

#32

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13- R -3779  
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A RESOLUTION BY  
COUNCILMEMBER  
H. LAMAR WILLIS

A RESOLUTION TO ACCEPT THE  
REPORT AND FINAL  
RECOMMENDATIONS OF THE  
CITY OF ATLANTA DOWNTOWN  
DEVELOPMENT TECHNICAL  
ADVISORY GROUP ("DDTAG");  
AND FOR OTHER PURPOSES.

ADOPTED BY  
DEC 02 2013  
COUNCIL

- CONSENT REFER
- REGULAR REPORT REFER
- ADVERTISE & REFER
- 1st ADOPT 2nd READ & REFER
- PERSONAL PAPER REFER

Date Referred 11/18/13

Referred To: CD/HR

Date Referred

Referred To:

Date Referred

Referred To:

First Reading

Committee \_\_\_\_\_  
Date \_\_\_\_\_  
Chair \_\_\_\_\_  
Referred To \_\_\_\_\_

Committee CD/HR  
 Date 11/26/13  
 Chair James Stepe  
 Action  
 Fav, Adv, Hold (see rev. side)  
 Other \_\_\_\_\_  
 Members  
Debra Kensington  
James Stepe  
Dylan  
 Refer To \_\_\_\_\_

Committee \_\_\_\_\_  
 Date \_\_\_\_\_  
 Chair \_\_\_\_\_  
 Action  
 Fav, Adv, Hold (see rev. side)  
 Other \_\_\_\_\_  
 Members \_\_\_\_\_  
 Refer To \_\_\_\_\_

Committee \_\_\_\_\_  
 Date \_\_\_\_\_  
 Chair \_\_\_\_\_  
 Action  
 Fav, Adv, Hold (see rev. side)  
 Other \_\_\_\_\_  
 Members \_\_\_\_\_  
 Refer To \_\_\_\_\_

Committee \_\_\_\_\_  
 Date \_\_\_\_\_  
 Chair \_\_\_\_\_  
 Action  
 Fav, Adv, Hold (see rev. side)  
 Other \_\_\_\_\_  
 Members \_\_\_\_\_  
 Refer To \_\_\_\_\_

FINAL COUNCIL ACTION

- 2nd
- 1st & 2nd
- 3rd
- Readings
- Consent
- V Vote
- RC Vote

CERTIFIED

DEC 02 2013

ATLANTA CITY COUNCIL PRESIDENT

CERTIFIED  
DEC 02 2013

Ronda Douglas Johnson  
MUNICIPAL CLERK

MAYOR'S ACTION

APPROVED

DEC 11 2013

WITHOUT SIGNATURE  
BY OPERATION OF LAW



A RESOLUTION BY  
COUNCILMEMBER H. LAMAR WILLIS



**A RESOLUTION TO ACCEPT THE REPORT AND FINAL RECOMMENDATIONS OF THE CITY OF ATLANTA DOWNTOWN DEVELOPMENT TECHNICAL ADVISORY GROUP (“DDTAG”); AND FOR OTHER PURPOSES.**

**WHEREAS**, the City of Atlanta (“City”) Downtown Development Technical Advisory Group (“DDTAG”) was established pursuant to Resolution 13-R-0107 (the “Resolution”) adopted by the Atlanta City Council on January 22, 2013 and approved per City Charter Section 2-403 on January 31, 2013; and

**WHEREAS**, DDTAG consisted of 26 members from government, industry and business whose purpose was to create a comprehensive Master Plan for the downtown area of the City and to research and identify future development opportunities; and

**WHEREAS**, DDTAG was required to submit a report of final Master Plan six (6) months following the enactment of the Resolution; and

**WHEREAS**, pursuant to Resolution 13-R-3155 adopted by the Atlanta City Council on June 3, 2013 and approved per City Charter section 2-403 on June 12, 2013, DDTAG was extended until October 2013 to allow members adequate time to hold the required work sessions, including at least two (2) public hearings, and to make comments and recommendations on the first draft of the Master Plan; and

**WHEREAS**, the Report and Final Recommendations are complete and are hereby submitted to the Mayor, Council President, and City Councilmembers.

**NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF ATLANTA, GEORGIA**, that the Downtown Development Technical Advisory Group Report and Final Recommendations are hereby submitted to the Mayor, Council President, and City Councilmembers and attached hereto as Exhibit A.



A true copy.

Deputy Clerk

ADOPTED by the Atlanta City Council  
APPROVED as per City Charter Section 2-403

DEC 02, 2013  
DEC 11, 2013

RCS# 3178  
12/02/13  
3:26 PM

Atlanta City Council

CONSENT I

CONSENT AGENDA SECTION I:EXCEPT  
13-O-1333,1334,1264,1395,13-R-3783,3785  
ADOPT

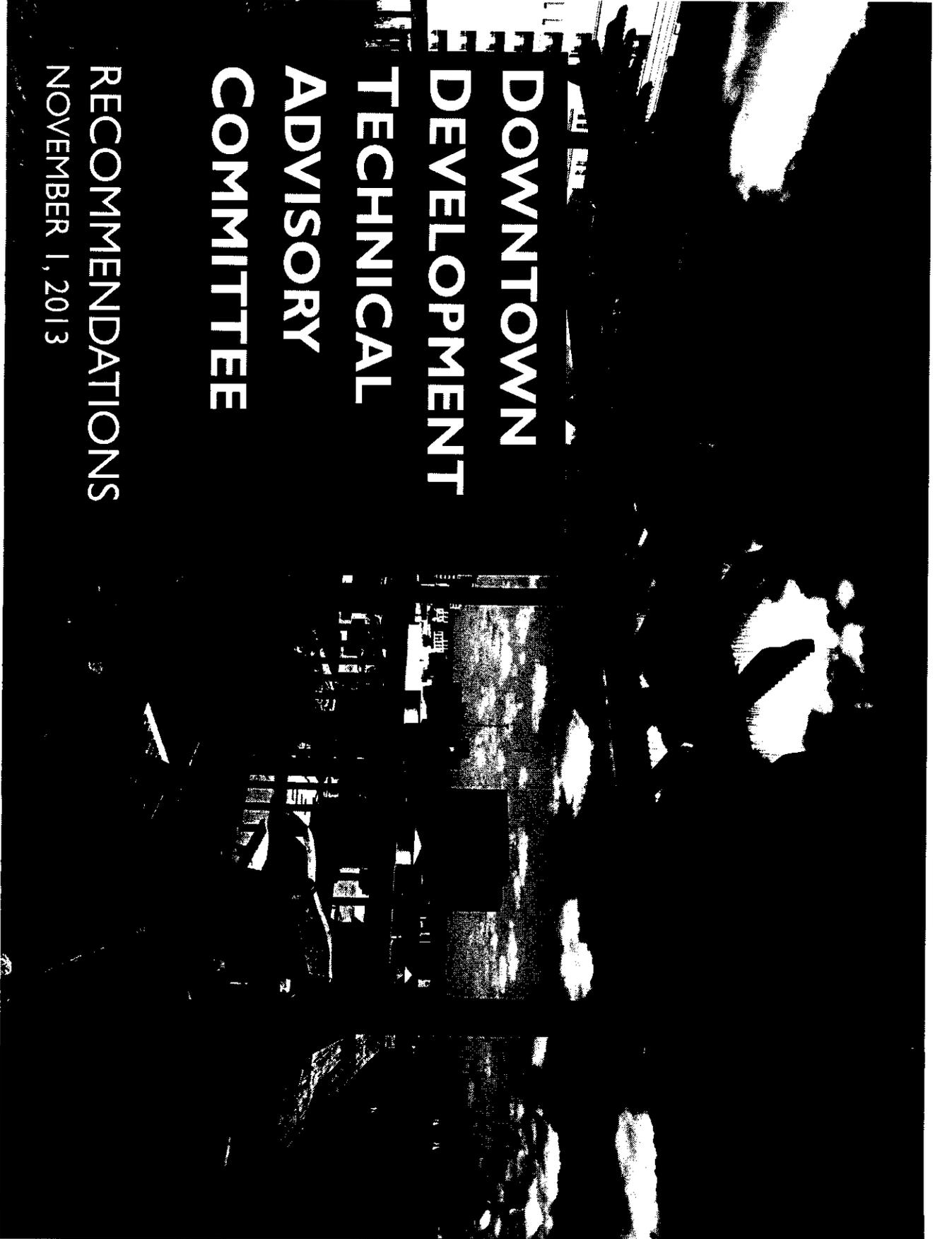
YEAS: 14  
NAYS: 0  
ABSTENTIONS: 0  
NOT VOTING: 1  
EXCUSED: 0  
ABSENT 1

Y Smith	Y Archibong	Y Moore	Y Bond
B Hall	Y Wan	Y Martin	Y Watson
Y Young	Y Shook	Y Bottoms	Y Willis
Y Winslow	Y Adrean	Y Sheperd	NV Mitchell

CONSENT I

†

		<b>12-02-13</b>
<b>ITEMS ADOPTED ON CONSENT</b>	<b>ITEMS ADOPTED ON CONSENT</b>	<b>ITEMS ADVERSED ON CONSENT</b>
1. 13-O-1100	41. 13-R-3792	79. 13-R-3806
2. 13-O-1398	42. 13-R-3850	80. 13-R-3807
3. 13-O-1386	43. 13-R-3851	81. 13-R-3808
4. 13-O-1387	44. 13-R-3852	82. 13-R-3809
5. 13-O-1400	45. 13-R-3853	83. 13-R-3810
6. 13-O-1401	46. 13-R-3854	84. 13-R-3811
7. 13-O-1402	47. 13-R-3855	85. 13-R-3812
8. 13-O-1403	48. 13-R-3856	86. 13-R-3813
9. 13-O-1404	49. 13-R-3857	87. 13-R-3814
10. 13-O-1405	50. 13-R-3858	88. 13-R-3815
11. 13-O-1406	51. 13-R-3859	89. 13-R-3816
12. 13-O-1407	52. 13-R-3869	90. 13-R-3817
13. 13-O-1408	53. 13-R-3786	91. 13-R-3818
14. 13-O-1411	54. 13-R-3846	92. 13-R-3819
15. 13-O-1412	55. 13-R-3849	93. 13-R-3820
16. 13-O-1413	56. 13-R-3871	94. 13-R-3821
17. 13-O-1415	57. 13-R-3872	95. 13-R-3822
18. 13-O-1389	58. 13-R-3795	96. 13-R-3823
19. 13-O-1390	59. 13-R-3796	97. 13-R-3824
20. 13-O-1391	60. 13-R-3873	98. 13-R-3825
21. 13-O-1392	61. 13-R-3874	99. 13-R-3826
22. 13-O-1397	62. 13-R-3875	100. 13-R-3827
23. 13-O-1388	63. 13-R-3876	101. 13-R-3828
24. 13-O-1356	64. 13-R-3877	102. 13-R-3829
25. 13-O-1393	65. 13-R-3878	103. 13-R-3830
26. 13-O-1210	66. 13-R-3782	104. 13-R-3831
27. 13-O-1262	67. 13-R-3860	105. 13-R-3832
28. 13-O-1325	68. 13-R-3777	106. 13-R-3833
29. 13-O-1326	69. 13-R-3779	107. 13-R-3834
30. 13-R-3794	70. 13-R-3797	108. 13-R-3835
31. 13-R-3861	71. 13-R-3798	109. 13-R-3836
32. 13-R-3862	72. 13-R-3799	110. 13-R-3837
33. 13-R-3863	73. 13-R-3800	111. 13-R-3838
34. 13-R-3864	74. 13-R-3801	112. 13-R-3839
35. 13-R-3865	<b>ITEMS ADVERSED ON</b>	113. 13-R-3840
36. 13-R-3866	<b>CONSENT</b>	114. 13-R-3841
37. 13-R-3867	75. 13-R-3802	115. 13-R-3842
38. 13-R-3689	76. 13-R-3803	116. 13-R-3843
39. 13-R-3778	77. 13-R-3804	117. 13-R-3844
40. 13-R-3790	78. 13-R-3805	118. 13-R-3845



**DOWNTOWN  
DEVELOPMENT  
TECHNICAL  
ADVISORY  
COMMITTEE**

**RECOMMENDATIONS  
NOVEMBER 1, 2013**

# WHAT IS DDTAG?

Envisioned by Councilman H. Lamar Willis and legislated by Atlanta City Council, the Downtown Development Technical Advisory Group (DDTAG) endeavored to identify recommendations to ensure the successful revitalization of Downtown Atlanta, specifically the area south of Five Points, in the context of planned investments in nearby large projects.

DDTAG RECOMMENDATIONS



# WHO IS DDTAG?

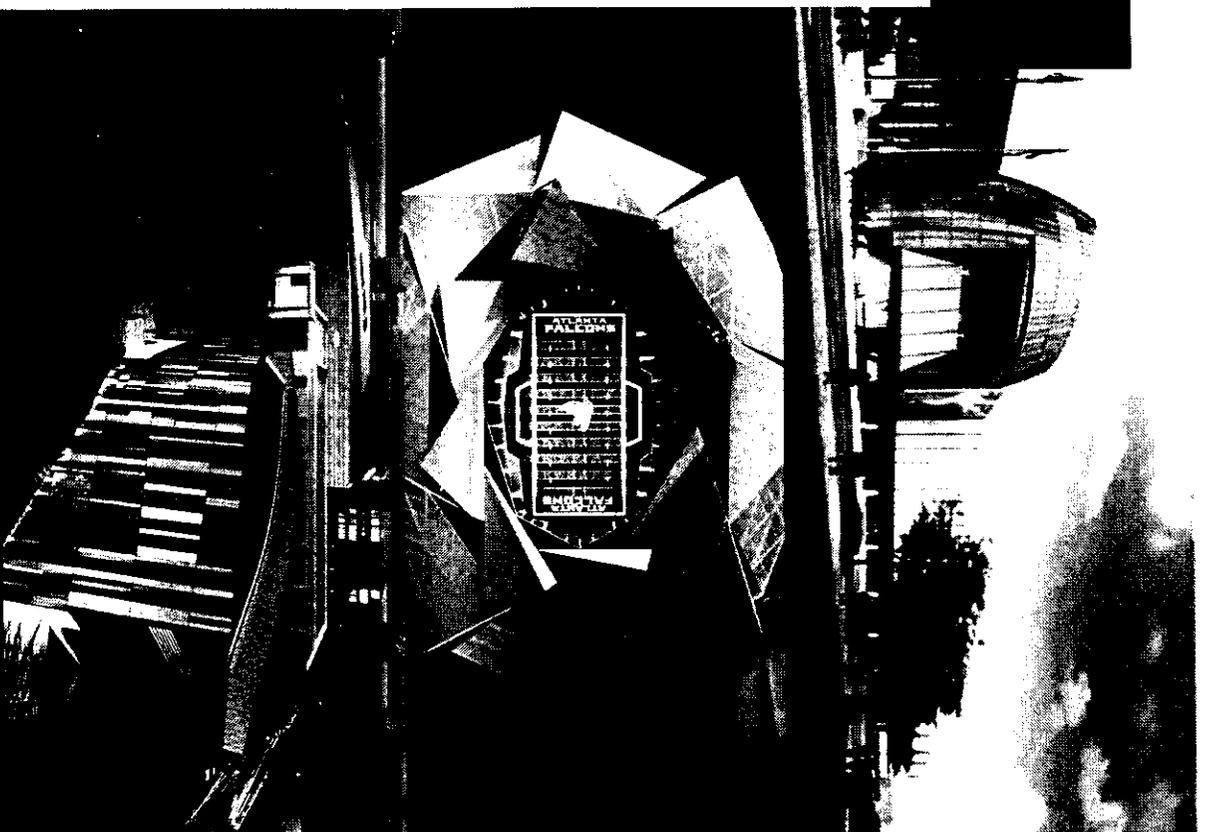
Members appointed by the Mayor, City Council, NPU's and Downtown Organizations  
(Name, Who the Appointment was Made By)

<b>Heather Alhadeff</b> <i>City Council President</i>	<b>Kristin Halloran</b> <i>Atlanta Downtown Neighborhood Association</i>	<b>Jon Mickle</b> <i>NPU V</i>	<b>Susan Roe</b> <i>NPU M</i>
<b>George Andrews</b> <i>Mayor Reed</i>	<b>Dorthey Hurst</b> <i>Atlanta City Council</i>	<b>Keith Parker</b> <i>MARTA</i>	<b>Councilwoman Joyce Shepherd Atlanta City Council</b>
<b>Shean Atkins</b> <i>Atlanta Housing Authority</i>	<b>Tharon Johnson</b> <i>Mayor Reed</i>	<b>William Pate</b> <i>Atlanta Convention &amp; Visitors Bureau</i>	<b>Midge Sweet</b> <i>Mayor Reed</i>
<b>Mark Becker</b> <i>Georgia State University</i>	<b>Milton Jones</b> <i>Atlanta City Council</i>	<b>Mike Plant</b> <i>Atlanta Braves</i>	<b>Michael Tabb</b> <i>City Council President</i>
<b>Ted Bradford</b> <i>Atlanta Planning Advisory Board</i>	<b>Yvonne Jones</b> <i>NPU L</i>	<b>Frank Poe</b> <i>Georgia World Congress Center</i>	<b>Councilman H. Lamar Willis Atlanta City Council</b>
<b>Wesley Daniels</b> <i>Atlanta City Council</i>	<b>Brian McGowan</b> <i>Invest Atlanta</i>	<b>A.J. Robinson</b> <i>Central Atlanta Progress</i>	<b>Councilwoman Clea Winslow Atlanta City Council</b>

# GOAL

Recommend a strategy that will seek to leverage the \$2.5 billion worth of planned investment into \$5 billion worth of realized investment that...

- A. instills confidence to attract private capital
- B. is accomplished consistent with neighborhood plans and visions
- C. is well coordinated, connected, supported and incentivized
- D. delivers a public/government return on investment



## DDTAG RECOMMENDATIONS

# PROCESS

To build consensus and develop these recommendations, the DDTAG met monthly between March and October 2013. The meetings included the following activities:

1. Review of existing vision plans, specifically the *Imagine Downtown* plan and *Downtown Market Report* demographic and characteristic data
2. Development of a Focus Area and Impact Area map to define the target geography
3. Presentations of case studies from LoDo in Denver, Colorado and the Gas Lamp District in San Diego, California, as well as an overview of the National Trust for Historic Preservation's Main Street program
4. Presentations from a range of speakers representing major projects underway within the DDTAG target geography including
  - Dan O'Leary (President, O'Leary Partners) - *Underground Atlanta*
  - Jim Richardson (Vice President of Development with Forest City Enterprises) - *Multimodal Passenger Terminal*
  - Dr. Mark Becker (President of Georgia State University) - *GSU Campus Master Plan*
  - Keith Parker (General Manager, MARTA) - *Five Points Rail Station*
  - Frank Poe (Executive Director, Georgia World Congress Center Authority) - *Falcons Stadium*
  - DDTAG Neighborhood and NPU representatives - *surrounding neighborhood context*
  - Eloisa Klementich, Tyrone Rachal and Dawn Luke - *Invest Atlanta Programs*
  - Mike Plant (Executive Vice President, Atlanta Braves) - *Turner Field*
5. A special presentation by urban planner Andres Duany of DPZ (Duany Plater-Zyberk & Company)
6. A hands-on collaborative, facilitated work session
7. Homework assignments and good, old-fashioned conversation and discussion.

# VISION & MISSION

The DDTAG developed the following **VISION** to guide their recommendations:

**Built on its historic character and existing assets, Downtown South will be Atlanta's most authentic and iconic downtown district – vibrant, connected and revitalized with more places to live, play, shop, learn and work.**

*Downtown South's **MISSION** is to*

- Continuously attract and retain private capital
- Be driven by strong civic leadership and creative community cooperation
- Connect to its neighbors in all directions with effective transit and walkable and bikeable streets
- Leverage strategic investments at Turner Field, Underground Atlanta, the Multimodal Passenger Terminal and the new Falcons stadium to ensure the area's vitality 365 days a year
- Support Downtown's position as the physical and symbolic center of the city and region for culture, commerce and governance.

# DOWNTOWN SOUTH

A core **FOCUS AREA** bounded by Marietta Street, I-75/85, I-20, Spring Street and Centennial Olympic Park Drive

An important **IMPACT AREA** encompassing Turner Field, the Falcons stadium site and surrounding neighborhoods (Vine City, Castleberry Hill, Mechanicsville, and Summerhill)





# RECOMMENDATIONS

**Task Force**

---

**Immediate**

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**Next**

DDTAG RECOMMENDATIONS

# TASK FORCE

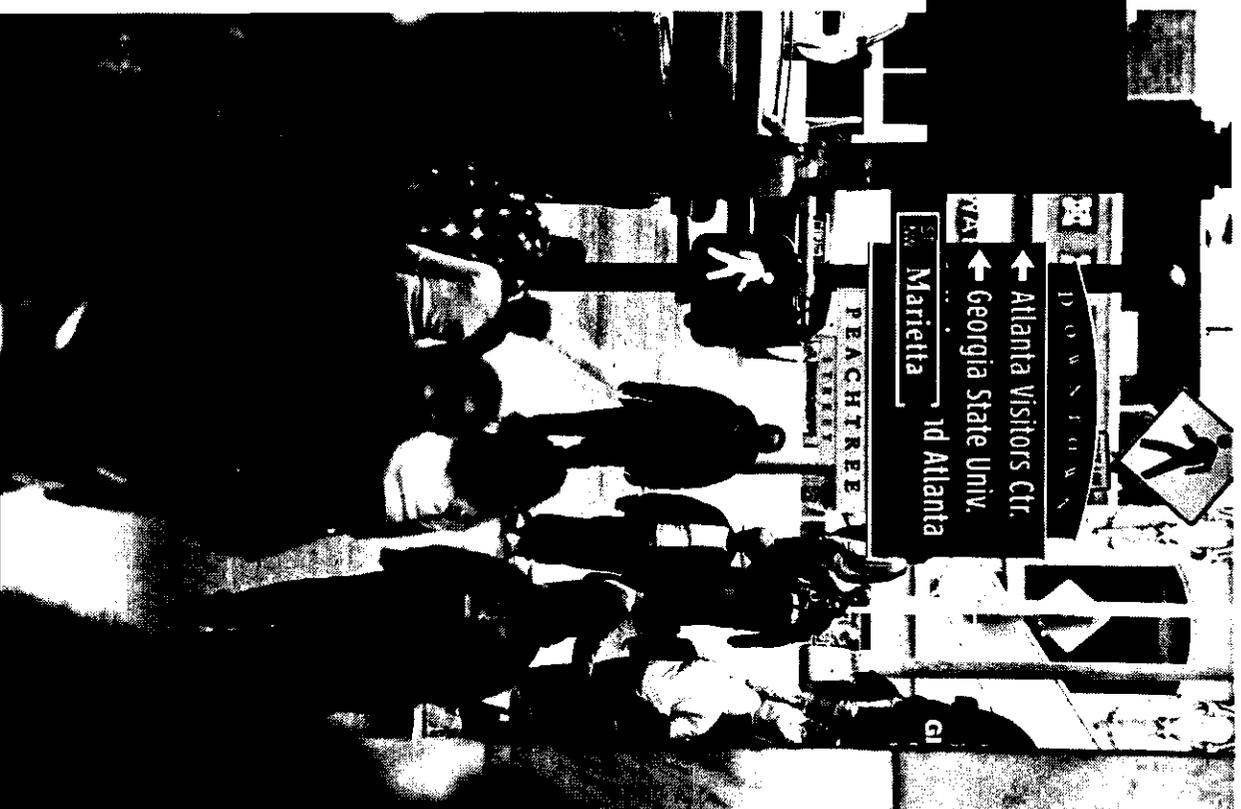
- Form a **DOWNTOWN SOUTH IMPLEMENTATION TASK FORCE** to further DDTAG work.
- Mayor Reed to appoint the task force, including participation by the following:
  - City of Atlanta Mayor's Office
  - Invest Atlanta
  - MARTA
  - Atlanta City Council Districts 1 and 4 representing neighborhoods
  - Central Atlanta Progress
- Task force to develop an action plan of projects consistent with DDTAG recommendations. Assign tasks, accept responsibility, deliver progress.
- Allocate \$500,000 to Invest Atlanta to support the Task Force projects.



# IMMEDIATE

Immediately and assertively prioritize the following tasks:

1. Seek to enforce laws and deploy operational resources to ensure a high **QUALITY OF LIFE**
2. Reposition **UNDERGROUND ATLANTA** as a neighborhood asset
3. Transform the appearance and user experience of the **MARTA FIVE POINTS STATION**



# QUALITY OF LIFE

- Building on the *Operation Best Foot Forward* effort of 2012-2013, redouble efforts to focus on law enforcement to demand accountability, exemplary performance and measurable results in the following areas:
  - Reducing loitering
  - Eliminating and re-directing parking lot and sidewalk feeding
  - Increased building and zoning code enforcement and compliance, - in particular, related to the physical condition and operation of surface parking lots
  - Improving sidewalk and public space cleanliness and appearance
  - Managing and assisting homeless and mentally ill individuals
  - Targeted enforcement details (notably drug-related)
  - Interagency collaboration
- Task force action plan should identify best practices and make recommendations to assist with recurring policy issues – for example, violation adjudication, recidivism, and loitering laws

# UNDERGROUND ATLANTA

- City of Atlanta must reposition Underground Atlanta either through existing manager or by competitively making the site available for repositioning/refinancing/redevelopment/private capital investment
- The task force action plan must seek to develop core knowledge of the 11-acre, 200,000-sf site and its future potential. Specific tasks could include the following:
  - Understand the status of bond/debt/public financial obligations
  - Pursue an appraisal of the real estate
  - Evaluate market potential and opportunities for retail uses
  - Investigate best practice examples of similarly-situated properties, their managers and developers
  - Position, market and communicate the opportunity for repositioning
- The task force activities should proactively push the repositioning process

# MARTA FIVE POINTS STATION

- Take a leadership role to instigate a collaborative community effort to invest significant capital to transform the appearance and operations of the Five Points MARTA rail station and adjacent property
- The task force action plan should pursue a deliberate process that includes the following components
  - Identify necessary partners and secure their commitment to collaborate and commit to implementation
  - Develop consensus for a collective vision and transformation plan that addresses both short-term and long-term implementation recommendations and specific phased projects
  - Create a realistic comprehensive budget for the identified projects
  - Identify available and potential funding sources and match them with appropriate identified projects to ensure short-term progress and long-term success

# NEXT

Following the immediate actions and building on their momentum, focus on:

1. Supporting the large-scale **TRANSFORMATIVE PROJECTS** adjacent to the core focus area
2. Targeting public infrastructure projects to enhance **CONNECTIVITY** - particularly transportation-related projects
3. Deploying **STRATEGIC INCENTIVES** toward specific real estate projects
4. Ensuring a unique and authentic **NEIGHBORHOOD CHARACTER**

## DDTAG RECOMMENDATIONS



# TRANSFORMATIVE PROJECTS

- It is important to acknowledge the positive impact that several in-progress large-scale transformative projects that are adjacent to the core focus area will have on the focus area priorities.
- The task force action plan should address these key efforts including:
  1. City of Atlanta should become a champion for the implementation of the Multimodal Passenger Terminal
  2. Implement the recommendations of the Community Benefits Agreement to ensure westside neighborhood revitalization
  3. Aggressively pursue redevelopment of Turner Field parking lots.

# CONNECTIVITY

- The task force must focus on advancing projects that ensure connectivity within the focus area and to neighborhoods surrounding the area.
- Provide for priority streetcar expansion to Atlanta University Center, the new football stadium and Turner Field.
- In preparation for City of Atlanta infrastructure bond program, develop list of needs focused on linkages east-west and north-south: to and beyond Northside Drive, across the gulch and to Turner Field.
  - Sidewalks: fix cracked/damaged, add lighting and landscaping (especially Peachtree and Broad SW and Mitchell)
  - Bikes: implement CycleAtlanta network
  - Roads: convert to two-way (especially MLK and Spring) and new streets/bridges to subdivide the gulch

# STRATEGIC INCENTIVES

- The task force should seek to focus Invest Atlanta programs – notably Eastside and Westside Tax Allocation District funds – toward prioritized needs and catalytic projects, both new and adaptive use:
  - More housing (start with 222 Mitchell and Norfolk-Southern buildings, then TOD at Garnett MARTA Station parking lots)
  - Adaptive use – target vacant structures and second floors of historic buildings currently only occupied by ground-floor retail
  - Retail recruitment initiative (develop strategy and market assets) focused on storefronts with a repositioned Underground as the momentum-builder
  - Support non-traditional ‘lofty’ office space creation for technology and creative small businesses/entrepreneurs to reactivate historic buildings and create local jobs
- Employ a building-by-building and block-by-block approach to identify and overcome obstacles, as well as to leverage other state and national resources and programs

## NEIGHBORHOOD CHARACTER

- The task force should lead the community to stay focused and ensure investments are consistent with the adopted brand for Downtown South which should be inspired by the following principles
  - Historically significant center of Atlanta
  - Creatively and artistically oriented grassroots “cultural district”
  - Eminently convenient and connected
- A brand – including a specific and consistent name for the district should be developed through a collaborative process. Downtown South is used here as a placeholder. Ideas discussed during the process included abbreviations for South of Marietta (SoMa or SoMar) and Heart of Atlanta.
- Pursue ‘placemaking’ – influence projects, produce events and market the neighborhood – based on this unique character.

# THANK YOU

The Downtown Development Technical Advisory Group would like to acknowledge the team of folks that supported this effort including the following:

**Lawrence Bell**

*Office of Atlanta City Councilman H. Lamar Willis*

**Dr. Eloisa Klementich, Pat Harris and Daphne Crosby**  
*Invest Atlanta*

**Jennifer Ball and Wesley Brown**  
*Central Atlanta Progress*

**Recommendation Workshop Facilitators**

**Ken Bleakly, Bledky Advisory Group**

**Mike Dobbins, Georgia Tech College of Architecture**

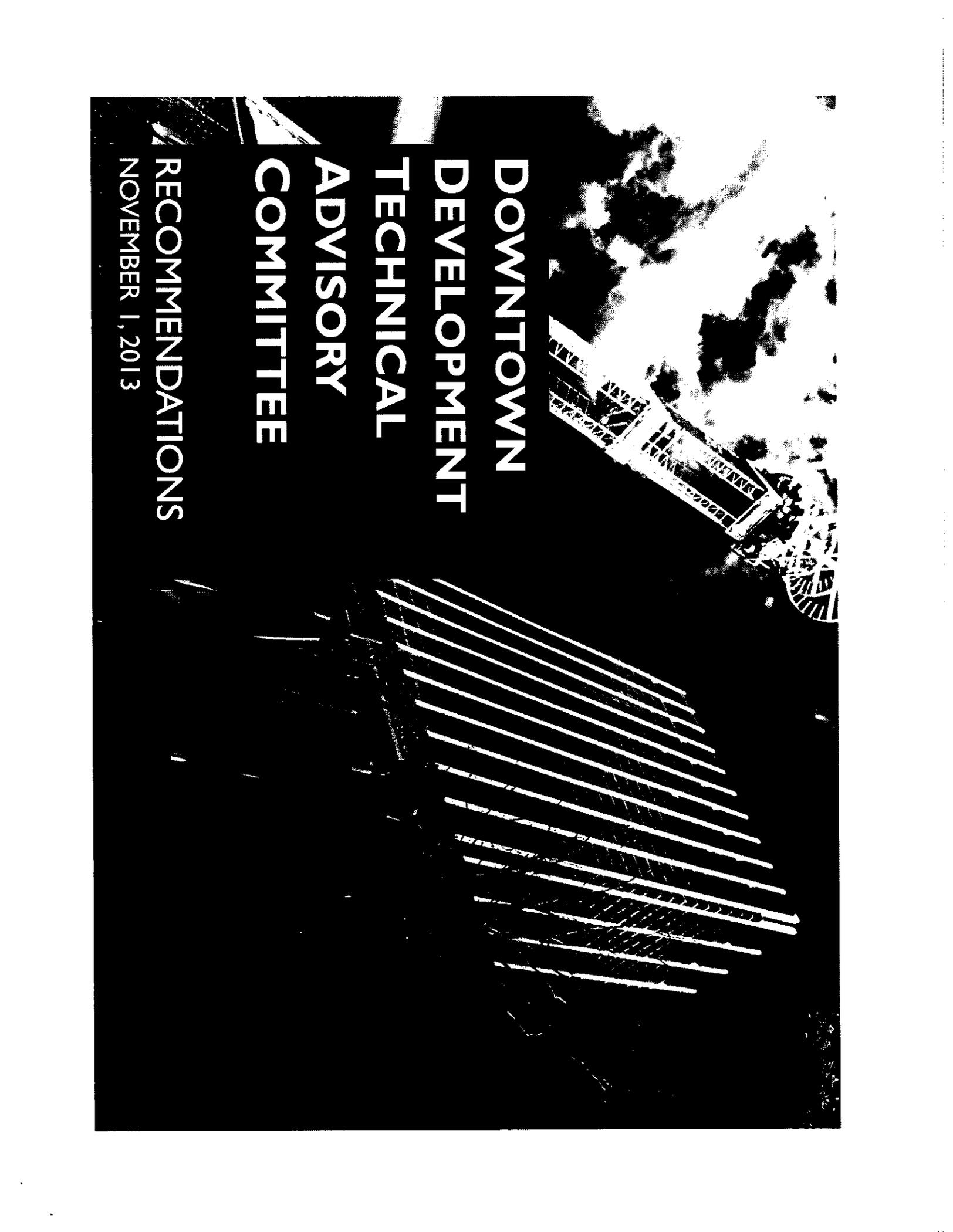
**Barbara Faga, AECOM**

**Herman Howard, KAI Design Build**

**Carlos Perez, AECOM**

**John Skach, Urban Collage/Lord Aeck Sargent**





**DOWNTOWN  
DEVELOPMENT  
TECHNICAL  
ADVISORY  
COMMITTEE**

**RECOMMENDATIONS  
NOVEMBER 1, 2013**