in contrasting chrome. A metal entablature ran along the top of the parapet wall.

Unfortunately, in 1978 the original glass front was removed. At the time

it was in poor condition and several panels were broken. A new framework was attached and an artificial stucco coating was applied. One of the central units was cut away and the entrance recessed to form a small court or atrium. Other storefronts were altered and some remained intact. These are still visible, though they have been surrounded by the stucco surface and have been altered in other ways, including arches over the entrance doors.

It appears that the original building blocks for the storefronts remain intact.

Assessment: The group of shops at the east end of 1583 North Decatur Road has architectural significance and possesses integrity, specifically the three units in the combined Mission and Neoclassical Revival Styles. These are key “contributing” buildings in the history of the Emory Village area and must be retained in any redevelopment scheme.

The stuccoed storefronts to the west of the original grouping have suffered a considerable loss of integrity. The main “bodies” of the buildings themselves — the brick and concrete, one-story shell containing the shops, together with roofing trusses, wood posts and other elements — appear intact. Unfortunately, since architectural character for buildings such as this is conveyed primarily by facades, retention of the bodies of the buildings is not enough to make an argument for historic integrity and value. In any professional architectural survey these most likely would be listed as “non-contributing” properties due to the radical alteration of the facade.

This said, there would be much argument for “restoring” the facades of this grouping to their 1937 appearance. Dale Jaeger, in her design guidelines manual for Druid Hills, implies that the original storefronts are not beyond reclamation (p. 40).

The redevelopment of Emory Village might well consider such a possibility as part of the project. This would allow for retention of a historic, though much-altered feature of the village. It would also replace a building facade from an important era in the commercial district's development. This is a recommendation only, however, and not something that can really be legitimately required. It is clear that this row of stuccoed fronts has lost architectural and historic integrity. However, the rhythm, proportion, and scale of the storefront is an important element to retain or include in new development. (A clear test might be to consider whether the row would be eligible for the federal Investment Tax Credit program; and it seems fairly certain that the row of shops would not receive certification as an eligible property)

1593 North Decatur Road, Remaining Historic Shopfront and More Recent Buildings. The corner building facing the intersection of Oxford and North Decatur Roads is a contributing building within the historic commercial area. This property is decorated much like the older grouping at 1583 North Decatur Road and was part of the original 1920-period row of shops. Other shops along Oxford Road south of the intersection were destroyed in a fire that occurred in 1979.

Assessment: As with the older buildings on North Decatur Road, this property is a high priority for retention and restoration or rehabilitation.

1467 Oxford Road, Dutch-Colonial Revival House. Called the Arlyn Worth House, this is a strikingly unusual historic property. Property records indicate that the building dates to 1910, which would make it an unusually early building for the area — dating, in fact, from the earliest period of Druid Hills's development. Preservation planner for DeKalb County, David Cullison, suggests that more research is required to understand the building better. There is some question about the roof and dormers — whether they are original or later modifications. Nonetheless, this is clearly a historic property.

The present property is a stone-faced, Colonial Revival building, with unusual octagonal shop windows projecting toward the street. It is presently poorly maintained and has experienced a multiplicity of uses over the years. It appears to possess integrity as a historic building, although, as David Cullison has suggested, additional research would be helpful.

Assessment: This is a contributing historic property. It must be retained as part of future developments in the area. (Expressed dislike for the building by some residents has to do with recent uses and neglect of the building, not because of known history.)

1554 North Decatur Road, CVS Pharmacy, Former Piggly Wiggly and Kroger: Perhaps the most problematical of all the buildings in the proposed project area. Building records, although confusing — the dates for Number 1540 appear to be those for this structure — show the building as having been built in 1942, with modifications in 1951, 1956 and 1962. This conforms with oral histories of the village.

The present building is a simple, block-like, utilitarian structure. It is distinguished by brick exterior walls, a flat roof with surrounding parapet, combined concrete and stone foundations and simple, metal doors and windows, apparently dating to the 1960s or later. Reconstruction



of the changes suggests that the original building was smaller and that in 1962 it was expanded both at the rear and along the west side — increasing the size by as much as 33 percent. Such additions are not uncommon. The problem in this case is that the addition affected the front facade, indeed is “merged” with the original facade. The door and window openings were also altered around this time. The entrance appears to have been further altered subsequently, as recently as the late 1980s or early 1990s.

The CVS Pharmacy building has an interesting history and a number of significant associations. The most important of these was its original use as a Piggly Wiggly supermarket. The Piggly Wiggly chain originated the idea of self-service supermarkets. However, it is not certain that this Piggly Wiggly branch was the first in Atlanta; other shopping centers in the city also claim early Piggly Wiggly stores. A second issue is associated with the renovation and expansion of the property in 1962. It is not clear whether Piggly Wiggly was still the tenant or owner of the building at this time. Later the property became a Kroger store and more recently the CVS Pharmacy.

The DeKalb County planning department has already given an opinion that the property has historic and architectural value 1) for its association with the innovative Piggly Wiggly chain and 2) as a representative example of a Modernistic building of the 1940s. This complicates the present effort to provide a clear “read” of the property and its value historically and architecturally.

Assessment: This present assessment has determined that, due to significant changes to the foot-print and facade of this building, its uncertain date of construction and alteration, and the lack of “fit” between the present building and the association with the Piggly-Wiggly chain — Piggly Wiggly was significant for occupying the property in the 1940s; the present building is not the same building as that of the 1940s when this association was present — this building would probably not qualify as a contributing feature of the historic district or a significant component of the Emory Village commercial area. The property shows a loss of integrity in the areas of design, materials, feeling, workmanship

and association. The setting appears relatively unchanged, although historic photographs have not been located to substantiate this.



This property represents something of a “struggle” in terms of assessment. As with the stucco-fronted buildings across the street, the “test” for integrity might be to consider whether the property would be accepted (certified) under the Investment Tax Credit program of the federal government. It seems clear that it would be difficult to make the case for sufficient integrity to qualify the building under the ITC program. To suggest that it should be retained for its historic value when it probably could not be made to fit this other program points to different standards depending on who is making the decisions!

The remainder of the historic properties are residential buildings dating from the 1920s through the late 1930s and early 1940s. All appear to be historic and contributing. They are listed and assessed briefly here:

1500 North Decatur Road, Jerusalem House. This is a very good example of a larger Craftsman style cottage, located on a hillside slope facing North Decatur Road. It has been extensively renovated in recent years and now serves an institutional purpose. The most striking features are the cross gables on the front, the massive knee braces and the terra cotta tile roof. The building is backed by a larger, modern style building, also part of the new use of the property. The building date is not available, though it likely dates to around 1920, based on its character and style.

Assessment: This is a historic, contributing property in the historic district. It does not appear that it would be affected by new developments at the corner area.

1512 North Decatur Road. This gable-ell, English Vernacular or Tudor Revival Style building sits away from North Decatur Road, on a sloping site. It was built in 1929 and remains relatively unchanged. A small garage is located at the rear of the lot.

Assessment: This is clearly a contributing building within the district. It possesses a high level of integrity. It is unlikely to be affected by developments in the village area.

1526 North Decatur Road. This is a good example of a combined Colonial Revival and Prairie Style building, with some suggestions of Italian Renaissance Revival Style as well. The house was built in 1929

and straddles sloping terrain, which falls dramatically from the west. Distinctive architectural details include a *porte cochere* on the east side, ground elevation, a bracketed hood over the central entry, and an open terrace, with surrounding brick balusters.

Assessment: This is clearly a significant residential building within the Druid Hills Historic District. It has been impacted some by newer, 1960s developments just to the east; a large brick office block comes close to the property line. This property will no doubt be adjacent to any new development in the Emory Village area and care must be taken to preserve both the building and its residential character.

1399 Oxford Road: This simple, asymmetrical, two-story house is an excellent example of a modest Colonial Revival building dating to around 1930. Faced with brick and featuring paired windows, fairly elaborate modillions below the cornice and a combined Colonial Revival and Craftsman-style hooded entry, this house is typical of those built in the Druid Hills area by this period. It is presently owned by Emory University and is used as office space.

Assessment: The house possesses a high level of integrity; and although converted to office use has been little altered. The building sits in a fairly prominent position and is adjacent to a commercial block — the old Horton building, just to the south. Other, more recent commercial buildings encroach upon its site as well. Still, the house is fully intact and possesses all of its original design features. The only potential loss of integrity is the loss of original setting, and this does not appear critical, since the scale of adjacent buildings is in keeping with the property. Although located in a very central position and potentially a hindrance to redevelopment of the overall site, it is strongly recommended that this property be retained and rehabilitated as part of any future scheme.

Number 1367 Oxford Road. Nearly the twin of Number 1397, this Colonial Revival House was also built in 1930. Distinguishing features include paired and grouped windows, a side porch and a Georgian style entry, with pedimented top and flanking columns. A frame, two story garage and apartment/office is located at the rear.



Assessment: This is a contributing, historic building with a high level of integrity. It should be preserved as part of any redevelopment scheme.

1361 Oxford Road. This is a wood-frame, Georgian Revival Style house, part of a row of similar style and scale buildings along the west side of Oxford Road. Tax record show that it was built in 1920. In an area converted to office use, the building still maintains a residential character. Changes include the in-filling of a lower level garage and a shed addition on the south side of the building. An octagonal bay projects from the principal facade. The main entry features a simple, Georgian-style surround.

Assessment: There appears to be some minor loss of integrity due to additions and possible interior changes. But overall, the building remains intact and is a good example of a building of the 1920s period.

1357 Oxford Road. On of several smaller houses along the west side of Oxford Road, this stuccoed house features a prominent front entry porch, with latticed pediment. The style is Colonial Revival, but with suggestions of the Federal Style. An enclosed one-story side porch is located on the north side. The house was built in 1925.

Assessment: This is a clearly contributing property within the district. It appears to have a high level of integrity and needs to be preserved as part of a redevelopment plan for the area.

1353 Oxford Road. Built in 1920, this small, two-story Colonial Revival-style house is s true classic and reflects the increasing popularity of this style during the 1920s. Covered in weatherboarding and featuring a nicely detailed semi-circular hood over the off-center doorway, this modest house suggests the influence of Atlanta architect Neel Reid, who helped popularize the style in Atlanta. In addition to the house, the lot includes a later secondary building at the rear.



Assessment: This is clearly a contributing building within the Historic District. It should be retained as part of any redevelopment scheme.

1351 Oxford Road. This 1930 Georgian Revival (Colonial Revival) building is also a classic of its era. Brick-faced and featuring a prominent hipped roof with paired chimneys, the house also includes a segmental arched door opening with sidelights in keeping with the Georgian style. This building has been converted to apartment use and has undergone a number of exterior and interior modifications. These include a steel fire-escape across the front facade and minor changes to doorways and

interior features.

Assessment: This is an important historic house and clearly a contributing feature of the historic district. It too should be retained as part of the development plan.

The following properties are located within the proximity of the study area. Impacts of development within the Village must take these properties into account.

1627 North Decatur Road. This is a classic, simple Colonial Revival House dating from the 1930s and remodeled, apparently, in 1968. It features veneer brick, a side-gable roof, and a simple, white-painted wood entry porch. As with other houses of the same style and period it features a secondary wing, in this case a two story ell on the east.

Assessment: This is a contributing historic property within the Druid Hills Historic District. Impacts of the development must take this property into account.

1635 North Decatur Road. This 1923 Colonial Revival-style house is a prominent feature of this section of North Decatur Road. Brick-veneered and featuring a hipped roof, this is one of the larger houses in the area and helps define the scale of the streetscape.

Assessment: A clearly contributing property within the Druid Hills Historic District. It has a high preservation priority.

1641 North Decatur Road: Built probably in the 1920s, this property is owned by Emory University and has been converted to office use. Wood-frame and covered with painted shingles, this substantial, two-story building is a typical example of Colonial Revival-style architecture. Among its distinguishing characteristics are the white-painted multi-light windows and the balanced side wings.



Assessment: This is a historic, contributing building in the historic district. It is important to the scale of the street facing the university and needs to be preserved as part of the redevelopment of the area.

1649 North Decatur Road. (not technically within the boundaries of the study area, this house is not included in totals listed above.) This elaborate, high-style Georgian Revival (Colonial Revival)-style house was

built in 1923 and underwent a significant rehabilitation in 1989. Clearly architect-designed, it features a symmetrical front, with a pedimented porch supported by Tuscan columns. A classic five bay building, it also has three prominent gabled dormers at the roof level.

Assessment: One of the most significant houses in the Emory Village area. While sited well away from the proposed project area, it clearly must be preserved as part of any development plans for the Emory area.

Design Considerations for the Emory Village Area:

The Emory Village area is something of an anomaly in the Druid Hills Historic District and the Druid Hills subdivision more generally. Druid Hills is historically one of the largest and most significant garden suburbs in the country. Designed originally by Frederick Law Olmsted, Sr., Druid Hills exemplified the move toward more rural-looking suburban areas during this period. It also stood at the forefront of environmental planning, in its respect for the existing topography, sensitivity to streams and the watershed system more generally, and its retention of trees (as well as the introduction of new trees and other plants).

Emory Village was a utilitarian addition to this bucolic setting. It housed the earliest commercial buildings in the area and provided necessary services to local residents and the Emory University community. Although the first of the commercial buildings attempted to “blend” with the architectural styles prevalent among the then new houses of the area, the architecture of the village was frankly commercial in its overall conception: the false-front Neoclassical and Mission Revival-style shop-fronts were a businessman’s answer to the “fine architecture” of the neighboring houses. These were standard, one-story commercial blocks embellished with a few architectural details. As Dale Jaeger explains in her design manual for the Druid Hills Historic District; “A one-part commercial block is a one-story, usually rectangular box with a decorated facade.” This was a common form for commercial architecture from the middle part of the 19th century and had become universal by the 1920s. Druid’s Hills’s own small commercial area was a reflection of this national pattern and was by no means exceptional.

Nonetheless, the original corner blocks were a handsome version of commercial architecture for the period. Also, they soon formed part of the “collective understanding and memory” of the area. Additions to the commercial area in the 1930s, followed the general pattern of the older core units and remained pedestrian in orientation, allowing at the same time for limited access for automobiles. However, the design itself changed, from the more conservative style of the older fronts to a more modern, “streamlined”

character common to commercial architecture by the late 1930s.

This tradition was interrupted in the post World-War II period and cemented by the loss of the streetcar system in the area. New buildings added in the 1940s and 1950s tended to be even more utilitarian than earlier structures; most were simple concrete block or brick, one-story blocks, sited in order to provide additional parking over the more traditional angled parking on the street. By the 1960s, any effort to provide truly pedestrian amenities had been abandoned. With the fire on Oxford Road of 1979 and later piecemeal and ad hoc additions to the area, as well as extensive remodeling of older buildings, the Emory Village area had given up any pretense of “design excellence.”

The village now has an opportunity to be “re-made.” Because of the interest of Emory University, building owners and tenants and the Druid Hills Civic Association there is an impetus to provide a more “friendly” and usable commercial area. This project, headed up by the Alliance to Improve Emory Village, has attracted much media attention. It has also been the subject of several community workshops, where the public has had an opportunity to explore different options and discuss a wide range of issues — from treatment of the intersection, to parking to ideal uses and much more. The discussions have demonstrated a high-level of knowledge among the community members and have resulted in genuine and considered responses and suggestions. It is clear that the Druid Hills community, both the professional planners and architects and the general public, are a sophisticated audience wanting the best possible solution for the Emory Village area.

Changes within the village must be guided by such community input. Gone are the days when changes in an area such as this can be left to the ambitions or whims of a single developer. There is just too much at stake. Nonetheless, proposed changes also need to meet with owners’ and tenants’ desires. But, again, they must also answer to consumer needs, the requirements of Emory University, environmental standards, community tastes and aspirations, parking requirements and much more.

Since the Emory Village area falls within the Druid Hills Local Historic District, any new proposal must also meet expectations for and rules governing historic districts. Such expectations and rules are not arbitrary or capricious but have evolved over many years of conception and practice. These considerations will be discussed here:

- 1) Retention of existing historic buildings. This is a primary concern. Based on the inventory discussed in this report, review of earlier survey information and discussions with county and state historic preservation specialists, historic or “contributing” buildings are identified and new design elements must be added “between and

around” what pre-exists. Generally, the qualifications for “historic” or “contributing” are age and “integrity.”

Age, as explained above, usually means over 50 years (although in some instances more recent buildings or other features might be considered significant before the 50-year cut off point is reached). Integrity means retaining most of the original or historic features.

Because of these considerations it is not really possible to simply say that some buildings are “good” and others “bad” or uninteresting. A conscientious plan will require a careful assessment of the age and integrity of all buildings and other features in the area. If determined through research, oral testimony and other means to be historic, then the plan, simply, must take this into account and the buildings must be preserved. This, really, is the point to which ethical preservation practice has brought us.

That said, the historic value of historic features other than buildings has yet to be applied with any degree of rigor in the U.S. Historic gardens, street trees or other plants have gained some level of recognition as historic features. Older sidewalks, granite curbs and other landscape features have also begun to be designated as significant. However, although there has been some interest in preservation journals and other publications in such arcane matters as historic signs, overhead wiring, even angled parking!, these have yet to be features that historic preservation commissions as a whole fight to retain. Overall, therefore, in an area such as Emory Village, the primary concern will be the retention — and enhancement, through rehabilitation and/or restoration — of historic buildings only. Other site features will clearly be open to change.

2) Sympathetic new construction. New construction needs to take into account the architectural qualities of existing historic buildings. This does not mean the architectural style of existing architecture, as many believe (and many designers attempt to carry out), but the more formal or “abstract” characteristics of existing historic buildings.

In the *Design Manual for Druid Hills Local District* the following are suggested considerations:

Building Orientation and Setback

Directional Emphasis

Shape

Massing

Proportion

Rhythm

Scale/Height

Materials/Architectural Elements

The manual further states that “When looking at a series of historic buildings in the area of influence, patterns of similarities may emerge that help define the predominant physical and developmental characteristics of the area. These patterns must be identified and respected in the design of additions and new construction” (p. 65).

Generally, new additions to existing buildings and new construction would be expected to conform with the guidance set out in the *Secretary of the Interior’s “Standards for Rehabilitation,”* as well. Prepared by the National Park Service, the nation’s lead agency for historic preservation issues, the *Secretary of the Interior’s “Standards”* are cited as well in the enabling legislation for historic districts in Georgia and are generally cited too in the ordinances allowing for historic districts. They are certainly a reference source for the DeKalb County Historic Preservation Commission.

The *Secretary of Interior’s “Standards”* treat new additions and construction in historic areas through two distinct standards, numbers 9 and 10. These are:

9) New additions, exterior alterations, or related new construction shall not destroy historic materials that characterize the property. The new work shall be differentiated from the old and shall be compatible with the massing, size, scale, and architectural features to protect the historic integrity of the property and its environment;

10) New additions and adjacent or related new construction shall be undertaken in such a manner that if removed in the future, the essential form and integrity of the historic property and its environment would be unimpaired.

The key points in these guidelines for Emory Village is 1) that the new buildings or other site changes need to respect the exiting buildings and minimally impact them, and 2) the new architecture, whether parking decks, housing, or new retail space should be of a design that does not attempt to duplicate the historic architecture of the village or the historic architecture of Druid Hills more generally. It is left for the designer to come up with an approach that satisfies the more “abstract” aspects of “compatibility” — size, scale,

materials, etc. — but still is an expression of the present.

The issue of architectural style has become extremely complicated in recent years. At the time the Secretary of the Interior's "Standards" were first written the authors had no doubt what contemporary construction would look like. This was the early 1970s and at the time a style we now recognize as "Late Modernism" prevailed. The 1980s issued in a new movement known generally as "Post-Modernism." In various forms, Post-Modernism encouraged a return to earlier motifs, at first with a sense of whimsy and irony, but later with dead earnestness. By the end of the decade new architecture that seemed to be drawn directly from historic examples had begun to predominate. Although not in the spirit of earlier preservation directives and guidance, many such "replicative" buildings did come to be accepted in historic communities.

However, most preservationists and officials charged with overseeing changes in historic areas have tended to accept the common dictum that new buildings and additions to existing historic buildings need to be "distinguishable from" historic architecture and the originals. This would mean that a "reasonably informed person" should be able to tell what was old and what was new. This remains an important guiding principle for new work in historic areas — and a principle that should be respected in future work in Emory Village.

Some Recommendations:

- 1) Overall, Emory Village requires an infusion of new architecture and new architectural ideas. This approach would be compatible overall with the spirit of historic preservation ideals and the overall character of the Druid Hills area and Emory University across the street from the commercial precinct.
- 2) Second, the preservation of existing historic buildings must be a fundamental priority.
- 3) Improved pedestrian access is an important consideration. This will respect the historic traditions of the village and also enhance its usefulness and visual character.
- 4) Reorganize the parking for the area. The present angled parking, while precedented historically, does not enhance the overall quality of the neighborhood or the safety of users.
- 5) Introduce more street trees and other plants to the area.
- 6) Improve sidewalks, and add important pedestrian amenities, such as benches, trash containers, etc.
- 7) Introduce better street lighting. This will improve the appearance of the

area and add to user safety. The new lighting should not attempt to imitate historic lighting that never existed on site. This is a common error in civic improvement projects such as this and results in a false picture of the area's development.

8) Consider identification markers for significant features of the built environment that have been lost or which will not be preserved as part of future development. (Horton's is a good example.)

9) Consider where at all possible the restoration of historic features that might still be restored. The example here is the 1937 addition to the original block at Number 1583 North Decatur Road. Although no longer an intact historic property — and therefore, no longer a contributing feature of the historic district — there is still sufficient documentation in the form of old photographs and on-site evidence to allow for a restoration of the vitreous-fronted shops in this row. This step would restore an important historic design element to an area lacking many commercial buildings from the historic period.

10) Develop conscientious guidelines for new signs in the village area. Signs are important aspects of historic districts. Older buildings, such as the original core buildings in Emory Village, provided spaces for signs, which in turn helped determine aspects of size, location, scale and so on. Newer buildings generally lack such features. It is important, therefore, to set out parameters for new signs that meet with the spirit of the multi-use area. Obviously, standard commercial and advertising signs should be avoided — signs advertising products, internally lit signs, and so on. But the guidelines should be careful too to avoid to "standardized" or "sanitized" a treatment as well. Nothing could be more disappointing than uniform applied or hanging signs that give the area a "managed" appearance like a shopping mall. Vitality in all areas is a primary consideration.

Historic Emory Village has a rare opportunity to be reborn as an exciting mixed-use development — one that respects the historic buildings and character of the area but which also infuses new life into a now rather poorly organized and underutilized commercial zone. It is hoped that these suggestions and observations will contribute to a solution that will meet the community's needs and provide a new amenity to the Druid Hills and Emory University neighborhood.



A4. C O S T E S T I M A T E S

STREETSCAPE CONSTRUCTION COST ESTIMATE

ITEM	PRICE	UNITS	COST
DEMOLITION			
DEMO CONCRETE SIDEWALKS	\$3.50 SF	23504	\$82,264.00
DEMO CONCRETE CURB/ GUTTER	\$5.00 LF	3215	\$16,075.00
DEMO ASPHALT PAVING	\$0.80 SF	56000	\$44,800.00
SAW CUT ASPHALT PAVING	\$2.50 LF	61600	\$154,000.00
TRAFFIC CONTROL, BARRICADES	\$50,000 LS	1	\$50,000.00
ELECTRICAL TRENCH	\$20 LF	2376	\$47,520.00
CONCRETE & PAVERS			
CONCRETE SIDEWALKS 4"	\$4.00 SF	80919	\$323,676.00
HANDICAP RAMPS	\$525 EA	20	\$10,500.00
CONCRETE CURB	\$9.00 LF	6155	\$55,395.00
CONCRETE DRIVEWAY APRONS & PARALLEL PARKING	\$8.00 SF	13750	\$110,000.00
CONCRETE CROSSWALK PAVING EDGE	\$7.00 SF	770	\$5,390.00
BRIDGE WALL	\$22.00 SF	500	\$11,000.00
STREETWORK			
ASPHALT MILLING 1.5"-2"	\$7.00 SY	10336	\$72,352.00
ASPHALT TOPPING 1.5"-2"	\$7.00 SY	10336	\$72,352.00
LANE STRIPING	\$0.50 LF	11000	\$5,500.00
CROSSWALK (BRICK PAVERS)	\$10.00 SF	2860	\$28,600.00
STREET CLEANUP	\$900 EA	1	\$900.00
SIGNAGE	\$15,000 EA	1	\$15,000.00
LANDSCAPING			
GROUND COVER	\$2.50 SF	78155	\$195,387.50
TREES & INSTALLATION	\$525 EA	40	\$21,000.00
TREES - ORNAMENTAL & INSTALLATION	\$750 EA	15	\$11,250.00
TOPSOIL AT MEDIANS AND ROUNDABOUT	\$50 CY	990	\$49,500.00
DIAMOND PLANTER BEDS (TOPSOIL & ROOT CONTROL)	\$200 EA	23	\$4,600.00
STORMWATER MANAGEMENT			
STORM STRUCTURES/ CATCH BASINS	\$20,000 EA	2	\$40,000.00
STREET FURNITURE			
TRASH RECEPTACLES	\$1,000 EA	14	\$14,000.00
BENCHES	\$1,600 EA	12	\$19,200.00
ELECTRICAL			
STREET FIXTURES - TYPE "C"	\$3,100 UNIT	50	\$155,000.00
SUBTOTAL			\$1,615,261.50
GENERAL CONDITIONS (15% OF SUBTOTAL)			\$242,289.23
TOTAL CONSTRUCTION COST			\$1,857,550.73
CONTINGENCY (15% OF TOTAL CONST. COST)			\$278,632.61
TOTAL STREETSCAPE COST			\$2,136,183.33

SOFT COSTS

PROJECT MANAGEMENT (4% OF TOTAL COST)			\$85,447.33
ADMINISTRATION (4% OF TOTAL COST)			\$85,447.33
DESIGN AND ENGINEERING (10% OF TOTAL COST)			\$213,618.33
OTHER COSTS (10% OF TOTAL COST)			\$213,618.33

TOTAL PROJECT COST			\$2,734,314.67
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ALLOWANCES NOT INCLUDED IN ESTIMATE

UNDERGROUND POWER (BURYING POWER LINES)	\$250,000 EA	1	\$250,000.00
R.O.W. ACQUISITION	\$250,000 EA	1	\$250,000.00

NEW PARK COST ESTIMATE

DEMOLITION (allowance)			\$65,000.00
SITE PREPARATION - GRADING, SOIL RESTORE	\$2.50 SF	8500	\$21,250.00
GROUND COVER	\$2.50 SF	8500	\$21,250.00
TOPSOIL	\$50 CY	1800	\$90,000.00
TREES & INSTALLATION	\$525 EA	39	\$20,475.00
CONCRETE SIDEWALKS 4"	\$4.00 SF	700	\$2,800.00
PARK STRUCTURE	\$40,000.00 EA	1	\$40,000.00
TRASH RECEPTACLES	\$1,000.00 EA	4	\$4,000.00
BENCHES	\$1,600.00 EA	8	\$12,800.00

NEW PARK SUBTOTAL			\$191,325.00
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GENERAL CONDITIONS (15% OF SUBTOTAL)			\$28,698.75
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TOTAL CONSTRUCTION COST			\$220,023.75
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CONTRACTOR'S OH&P (at 15%)			\$33,003.56
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TOTAL CONSTRUCTION COST			\$253,027.31
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CONTINGENCY (15%) OF CONST. COST)			\$37,954.10
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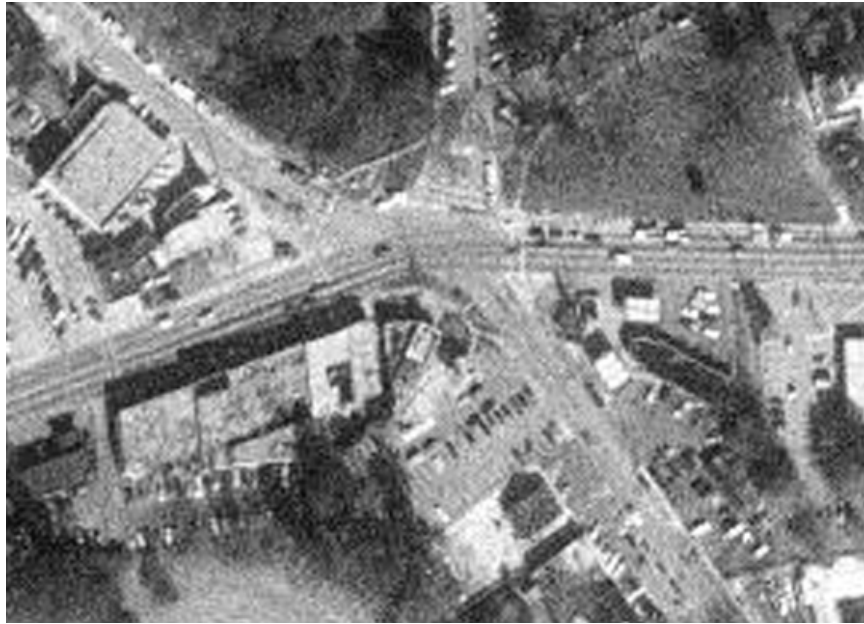
TOTAL NEW PARK COST			\$290,981.41
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PROJECT SOFT COSTS: DESIGN, OH & MANAGEMENT	35%		\$101,843.49
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TOTAL PROJECT COST			\$392,824.90
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MASTERPLAN PRIVATE SECTOR BUILDINGS COST ESTIMATE

ITEM	PRICE	UNITS (SF)	COST
BUILDING 1			
RETAIL	\$150.00 SF	16000	\$2,400,000.00
RESIDENTIAL	\$125.00 SF	45000	\$5,625,000.00
PARKING - STRUCTURE	\$75.00 SF	25000	\$1,875,000.00
SITE WORK*			\$337,029.00
TOTAL FOR BUILDING 1			\$10,237,029.00
BUILDING 2			
RETAIL (CINEMA)	\$120.00 SF	4500	\$540,000.00
RESIDENTIAL	\$125.00 SF	54000	\$6,750,000.00
PARKING - SURFACE	\$32.00 SF	49000	\$1,568,000.00
PARKING - STRUCTURE	\$75.00 SF	5220	\$391,500.00
SITE WORK*			\$186,404.00
TOTAL FOR BUILDING 2			\$9,435,904.00
BUILDING 3			
RETAIL	\$150.00 SF	12500	\$1,875,000.00
RESIDENTIAL	\$125.00 SF	44500	\$5,562,500.00
PARKING - STRUCTURE	\$75.00 SF	60,000	\$4,500,000.00
SITE WORK*			\$129,459.00
TOTAL FOR BUILDING 3			\$12,066,959.00
BUILDING 4			
RETAIL	\$150.00 SF	25000	\$3,750,000.00
RESIDENTIAL	\$125.00 SF	46300	\$5,787,500.00
PARKING - SURFACE	\$32.00 SF	46300	\$1,481,600.00
SITE WORK*			\$148,434.00
TOTAL FOR BUILDING 4			\$11,167,534.00
TOTAL BUILDING COST			\$42,907,426.00
PROJECT SOFT COSTS. DESIGN, OH & MANAGEMENT (at 35%)			<u>\$15,017,599.10</u>
TOTAL PRIVATE SECTOR			\$57,925,025.10



A5. MARKET ANALYSIS

ALLIANCE TO IMPROVE EMORY VILLAGE

INTRODUCTION

Assignment Objectives

Robert Charles Lesser & Co., LLC (RCLCo) is the market and economic analyst to the Emory Village revitalization planning team led by Peter Drey + Company. The project's steering committee, the Alliance to Improve Emory Village (AIEV), dedicated to revitalizing Emory Village, retained the planning team to design a feasible master plan, building off the vision for the village from the neighboring residents, Emory University personnel and local business owners.

The goal of the planning effort, and shared vision of the community, is to create a safe, economically viable, walkable and mixed-use community that is compatible with, and a resource to Emory University and the historic neighborhoods surrounding the village. RCLCo's involvement has been to determine the market potential and direction for revitalization efforts of Emory Village by examining demand and supply for retail with attention to different traffic and urban design scenarios, and to identify opportunities for other land uses in a mixed-use village setting.

Methodology

RCLCo accomplished this goal by undertaking the following methodology.

Situation Analysis – Prepared an assessment of the Emory Village Study Area (the Study Area) today, both internally and in the context of the larger market area and surrounding neighborhoods. This included our gaining an understanding of the previously developed shared vision for the Village by the community and their concerns; taking an initial inventory of the retail within the Village; research of its performance issues; and an examination of growth and development trends that might impact future opportunities for the Village.

Market and Economic Analysis – Building upon the research and analysis of the Situation Analysis, we then conducted a more detailed research and analytical effort to identify the likely shoppers for the revitalized Village and to understand their buying habits. Based on this, we determined how much retail



ALLIANCE TO IMPROVE EMORY VILLAGE

and what types of retail could be supported at the Village. Our analysis included an assessment of competitive commercial districts, including Virginia/Highland, Sage Hill, LaVista/Briarcliff, Decatur and Clairmont/North Decatur and their impact on Emory Village.

With input from other team members, RCLCo provided recommendations for development and redevelopment of Emory Village, including:

- Factors important for sustainability and livability
- Supportable retail space and types of stores
- An ideal mix of shops and services for the Village

Committee and Community Meetings- Through a series of committee meetings and a visioning workshop process led by Peter Drey + Company, provided the AIEV Board, its planning committees and the larger Emory Village/ Druid Hills/ Emory communities with the current situation analysis and market opportunities for a sustainable revitalization plan for Emory Village.



ALLIANCE TO IMPROVE EMORY VILLAGE

EXECUTIVE SUMMARY

Emory Village has an opportunity to be re-developed as a high-quality, pedestrian-friendly, mixed-use village center with specialty retail, restaurants and residential housing designed to both anchor and serve the larger community, i.e., neighboring residents, Emory University, Emory medical complex and CDC.

Vision for the Village From Residents, University Personnel and Business Owners

Through a series of planning charrettes in 2000, neighboring residents, Emory University personnel and business owners developed a vision for Emory Village. The vision is to revitalize the Village to create a pedestrian-oriented, mixed-use environment in keeping with the historic architecture. Specifically, the vision includes a mixed-use center scaled to fit the neighborhood with ground floor retail shops, one to two stories of residential above and, if supportable, decked parking in the rear. The desire is for a pedestrian-oriented village that connects to the adjoining neighborhoods so that residents can walk to the village center. The vision includes having attractive signage, street furniture, finishes and land designated for a park. They do not want a campus “party zone”, a large center that would increase traffic congestion or parking requirements, or a strip center that resembles other shopping centers in the area. The vision includes the incorporation of art, architecture and community icons to create an enjoyable, entertaining and educational place.

Suggested retail store types include:

- CD store
- Clothing stores
- Casual neighborhood dining (like Dish and Harvest in Highlands)
- White table cloth restaurants and established restaurants
- Establishments that serve liquor
- Single screen theatre
- Antique shop



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Likely Shoppers to the Village

The shoppers for Emory Village include local residents from the surrounding neighborhoods, University students (on and off campus) and area workers, which include University personnel, hospital and CDC employees. These shoppers are of high education and high household (or family) income. This means that they have the financial means for higher expenditures, and given their higher levels of education they tend to have a greater appreciation for quality, culture, arts and classical music. Types of retail that best appeal to these demographic characteristics include:

- Fine and casual dining
- Specialty markets or food stores
- Wine shops
- Book and music stores (including rare and classical books and music)
- Eclectic shops
- Higher quality apparel
- Shops with rare and high quality gifts
- Coffee shops and newsstands
- High quality home furnishings
- Antiques or specialty imported furniture
- Arts
- Theatre
- Spas

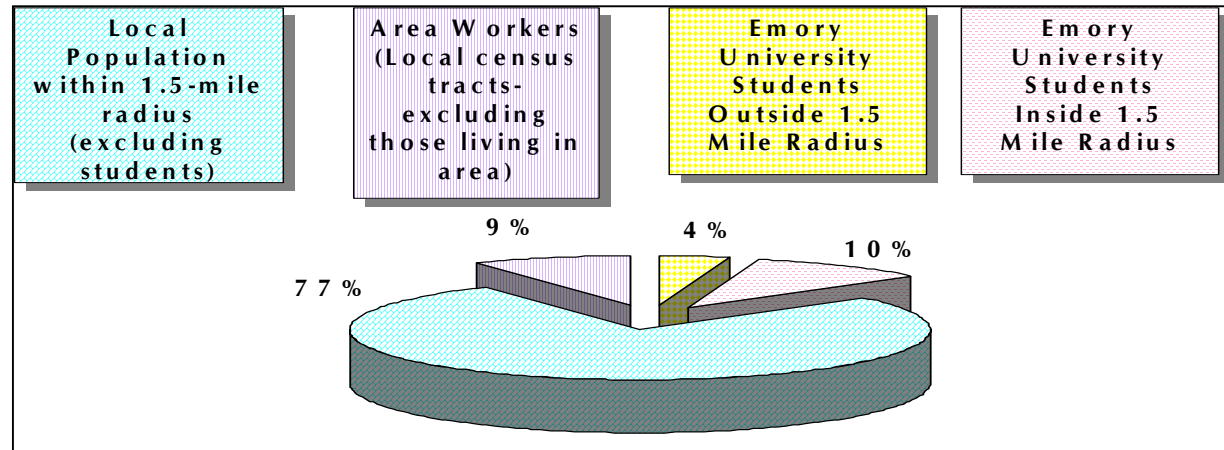
The primary source of shoppers for these types of retail includes the neighboring residents (population within a 1.5 mile trade area). This group accounts for 77% of the demand potential or buying power to support retail and restaurants at Emory Village. As shown below, university students account for 14% of retail demand and area workers account for only 9%. Thus, the village should primarily be designed with a tenant mix to serve residents of the adjoining neighborhoods.



ALLIANCE TO IMPROVE EMORY VILLAGE

Figure 1

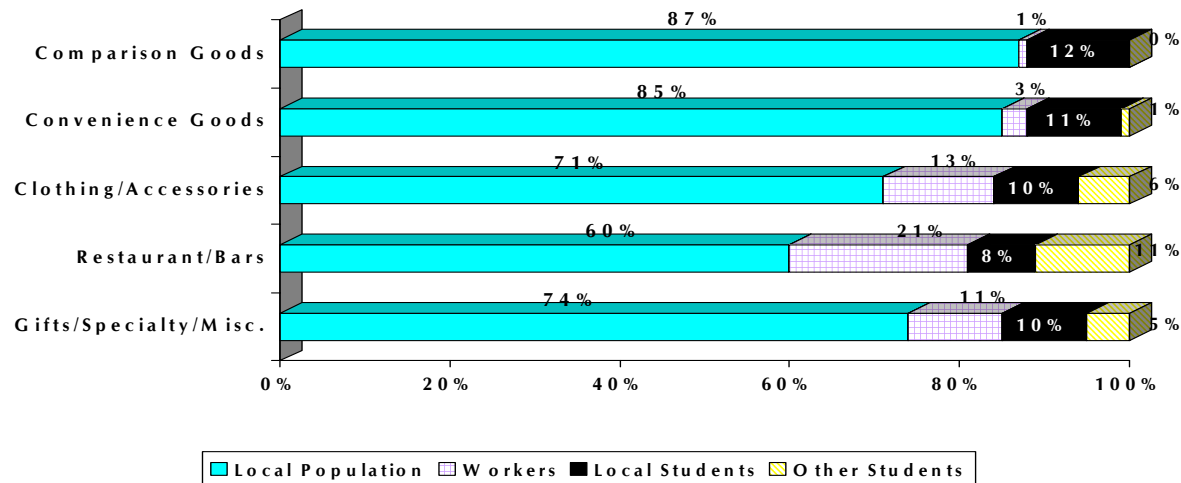
Sources of Demand for Retail at Emory Village (Percent of expenditures)



This is not only true in terms of total retail buying power but also in terms of buying power for specific types of retail stores, as shown below.

Figure 2

Store Type Demand by Demand Source



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The types of retail categories as illustrated in the chart are defined as follows:

- Comparison Goods: Building materials, lawn/ garden and pet supply, home centers, furniture, appliances, TV/ radio, electronic stores, computers, and software.
- Convenience Goods: Grocery, drug, and hardware.
- Clothing and Accessories: All clothing and shoe stores.
- Restaurants and Bars: All eating and drinking establishments.
- Gifts/ Specialty/ Miscellaneous: Jewelry, books, gifts, florists, hobby, sporting goods, camera, luggage and other specialty types of goods.

As shown above, students and area workers have a greater propensity to spend money on restaurants in comparison to other types of retail and conversely have a lower propensity for other types of retail.

The conclusion to draw from this analysis is that Emory Village would best be re-developed to include stores targeted primarily to residents of the surrounding neighborhoods. Currently, the Village includes stores primarily targeted to students, suggesting that there is opportunity not being realized. In other words, the Village is not developed or programmed in terms of store types that would appeal to households of higher education levels and higher incomes. With re-vitalization to create a mixed-use village center designed to feature the store types best suited to the market audience, it could yield greater sales, greater taxable income to DeKalb County, and greater benefit to the surrounding community, including the University and adjoining neighborhoods.

Emory Village: Strengths and Challenges for Re-vitalization

In addition to benefiting from a strong base of people with high education levels and incomes, Emory Village has many other strengths from which to build. These include:

- Historic Character
- Proximity to Emory University
- Good visibility and traffic counts



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- Peavine Creek
- Golf Course
- Strong Buying Power in trade area

The challenges to re-vitalization primarily exist with the current design of the center and current tenant mix, which limits the Village's potential. The challenges include:

- Disconnected buildings
- Disconnected parking
- Lacks pedestrian orientation
- Perceived hazards
- Lacks a strong sense of place and street front orientation
- Lacks public outdoor space
- Poor existing tenant mix

By implementing an improved physical plan that highlights the strengths of the study area and addresses these challenges, Emory Village can result in a vibrant commercial and livable center that can serve the needs of the local residents, provide a positive economic and fiscal impact to DeKalb County and greater potential for long-term sustainability and property value appreciation. The greatest opportunity for Emory Village is to redevelop into a strong sense of place, one with a mix of uses (retail, restaurants and housing) to create the opportunity to attract high credit tenants and provide a sustainable center to support and enhance the overall value of the larger residential area.

Reasons for Creating a Strong Sense of Place

Creating a strong sense of place requires more than just the construction of a building and the presence of tenants occupying that building. Emory Village is a group of buildings with tenants but in its current state the center is not maximizing its potential. Creating a strong sense of place requires a design, construction and maintenance that stimulates and pleases the senses, encourages use, and promotes community pride. This means that the Village needs to be more than just a place that provides shops but



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also a place that is enjoyable to visit, entertaining and educational. The Village design should encourage human activity and interaction through crosswalks, sidewalks, storefronts, public spaces and the mix of shops. The design should enhance social integration, economic return and environmental sustainability, in keeping with the historical architecture of the existing center. This is critical and should be extremely important to the local community and to DeKalb County because without re-investment retail strip centers do not maintain value long-term and mixed-use places can transform an area and bring long-term economic development to the community. This is the opportunity for Emory Village, one that goes beyond the Village itself but a way to enhance the greater community and bring economic development to the area.

The Essential Elements of Creating a Strong Sense of Place

There are nine primary critical factors to creating a strong sense of place for Emory Village. These include:

1. Physical Configuration

The building or buildings should become a memorable place of distinction. This can be created through strong architectural design that complements the existing historic architecture as well as the larger neighborhood and features strong connections to the University and surrounding neighborhoods.

2. Distinctive Open Spaces

A garden, park or green space adjacent to the Village is an important place for outdoor gathering and design in creating a strong sense of place and adding value to the Village.



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3. Pedestrian Scale and Connectivity

Connectivity is important to the physical and social characteristics and interaction necessary for place making. This includes places for walking, gathering, celebrating, and eating outdoors.

4. Access

Vehicular circulation is an important element of place making. Transportation ingress and egress will need to be addressed.

5. Mixed uses

Mixed uses create critical mass and a sense of place by affording the community a wider range of goods, services and experiences at one location, thereby increasing connectivity and choice and reducing trip generation rates. Incorporating residential uses into the Village will add value and greater long-term sustainability for the Village. Another reason for this is that mixed-use developments create synergy and support for the other uses. The residential benefits from the retail and vice versa. A single use project can lose value from negative market influences but mixed-use projects tend to withstand negative market influences because the uses are interconnected and can provide value from the other use. This is another reason to encourage connectivity of the Village to the surrounding uses. When retail is not connected to the surrounding neighborhoods, it doesn't benefit from the appreciation of the residential and is more susceptible to negative market influences and competition, thus leading to decline.

6. Connectivity to the Adjoining Neighborhoods

Connectivity to the University and adjoining neighborhoods can strengthen the Village. As mentioned above, this is critical to long-term sustainability.



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7. Landscape environment

Elements of the natural environment, including trees, plants, flowers and water, are a powerful part of the place. Integrate Peavine Creek into the Village design. Landscaping can soften the edges and provide shading, color and beauty to the Village.

8. Parking

Providing sufficient parking is necessary and parking design and placement that allows buildings to be closer together and more integrated with each other is important. Strong pedestrian connectivity can reduce demand for automobile movement and thus parking spaces. Additionally, incorporating other uses such as residential can allow for shared parking opportunities.

9. Partnership

Creating a strong sense of place requires a partnership between the public and private sectors. The local governments will greatly benefit from a mixed-use Village that has a strong sense of place and support in terms of zoning approvals, street enhancements, parking right-of-ways and sidewalks, for example, is required to make this possible.

Economic and Fiscal Impacts of Mixed-Use Villages

While we have not been commissioned to determine the potential economic or fiscal impacts to DeKalb County, our experience with these types of villages has been not only higher sales tax revenue from the retail but also transformation and greater economic development for the surrounding area.

Mixed-use villages created with a strong sense of place attract businesses, residents, workers and shoppers whose disposable income generates higher property values and higher rents. As noted earlier in this report, the shoppers for Emory Village have higher disposable incomes. Mixed-use villages have



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achieved higher rents and residential unit pricing by 20%-50% over single-use shopping centers and multifamily housing in the surrounding area, or project's trade area.

In addition, these types of projects generate higher property and sales tax receipts that help pay for a municipality's schools, police and fire protection and other vital services. In the city of Englewood, California, a mixed-use project went from generating \$6,839 in sales taxes as a strip center to \$301,189 in sales taxes once redeveloped into a mixed-use center. This is because the sales per square foot of mixed-use retail villages is generally \$500 to \$800 per square foot compared to only \$200 per square foot of the typical mall or strip shopping center.

Not only does the mixed-use project generate higher property values and greater sale tax returns, but it also prevents obsolescence that, if not addressed, leads to their eventual demise and abandonment. Genuine communities and areas with strong sense of place seldom become obsolete and they are rarely abandoned. Emory Village has the location and ingredients for conversion to a strong sense of place that will result in long-term sustainability.

Recommendations

Emory Village is recommended as a mixed-use pedestrian oriented center of small eclectic shops with storefronts and building facades of historically pleasing architecture aligning North Decatur and Oxford Roads with parking in the rear in addition to street parking. Crosswalks connecting both the neighborhood and the university are recommended to encourage and allow for pedestrian orientation. The mixed-use center as described and interwoven with green space, incorporating the essential design elements noted above, will create a strong sense of place for the community.

The types of tenants supported and recommended for Emory Village include a mixture of white table cloth and casual dining restaurants, small upscale apparel stores, upscale specialty stores, a single screen theatre serving the local community, a specialty music store, coffee shops, book store, specialty housewares, and specialty or antique furniture store. Attracting these tenant types can best be achieved through the creation of a pedestrian-friendly center with village-type storefronts and commanding architectural design elements. This will create a shopping, entertaining, and dining experience for



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shoppers by nature of the strong architectural design, public spaces and tenant mix. Strong pedestrian connections enhanced by small plazas invite shoppers to linger. As a result, the mixed-use village center can reinforce cross-shopping among tenants to result in strong tenant sales, higher property values and greater sales tax revenues.

The amount of retail that can be supported at Emory Village is approximately 100,000 square feet. The total amount of square feet will largely depend on property assemblage, site redevelopment and opportunity to accommodate parking and rear-building delivery needs where applicable. The appearance of the rear of the center can be addressed through garages and architecturally designed recessed areas for deliveries and trash receptacles to make attractive for residential. The recommended tenant types are shown below.

Figure 3

Recommended Tenant Types, Emory Village, Mixed-Use Center

RECOMMENDED STORE TYPES	EXISTING IN EMORY VILLAGE	NEW TO EMORY VILLAGE
Full service restaurant (fine and casual dining)	X	X
Specialty market or food store		X
Wine Shop		X
Books	X	
Electronics/ Music		X
Computer and/or Software		X
Fast food (pay before eating)	X	
Snacks (Coffee, Smoothie, Ice Cream)	X	
Health/Personal care/Day Spa/Salon		X
Jewelry (including antique and/or specialty)		X
Florist	X	
Hobby/ Gifts/ Specialty (Eclectic, rare and high quality)		X
Furniture (Antique or Specialty, Imported)		X
High Quality Housewares (Specialty)		X
Men's Clothing (Upscale apparel)		X
Women's Clothing (Upscale apparel)		X
Children's Clothing (High quality)		X
Footwear (Upscale apparel)		X
Entertainment (Arts, Theatre)		X



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As shown above, the tenant types recommended are different from the existing tenants. Specifically, the store types recommended are more eclectic with specialty items targeted to higher income, higher educated households. Attracting the appropriate tenants depends on the ability to redevelop the existing center into a pedestrian-oriented mixed-use center as recommended.

The store sizes envisioned for the Village are small in comparison to more conventional strip shopping centers that feature convenience retail (drug and larger grocery stores) and comparable goods.

Figure 4 *Recommended Tenant Mix, Emory Village, Mixed-Use Center*

RECOMMENDED STORE TYPES	STORE SIZE/ GROSS LEASABLE AREA	NUMBER OF STORES	TOTAL GROSS LEASABLE AREA BY STORE TYPE	GLA MIX BY STORE TYPE
Full service restaurant (fine and casual dining)	3,000	6	18,000	17%
Specialty market or food store	5,000	1	5,000	5%
Wine Shop	1,000	1	1,000	1%
Books	3,000	1	3,000	3%
Electronics/ Music	2,000	1	2,000	2%
Computer and/or Software	1,000	1	1,000	1%
Fast food (pay before eating)	2,500	4	10,000	10%
Snacks (Coffee, Smoothie, Ice Cream)	1,200	3	3,600	3%
Health/Personal care/Day Spa/Salon	3,500	1	3,500	3%
Jewelry (including antique and/or specialty)	1,000	1	1,000	1%
Florist	1,500	1	1,500	1%
Hobby/ Gifts/ Specialty (Eclectic, rare and high quality)	1,500	3	4,500	4%
Furniture (Antique or Specialty, Imported)	3,800	1	3,800	4%
Housewares (Specialty)	3,000	1	3,000	3%
Men's Clothing (Upscale apparel)	1,500	2	3,000	3%
Women's Clothing (Upscale apparel)	1,500	5	7,500	7%
Children's Clothing (High quality)	1,500	2	3,000	3%
Footwear (Upscale apparel)	1,500	2	3,000	3%
Professional Services	1,500	6	9,000	9%
Personal Services	1,250	6	7,500	7%
Entertainment (Art, Theatre)	10,000	1	10,000	10%
TOTAL			103,900	100%



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The recommended store types and gross leasable space supported by store type varies from what is currently offered in Emory Village. Emory Village is comprised of retail tenants primarily targeting students versus local residents. As shown in the graph below, restaurants and bars make up almost one-half of the mix. Of this, almost all are considered fast food (where food is paid for prior to consumption). The recommended mix suggests that there are too few of some store types and too many of others. The difference is shown below.

Figure 5 *Difference in Recommended Tenant Mix Versus Existing Tenant Mix, Emory Village*

RECOMMENDED STORE TYPES	TOTAL GROSS LEASABLE AREA BY STORE TYPE	GLA MIX BY STORE TYPE	CURRENT STORE TYPES IN EMORY VILLAGE	% OF TOTAL	DIFFERENCE - RECOMMENDED VERSUS CURRENT
Full service restaurant (fine and casual dining)	18,000	17%	8,500	13%	9,500
Specialty market or food store	5,000	5%	1,000	2%	4,000
Wine Shop	1,000	1%	0	0%	1,000
Books	3,000	3%	3,000	5%	0
Electronics/ Music	2,000	2%	0	0%	2,000
Computer and/or Software	1,000	1%	0	0%	1,000
Fast food (pay before eating)	10,000	10%	12,790	20%	-2,790
Snacks (Coffee, Smoothie, Ice Cream)	3,600	3%	7,460	12%	-3,860
Health/Personal care/Day Spa/Salon	3,500	3%	12,000	19%	-8,500
Jewelry (including antique and/or specialty)	1,000	1%	0	0%	1,000
Florist	1,500	1%	1,500	2%	0
Hobby/ Gifts/ Specialty (Eclectic, rare and high quality)	4,500	4%	0	0%	4,500
Furniture (Antique or Specialty, Imported)	3,800	4%	0	0%	3,800
Housewares (Specialty)	3,000	3%	0	0%	3,000
Men's Clothing (Upscale apparel)	3,000	3%	0	0%	3,000
Women's Clothing (Upscale apparel)	7,500	7%	0	0%	7,500
Children's Clothing (High quality)	3,000	3%	0	0%	3,000
Footwear (Upscale apparel)	3,000	3%	0	0%	3,000
Professional Services	9,000	9%	14,745	23%	-5,745
Personal Services	7,500	7%	3,600	6%	3,900
Entertainment (Art, Theatre)	10,000	10%	0	0%	10,000
TOTAL	103,900	100%	64,595	100%	39,305



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The primary target market audience for each store type is shown below.

Figure 6

Primary Market Audience by Store Type, Emory Village

RECOMMENDED STORE TYPES	TOTAL GROSS LEASABLE AREA BY STORE TYPE	PRIMARY MARKET AUDIENCE FOR EACH STORE TYPE
Full service restaurant (fine and casual dining)	18,000	Local Residents, Emory Students and Faculty, Area Workers and Visitors
Specialty market or food store	5,000	Local Residents, Emory University Faculty and Staff, Area Workers
Wine Shop	1,000	Local Residents, Emory University Faculty and Staff, Area Workers
Books	3,000	Local Residents, Emory Students and Faculty, Area Workers and Visitors
Electronics/ Music (Specialty)	2,000	Local Residents, Emory Students and Faculty, Area Workers and Visitors
Computer and/or Software	1,000	Emory University Students, Local Residents
Fast food (pay before eating)	10,000	Local Residents, Emory Students and Faculty, Area Workers and Visitors
Snacks (Coffee, Smoothie, Ice Cream)	3,600	Local Residents, Emory Students and Faculty, Area Workers
Health/Personal care/Day Spa/Salon	3,500	Local Residents and Emory Students
Jewelry (including antique and/or specialty)	1,000	Local Residents, Emory University Faculty and Staff, Area Workers
Florist	1,500	Local Residents, Emory University Faculty and Staff, Area Workers
Hobby/ Gifts/ Specialty (Eclectic, rare and high quality)	4,500	Local Residents
Furniture (Antique or Specialty, Imported)	3,800	Local Residents
Housewares (Specialty)	3,000	Local Residents, Emory Students and Faculty, Area Workers and Visitors
Men's Clothing (Upscale apparel)	3,000	Local Residents
Women's Clothing (Upscale apparel)	7,500	Local Residents and Emory Students
Children's Clothing (High quality)	3,000	Local Residents
Footwear (Upscale apparel)	3,000	Local Residents
Professional Services	9,000	Local Residents, Emory Students and Faculty, Area Workers and Visitors
Personal Services	7,500	Local Residents, Emory Students and Faculty, Area Workers and Visitors
Entertainment (Art, Theatre)	10,000	Local Residents, Emory Students and Faculty, Area Workers and Visitors
TOTAL	103,900	



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To add to the design and character of the Village multiple store fronts are recommended with store frontages of approximately 40 to 50 feet, i.e., more rectangular versus square. There will be some stores, such as apparel or specialty home furnishings, that will likely require additional store frontage to accommodate a larger store size and window space for showing merchandise. As such, we would recommend two (or more) storefronts for that particular store. It will be important that the exterior design from the street be in keeping with a distinctive architectural design.

In addition to store frontage, appropriate grouping of the retail stores is important. For example, many of the apparel shops should be grouped together and larger stores, such as full-service restaurants, specialty market or food store and specialty housewares or furniture may serve as anchors. Restaurants, coffee shops and specialty market/food stores will require a higher level of traffic, ingress and egress and shoppers prefer to park closer to these types of retail. Whereas, apparel, books, music and gifts/specialty can be located further from parking areas. Wine shops are best located near the specialty market/food stores and restaurants can be grouped proximate to one another, although with some spacing. Many of the specialty shops would best be located near restaurants and other anchor stores to increase patronage.

Residential

Other uses that would be supportable from a market perspective to create a mixed-use environment include both multifamily for-sale housing and rental housing, including loft apartments. Approximately 160 units are recommended for Emory Village. Financing is more difficult for multifamily for-sale housing when vertically integrating above retail stores and renters have a higher attraction (and tolerance) to living above retail. Key elements include good ventilation, hidden trash receptacles, day versus early morning deliveries, and amenities as well as separate parking for the housing. Additionally, it is important to carefully place the residential above certain store types. Restaurants with strong smells and those with late-night patrons can be negatives for residential.

Assuming these are addressed and that design elements are strong, rental rates in the \$1.10 to \$1.30 per square foot range are achievable. For-sale attached housing with units in the \$150 to \$300 per square



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foot range can be supported adjacent and/or proximate to the center. Such housing could include row townhouse units or condominium units.

A summary of the potential opportunities for housing is shown on the table in Figure 7.

Figure 7

Opportunity Matrix for Housing

Land Use	Study Area Strengths	Trends Occurring in Local Market	Level of Opportunity	Estimated Annual Demand Potential	Most Optimal Positioning	
Attached For-Sale Residential	Proximity to high-end residential, Emory University and hospitals with access to other employment centers in City of Atlanta and Decatur.	New attached for-sale housing in and around the Emory Village area. All selling well.	Product Type	Subject Site	Strong demonstrated demand in market for product priced below \$500,000	Attached condo lofts or townhomes at \$150 to \$300 per s.f.
			\$250,000 - \$350,000	XXX		
			\$350,000 - \$500,000	XX		
			\$500,000 - \$750,000	X		
Rental Apartments	Proximity to Emory University and hospitals. Access to other employment centers in City of Atlanta and Decatur.	Occupancies in area are relatively strong, little new construction.	Flats over retail or in walk-up building configurations	XXX	Strong demonstrated demand in market.	Premium to existing product, \$1.10 - \$1.30 per square foot.

Benefit to Community and DeKalb County

In conclusion, the recommended mixed-use village concept for Emory Village will have a greater impact to Emory University and the adjoining neighborhoods than the existing village concept and design. In its existing state, the Village is not maximizing its potential. The recommended retail mix and mixed-use village concept will be unique in the market, allowing Emory Village to differentiate itself from the competition. Specifically, the other shopping centers in the trade area, including Emory Promenade, Emory Commons, Toco Hills, LaVista/Clairmont and at Briarcliff and Sage Hill, all feature more



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conventional middle-income retailers. Even Virginia Highlands and Decatur feature more conventional/less specialty and larger retailers than recommended for Emory Village, as these are more regional-serving and destination retail. The vision for Emory Village is one of a small neighborhood village with character and connectivity to serve the adjoining neighborhoods and Emory University. This differentiation will also help Emory Village achieve higher sales per square foot.

As noted above, mixed-use developments with strong sense of place attract businesses, residents, workers and shoppers whose disposable income generates higher property values and higher rents. We believe that Emory Village, re-developed as recommended, building upon its historic and unique character, will have the potential to generate higher property values and greater sales tax revenues to DeKalb County. In addition, the Village will have the ability for longer-term sustainability and value creation for the surrounding area, including the adjoining residential neighborhoods and Emory University.



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QUALIFICATIONS

RCLCo is the nation's leading independent real estate advisory services firm. We are committed to assisting clients in devising successful real estate solutions. Often we are called upon to help conceive strategic plans that maximize land values by considering local market trends, regional growth, competition and financial criteria. Our particular services include:

- Economic development strategies
- Neighborhood redevelopment and revitalization strategies
- Market and financial analyses
- Product programming
- Consumer research
- Optimization analysis
- Disposition strategy
- Investment advisory services

We provide advisory services to a broad range of clients who specialize in different types of real estate product types, including neighborhood and community revitalization, mixed-use projects, retail, office and residential.

Our goal in all such engagements, regardless of the macro or micro issues at hand, is to translate market knowledge and our experience into winning strategic advice.

This engagement was conducted by Belinda Sward, Managing Director, and David Laube, Associate. If you have any questions regarding the conclusions and recommendations included herein, or wish to learn about other RCLCo advisory services, please call (404) 365-9501.



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CRITICAL ASSUMPTIONS

The conclusions and recommendations presented in this report were reached based on our analysis of the information available to us from our own sources and from the client as of the date of this report. We assume that the information is correct, complete and reliable.

Our conclusions and recommendations are based on certain assumptions about the future performance of the global, national, and/or local economy, as well as that of the real estate market and on other factors similarly outside either our control or that of the client. To the best of our ability we analyzed trends and information available to us in drawing these conclusions and making the appropriate recommendations. However, due to the very fluid and dynamic nature of the economy and the real estate markets, it is critical to continually monitor the economy and the market, and to revisit the aforementioned conclusions and recommendations periodically to ensure that they stand the test of time.

We assume that in the future the economy and the real estate markets will grow at a stable and moderate rate. Often this assumption is made due to budget limitations that prevent us from delving deeper and/or more frequently into the economic forecast or the forecast of the real estate markets. History tells us that the economy is quite cyclical, and the real estate markets are typically very sensitive to these cycles.

Additionally, we assume that economic, employment and household growth will occur more or less in accordance with current expectations, as will other forecasts of trends and demographic and economic patterns. Along these lines, we are not taking into account any major shifts in the level of consumer confidence; in the cost of development and construction; in tax laws (i.e., stable property and income tax rates, deductibility of mortgage interest, etc.); or, in the availability and/or cost of capital and mortgage financing for real estate developers, owners, and buyers. Should any of the above change, there is good reason to believe that this analysis should be updated, and the conclusions and recommendations summarized herein be accordingly reviewed (and possibly revised).



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We also assume that competitive projects will be developed as planned (active and future), and that real estate demand will be met with a reasonable stream of supply offerings. Finally, we assume that major public works projects occur and are completed as planned.



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GENERAL LIMITING CONDITIONS

Every reasonable effort has been made to insure that the data contained in this study reflect the most accurate and timely information possible and it is believed to be reliable. This study is based on estimates, assumptions and other information developed by RCLCo from its independent research effort, general knowledge of the industry and consultations with the Client and its representatives. No responsibility is assumed for inaccuracies in reporting by the Client, its agent and representatives or any other data source used in preparing or presenting this study. This report is based on information that was current as of August 20, 2002, and RCLCo has not undertaken any update of its research effort since such date.

Our report may contain prospective financial information, estimates or opinions that represent our view of reasonable expectations at a particular point in time, but such information, estimates or opinions are not offered as predictions or as assurances that a particular level of income or profit will be achieved, that events will occur or that a particular price will be offered or accepted. Actual results achieved during the period covered by our prospective financial analysis may vary from those described in our report and the variations may be material. Therefore, no warranty or representation is made by RCLCo that any of the projected values or results contained in this study will actually be achieved.

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