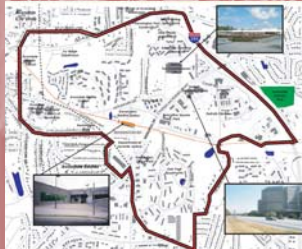


Livable Kensington



KENSINGTON STATION LIVABLE CENTERS INITIATIVE FINAL REPORT January 31, 2003

**Sponsors: Atlanta Regional Commission
DeKalb County, Georgia**

Prepared by Urban Collage, Inc
In collaboration with Robert Charles Lesser & Co., Glattig Jackson, Huntley & Associates

Credits:

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STRATEGIC PLAN OVERVIEW

DeKalb County, in conjunction with the Atlanta Regional Commission (ARC), is working to spur development, encourage economic growth and enhance urban design and mobility in and around the Kensington MARTA Station. In an effort to revitalize the Memorial Drive corridor, DeKalb County was awarded one of ten Atlanta Regional Commission (ARC) Livable Centers Initiative (LCI) planning grants that focuses on developing comprehensive recommendations for future land use patterns, transportation and circulation options, zoning improvements and implementation strategies for a defined area. The pursuit of the LCI grant came as a result of the Memorial Drive Economic Development Strategic Action Plan that concluded in spring 2002. This previous planning effort focused on revitalizing potentially sustainable mixed-use activity centers. Through urban design and market analysis, the area surrounding the Kensington MARTA Station was selected as the mixed use activity center with the greatest opportunity for redevelopment due to its location, market opportunities, and property ownership development interests.

METHODOLOGY AND PUBLIC PARTICIPATION

As part of the Kensington Station LCI four-phase planning process, the planning team embarked on a wide variety of data gathering and community involvement tasks. Through numerous forums, the planning team engaged the constituents of the study in efforts to get an accurate picture of existing conditions and prevailing attitudes for developing an action plan for the study area. The methodologies and public participation mechanisms utilized through this planning process are as follows:

Project Management Team:

The project management team was created to monitor the project schedule. Representatives from DeKalb County, ARC, and MARTA met bi-weekly with the Planning Team to project updates, review documents and strategize about various elements of the planning process.

Focus Group:

The Focus group was comprised of representatives from a larger body of constituents active in the Memorial Drive Revitalization. These select representatives had a vested interest in the Kensington LCI study area and met once a month with the planning team to receive updates and to provide input.

Stakeholder Interviews:

The planning team conducted a series of one-on-one interviews with constituents and stakeholders in the study area representing residential, business, institutional and governmental interests. These interviews provided information for the planning process and they gathered opinions and perceptions of the areas' respective strengths and weaknesses.

Field Assessments:

Several field surveys were conducted to document land uses and property ownership, existing transportation and circulation issues, topography, and urban design issues.

Review of Existing Resources:

The planning team reviewed a variety of existing documents including County land use maps, zoning maps, property tax data, transportation studies, aerial photographs and market data.

Public Outreach:

Part of the process involved a series of public outreach efforts. These consisted of a public kick-off meeting held on September 5, 2002 (which included a community visioning survey entitled the "Kensington Compass"); and community workshops on October 3, 2002 and November 7, 2002.

HOW THE PLAN ADDRESSES LCI GOALS:

1. Efficiency/Feasibility of Land Uses:

- Promotes diverse land uses
- Land-use and density balance that create a "24-hr community"
- New regulatory enhancements that promote mixed-use development

2. Transp. Demand Reduction Measures:

- Installation of Transit Plaza at the MARTA Station
- Increased residential density
- Bus Rapid Transit alternatives

3. Internal Mobility Requirements:

- Roadway, sidewalk, streetscape improvements at MARTA Station
- Local Bus Rapid Transit
- New local serving street grids at redevelopment sites

4. Mixed-Income Housing, Job/Housing Match

- Housing and price options available
- Improve ratio of retail/commercial to residential

5. Continuity of Local Streets:

- Urban street grid systems for Employment Ctr. and Govt. Ctr.
- Streetscape imprvs. on Memorial Dr.
- Kensington Rd. roadway imprvs.
- Extension of Mountain Dr.
- Roadway/streetscape imprvs. on entry road into MARTA Station

6. Need/Identification of Future Transit Systems:

- Local BRT on Memorial Dr.
- Provision of regional bus "hub"

7. Connectivity of Transportation System to Other Systems:

- Improve connections to MARTA Station and Metro Atlanta region
- BRT will establish connections to GA. Perimeter College, DeKalb Tech and Stone Mountain
- Connections to Atlanta PATH at Avondale Middle School

8. Center Development Org. and Management:

- DeKalb County Econ. Development to lead and leverage partnerships among County, MARTA and developers for redevelopment efforts

9. Stakeholder Participation/Support:

- Project Management Team
- Broad-based Focus Group
- One-on-one Stakeholder Interviews
- "Kensington Compass" - Visioning Survey
- Community Workshops

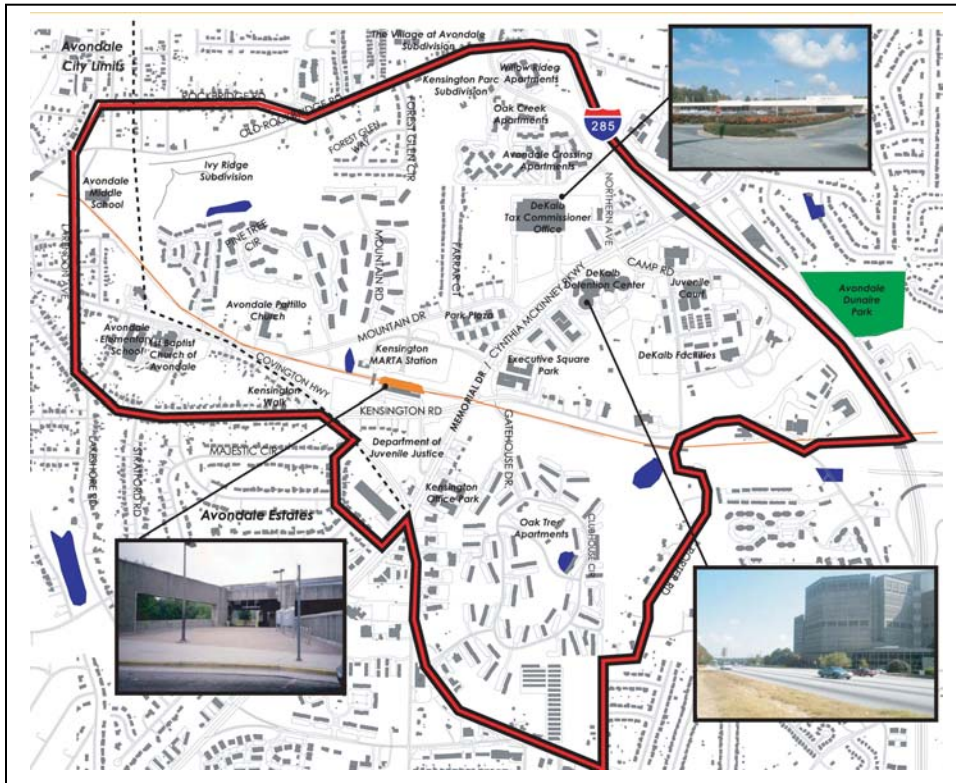
10. Public/Private Investment Policy:

- DeKalb County/ MARTA partnerships
- Private sector participation from developers

STUDY AREA CONTEXT

The Kensington Station LCI study area is comprised of the Kensington MARTA Station, a large DeKalb County governmental core, the I-285/Memorial Drive interchange, numerous multi-family apartments, office parks and surrounding single-family neighborhoods. For the purpose of this study, the boundary line is defined as follows: I-285 on the east, MARTA rail easement to Kensington Road to Porter Road on the south-east, Covington Highway to Kensington Road on the south-west, Clarendon Avenue on the east, and Old Rockbridge Road on the north (the study area is illustrated on the Study Area Context map below).

Memorial Drive and Covington Highway bisect the study area. Memorial Drive extends east-west from Stone Mountain through the study area and continues all the way to East Point. Covington Highway extends north-south and changes to Avondale Road as it enters Avondale Estates. The study area straddles the City of Avondale line but is completely contained within DeKalb County. Within this study area boundary are a series of DeKalb County facilities including the Detention Center, Juvenile Court, Sanitation, Public Safety and the Tax Commissioner's Office. There are no public parks within the study area although Avondale Dunaire Park is in close proximity to the east.



Study Area Context Map



Established Single Family Residential



New Single Family Residential



Kensington MARTA Station Surface Parking Lot



Existing Retail

EXISTING CONDITIONS

An assessment of the existing conditions was compiled as part of the Kensington Station LCI process. This included reviews of the current Economic Situation, Land Use, Urban Design, and Transportation.

ECONOMIC SITUATION

- Aging rental communities; Strong opportunities for new rental apartments at Kensington to support retail and mixed-use development;
- Increased recent development of for-sale housing in the area ranging from \$140,000 to above \$300,000;
- Study area retail limited to small, fast food and local-serving uses; Opportunities exist for retail center as part of a mixed-use project;
- Office space averaging at 90% occupancy; Tenants are local-serving, professionals, real estate, insurance, financial service providers, and county offices.

EXISTING LAND USE

- Varied and scattered land use pattern;
- DeKalb County has a significant presence including the DeKalb County Tax Commissioner’s Office, Detention Center, Public Safety and Juvenile Court and services such as Sanitation, Fleet Maintenance, Roads & Drainage, EMS, and Traffic Engineering facilities;
- Kensington MARTA station and associated parking and undeveloped land in the heart of the study area with a presence off Memorial Drive
- Multi-family residential is the prevalent land use, consisting of six aging garden style developments;
- Established and new single-family neighborhoods concentrated in the north and northwest;
- No mixed-use development (i.e. segregated land uses);
- Low density office parks straddle Memorial Drive;
- No public parks, but there is an abundance of undeveloped land.

EXISTING URBAN DESIGN CONDITIONS

The following describe some amenities and issues that need to be enhanced or overcome in order to make the area more “livable.”

- Proximity to MARTA and I-285;
- Primary vehicular gateway;
- Spillover of noise and pollution from I-285;
- Size and traffic on Memorial Drive limit pedestrian access;
- MARTA station secluded from surrounding streets;
- Grade changes pose a challenge;
- Lack of inter-parcel connectivity.

EXISTING TRANSPORTATION ISSUES

Opportunities and challenges include:

- Pedestrian-unfriendly transportation infrastructure;
- Avondale Middle School and the PATH multi-use trail are close, but not directly connected, to the Kensington MARTA station;
- Kensington MARTA station is already a hub of transit services;
- MARTA recognizes that there is an excess of parking at the Kensington MARTA station and desires to partner with DeKalb County in redeveloping a portion of their land;
- Current streetscape design work offers an opportunity to construct and extend the pedestrian infrastructure;
- Heavy vehicles requiring access and mobility require appropriate street design Capacity improvements to the Memorial Drive/I-285 interchange which will further divide the study area.

EXISTING CONDITIONS HIGHLIGHTS:

Total Estimated Population:

Year	Population
2000	9,536
2025	13,400
Net increase	3,864

Housing Data:

	2000	2025 Projected
Total Households	2,875	4,923

Employment Data:

	2000	2025 Projected
Total Employment	5,725	9,999

Projected New Development:

Job Type (s.f.)	2005 - 2025
Office	942,000
Retail	202,500
Rental Apartments	1,120
For-Sale Attached	929

COMMUNITY VISIONING

In order to obtain a consensual vision for the future of the Kensington Station LCI area, a community character survey known as the "Kensington Compass" was administered to stakeholders at the Public Kick-Off meeting on September 5, 2002. Part One of the Kensington Compass consisted of a facilitated survey of 60 images that ranged from residential and commercial building types, transportation options, streetscape improvements, and open space enhancements from small outdoor seating areas to large public gathering spaces. The participants were asked to rate the images on a scale of 1 (Less Appropriate) to 5 (More Appropriate) based on their suitability for future development in the Kensington Station LCI study area. In Part Two of the Kensington Compass, the participants answered a series of 26 multiple choice and short answer questions in the categories of Land Use, Transportation, Sense of Place and Implementation. The Kensington Compass was administered to a total of 26 stakeholders, the constituency of which can be summarized as follows:

- 33% are Employees of the LCI area
- 43% are Residents of the LCI area
- 20% are Shoppers of the LCI area
- 1 respondent owns property within the LCI area
- 1 respondent lives near the LCI area

The vision of the Kensington LCI study area as described below is based upon the preliminary stakeholder interviews and the images selected in the Kensington Compass.

COMMERCIAL

The participants favored commercial images representative of low scale retail with storefronts and on-street parking. Interparcel connectivity appeared favorable versus expansive surface parking lots. In general, retail images were rated favorably if they depicted wide sidewalks, streetscapes, well-designed parking and a pedestrian-oriented environment.

RESIDENTIAL

Images that received favorable ratings illustrated medium density multi-family residential buildings (2 to 4 stories). Condos, walkup apartments and townhouses constructed out of brick and with traditional facades, private entrances and pedestrian orientation rated high for an area that is dominated by garden style apartments and an established single-family residential core.

TRANSPORTATION

The highest rated transportation images included streetscapes with decorative pavers, cross walks, street trees, bike racks and lighting. Clearly delineated pedestrian right-of-way indicators were also popular.

OPEN SPACE

Images depicting passive green space with seating areas and public gathering areas were scored highly by the respondents. This is not surprising considering that the study area lacks open space amenities for events and active/passive recreational use.

MIXED-USE

Low density (3 to 5 stories) mixed-use buildings were the highest-rated overall in this category. Ground floor retail with office or residential above rated most appropriate for the Kensington area. These images also included on street parking, wide sidewalks, plazas and pedestrian amenities.



Street-Oriented Retail



Medium-Density Residential



Pedestrian Right-of-Way



Public Gathering Spaces



Mixed-Use Development

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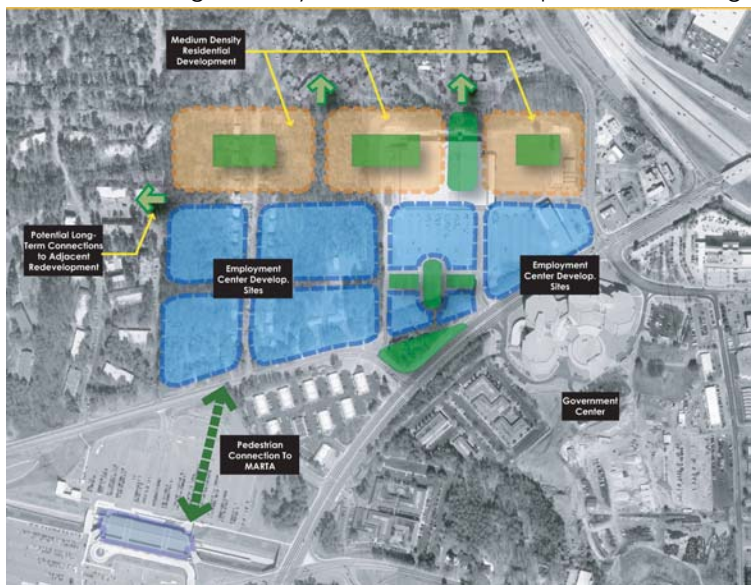
DEKALB COUNTY GOVERNMENT CENTER CONCEPT

The idea of a consolidated "Government Center" is conceptual, but has received a great deal of support from the community and DeKalb County decision makers. The planning team has worked with DeKalb County staff to outline plans for potential development sites on the existing government property. The new Government Center would be consolidated on a large parcel west of I-285 and southeast of Memorial Drive. It might ultimately involve the relocation and centralization of functions from other parts of the county.



EMPLOYMENT CENTER CONCEPT PLAN

The site across the street from the Jail, formerly a Roberds store, is currently occupied by the DeKalb County Tax Commissioner's Office and related services. This site is being leased by DeKalb County and there are no plans to purchase it. The site is envisioned for redevelopment into an "Employment Center" with high-density, mixed-use development consisting of office space and some retail along Memorial Drive and Mountain Drive. A new multi-family residential development on the north end of the site would assist in the transition from higher density mixed-use development to the existing multi-family residential



north of the site along Rockbridge Road. The adjacent single-family neighborhood along Farrar Road would likely be incorporated, since the existing density is well below what is envisioned for future conditions.

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ELEMENTS OF THE GOVERNMENT CENTER CONCEPT PLAN:

This development would include the following programmatic elements:

- New Juvenile Court (+/-110,000 sq. ft.) to replace existing court
- Administration Building or Buildings (+/- 300,000 sq. ft.) to house the Tax Commissioner's office and additional County functions currently scattered throughout the County
- Parking Deck or Decks (+/- 2,500 spaces) for the administrative facilities
- Surface Parking (300 spaces) for the Jail
- The relocation of infrastructure-oriented services to off-site areas, and the consolidation of the remaining functions on-site
- A centralized focal point or plaza in the midst of the Government Center
- A BRT stop to serve the new facilities, and to help activate the plaza
- A new internal street grid to reduce traffic on Memorial Drive and provide connections to Kensington and Porter Roads

ELEMENTS OF THE EMPLOYMENT CENTER CONCEPT PLAN:

This development would include the following programmatic elements:

- New multi-family residential (+/- 320 units)
- Development of high-density office or conference center (+/- 780,000sq.ft.)
- New retail space fronting Memorial Dr. (+/- 10,000 sq.ft.)
- Pedestrian and vehicular connections and access including and internal street grid and potential long-term connections to adjacent neighborhoods

KENSINGTON MARTA STATION PLAN

The area immediately surrounding the Kensington MARTA station is targeted as a T.O.D., or Transit-Oriented Development. The fact that the surrounding land is, in large part, owned by MARTA and is relatively open makes the area very amenable to redevelopment. The overall goal is to create a high-density, mixed-use development that provides a central transit “village”, offering all the elements of a complete live/work/play environment. In addition, the development would strengthen connections between MARTA and outlying parcels. Pedestrian paths would be developed and a BRT, or Bus Rapid Transit, system would be implemented.



Before



After

ELEMENTS OF THE KENSINGTON STATION PLAN:

Phase 1:

Kensington Plaza Mixed Use

- Mixed-use development consisting of 20,000sq.ft ground floor retail and 180 units of multi-family residential

Kensington Commercial Center

- Develop 50,000 sq.ft. retail use or “urban” grocery on 2.2. acre site

Transit Plaza

- Passive pedestrian oriented amenity and connection from MARTA transit station fronting new mixed-use development



Later Phases:

Kensington Commercial Center – Main Street

- Develop a mixed-use “Main Street” on both sides of Kensington Road. Street-level retail will be topped with one to three floors of for-rent residential lofts

Kensington Plaza Mixed-Use West

- A mixed-use development framing the west side of the Transit Plaza including 14 two-story townhomes

Memorial Drive Mixed-Use

- Redevelop existing office condominiums into a high-density mixed-use block with limited retail along Memorial Drive

Town home Development

- Contribute to the diversification of housing options with three areas designated for a total of 90 units

Memorial Drive Office Development

- Adjacent to the new DeKalb Juvenile Justice Admin. Bldg., develop two to three story 80,000 sq.ft. office complex for additional office space in the area

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IMPLEMENTATION FRAMEWORK

The implementation or "action plan" identifies a series of tasks, viable mechanisms, and responsible parties to help assure that the planned revitalization becomes a physical reality. Through the planning process, we have been able to achieve the support of the community and local government. This support, combined with cooperation and leadership provided by the public partners (DeKalb County and MARTA), can attract and encourage private investment.

Successful redevelopment of the Kensington Station LCI area, conceived herein as a partnership between the County, MARTA and to-be-identified private developers, must operate on the following principles:

- Time is of the essence. The County has 12 months to establish the guidelines and to identify districts eligible for Tax Allocation District (TAD) designation and benefits. Similarly, other pre-development activities are likely to be time-sensitive, affected by economic and business cycles, subject to funding cycles, and highly competitive.
- A collaborative approach among the primary public entities, DeKalb County, MARTA and ARC can increase the probability of success.
- Internal coordination at the County level, and leadership to insure cooperation and coordination, are essential elements of the implementation plan. At minimum, "Team DeKalb" should include the CEO's Office, Office of Economic Development, Office of Community Development, and the following key departments: public works, facilities management, planning and zoning, public safety and code enforcement, and transportation. Staffing requirements and budget issues for the project implementation should be high on the agenda of Team DeKalb.
- A demonstrated public commitment to redevelopment within the study area, as evidenced by the County's redevelopment at Government Center as well as strategic use of public funds to create incentives at the Kensington Station area development site.

DeKalb County and the other public partners must assume a number of roles in leading the redevelopment effort as follows:

Incentives and Subsidies:

Creating public investment mechanisms to help pay for infrastructure effectively creates incentives to attract new investment.

Intra-Government Coordination:

Organize a multi-disciplinary, cross-departmental economic development implementation team whose job will be to address implementation issues and execute implementation strategies.

Inter-Government Cooperation:

Separate interests of the County, MARTA, ARC, state DOT and other communities must be combined to reflect a complimentary vision for the study area and the entire Memorial Drive corridor.

Marketing:

Collateral material, marketing initiatives and messages should be created for the study area.

Infrastructure:

County officials have at their disposal funds for streetscape improvements on Memorial Drive, and green space funds for creation of pedestrian paths and open space. Use of these funds creates both an amenity and an incentive to attract development.

Social Services Network:

In addition to addressing the physical environment along Memorial Drive, Economic Development must also address the social needs in the corridor.

REGULATORY ENHANCEMENTS:

Create a **New Zoning District** or a **Site-Specific Zoning Overlay** to address the following issues:

Density:

- Increasing residential density to at least 40 units per acre at the core
- Increasing residential density to at least 20 units per acre in transitional areas
- Maintaining retail densities at 0.25 FAR (floor area ratio)
- Increasing commercial/office densities to 2.0 FAR

Mixed-Use:

- Providing for a wider variety of allowable uses throughout the area: Multi-family, retail, restaurants, institutional, office, community uses, educational, lodging, entertainment, services, limited recreational uses
- Prohibiting the following uses throughout the area: automotive uses, industrial and manufacturing uses, adult entertainment, communication equipment/utilities, other land-intensive uses

Setbacks:

- Creating uniform build-to lines for most development (10-20 feet from face of curb)
- Eliminating side and rear setbacks except at transitions between adjacent zoning districts

Parking:

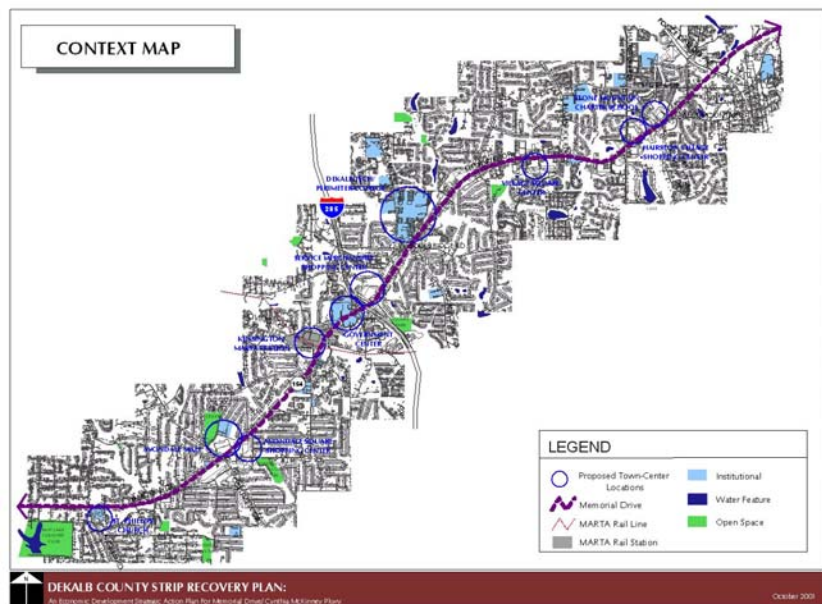
- Reducing parking requirements to 4 spaces per 1000 square feet of commercial space (of any type) in outlying areas
- Reducing parking requirements to Zero spaces per 1000 square feet within 1000 feet of the MARTA station entrance
- Creating parking maximums for the entire district of 6 spaces per 1000 square feet of commercial space (not including restaurants)

Pedestrian Connections and Open Space:

- Requiring all new development to provide wide sidewalks at the street (10-20 feet)
- Requiring all new development to provide internal pedestrian connections through and between developments, particularly along routes to MARTA station entrances
- Allowing a "transfer of development rights" for the consolidation of open space across parcels

PREFACE

DeKalb County in conjunction with the Atlanta Regional Commission (ARC), is working to spur development, encourage economic growth and enhance urban design and mobility in and around the Kensington MARTA Station. In an effort to revitalize the Memorial Drive corridor, DeKalb County was awarded one of ten Atlanta Regional Commission (ARC) Livable Centers Initiative (LCI) planning grants that focuses on developing comprehensive recommendations for future land use patterns, transportation and circulation options, zoning improvements and implementation strategies for a defined area. The pursuit of the LCI grant came as a result of the Memorial Drive Economic Development Strategic Action Plan that concluded in spring 2002. This previous planning effort focused on revitalization efforts centered on potentially sustainable mixed-use activity centers. Through urban design and market analysis ten activity centers were identified along the corridor (see inset map.) Four were selected for more detailed study due to their market potential and property owner/third party development interest. The area surrounding the Kensington MARTA Station was selected as the mixed use activity center with the greatest opportunity for redevelopment due to its location, market opportunities, and property ownership development interests.



The **Kensington Station Livable Centers Initiative (LCI) Plan** represents the culmination of a detailed planning effort with a public outreach component involving stakeholder in and around the Kensington MARTA Station. This report is divided into four sections and follow the goals and requirements as outlined by LCI program.

1.0 BACKGROUND

Section 1.0 summarizes the initial phase of the Kensington Station LCI Study. This includes documentation of existing conditions within the study area such as Study Area Context, Economic Situation Analysis, Land Use & Urban Design Conditions, Existing Transportation Issues and the Existing Development Framework.

2.0 DEVELOPMENT PLAN

The Development Plan represents the future land use and circulation plan for the study area including area-specific design concepts and projects, detail plans for development and transportation improvements over the next 25 years. These elements include: LCI Study Area Vision, LCI Study Area Concept Plan (a future land use & circulation plan), Government Center Development Concept (a development framework for DeKalb County Government Center), Employment Center Development Concept (a

development framework for the strip center), and Kensington MARTA Station Development Concept (a conceptual development framework for Kensington Station Area).

3.0 ACTION PLAN

The Action Plan describes mechanisms for implementation of development recommendations described in the Development Plan. The elements include: Implementation Framework (organization structure), Five-Year Action Plan (projects, costs, funding), 25-Year Employment and Population Projections, Regulatory Enhancements (zoning amendments), Summary of Strategic Recommendations (immediate recommendations and next steps), and How the Plan Addresses LCI Goals.

4.0 APPENDIX

Section 4.0 provides documentation of the public involvement component of the planning process (meeting minutes, etc.) in addition to detailed planning data in its entirety that was summarized in the body of the LCI plan.

1.0 BACKGROUND

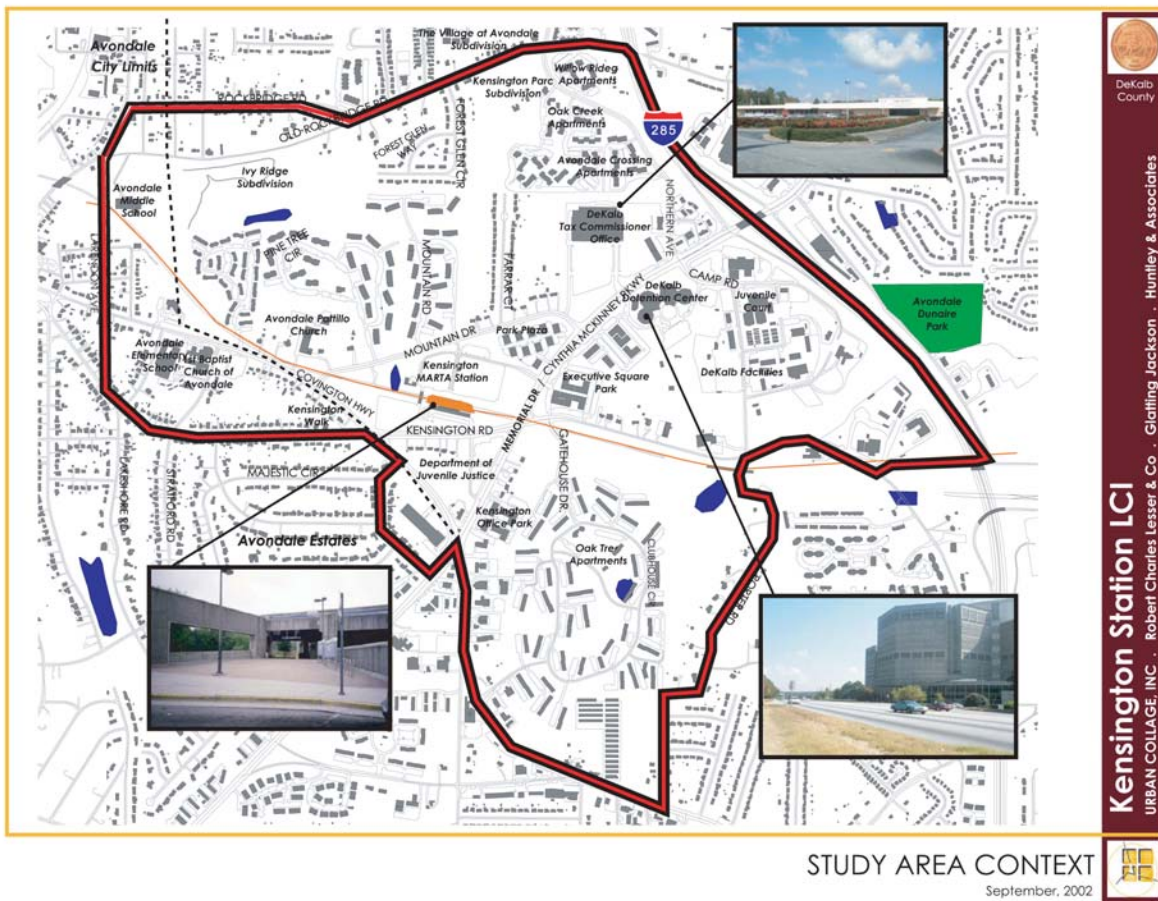
This section includes basic information about the Kensington study area including findings from a market study of area development opportunities and an inventory of existing conditions.

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1.1 BACKGROUND

The Kensington Station LCI study area is comprised of the Kensington MARTA Station, a large DeKalb County governmental core, the I-285/Memorial Drive interchange, numerous multi-family apartments, office parks and surrounding single-family neighborhoods. For the purpose of this study, the boundary line is defined as follows: I-285 on the east, the MARTA rail easement from Kensington Road to Porter Road on the south-east, Covington Highway to Kensington Road on the south-west, Clarendon Avenue on the east, and Old Rockbridge Road on the north (the study area is illustrated on the Study Area Context map below).

Memorial Drive and Covington Highway bisect the study area. Memorial Drive extends east-west from Stone Mountain through the area and continues all the way to East Point. Covington Highway extends north-south and changes to Avondale Road as it enters Avondale Estates. The study area straddles the City of Avondale line but is completely contained within DeKalb County. Within this study area boundary are a series of DeKalb County facilities including the Detention Center, Juvenile Court, Sanitation, Public Safety and the Tax Commissioner's Office. There are no public parks within the study area although Avondale Dunwoode Park is in close proximity to the east.



1.2 ECONOMIC SITUATION ANALYSIS

Prior to examining the trends and opportunities in and around the Kensington study area, it is critical to understand the larger-scale economic and demographic trends occurring in the Atlanta region and the U.S. overall. These trends, particularly the demographic shifts, create the opportunities and situation by which redevelopment at Kensington can occur. These trends are summarized below:

National Trends

- Aging baby boomers are becoming empty nesters and are seeking a greater ease of lifestyle and shorter commutes;
- Young Gen-X'ers are seeking lifestyle alternatives to those of their parents, preferring urban locations over more suburban ones;
- Strong growth in single-person and couple households with no children;
- Dwindling leisure time and a need and desire for shorter commutes;
- An increased desire for a sense of place and community, something that is often difficult to establish in more recently developed suburban locations;
- Strong evidence of a preference for housing units and neighborhoods with character; and
- Major employers have an increasing desire to locate in 24-hour, mixed-use environments.

Local Trends

- Increasing acceptance of attached for-sale housing as a viable lifestyle product as well as a price-alternative housing choice to single-family detached homes;
- Rising land and housing prices, particularly in the most popular areas of intown Atlanta, such as Midtown, Buckhead, Virginia-Highlands and Decatur, creating opportunities for somewhat more affordable, yet proximate areas to revitalize;
- Increasing traffic congestion and lengthening commute times, particularly in the "Favored Quarter" radiating north of Downtown between I-75 and I-85;
- Greater importance on residing closer to regional transportation systems, both freeway and mass transportation;
- Increasing in-migration of residents from other larger cities, many of which are more densely developed, seeking residential products and lifestyles comparable to their previous homes;
- Increasing interest in residing in more "urban" or walkable settings, estimated by previous RCLCo consumer research to be up to 33% of market demand; and
- Location strategies of corporations such as BellSouth and Southern Company, which are increasing their focus on transit-oriented locations and locations more proximate to the region's workforce.

Study Area Strengths and Challenges

Against these larger trends, an examination of the study area's key strengths and challenges is necessary to understand potential development and redevelopment opportunities. Such opportunities in the Kensington MARTA Station/Government Center area are fueled by regional access via both MARTA's east line and I-285; residential neighborhoods in Avondale Estates, encouraging new residential infill development north and west of the study area; "friendly" and supportive ownership or control of key properties in the study area by MARTA and DeKalb County and pending reconstruction

of the I-285 interchange; and the opportunity to invest streetscaping funds secured by Congresswoman McKinney around the interchange, and potentially along Memorial Drive through the study area, creating a strong gateway into the area.

While these strengths form the building blocks for economic redevelopment, there are several key challenges that must be addressed in order to maximize these opportunities. These challenges include the conspicuous location and associated negative perception of the DeKalb County Detention Facility at the intersection of I-285 and Memorial Drive within the study area; the unattractiveness and perception of disinvestments along Memorial Drive; the width of the Memorial Drive corridor and the inhospitable nature of the corridor for pedestrian activity; and the over-supply of conventional retail space in the corridor and in central DeKalb County overall.

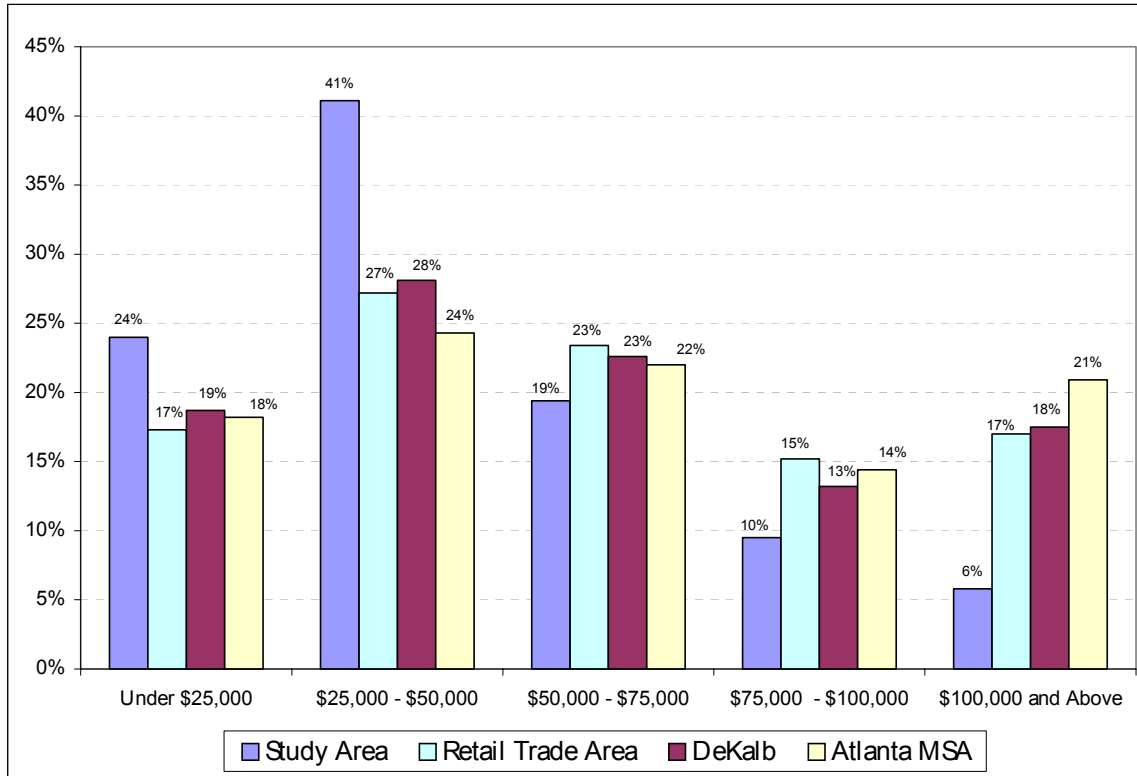
Study Area Demographics

The study area is dominated by rental apartments, and as such, is occupied primarily by moderate-income singles, couples and families with children. Approximately 85% of the 7,587 residential units in the study area are renter-occupied, inverse to the larger Atlanta MSA and DeKalb County, where 34% and 40% of households are renters. Not surprisingly, the study area has a higher concentration of singles and non-family (roommate) households relative to these larger areas, and fewer married couples and families with children (around 10% and 30% of study area households, respectively). The study area contains a relatively high percentage of families with children given the predominance of rental apartments in the area.

The study area is a more modest income area relative to these larger areas as well, with approximately two-thirds of households having incomes below \$50,000. This equates to a housing affordability of somewhere around \$130,000 and rents of up \$1,000 per month. These households are generally priced out of the new for-sale housing market in the area, but could afford new construction rental apartments. Encouraging is the nearly one-third of households in the study area with incomes above \$50,000, indicating a significant base of households already able to afford true market-rate housing. Many of the newer residents moving into the study area have increasingly affluent incomes, supporting the concept that market demand from new housing will emanate from moderate-income households well beyond the study area.

As Figure 1 shows, these DeKalb households have incomes more consistent with those of the Atlanta MSA, including more than 50% of households with incomes above \$50,000 able to afford new market-rate housing. More than one-third of the county's households earn between \$50,000 and \$100,000, equating to home prices of between \$130,000 and \$250,000; a target price point new for-sale residential housing at the subject property could achieve.

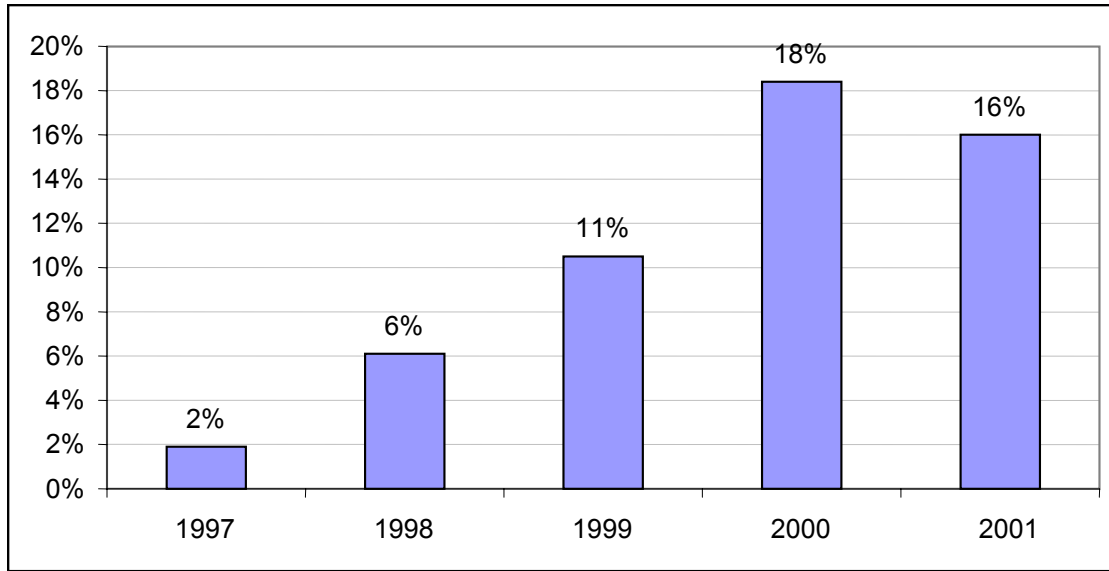
Figure 1: Households by Income in the Study Area, Retail Trade Area, DeKalb County and the Atlanta MSA; 2001



For Sale Housing Market

New attached for-sale housing has recently emerged as a significant product in the vicinity of the Kensington area and the Memorial Drive corridor. Increasingly popular as a price-alternative product both intown and in more suburban areas, condominiums and townhouses have also become an acceptable lifestyle product sought by singles and couples of all ages, seeking to avoid yard work and desiring the proximity attached product can provide to work. Indeed, most attached product in Atlanta can be found clustered closer to established upscale neighborhoods, near major employment centers and close to regional transportation systems. These two characteristics are both noted as strengths of the Kensington study area and support the new attached product being developed. Attached residential housing as a significant market force overall has been a relatively recent phenomenon in the Atlanta market, with the market experiencing exponential growth over the past five years. Figure 2 shows the share of all new home sales in the Atlanta MSA accounted for by new attached product. Given the demographic shifts discussed earlier in this report, continued acceptance of attached product at or above the shares of demand demonstrated in 2000 and 2001 appears probable in the coming 5 to 10 years.

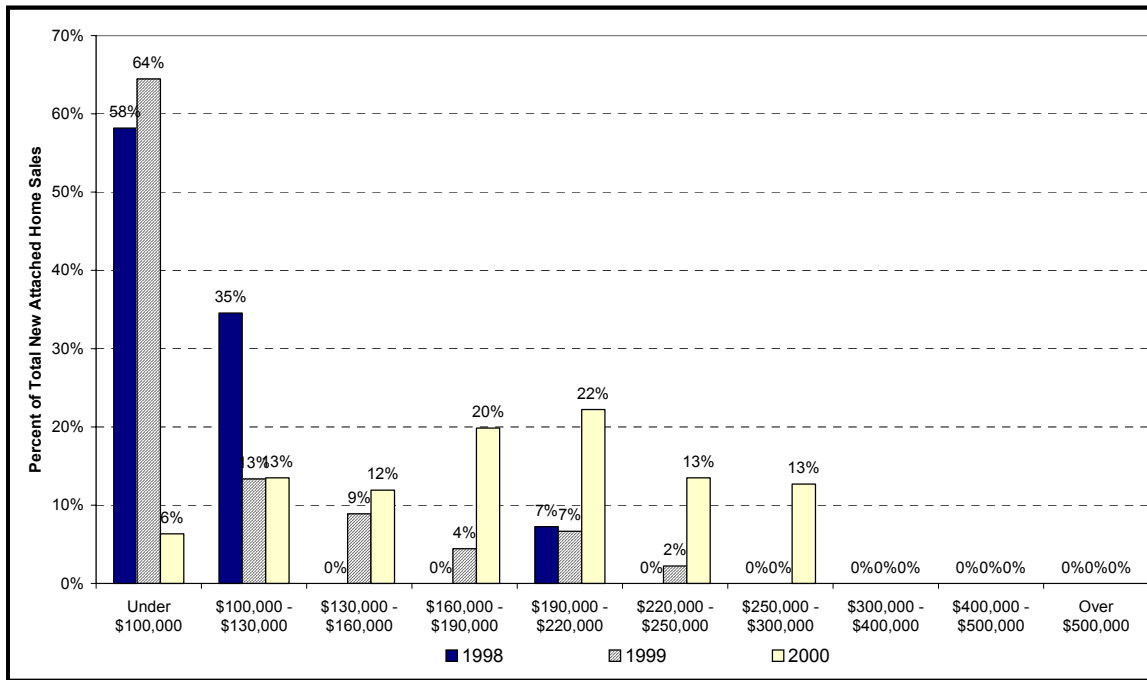
Figure 2: Attached Home Sales as a Share of All New Home Sales in the Atlanta MSA, 1997 to 2001



Attached home sales in ZIP Codes surrounding the Kensington Study Area and the Memorial Drive corridor vary significantly in price, with higher-priced product (above \$160,000) being located in and around Decatur and Avondale Estates, and more affordable product being located closer to and south of the corridor. Demand for established locations, such as those around Decatur, has resulted in a significant shift in new attached home sales around the corridor, away from a purely affordable product (below \$130,000) to a lifestyle product priced well into the \$200s and even \$300s.

New attached for-sale product proximate to the Kensington Station Area ranges significantly in terms of price and market audiences attracted. Products around Kensington, to the north and west are generally higher priced than those beyond the Perimeter and to the south, where single-family housing is more affordable. Projects to the north and west of the study area, including Kensington Walk in the study area, generally range in price from the \$140s to above \$300,000, with a number of the projects achieving absolute prices above \$200,000. Strongest selling of these projects is Lantern Ridge, a large townhouse and single-family detached home community moderately priced in the market. Townhouses in the community are priced from the \$140s to near \$160,000 and are selling at a pace of between 6 and 7 units per month, which is very strong given the current economic conditions. Outside of Decatur, the market for product priced above \$200,000 thins somewhat, with projects such as Kensington Walk and Montreal Park selling between one and two units per month.

Figure 3: New Attached Home Sales in Zip Codes around Kensington and the Memorial Drive Corridor



East of I-285 and south of Memorial Drive, achievable prices for attached product diminishes quickly, as single-family neighborhoods quickly become more affordable and the character and popularity of Decatur and Avondale Estates diminishes into more conventional suburban neighborhoods. Projects in these areas range from below \$100,000 to around \$130,000.

Figure 4: Opportunity Assessment for new Attached For-Sale Housing in the Kensington Station LCI Area

Land Use	Key Building Blocks	Level of Opportunity		Implications of Land Use
		Short-Term (1 - 5 Years)	Long-Term (6 Years +)	
Attached For-Sale Residential	<ul style="list-style-type: none"> • Transportation access • New infill residential already occurring • Prestige/location of Avondale Estates, Decatur • Major employment concentration • New interchange design. 	XXXX (MARTA) XX (County Site)	XXXXX (MARTA) XXX (County Site)	<ul style="list-style-type: none"> • Creates stronger residential feel around interchange. • Creates real opportunities for mixed-use • Supports retail in the corridor.

Scale is from "X" to "XXXXX", with "X" representing a very limited opportunity and "XXXXX" representing a strong opportunity.

Rental Market Overview

The residential rental market in the study area has historically been typified by aging communities developed between the late 70's and early 80's, and offering large living accommodations with few or no amenities. These rental communities are all conventional garden apartments featuring larger units and no mixing of uses.

Only one project has been developed proximate to the subject property in the recent past. Market-rate units at East Lake have been well received, with occupancies well above 95% being reported. As the project is a HOPE VI project that pioneered the area, base rents in the project are generally conservative, ranging from \$.76 per square foot up to \$.91 per square foot for one-bedroom units. Newer rental apartment projects were examined to the east in Stone Mountain and southeast in the Stonecrest area. Again, all free-standing garden projects, achieved rents in newer communities in these areas range from the mid \$.80s to the low to mid \$.90s.

While the Stonecrest area in particular represents a newly developed location and relatively "cleaner" location than the Kensington area, an opportunity exists to develop product that is part of a mixed-use environment, with strong access to jobs and close proximity to attractive neighborhoods in Decatur and Avondale Estates. This product should be able to achieve a significant premium above existing older product in the local market. Depending on the achieved rents, some type of subsidy may be required to develop more urban product with structured parking, which typically requires rents in excess of \$1.10 per square foot.

Figure 5: Opportunity Assessment for New Rental Apartments in the Kensington Station LCI Area

Land Use	Key Building Blocks	Level of Opportunity		Implications of Land Use
		Short-Term (1 -5 Years)	Long-Term (6 Years +)	
Rental Apartments	<ul style="list-style-type: none"> • Transportation access • New infill residential already occurring • Major employment concentration • New interchange design • Evidence of newer product faring well in mkt. 	XXXX (MARTA)	XXXXX (MARTA)	<ul style="list-style-type: none"> • Creates stronger residential feel around interchange. • Creates real opportunities for mixed-use • Supports retail in the corridor.

Scale is from "X" to "XXXXX", with "X" representing a very limited opportunity and "XXXXX" representing a strong opportunity.

Retail Market Overview

Retail space has been found to be oversupplied along Memorial Drive, including areas inside and around I-285. This is particularly true of regional and community shopping centers, which now are experiencing sharply increasing competition from the Mall at Stonecrest and adjacent power centers either already opened or under construction. Indeed, there are five enclosed malls competing for the same market audience in the corridor, including: Avondale Mall (now shuttered), North DeKalb Mall, Northlake Mall, South DeKalb Mall and The Mall at Stonecrest.

While retail is in oversupply, opportunities for development still exist in the corridor and in the Kensington Station LCI area. Most of the retail in the study area itself is smaller, free-standing fast food and local-serving uses with no major retail centers present. In fact, the nearest viable retail center west of the study area is Belvedere Plaza near Avondale Mall. East of I-285 is one older, poorly kept retail center anchored by Circuit City. Little viable retail exists until a couple of miles east of the study area near Rays Road, where Memorial Bend is anchored by Publix and TJ Maxx. To the north, neighborhood-serving retail centers are largely found beyond Decatur and near Northlake, while little significant quality retail can be found south inside of I-285.

Like the office market in and around the study area, occupancy in the retail market is high averaging just over 90%. Retail space can be generalized as aging with an average age of 25 years. Centers most proximate to Memorial Drive and the study area generally achieve rents between \$9 and \$13 per square foot while newer centers in the Northlake area (late 1980s to early 1990s) achieve somewhat higher rents of \$17 to \$23 per square foot.

As with the case of all land uses around the study area, no mixing of land uses has been undertaken, with all competitive retail centers being aging and free-standing centers. This creates an opportunity to develop a neighborhood-oriented retail center as part of a mixed-use project that serves the local residents and office employees in and around the Kensington LCI area. The extent of this opportunity needs to be examined in more detail via a site-specific demand analysis to be undertaken in phase II of the Kensington Station LCI study. While the strong interstate access may be supportive of larger-scale retail, development of large boxes represents a less significant opportunity due both to the intense competition among big box centers in this area of DeKalb, but also due to the difficulties of incorporating these larger retail uses into pedestrian-oriented, mixed-use environments.

Figure 6: Opportunity Assessment for New Retail in the Kensington Station LCI Area

Land Use	Key Building Blocks	Level of Opportunity		Implications of Land Use
		Short-Term (1 -5 Years)	Long-Term (6 Years +)	
Retail				
Local-Serving	<ul style="list-style-type: none"> • Site fits demographic needs for neighborhood retailers. • Access and visibility strong enough to compensate for any corridor short-comings. 	XXX	XXXX	<ul style="list-style-type: none"> • Intense competition for big-box retail limits opportunities. Neighborhood and highway-serving retail stronger opportunities. • Opportunities for retail may be stronger at County site more so than MARTA property.
Regional-Serving/Big Box	<ul style="list-style-type: none"> • One of only locations in Memorial Drive corridor offering significant daytime and nighttime market potential. • Visibility and access from I-285. 	XX	XXX	

Scale is from "X" to "XXXXX", with "X" representing a very limited opportunity and "XXXXX" representing a strong opportunity.

Office Market Overview

Despite the high vacancies in office space across the metropolitan Atlanta area, occupancy for office space in and around the study area is averaging 90%. This is due significant to the low rental rates being achieved by the older, smaller space typical in the area. These rents average between \$6.00 and \$14.00 per square foot are considerably lower than rents in the Northlake area, which generally range between \$12.00 and \$20.00 per square foot. The average age of buildings in and around the study is approximately 26 years old, which in combination with less prestigious locations (despite strong highway and public transportation access), may account for the low rent rates. Leasing agents have not had to make significant reductions in rental rates to maintain the higher level of occupancy, but it does appear that they are more willing to accept more short-term lease lengths, one to three years, instead of the more conventional lease lengths of three to five years.

Most of the tenants in the office space surveyed are local-serving office users, including professionals (doctors, lawyers, and psychologists) and real estate, insurance, and financial service providers. Also clustered around the I-285 interchange is a significant County presence. In addition to the County jail, numerous county offices are located behind the jail, in an adjacent office park and, more recently, filling the vacant Roberd's shopping center across from the jail. This significant county presence is somewhat understated, given the piecemeal fashion in which county employment has grown in the area. Opportunities do exist, however, for the County to make a more significant statement in the corridor via the development of a more organized County office facility that could act as an anchor for the Kensington/Government Center activity center. Included in activity center planning around the Kensington MARTA station is a new

training center being developed by the County as well as a new 100,000 square foot State of Georgia Juvenile Justice office building.

Figure 7: Opportunity Assessment for New Office Space in the Kensington Station LCI Area

Land Use	Key Building Blocks	Level of Opportunity		Implications of Land Use
		Short-Term (1 -5 Years)	Long-Term (6 Years +)	
Office/ Business Space	<ul style="list-style-type: none"> • New government investment (State Juvenile Justice) • Abundant MARTA property-already graded. • Strong access (multi-modal) and visibility. 	XX	XXX	<ul style="list-style-type: none"> • MARTA's ability to negotiate deal, combined with strong access via rail and interstate, create most significant opportunities for major employment in the corridor.

Scale is from "X" to "XXXXX", with "X" representing a very limited opportunity and "XXXXX" representing a strong opportunity.

1.3 EXISTING LAND USE & URBAN DESIGN CONDITIONS

Land Use

While the Memorial Drive area as a whole is characterized as a suffering strip-mall corridor, the land use pattern within the Kensington Station LCI study area is varied and scattered with a wide range of uses. Residential development is the most dominant land use in the area, consisting mostly of numerous garden style multi-family developments including: Avondale Crossing, Oak Creek, Oak Tree, Kensington Manor, Southern Pine, and Willow Ridge apartments. Single-family residential is concentrated in the north and northwest portion of the study area, including the recent development of single-family residential subdivisions along Old Rockbridge Road. These include Ivy Ridge, Kensington Parc and the Village at Avondale.

DeKalb County owns a significant amount of property within the study area that is comprised of a variety of uses as well. The DeKalb County Tax Commissioner's Office, Detention Center, Public Safety and Juvenile Court are institutional uses that straddle Memorial Drive. These facilities are visible from the I-285 / Memorial Drive Interchange which currently serves as the gateway into the study area. These complexes are surrounded by surface parking lots serving staff and visitors. Industrial uses are immediately adjacent. These include House Sanitation, Fleet Maintenance, Roads & Drainage, EMS, and Traffic Engineering facilities. Due to the vast amount of county offices and facilities, DeKalb County is currently conducting a space utilization study and exploring opportunities for the consolidation and expansion of the existing facilities.

In addition to the institutional uses of DeKalb County, there are two schools within the Kensington Station LCI study area (Avondale Elementary School and Avondale Middle School). There is a strong faith-based presence with major churches along Memorial Drive and Covington Highway including Avondale Pattillo, 1st Baptist Church of Avondale, and Crossroads Bible Church. The Department of Juvenile Justice office which is currently under construction and the Red Cross Service Center are located on Covington Highway south of the Kensington MARTA Station. Some low-density offices are located along Memorial Drive including Park Plaza, Executive Square and Kensington Office Park. These 1980-style office condominiums are leased by local-serving businesses and service providers including DeKalb County Public Works. The Georgia Department of Transportation has offices located east of the DeKalb County facilities in the east side of the study area.

Despite the varied land use pattern, there is a lack of inter-parcel connectivity between adjacent land uses, and no mixed-use development exists in the study area. The study area also lacks a public park and public space, which might function as destinations for events. Avondale Dunaire Park is adjacent to the study area and is programmed for active recreational uses, including soccer fields. There is an abundance of undeveloped land south of DeKalb County facilities that currently serve as a natural buffer between the industrial and office core and multi-family developments to the south. There are also large concentrations of undeveloped land surrounding the Kensington MARTA Station, abutting multi-family and office developments. In addition, the Kensington MARTA Station site is surrounded by underutilized surface parking lots.

Urban Design

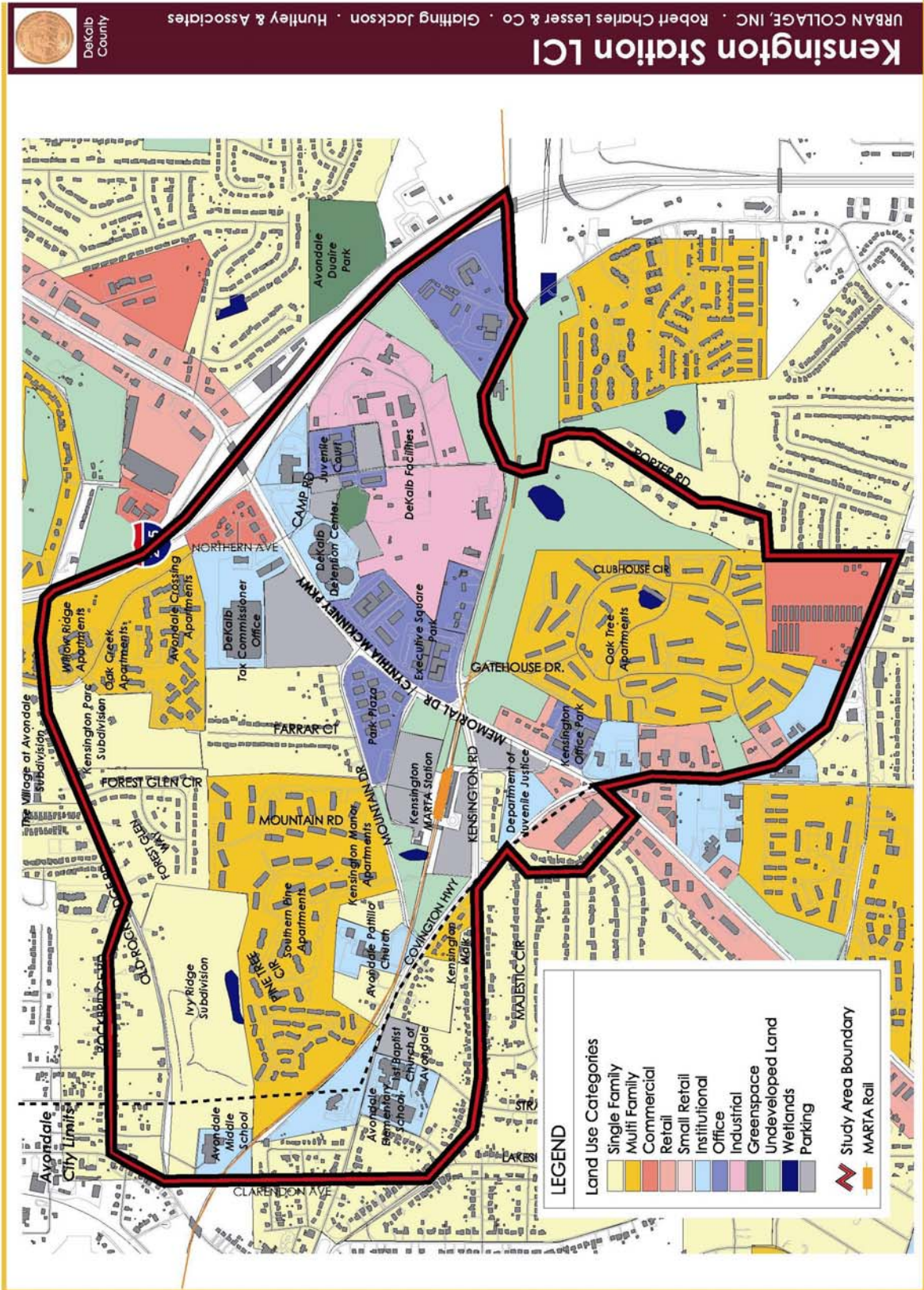
There are numerous features, both natural and man-made, in the study area which have an impact on the urban design of the area. Some features are amenities, that can be enhanced to help make the area more "livable" or distinct. Others features have issues that might need to be overcome in order to create a successful design for the area (refer to the Existing Urban Design Issues map.)

Amenities

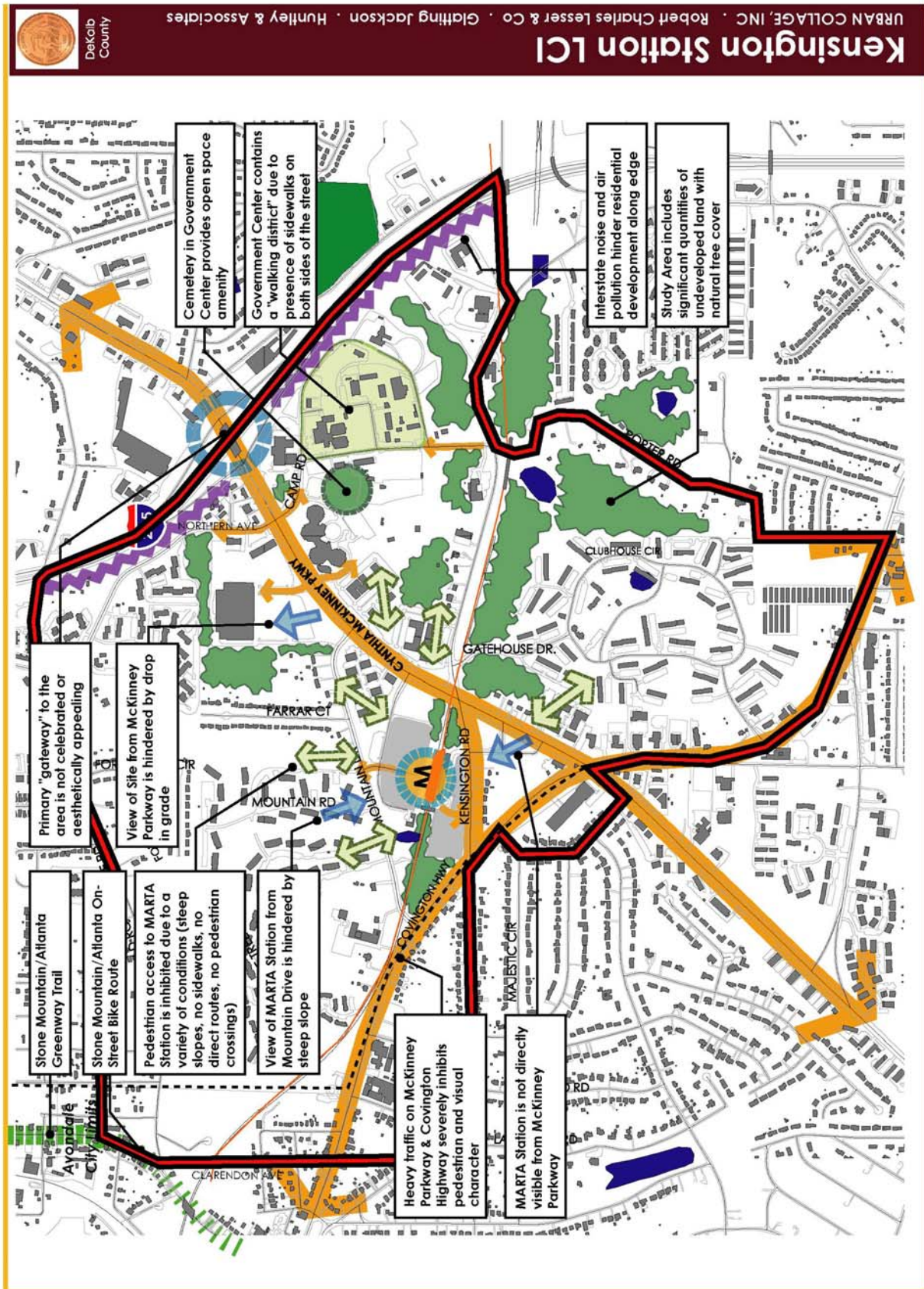
- Stone Mountain/Atlanta Greenway Trail is adjacent to the study area's northwest corner;
- The study area includes large amounts of wooded area that could function as parks or public spaces;
- A cemetery in the Government Center could provide an organizing open space;
- The Government Center has a lot of existing pedestrian infrastructure;
- The proximity of both a MARTA train station and a major highway intersection allow for excellent access to the study area.

Issues

- The primary vehicular gateway to the area (at Memorial Drive and Interstate I-285) is not aesthetically appealing or inviting;
- There is spillover of noise and pollution from the interstate into adjacent parcels;
- The physical size and amount of traffic on Memorial Drive makes for difficult pedestrian connections between the major nodes of potential development;
- The MARTA station is almost invisible from surrounding streets;
- Grade changes along Mountain Drive, and the general environment on Memorial Drive, inhibit pedestrian access to the MARTA station.



EXISTING LAND USE
September, 2002



URBAN COLLAGE, INC. • Robert Charles Lesser & Co. • Glattig Jackson • Huntley & Associates



EXISTING URBAN DESIGN ISSUES
September, 2002

1.4 EXISTING TRANSPORTATION ISSUES

Pedestrian Flows

The Kensington MARTA station is currently a large generator for pedestrians, and residents of the nearby multi-family developments have a high propensity to walk. There is a great deal of pedestrian activity in the vicinity of the MARTA station and along all roadways in the vicinity during the morning and afternoon.

The high number of pedestrians present is surprising due to the lack of safe pedestrian facilities. The Existing Transportation Issues map shows the location of sidewalks in the area. Within the study area, sidewalks are missing from all roadways except for the Avondale Estates side of Covington Highway, within the area of county offices and the detention center, and in some places adjacent to the MARTA station. There are no designated pedestrian mid-block street crossings, and a pedestrian-only exit from the MARTA station leads down a flight of stairs to a five-lane roadway with no sidewalks.

Walking students cannot safely reach the Avondale Middle School, which has been recently constructed south of Rockbridge Road. The middle school is not a charter school or other special school, so it draws from the surrounding neighborhoods. Middle school students typically have a higher rate of walking to school than both younger and older students. However, the lack of safe walking space on Rockbridge Road and the sweeping grade-separated entrance from Old Rockbridge Road to the school entrance makes walking particularly difficult. There is a non-vehicular path from the school to PATH's Stone Mountain/Atlanta Greenway Trail and On-Street Bike Route that runs along Clarendon Avenue, but the access is an abandoned roadway with overgrown weeds and little if any lighting.

Without established, safe pedestrian accessibility within the study area, Kensington MARTA station users have created makeshift cross-parcel access points. For example, the Oak Creek Apartment development lies north of the Tax Commissioner's service center and fronts on Northern Avenue. Allowable pedestrian access is via the northern driveways of the apartment complexes, back south along a sidewalk-less, two-lane Northern Avenue, then southwest along sidewalk-less, seven-lane Memorial Drive. Instead, residents of the apartment complexes have created pedestrian-only access points from the southern extent of the Oak Creek Apartments to the back of the Tax Commissioner's parcel and the end of Farrar Court. Makeshift stairs on the Oak Creek side of the Tax Commissioner's parcel assist with difficult terrain.

However, not only are these connections discouraged, but they are also outlawed in DeKalb County. A sign on a wall that separates Oak Creek Apartments and Farrar Court warns/threatens:

As required by DeKalb County, the only legal ingress and egress from Oak Creek is by Northern Avenue. Maintaining a fence is costly and increased expenditures by Oak Creek Apartments could increase rental costs.

The design of the Kensington MARTA station must recognize the current heavy pedestrian usage and walking patterns, and design for safe and efficient access for pedestrians. DeKalb County, through its consultants Jordan, Jones and Goulding, is designing streetscape improvements along Memorial Drive. These improvements could help establish and enhance pedestrian facilities.

Flex Trolley/ Bus Rapid Transit

This study, funded by ARC's Livable Communities Initiative, is an outgrowth of the DeKalb County Strip Recovery Plan, in which bus rapid transit (BRT) was recommended for consideration within the Memorial Drive corridor. Subsequent studies by others have evaluated the potential support for BRT or other enhanced transit, and the Memorial Drive corridor ranks #1 for speed and cost of implementation within the entire metropolitan region. MARTA is now considering funding an additional study for BRT or flex trolley implementation.

Since any flex trolley that served the Memorial Drive corridor would connect to heavy rail at the Kensington MARTA station, implementation of enhanced transit impacts the opportunities for design of the station. Neither MARTA nor any other Atlanta transit provider currently utilizes the flex trolley or other BRT technology, so the design parameters for flex trolley/heavy rail integration are unknown. Consequently, the design for the Kensington MARTA station will require future flexibility in the design and type of transit that utilizes the station. In particular, it must be assumed that vehicles with large turning radii will turn around within the station area. In addition, given the required flexibility in flex trolley/heavy rail integration, transit-related development should not be designed with a high degree of shared spaces and shared infrastructure.

The number one ranking of Memorial Drive is due in part to the recent completion by DeKalb County Public Works of signal coordination along Memorial Drive. All signals in the corridor are coordinated and controlled real-time through a Public Works operator. (Signals north and south of Kensington Road are on separate coordination systems.) Existing signal coordination and the increased capacity for transit signal prioritization will ease the implementation of flex trolley in the Memorial Drive corridor. Public Works representatives report a 20% improvement in time performance after transit prioritization was introduced on the 7-mile Candler Road corridor. Transit signal prioritization will assist transit users by improving the efficiency of transit vehicles. However, transit signal prioritization neither improves nor worsens the conditions for transit riders once they become pedestrians. Pedestrian-oriented facilities are still required.

Needs of Heavy Vehicles

The intention of the Kensington MARTA station LCI grant is to create a pedestrian-friendly development pattern that will not only create a livable area, but also support MARTA ridership. The design of pedestrian-friendly areas and street crossings will be challenged by the needs of heavy vehicles.

The MARTA station is a hub for transit vehicles. Currently, six bus routes converge on the Kensington MARTA station (routes 21, 114, 115, 116, 118, and 121). Plans for the implementation of flex trolley along Memorial Drive call for a flex trolley/heavy rail transfer point at Kensington. MARTA's Interstate 20 corridor study and Gwinnett County Transit service expansion may increase the number and types of transit vehicles that use the Kensington MARTA station bus maneuvering and staging areas.

The DeKalb County government center south of Memorial Drive and Interstate 285 contains many uses that require large vehicles. Fire/EMS headquarters, Sanitation, Fleet Maintenance, and the Detention Center are all located in the study area. The Georgia Department of Transportation sign fabrication facility and the armory facility behind the

government center on Kensington Road add to the volume of large vehicles that must safely and efficiently access the area.

Automobile Orientation

As would be expected for its time of development, its location within the metropolitan Atlanta area, the historic role of Memorial Drive, and its proximity to Interstate I-285, the transportation infrastructure in the study area is automobile-oriented. Consequently, the design of the Kensington MARTA station is also automobile-oriented, with very large parking lots, long-term parking, and no supporting development within easy walking distance.

The width of the roadways in the study area demonstrates the need to move vehicles through the area. In addition to Interstate 285, the following roadways are wide and thus present a challenge for crossing pedestrians and bicyclists.

- Memorial Drive: 6 through lanes plus a continuous left-turn lane
- Covington Highway: 4 through lanes plus a continuous left-turn lane
- Mountain Drive: 4 through lanes plus a continuous left-turn lane
- Kensington Road: 4 through lanes plus a continuous left-turn lane
- Camp Circle: 4 through lanes plus a continuous left-turn lane

Other roadways in the study area provide a supportive network. These two-lane roadways include Northern Avenue, Rockbridge Road, Porter Road, Farrar Court, Forest Glen Circle, and roadways that are internal to apartment developments and the government center. Year 2000 annual average daily traffic counts are listed on the Existing Transportation Issues map; all roadway segments are operating at Level of Service C. (Vehicular LOS is measured A through F, with LOS D and E appropriate for areas like the study area.)

DeKalb County Traffic Engineering reports that while there are no vehicular safety problem areas/intersections within the study area, there are pedestrian safety issues near the Kensington MARTA station.

The Georgia Department of Transportation has almost completed designs for capacity improvement for the Memorial Drive/I-285 interchange. Phase 1A and 1B projects include an additional two lanes on Memorial Drive between Mountain Drive and DeKalb Tech. On- and off-ramps will be realigned, necessitating the purchase of additional parcels adjacent to the interchange. The width of Memorial Drive is expected to increase by 30% or more in some locations. Although the alignment of George Luther Drive north of the interchange is to change, the signal and Camp Circle/Northern Avenue is to remain.

Summary of Design Opportunities and Challenges

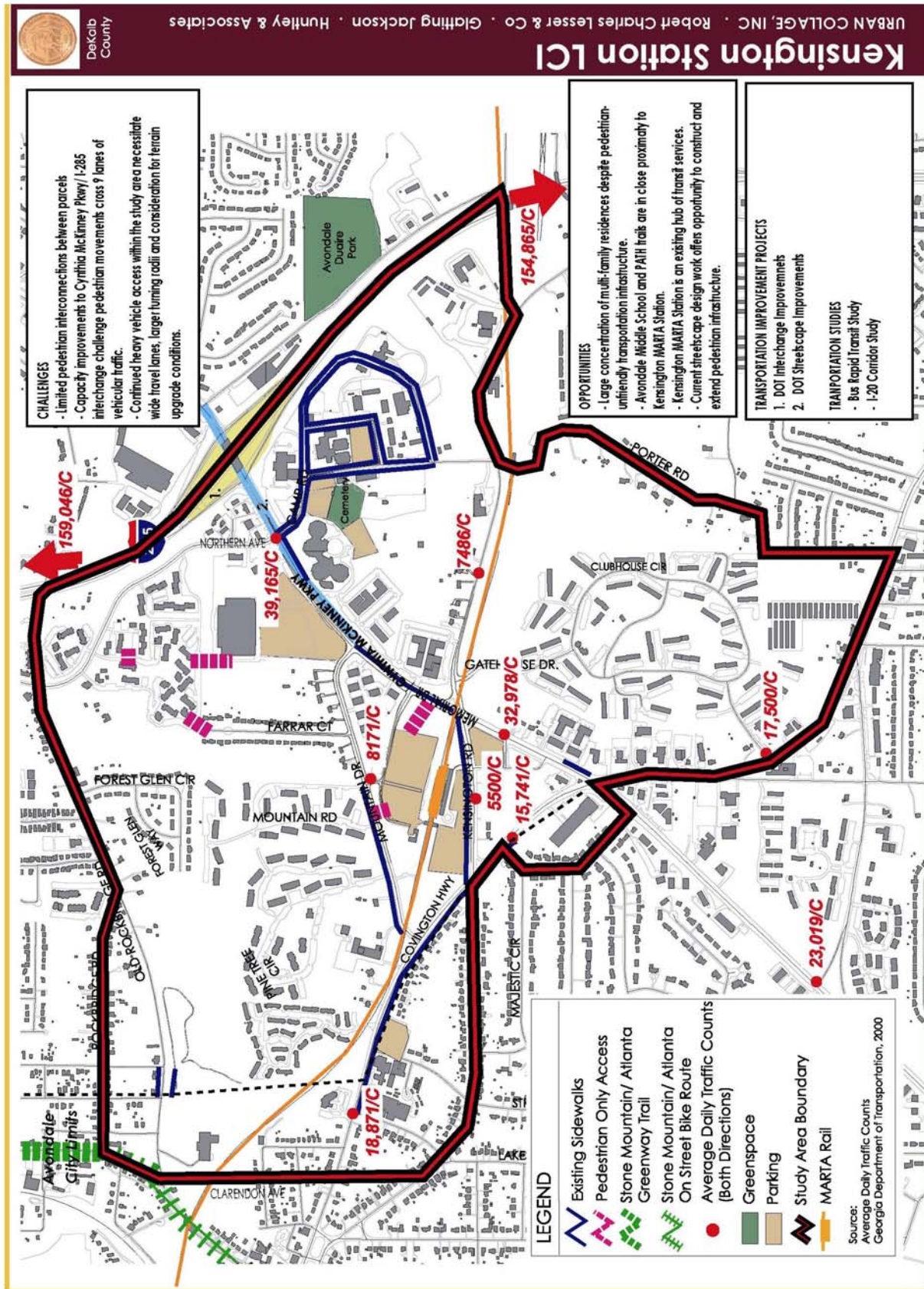
From the multimodal transportation perspective, the following is a summary of design opportunities and challenges for the Kensington MARTA station area.

Opportunities

- There is a concentration of multi-family residences, with a large number of pedestrians despite a pedestrian-unfriendly transportation infrastructure.
- Avondale Middle School and the PATH multi-use trail are close to the Kensington MARTA station.
- Kensington MARTA station is already a hub of transit services, and that role will continue to expand.
- MARTA recognizes that there is an excess of parking at the Kensington MARTA station and desires to partner with DeKalb County in redeveloping a portion of their land.
- The current streetscape design work offers an opportunity to construct and extend the pedestrian infrastructure.

Challenges

- There will continue to be a large number of large and heavy vehicles requiring access and mobility within the study area, necessitating street design with wide travel lanes, larger turning radii, and special consideration for terrain upgrade conditions.
- Capacity improvements to the Memorial Drive/I-285 interchange will further divide the study area into two isolated areas. Safe and inviting pedestrian crossings across 9 lanes of vehicular traffic are difficult to design.
- DeKalb County currently discourages pedestrian interconnection between parcels.



1.5 EXISTING DEVELOPMENT FRAMEWORK

One of the goals of this study is to identify specific locations within the study area that are most likely to redevelop. The Development Framework map identifies districts that represent some of the best opportunities for investment and redevelopment in the Kensington Station LCI study area. These districts were based on the following subjective criteria:

- Information gathered during the stakeholder interview process;
- The presence of a relatively high percentage of surface parking (much of it underutilized) in relation to the built-out area of the parcel;
- Significant areas of undeveloped land;
- Willingness of landowners to explore opportunities for redevelopment;
- Adjacency of, or access to, transit;
- The presence of low-intensity retail or service uses along major transportation corridors.

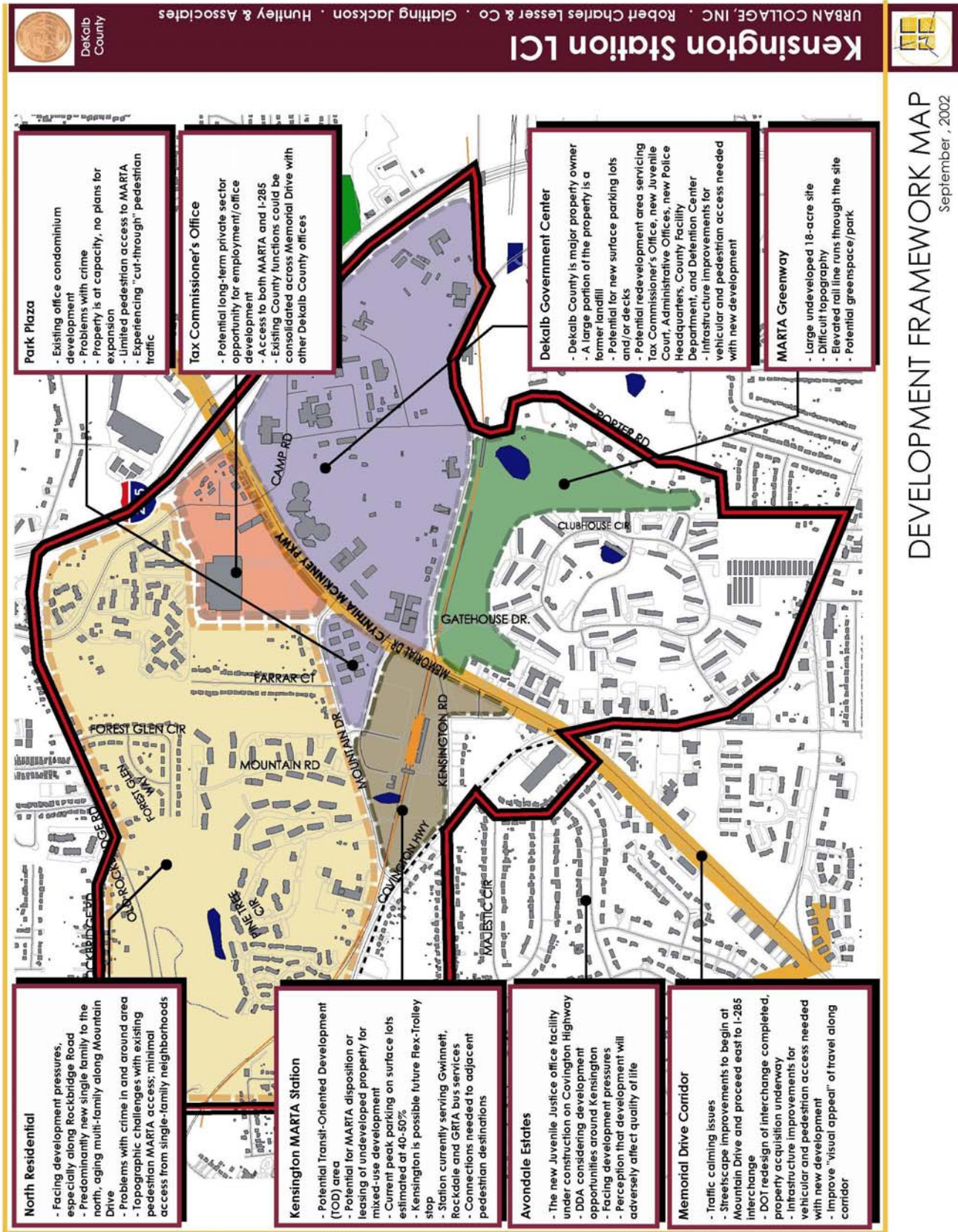
Taking these factors into account, the following matrix and corresponding map define and graphically identify the eight districts and their distinct level of development potential. The districts with the highest potential are the Kensington MARTA station, the DeKalb Government Center and the Tax Commissioner's Office. These three are described in more detail in sections 2.3 – 2.5 of this report emphasizing higher density development and mixed-use development, linkages and inter-parcel connectivity, integrating and balancing multiple transportation options, and creating a "sense of place".



Kensington Station LCI - Development Framework
URBAN COLLAGE, INC. · Robert Charles Lesser & Co. · Glattig Jackson · Huntley & Associates



North Residential	Kensington MARTA Station	Avondale Estates	Memorial Drive Corridor	Park Plaza	Tax Commissioner's Office	DeKalb Government Center	MARTA Greenway
<ul style="list-style-type: none"> Facing development pressures, especially along Rockbridge Road Predominantly new single family to the north, aging multi-family along Mountain Drive Problems with crime in and around area Topographic challenges with existing pedestrian access; minimal access from single-family neighborhood 	<ul style="list-style-type: none"> Potential Transit-Oriented Development (TOD) area Potential MARTA disposition or leasing of undeveloped property for mixed-use development Current peak parking on surface lots estimated at 40-50% Kensington is possible future Flex-Trolley stop Station currently serving Gwinnett, Rockdale and GRTA bus services (Connections needed to adjacent pedestrian destinations 	<ul style="list-style-type: none"> The new Juvenile Justice office construction on Covington Highway DDA considering development opportunities around Kensington Facing development pressures Perception that development will adversely affect quality of life 	<ul style="list-style-type: none"> Traffic calming issues Streetscape improvements to begin at Mountain Drive and proceed east to I-285 interchange DOT redesign of interchange completed, property acquisition underway Infrastructure improvements for vehicular and pedestrian access needed with new development Improve "visual appeal" of travel along corridor 	<ul style="list-style-type: none"> Existing office condominium development Problems with crime Property is at capacity, no plans for expansion Limited pedestrian access to MARTA Experiencing "cut-through" pedestrian traffic 	<ul style="list-style-type: none"> Potential long-term private sector opportunity for employment/office development Access to both MARTA and I-285 Existing County functions could be consolidated across Memorial Drive with other DeKalb County offices 	<ul style="list-style-type: none"> DeKalb County is major property owner A large portion of the property is a former landfill Potential for new surface parking lots and/or decks Potential redevelopment area servicing Tax Commissioner's Office, new Juvenile Court, Administrative Offices, new Police Headquarters, County Facility Department, and Detention Center Infrastructure improvements for vehicular and pedestrian access needed with new development 	<ul style="list-style-type: none"> Large undeveloped 18-acre site Difficult topography Elevated rail line runs through the site Potential greenspace /park



2.0 DEVELOPMENT PLAN

This section includes specific land use/ development and transportation/ circulation initiatives proposed for the Kensington LCI study area.

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2.1 LCI STUDY AREA VISION

In order to obtain a consensus vision for the future of the Kensington Station LCI area, a community character survey known as the “Kensington Compass” was administered to stakeholders at the Public Kick-Off meeting on September 5, 2002. Part 1 of the Kensington Compass consisted of a facilitated survey of 60 images that ranged from residential and commercial building types, transportation options, streetscape improvements, and open space enhancements from small outdoor seating areas to large public gathering spaces. The participants were asked to rate the images on a scale of from 1 (Less Appropriate) to 5 (More Appropriate) based on their appropriateness for future development in the Kensington Station LCI study area. In Part 2 of the Kensington Compass, the participants answered a series of 26 multiple choice and short answer questions in the categories of Land Use, Transportation, Sense of Place and Implementation. The Kensington Compass was administered to a total of 26 stakeholders consisting of:

- 33% are Employees of the LCI area
- 43% are Residents of the LCI area
- 20% are Shoppers of the LCI area
- 1 respondent owns property within the LCI area
- 1 respondent lives near the LCI area

A summary of the survey results is provided on the pages that follow. In Part 1, the images were grouped into four categories: Residential, Commercial, Transportation and Open Space. The three highest and three lowest ranking images are highlighted.

Commercial Images

The highest rated commercial images are representative of low scale retail with storefronts, and on street parking. Interparcel connectivity appeared favorable versus expansive surface parking lots. Sidewalk cafes and neighborhood oriented retail scored high. In general, retail images were rated favorably if they depicted wide sidewalks, streetscapes, well designed parking and a pedestrian oriented environment.

HIGHEST RATED COMMERCIAL IMAGES



Images of strip centers and big-box retail with an abundance of surface parking did not favor well. These images that were representative of the existing character of the Memorial Drive corridor were ranked low.

LOWEST RATED COMMERCIAL IMAGES



Residential Images

Images that received favorable ratings illustrated medium density multi-family residential buildings (2 to 4 stories). Condos, walkup apartments and townhouses constructed out of brick and traditional facades, private entrances and pedestrian orientation rated high for an area that is dominated by garden style apartments and an established single-family residential core.

HIGHEST RATED RESIDENTIAL IMAGES



Despite the study area single-family neighborhood core, the survey respondents did not rate single-family homes favorably. Mid to high-rise condos/ apartments with ten or more floors received lower scores than two to five story apartments. Garden style apartments similar to those that currently exist in the study area also rated low.

LOWEST RATED RESIDENTIAL IMAGES



Transportation Images

The highest rated transportation images included streetscaping such as decorative pavers, cross walks, street trees, bike racks and lighting. Clearly delineated pedestrian right of way indicators were also popular. It is not surprising that pedestrian improvements rated favorably considering Memorial Drive has very limited sidewalks and is not oriented for the pedestrian. Multi-purpose trails and alternative modes of transportation received high marks.

HIGHEST RATED TRANSPORTATION IMAGES



The lower rated transportation images included those that lacked pedestrian amenities that buffer the pedestrian from the vehicular traffic. Auto-oriented corridors with exposed utility lines were not favorable.

LOWEST RATED TRANSPORTATION IMAGES



Open Space Images

Images depicting passive green space with seating areas and public gathering areas scored high by the respondents. It is not surprising considering that the study area lacks open space amenities for events and active/passive recreational use.

HIGHEST RATED OPEN SPACE IMAGES



Large-scale public gathering places/amphitheaters and informal trails lacking pedestrian amenities rated lower.

LOWEST RATED OPEN SPACE IMAGES



Mixed-Use Images

Low density (3 to 5 stories) mixed-use buildings were the highest overall in this category. Ground floor retail with office or residential above rated most appropriate for the Kensington area. These images also include on street parking, wide sidewalks, plazas and pedestrian amenities.

HIGHEST RATED MIXED-USE IMAGES



Lower rating mixed—use mages included large parking decks that lacked ground floor retail stores or offices. High density mixed-use images also rated low despite pedestrian amenities and streetscapes.

LOWEST RATED MIXED-USE IMAGES



2.2 LCI STUDY AREA CONCEPT PLAN

The LCI Study Area Concept Plan is a compilation of future land use patterns and transportation and circulation improvements designed to create a more pedestrian-friendly and transit-oriented environment in and around the study area. The plan incorporates seven (7) land use initiatives, labeled A-G on the following map. In general, they encourage increased density in the heart of the study area surrounding the Kensington MARTA Station and reduced densities of development moving towards the periphery and the surrounding single family residential areas. The six (6) transportation and circulation improvements and enhancements are also described in the following section.

Future Land Use Plan

A. Single Family Preservation

Strategy: Provide a density buffer between the higher-density uses proposed for the heart of the station area and the single-family neighborhoods that are adjacent. The immediate station area will be developed to a higher density than that of the surrounding community. By decreasing the density and size of the development as it moves away from the station towards the existing neighborhoods, the residential areas will not be overwhelmed by the new construction.

B. DeKalb County Government Center Node

Strategy: Facilitate the establishment of a DeKalb "Government Center" on the existing county land around the Detention Center. This would occur through the consolidation and relocation of departments scattered throughout the County, and the construction of new administrative facilities and new juvenile court facility. In addition, a new open space quadrangle would be included, serving as a focal point for the development area. The Government Center would also be served by a BRT stop located at some point within the campus. (See section 2.3 for more detail.)

C. Regional Employment Center

Strategy: Support the development of an "Employment Center" on the Roberds site and adjacent single family neighborhood on Farrar Court. The Roberds building is currently being leased by the County for use as a Tax Commissioner's service center. With the development of the Kensington Station site and the creation of a "Government Center", this area would be primed for growth. The "Employment Center" could include a high-density office development and associated conference center. Density should be concentrated towards Mountain Drive and Memorial Drive, thinning as development moves north. New multi-family development at the north of the site would assist in the transition from high-density office to the adjacent Avondale Crossing Apartments. In addition, the pedestrian connection between the MARTA station and the Employment Center would be strengthened with the construction of new access roads and a transit plaza on the MARTA site, oriented towards Mountain Drive, and with pedestrian improvements to Mountain Drive itself. Refer to Section 2.4 for additional details.

D. Multi-Family Redevelopment

Strategy: Anticipate long-term redevelopment of the aging multi-family housing stock. The housing that exists, both north and south of the station area, is older and not in good condition. As conditions in and around the study area improve, these developments will be upgraded.

E. Open Space Enhancements

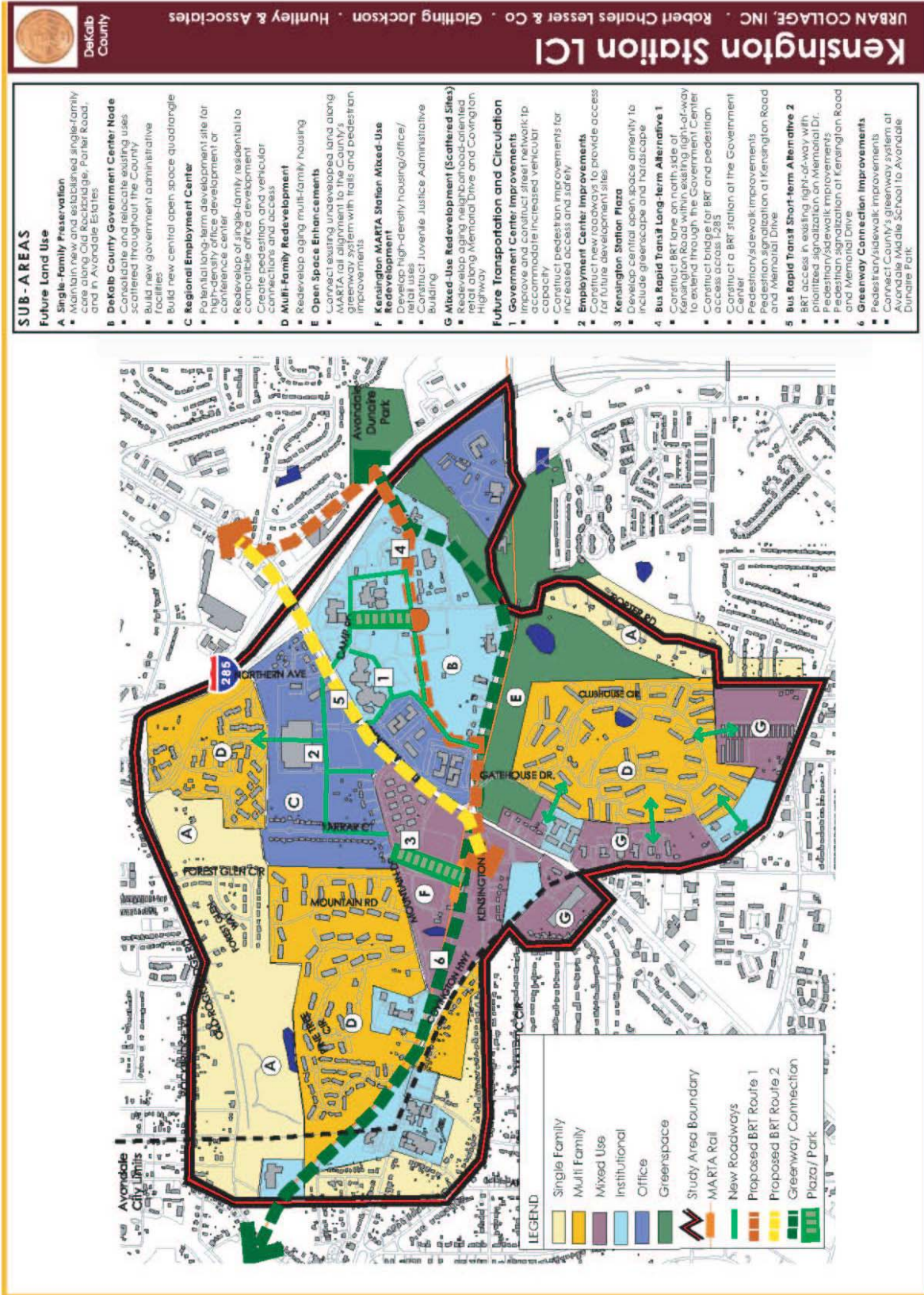
Preserve and expand greenspace. Use the station area to connect to the County greenway system, from the PATH connection at Avondale Middle School to Avondale Dunaire Park across I-285. This would be accomplished by improving pedestrian conditions and adding bike lanes along Covington Highway and Kensington Road, and by developing the land alongside the MARTA tracks into a greenway. This greenway park would extend from Kensington Road, south of Memorial Drive, into the Government Center and across the highway to the park, via a new overpass shared with BRT.

F. Kensington MARTA Station Mixed-Use Redevelopment

Strategy: Redevelop the Kensington Station area as a mixed-use community, with high-density housing, office, retail and open space. This is a multi-phase and long-term development, beginning on the parcel adjacent to the MARTA access drive and Memorial Drive and extending into the existing MARTA surface parking. This development would consist of street level retail, topped with multi-family housing. Development would continue on both sides of the station, including a retail "Main Street", additional multi-family housing, and single family attached housing. Refer to Section 2.5 of this report for more detail.

G. Mixed-Use Redevelopment

Strategy: Develop mixed-use along Memorial Drive and Covington Highway, replacing aging and scattered neighborhood-serving retail. The existing services would be consolidated, perhaps served in the future by a shared parking deck. New development should incorporate residential uses to enhance the area as a 24-hour community.



LCI STUDY AREA CONCEPT PLAN

November, 2002

Transportation & Circulation Initiatives

1. Government Center Improvements

Strategy: As the Government Center develops, create an internal street grid to serve the new facilities. In addition, a BRT station would be located in the midst of the Center, providing quick access to the Kensington MARTA station for DeKalb workers and patrons. The construction of a centralized pedestrian plaza to improve the aesthetics of the area as well as provide a pedestrian amenity and gathering area for employees and visitors to the "Government Center". Transportation & Streetscaping Improvements include:

Camp Drive: "AVENUE"

The Avenue is more appropriate for the entry, formal and ceremonial roadways

- A 104-foot minimum right-of-way requirement;
- Vehicular lanes 12 feet in width;
- Median and median trees;
- Left-turn lanes without the loss of on-street parking;
- A narrow sidewalk and wide planting strip for setback development;
- Bike lane that extends the bicycle network beyond the Greenway Connection.

Access/ Spine Roads: "ROAD"

This cross-section is appropriate for streets that front buildings with larger setbacks.

- Vehicular lanes 12 feet in width;
- No on-street parking;
- A narrow sidewalk and wide planting strip for setback development.

2. Employment Center Improvements

Strategy: In order to encourage development of the Employment Center, create a new internal street grid. This will improve access from Mountain Drive, Memorial Drive and Northern Avenue, as well as provide opportunities for pedestrian connections to adjacent residential neighborhoods. Ultimately this new street grid will facilitate pedestrian connections to MARTA thereby enhancing its visibility as an employment and conference center. Transportation & Streetscaping Improvements include:

Entry Road: "AVENUE"

- A 104-foot minimum right-of-way requirement;
- Vehicular lanes 12 feet in width;
- Median and median trees;
- Left-turn lanes without the loss of on-street parking;
- A narrow sidewalk and wide planting strip for setback development;
- Bike lane that extends the bicycle network beyond the Greenway Connection.

Access/ Spine Roads: "ROAD"

- Vehicular lanes 12 feet in width;
- No on-street parking;
- A narrow sidewalk and wide planting strip for setback development.

3. Kensington Station Improvements

Strategy: Develop a transit plaza linking the station to Mountain Drive, and creating a centralized pedestrian-friendly place. This plaza would be ringed with a one-way access road and parallel parking. The existing MARTA access road linking Memorial Drive to Mountain Drive would be improved. The plaza will provide a unique opportunity for

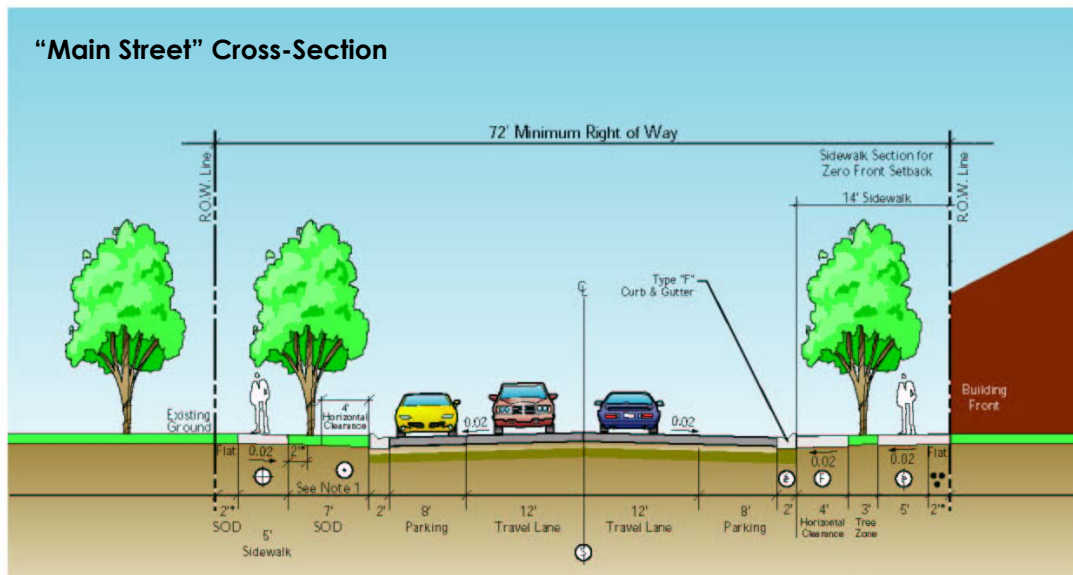
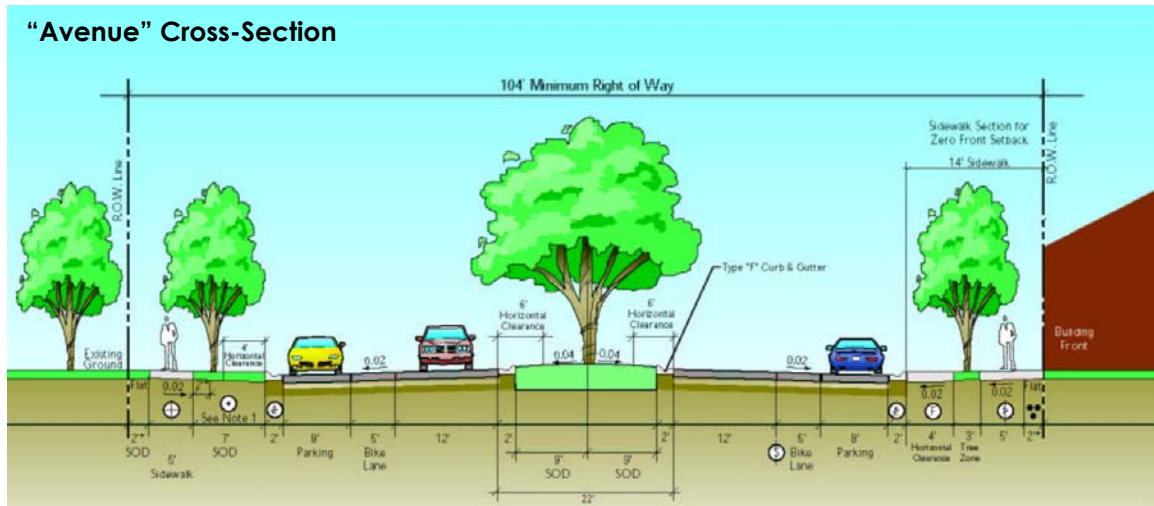
improving aesthetics of the area by enabling public art, public gathering and a forum for community events. Transportation & Streetscaping Improvements include:

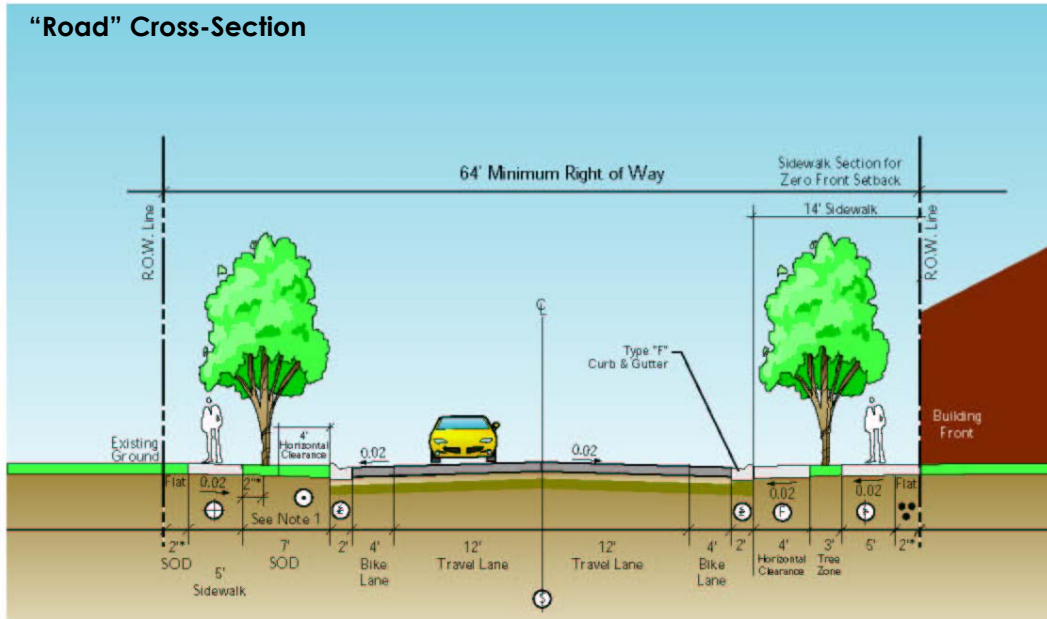
Kensington Road: "MAIN STREET"

This cross section allows for any street section with higher density retail, office, or residential uses.

- 72 feet minimum right-of-way
- On-street parking 9 feet in width;
- Vehicular lanes 12 feet in width;
- Sidewalks 5 ft in width

The cross-sections described above are illustrated below.





4. Bus Rapid Transit Long-Term Alternative

Transit usage in the Memorial Drive corridor is currently very high, and MARTA is planning improvements to the corridor's transit service. The Kensington LCI plan provides for both short-term and long-term transit improvements.

Long-Term Strategy: Improve transit service through the creation of a Bus Rapid Transit (BRT) system. With dedicated right-of-way, enhanced transit shelters/stations, as well as signal prioritization, BRT will allow a level of transit service that is less dependent on vehicular service levels. BRT will originate at the existing Kensington Station bus/BRT turnaround and proceed to Kensington Road across Memorial Drive in a dedicated transit right-of-way (as depicted on the following graphic).



Heading north-east through the Government Center complex to a Government Center BRT Station, BRT will cross I-285 on a dedicated transit/greenway bridge toward Avondale Dunair Park. The Kensington LCI plan routes BRT service along a new access road to connect to Memorial Drive east of I-285 across from the Circuit City shopping plaza. BRT's long-term investment in dedicated and place-making bus stations will assist in changing development within the Kensington LCI area and along Memorial Drive from linear "strip" development patterns to more sustainable and aesthetically pleasing "nodal" development patterns.

The Kensington LCI plan's limited streetscaping recommendations along Memorial Drive reflect the suburban, auto-orientation of the corridor. Currently, sidewalks and street trees are absent in most of the corridor. The plan should rebuild the pedestrian area outside the curbs to provide very basic pedestrian infrastructure. The addition of a five-foot sidewalk on both sides of Memorial Drive as well as street trees would provide for safe walking along the street.

Since most pedestrian activity will be concentrated on new and reconstructed roads within the Kensington Station, "Government Center", and "Employment Center", the recommended cross-section for Memorial Drive allows for many wide vehicular lanes. At points where pedestrians will cross Memorial Drive, such as at Kensington Road and Camp Road, special intersection treatments such as brick cross-walks should be provided.

Between the curbs, the streetscaping plan does not call for the creation of medians or other planting areas. The Kensington MARTA Station, "Government Center", and the "Employment Center" will require convenient accessibility among them for both pedestrians and drivers. The accessibility of these centers should be paramount, and the installation of medians decreases accessibility.

5. Bus Rapid Transit Short-term Alternative

Short-Term Strategy: Provide signal prioritization improvements on Memorial Drive. Similar to DeKalb County's successful pilot project on Candler Road, buses on Memorial Drive will be equipped with signal prioritization equipment, allowing the extension of green lights and the improvement of bus performance. In this short-term improvement, MARTA buses will still run within Memorial Drive (i.e. in lanes shared with other traffic) and serve current bus stops. Little infrastructure investment will be required beyond signal control and equipment installation, so start-up costs will be minimal. MARTA buses with signal prioritization will run on the current route – originating at the Kensington MARTA Station bus turnaround to Kensington Road, turning left on to Memorial Drive heading east across Interstate 285 towards Stone Mountain. Although transit service will increase with the short-term signal prioritization improvements, the effects of increased transit service on land use will be minimal since there are few infrastructure improvements to the transit route or bus stops.

6. Greenway Connection Improvements

Strategy: Use the station area to connect to the County greenway system, from the PATH connection at Avondale Middle School to Avondale Dunaire Park across I-285. This would be accomplished by improving pedestrian conditions and adding bike lanes along Covington Highway and Kensington Road, and by developing the land alongside the MARTA tracks into a greenway. This greenway park would extend from Kensington Road, south of Memorial Drive, into the Government Center and across the highway to the park, via a new overpass shared with BRT.

LCI Study Area Overall Development Program

Taken as a whole, the proceeding land use and circulation improvements will have a tremendous impact on the Kensington area. At build out, the concept plan will result in almost 900,000 square feet of new office space, approximately 4,000 new and renovated housing units, and significant amounts of new retail space. A summary of the overall strategies, timing and potential build-out quantities are summarized on the following tables.

LCI Study Area Overall Development Program

SUBAREAS	Development Strategies	Timing	New Development
A. Single-Family Preservation	-Maintain new and established single-family core along Old Rockbridge, Porter Road and in Avondale Estates	On-Going	
B. DeKalb County Government Center	-Consolidate and relocate existing uses scattered throughout the county -Build new government administrative facilities -Build new central open space quadrangle	2004	Admin. Bldg. - Institutional Space: 300,000 Juvenile Court - Institutional Space: 110,000 Parking Deck: 2,500 Surface Parking: 300
C. Regional Employment Center	-Potential long-term development site for high density office development or conference center -Redevelopment of single-family residential to compatible office development - Develop medium density multi-family residential between employment center developmetn site and existing multi-family residential -Create pedestrian and vehicular connections and access	2012	Multi-Family Residential: 320 Office Space: 780,000 Commercial Space: 10,000
D. Multi-family Redevelopment/ Rehab	- Redevelopment of aging multi-family developments	2007	Housing Units: 3000
E. Open Space Enhancements	- Connect existing undeveloped land along MARTA rail alignment to the County's greenway system with trails and pedestrian improvements	2007	TBD TBD
F. Kensington MARTA Station Mixed-Use Redevelopment	- High density housing/townhomes/office/retail uses - Construct Juvenile Justice Administrative Building	2004	Housing Units: 660 Retail Space: 150,000 Office Space: 80,000 Parking Spaces: 1,837 Institutional Space: 100,000
G. Mixed-Use Redevelopment (Scattered-Sites)	Redevelop aging neighborhood oriented retail along Memorial Drive and Covington Highway	2012	Retail Space: TBD Office Space: Surface Parking:

TOTAL LONG-TERM REDEVELOPMENT:

Institutional Space: 510,000
Retail Space: TBD
Office Space: 860,000
Housing Units: 3,960

Major Transportation & Circulation Enhancements

PROJECTS	Strategies	Timing	Responsible Parties	Potential Funding Sources
1. Government Center Improvements	-Improve and construct street network to accommodate increased vehicular capacity -Construct pedestrian improvements for increased access and safety	2004	DeKalb County	DeKalb County/ GDOT
2. Employment Center Improvements	-Construct new roadways to provide access for future development sites	2012	DeKalb County/ GDOT	DeKalb County/ GDOT/ Private
3. Kensington Station Improvements	- Develop the "Kensington Plaza" central open space amenity to include greenspace and hardscape - Improve existing road network to complement nre development	2004	MARTA/ DeKalb County	DeKalb County/Private/ GDOT
4. Bus Rapid Transit Long-term Alternative	- Construct BRT lane on north side of Kensington Road within existing right-of-way to extend through the Government Center - Construct bridge for BRT and pedestrian access across I-285 - Construct a BRT station at the Government Center - Pedestrian/sidewalk improvements - Pedestrian signalization at Kensington Road and Memorial Drive	2012	MARTA/ GDOT/ DeKalb County	MARTA/ GDOT/ DeKalb County
5. Bus Rapid Transit Short-Term Alternative	- BRT access in existing right-of-way with prioritized signalization - Pedestrian/sidewalk improvements - Pedestrian signalization at Kensington Road and Memorial Drive	2004	MARTA/ GDOT/ DeKalb County	MARTA/ GDOT/ DeKalb County
6. Greenway Connection Improvements	- Pedestrian/sidewalk improvements - Connect County's greenway system at Avondale Middle School to Avondale Dunaire Park	2007	DeKalb County/ GDOT	DeKalb County/ GDOT

Notes:

- 1) Development Program quantities are estimates only and will be refined relative to market realities and available funding
- 2) See separate Development Program for more details on Kensington MARTA Station site
- 3) See 5-Year Action Plan for more details on priority public improvement projects (including costs, funding sources & matching)

Prepared by: Urban Collage, inc.
February 11, 2003

Phasing Plan

Phase I (2-YR) 2004, Phase II (5-YR) 2007, Phase III (10-YR) 2012

2.3 GOVERNMENT CENTER DEVELOPMENT CONCEPT

The idea of a consolidated "Government Center" is conceptual, but has received a great deal of support from the community and DeKalb County decision makers. The planning team has worked with DeKalb County staff to outline plans for potential development sites on the existing government property (see concept diagram on the following page). This development would include the following programmatic elements:

- New Juvenile Court (+/-110,000 sq. ft.) to replace existing court;
- Administration Building or Buildings (+/-300,000 sq. ft.) to house the Tax Commissioner's office and additional County functions currently scattered throughout DeKalb;
- Parking Deck or Decks (+/- 2,500 spaces) for the administrative facilities;
- Surface Parking (300 spaces) for the Jail;
- The relocation of infrastructure-oriented services to off-site areas, and the consolidation of the remaining functions on-site;
- Develop a focal point or plaza in the midst of the Government Center;
- Locate a BRT stop to serve the new facilities, and to help activate the plaza.

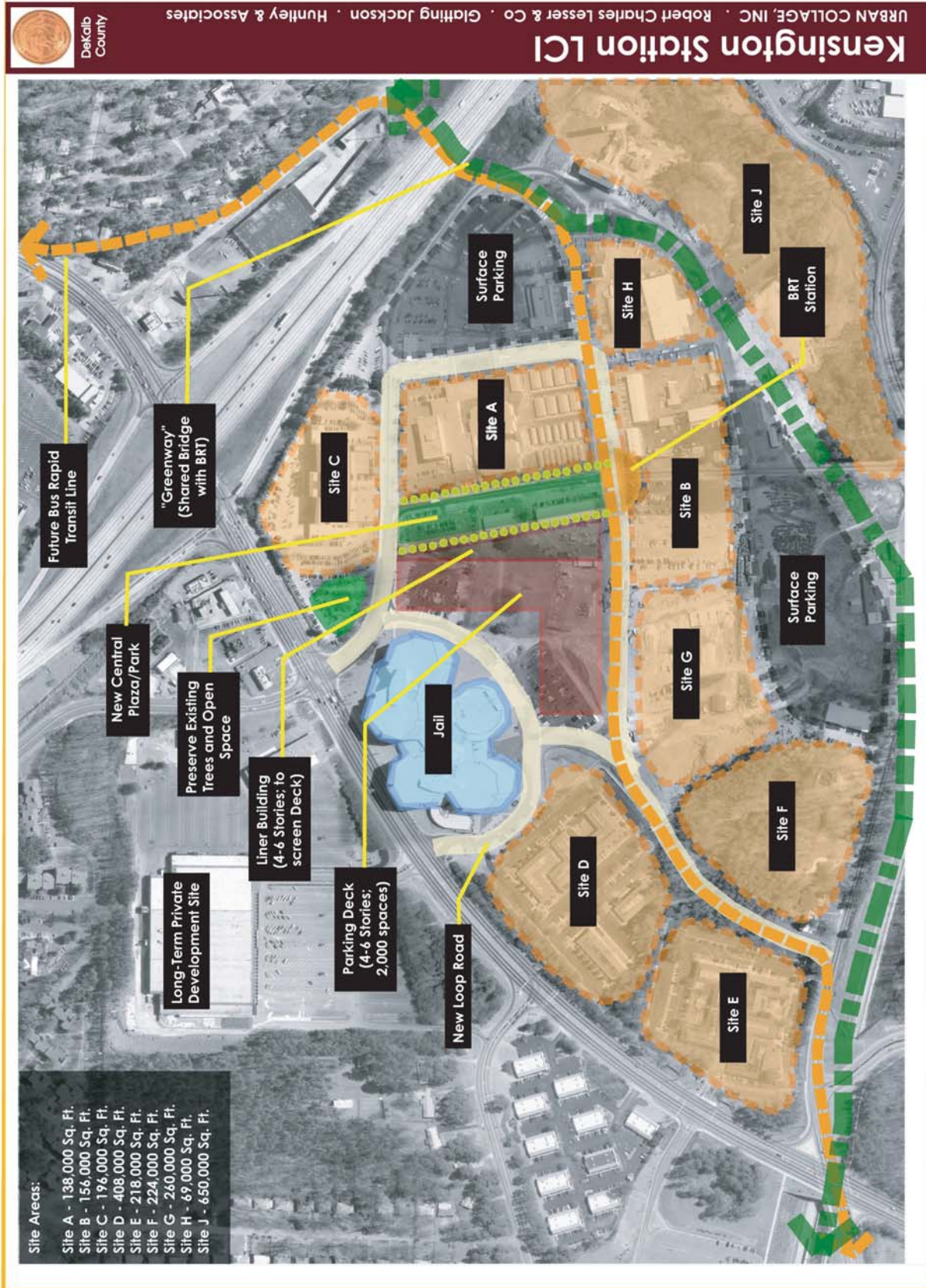
Many of the new buildings would be multi-story, possibly four to six floors (or more). Ideally, a critical mass of buildings would be located closer to Memorial Drive. This would help alleviate the stark and solitary appearance of the Jail, and help give the impression of a government "campus".

The Executive Park property is also a possible location for expansion (sites D & E on the following map.) There are a number of government offices currently located there, and the land is immediately adjacent to existing government property. In the long-term, redevelopment of this property could help define the character of Memorial Drive as a site for a conference center and hotel, but currently the market does not exist for this type of development.

The Parking Deck should be centrally located, to serve as many of the facilities as possible. A location adjacent to the plaza, would help add pedestrian traffic to the campus. The plaza would be fronted with a "liner" building, at least on the ground floor, so that the plaza would be fully activated on all sides.

The BRT station will also be located adjacent to the plaza, for similar reasons. The BRT would run from the Kensington MARTA Station, down Kensington Drive, across Memorial, and would enter the Government Center via a new street system. After the station, the BRT would continue across a dedicated overpass and reconnect with Memorial Drive east of I-285. In the event that a new overpass is infeasible, the BRT would turn from Kensington directly onto Memorial and would have a station on Memorial, near the plaza.

The Greenway system, continued through the MARTA property adjacent to the rail line, would also be connected through the Government Center site. The greenway would run through the southern portion of the site that is a land field and connect across I-285, via the BRT overpass, to Avondale Dunaire Park. There exists the possibility for further high-density development, possibly residential or even a small scale performance venue, south of this greenway, in the remaining portion of the DeKalb site.



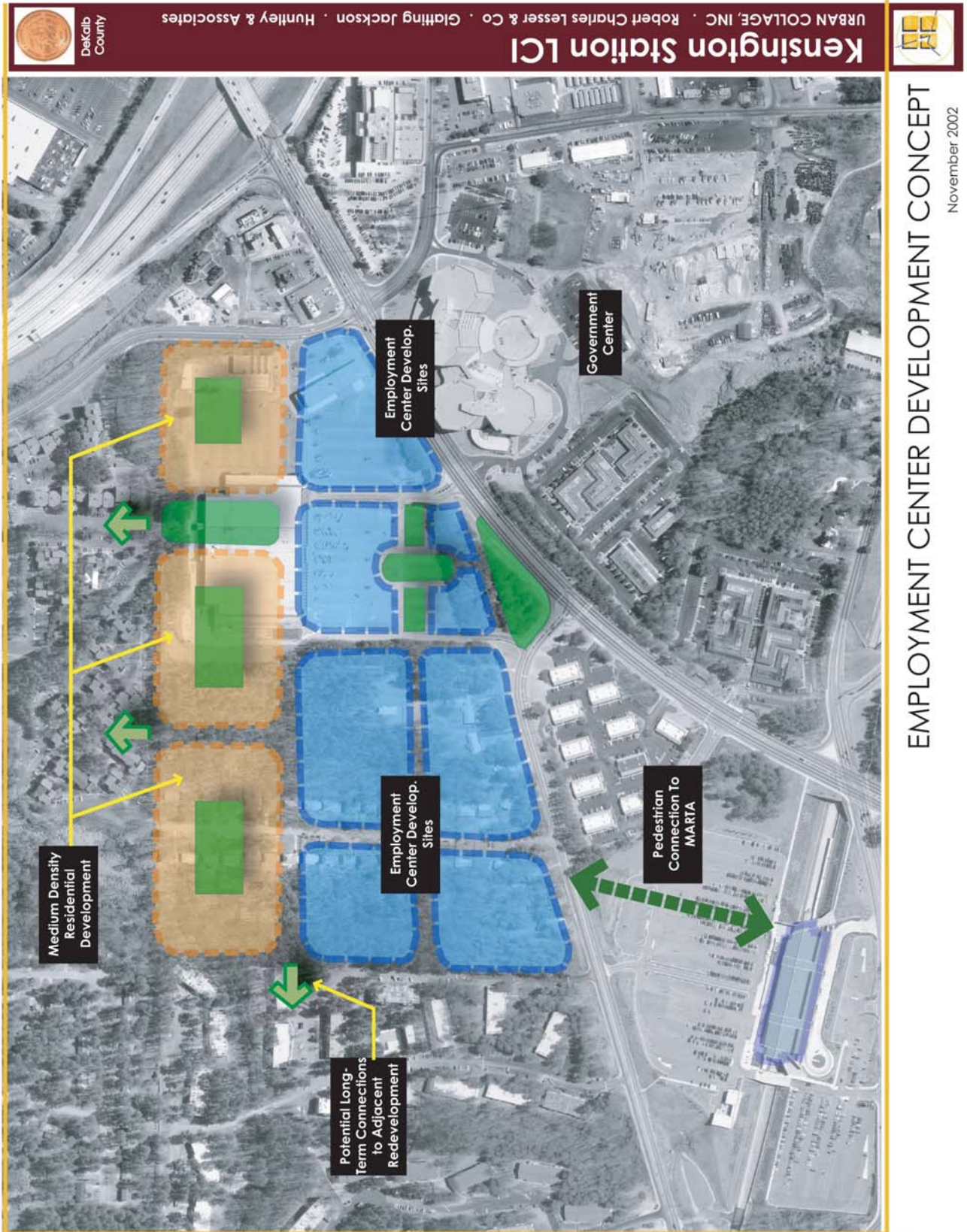
GOVERNMENT CENTER DEVELOPMENT CONCEPT
November, 2002

2.4 EMPLOYMENT CENTER DEVELOPMENT CONCEPT

The site across the street from the Jail, formerly a Roberds store, is currently occupied by the DeKalb County Tax Commissioner's Office and related services. This site is being leased by DeKalb County and there are no plans to purchase it. Under the plan to consolidate County functions at the "Government Center" (as previously described), the Tax Commissioner's Office would be relocated and this would leave the Roberds site open for development.

The area's excellent access from I-285 and its proximity to MARTA gives the site tremendous potential for new development. The viability of the site would also be enhanced by the mixed-use development of the Kensington MARTA station area. A centerpiece of the station plan is the creation of a pedestrian-friendly transit plaza leading from the north-east fare gate up to Mountain Drive. This plaza, in conjunction with planned pedestrian improvements along Mountain Drive, would augment the connection between the station and the DeKalb County Tax Commissioner's Office site.

The site is envisioned for redevelopment into an "Employment Center" with high-density, mixed-use development consisting of office space, and some retail along Memorial Drive and Mountain Drive (see concept diagram on the following page). A new multi-family residential development on the north end of the site would assist in the transition from higher density mixed-use development to the existing multi-family residential north of the site along Rockbridge Road. The adjacent single-family neighborhood along Farrar Road would likely be incorporated, since the existing density is well below what is envisioned for future conditions.



2.5 KENSINGTON MARTA STATION DEVELOPMENT CONCEPT

The area immediately surrounding the Kensington MARTA station is targeted as a T.O.D., or Transit-Oriented Development. The fact that the surrounding land is, in large part, owned by MARTA and is relatively open makes the area very attractive to redevelopment. The overall goal is to create a high-density, mixed-use development that provides a central transit “village”, offering all the elements of a complete live/work/play environment (refer to Kensington MARTA Station Development Concept map). In addition, the development would strengthen connections between MARTA and outlying parcels. Pedestrian paths would be developed and a BRT, or Bus Rapid Transit, system would be implemented. The development areas and public/transportation improvements associated with this high-priority site are described below:

Development Areas

1. Kensington Plaza Mixed-Use

The first phase of the development would occur on two sites. The first is the open parcel bordered by Memorial Drive, a MARTA access road and the north-east fare gate. Utilizing a tract of undeveloped land and a portion of the existing MARTA surface parking lot, this phase would include the transit plaza, which would form the western edge of the development. The project would include three to five stories of multi-family for-rent residential. The buildings would wrap an interior parking deck (+/- 4 stories tall), built into the side of an existing hill, and sized to accommodate the retail and residential uses, with additional capacity for future MARTA parking. Street-level retail would occur along the access road frontage.

1A. Kensington Commercial Center

Another part of the first phase (Phase 1-A) is on the southwest corner of Kensington Road and Memorial Drive. This portion of MARTA-owned land would be developed for a large-tenant retail use, possibly an “urban” grocery store. It would be sited to include adequate surface parking, with consideration made for the future addition of a shared deck internal to the block.

2. Kensington Commercial Center Main Street

The second phase would occur along Kensington Drive, between Memorial Drive and Covington Highway. This would be developed as a multi-use “Main Street”. Parallel parking would be added to both sides of the street west of the MARTA bus entrance, taking from existing travel lanes on what is currently a five-lane road. Street-level retail would line the north and south sides of the drive, topped with one to three floors of multi-family for-rent residential. Parking would be located on surface lots adjacent to the MARTA bus loop, and with an internal deck on the block south of Kensington Road, which would be shared with the retail development from Phase 1-A. This stretch would also have bike lanes connecting the Avondale Middle School site to the MARTA greenway site across Memorial Drive.

3. Memorial Drive Mixed-Use

In the distant future, the existing Park Plaza office condominiums would be redeveloped into a high-density mixed-use block, comprised primarily of multi-family residential, with a retail component across from the Phase I retail corner on Memorial Drive.

4. Kensington Plaza Townhomes

In the defined Kensington MARTA Station development area there is opportunity for for-sale housing units, particularly townhomes. With the convenience and location of the MARTA Station and the Transit Plaza immediately adjacent, this development would contribute to the diversification of housing options in the entire study area. Furthermore, it provides a transition in density from the new development in Phase I to the existing single family and multi-family areas to the north.

5. Kensington Plaza Mixed-Use West

There are a number of future development opportunities which could be spurred by the initial development as described for Phase I. Foremost is a mixed-use development framing the west side of the transit plaza. This would include street-level retail along the access road, topped with two-story townhome units. Additional single-family attached homes would line the plaza, wrap the remaining surface lot, and continue west along Mountain Drive.

6. Townhomes

Another opportunity is the development of townhomes along the northeast edge of Covington Highway, between Mountain Drive and Memorial Drive. Recent similar development has occurred on the other side of Covington and has been very successful.

7. Memorial Drive Office Development

Due to the proximity of the Juvenile Justice Administration building (currently under construction), an additional development is anticipated along Memorial, between Covington and Kensington, which might take the shape of a two- to three-story office complex. As with other development proposals for this block, full build-out will require shared parking within an internal parking deck.

Transit Improvements

T1. Kensington Road Main street

This area would be developed as a "Main Street"-type retail area, and Kensington Road would be improved to support that function. The five lanes would be narrowed to three with the addition of parallel parking and planting strips on each side. Pedestrian crossings would be augmented with bump-outs and specialty pavers to highlight their function.

T2. Mountain Drive Extension

To improve circulation between Mountain Drive and Memorial Drive, Mountain would be extended to connect to Memorial. This reconfiguration would generate a dedicated right turn lane off Memorial Drive and create a triangular island to serve as a gateway into the new transit-oriented development. Streetscape improvements along Mountain Drive are warranted to support and add to the pedestrian accessibility from the transit station to the proposed "Employment Center" described in section 2.4.

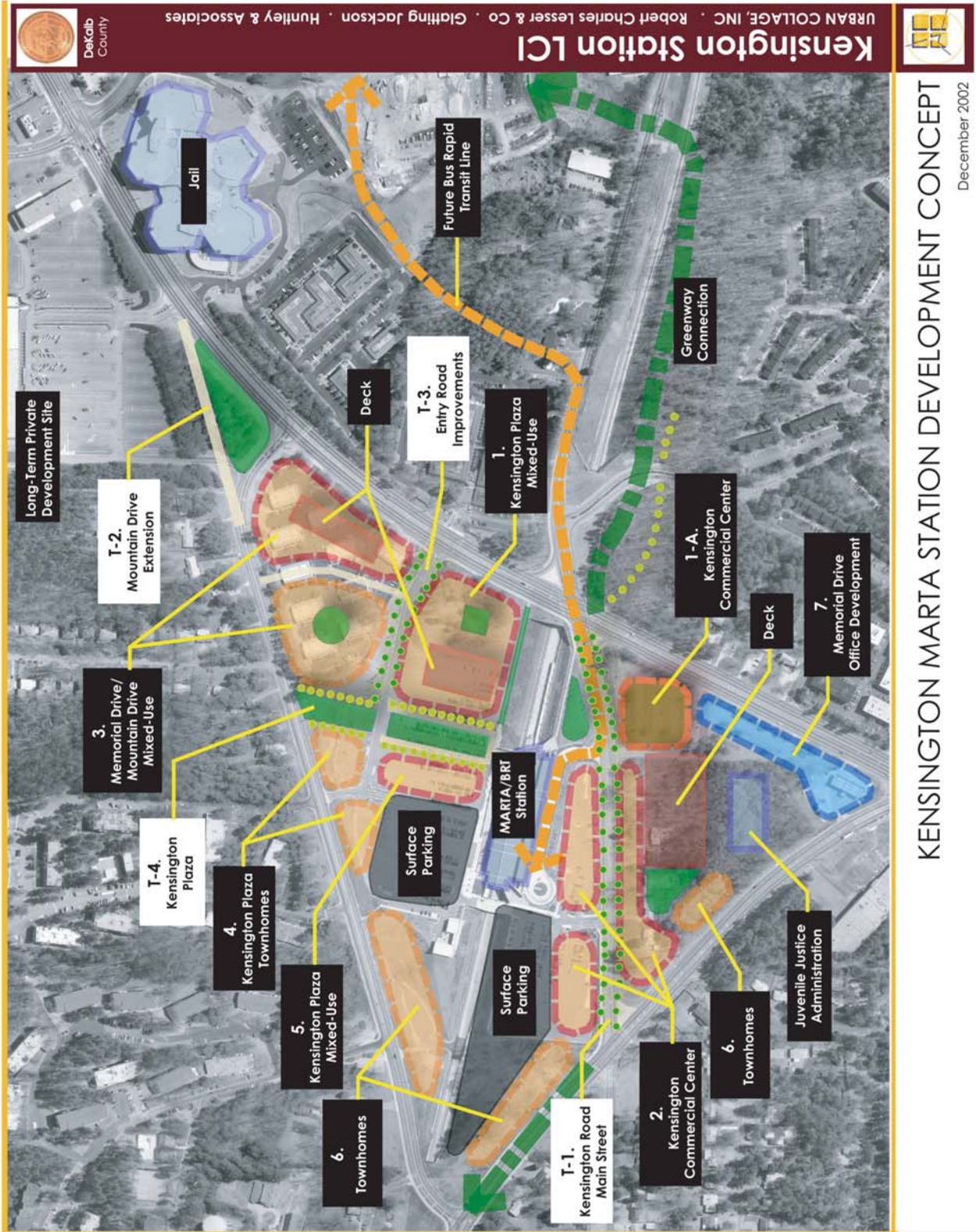
T3. Entry Road Improvements

The existing MARTA access drive would be improved, with the addition of a tree-lined median from the intersection to the retail driveway, and with trees along new sidewalks on either side.

T4. Kensington Plaza

The centerpiece of the northern portion of the station development, this would be a tree-lined transit plaza that would provide a large greenspace in the middle. At the northern end of the plaza axis, an amphitheatre would be constructed into the existing grade. This plaza will provide an excellent opportunity for public art, informal gathering and organized community events.

It is important to note the descriptions above and the program and diagrams on the pages to follow are targets only. As development plans are refined over time, specific layouts and quantities will be fine tuned to match physical market realities. However, the concepts contained herein represent a starting point for creating a walkable, compact and transit-oriented development.



KENSINGTON MARTA STATION DEVELOPMENT CONCEPT
December 2002

Kensington MARTA Site 25-Year Development Program

The development areas and transit improvements described in Kensington MARTA Station Development Concept will spur future development in the Kensington LCI area. At build out, the concept plan will result in 170,000 square feet of new retail, 80,000 square feet of new office space, and approximately 640 new housing units. A summary of the overall strategies, timing and potential build-out quantities for the Kensington MARTA site over the next 25 years are summarized on the following tables.

KENSINGTON MARTA SITE: 25 Year Development Program

DEVELOPMENT SITES	Site Area	Existing Use	Proposed Mix of Uses	Development Quantity	Units	Unit Cost	Est. Develop. Cost	Estimated Develop. Yr.	Comments
1. Kensington Plaza Mixed-Use	4.6	Surface Parking & Undeveloped Land	Ground-Floor Retail Rental Flats Surface Parking Parking Deck	20,000 180 50 512	square feet housing units spaces spaces	TBD	TBD	2004	Land sale/lease by MARTA Residential / MARTA/ retail shared parking
1A. Kensington Commercial Center	2.2	Undeveloped Land	Retail	50,000	square feet			2004	Urban Grocery
2. Kensington Commercial Center Main Street	10.5	Surface Parking Single Family	For-Sale TownHomes Surface Parking Ground-Floor Retail Parking Deck	177 113 84,000 582	housing units spaces square feet spaces	TBD	TBD	2007	Land sale/lease by MARTA Private ownership Residential / retail shared parking Retail / residential / office shared parking
3. Mountain Dr. Mixed-Use	8.1	Office Park	Ground-Floor Retail Rental Flats Shared Parking Deck	13,500 180 234	square feet housing units spaces	TBD	TBD	2012	Private ownership "Loft"-style apartments Residential / retail shared parking
4. Kensington Plaza Townhomes	1.5	Surface parking	For-Sale TownHomes Surface Parking	39 73	housing units spaces	TBD	TBD	2007	Land sale/lease by MARTA TownHome parking
5. Kensington Plaza Mixed-Use West	1.6	Surface Parking	Rental Flats Surface Parking	14 90	housing units spaces	TBD	TBD	2007	Land sale/lease by MARTA Residential / retail shared parking
6. Townhomes	3.6	Surface Parking & Undeveloped Land	For-Sale TownHomes Surface Parking	50 100	housing units spaces	TBD	TBD	2007	Land sale/lease by MARTA
7. Memorial Dr. Office Development	3.3	Undeveloped Land	Office Surface Parking	80,000 83	square feet spaces	TBD	TBD	2012	Land sale/lease by MARTA
8. Juvenile Justice Building	2.1	Under development	Institutional	100,000	square feet			Under Construction	

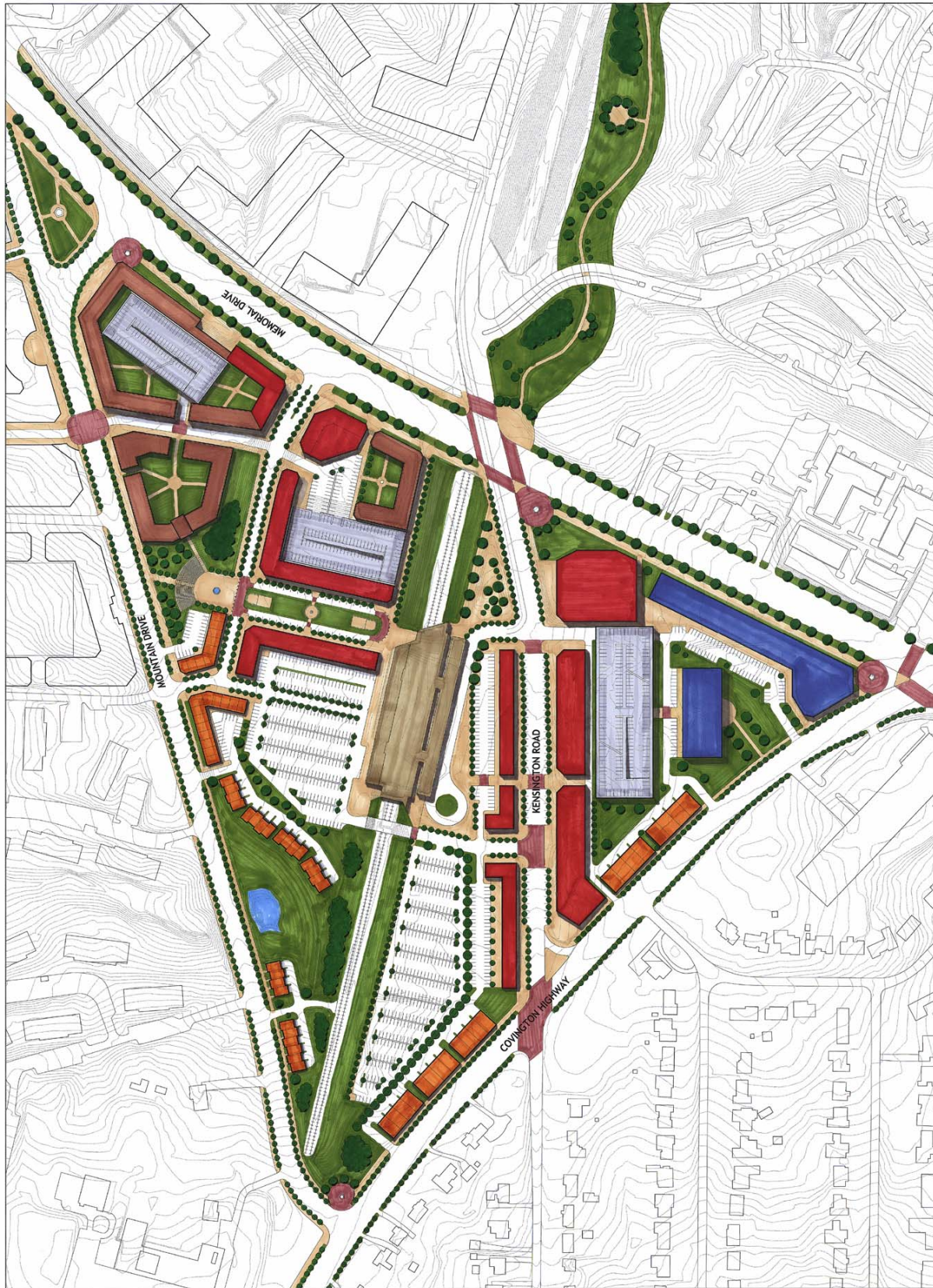
Total Retail 167,500 square feet
Total Office 80,000 square feet
Total Institutional 100,000 square feet
Total Residential 640 housing units
Total parking spaces 1,837 spaces
Total Gross Site Area 37.5 acres

KENSINGTON MARTA SITE: 25 Year Transportation Program

SUPPORTIVE PUBLIC IMPROVEMENTS	Type of Improvement	Responsible Party	Description	Size	Units	Unit Cost	Est. Costs	Estimated Constr. Yr.	Comments
T1. Kensington Rd. "Main Street"	Roadway	DeKalb County	"Main Street" Type Streetscape Improvements	1,000.0	linear feet	\$455	\$455,000	2004	\$2,400,000/mile; between bus portal and Covington Memorial; sidewalks existing
	Streetscape			1,600	linear feet	\$455	\$11,200		
T2. Mountain Dr. Extension	Roadway	DeKalb County	1-lane, one-way Streetscape Improvements	850	linear feet	\$341	\$289,850	2012	\$1,800,00/mile
	Streetscape			850		\$341	\$5,950		
T3. Entry Road Improvements	Roadway	DeKalb County	"Road" Type Streetscape Improvements	1,000	linear feet	\$436	\$7,000	2004	\$2,300,000/mile
	Streetscape								
T4. Kensington Plaza	Open Space	MARTA/ DeKalb County	Acquisition Hardscape & landscape development	2.2	acres	\$850,000	\$850,000	2004	\$2,400,000/mile; Plaza configured as expanded median
	Open Space			2.2	acres	\$2,319,000	\$2,319,000		
	Roadway		500.0	linear feet	\$455	\$227,500			
	Streetscape		500	linear feet	\$455	\$3,500	\$175/flowering tree		
Total Cost						\$ 4,169,000			

Notes:

- 1) See 5-Year Action Plan for more details on priority public improvement projects (including funding source & matching)
- 2) Total Project Costs do not include Right-Of-Way acquisition except for Kensington Plaza
- 3) See separate summary table for total development quantities for entire LCI Study Area



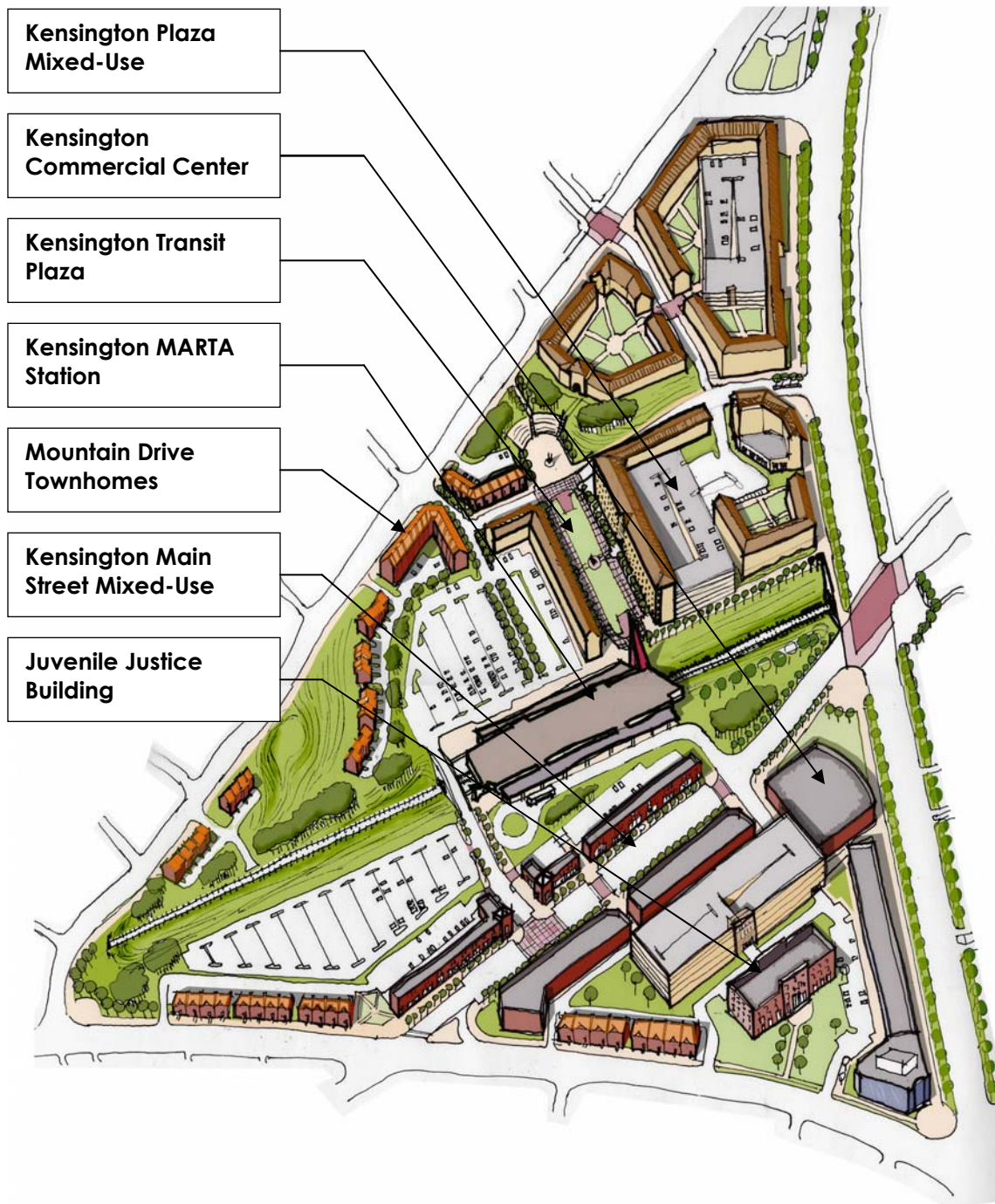


Kensington Station Illustrative Plan

Prepared For: Kensington Station LCI
 DeKalb County
 Prepared By: URBAN COLLAGE, INC.

■ Single Family For-Sale Townhomes
 ■ Multi-Family Apartments/Lofts
 ■ Retail / Mixed Use
 ■ Office / Mixed Use
 ■ Institutional

50' 100' 200' 300' 400' 500'
 2 December 2002



KENSINGTON MARTA STATION AREA PERSPECTIVE RENDERING



Existing Parking Lot

New Transit Plaza



Phase One Mixed-Use



Completed Development



3.0 ACTION PLAN

This section identifies specific strategies to assist in the definition of the organizational structures to implement the development efforts described in section 2.0.

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3.2 Five Year Action Plan.....	59
3.3 25-Year Employment & Population Projections.....	62
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Immediate (6 –12 months)	
Near Term (12 – 18 months)	
Funding Alternatives	
3.6 How the Plan Addresses LCI Goals.....	69

3.1 IMPLEMENTATION FRAMEWORK

Development and redevelopment at the Kensington station fulfills an opportunity recognized by both DeKalb County government and MARTA, as well as the interested private property owners and developers within the study area. Over a year ago, the Memorial Drive corridor study identified the Kensington station area as a prime node for successful redevelopment. Its assets include access and proximity to mass transit and the interstate; affable, interested property owners, lead by the county and MARTA; and the presence of successful private investment and development.

Additionally, the public participation process revealed the desires and will of the local community to develop an area featuring many of the concepts that are fundamental to the LCI program, to wit:

- Increased access to transit, with improved connectivity between work, home, entertainment and recreation;
- Pedestrian-friendly design and development, including sidewalks, streetscaping, traffic calming and coordination between pedestrian and vehicular traffic; and
- Expanded development accompanied by provisions for dedicated greenspace.

The implementation or "action plan" identifies a series of tasks, viable mechanisms, and responsible parties to help assure that the planned revitalization becomes a physical reality. Through the planning process, we have been able to achieve the support of the community and local government. This support, combined with partnership and leadership provided by the public partners, DeKalb County and MARTA, can attract and encourage private investment.

As previously described in section 2.3, the County has concurrently engaged in a facilities needs assessment, and planning and redevelopment for property it controls at the southwest intersection of I-285 and Memorial Drive. This plan would effectively create a Government Center literally in the center of the County, and with a daytime workforce population that could reach 1,500 to 2,000 persons. Clearly, achievement of the government center plan enhances the marketability and likelihood of success in the overall station area development program. Typically, redevelopment efforts of this size and scope require public investment, usually in infrastructure and incentives, to leverage private dollars and encourage private investment. The Kensington station area implementation strategy is no different. It would capitalize on the public investment at Government Center, and the actual market created by increased activity at that location.

Successful redevelopment of the Kensington Station LCI area, conceived herein as a partnership between the County, MARTA and to be identified private developers, must operate on the following principles:

- Time is of the essence. The County has 12 months to establish the guidelines and to identify districts eligible for Tax Allocation District (TAD) designation and benefits. Similarly, other pre-development activities are likely to be time-sensitive, affected by economic and business cycles, subject to funding cycles, and highly competitive.
- A collaborative approach among the primary public entities, DeKalb County, MARTA and ARC, can increase the probability of success.
- Internal coordination at the County level, and leadership to help assure cooperation and coordination are essential elements of the implementation plan. At minimum,

"Team DeKalb" should include the CEO's Office, Office of Economic Development, Office of Community Development, and these key departments: public works, facilities management, planning and zoning, public safety and code enforcement, and transportation. Staffing requirements and budget issues for the project implementation should be high on the agenda of Team DeKalb.

- A demonstrated public commitment to redevelopment within the study area, as evidenced by the County's redevelopment at Government Center as well as strategic use of public funds to create incentives at the Kensington Station area development site.

DeKalb County has moved aggressively over the past two years to establish an office of Economic Development, and to further expand and enhance available tools and incentives for economic development. Most recently, the County passed enabling legislation to create Tax Allocation Districts (TAD). The TAD creates a source of funds to help enable redevelopment, by allowing reinvestment of the incremental increase in property taxes generated within the district. It is not a new tax, or an escalation of property tax rates, but instead a "capture" of the increased value resulting from successful redevelopment, over some agreed upon baseline over a specified period of time. The next twelve months will be a critical time for DeKalb officials to complete the administrative and procedural requirements before the TAD can be implemented.

DeKalb County and the other public partners must assume a number of roles in leading the redevelopment effort. These are outlined below and illustrated in the graphic.

Incentives and Subsidies: Creating public investment mechanisms to help pay for infrastructure effectively creates incentives to attract new investment. Several vehicles exist in DeKalb County to provide such revenue sources, including Urban Enterprise Zones, Economic Development Enterprise Fund (EDEF) and Tax Allocation Districts (TADs), Strategic use of LCI implementation grant funding can have similar positive effect on the effort to attract developer interest.

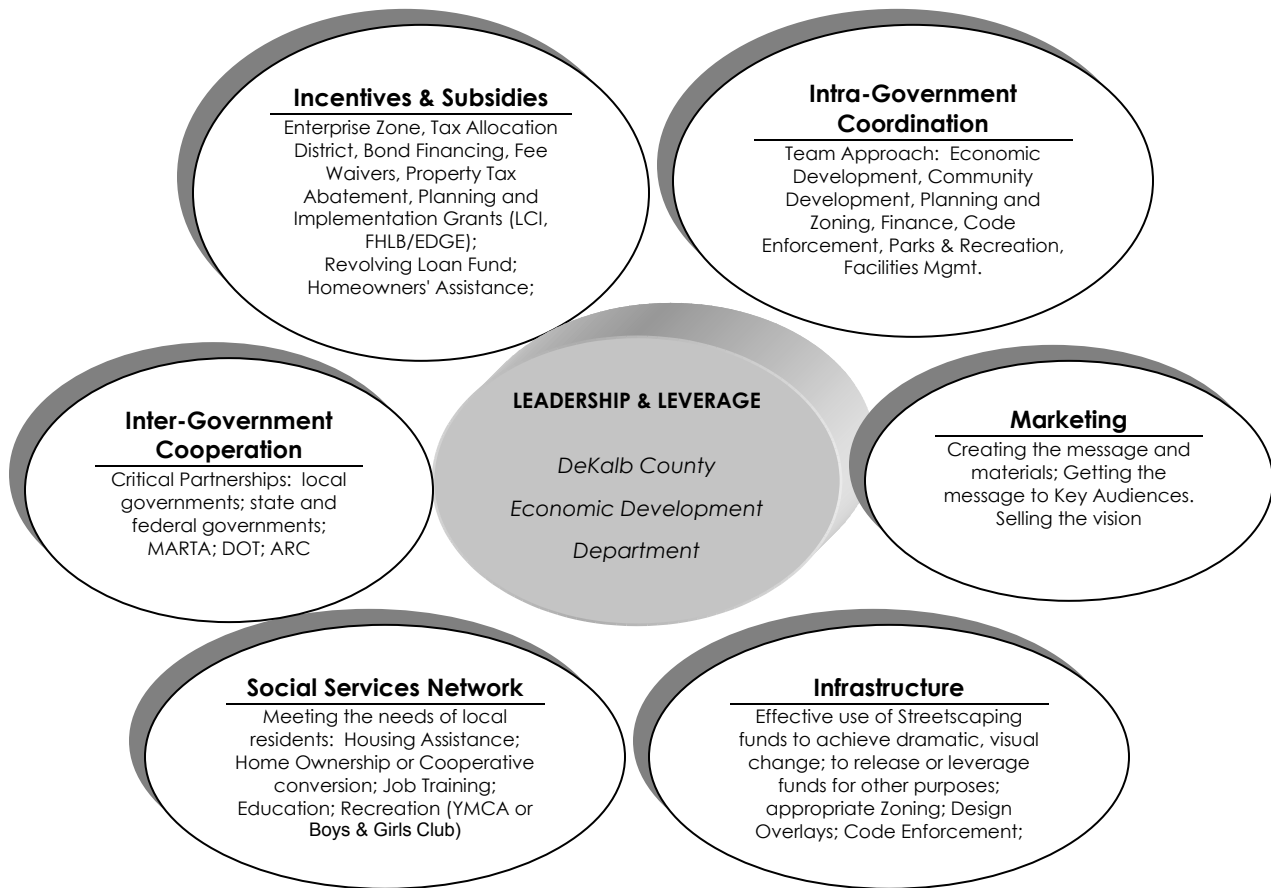
Intra-Government Coordination: As mentioned above, DeKalb County must organize a multi-disciplinary, cross-departmental economic development implementation team whose job will be to address implementation issues and execute implementation strategies. This team should strive for seamless and coordinated management of the implementation process. The County must also decide on the role and function of other related entities, including the Development Authority, or other (public or public/private) bodies will be required to meet economic goals for development, business recruitment and retention and redevelopment.

Inter-Government Cooperation: Existing interest and investment already occurring on Memorial Drive highlight the need for inter-government coordination and cooperation. The separate interests of the County, MARTA, ARC, state DOT and other communities must be combined to reflect a complimentary vision for the study area and the entire Memorial Drive corridor.

Marketing: Collateral material, marketing initiatives and messages should be created for the study area. They should describe the opportunity as well as the civic, political, and public support for and commitment to the development objectives.

Infrastructure: County officials have at their disposal funds for streetscape improvements on Memorial Drive, and green space funds for creation of pedestrian paths and open space. Use of these funds creates both an amenity and an incentive to attract development.

Social Services Network: In addition to addressing the physical environment along Memorial Drive, Economic Development must also address the social needs in the corridor. Immediate needs relate to the ability to absorb and assist immigrant populations within the study area, clusters of low to moderate income families, senior citizens (likely to be in transition in the next few years) and young families with children. Addressing their social needs, coupled with design and development that is friendly to the existing residential base, helps to stabilize the market and further enhance its viability for development.



3.2 FIVE-YEAR ACTION PLAN

The Five Year Action Plan for the Kensington Station LCI outlines specific outlines transportation projects, land use/housing initiatives identified for implementation in the first five years. The selection of projects is diverse in nature with a goal to increase access and connectivity, mobility and livability in the Kensington Station area. The following table outlines the said projects in addition to identifying potential funding sources such as local and private entities, the Georgia Department of Transportation (GDOT) and Atlanta Regional Commission as part of the Livable Centers Initiative.

FIVE YEAR ACTION PLAN: 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	
Kensington Rd. "Main Street"										
Construction of Kensington Rd. realignment	Roadway (1000 lf)	2004	\$45,500	2005	\$455,000	\$500,500	DeKalb County	Local/Private	DeKalb County	\$100,100
Implementation of Kensington Rd. streetscape improvements	Streetscape (1600 lf)	2004	\$1,100	2005	\$11,000	\$12,100	DeKalb County	Local/Private	DeKalb County	\$2,420
Entry Road Improvements										
Construction of Entry Rd.	Roadway (1000 lf)	2004	\$43,600	2005	\$436,000	\$479,600	DeKalb County	Local/Private	DeKalb County	\$95,920
Implementation of Entry Rd. streetscape improvements	Streetscape (1000 lf)	2004	\$700	2005	\$7,000	\$7,700	DeKalb County	Local/Private	DeKalb County	\$1,540
Kensington Plaza										
Site acquisition	Openspace (2.2 acres)	2004	\$85,000	2005	\$850,000	\$935,000	MARTA/DeKalb County	DeKalb County	DeKalb County	\$187,000
Kensington Plaza site development	Openspace (2.2 acres)	2004	\$232,000	2005	\$2,320,000	\$2,552,000	MARTA/DeKalb County	DeKalb County	DeKalb County	\$510,400
Construction of Kensington Plaza roadway	Roadway (500 lf)	2004	\$22,800	2005	\$228,000	\$250,800	MARTA/DeKalb County	DeKalb County	DeKalb County	\$50,160
Implementation of Kensington Plaza streetscape improvements	Streetscape (500 lf)	2004	\$350	2005	\$3,500	\$3,850	MARTA/DeKalb County	DeKalb County	DeKalb County	\$770
Government Center Improvements										
Construction of Govt. Center new roadways	Roadway (8300 lf)	2004	\$378,000	2005	\$3,780,000	\$4,158,000	DeKalb County	DeKalb County	DeKalb County	\$831,600
Implementation of Govt. Center streetscape improvements	Streetscape (8300 lf)	2004	\$5,800	2005	\$58,000	\$63,800	DeKalb County	DeKalb County	DeKalb County	\$12,760
Construction of pedestrian plaza	Openspace (1200 lf)	2004	\$167,000	2005	\$1,670,000	\$1,837,000	DeKalb County	DeKalb County	DeKalb County	\$367,400

* costs do not include right-of-way

\$10,800,350

FIVE YEAR ACTION PLAN: Land Use/ Housing Initiatives

Description/Action	Cost	Year	Responsible Party	Funding Source
Regulatory Enhancements				
Create Mixed-Use Overlay	\$0	2004	DeKalb County	DeKalb County
1. Kensington Plaza Mixed Use				
Develop mixed-use development incl. housing, retail and parking deck (phase 1)	TBD	2004	MARTA/ DeKalb County	Private
1A. Kensington Commercial Center				
Develop station area commercial use (phase 1A)	TBD	2004	MARTA/ DeKalb County	Private
2. Kensington Commercial Center				
Develop main street commercial center incl. residential (phase 2)	TBD	2007	MARTA/ DeKalb County	Private
4. Kensington Plaza Townhomes				
Develop for-sale townhomes	TBD	2007	MARTA/ DeKalb County	Private
5. Kensington Plaza Mixed Use -West				
Develop rental flats and townhomes above retail	TBD	2007	MARTA/ DeKalb County	Private
6. Townhomes				
Develop for-sale townhomes			MARTA/ DeKalb County	Private
DeKalb County Government Center				
DeKalb Government facilities consolidation efforts	TBD	2004	DeKalb County	DeKalb County

3.3 25-YEAR PROJECTIONS

The 25-Year population and employment projections for the Kensington Station LCI outlined on the following table detail the estimates projected population, household and employment growth within the Kensington LCI Study Area assuming successful implementation of the LCI land use and transportation initiatives described in the previous sections.

This table was developed by Robert Charles Lesser & Co. LLC to fulfill a requirement of the Atlanta Regional Commission's Livable Centers Initiative.

Kensington Station LCI Study

Exhibit #

**POPULATION, HOUSEHOLD AND EMPLOYMENT PROJECTIONS
KENSINGTON LCI STUDY AREA /1
2000 - 2025**

	2000	2005	2010	2015	2020	2025
Population	9,536	10,157	10,454	11,558	12,529	13,400
Households	2,875	3,204	3,374	3,959	4,471	4,923
Persons/Household /2	3.3	3.2	3.1	2.9	2.8	2.7
Employment	5,725	6,361	8,524	9,399	9,999	9,999
	0.6	0.6	0.8	0.8	0.8	0.7
New Development Added /3						
Rental Apartments		180		320	300	320
For-Sale Attached		149	170	265	212	133
Retail Space		75,000	97,500	30,000		
Office Space		112,000	480,000	200,000	150,000	

- 1/ The Kensington LCI Study Area is comprised of the following census tracts: #230 Block Group 1 Block 1000, #230 Block Group 1 Block 1001, #231.02 Block Group 1 Block 1000, #231.02 Block Group 1 Block 1002, #231.05 Block Group 2, #231.05 Block Group 3, #231.05 Block Group 4. Given the level of data available, the study area for employment projections is defined as Census Tracts 231.05 and 231.06. Also note that Census Tract 231.02 has been split and incorporates much of what is now 231.06.
- 2/ Includes inmates in the DeKalb County Detention Facility, which artificially inflates local population estimates.
- 3/ Includes both projects recommended in and planned by the LCI as well as projects already announced for the area, such as the juvenile justice office building and DeKalb government facilities.

3.4 REGULATORY ENHANCEMENTS

As stated previously in the analysis of existing conditions, existing residential (R-75 and RM-85) and commercial (C-1 and O&I) zoning designations within the Kensington Station LCI Study Area are not sufficient to support the transit-oriented nature of new development being proposed. In particular, several key factors are currently inhibiting new development as envisioned within this plan including density, mix of uses, setbacks and parking requirements. To address these issues in a manner that is compatible with the desires of this plan, significant zoning modifications will be required within the three concept areas (Kensington Station Area, Government Center and Employment Center - see individual concept plans in Part 2 for more specifics of each subarea concept). There are two possible zoning strategies for achieving the goals of this plan.

First, the county could **create a new zoning district** (or series of districts) geared towards transit-oriented mixed-use development. While these types of districts do not currently exist, the county has expressed the intent to study the creation of new zoning categories in the near future. Once created, these types of zoning districts could be applied to other areas of the county, particularly in areas where new mixed-use development is desirable (e.g., around MARTA stations). However, creating new county-wide zoning districts generally requires a significant amount of time, energy and legal crafting. The first phases of development in the Kensington area are scheduled to precede any likely timetables afforded by this strategy.

The second and more likely strategy, for supporting new mixed-use development is the **creation of a site-specific zoning overlay** (which is currently enabled under the existing county code). An overlay district leaves the base zoning intact but creates additional – and sometimes superceding – standards that are highly particular to the specifics of place. In many cases, smaller subareas can be created within the overlay district to more carefully dictate standards relative to geography (e.g., creating transition areas adjacent to established neighborhoods). In this case, the overlay would be applied to a contiguous area that is comprised of the three concept areas (see map below).

In either strategy, there are several specific issues that must be addressed:

Density: Existing zoning categories within the areas proposed for new multifamily development are either R-75 (which does not allow any multifamily development) or are RM-85 (which allows a maximum density of 14 units per acre). New development is proposed at somewhat higher densities to support a more sustainable pattern of development and increased MARTA ridership. While retail densities can remain relatively low, office densities should be increased to generate a higher day-time population in area. Proposed density zoning enhancements include:

- **Increasing residential density to 40 units per acre at the core**
- **Increasing residential density to 20 units per acre in transitional areas**
- **Maintaining retail densities at 0.25 FAR (floor area ratio)**
- **Increasing commercial/office densities to 2.0 FAR**

Mixed-Use: Transit-oriented development, as proposed in this plan, dictates a sustainable mix of land uses within the same development (and where feasible, within the same building). It is particularly important to provide a mix of people living, shopping and working within the same walkable district. Current zoning categories in the area allow commercial (C-1), office (O&I) or residential uses (O&I, RM-85, R-75), but none allow adequate combinations of residential and commercial uses. In particular, the most

developable land around the MARTA station allows only single-family development. Proposed mixed-use zoning enhancements include:

- **Providing for the following allowable uses throughout the area (in addition to the base uses allowed by current zoning): Multifamily residential, retail establishments, restaurants, institutional uses, office uses, community uses, educational uses, lodging uses, entertainment uses (not including adult entertainment), services, limited recreational uses**
- **Prohibiting the following uses throughout the area: automotive uses, industrial and manufacturing uses, adult entertainment, communication equipment/utilities, other land-intensive uses**

Setbacks: In order to create an urban, walkable district, it will be critically important for new buildings to have an intimate relationship to the street (particularly along interior "main streets"). Current setback requirements (35' for RM-85; 30'-45' for R-75; 50' for O&I and 75' for C-1) prohibit this type of development thus making it more difficult to walk from one development to another (or to and from the MARTA station). Proposed setback enhancements include:

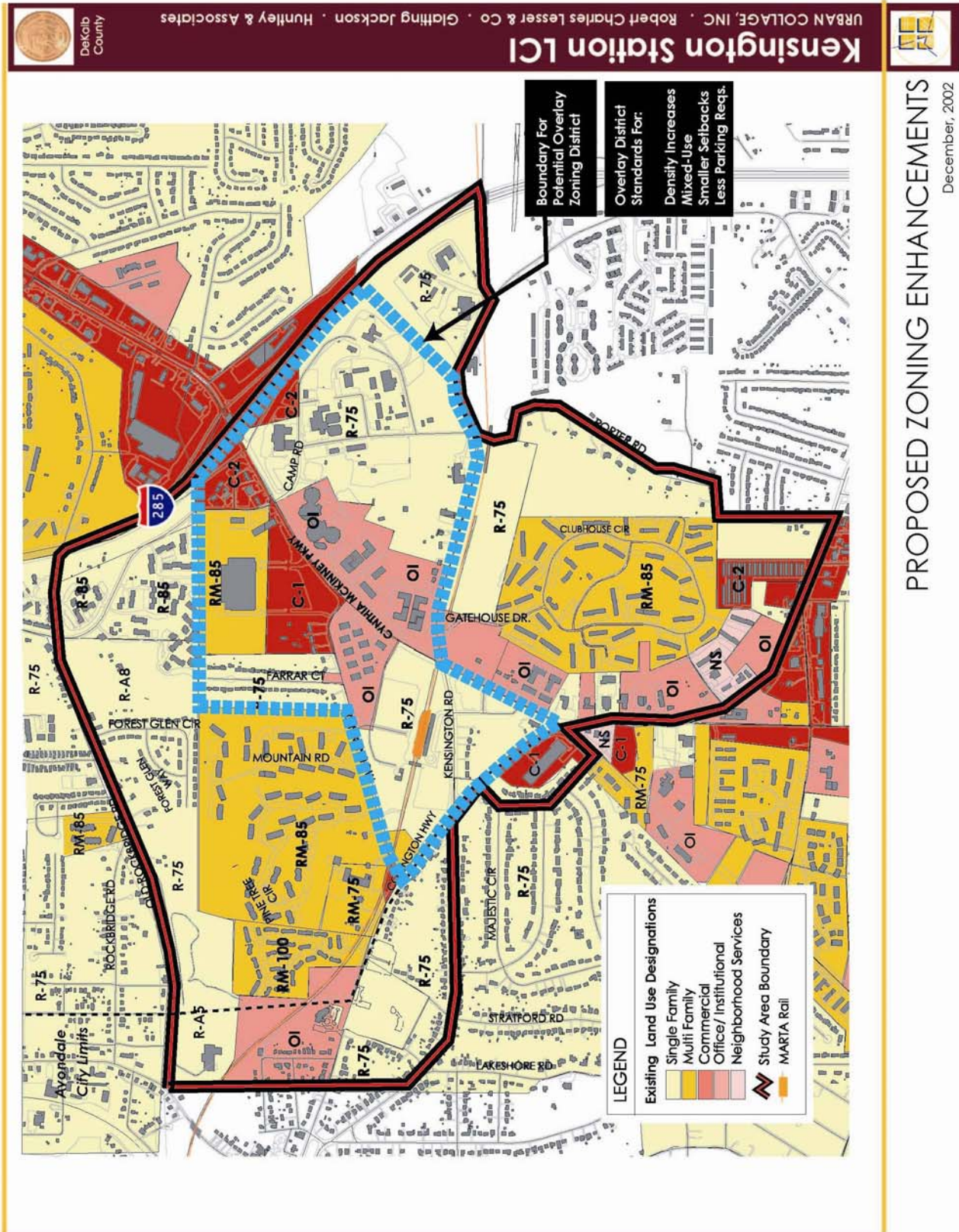
- **Creating uniform build-to lines for most development (10-20 feet from face of curb)**
- **Eliminating side and rear setbacks except at transitions between adjacent zoning districts**

Parking Requirements: Current commercial zoning designations (C-1 and O&I) require a minimum of 5.5 parking spaces per 1000 square feet of retail space. Current multifamily zoning (RM-85) requires a minimum of 1.75 spaces per dwelling unit. Both of these numbers are higher than accepted standards for transit-oriented development. Smaller parking requirements allow for new development that is not dominated by surface parking lots or inhibited by the high cost of providing structured parking. The presence of a MARTA rail station and the anticipated development of Bus Rapid Transit/Flex-Trolley helps support the reduction in parking. Proposed parking enhancements include:

- **Reducing parking requirements to 4 spaces per 1000 square feet of commercial space (of any type) in outlying areas**
- **Reducing parking requirements to 0 spaces per 1000 square feet (max) within 1000 feet of the MARTA station entrance**
- **Creating parking maximums for the entire district of 6 spaces per 1000 square feet of commercial space (not including restaurants)**

Pedestrian Connections and Open Space: Transit-oriented development relies upon the notion of creating a walkable district for shopping, working and living. In order to support the increased mix of uses and reduced parking requirements as outlined above, it will be critically important for new development to facilitate pedestrian safety and circulation. Furthermore, consolidating open space requirements in a coordinated and designed way will create humane, pedestrian environments where buildings reinforce the street edge (in other words, allowing for the creation of continuous building edges rather than buildings isolated unto themselves). Proposed pedestrian regulatory enhancements include:

- **Requiring all new development to provide wide sidewalks at the street (10-20 feet)**
- **Requiring all new development to provide internal pedestrian connections through and between developments, particularly along routes to MARTA station entrances**
- **Allowing a "transfer of development rights" for the consolidation of open space across parcels**



PROPOSED ZONING ENHANCEMENTS
December, 2002

3.5 SUMMARY OF STRATEGIC RECOMMENDATIONS

The plan of action calls for a number of coordinated tasks to be accomplished in a short time frame:

Immediate (within next 6 - 12 months)

Public Sector

- Identify the most appropriate lead entity to carry forward the implementation program. The county has a Development Authority and is evaluating the appropriateness of a Redevelopment Authority or Development Corporation. Whatever the decision, the most effective vehicle includes among its powers condemnation authority, land acquisition, tax increment financing, sales tax financing and bond financing.
- Complete the procedural requirements to establish the initial TAD project and financing, including designation of a redevelopment area, redevelopment plan and the entity that will act as Redevelopment agency.
- DeKalb must commit to redevelopment of the government center. In the overall redevelopment plan, it is the government center that demonstrates civic will, public investment, and creates a critical mass of daytime population, all components that make development elsewhere both more attractive and more compelling.
- DeKalb should seek to be the only public landowner in the study areas (excluding MARTA) and should seek to control the most developable sites not already owned by a private developer or MARTA, particularly those parcels fronting on Memorial Drive or Kensington Road.
- DeKalb must write and approve compatible zoning (either transit/TOD overlay or special purposes SPI district) to enable and accommodate mixed-use development at transit station locations. See section 3.3 of this report.
- DeKalb's redevelopment entity should identify project and/or project components eligible for LCI implementation funding and complete funding request.
- MARTA should release an RFP for the Kensington station Phase I site, contingent upon fulfillment of the above items.
- MARTA and DeKalb County should develop a marketing strategy, campaign and accompanying collateral materials for attracting developer interest to the station site.

Transportation and Infrastructure

- Continue and complete interchange improvement program and the I-285 and Memorial Drive upgrades.
- Complete Memorial Drive streetscape improvements enabled through TEA funding; coordinate efforts between Kensington design team and DOT consultants, to incorporate and anticipate future development along Memorial Drive, at government center, the Roberd's property (opposite) and at intersections at Mountain Road, Kensington Road and Covington Highway.

Greenspace, Parks and Recreation

- Identify selected parcels and seek county greenspace and other funds for creating greenways and pocket parks. Pursue similar funding for "green plazas" proposed at the station area Transit Plaza site and at the Government Center.

Near Term (12 - 18 months)

Public Sector

- Identify initial TAD project. County officials must identify and put together a package of incentives including public infrastructure improvements, water/sewer subsidies, efficient (one-stop) permitting, appropriate zoning, etc.
- Make available CDBG funds for development-related costs, offering incentives such as tax credits for job creation (federal and state credits may be applicable)

Infrastructure and Transportation

- Pursue CDBG or public works funds for streetscape enhancement/traffic calming on Kensington Road and to a lesser extent on Mountain Road
- Improve traffic signalization, street alignment and pedestrian pathways to promote safe pedestrian crossing of Memorial Drive
- Pursue feasibility study for pedestrian/BRT flyover bridge across I-285 south of Memorial Drive
- Pursue funding and implement proposed Bus Rapid Transit system, connecting Kensington station and DeKalb Tech/Georgia Perimeter Colleges, with stops at selected intervals.
- Seek approvals and funding for MARTA subsidies to government (and private) employees who use MARTA to arrive at employment in the Kensington station study area.

Funding Alternatives

There are several potential public sector funding mechanisms that are applicable for use in the study area including:

- LCI Implementation funds
- DeKalb Greenspace funds
- DeKalb CDBG
- DeKalb TAD/TIF
- Federal DOT TEA funds
- Public finance (DeKalb capacity to issue bonds through Parking Authority, Development Authority and proposed Development Corporation or Redevelopment Authority)

These funding sources have been discussed during the LCI planning process. In some cases, preliminary commitments have been made. Other sources should also be pursued, from within county, state and federal government, as well as other non-traditional sources, such as foundations, FNMA, and Federal Home Loan Bank.

Pursuit of alternative funding, and the creative use of these funds to reduce development costs or otherwise incent development activity at the subject site must be a priority task of Team DeKalb. Included in this process is the County's determination of the nature of its role in the development process, with consideration for becoming both a source of incentives and a true (revenue-sharing) partner in future development opportunities.

3.6 HOW THE PLAN ADDRESSES LCI GOALS

The following section describes how the Kensington Station LCI plan addresses each of the 10 study deliverables required by the Atlanta Regional Commission's Livable Centers Initiative.

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

The Kensington Station LCI plan promotes a diverse mix of land uses including residential, retail, office, mixed-use, institutional and open space. The plan focuses on establishing a balance and density transition centered on the Kensington MARTA Station that complements the existing and established residential land uses while introducing strong mixed-use, office and retail opportunities that help shape the area into a 24-hour community.

The proposed mixed-use development as envisioned through this planning process is not currently supported by existing zoning regulations. The plan proposes the creation of a new zoning district or a site-specific zoning overlay that will encourage and support mixed-use development and the higher densities proposed for the area. The County has already initiated a parallel study to address its lack of mixed-use and TOD zoning.

2. Transportation demand reduction measures

The plan uses the Kensington MARTA Station as a focal point for major development of a critical mass in the area to address transportation demand reduction. The proposed new multi-family development at the Kensington MARTA Station site will increase the number of residents in the area, and in walking proximity to transit. In addition, pedestrian accessibility will be enhanced with the installation of a new transit plaza that provides a welcomed and aesthetically appealing linkage from the station area to proposed high-density office to the north. This new development will be a major employment generator that complements the additional capacity that will occur at the Government Center as well.

Proposed Bus Rapid Transit alternatives (both short-term and long-term) will also assist in the reduction in transportation demand by providing transportation alternatives to residents in the proposed new development and surrounding area in addition to the visitors and employees of the Government center and Employment Center. ***In total, upon planned build-out an estimated 3,900 new residents and 4,300 new employees will be located within walking distance of either MARTA rail or Bus Rapid Transit.***

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

In conjunction with ongoing efforts to reduce congestion on Memorial Drive and to increase pedestrian access, the Kensington Station LCI recommends improvements that complement the new development and connectivity of land uses. The development of the transit plaza at the Kensington MARTA Station offers a safe and aesthetically appealing transition to the rail station from existing multi-family and proposed development. The sidewalks, streetscapes and roadway improvements at the Kensington MARTA Station will increase pedestrian and vehicular mobility within the development area. New street grids within the proposed Employment Center and Government Center sites offer multiple options for vehicular and pedestrian circulation that promotes inter-parcel connectivity.

The proposed BRT provides a transit alternative that links the Marta Station, the Government Center, and numerous stops down Memorial Drive to the east. The greenway system will enhance pedestrian accessibility with paths that link to the existing

PATH system, residential areas, the commercial core or “Main street” at the Kensington MARTA Station, employment and services at the Government Center and Avondale Duniare Park.

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

The residential and mixed-use development projects at the Kensington MARTA Station area offer a variety of housing types and price points. These projects include rental flats, for-sale and rental townhomes. Through the mixed-use development, increased retail/commercial, high-density office and institutional development at the Government Center, this plan attempts to balance the number of jobs to households and establishes an area where residents can live work and play.

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

The three primary new development areas (Kensington MARTA Station, Employment Center and Government Center) will be encouraged to include new and improvements to existing local streets and connections to provide more local options for circulation that include:

- New urban street grid system at the Government Center
- New urban street grid system at the Employment Center
- Streetscape improvements on Memorial Drive
- Roadway and streetscape improvements on Kensington Road
- Extension of Mountain Drive
- Roadway and streetscape improvements to the entry road into Kensington MARTA Station

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

Currently a study is underway for the installation of BRT on Memorial Drive. The Kensington Station LCI supports this transit mode and recommends long-term and short-term alternate routes. The long-term alternative originates at the MARTA Station and proceeds along Kensington Road in a dedicate lane that connects to the Government Center and crosses I-285 on a BRT/ pedestrian-only bridge. The short-term alternative for BRT will originate at the MARTA Station and continue on Memorial Drive towards Stone Mountain with prioritized signalization.

7. Connectivity of transportation system to other centers

In general, the proposed transportation improvements, most notably BRT, increase access to the Kensington MARTA Station from points throughout Metropolitan Atlanta. In particular, the BRT will provide connections to Georgia Perimeter College, DeKalb Technical College and Stone Mountain. The greenway system connects to the Atlanta PATH trail at Avondale Middle School to the west and to Avondale Dunaire Park to the east.

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

Successful redevelopment of the Kensington Station LCI area will rely upon a partnership between DeKalb County, MARTA and to be identified private developers that must assume a number of roles in leading a redevelopment effort. These roles will be established, lead and leveraged by the DeKalb County Economic Development Department and include:

- Creating Incentives and Subsidies to pay for infrastructure
- Intra-Government Coordination to address implementation strategies
- Inter-Government Cooperation to reflect a complimentary vision for the area

- Marketing initiatives that describe the opportunity for redevelopment and commitment to development objectives
- Utilizing funding sources at the County's disposal for infrastructure improvements
- Establishing a Social Services Network to address social needs in the area

9. Stakeholder participation/support

The Kensington Station LCI process involved a number of methodologies and public outreach mechanisms to involve a diverse group of constituents to get an accurate picture of existing conditions and prevailing attitudes for developing an action plan for the study area.

The public participation component included:

- The **project management** team was created to keep the planning team on schedule. Representatives from DeKalb County, ARC, and MARTA met bi-weekly with the Planning Team to project updates, review documents and strategize about various elements of the planning process.
- The **focus group** was comprised of representatives from a larger body of constituents active in the Memorial Drive Revitalization. These select representatives have a vested interest in the Kensington LCI study area and met once a month with the planning team to receive updates and to provide input.
- The planning team conducted a series of one-on-one **stakeholder interviews** with constituents/ stakeholders in the study area representing residential, business, institutional and governmental interests to provide information about the planning process and to gather opinions and perceptions of the areas' strengths and weaknesses.
- There were a series of **public workshops**: a public kick-off meeting held on September 5, 2002 that included a community visioning survey entitled the "**Kensington Compass**" and two community workshops on October 3, 2002 and November 7, 2002.

10. Public and private investment policy

DeKalb County, in conjunction with MARTA, is taking the lead on the initial phase of the Kensington MARTA Station site, through the creation and implementation of the transit plaza and the release of an RFP for potential developers. This County/MARTA partnership is intended to guide the development pattern of the remaining parcels while encouraging entrepreneurial involvement. In this instance, the public sector is making a significant up-front investment in an effort to provide incentive for private-sector investment and development.

4.0 APPENDIX

This section includes planning documents that were summarized in the previous sections in addition to the detailed public participation process for the planning study.

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Kensington Compass Survey Results	
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4.1 PUBLIC PARTICIPATION

Meetings & Workshops

The Kensington Station LCI plan was designed with an extensive public participation schedule in order to ensure study area constituents were given the opportunity to be heard. Public participation and input opportunities were executed through different processes within the development of the Kensington LCI for the purpose of reaching consensus:

Project Management Team: The project management team was created to keep the planning team on schedule. Representatives from DeKalb County, ARC, and MARTA met bi-weekly with the Planning Team to project updates, review documents and strategize about various elements of the planning process.

Focus Group: The Focus group was comprised of representatives from a larger body of constituents active in the Memorial Drive Revitalization. These select representatives have a vested interest in the Kensington LCI study area and met once a month with the planning team to receive updates and to provide input.

Stakeholder Interviews: The planning team conducted a series of interviews with constituents/ stakeholders in the study area representing residential, business, institutional and governmental interests to provide information about the planning process and to gather opinions and perceptions of the areas' strengths and weaknesses.

Public Outreach: There were a series of public outreach efforts including a public kick-off meeting held on that included a community visioning survey entitled the "Kensington Compass" , a design workshop and a implementation workshop.

Project Schedule of Meetings

Date	Type
8/1/02	Focus Group Meeting
8/29/02	Focus Group Meeting
9/5/02	Public Kick-Off
9/26/02	Focus Group Meeting
10/3/02	Design Workshop
10/31/02	Focus Group Meeting
11/7/02	Implementation Workshop
11/21/02	Focus Group Meeting

Kensington Compass

The "Kensington Compass" or community character survey used visual images and targeted questions related to development character to solicit public preference during the planning process. The images highlighted a variety of residential and commercial building types, transportation options, openspace enhancements and mixed-use development types. Survey participants were asked to rate these images on a scale from 1 (less appropriate) to 5 (more appropriate) based on their appropriateness as models for future development in the Kensington LCI study area.

The Kensington Compass was administered to participants in a public meeting on September 5, 2002. A total of 26 responses were received. While the number of respondents was modest, the range of community representatives represented the constituency of the study area. A sample survey instrument is provided on the pages that follow. For an overview of the highest and lowest rated images in the survey, please refer to section 2.1 of this report.



KENSINGTON COMPASS

Part One: IMAGES

Directions: On the projection screen, a series of images will be presented. For each image, please rate its appropriateness, on a scale of 1 to 5, as a model for future development within the Kensington LCI Study area.

Less Appropriate ← → More Appropriate

COMMERCIAL

Image 1	1	2	3	4	5
---------	---	---	---	---	---

Image 2	1	2	3	4	5
---------	---	---	---	---	---

Image 3	1	2	3	4	5
---------	---	---	---	---	---

Image 4	1	2	3	4	5
---------	---	---	---	---	---

Image 5	1	2	3	4	5
---------	---	---	---	---	---

Image 6	1	2	3	4	5
---------	---	---	---	---	---

Image 7	1	2	3	4	5
---------	---	---	---	---	---

Image 8	1	2	3	4	5
---------	---	---	---	---	---

Image 9	1	2	3	4	5
---------	---	---	---	---	---

Image 10	1	2	3	4	5
----------	---	---	---	---	---

Image 11	1	2	3	4	5
----------	---	---	---	---	---

Image 12	1	2	3	4	5
----------	---	---	---	---	---

Image 13	1	2	3	4	5
----------	---	---	---	---	---

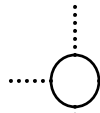
Image 14	1	2	3	4	5
----------	---	---	---	---	---

RESIDENTIAL

Image 15	1	2	3	4	5
----------	---	---	---	---	---

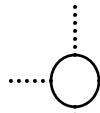
Image 16	1	2	3	4	5
----------	---	---	---	---	---

Image 17	1	2	3	4	5
----------	---	---	---	---	---



Less Appropriate ← → More Appropriate

Image 18	1	2	3	4	5
Image 19	1	2	3	4	5
Image 20	1	2	3	4	5
Image 21	1	2	3	4	5
Image 22	1	2	3	4	5
Image 23	1	2	3	4	5
Image 24	1	2	3	4	5
Image 25	1	2	3	4	5
Image 26	1	2	3	4	5
Image 27	1	2	3	4	5
Image 28	1	2	3	4	5
TRANSPORTATION					
Image 29	1	2	3	4	5
Image 30	1	2	3	4	5
Image 31	1	2	3	4	5
Image 32	1	2	3	4	5
Image 33	1	2	3	4	5
Image 34	1	2	3	4	5
Image 35	1	2	3	4	5
Image 36	1	2	3	4	5
Image 37	1	2	3	4	5
Image 38	1	2	3	4	5



Less Appropriate ← → More Appropriate

Image 39	1	2	3	4	5
Image 40	1	2	3	4	5
Image 41	1	2	3	4	5
OPEN SPACE					
Image 42	1	2	3	4	5
Image 43	1	2	3	4	5
Image 44	1	2	3	4	5
Image 45	1	2	3	4	5
Image 46	1	2	3	4	5
Image 47	1	2	3	4	5
Image 48	1	2	3	4	5
Image 49	1	2	3	4	5
Image 50	1	2	3	4	5
Image 51	1	2	3	4	5
Image 52	1	2	3	4	5
MIXED-USE					
Image 53	1	2	3	4	5
Image 54	1	2	3	4	5
Image 55	1	2	3	4	5
Image 56	1	2	3	4	5
Image 57	1	2	3	4	5
Image 58	1	2	3	4	5
Image 59	1	2	3	4	5
Image 60	1	2	3	4	5

Part Two: QUESTIONS

LAND USE

1. What types of new commercial development is appropriate in the study area?

	Less Appropriate ←————→ More Appropriate				
Drive-Up Commercial (e.g. banks, drive-thrus)	1	2	3	4	5
Traditional "Mom and Pop" Retail Stores	1	2	3	4	5
Strip Centers	1	2	3	4	5
Big Box Retail	1	2	3	4	5
Mixed-Use Developments	1	2	3	4	5
Restaurants/Dining	1	2	3	4	5
Office	1	2	3	4	5

2. What types of new housing are appropriate in the study area?

	Less Appropriate ←————→ More Appropriate				
Apartments	1	2	3	4	5
Condominiums	1	2	3	4	5
Townhomes	1	2	3	4	5
Single-Family Houses	1	2	3	4	5
Cluster Homes	1	2	3	4	5
Lofts	1	2	3	4	5

3. What is the appropriate price range for new housing in the study area?

	Less Appropriate ←————→ More Appropriate				
Less than \$100,000	1	2	3	4	5
\$100,000-\$149,000	1	2	3	4	5
\$150,000-\$199,000	1	2	3	4	5
\$200,000-\$249,000	1	2	3	4	5
\$250,000-\$299,000	1	2	3	4	5
\$300,000 and up	1	2	3	4	5

4. What types of open spaces are appropriate for the area?

	Less Appropriate ←————→ More Appropriate				
Small Park/Plaza	1	2	3	4	5
Large Park/Plaza	1	2	3	4	5
Walking/Biking Trail	1	2	3	4	5
Recreation Area (e.g. ballfields, playgrounds)	1	2	3	4	5
Passive Greenspace	1	2	3	4	5

5. What types of institutions are needed most in the area?

	Less Needed		←————→	More Needed	
School	1	2	3	4	5
Library	1	2	3	4	5
Post Office	1	2	3	4	5
Community Center	1	2	3	4	5
Faith-Based Center	1	2	3	4	5
Youth Recreation Center	1	2	3	4	5
Senior Center	1	2	3	4	5

6. What types of retail establishments are most needed within the study area?

	Less Needed		←————→	More Needed	
Dry Cleaners/Laundry	1	2	3	4	5
Grocery Store	1	2	3	4	5
Coffee Shop	1	2	3	4	5
Restaurants	1	2	3	4	5
News Stand	1	2	3	4	5

Other: _____

7. What type(s) of development densities are most appropriate for the I-285/Memorial Dr. area?

	Less Appropriate		←————→	More Appropriate	
Primarily Residential Neighborhood	1	2	3	4	5
Low-Density Mix of Uses (some retail/office)	1	2	3	4	5
High-Density Mix of Uses (blend of all uses)	1	2	3	4	5
No Change From Existing	1	2	3	4	5

8. What type(s) of development densities are most appropriate for the Kensington station area?

	Less Appropriate		←————→	More Appropriate	
Primarily Residential Neighborhood	1	2	3	4	5
Low-Density Mixed-Use (some retail/office)	1	2	3	4	5
High-Density Mixed-Use (blend of all uses)	1	2	3	4	5
No Change From Existing	1	2	3	4	5

9. Where is the "Center" of the Kensington area?

Dekalb Judicial Center area	Yes	No
Kensington MARTA area	Yes	No
Memorial Drive corridor	Yes	No
Other	Yes	No

TRANSPORTATION

10. Where is the most congested area within the Kensington LCI Study Area?

11. What would be the most appropriate means to reducing congestion within the study area?

	Less Appropriate ←————→ More Appropriate				
Widen selected streets.	1	2	3	4	5
Improve signaling	1	2	3	4	5
Reconfigure intersections	1	2	3	4	5
Congestion is not that much of a problem	1	2	3	4	5

12. Where are the most difficult places to cross the street as a pedestrian in the Kensington LCI Study Area?

13. What measures are needed to improve the pedestrian environment within the study area?

	Less Needed ←————→ More Needed				
More sidewalks	1	2	3	4	5
Maintenance of existing sidewalks	1	2	3	4	5
More crosswalks	1	2	3	4	5
Longer time to cross at traffic signals	1	2	3	4	5
Curb ramps/Handicap ramps	1	2	3	4	5
Additional landscaping	1	2	3	4	5
Maintenance of existing landscaping	1	2	3	4	5
Better lighting	1	2	3	4	5

14. What issues would cause you to consider using MARTA, if you do not already?

	Less Appropriate ←————→ More Appropriate				
Traffic congestion	1	2	3	4	5
Better pedestrian connections	1	2	3	4	5
Live/Work/Play near the station	1	2	3	4	5
Other					

15. Based on the list of public improvements provided below, which items should be the highest priorities for improvement?

	Less Important		←	→	More Important	
Sidewalks	1	2	3	4	5	
Crosswalks	1	2	3	4	5	
Streetscapes	1	2	3	4	5	
Traffic Signals	1	2	3	4	5	
Bicycle Lanes and Paths	1	2	3	4	5	
Seating Areas	1	2	3	4	5	
Parks and Open Space	1	2	3	4	5	
Wayfinding Signage	1	2	3	4	5	

SENSE OF PLACE

16. What object or place evokes the strongest sense of place and identity in Kensington?

17. What buildings or sites in the study area should be preserved?

18. What events or tasks draw you to Kensington?

19. What activities could be added to the area to create a more vibrant, "live, work & play" atmosphere?

	Less Appropriate		←	→	More Appropriate	
More Restaurants	1	2	3	4	5	
More Shops	1	2	3	4	5	
Live Music Venue/Events	1	2	3	4	5	
Outdoor Gathering Space	1	2	3	4	5	
Nightclub	1	2	3	4	5	
Museum	1	2	3	4	5	
Family-Oriented Entertainment	1	2	3	4	5	

Other suggestion: _____

20. What measure would be most effective in enhancing Kensington's sense of place?

	Less Effective		←	→	More Effective	
Banners	1	2	3	4	5	
Public Art	1	2	3	4	5	
Consistent Sidewalks	1	2	3	4	5	
Consistent Landscaping	1	2	3	4	5	
Consistent Lighting	1	2	3	4	5	
Consistent Architectural Character	1	2	3	4	5	

IMPLEMENTATION

21. What are the most important implementation tools necessary to achieve a comprehensive vision for the area?

	Less Important		←	→	More Important	
Enforceable Development Standards	1	2	3	4	5	
Financial Incentives for Developers	1	2	3	4	5	
Improved Permitting/Development Processes	1	2	3	4	5	

22. If regulatory controls such as development standards were implemented, what types of standards would be most important?

	Less Important		←	→	More Important	
Architectural Standards	1	2	3	4	5	
Sidewalk Standards	1	2	3	4	5	
Street Furniture Standards	1	2	3	4	5	
Landscape Standards	1	2	3	4	5	

23. After major transportation improvements, what should be the highest priority in terms of improving the quality of life in the area?

	Lowest Priority		←	→	Highest Priority	
Balance Land Uses	1	2	3	4	5	
Create Open Spaces	1	2	3	4	5	
Enhance the Area's Identity	1	2	3	4	5	
Encourage Mixed-Use Development	1	2	3	4	5	

24. What types of communication efforts are most effective in terms of keeping the public informed of key issues and opportunities affecting future growth and development in the area?

	Least Effective		←	→	Most Effective	
Email	1	2	3	4	5	
Web Page	1	2	3	4	5	
Public Meetings	1	2	3	4	5	
Print Media (AJC, Dekalb publications, etc.)	1	2	3	4	5	



25. Tell us about yourself. Check all that apply:

- I live within the Kensington LCI Study Area
- I work within the Kensington LCI Study Area
- I shop within the Kensington LCI Study Area

What else would you like to tell us? Have we overlooked a key priority for the area?
Use the space below and on back for any additional comments:

4.2 ECONOMIC SITUATION ANALYSIS

Robert Charles Lesser & Co. performed a detailed situation analysis of the existing market and economic condition of the Kensington LCI area that was summarized in Section 1.2 of this report. The following is the complete report and additional supporting documentation.

KENSINGTON STATION LCI – ECONOMIC SITUATION ANALYSIS

Background & Objectives

In a continuing effort to revitalize the Memorial Drive corridor, DeKalb County is working with the Atlanta Regional Commission (ARC) to influence economic growth and enhance urban design around the Kensington MARTA Station as part of its Livable Centers Initiative (LCI) program. ARC developed LCI to provide seed money to communities that are working to enhance livability and mobility for their residents. The goal of this study is to provide a blueprint for creating a fully mixed-use community with options for housing, transportation alternatives and the potential to reduce the number and length of automobile trips.

The pursuit of LCI funds was the result on the larger Memorial Drive Revitalization Study, completed earlier this year, which recognized the need to create “pulsed” activity centers through selective redevelopment along Memorial Drive. That study identified 10 areas along the corridor where activity centers could be created, with four key potential activity centers identified as being the most viable locations for redevelopment. Given its location characteristics, potential market opportunities and “friendly” land ownership, the Kensington MARTA Station area was identified as the primary location where mixed-use development and a sense of location could be created along the corridor.

Among the key objectives of the Kensington Station LCI Study is the creation of a mixed-use project in the study area. As part of the consulting team, Robert Charles Lesser & Co., LLC (RCLCo) objectives include:

- Further refining previously-identified development opportunities for the Kensington MARTA Station/Government Center-area;
- Identifying a specific project for implementation;
- Working with Huntley & Associates to identify a potential development strategy for the property; and
- Drafting an RFP for developers that the county and/or MARTA can issue to begin the process of redeveloping and urbanizing this area¹.

As an initial effort in the creation of this project, RCLCo has reviewed previously-completed analyses prepared for the Memorial Drive Revitalization Study and supplemented this analysis with more focused and targeted research and analysis of the Kensington Station Area to understand the current economic situation in the study area. This report represents an updated analysis of the Kensington Station LCI study area and identifies specific development opportunities for a recommended first project in the area; the development of the Kensington MARTA Station property.

¹ MARTA, as the owner of the property, has requested that rather than draft an RFP, input be provided to MARTA for an RFP that they will issue.



KENSINGTON STATION LCI – ECONOMIC SITUATION ANALYSIS

Key Regional and National Trends

Prior to examining the trends and opportunities in and around the Kensington study area, it is critical to understand the larger-scale economic and demographic trends occurring in the Atlanta region and the U.S. overall. These trends, particularly the demographic shifts, create the opportunities and situation by which redevelopment at Kensington can occur. These trends are summarized below:

National Trends

- Some aging baby boomers are seeking a more convenient urban lifestyle as they enter the empty-nest phase of their lives, and tire of commuting from the suburbs;
- Many young Gen-X'ers are seeking lifestyle alternatives to the suburban dreams of their parents, with many preferring urban locations;
- Strong growth in single-person and couple households with no children;
- Dwindling leisure time and the need and desire for shorter commutes;
- Increasing desires for a sense of place and community, often difficult to establish in more recently developed suburban locations;
- Strong evidence of a preference for housing units and neighborhoods with character; and
- Increasing desires by major employers to locate in 24-hour, mixed-use environments.

Local

- Increasing acceptance of attached for-sale housing as a viable lifestyle product as well as a price alternative housing choice to single-family detached homes;
- Rising land and housing prices, particularly in the most preferred areas of intown Atlanta, such as Midtown, Buckhead, Virginia-Highlands and Decatur, creating opportunities for somewhat more affordable, yet proximate areas to revitalize;
- Increasing traffic congestion and lengthening commute times, particularly in the Favored Quarter radiating north of Downtown between I-75 and I-85;
- Although many still trade “location inconvenience” and a long commute for greater housing values, others are realizing the importance on residing closer to regional transportation systems, both freeway and mass transportation;
- Increasing in-migration of residents from other larger cities, many of which are more densely developed, seeking comparable residential products and lifestyles to their previous homes;
- Increasing interest in residing in more “urban” or walkable settings, estimated by previous RCLCO consumer research to be up to 33% of market demand; and
- Corporate location strategies, such as BellSouth and Southern Company, that are increasingly focusing on transit-oriented locations and locations more proximate to the region’s workforce.



KENSINGTON STATION LCI – ECONOMIC SITUATION ANALYSIS

These trends have already begun to impact areas proximate to the subject study area and create revitalization and redevelopment opportunities in the study area itself.

Study Area Strengths and Challenges

Against these larger trends, an examination of the study area's key strengths and challenges is necessary to understand potential development opportunities, strengths to emphasize and challenges that, to the extent possible, must be addressed for redevelopment to successfully occur. The following summarize these key strengths and challenges.

Study Area Strengths

Four key strengths are fueling redevelopment opportunities in the Kensington MARTA Station/Government Center area:

- Significant investment by DeKalb County in creating a consolidated government center in the Kensington area;
- The area benefits from strong regional access via both MARTA's east line and I-285 which, as noted earlier, is becoming an increasingly critical factor to development in the Atlanta MSA;
- Strong residential neighborhoods in Avondale Estates, fueling new residential infill development north and west of the study area, create an attractive setting for development of new residential and commercial uses in the study area;
- "Friendly" and supportive ownership or control of key properties in the study area by MARTA and DeKalb County, enhancing opportunities for collaborative public-private development; and
- The proposed reconstruction of the I-285 interchange and the opportunity to invest streetscaping funds secured by former Congresswoman McKinney around the interchange and potentially along Memorial Drive through the study area, creating a potentially strong gateway into the area.

Together these strengths help create a location where access to employment and regional amenities is very strong, and where the potential benefits of the public sector can be maximized through both participation and enhancement of infrastructure and design.

While these strengths form the building blocks for economic redevelopment, there are several key challenges that must be addressed to maximize these opportunities. These challenges include:

- The conspicuous location and associated negative perception of the DeKalb County Detention Facility at the intersection of I-285 and Memorial Drive within the study area, especially with respect to housing being developed nearby;

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- The unattractiveness of Memorial Drive both in the study area and throughout nearly the entirety of the corridor, creating a generic, disposable, unkempt perception of the corridor and one where disinvestment, not investment, is the stronger trend;
- The width of the Memorial Drive corridor and the inhospitability of the corridor for pedestrian activity;
- Limited interaction and coordination between DeKalb County and Avondale Estates; and
- An over-supply of conventional retail space in the corridor and in central DeKalb County overall.

These challenges, while relatively significant, can be overcome through proactive planning and implementation of DeKalb County. Additionally, this last challenge can effectively become an opportunity for redevelopment in the study area by creating a mixed-use environment unique from the rest of Memorial Drive and the large majority of DeKalb County itself. As has been seen elsewhere, mixed-use properties, if well executed, can achieve significant premiums relative to conventional single-use properties in terms of rents or sales prices as well as occupancy and absorption.

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ECONOMIC AND DEMOGRAPHIC OVERVIEW

Key Regional and National Trends

Employment growth in the Atlanta MSA has largely occurred in the MSA's "favored quarter". The favored quarter is defined as that radiating quarter of an MSA where the bulk of the executive housing and white-collar jobs locate, and the largest portion of new housing growth, both executive and more affordable, is developed. Atlanta's favored quarter, shown in Figure 1 on the following page, largely includes the locally named Golden Triangle, the area north of Downtown between I-75 and I-85 and anchored by Georgia 400 and the Chattahoochee River. Located well south of I-85 on Atlanta's east side, Memorial Drive is located outside of the Favored Quarter. Evidence of this can be seen in the lack of executive housing in the corridor and the lack of significant office development in and around the corridor, particularly higher-end Class A office which features many of Atlanta's highest paying jobs.

Over the past 10 years, more than 70% of the region's job growth has occurred within the favored quarter, while only 54% of the region's population growth occurred in this area, pointing to a significantly worsening gulf between where many of Atlanta's residents live and work. This imbalance of jobs and housing, combined with Atlanta's sprawling patterns of urban development, have contributed to dramatically worsening traffic congestion and air quality, particularly in the Favored Quarter.

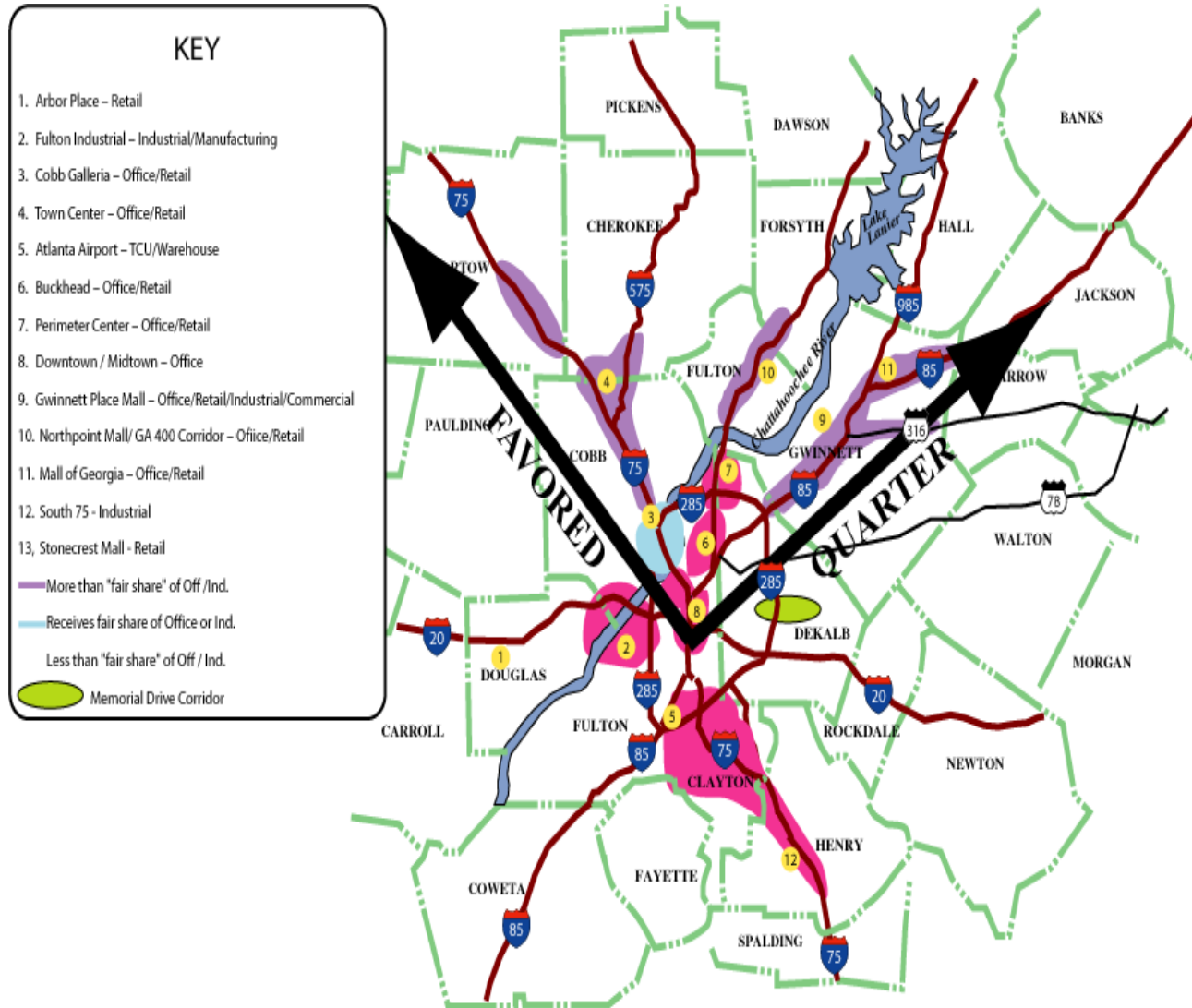
Regional trends discussed earlier in this report, and the lack of affordable housing in the Favored Quarter, have created residential opportunities, including some executive housing, closer to the study area in neighborhoods in Decatur and Avondale Estates. To date, these regional trends have impacted the location of housing development and revitalization more than the development of higher-quality office and white-collar employment. As such, residential development has more readily occurred in these previously less-preferred areas relative to office development, which is still largely a Favored-Quarter phenomenon.



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Figure 1:

Atlanta's Favored Quarter and Metro Cores



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Following nearly a decade of strong economic growth, new jobs in the 20-county Atlanta region have cooled over the past two years as the U.S. economy suffered a recession and has struggled to emerge from it. Job growth in the 1990s averaged more than 67,000 jobs annually (between 1990 and 1999). Metro Atlanta's economy peaked in the latter 1990s, with annual job growth averaging close to 4.0%. Economic forecasts for the next several years include a certain degree of uncertainty, given the economic shocks experienced in the U.S. in the Fall of 2001. However, most economists agree that overall economic growth will be more moderate than that which has occurred in the past decade. Initial estimates are for growth to average somewhere around 2.3% between 2000 and 2005, equivalent to approximately 46,600 net new jobs annually and well below levels achieved in the late 1990s.

As noted earlier, much of this job growth has, and will continue to occur in Atlanta's Favored Quarter. It is significant to note, however, that an increasing share of Atlanta's growth is expected to occur in more mature cores with stronger regional access, greater opportunities for mixed-use and stronger access to employees. These cores, including Midtown, Buckhead, Downtown, Central Perimeter, Cumberland-Galleria, Downtown and the Airport will likely see increasing shares of employment growth, encouraging for residential and retail development in inner-city and inner-suburban areas.

DeKalb County is growing slower than the Atlanta area overall, averaging around 1.0% annual employment growth in the 1990s. This slower pace is due to much of DeKalb's location largely outside of Atlanta's Favored Quarter and the historic traffic congestion issues in the Central Perimeter core. Like the greater Atlanta area, DeKalb County, is also projected to moderate to about .9% annual employment growth through 2005. DeKalb's economy is very diverse, reflective of its diverse population and location in and outside of the Favored Quarter, and features an economy that largely mirrors the Atlanta region in terms of employment composition. In both economies, approximately 30% to 32% of employment can be found in the Services sector (including personal and business), with Government and Retail jobs accounting for an additional 30% of total jobs.

The area around the Kensington Station LCI area has a greater proportion of retail, government and construction jobs relative to the larger DeKalb County economy. Many of these jobs are more moderately paying than elsewhere in the region and are reflective of the needs for workforce housing options in the area. Further beyond this area in Downtown and Midtown Atlanta, Decatur, Northlake, the airport area and the I-20 corridor that create the opportunities for true market-rate housing in the study area.

Demographic Overview

To understand current demographic conditions and trends, and opportunities for potential demand for new development in the study area, several key demographic areas were examined, including the Kensington study area (shown on the following page) and a larger

KENSINGTON STATION LCI – ECONOMIC SITUATION ANALYSIS

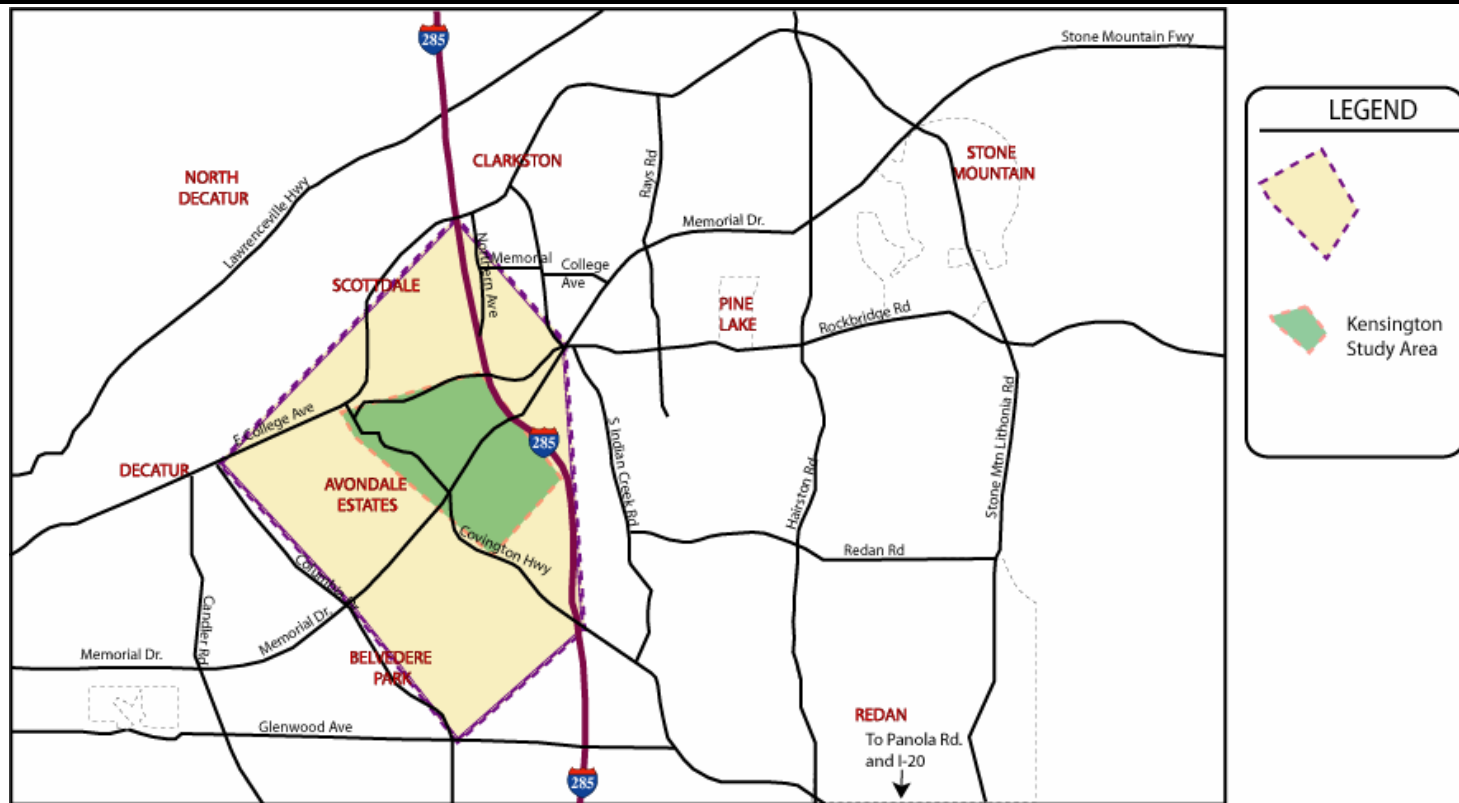
retail trade area. In order to place these demographic trends into context, comparisons with DeKalb County overall and the larger Atlanta MSA were also examined.

Study Area Demographics

The Kensington LCI study area represents an area immediately adjacent to the Kensington MARTA Station/Government Center. Demographic information for the study area is helpful in understanding the characteristics and make-up of the population. The study area demographic data helps to characterize the population today and over time to indicate directions of economic growth.

Figure 2:

Study Area Defined



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The study area is dominated by rental apartments, and as such, is occupied primarily by moderate-income singles, couples and families with children. Approximately 85% of the 7,587 residential units in the study area are renter-occupied, inverse to the larger Atlanta MSA and DeKalb County, where 34% and 40% of households are renters. Not surprisingly, the study area has a higher concentration of singles and non-family (roommate) households relative to these larger areas, and fewer married couples and families with children (around 10% and 30% of study area households, respectively). Although less than DeKalb and the Atlanta MSA, the study area contains a relatively high percentage of families with children given the predominance of rental apartments in the area; indicative of a significant share of renter households that are comprised of families with children.

The study area is a more modest income area relative to these larger DeKalb and Atlanta areas as well, with approximately two-thirds of households having incomes below \$50,000; equating to a housing affordability of somewhere around \$130,000 and rents of up \$1,000 per month. These households are generally priced out of the new for-sale housing market in the area, but could afford new construction rental apartments. Encouraging is the nearly one-third of households in the study area with incomes above \$50,000, indicating a significant base of households already able to afford true market-rate housing. Additionally, while the majority of households in the study area have incomes below the median average for the Atlanta MSA (\$59,000), many of the newer residents moving into the study area have increasingly affluent incomes, supporting the concept that market demand from new housing will emanate from moderate-income households well beyond the study area.

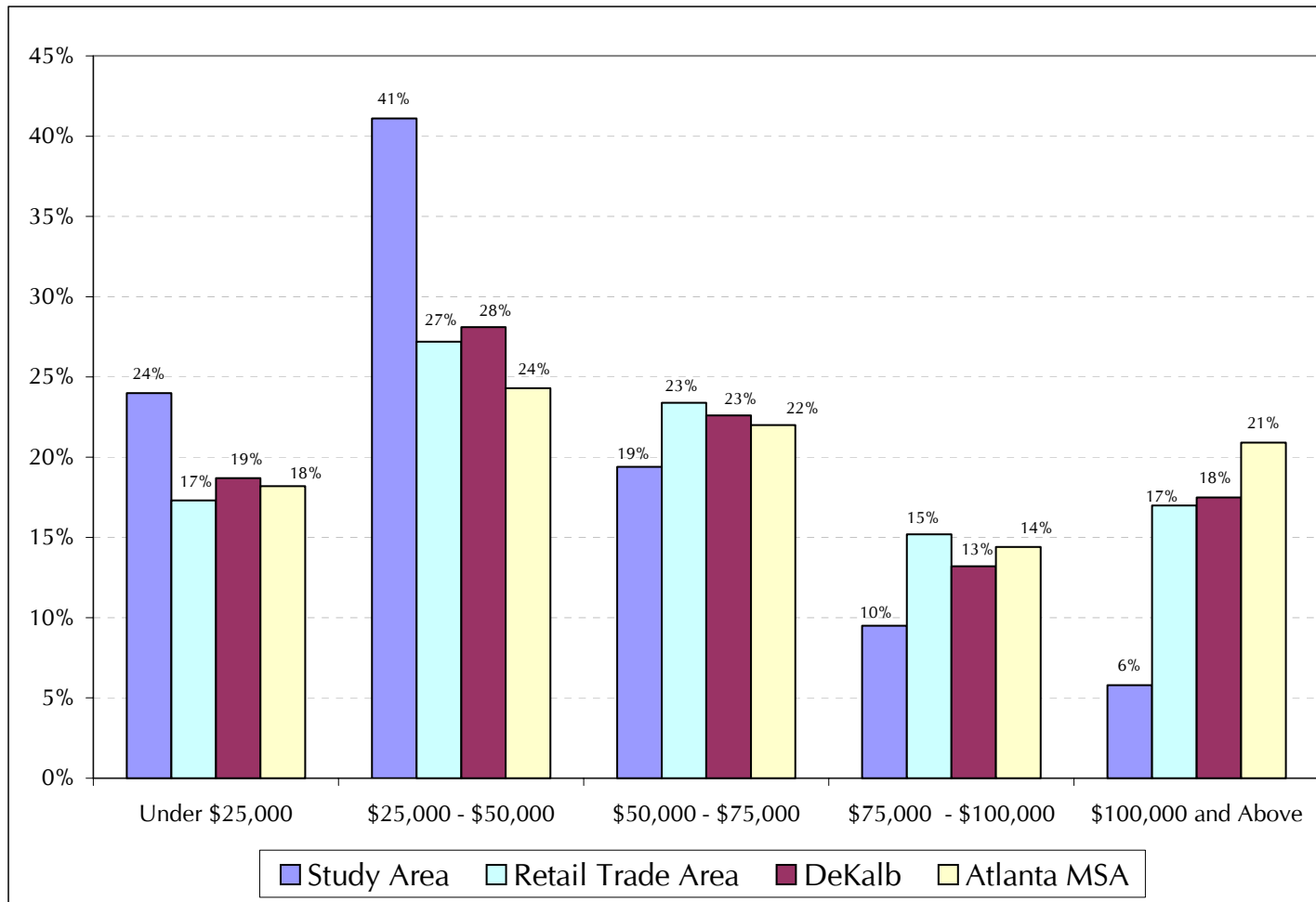
Indeed, the large share of demand for new housing in the study area will emanate from outside of the area. Instead, this demand will come from households elsewhere in DeKalb County seeking stronger regional access (largely from those moving to be closer in), potential affordability (from those moving out from closer in) and the sense of location potentially provided by the proposed project this LCI study will foster as well as from adjacent Avondale Estates.

As Figure 3 on the following page shows, these DeKalb households have incomes more consistent with those of the Atlanta MSA, including more than 50% of households with incomes above \$50,000, able to afford new market-rate housing. More than one-third of the county's households earn between \$50,000 and \$100,000, equating to home prices of between \$130,000 and \$250,000; a target price point new for-sale residential housing at the subject property could potentially achieve.



KENSINGTON STATION LCI – ECONOMIC SITUATION ANALYSIS

Figure 3: *Households by Income in the Study Area, Retail Trade Area, DeKalb County and the Atlanta MSA; 2001*



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HOUSING MARKET OVERVIEW

For-Sale Market

Given the urban location of the study area and the need for density within the desired initial mixed-use project in the study area, new for-sale product recommended will be attached, consisting of townhouses and/or condominiums.

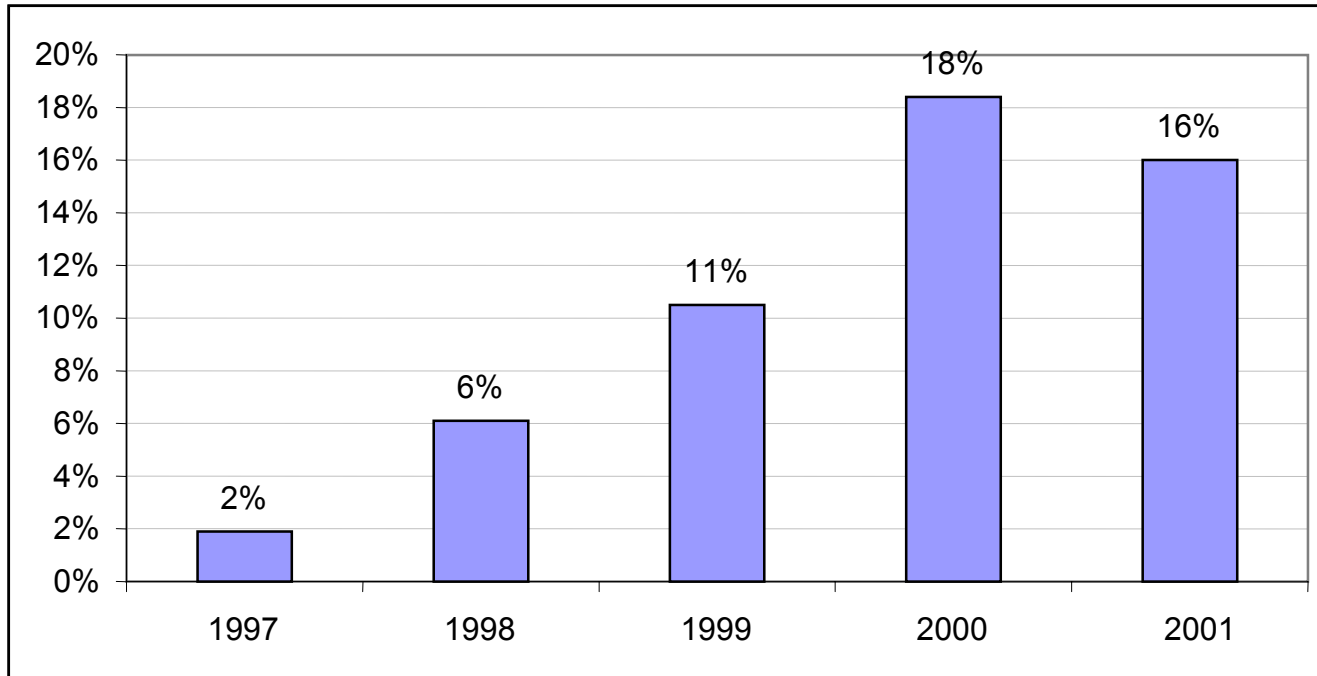
As noted earlier, new attached for-sale housing has recently emerged as a significant product in the vicinity of the Kensington area and the Memorial Drive corridor. Increasingly popular as a price-alternative product both intown and in more suburban areas, condominiums and townhouses have also become an acceptable lifestyle product sought by singles and couples of all ages, seeking convenient, maintenance free living and desiring the proximity attached product can provide to work. Indeed, most attached product in Atlanta can be found clustered closer to established upscale neighborhoods, near major employment centers and close to regional transportation systems. These two characteristics are both noted as strengths of the Kensington study area and support the new attached product being developed. Attached residential housing as a significant market force overall has been a relatively recent phenomenon in the Atlanta market, with the market experiencing exponential growth over the past five years. The graph on the following page shows the share of all new home sales in the Atlanta MSA accounted for by new attached product. Given the demographic shifts discussed earlier in this report, continued acceptance of attached product at or above the shares of demand demonstrated in 2000 and 2001 appears probable in the coming 5 to 10 years.



KENSINGTON STATION LCI – ECONOMIC SITUATION ANALYSIS

Figure 4:

Attached Home Sales as a Share of All New Home Sales in the Atlanta MSA, 1997 to 2001

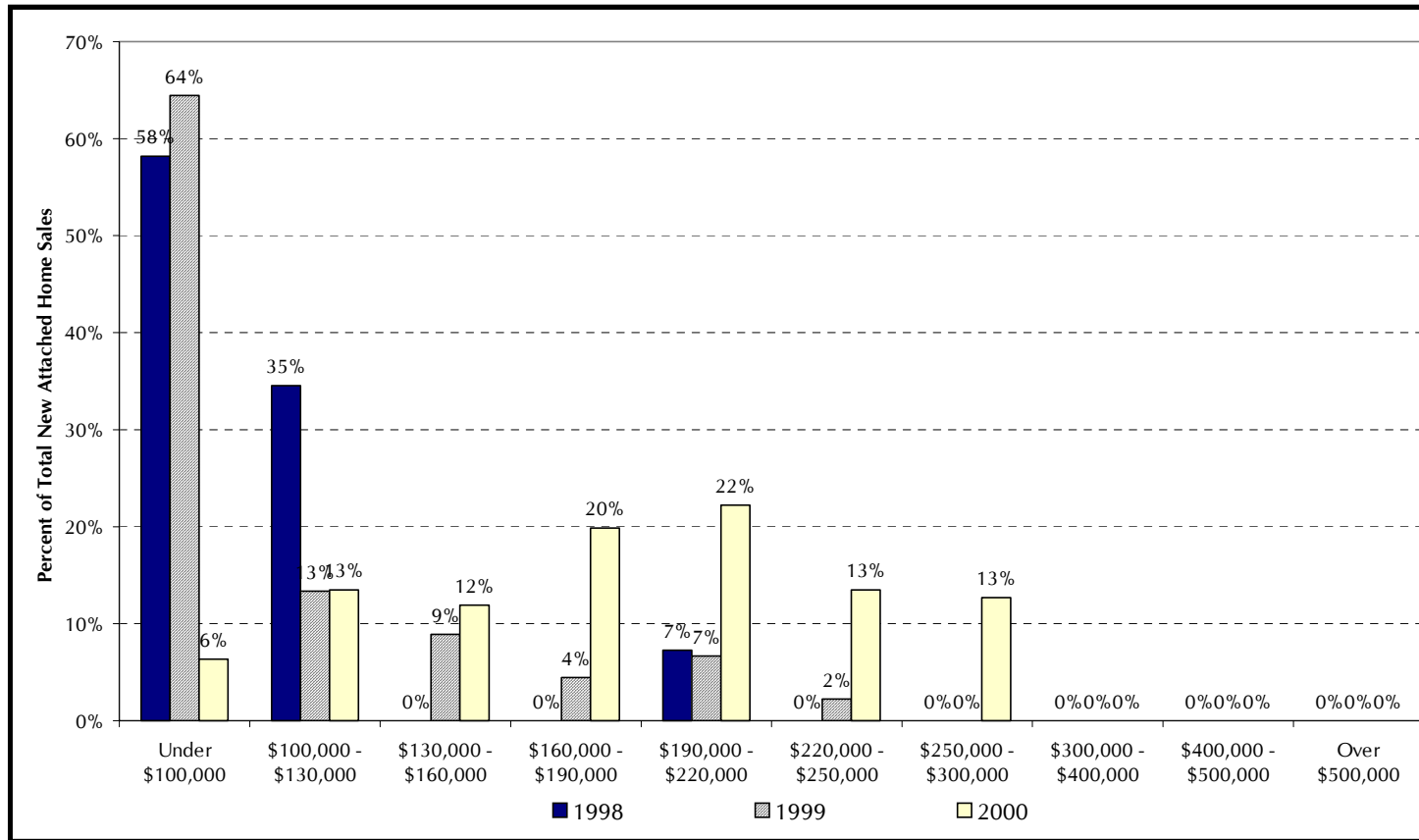


Attached home sales in ZIP Codes surrounding the Kensington Study Area and the Memorial Drive corridor vary significantly in price, with higher-priced product (above \$160,000) being located in and around Decatur and Avondale Estates, and more affordable product being located closer to and south of the corridor. Demand for established locations, such as those around Decatur, has resulted in a significant shift in new attached home sales around the corridor, away from a purely affordable product (below \$130,000) to a lifestyle product priced well into the \$200s and even \$300s.



KENSINGTON STATION LCI – ECONOMIC SITUATION ANALYSIS

Figure 5: *New Attached Home Sales in ZIP Codes around Kensington and the Memorial Drive Corridor*



New attached for-sale product proximate to the Kensington Station Area ranges significantly in terms of price and market audiences attracted. Products around Kensington, to the north and west are generally higher priced than those beyond the Perimeter and to the south, where single-family housing is more affordable. Projects to the north and west of the study area, including Kensington Walk in the study area, generally range in price from the \$140s to above \$300,000, with a number of the projects achieving absolute prices above \$200,000. Strongest selling of these projects is Lantern Ridge, a large townhouse and single-family detached home community moderately priced in the market. Townhouses in the community are priced from the \$140s to near \$160,000 and are selling at a pace of between 6

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and 7 units per month, which is very strong given the current economic conditions. Outside of Decatur, the market for product priced above \$200,000 thins somewhat, with projects such as Kensington Walk and Montreal Park selling between one and two units per month.

East of I-285 and south of Memorial Drive, achievable prices for attached product diminishes quickly, as single-family neighborhoods quickly become more affordable and the character and popularity of Decatur and Avondale Estates diminishes into more conventional suburban neighborhoods. Projects in these areas range from below \$100,000 to around \$130,000.

The study area is ideally situated to capture residents increasingly priced out of increasingly expensive intown areas such as Decatur, Druid Hills, Toco Hills, Candler Park, Virginia-Highlands and neighborhoods north and northeast of Decatur. The study area is also in a prime location to capture residents moving closer intown from the more suburban areas of Gwinnett and Stone Mountain to the east, which are becoming heavily congested. The area along Memorial Drive just inside of the perimeter offers price alternatives to the intown neighborhoods and offers transportation alternatives (MARTA) and more accessible (I-285) routes to the employment centers of North Perimeter, Northlake, Midtown, Downtown, and the Hartsfield International airport than the suburban areas to the east. Given the strong orientation of the study area to Avondale Estates and I-285, an opportunity for new attached product, likely to be townhouses, priced more in line with projects closer to Decatur and Avondale Estates appears relatively strong in the coming years, particularly at the MARTA station and less so on the County Tax Commissioner’s Office site.

Figure 6: Opportunity Assessment for New Attached For-Sale Housing in the Kensington Station LCI Area

Land Use	Key Building Blocks	Level of Opportunity		Implications of Land Use
		Short-Term (1 -5 Years)	Long-Term (6 Years +)	
Attached For-Sale Residential	<ul style="list-style-type: none"> • Transportation access • New infill residential already occurring • Prestige/location of Avondale Estates, Decatur • Major employment concentration • New interchange design. 	XXXX (MARTA) XX (County Site)	XXXXX (MARTA) XXX (County Site)	<ul style="list-style-type: none"> • Creates stronger residential feel around interchange. • Creates real opportunities for mixed-use • Supports retail in the corridor.

KENSINGTON STATION LCI – ECONOMIC SITUATION ANALYSIS

Scale is from "X" to "XXXXX", with "X" representing a very limited opportunity and "XXXXX" representing a strong opportunity.

For-Sale Demand Potential

Against this opportunity, a statistical demand analysis was created to estimate demand potential for new for-sale product in the Kensington LCI study area. Demand was estimated from three major sources: new households moving into central and south DeKalb, owner households in turnover and renter households seeking homeownership. Additional households that may be attracted to the Kensington area, such as additional move-ins from Gwinnett or move-outs from Fulton, were also factored into this analysis.

As the table below indicates, demand from local sources is estimated to be approximately 714 units annually across all price ranges, with the most significant demand existing for product priced below \$130,000 to \$140,000. Land prices in the Kensington area, however, limit opportunities for the development of housing below this level without some type of assistance and, as such, demand was estimated in the Kensington area only for product priced above \$130,000. Further, demand for attached product priced above \$300,000 was felt to be very limited in the coming years and is more likely to occur in Downtown Decatur and in the Emory area and again was not incorporated into captures for the Kensington LCI Study Area.

Figure 7: Estimated Demand Potential for New Attached For-Sale Housing in Kensington

	Home Price:									TOTAL
	\$0 \$100,000	\$100,000 \$130,000	\$130,000 \$160,000	\$160,000 \$190,000	\$190,000 \$220,000	\$220,000 \$300,000	\$300,000 \$400,000	\$400,000 and above		
Net New Attached Demand Potential	236	106	53	64	40	74	74	66	714	
Potential Preference for Kensington Location /7			43%	50%	38%	20%			12%	
Net Kensington New Attached Demand Potential			23	32	15	15			84	
Additional Capture from Other Sources /8			20%	20%	20%	20%				
Total Demand Potential For New Attached Housing			29	40	19	18			106	

Assuming above fair share captures for the Kensington area, which should be achievable given the site’s access and potential for mixed-use development, total annual demand for new attached for-sale housing could exceed 106 annually between \$130,000 and \$300,000. This demand includes both demand for condo flats as well as townhouse units, but could be enhanced by selling two unique products or projects in the Kensington area.

KENSINGTON STATION LCI – ECONOMIC SITUATION ANALYSIS

Rental Market Overview

The residential rental market in the study area has historically been typified by aging communities developed between the late 70's and early 80's, and offering large living accommodations with few or no amenities. These rental communities are all conventional garden apartments featuring larger units and no mixing of uses. These products are generally outdated in terms of capturing today's younger professionals, who generally bypass the area for newer product along I-20, north of Decatur or closer to Downtown, Midtown and Buckhead. In essence, the Memorial Drive corridor and the Kensington Station LCI area offer no real product alternatives for these households to consider.

Only one project has been developed proximate to the subject property in the recent past. Market-rate units at East Lake have been well received, with occupancies well above 95% being reported. As the project is a HOPE VI project that pioneered the area, base rents in the project are generally conservative, ranging from \$.76 per square foot up to \$.91 per square foot for one-bedroom units. Given the orientation of the project, a HOPE VI project replacing public housing units, families with children represented a target market. As such, a large number of 3 and 4-bedroom units have been provided. In spite of this, East Lake has attracted many younger singles and couples, including Atlanta University students commuting on I-20. While East Lake offers insight into latent demand potential, product at the subject property is likely to target more singles and couples and will likely emphasize more one and two-bedroom units.

To understand more true market-rate product, newer rental apartment projects were examined to the east in Stone Mountain and southeast in the Stonecrest area. Again, all free-standing garden projects, this new product represents a considerable step up from existing product, particularly product closer to the subject study area. Achieved rents in newer communities in these areas range from the mid \$.80s to the low to mid \$.90s.

While the Stonecrest area in particular represents a newly developed location and relatively "cleaner" location than the Kensington area, an opportunity exists to develop product that is part of a mixed-use environment, with strong access to jobs and close proximity to attractive neighborhoods in Decatur and Avondale Estates. This product should be able to achieve a significant premium above existing older product in the local market, and would likely compete with product being developed closer to the Mall at Stonecrest. Depending on the achieved rents, some type of subsidy may be required to develop more urban product with structured parking, which typically requires rents in excess of \$1.10 per square foot. Given the more urban location of the project and the potential type of product that could be developed, renters would likely consist of working professional singles and couples, many of whom work in Northlake, the airport area, Decatur, the Stonecrest area and Downtown and Midtown Atlanta.



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Figure 8: Opportunity Assessment for New Rental Apartments in the Kensington Station LCI Area

Land Use	Key Building Blocks	Level of Opportunity		Implications of Land Use
		Short-Term (1 -5 Years)	Long-Term (6 Years +)	
Rental Apartments	<ul style="list-style-type: none"> • Transportation access • New infill residential already occurring • Major employment concentration • New interchange design • Evidence of newer product faring well in mkt. 	XXXX (MARTA)	XXXXX (MARTA)	<ul style="list-style-type: none"> • Creates stronger residential feel around interchange. • Creates real opportunities for mixed-use • Supports retail in the corridor.

Scale is from "X" to "XXXXX", with "X" representing a very limited opportunity and "XXXXX" representing a strong opportunity.

Rental Apartment Demand Potential

Given the increased importance of proximity to work for renters in the Atlanta MSA, estimated demand potential for new rental product in the Kensington LCI Study Area was quantified based on projected employment growth in Southeast Atlanta. Net new renters were estimated based on demonstrated jobs to household growth levels and demonstrated ownership propensities in central and south DeKalb. Demand for new rental apartments will largely emanate from two key sources: new households moving into the area and renter turnover in the market. While some demand will come from owners converting to renting situations, these owners are typically temporary renters and thus do not impact longer-term demand.

Incorporating demand potential from other outside sources (estimated at 15% of total demand potential), annual demand exists for more than 350 units in the PMA over the next five years and beyond. Again, given higher land prices, particularly around the MARTA station, demand for rental apartments was measured for only market rate units, estimated to be units priced around 800 units and above. As shown on the following page demand for these higher-end units is estimated to average approximately 160 units annually.

KENSINGTON STATION LCI – ECONOMIC SITUATION ANALYSIS

Figure 9: Estimated Demand Potential for New Rental Apartments in the Kensington LCI Study Area

	Below \$500	\$500 \$650	\$650 \$800	\$800 \$1,000	\$1,000 +	
Net Annual Demand Potential for New Rental Apartment Product, PMA	91	43	30	46	91	301
Potential Impact from Additional Outside Sources /9	15%	15%	15%	15%	15%	
Total Annual Demand Potential for New Rental	107	50	35	54	107	354
Annual Demand Potential Above \$800				54	107	161

RETAIL MARKET OVERVIEW

As identified in the Memorial Drive Revitalization Study, the retail market on Memorial Drive has slowly deteriorated over the past ten years, as large national retailers chose to follow demographic shifts to Stone Mountain and South DeKalb. Many large chain stores, such as K-Mart, Office Max, Home Depot, Pace Warehouse, Service Merchandise, and Home Depot, left Memorial Drive in the 1990s and left vast amounts of vacant space in their places. Although many of these stores, such as Service Merchandise, went out of business, most of them consolidated their space in areas with higher incomes. K-Mart, Home Depot, and Pace Warehouse simply closed shop on Memorial Drive, consolidated their efforts in Gwinnett and South DeKalb, and counted on PMA residents to follow. The ease of such a strategy has been made possible by overly-permissive retail zoning over the past several decades.

The combination of these problems, when combined with a lack of any type of sustainable development in the Memorial Drive area and the Kensington LCI Study Area, has resulted in a corridor today that is unattractive, struggling economically and creating a sense of abandonment and disinvestment.

Retail space is oversupplied along Memorial Drive, including areas inside and around I-285. This is particularly true of regional and community shopping centers, which now are experiencing sharply increasing competition from the Mall at Stonecrest and adjacent power centers either already opened or under construction. Indeed, there are five enclosed malls competing for the same market audience in the corridor, including: Avondale Mall (now shuttered), North DeKalb Mall, Northlake Mall, South DeKalb Mall and The Mall at Stonecrest.

While retail is in oversupply, opportunities for development still exist in the corridor and in the Kensington Station LCI area. Most of the retail in the study area itself is smaller, free-standing fast food and local-serving uses with no major retail centers present. In fact, the nearest viable retail center west of the study area is Belvedere Plaza near Avondale Mall. East of I-285 is one older, poorly kept retail

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center anchored by Circuit City. Little viable retail exists until a couple of miles east of the study area near Rays Road, where Memorial Bend is anchored by Publix and TJ Maxx. To the north, neighborhood-serving retail centers are largely found north of Decatur near Northlake, will little significant quality retail can be found south inside of I-285.

Like the office market in and around the study area, occupancy in the retail market is high averaging just over 90%. Retail space can be generalized as aging with an average age of 25 years. Centers most proximate to Memorial Drive and the study area generally achieve rents between \$9 and \$13 per square foot while newer centers in the Northlake area (late 1980s to early 1990s) achieve somewhat higher rents of \$17 to \$23 per square foot.

As with the case of all land uses around the study area, no mixing of land uses has been undertaken, with all competitive retail centers being aging and free-standing centers. This creates an opportunity to develop a neighborhood-oriented retail center as part of a mixed-use project that serves the local residents and office employees in and around the Kensington LCI area. The extent of this opportunity needs to be examined in more detail via a site-specific demand analysis to be undertaken in phase II of the Kensington Station LCI study. While the strong interstate access may be supportive of larger-scale retail, development of large boxes represents a less significant opportunity due both to the intense competition among big box centers in this area of DeKalb, but also due to the difficulties of incorporating these larger retail uses into pedestrian-oriented, mixed-use environments.



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Figure 10:

Opportunity Assessment for New Retail in the Kensington Station LCI Area

Land Use	Key Building Blocks	Level of Opportunity		Implications of Land Use
		Short-Term (1 -5 Years)	Long-Term (6 Years +)	
Retail				
Local-Serving	<ul style="list-style-type: none"> • Site fits demographic needs for neighborhood retailers. • Access and visibility strong enough to compensate for any corridor short-comings. 	XXX	XXXX	<ul style="list-style-type: none"> • Intense competition for big-box retail limits opportunities. Neighborhood and highway-serving retail stronger opportunities. • Opportunities for retail may be stronger at County site more so than MARTA property.
Regional-Serving/Big Box	<ul style="list-style-type: none"> • One of only locations in Memorial Drive corridor offering significant daytime and nighttime market potential. • Visibility and access from I-285. 	XX	XXX	

Scale is from "X" to "XXXXX", with "X" representing a very limited opportunity and "XXXXX" representing a strong opportunity.

Retail Demand Potential

Estimated demand potential for retail is assumed to largely emanate from residents living within two miles of the Kensington area; accounting for about two-thirds of demand. Given Kensington’s location, increasing access to employment and drive-by market audiences, significant demand is assumed to be available from these other “outside” market sources. Demand for space was estimated utilizing local per capita expenditure data, southeastern sales per square foot information and local competitive market information. Finally, demand was estimated by store type over the next five years.

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As shown below, total retail demand at the subject property could exceed 150,000 square feet over the next five years. This in part depends on the creation of a unique sense of place and location in the Kensington area, which can be achieved through more urban mixed-use development of the MARTA property, investment in open space and streetscape enhancements. It is important to note that this demand includes more than 40,000 square feet of demand potential for a grocery store, a significant enough amount to attract a grocer to the subject property.

Figure 11: *Estimated Demand Potential for Retail in the Kensington LCI Study Area*

	CURRENT		PROJECTED		
	Gross Supportable S.F.	Estimated Potential Capture /5	Total Local Sales Potential 2007 /6	Gross Supportable S.F. 2007	Estimated Potential Capture 2007
	Total Population			43,443	
Per Capita Spending					
Comparison Goods	71,058	14,212	\$26,956,558	75,855	15,171
Eating and Drinking	130,523	19,578	\$45,984,389	139,334	20,900
Convenience	428,897	72,792	\$111,667,496	457,852	77,706
Grocery	204,427	40,885	\$74,400,769	218,228	43,646
Health and Personal Care	57,573	11,515	\$17,953,590	61,460	12,292
Gifts, Specialty, Other	51,848	10,370	\$17,038,749	55,348	11,070
Clothing and Access.	35,179	8,795	\$23,426,993	37,554	9,388
Discount Dept Stores	95,073	19,015	\$38,384,412	101,491	20,298
Gas Stations	6,892	1,378	\$28,598,592	7,357	1,471
TOTAL	819,468	146,139	\$292,057,188	874,791	156,005

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OFFICE MARKET OVERVIEW

The Memorial Drive corridor is located outside of Atlanta's Favored Quarter and is not recognized as a significant office location within the MSA. As a result, there is little significant office space in or around the corridor. The nearby Northlake Submarket, which also includes Downtown Decatur and all of the Northlake area, is a moderate-sized office core, featuring more than 11 million square feet of office space. Annual office absorption in the core has been moderate over the past several years, averaging more than 180,000 square feet in 1999 and 2000, before tumbling over the past two years. Office space in the core is characterized as Class B space, which is moderately priced relative to other cores closer in town and further north. Tenants in the Northlake area typically include back-office users and locally oriented business services seeking both regional access and proximity to middle-income households.

The lack of office space in the Memorial Drive corridor and around the Kensington area is due to several factors, including the marginal appearance of the corridor, the over-abundance of retail space (which now acts as competition for services), and the lack of executive housing proximate to the corridor. Interviews with area office professionals indicate that significant flight of office tenants occurred in the late 1970s and 1980s as the demographics of the area transitioned and the immigrant population of the area increased. Many of these tenants fled to Northlake and further east in DeKalb and even Gwinnett County.

Due to these issues and the overall lack of sustainability of the corridor and previous development in the Kensington study area, neither the Kensington Station LCI area or the Memorial Drive corridor have been successful in attracting regional serving office tenants or retaining local-serving tenants. However, office cores proximate to the corridor and potential location advantages of the Kensington area suggest that opportunities may exist to draw regional businesses. For example, the Northlake area, which is situated at the intersection of LaVista Road and I-285, has been able to recruit regional serving tenants, such as BellSouth and Cigna, due to its regional access.

Furthering the importance of highway and MARTA access is the recent negative impacts of MARTA's elimination of a bus line serving Northlake. DeKalb Technology Center, located in the Northlake area, lost a bus stop in front of the center, which has damaged their negotiations with a large prospective tenant hesitant to relocate because of a lack of access to a bus line. According to property managers, transportation access for unskilled employees is a key location criterion for back office tenants, and represents a selling point for new office space in the Kensington Station LCI area.

Despite the high vacancies in office space across the metropolitan Atlanta area, occupancy for office space in and around the study area is averaging 90%. This is due significant to the low rental rates being achieved by the older, smaller space typical in the area. These rents average between \$6.00 and \$14.00 per square foot are considerably lower than rents in the Northlake area, which generally range between \$12.00 and \$20.00 per square foot. The average age of buildings in and around the study is approximately 26 years old, which

KENSINGTON STATION LCI – ECONOMIC SITUATION ANALYSIS

in combination with less prestigious locations (despite strong highway and public transportation access), may account for the low rent rates. Leasing agents have not had to make significant reductions in rental rates to maintain the higher level of occupancy, but it does appear that they are more willing to accept more short-term lease lengths, one to three years, instead of the more conventional lease lengths of three to five years.

Most of the tenants in the office space surveyed are local-serving office users, including professionals (doctors, lawyers, and psychologists) and real estate, insurance, and financial service providers. Also clustered around the I-285 interchange is a significant County presence. In addition to the County jail, numerous county offices are located behind the jail, in an adjacent office park and, more recently, filling the vacant Roberd’s shopping center across from the jail. This significant county presence is somewhat understated, given the piecemeal fashion in which county employment has grown in the area. Opportunities do exist, however, for the County to make a more significant statement in the corridor via the development of a more organized County office facility that could act as an anchor for the Kensington/Government Center activity center. Included in activity center planning around the Kensington MARTA station is a new training center being developed by the County as well as a new 100,000 square foot State of Georgia Juvenile Justice office building.

Figure 12: Opportunity Assessment for New Office Space in the Kensington Station LCI Area

Land Use	Key Building Blocks	Level of Opportunity		Implications of Land Use
		Short-Term (1 -5 Years)	Long-Term (6 Years +)	
Office/ Business Space	<ul style="list-style-type: none"> • New government investment (State Juvenile Justice) • Abundant MARTA property-already graded. • Strong access (multi-modal) and visibility. 	XX	XXX	<ul style="list-style-type: none"> • MARTA's ability to negotiate deal, combined with strong access via rail and interstate, create most significant opportunities for major employment in the corridor.

Scale is from "X" to "XXXXX", with "X" representing a very limited opportunity and "XXXXX" representing a strong opportunity.

As multi-tenant office space represents less of a short-term opportunity, demand potential for this use was not estimated at Kensington.

DEVELOPMENT OPPORTUNITY

KENSINGTON STATION LCI – ECONOMIC SITUATION ANALYSIS

This study indicates that development of the Kensington LCI Study Area as a mixed-use, transit-oriented community is a significant opportunity. The combination of interstate and MARTA access, proximity to Avondale Estates, infrastructure, financial and/or credit incentives, will help create an atmosphere in which development of multiple land uses can be successfully accomplished. Key to the success of Kensington will be the ability of DeKalb County and MARTA to provide the necessary investment and incentives to create sufficient interest and contribute to the creation of a greater sense of urbanity and “place” at Kensington. Favorable development opportunities will need to be provided by these two entities to attract mixed-use, as opposed to independent single-use, development. Investment in infrastructure and other incentives will also be needed to offset costs and risks associated with mixed-use development, which are high in any location in the Atlanta MSA, and represent a significant challenge in an area such as Kensington, where market pressures have historically been less significant.

Given its favorable ownership, strong access, adjacency to Avondale Estates and high visibility, development of the MARTA parking areas around the Kensington MARTA Station represents the logical and strongest location in the study area to initiate new private-sector development. To begin realizing a sense of place and a mixed-use environment, more than one land use is recommended in the first phase of development of the MARTA property. Further, initial development efforts should front on Memorial Drive, both due to its higher visibility and the opportunity create a statement of revitalization along Memorial Drive. Coupled with DeKalb’s planned investment at its consolidated government center across Memorial Drive, the construction of the Georgia Juvenile Justice Office Building and the investment in streetscaping along this stretch of Memorial Drive, a strong statement of revitalization should be realized.

As Memorial Drive represents more of a “pioneering” location, initial development efforts on the MARTA property should focus on market-rate rental housing, which caters to a market audience typically more willing to reside in a relatively unproven location. This apartment community should be more urban in character, both to distinguish itself from other garden product in the market, but also to set the tone for the urbanity of the place being created around Kensington. As such, some modest ground floor retail may be considered and parking should largely be accommodated in a parking structure, around which many units can be “wrapped”. Achievable rents in this apartment community range from around \$.90 to \$.95 per square foot and possibly higher, depending on the quality of architecture and sense of place and location created. Given the location of the property and the more urban character desired, DeKalb County and MARTA should be prepared to assist in development of these apartments, possibly through the provision of common open space (a central focal point) as well as through development or assistance in development of a parking structure, which would otherwise be cost-prohibitive.

Development of a grocery store and other smaller retail uses also represents a potential short-term opportunity on the MARTA property. This retail should be highly visible and located on a corner, such as Memorial Drive and Kensington Road, to maximize access. Parking would likely need to be surface parking, with decked parking (likely shared) occurring over time as the property develops.

KENSINGTON STATION LCI – ECONOMIC SITUATION ANALYSIS

Future development of the remaining portions of the MARTA property should emphasize the development of for-sale townhouse and possibly condo flats as well as the creation of a “main street” retail concept along Kensington Road. As the property develops out, much or a significant portion of MARTA’s existing surface parking should be provided in parking decks. Total development densities on the MARTA site should achieve FARs from .5 to as high as .75.

After development of the MARTA property, additional development may occur on the existing Tax Commissioner’s Office site (old Roberds/JC Penney property). Given the location and high visibility of that property and the office development being undertaken by the public sector, development of a modest office core may become more viable. This office core would be comprised of more local-serving businesses as well as back office functions, similar to those seen in the Northlake area. Development opportunities will also exist for additional for-sale or rental residential development.

4.3 KENSINGTON STATION RFP FRAMEWORK

The framework for a Development RFP was created by Robert Charles Lesser & Co. to assist MARTA in implementing catalytic projects and improvements in accordance with the Kensington Station Area LCI Study and previous efforts.

Statement of Work
Kensington Station
Transit Oriented Development Project

1.0 INTRODUCTION

The Metropolitan Atlanta Rapid Transit Authority (MARTA), with the participation of DeKalb County, is pleased to solicit development proposals for the ground lease or sale of:

1. Parcel D1126, the 4.7-acre (+/-) land tract at Kensington Station, lying northwest of Memorial Drive, north of the MARTA trackway, and south of the station driveway and Park Plaza office condominiums; and/or
2. Parcel D1123, the 4.5-acre (+/-) land tract at Kensington Station, lying northwest of Memorial Drive and south of Kensington Road.

Site plans and an area map are shown in Appendix A.

Parcels D1126 and D1123 represent Phase I of the creation of a Transit Oriented Development around MARTA's Kensington Station in DeKalb County, which totals approximately 42 acres in size. As shown on the map on the following page, Parcel 1126 is recommended for redevelopment as rental apartments with some modest retail opportunities also available. Parcel 1123, located at Memorial Drive and Kensington Road, is recommended for development as a grocery store that will eventually act as an anchor or a street-oriented retail corridor along Kensington Road.

1.1 PROJECT BACKGROUND

In 2001, DeKalb County retained a team of consultants to create a strategy for the revitalization of Memorial Drive throughout the county. The revitalization plan identified the opportunity to create focal points of development activity, comprised of mixed-use development that creates more of a sense of place and location, which is typically missing in the corridor today. Four target locations were identified for redevelopment, with the Kensington MARTA Station and DeKalb Government Center representing the most significant opportunities for development and redevelopment.

In conjunction with the Atlanta Regional Commission's Livable Centers Initiative (LCI) program, DeKalb and MARTA have worked to further refine development opportunities in the Kensington Station/ Government Center area and to pursue initial development opportunities in the area. This Request For Proposals (RFP) is an opportunity for the private sector to participate in the redevelopment of the Kensington MARTA Station area, leveraged by public sector planning and investment efforts.

There are already a number of public sector planning and investment activities for the private sector to leverage. These actions are enhancing the attractiveness of the Kensington Station/Government Center Area in terms of quality of life, development and investment opportunity. They include:

- The redesign and reconstruction of the Memorial Drive/I-285 interchange;
 - Use of Federal Grant monies totaling \$11MM to enhance streetscapes along Memorial Drive, including the areas around the Kensington MARTA station;
 - Construction of a 100,000 square foot State of Georgia Juvenile Justice Office Building immediately west of the Kensington Station property;
 - Planned construction of 300,000 square feet of administrative space, construction of a Juvenile Justice Court and parking deck for DeKalb County government, which is studying consolidation of county functions to the Kensington area;
 - Study of implementing MARTA's first Bus Rapid Transit (BRT) line from Kensington MARTA station east to Stone Mountain to improve access and mobility;
 - Development of a central open space (central green) on the subject property owned by MARTA, by DeKalb County, upon securing development commitments from Phase I of the redevelopment of the Kensington MARTA Station; and
 - Pursuit of the creation of a Tax Allocation District (TAD) along Memorial Drive that can provide infrastructure investment and enhancements, including at the subject property (Kensington MARTA Station).
- In addition, LCI funds from ARC may also be available to provide financial assistance with transportation-related improvements at the site and in the corridor. This could include construction of decked parking, which would greatly enhance the financial feasibility of new multifamily for-sale and for-rent housing at the site.

1.2 MARKET BACKGROUND

The Kensington MARTA Station/Government Center Area is well positioned for redevelopment as a mixed-use project based on a number of site and market factors including:

- Strong regional accessibility via MARTA, I-285 and possibly BRT service to the east;
- High visibility along Memorial Drive, with more than 35,000 vehicles per day;
- Immediate adjacency to Avondale Estates, a highly sought-after residential community;
- Development of new market-rate single-family detached homes and attached townhomes adjacent and/or proximate to the MARTA station property ranging in price from the \$140's up to \$300,000;
- Strong accessibility to major employment cores in central, south and east Atlanta, including Downtown and Midtown, Northlake, Snapfinger/Stone Mountain industrial areas, Decatur Airport and Stonecrest Mall.

Analysis of the Kensington MARTA Station/DeKalb Government Center Area by real estate advisory services firm Robert Charles Lesser & Co., LLC (RCLCo) indicates real opportunities for the development of rental and for-sale housing and retail uses in the short- and longer-term. Additional opportunities may emerge for a larger employment center adjacent to Kensington in the longer-term as the area becomes more established and its sense of identity created through development of the MARTA station and the adjacent DeKalb Government Center. The following summarizes the key conclusions from RCLCo's market analysis for each of the proposed land uses at Kensington.

Rental Apartments

Kensington's strong regional access, including access to major employment concentrations via MARTA, I-285 and Memorial Drive, create opportunities for rental apartment development. Little new viable product has been developed in the general vicinity of Kensington and no product that is more urban in scale and character has been developed in central or south DeKalb County to date, a potential market opportunity for the subject property. The closest new market-rate product developed was developed by Cousins Properties at East Lake - a garden apartment community achieving strong rents and high occupancies.

Based on the experiences at East Lake, as well as with new rental product east and south around Stone Mountain and Stonecrest, market rents of \$0.90 to \$0.95 per square foot appear supportable. Product developed is recommended to be more urban in scale and character, with three to four- story buildings flanking a parking structure and central courtyard/pool space – with a configuration similar, perhaps, to Gables Metropolitan or Post Parkside. Units should be smaller than those of garden apartments developed in DeKalb, yet generally larger than those built in closer-in intown locations to remain more consistent with the local DeKalb market.

Demand for rental product will emanate mostly from singles and couples seeking regional access and a convenient location, as well as a sense of urbanism generally lacking in eastern Atlanta. Annual demand is estimated to exceed 160 units, with some potential pent-up demand existing in the market.

For-Sale Townhouses

The share of metro Atlanta sales associated with townhomes and condominiums has grown from 2% in 1995 to about 18% today. Convenient and accessible locations are increasingly important to homebuyers throughout metro Atlanta and has fostered the development of several new attached and detached residential projects around Kensington. As Atlanta's traffic congestion continues to worsen, centrality and accessibility will become an increasingly important driver of residential location. The Kensington Station Area offers superior regional access through both MARTA and I-285, as well as Memorial Drive, which connects the area to Downtown Atlanta

Current and recent development in the Kensington area includes new single-family homes priced up to \$300,000 and new townhouse product priced from the \$140's to above \$250,000. Buyers have included a mix of intown singles and couples seeking intown locations that function as alternatives to pricier areas within Decatur, Emory and Avondale Estates as well as Gwinnett and DeKalb move-ins seeking the area's superior regional access and greater proximity to work.

These same market audiences will drive demand for new for-sale residential townhouses at the Kensington MARTA Station site. Assuming development of attached product priced between \$130,000 and \$220,000, demand for up to 106 units annually (8.8 units per month) is estimated for residential product at Kensington. This product could include condominium flats as well as attached townhouses.

Retail

Retail space along Memorial Drive and the areas proximate to Kensington is generally outdated and fails to tap into demand potential in the area. The Kensington Station site appears prime for the development of retail space based on its regional access, high traffic volumes (visibility), proximity to affluent households in Avondale Estates and adjacent areas, high density of residents living in the general area and lack of major competitors nearby. Another distinct opportunity is the growing employment in the area, which creates opportunities for daytime retail as well. Indeed the Kensington Station area meets the locational criteria of many neighborhood-oriented retailers and local restaurant chains.

Potentially competitive grocery locations are approximately two miles away or further in any direction, creating an opportunity to attract sufficient demand for a grocery store at the subject site. Demand for retail space was forecast utilizing local per capita expenditure data, required sales per square foot information and local competitive market information. Total retail demand at the subject property could exceed 150,000 square feet over the next five years. This in part depends on the creation of a unique mixed-use development with a strong sense of place. The demand forecast by Robert Charles Lesser & Co., LLC includes more than 40,000 square feet of for a grocery store.

Office Space

Office space could be an important component of a mixed-use development in the Kensington MARTA and Dekalb Government center area. The Kensington area offers potential location advantages, and opportunities may exist to draw regional businesses. For example, the Northlake area, which is situated at the intersection of LaVista Road and I-285, has been able to recruit regional serving tenants, such as BellSouth and Cigna, due to its regional access.

Highway and MARTA access is important to prospective office tenants. For example, when DeKalb Technology Center, located in the Northlake area, lost a bus stop in front of the center, their negotiations with a large prospective tenant faltered. According to property managers, transportation access for unskilled employees is a key location criterion for back office tenants, and represents a selling point for new office space in the Kensington Station LCI area.

Despite the short-term office market conditions, such as current high vacancies in office space across the metropolitan Atlanta area, occupancy for office space in and around the study area is averaging 90%. This is due significant to the low rental rates being achieved by the older, smaller space typical in the area. These rents are typically \$14.00 per square foot or less, considerably lower than rents in the Northlake area, which generally range between \$12.00 and \$20.00 per square foot. The average age of buildings in and around the study is approximately 26 years old,

which may account for the low rent rates. Most of the tenants in area office space are local-serving, including professionals (doctors, lawyers, and psychologists) and real estate, insurance, and financial service providers but there is also a significant County presence.

In addition to the County jail, numerous county offices are located behind the jail, in an adjacent office park and, more recently, filling the vacant Roberd's shopping center across from the jail. This significant county presence is somewhat understated, given the piecemeal fashion in which county employment has grown in the area. Opportunities do exist, however, for the County to make a more significant statement in the corridor via the development of a more organized County office facility that could act as an anchor for the Kensington/Government Center activity center.

2.0 PURPOSE

The purpose of this Request for Proposals is to solicit proposals from Developers capable of developing the property at the Kensington MARTA Station in a manner consistent with MARTA's objectives. Each proposal must take into account the long range costs, responsibilities, and benefits of owning, managing, and maintaining the properties. The development project will be privately owned and managed. MARTA may select different Developers for various elements of the development, or it may select a single Developer who submits a superior plan for the proposed mixed-use development.

3.0 OBJECTIVES

3.1 MARTA desires to enter into an arrangement with an experienced Developer with a proven track record of undertaking and successfully completing developments of substantial scope, cost, and complexity. A long-term ground lease of the site is preferred, but sale of the fee simple interest in the land would be considered after an evaluation of the relative benefits to the Authority. Previous experience in developing and managing the ongoing operation of comparable projects will be a significant factor in selecting a preferred Developer.

MARTA's vision is to encourage development at and around its transit facilities to increase ridership. As an advocate of the livable community concept, MARTA is offering the sites at Kensington Station with the hope that they will be improved with transit-oriented development consistent with the Livable Centers Initiative report adopted by the DeKalb County.

MARTA serves an ethnically and economically diverse metropolitan area. MARTA encourages the proponent Developer(s) to exercise their best efforts to include in their proposal(s) the participation of small businesses that are owned and controlled by socially and economically Disadvantaged individuals.

3.2 MARTA's goals for Transit Oriented Development of the properties are:

- To develop mixed-use or single-use projects with one or more of the following components: multifamily residential (rental apartments or for-sale condominiums or townhouses); retail and potentially office uses. Development plans should be consistent with the Livable Centers Initiative report adopted by DeKalb County.

- To increase transit system ridership by promoting pedestrian traffic between the proposed developments and the Kensington Station faregates through the implementation of a site plan that includes walkways between building entrances and the station;
- To generate revenues to support MARTA's financial needs. While long-term ground lease is MARTA's preferred mechanism, other financial structures (including sale of the fee simple interest in the land) would be considered.

4.0 PROPOSAL SUBMISSION REQUIREMENTS

Selection will be based on the quality of the plans in the submitted proposal and its responsiveness to MARTA's objectives and goals. The following pages detail the requirements for each Developer's proposal submission to MARTA. Compliance with the specific requirements will be a factor in evaluating the proposals. For consistency, the following definitions will apply:

(1) The *Developer*, or *Development Team* refers to the single organization or group of organizations that will execute the project, enter into agreements with MARTA, and own and operate the completed project. In the event that there is a Development Team, please define the responsible, decision-making authority and submit all requested information for each organization that comprises the Team.

(2) The *Project Team* refers to the Developer plus its designated service providers such as architects, engineers, general contractors, commercial banks, etc.

4.1 COVER LETTER

The proposal should have a cover letter transmitting the proposal to MARTA and acknowledging receipt of any and all amendments issued. The letter should also introduce members of the Development Team (previously defined) and the overall Project Team (previously defined). A simple organization chart would be appropriate.

4.2 EXECUTIVE SUMMARY

Provide a summary of the proposed development and key factors of the proposal.

4.3 PROPOSED DEVELOPMENT

4.3.1 MARTA's vision for development/redevelopment at Kensington Station is for development of mixed-use or single-use projects with one or more of the following components: multifamily residential (rental apartments or for-sale condominiums or townhouses); retail; and office.

Creating this vision will involve:

- Balancing the need for driveways and parking areas with pedestrian walkways and public plazas;
- Maximizing the potential of the MARTA transit network by adding components to the points of origin and destination in station areas throughout the system, and reducing single occupancy vehicle trips by encouraging transit ridership;
- Respecting concerns of the surrounding communities regarding traffic and other issues, both in terms of design as well as proactive communication; creating a sustainable, transit-oriented development consistent with the Livable Centers Initiative report adopted by DeKalb County.

4.3.2 The integration of the physical, managerial and financial components of the development will ultimately dictate the success of the project. Interested developers should demonstrate their consideration of these factors in their submittal along with the following:

1. Development Plan
 - a) State the vision of the proposed development, including key architectural and community goals;
 - b) Describe the development plan, including linkage and access to Kensington Station and other surrounding land uses;
 - c) Describe any intended phasing;
 - d) Provide detailed market justification for the plan;
 - e) Provide a site plan for the proposed development at a scale of 1"=50' or 1"=100'.
2. Transportation Plan
 - a) Describe the site's pedestrian network and common areas;
 - b) Estimate the number of transit trips by riders generated by this new development, including documentation of methodology and sources.
 - c) Traffic Impact
 - (1) Describe vehicular traffic flow and patterns;
 - (2) Estimate vehicular volume.
3. Management Plan
 - a) Describe your plan for executing the project, highlighting the role played by member firms and key individuals of the Project Team. Include timelines, as appropriate. Separately address the following:

- (1) Predevelopment;
 - (2) Construction;
 - (3) Lease-up;
 - (4) Operations.
- b) Describe your process for working with DeKalb County, and property owners within the Livable Centers Initiative study area.

4. Business Plan

As previously stated, MARTA prefers a ground lease agreement but will consider the sale of property, or another business arrangement, if it proves to be materially superior. The Authority has adopted a flexible, market oriented stance based on the concept of highest and best *transit* use (as defined in Appendix B, excerpted from the March 1997 Federal Transit Administration Policy on Transit Joint Development) that considers the financial benefits to MARTA of additional ridership and associated faregate revenues. MARTA prefers to lease the sites on terms allowing for participation in increased land values over time, as suggested below. The combined revenue stream from ground rent (or sales proceeds) and additional ridership will become the financial basis for evaluating development proposals. MARTA offers the following guidelines:

- a) MARTA recognizes that a comprehensive development agreement will be the appropriate overarching business arrangement;
- b) A ground lease would be unsubordinated, but with a typical leasehold mortgage clause;
- c) The term (length in years) of the ground lease would be negotiable;
- d) MARTA will consider deferral of lease payments during the construction period;
- e) MARTA expects to receive ground rent payments, or sales proceeds, that represent a fair return on the land value as determined by independent appraisal.
- f) MARTA expects increases to ground rent payments once every 5 to 10 years, with appraisal-based resets of the ground rent at approximately 25 year intervals;
- g) MARTA reserves the right to require that the development site plan include walkways to provide direct pedestrian access between building entrances and crosswalks to the Kensington Station faregates.

MARTA desires to enter into an arrangement with a reliable business entity. While MARTA does not necessarily require that it receive a percentage of net cash flows from the proposed development's operations, it is still concerned that the enterprise prosper and be an asset to the station area and surrounding neighborhoods. Therefore, it is important that the development plan in the proposal be market supported and financially feasible. Please provide the following:

1. Describe the method of financing the project, differentiating by phase and product, if applicable, and including any evidence of availability of funds you deem appropriate;
2. Prepare and present an overall financial pro forma for the project showing estimated construction costs, rents and other revenues, operating costs, capital costs, debt service, and net cash flows. This financial analysis should, of course, be consistent with the market justification in the development plan section.

4.4 FINANCIAL CAPABILITY

Given the nature of this project, MARTA must understand the Developer's financial capability to undertake and successfully complete this project. Please provide the following for the Developer:

1. Audited financial statements for the past three years
 - a) Balance sheet;
 - b) Income statement;
 - c) Statement of change in financial position.
2. Names and phone number of references for the following:
 - a) Two commercial banks;
 - b) Two institutional partners.
3. Terms and conditions of any significant contingent liabilities, such as guaranteed loans or other obligations which could affect this project.

4.5 EXPERIENCE AND BACKGROUND

- 4.5.1** To allow MARTA to fully understand the experience and capabilities of the Project Team, please provide the following information for each member of the Project

Team. Please highlight projects where members of the Project Team have worked together.

1. Description of experience within the past ten years related to:
 - a) Specific land uses, such as multifamily residential, proposed within your development plan;
 - b) Experience in the Atlanta MSA;
 - c) Transit-oriented development projects;
 - d) Experience with MARTA.
2. Description of each project will include (describe projects only once):
 - a) Size in total land area and building area;
 - b) Scope of the project;
 - c) Location of the project;
 - d) Approximate development value;
 - e) Year completed;
 - f) Specific role of Project Team firms;
 - g) Past role(s) of individuals expected to work on MARTA project (if applicable);
 - h) Client reference name, phone number, and authorization to contact them.
3. Resumes of personnel to be involved in MARTA project, including:
 - a) Education and professional licensing;
 - b) Specific relevant experience;
 - c) Specific role in proposed project.

4.6 ORGANIZATIONAL STRUCTURE AND BUSINESS RELATIONSHIPS

As this project is of utmost importance to MARTA, it must be undertaken in the spirit and practice of full disclosure. In addition, MARTA is a public body and is responsible to a number of constituencies and must be aware of relationships with

those groups. To this end, please provide the following information for the Developer:

- A. Legal form of the Developer and the state in which it is domiciled. In the case where the Developer is an affiliation of two or more firms, please provide information for all participants and the nature of the relationship. This could include organization documents or a brief description of the rights and obligations of the parties.
- B. Name, address, telephone and fax number for the contact point authorized to communicate and negotiate on behalf of the Developer.
- C. Provide name and firm of primary outside legal counsel(s) to be involved in this project.
- D. Provide name of auditor for each entity and name of primary contact.
- E. List any outstanding disputes or business relationships between the Developer and the following entities:
 - 1. MARTA;
 - 2. The United States Department of Transportation;
 - 3. Federal Transit Administration;
 - 4. Georgia Department of Transportation;
 - 5. DeKalb County;
 - 6. DeKalb County Development Authority;
 - 7. City of Atlanta;
 - 8. Fulton County;
 - 9. Other relevant agencies and organizations.

Describe any other outstanding disputes involving the Developer or a member of the Project Team of which MARTA should be made aware.