



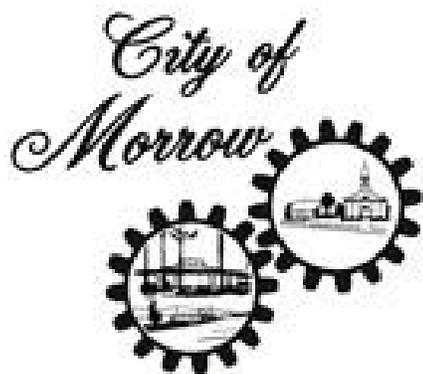
MARCH 2011

Southlake Mall and Mixed Use District LCI

FUNDED BY: City of Morrow and Atlanta Regional Commission

PREPARED BY: Sizemore Group in collaboration with Kimley-Horn and Associates, Inc. and Noell Consulting Group





MARCH 2011

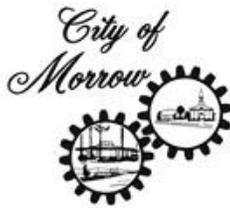
Southlake Mall and Mixed Use District LCI

FUNDED BY: **City of Morrow** and **Atlanta Regional Commission**

PREPARED BY: **Sizemore Group** in collaboration with **Kimley-Horn and Associates, Inc.**
and **Noell Consulting Group**



CREDITS



City of Morrow

Jim Millirons - Mayor

City Council

Virlyn Slaton

John Lampl

Mason Barfield

Bob Huie

Staff

Jeff Eady - City Manager

Michael McLaughlin - Director, Planning and Economic
Development

Sylvia A. Redic, GPC - Grants Administrator / Project Manager



Atlanta Regional Commission

Jared Lombard, Principal Planner

Rob LeBeau, Senior Principal Planner

Stakeholder Team

Ray Aballo - Resident / Northridge Condominiums

Stephanie Berens - Resident / Reynolds Nature Preserve

Jeanell Bridges - Resident / Morrow Urban Redevelopment Agency

Christi Lee - Christi Trees

John Maner - Resident / Zoning Board

Thao Nguyen - City of Morrow

Judy Pritchett - GGP / Southlake Mall

Shon Sales - Clayton Archway Partnership

Mike Tworney - Resident / Morrow Business and Tourism Association

Khoa Vuong - Pho VN

Gail Webb - Clayton Archway Partnership



Consultant Team

Sizemore Group, Lead Firm

Mike Sizemore, FAIA - Principal-in-Charge

Lily Berrios, AIA, LEED AP - Principal

Venky Babu, AICP, LEED AP - Associate Principal / Project Manager

James Connelly, AIA - Associate Architect / Planner

Ozgur Basak Alkan, AICP, LEED AP - Planner

Julie Saunders, Planner

Kimley-Horn and Associates, Inc., Transportation

Ed Ellis, P.E., Principal-in-Charge

Robert A Ross, P.E., Project Manager

James Fowler, EI, LEED AP

Noell Consulting Group, Market Study

Todd Noell - Principal

David Laube - Vice President



TABLE OF CONTENTS

Executive Summary	
1. Project Overview	13
1.1 Background	
1.2 The LCI Program	
1.3 Previous Studies and Plans	
2. Community Profile	17
2.1 Location and Context	
2.2 Land Use and Zoning	
2.3 Community Resources	
2.4 Green Infrastructure	
2.5 Urban Design	
2.6 Transportation	
3. Development Plan	47
3.1 Public Process	
3.2 Community Vision	
3.3 Design Workshop	
4. Framework Plan	57
4.1 Market Assessment and Development Opportunities	
4.2 Framework Plan	
4.3 Framework Plan Illustration	
4.4 Land Use and Zoning	
4.4 Transportation	
5. Action Plan	109
5.1 Implementation Strategies	
5.2 Work Program	
5.3 25 Year Projections	
6. Appendix	121
6.1 Character Preference Survey Results	

EXECUTIVE SUMMARY

The Southlake Mall and Mixed-Use District LCI is a planning effort by the City of Morrow, which was awarded an Atlanta Regional Commission (ARC) Livable Centers Initiative (LCI) Grant for 2010. The LCI program seeks to help communities plan for growth, in particular within challenged areas.

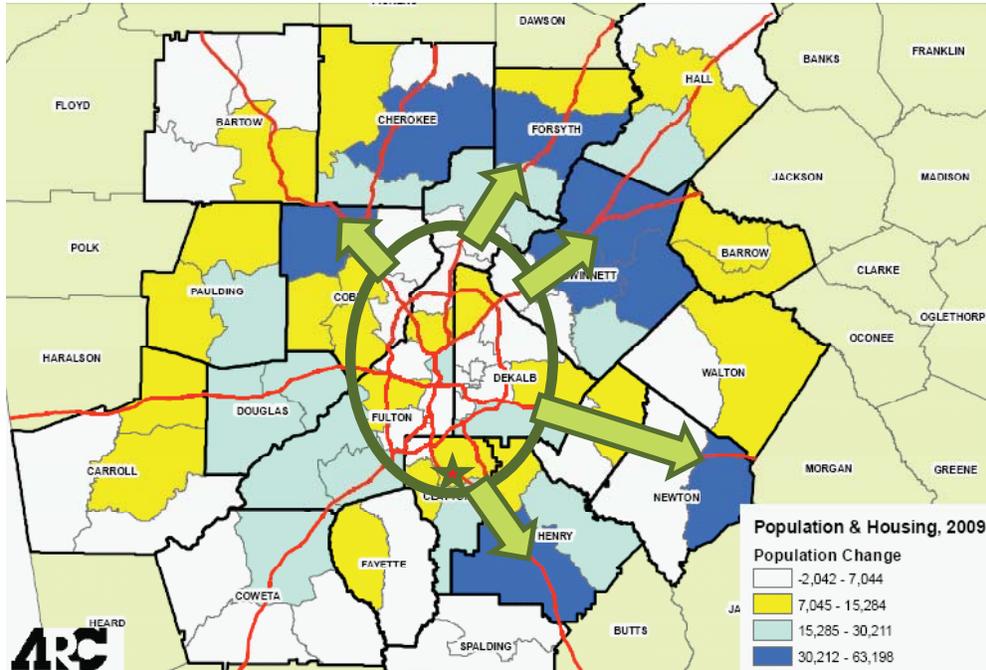
The City of Morrow is an inner-ring suburb Southeast of Atlanta that traces its roots back to 1846, when it was Morrow Station, a stop on the rail line between Atlanta and Jonesboro. Morrow was not incorporated as a city until 1946, when new residents associated with Fort Gillem began locating there and the existing residents wanted to make sure their civic voices would still be heard. Development and population grew steadily in inner-ring suburbs due to the growth and shift to an auto-dependent lifestyle. For many years, Southlake Mall was the primary retail area south of Atlanta, serving shoppers as far away as Macon, and has been the commercial core and primary tax generator for Morrow.

Southlake Mall and the surrounding retail businesses are now struggling, in part, due to newer retail options that have developed further south and west in Henry and Fayette County.

Over 3 million square feet of competing retail has been built over the past decade, much of this supply is located along I-75 corridor following the household growth in Henry County. The Study Area has lost over 400,000 square feet of retail from 2000-2008. The retail demand model estimates an oversupply of more than 320,000 square feet of space in the Study Area. The other challenge that Morrow faces is the negative image that Clayton County gained from its public school decertification.

Clayton County has seen a dramatic drop in the share of households that are married couples with children, dropping from 25% in 2000 to 18% today. Going forward, capturing the younger family market will be difficult. However, the location of the Study Area and the convenience it offers may make it highly attractive to younger market audiences, who value conve-

Atlanta Regional Population Growth Trends - Aging Inner Suburbs



nience (a trait of Gen Y¹). Younger households, which include non-family households (singles and roommates) and childless couples, are the fastest growing segments in the County. Today these households account for more than half of all of Clayton County households, a sizeable pool for the Study Area to tap into.

Many of the problems facing the Study Area are not unique and are, in fact, shared by other aging suburbs such as East Point, College Park, Doraville, Chamblee, Hapeville, Smyrna and others in metro-Atlanta. Suburbs developed in the 1960s, 1970s and 1980s have now been bypassed by newer Greenfield locations

¹ Born in the mid-1980's and later, Generation Y are in their 20s and are just entering the workforce (also known as the Millennials).

further out. Still these aging suburbs, including Morrow, have great regional access and are in close proximity to downtown Atlanta. These attributes are increasingly valuable in the Metro area and are desired by the younger households and childless couples, the fastest growing segments in Clayton County.

The market analysis found that two groups in particular, "Up and Comers" and "Middleburg Managers", emerge as being predisposed to Morrow and the Study Area and should be targets moving forward. "Up and Comers" are a group of younger, moderately-affluent households in their 20s with no kids and upwardly mobile. "Middleburg Managers", is a group that is aging (45-64) typified by empty and/or never nesters (no children). Both of these

groups seek greater variety of housing options, walkable environments and sense of place. To capture these audiences, the Study Area must be redeveloped/redesigned to better meet their preferences, lifestyles and values. Smyrna, Chamblee and other suburbs are success stories of overcoming some of the issues that are facing the Study Area.

Morrow does have several assets, for example, is Clayton State University, a 4-year college enrolling 6,500 commuter students and is part of the University System of Georgia. Clayton State University has an excellent cultural asset in Spivey Hall, which attracts world-class performances. The National and Georgia Archives are also located in Morrow and may be much more of a destination in the future. Reynolds Nature Preserve is a popular natural area that has miles of trails and conducts environmental educational programs.

Other assets in which Morrow has already invested include, Morrow (Convention) Center, Morrow Station Park, Olde Towne Morrow, Executive Suites and Gateway Village. Some of these will need to be repositioned for Morrow to reach its full potential.

One of the exciting possibilities for Morrow is the proposed commuter rail line that would run from Atlanta to Lovejoy, and eventually extend south to Macon. Realization of this project would give Morrow an opportunity to reconnect with its roots as a well-connected stop on the rail line. However, the current proposed location, which is North of I-75, adja-

cent to Clayton State University, has limited land available for redevelopment into a Transit Oriented Development (TOD). Such land will be needed in order to attract the ridership needed to make the project successful. Locating the Commuter Rail Station South of I-75, where there is abundant redevelopable land and property, would be more conducive to surrounding redevelopment and will better serve the target demographic identified by the market study. The “Up and Comers,” and “Middleburg Managers,” are looking for compact, walkable development with amenities and convenience.

This Study engaged stakeholders to create a community vision for The Southlake Mall and Mixed-Use District LCI Area. The team started by compiling data about the location, context, existing land use, community resources, green infrastructure, urban design and transportation. Several community charrettes, stakeholder interviews and a Character Preference Survey helped stakeholder participants communicate their likes and dislikes about the current conditions as well as future options.

The team then developed a Framework Plan that recommends creating a town center district on the southwest quadrant of I-75 and Jonesboro Road, locating the proposed commuter rail station South of I-75 with a TOD, Mixed-Use Node and a Green Loop. This will help attract younger audiences and students who are looking for convenience and affordability. The Framework Plan also makes

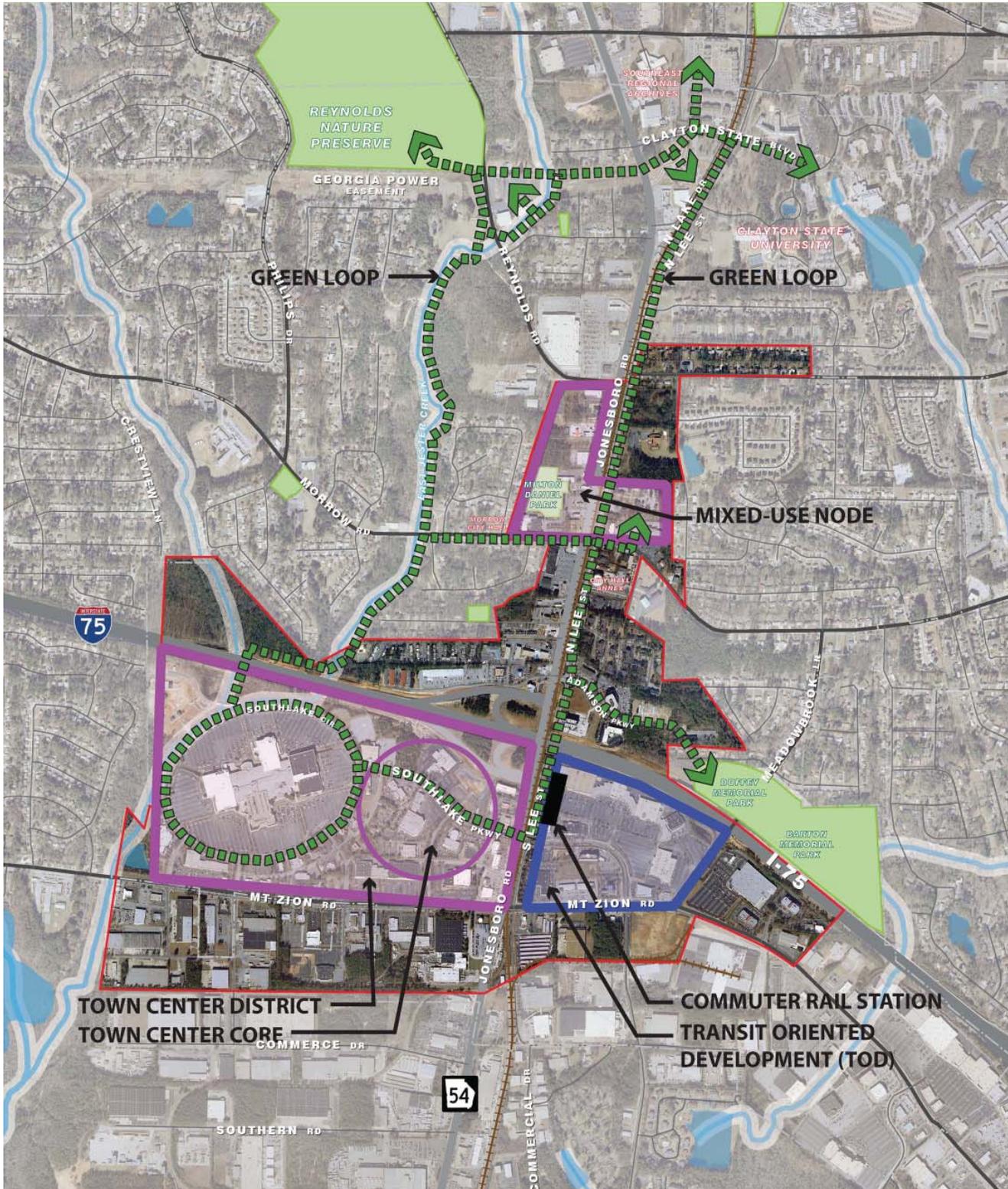


Figure.4.2.1. Framework Plan Concept

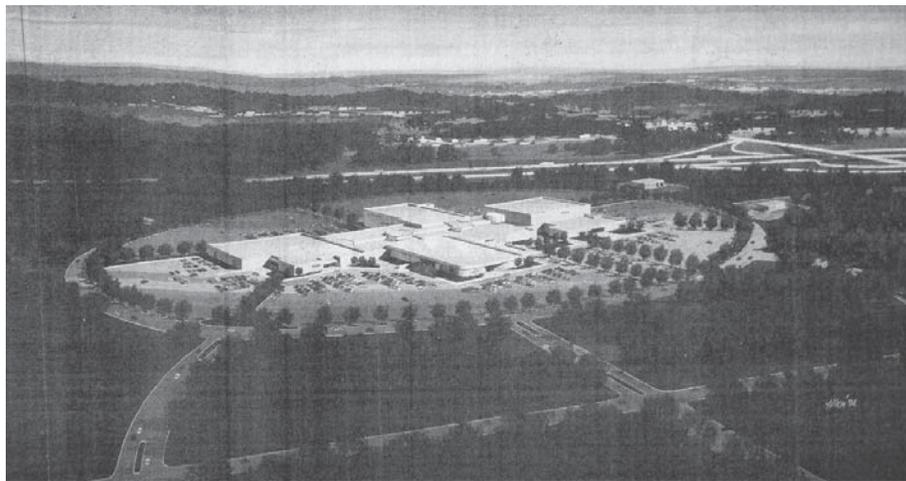
longer-term recommendations addressing the school situation by proposing a charter or other community based school, which may entice “Up and Comers” to stay as they mature and also overcome the negative image of Clayton County Schools decertification. Adding senior resources may help keep them in Morrow all their lives. The commuter rail station and service will also be a longer term endeavor.

Finally, the team puts the Framework Plan into an Action Plan. The Action Plan outlines 3-5 year moves needed to position The Southlake Mall and Mixed-Use District LCI Area to achieve the long term vision they set out through this LCI.

PROJECT OVERVIEW

A stakeholder committee comprised of property owners, local leaders, city leaders and the development community was convened to provide guidance during the course of the Study. Several community meetings were held on site throughout the Study to provide opportunities for community input that shaped the outcome.

The consultant team led by Sizemore Group, in collaboration with Noell Consulting Group and Kimley-Horn and Associates, Inc., city staff and leaders, conducted the Study and prepared this comprehensive document describing the study goals and vision, recommended solutions and implementation strategies. It represents the culmination of an eight-month detailed Planning Study and public outreach efforts.



Bird's eye view of Southlake Mall and out-parcels circa 1976, soon after the mall's completion.

1.1 Background

The City of Morrow is an inner-ring suburb of Atlanta. The Study Area includes the Southlake Mall (a regional mall with over a million square feet of retail space) and surrounding retail and commercial uses along Jonesboro Road and Lee Street corridor. The Southlake Mall and surrounding retail is the commercial core and significant tax generator for Morrow.

Over the last decade, the Mall and the surrounding retail has been faced with large vacancies and struggling businesses due to competition from newer retail options in surrounding Henry and Fayette County, aging and obsolete retail and stagnant population growth. This decline has resulted in vacant parcels and properties that require redevelopment.

In addition, Morrow also faces the negative image that Clayton County gained from its recent public school decertification.

Morrow has been grappling with these issues and in an effort to reverse the trend, took some initiatives and made investments in few projects; Olde Towne Morrow, Morrow Center, Morrow Executive Suites, Morrow Gateway and Morrow Station Park. Unfortunately, these initiatives have not yet yielded the desired results.

This LCI Study focuses on these issues and identifies market potential and opportunities that Morrow can target. From the Study, a Framework Plan and an Implementation strategy was developed to ensure the long-term economic sustainability of the Study Area and Morrow.

1.2 Previous Planning Initiatives

2001 LCI Study: In 2001, Sizemore Group conducted an LCI study north of this LCI Study Area boundary and adjacent to Clayton State University. The LCI Plan focused on a 14-acre site as part of Gateway Village mixed-use master plan and featured the proposed commuter rail station as the catalyst for creating a livable Town Center. The LCI plan included creating a mixed-use compact walkable development with residential units, retail, offices, live-work units, parking deck and community green. The critical feature of the plan included a large roundabout to act as a focal point for the development. The Plan also included an auto/bus drop off area for the commuter rail station.

A Station Park with auto/bus drop-off along with a parking deck for the future commuter rail station was built, not other elements of the plan did not come to fruition for various reasons. The Station Park as built was not part of the LCI plan, however, a drop-off facility and the parking deck were part of the Plan.

Gateway Village: A mixed-use development (public/private effort) that was planned by others ten years ago was included in the 2001 LCI study area. The Plan was not realized for a number of reasons. Clayton County has been working to assemble land and re-visualize the project to make it successful under current conditions. The detailed Scope, Program and Vision of the project is anticipated to be completed in the next four to six months. The 2001 LCI Plan was successful in bringing in two economic and cultural generators; National Archives and Georgia Archives, as well as a parking deck to service the future commuter rail station and future office development.

Redevelopment Plan: A Redevelopment Plan was completed in 2006 in an effort to facilitate investments and encourage more economic activity in Morrow. The geographic area of the Redevelopment Plan include all land lying and being within the incorporat-

1.3 The LCI Program

ed city limits of the City of Morrow, Georgia, with the exception of the land within the following five RS-80 residentially zoned and legally platted and approved subdivisions: Foxcroft, Brookwood Estates, Central Park, Harbin Terrace, and Harbin Trail.

This Urban Redevelopment Plan was created by the Economic Development Department of the City of Morrow for the purpose of aiding in the proactive redevelopment of major sectors of the City.

Land Use and Zoning Revision: In October 2010, the City completed Land Use Map revisions for the City of Morrow.

Comprehensive Plan: A partial Comprehensive Plan update was completed in 2009. Some of the goals of the Plan that are relevant to this Study are;

- Progressive zoning classification to accommodate mixed-use and other innovative developments.
- Continue to plan for more recreational facilities and parks; pedestrian and bike trails, playgrounds, leisure parks, adult recreation and a community centre.
- Expanding cultural opportunities.
- Proactively helping Clayton County generate a more positive image.
- Build up tourism and destination locations.
- Creating a sense of place – creating Town Center and community focal points.
- Evaluation of zoning code to guide the desired development.
- Facilitate the passenger rail initiative.

The Livable Centers Initiative (LCI) is a program offered by the Atlanta Regional Commission that encourages local jurisdictions to plan and implement strategies that link transportation improvements with land use development strategies to create sustainable, livable communities consistent with regional development policies. The primary goals of the LCI program are to:

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

COMMUNITY PROFILE

This section of the Report provides an analysis of the community; its location, context, the community resources, green infrastructure, urban design and transportation conditions. The analysis includes review of previous studies and initiatives, current efforts and documentation of issues. The consultant team visited the Study Area several times to conduct their assessment and documentation.



Morrow Municipal Complex marker at intersection of Morrow Road and SR-54 / Jonesboro Road. (Source: Google Street Views)

2.1 Location and Context

LCI Study Area

The City of Morrow is a small city of 6,445 residents located on I-75 in northern Clayton County, about 15 miles south of downtown Atlanta and 10 miles southeast of the Hartsfield Jackson international Airport. The LCI Study (see Figure 2.1.2) is focused on the regional Southlake Mall and Morrow's mixed-use district on SR-54 / Jonesboro Road, which are located in the City of Morrow on both sides of I-75. Largely commercial in use, the properties within the Study Area include a few residential communities accessed from SR-54 / Jonesboro Road and Lee Street to the north of I-75. Also included is the northern edge of Morrow Industrial Park, parts of which lie in unincorporated Clayton County. The LCI boundary contains Morrow City Hall and City Hall Annex, Morrow Tourist Center, and Morrow (Conference) Center located at Southlake Mall.

The Study Area is centered on 1.4 miles of the heavily trafficked SR-54 / Jonesboro Road corridor, which is flanked by the Atlanta-Macon Railroad, and the more local Lee Street within the LCI boundary.



Figure 2.1.1. Study Area: Regional Context

Commuter rail service proposed for this rail corridor is currently envisioned to stop at the existing Morrow Station Park located near Clayton State University and Georgia State and National Archives to the north of the Study Area. To the west of the Study Area, the City has built Phase I of a series of trails in the East Jesters Creek floodplain, connecting residential subdivisions, area schools and the Reynolds Nature Preserve.

Regional Context

SR-54 / Jonesboro Road is a regional corridor with access to I-75 at Morrow (See Figure. 2.1.1). It serves communities north and south of Morrow including Lake City, Fort Gillem and Jonesboro.

It was Fort Gillem's founding in 1941 that led to the residential development and the 1943 incorporation of the formerly agricultural Morrow.¹ The growth, post-WWII, of the Atlanta Municipal Airport (now the Hartsfield-Jackson Atlanta International Airport) accelerated the development on the southside of Atlanta. In 1976, Southlake Mall opened with one-million square feet of retail space in Morrow to serve the growing population of the region.

Morrow Industrial Park, which has served as the City's industrial base since the 1960s has declined in the last two decades. The large retail base of the City, which supports regional as well as local retail, has also declined in the last decade as a result of the stagnant economy and competition from newer establishments in the area.

¹ "History of the City of Morrow". Morrow Tourism Website. <<http://www.morrowtourism.com/history.htm>>.

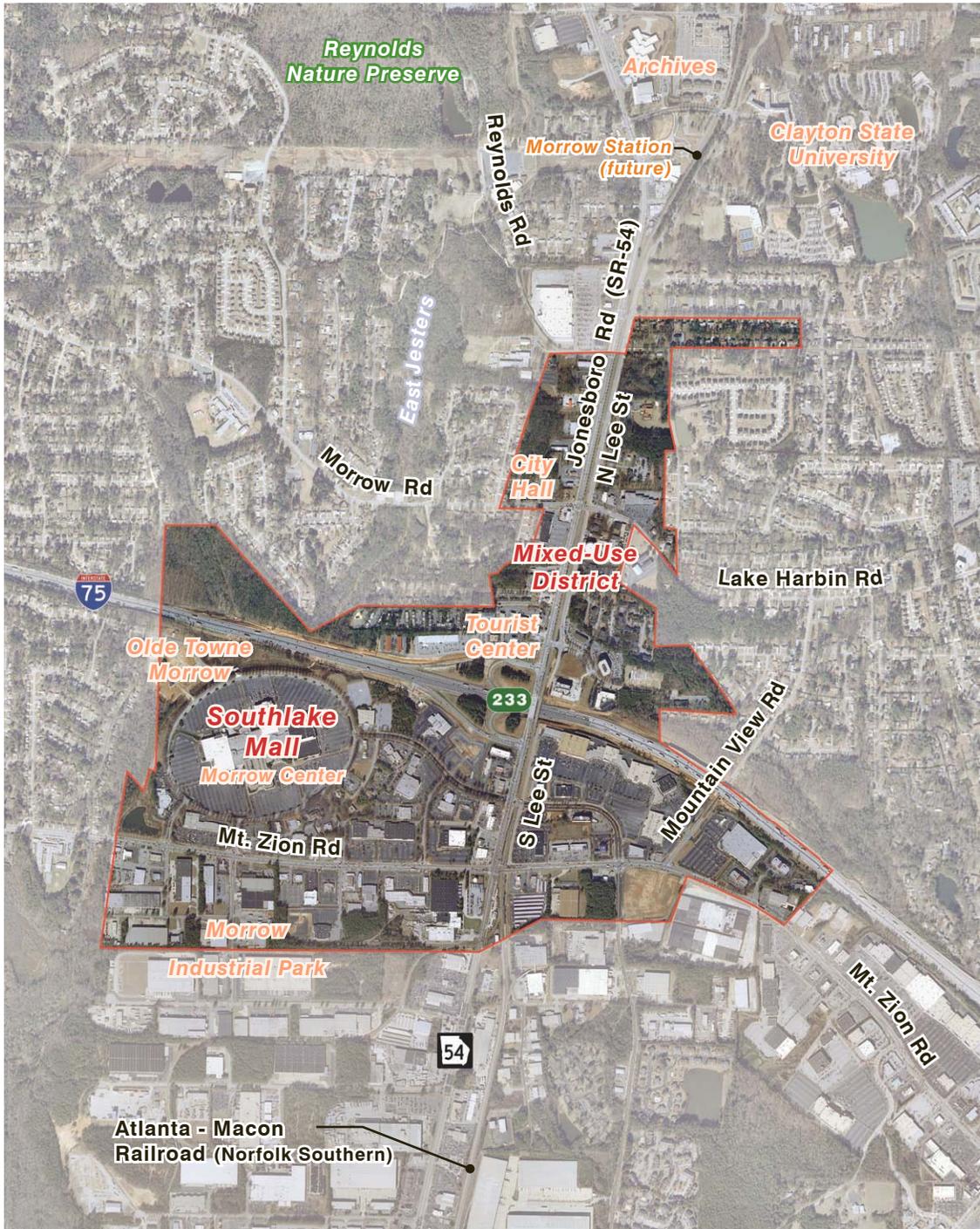
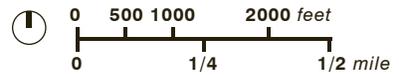


Figure 2.1.2. Study Area



2.2 Land Use and Zoning

Existing Land Use

Morrow's land use patterns are typical of post-WWII suburban development in the United States. Residential and commercial uses are separated and accessed primarily by the automobile.

The primary land use in the Study Area is General Business. (See Existing Land Use Map, Figure. 2.2.5). South of I-75, the retail uses emanate from Southlake Mall and its out-parcels in the form of strip centers, extending eastward along Mt. Zion Road and south along SR-54/Jonesboro Road. The area is marked by a large number of vacancies. Among the anchor stores remaining in this retail zone are Southlake Mall anchors Macy's, Sears, and J C Penney's along with Burlington Coat Factory, TJ Maxx, Toys "R" Us, Rooms to Go, and Costco east of the mall. A number of small for-profit technical institutes (including United Education Institute and Strayer University) and medical centers are also located in this area in strip malls or in office buildings.



Figure. 2.2.1. Olde Towne Morrow features a boardwalk with small shops, and a group of homes relocated to Morrow from all over Georgia. The planned shopping and entertainment district remains largely vacant a year after its opening. The master plan for the district includes mixed-use office / condominiums and town homes.

To support the mall and the commercial core, the City has invested in three projects in this area: Morrow Center at Southlake Mall, Executive Suites on Mt. Zion Road, and Olde Towne Morrow, a retail and entertainment district northwest of the mall (Figure. 2.2.1).

Morrow Center is a 28,000 square foot state-of-the-art conference facility for social and business events. The facility has ball room with 400 seat capacity, pre-function space, meeting rooms, private dining lounge, business center and culinary kitchen. The Center is built to IACC (International Association of Conference Centre) and Marriott Standards.

The Executive Suites are private executive offices acquired by the Morrow Downtown Development Authority and upgraded into a premier office/medical complex. The current tenant mix includes medical, accounting, legal, the Morrow Business & Tourism Association and the Morrow Downtown Development offices.

Olde Towne Morrow is an entertainment district positioned on 17-acres of land to the northwest of Southlake Mall. To enrich the district with history while building on a new idea, the City of Morrow explored towns throughout Georgia to identify old homes for relocation to Olde Towne Morrow. The district includes space for restaurants, taverns, tea rooms, ice cream parlors, bars, shops, galleries, boutiques and other shopping experiences. The grounds include a central fountain, beautifully landscaped areas to host music, theater, weddings, parties, etc., and space for mixed use office/condominiums, a fully functional stage, several gazebo seating areas, and lighting.

North of I-75, retail is concentrated on the west side of SR-54 / Jonesboro Road, with a few businesses located on Lee Street at Lake Harbin Road. Fast food restaurants and gas stations dominate this corridor,

with some emerging businesses serving the Vietnamese and other minority communities. In addition to Costco, the Walmart Supercenter and Kroger are the main grocery stores serving Morrow and its surrounding area. Also in the commercial category, the Study Area has seven hotels serving highway travelers in the immediate vicinity of the I-75 exit. The Morrow Tourist Center, built by the City in 2002 near the exit, provides tourist information and internet services to travelers.

The Study Area includes few residential communities accessed from Jonesboro Road and Lee Street north of I-75, namely: the single-family homes located between Old Rex Morrow Road, and Oxford Drive, Morrow College Apartments¹ on North Lee Street and two condo communities — Northridge and Woodstone Condominiums accessed from Jonesboro Road and North Lee Street, respectively. These residential areas are typical of Morrow's aging housing stock, which is troubled by high foreclosure rates.² Among the institutional uses supporting the residential areas are City Hall and Annex (including Fire and Police Departments), Post Office, and Social Security Offices, all located within the LCI area. Morrow Presbyterian Church on Lee Street and New Mt Calvary Church on Reynolds Road are the only two of the area churches that are included within the LCI boundary. While of crucial importance, the area's numerous schools and Clayton State University also remain outside the Study Area.

¹ Eight-eight apartments (twenty percent) in the Morrow College Apartment Complex are available to qualified Section 8 tenants.

² HUD estimated 2008 foreclosure rates in Clayton County and the City of Morrow are 9.9 and 8.8 percent, respectively. <http://www.huduser.org/portal/datasets/nsp_foreclosure_data.html>.



Figure. 2.2.2. Entrance to Northridge Condominiums on Lee Street (Source: Google Street Views)



Figure. 2.2.3. Macy's at Southlake Mall



Figure. 2.2.4. Industrial warehouse and railroad spur

Zoning and Future Land Use

The City of Morrow adopted an update to its Zoning Ordinance in June 2009, creating a Mixed-Use District (MU) that “allows residential and non-residential uses that promote business viability, neighborhood preservation and public safety thereby encouraging a traditional live-work environment.”³ The Mixed-Use District, which is part of the focus of this LCI Study, extends north from I-75 (See Future Land Use Map, Figure. 2.2.6) to Reynolds and Old Rex Morrow Roads, occupying both sides of the Jonesboro Road and Lee Street corridor. It regulates streetscapes and architectural elements as well as land use in order to create a pedestrian-friendly and urban environment⁴.

With the Zoning Update, the City’s single-family residential zoning categories are consolidated under the RS-80 Single Family Residence District. Multi-family residential use is allowed under the Fee Simple Townhouses District and the Mixed-Use District. The commercial zones south of I-75 are consolidated into BG-General District and expanded through rezoning of select industrial properties.

Mixed-Use District

The intention of creating the Mixed-Use District and a walkable, pedestrian-friendly environment is good, however, certain requirements of the code may limit development opportunities. These include the requirement for residential, minimum three story, limiting 30% of the required parking area to surface parking, 70% of ownership units for condos and others will be difficult to achieve due to market and economic conditions and characteristics. Additional clarification may be required such as the minimum residential use and units required or mix of uses required and others. A detailed analysis of the Mixed-Use District overlay zoning should be undertaken to clarify and reconcile the code with realistic market conditions and opportunities.

³ City of Morrow Comprehensive Plan Partial Plan Update 2009. <<http://www.dca.ga.gov/largefiles/OPQG/2009/MorrowCi.Prtl.pdf>>

⁴ City of Morrow Zoning Ordinance is available online at <<http://library6.municode.com/default-test/home.htm?infobase=12136&doc>>

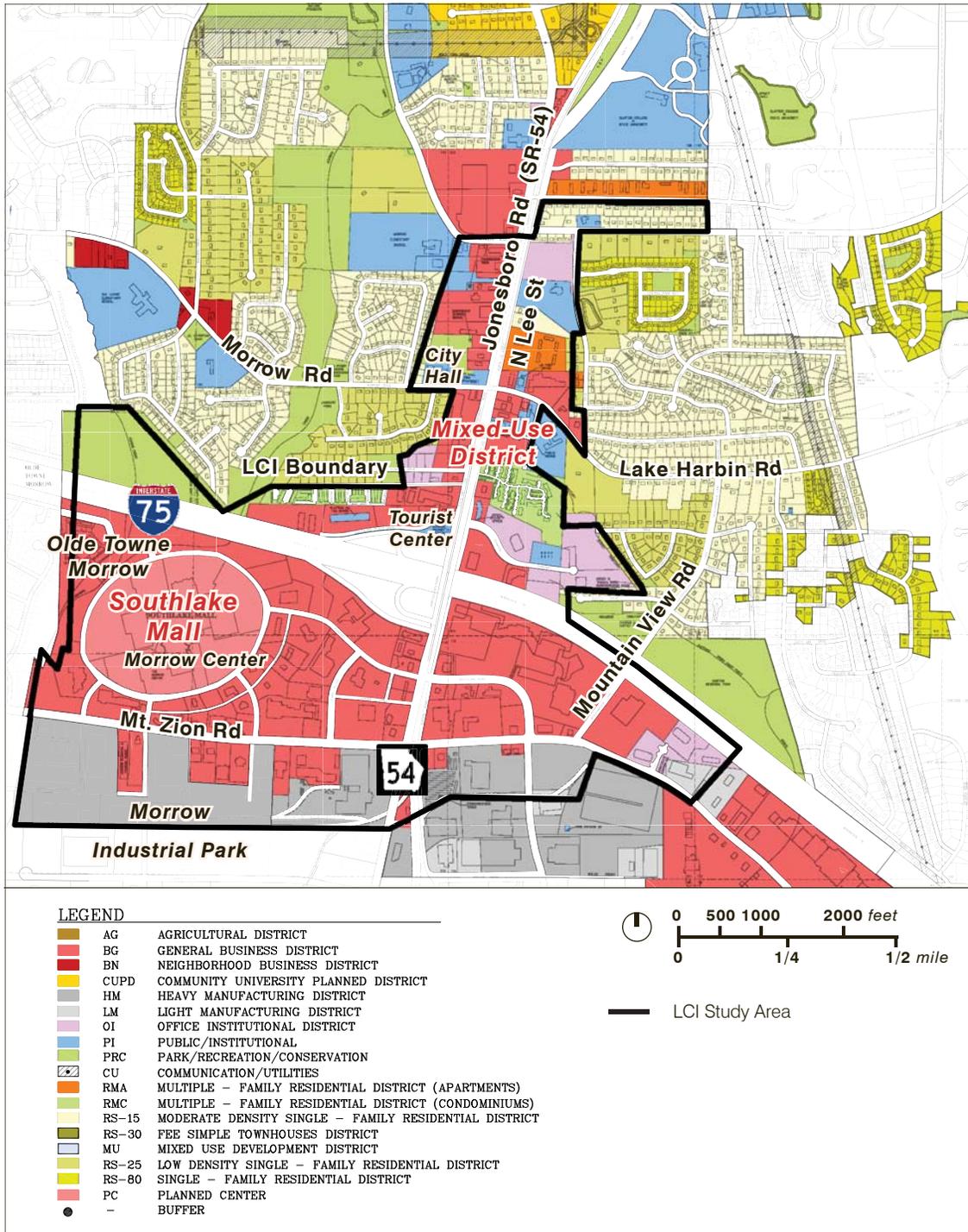


Figure 2.2.5 Existing Land Use

Source: Adapted from City of Morrow Existing Land Use Map, Oct 2010

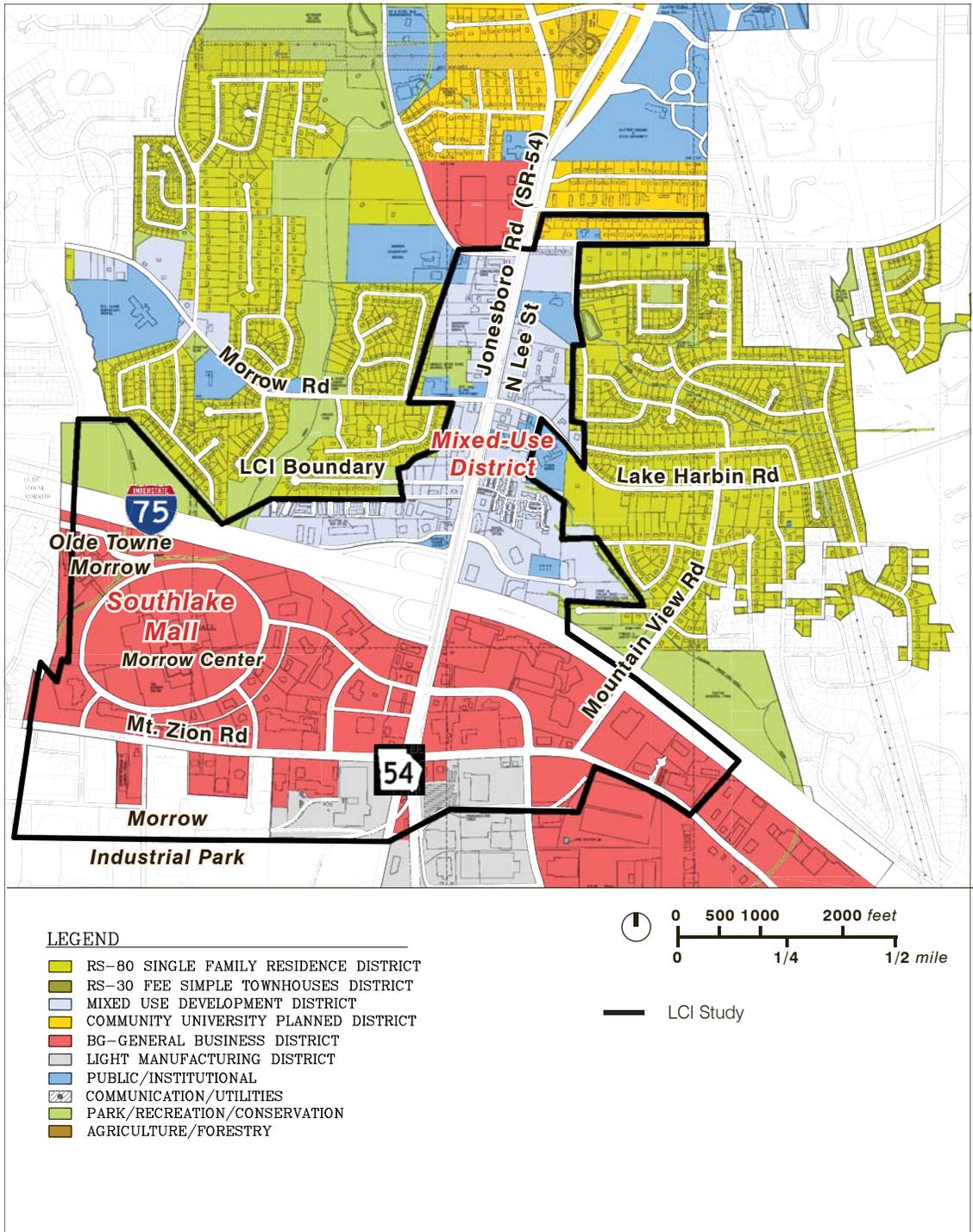


Figure 2.2.6 Future Land Use

Source: Adapted from City of Morrow Future Land Use Map, Oct 2010

2.3 Community Resources

There are several community facility resources within the Study Area and its surroundings; City Hall, Public Works and Police, Post Office, Morrow Tourist Center, Morrow Center, Clayton State University's renowned Spivey Hall, National Archives with an outdoor amphitheater and Georgia Archives, Reynolds Nature Preserve, parks and the restored Jesters Creek with trails.

[Reynolds Nature Preserve](#) is a 146-acre nature preserve located in the heart of Clayton County in Morrow. The land, preserved in its native state, is a perfect example of rolling hills in the Piedmont region of Georgia. With over 3 miles of hiking trails a visitor can explore the highest ridges in the county in a mixed oak-hickory-pine forest down to the wetlands and ponds fed by natural springs. The preserve also features old farm equipment, spring houses and a barn dating back to 1867 and a Nature Center with live animals, and environmental displays.

[Spivey Hall](#), located on the campus of Clayton State University, is a 400-seat, acoustically-superior performing arts venue that has presented the best in jazz and classical music to the metro Atlanta area since 1991. Its celebrated concert series receives regular national and international attention as one of America's finest and the Hall's acoustics and design are routinely lauded by patrons, pundits and performers. The hall has earned a national reputation while also reaching an international audience through exposure in such publications as BBC Music magazine and International Arts Manager. The Hall also routinely receives superb accolades from the noted artists it annually presents.

In addition to a world-renowned concert series, Spivey Hall has an innovative approach to education-outreach, which has resulted in the formation of the award-winning Spivey Hall Children's Choir and the newer Spivey Hall Young Artists. Its Young People's Concerts series won the prestigious Abby Award for arts education in Atlanta in 1998.



Morrow Tourist Center



Morrow City Hall



Morrow Center - Convention Center - Entrance

The National Archives serves Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina and Tennessee.

The National Archives is a center for the study of the history of the South, a diverse region rich with family tradition. Native Americans were living on the land when the first settlers arrived. African slaves were then brought over and later came Irish, English, Italian, Russian, and Cuban immigrants. Records in the National Archives tell the story of southern families and communities, technological advances that changed lives, and social and economic forces that shaped the makeup of our society.

The Georgia Archives primarily houses official state government records and a significant collection of local government records. Most of these are unpublished, original source materials maintained in their original format or on microfilm, all stored in a climate-controlled environment. Archival holdings also include non-governmental documents of cultural and historical value. Included in these manuscript collections are family letters and papers, business records and account books and materials such as minutes and reports of social, professional and other organizations.

Clayton County operates three senior centers in the vicinity of Morrow, the nearest is about three miles away.

There are no historical structures within the Study Area.



Clayton State University - Spivey Hall



Morrow Center - Convention Center - Interior View



National Archives



Georgia Archives

2.4 Green Infrastructure

Topography and Water

SR-54 / Jonesboro Road follows the ridge line between the watersheds of Jesters Creek and Panther Creek through Morrow at an elevation of about 1,000 ft above mean sea level (see Figure 2.4.1). East Jesters Creek, which lies immediately to the west of the LCI Study Area, was the first creek to be restored to its natural state as a result of the Clayton County Water Authority (CCWA)'s 2000 Master Plan, the Water Resources Initiative. Parts of East Jesters Creek and its floodplain are included in the Study Area, to the west of Southlake Mall.

Trails

As an extension of its Gateway Village¹ project, the City of Morrow recently built multi-modal trails along the Jesters Creek corridor (see Figure 2.4.1 and Figure 2.4.2). Phase II of the project, now under construction, will extend the trails to Morrow Road. Subsequent phases are planned to extend the pathway further south and possibly across I-75 to Olde Towne Morrow and Southlake Mall.

Green Spaces and Parks

Immediately to the northwest of the Study Area is the Reynolds Nature Preserve, a 146-acre woodlands with three miles of trails, which is part of the Clayton County Parks and Recreation Department. The City of Morrow also maintains a series of small and pocket parks for its resident's use. Milton Daniel Park, which is located north of City Hall in the Study Area, has a popular playground and an exercise track. To the east of the study area, along I-75, are Duffey Park and

the planned Barton Memorial Park, which occupy the floodplain of Panther Creek. To the north of the study area is Morrow Station Park, which was built as a part of the Gateway Village project for the future commuter rail station.



Figure 2.4.1 Jesters Creek Trail - images

¹ Gateway Village is a master-planned 165-acre mixed use development that connects the Clayton State University (CSU) campus with the nearby 149-acre Reynolds Nature Preserve. Only a parking deck and a park for the future commuter rail station has been realized as part of the project to date.

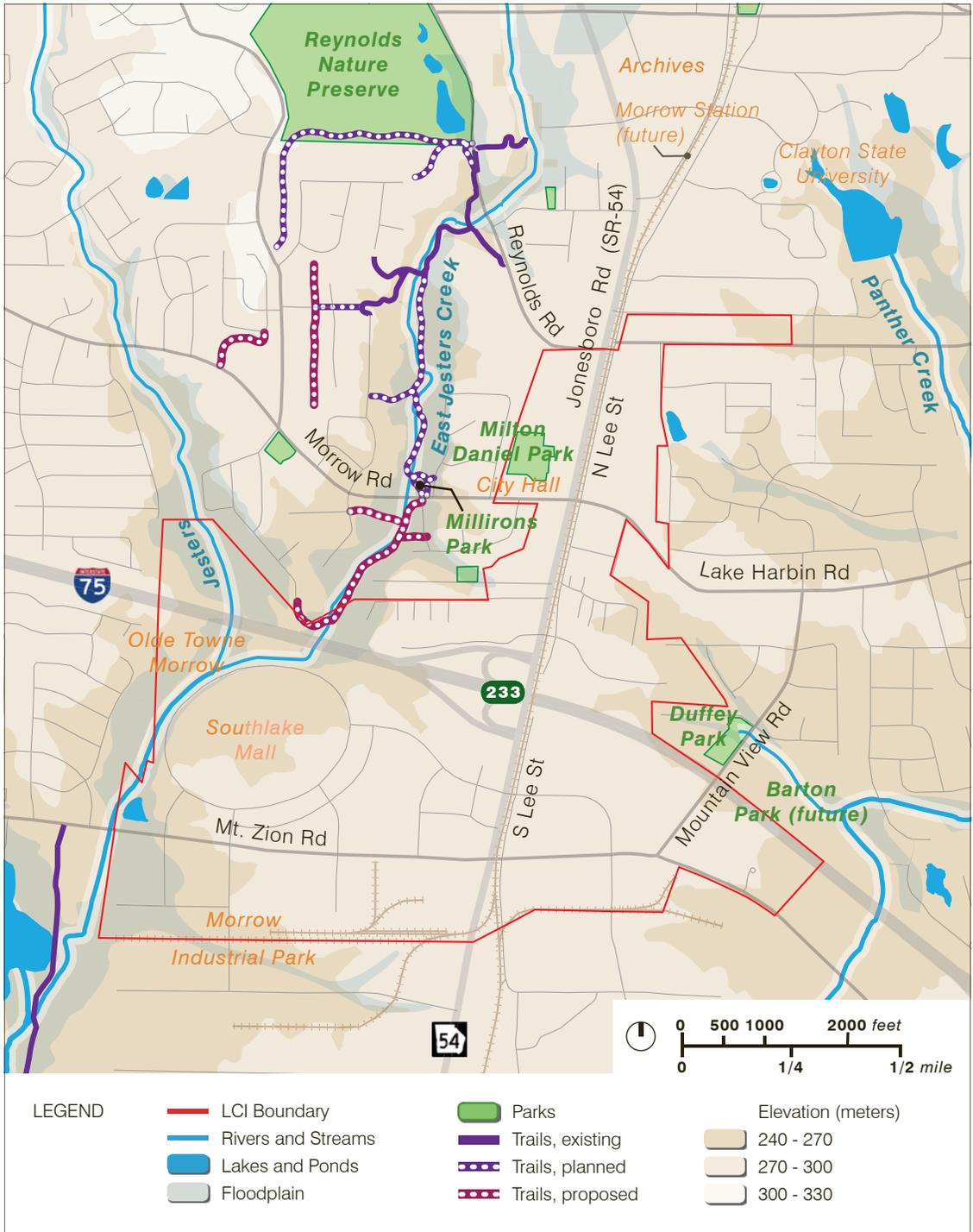


Figure 2.4.2 Green Infrastructure

Source: Atlanta Regional Commission GIS Data and City of Morrow Master Plan for East Jesters Creek Trails

2.5 Urban Design

Character

The Study Area is divided by I-75 with most of the commercial to the south and residential to the north. The general character is suburban auto-oriented, sprawl development with large blocks and lots with buildings surrounded by parking lots and large signage. Most of the commercial is single story. The Jonesboro Road corridor has railroad track in the middle with Jonesboro Road on one side and Lee Street on the other which is reminiscent of small towns with rail roads in the country. Jonesboro Road is the main arterial road that goes across I-75. The aging and vacant retail and sprawl pattern lacks a cohesive aesthetic and visual quality and experience.

Nodes and Connectivity

The major uses and activities are scattered in and around the Study Area; Clayton State University, Morrow Station Park, and State and National Archives in the northern end of Study Area; Walmart and strip commercial along Jonesboro Road; Southlake Mall, Southlake Festival Plaza, Olde Towne Morrow, and Industrial along Mt. Zion Boulevard to the south of I-75. Connectivity between these nodes is only through Jonesboro Road. East west connectivity is through Morrow Road on the north side of I-75 and Mt. Zion Boulevard on the south side of I-75. There is a limited north south connection via Meadow Brook Lane and Lee Street.

Nodes and Walking Distances

The walking distance analysis shows the areas that can be covered on foot in 5 minutes from the major centers of activity. These walkable catchment areas are referred to as “Pedestrian Sheds” and are typically the distances that most people are willing to walk within a pedestrian scale environment. It is an important tool that suggest the locations of future services, facilities and retail and also helps determine priority projects for pedestrian improvements. As shown in Figure. 2.5.1, each circle represents a 5

minute walk from the center of the circle to the edge of the circle, measuring an approximate 1320 feet or ¼ Mile. These walking distance circles are placed at major nodes - areas of activities and important intersections in the LCI Area. The pedestrian nodes are Southlake Mall, Southlake Pkwy, Southlake Festival Plaza and City Hall. These nodes offer the potential to be developed into mixed-use pedestrian-friendly areas in the future. See Figure.2.5.1

Block Structure and Walkability

Being a suburban development, the block sizes are large with limited inter-parcel connectivity. Buildings set back deep away from the streets, fronted with large surface parking lots fail to create pedestrian-friendly environments that encourage pedestrian activity. All successful walkable cities such as Savannah, Portland, Barcelona and San Francisco have good street and block structure that are small and walkable. The size of street grids in these cities vary from walkable 200' to 550' as compared to auto focused 900+'-1200+' in Morrow.

Civic Realm

Civic realm refers to the streets, pedestrian infrastructure and a variety of civic gathering spaces. The area lacks street activity with nice safe streetscapes, building edge, architecture, sidewalks, street furniture, art work, signage, street trees, outdoor dining and plaza areas that generate pedestrian activity and lively walkable environments. The Study Area lacks civic gathering spaces, plazas, civic greens or squares. Creating a Civic Green or a Square gives a sense of place and identity to the community. Integrating outdoor space for multi-purpose activities will enhance the civic realm. Pedestrian infrastructure is limited within the Study Area. Enhancing the pedestrian infrastructure, especially within the walkable nodes, will encourage more pedestrian activity. The design of the streets, plazas, streetscapes, scale, architecture, vistas and forms are critical in creating a personable and memorable civic realm.

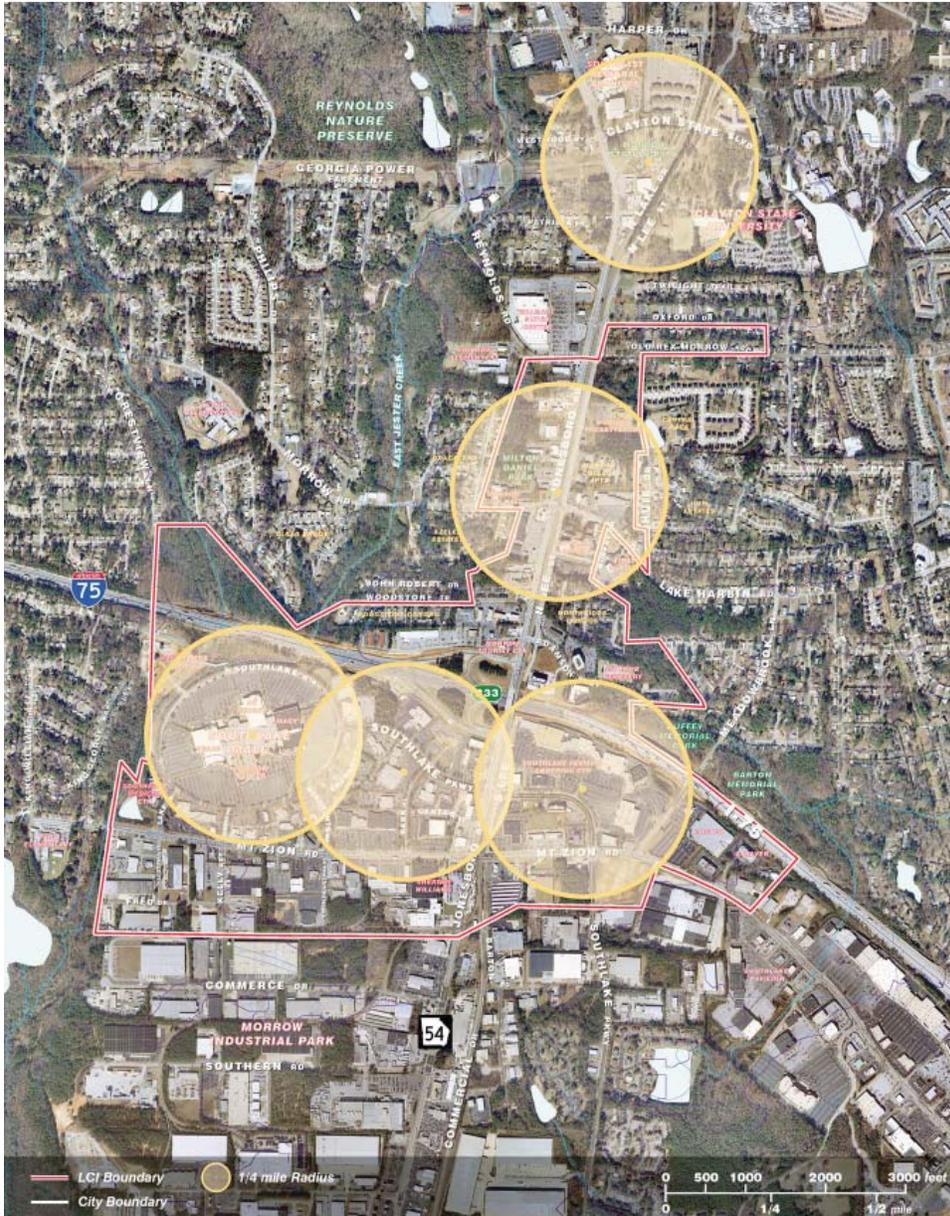


Figure 2.5.1. Pedestrian Sheds

Way-Finding

Way-finding is an important tool that enables easy and convenient movement and accessibility to and between various uses by making it easy to navigate. Gateway signage or markers visually alert the visitors to the nodes and activities. Southlake Mall is hidden away (1/3rd mile) from Jonesboro Road. A good way-finding can enable easy circulation and access to the Mall. A comprehensive way-finding system will enhance the visual exposure to the various uses and activities and facilitate easy movement.



Jonesboro Road by I-75 Exit



Jonesboro Road/Lee Street/Railtracks - Suburban Character



Jonesboro Road Corridor - Suburban Character, buildings set back, parking frontages, inadequate pedestrian environment with large signage



Southlake Mall with large parking lot



Southlake Festival Plaza-Vacant Retail



Single storey aging retail with large parking lots

2.6 Transportation

Introduction

A primary function of an LCI Study is to create a plan for future improvements with a balanced consideration of both land use and transportation components. This balanced consideration is necessary so that transportation facilities can adequately support and enhance adjacent land uses. This section of the Existing Conditions Assessment provides an overview of existing transportation facilities within the Morrow Study Area and discusses the implications of those facilities for future developments.

LCI Studies typically focus on areas that serve as activity centers for their surrounding communities. This Study Area serves that role by virtue of several key destinations and transportation facilities such as direct access to I-75, several regional thoroughfares, a proposed regional rail line, an existing regional mall, a new pedestrian-scale town center development and many other significant commercial, industrial and institutional developments. In the midst of national and regional changes in the economy, this Study seeks to create a Plan that builds on existing resources by linking them together with a more balanced multi-modal transportation system that creates the opportunity for new sustainable growth.

This LCI Study serves as a guide for the City of Morrow to strengthen its role as a regional activity center as well as a guide for prospective property owners and developers in understanding the type and location of transportation components that should be considered as part of future developments. This assessment provides an overview of existing transportation infrastructure and creates a foundation for developing a long-range plan. Other sections of this Study will build on this assessment to identify specific projects and policies that will lead to preserving and

improving the area as an activity center for the surrounding region.

Review of Studies and Programmed Projects

Previous studies were reviewed for potential transportation impacts to the LCI Study Area. These studies include a recent Comprehensive Plan Update, the Regional Transit Plan, the Regional Long-Range Transportation Plan (RTP), the Transportation Improvement Program (TIP) and other local and regional studies.

ARC's Unified Growth Policy Map

The Unified Growth Policy Map (UGPM) – a document developed as part of ARC's PLAN 2040 Initiative - provides a regional perspective and gives direction for growth by combining local and regional



Reference guidepost in Morrow, GA

plans from around Atlanta and defining regional context zones. Two different classifications are present within the Morrow LCI Study Area. Most of the study is classified as an Established Suburb (Figure.2.6.1). The area directly in and around Southlake Mall is classified as a Major Retail District. (Figure.2.6.2)

Established Suburbs are characterized by suburban style development patterns which primarily function around an automobile-dependent transportation system. These areas are typically built out in terms of greenfield development and future growth will most likely occur in existing commercial and industrial nodes. Redevelopment is unlikely to occur in single-family residential neighborhoods. Where new development does occur, general policies are laid out by the UGPM for how new development can best function in order to serve the surrounding community. Key transportation related policies that are recommended in the UGPM for Established Suburbs include:

- Maintain the existing transportation facilities in a state of good repair.
- Expand access to regional transit systems.
- Establish strategies for improving roadway networks, such as establishing minimum connections to existing roads.
- Improve sidewalk connectivity along arterials, collectors and local streets. Develop adequate pedestrian lighting, crossable streets, countdown crossing signals and signal timing suitable for slower walking speeds.
- Provide multi-use trails, dedicated bike lanes, golf cart access and dedicated pedestrian routes to provide alternative transportation options throughout Established Suburbs.
- Evaluate roadways for excess capacity and retrofitting potential to incorporate bike and pedestrian facilities and to enhance options for transit.



Figure.2.6.1. Most of Morrow is classified as an established suburb in the United Growth Policy Map



Figure 2.6.2. Southlake Mall is within the area identified by the United Growth Policy Map as a Major Retail

Major Retail Districts are concentrations of retail and commercial uses outside of Regional Centers and Community Activity Centers that people travel to for shopping. Major Retail Districts are typically dependent on an automobile-oriented transportation system and experience heavy congestion during both peak and off-peak periods. Suggested transportation policies for Major Retail Districts include:

- Develop access management plans for congested regional corridors.
- Focus on strategic infill development, particularly adding residential uses and public streets in a way that encourages a more multi-modal environment.

Concept 3

Concept 3 (see Figure 2.6.3) is the Atlanta region's long-range transit vision, developed in 2008 by the Transit Planning Board (TPB) and subsequently adopted by numerous agency partners including ARC, GRTA, and MARTA.

The 19-member Transit Planning Board (TPB) serving the Metro Atlanta region is made up of County Commission Chairs, the Mayor of Atlanta, the Chairpersons of the Boards of MARTA, the Georgia Department of Transportation and GRTA, the MARTA General Manager/CEO and appointees of the Governor of Georgia. The TPB was jointly created by the transportation leadership of the region to develop a vision for an integrated transit system. On August 28, 2008, after over two years of effort the Board of Directors passed a resolution to adopt a regional concept vision transit plan, called "Concept 3."

The Southlake Mall area is currently identified as a regional transit access point within Concept 3. The existing freight rail line that travels through Morrow between Macon and Atlanta has been proposed as a commuter rail line with a stop in City of Morrow (Figure.2.6.3, 2.6.4 and 2.6.5).

Regional transit is typically composed of commuter bus service, bus rapid transit (BRT), light-rail transit or heavy rail transit. Although Morrow is not identified as a regional transit destination, this area may continue to operate as a hub for local bus service and this existing service could likely be improved as future development occurs.

Commuter Rail Station: The possibility of commuter rail from Atlanta to Macon with a stop in Morrow has been discussed by the regional entities for many years but has not made significant progress toward its implementation. However, if the one cent tax (TSPLOST initiative) is approved by voters in the region in July 2012, the commuter rail project stands a good chance to move forward within the next 10-15 years. Concept 3 Plan considers two locations, Clay-

ton State and Southlake (see Figure 2.6.4), for commuter rail station.

However, the recently completed Study-Georgians for Passenger Rail completed The Path to Georgia's 21st Century Knowledge Economy Study¹ - considers Morrow Station Park as the location for commuter rail station within Morrow. The Study does not go into detail in understanding the site conditions and various other constraints. The assumption of land availability, and the densities assumed do not reconcile with each other. The Study does not consider the Georgia Power high voltage transmission lines and the easement that cuts through the site and the impact on feasibility of potential development. The distance from the Interstate 75 exit would require commuters to get on already congested Jonesboro Road making it difficult to access the station. Additionally, the details of the ridership, and the fare structure are not known, it is likely that the fares would be too high for Clayton State University (CSU) student commuters to afford. It is likely that it will need to draw commuters from a larger area to get the required ridership.

The City of Morrow should examine the viability of the Morrow Station Park location. The Southlake location as shown in Concept 3 Plan at Southlake Mall location by I-75 may be a more strategic location for creating a viable TOD. Also the City should investigate if stations at both locations are feasible.

1. The Path to Georgia's 21st Century Knowledge Economy Study: Economic Development, Capital and Operating Cost Estimates, Station Area Plans, Market Assessment, and Financing Options for the Macon to Atlanta Passenger Rail Corridor Study. completed in May 2010 by Brookings Institution



Figure.2.6.3. Proposed route for the planned commuter rail service

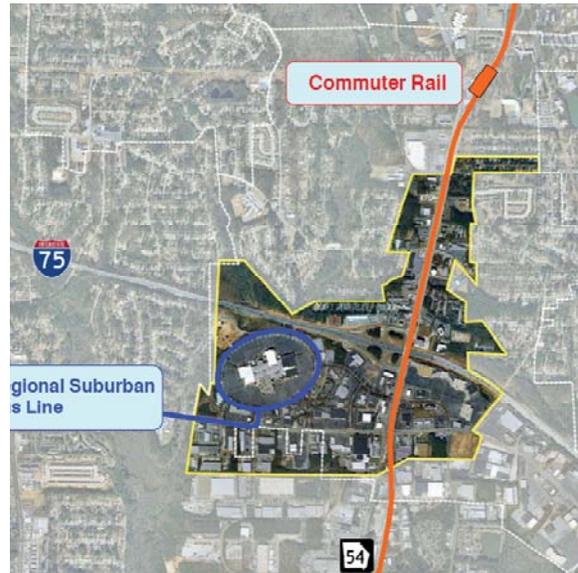


Figure 2.6.5. Proposed route for the planned commuter rail service and station

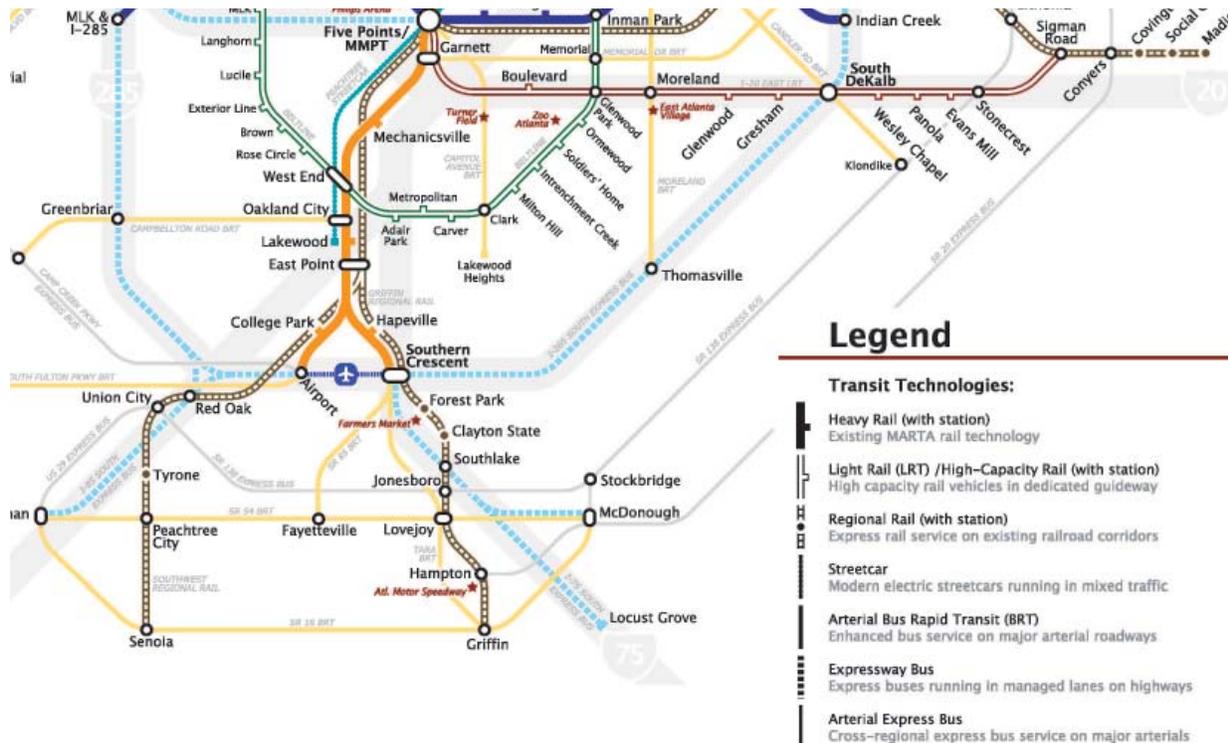


Figure.2.6.4: Proposed route for the planned commuter rail service

Important transportation goals from the Plan:

- Widen Jonesboro Road (SR 54) bridge across I-75. This work is currently in progress.
- Construct Lee Street bridge across I-75. This work is currently in progress.
- Extend Lee Street further south of I-75. This work is currently in progress.
- Expand pedestrian and ADA access throughout the City. This has been incorporated as a requirement for commercial developers. All new commercial developments or major renovations are required to provide sidewalks and lighting around the perimeter of their properties.

General transportation policies and priorities in Morrow include:

- Maintain existing facilities including roadways, sidewalks and landscaping.
- Ensure new projects preserve and enhance the character of the City by using quality materials such as context sensitive lighting and signage.
- Develop a multi-modal transportation network by improving connectivity for pedestrians, bicycles and transit.
- Encourage and leverage the proposed commuter rail transit station.
- Specifically protect and enhance Morrow's five most important corridors:
 - o Jonesboro Road (SR 45)
 - o Mt. Zion Road
 - o I-75
 - o Morrow Road
 - o Lake Harbin Road.

Envision6 is the current long-range Regional Transportation Plan (RTP) for the Atlanta Metropolitan Area. This Plan is maintained by ARC and provides a long-range vision for transportation in the region. Projects identified in the Plan that are ready to be funded are also included in the Transportation Improvement Program (TIP) (Figure.2.6.8) and are slated for implementation. Envision6 was reviewed for projects within and around the Study Area. The following projects are currently listed in the TIP:

Jonesboro Road (SR 54) bridge, Lee Street Bridge and Railroad Bridge Reconfigurations (CL-AR-031) (Figure.2.6.6 and 2.6.7)

- This project is currently under construction.
- The Jonesboro Road (SR 54) bridge is being widened to accommodate six thorough lanes. The interchanges at either end of the bridge are also being reconfigured to provide additional turn lanes onto and off-of the interstate.
- The Lee Street Bridge is currently being constructed across I-75. Lee Street will be a three-lane bridge with a sidewalk along one side. There will be one through-lane in each direction and a southbound left-turn lane serving a new intersection on the south side of I-75.
- Upon immediate completion of the Lee Street bridge, this bridge will be used temporarily to reroute the existing rail line so that the existing railroad bridge can be reconstructed. Once the new railroad bridge is operational, the Lee Street Bridge will be made open to vehicles and pedestrians.



Figure.2.6.6 Roadway and bridge construction at the I-75 interchange



Figure.2.6.7 Roadway and bridge construction at the I-75 interchange

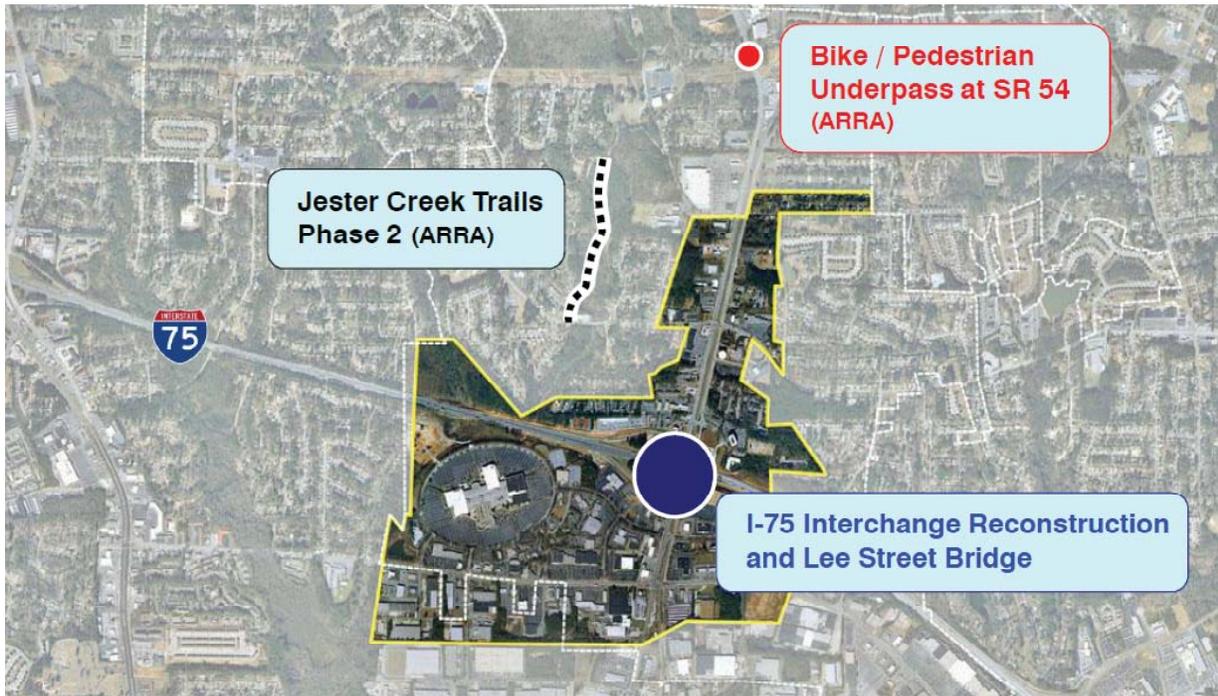


Figure 2.6.8. Projects identified in the TIP

Jesters Creek Trail Phase II (CL-257)

- This is a multi-use trail that will extend from the end of the initial northern phase.
- This project is being funded through the American Recovery and Reinvestment Act.

Underpass at Clayton State Boulevard and Jonesboro Road (SR 54) (CL-AR-BP-094)

- This project includes the construction of an underpass underneath Jonesboro Road (SR 54) at the intersection with Clayton State Boulevard to allow for a safe bicycle and pedestrian crossing location.

The following projects are listed in Envision6 as long-range projects: (Figure. 2.6.9.)

Managed Lanes on I-75 (AR-H-050 and AR-H-051B)

- These projects include installing two managed lanes in each direction along I-75 from Eagles Landing Parkway to Aviation Boulevard (Atlanta Airport). These lanes will most likely be High Occupancy Toll (HOT) lanes to be shared with high capacity transit such as commuter buses.

Commuter Rail Service from Macon to Atlanta (AR 268B)

- This commuter rail service is the same as the project described above under Concept 3, which involves a commuter rail transit line travelling between Macon and Atlanta with a stop planned for Morrow, GA.

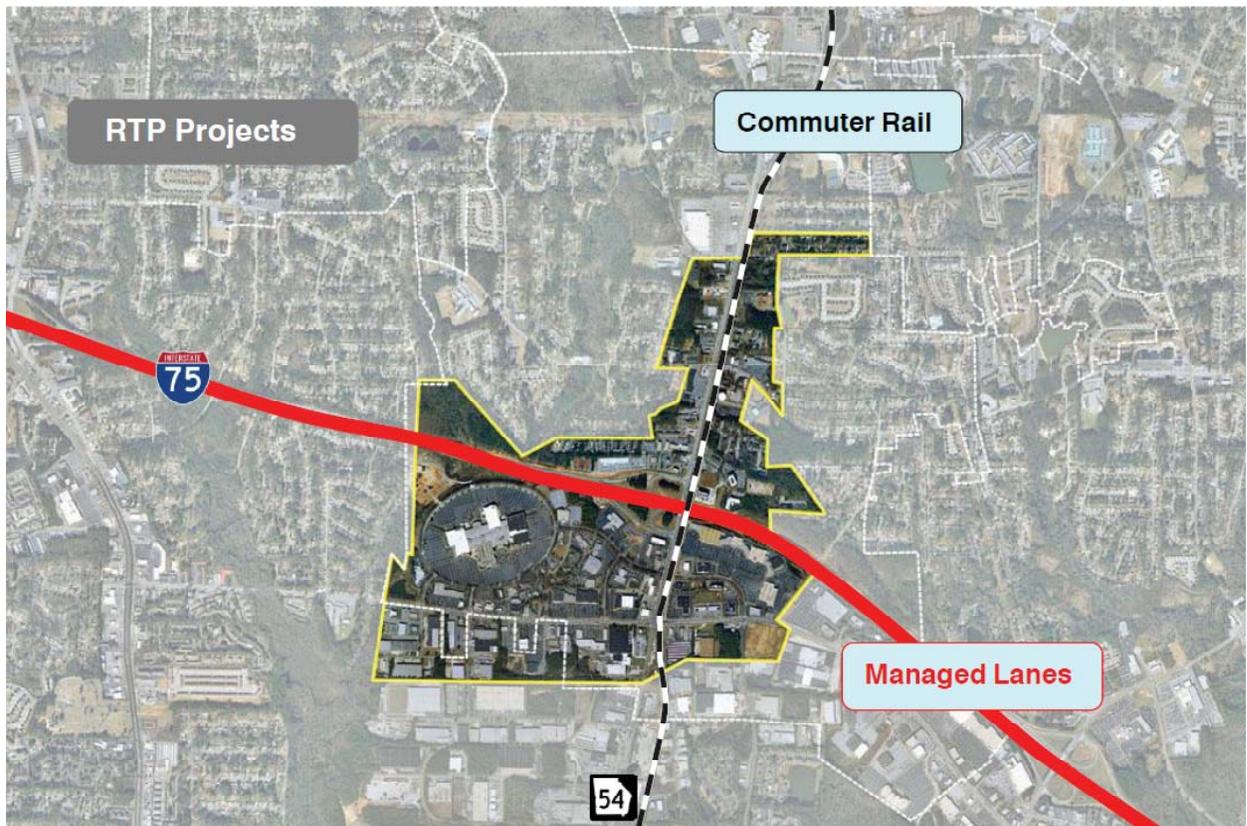


Figure 2.6.9. Projects identified in Envision 6 (not included in the TIP)

Roadway Characteristics

In general, roadways serve two primary functions: to provide mobility through the network and to provide access to local destinations. Limiting access to parcels increases a roadway's ability to move traffic with minimum delay. Arterials are primarily intended to provide mobility by moving relatively high volumes of vehicles over large distances. Local streets provide access to local destinations along smaller, lower-volume and lower-speed routes. Collectors fall between these two classifications, providing a combination of access and mobility as shown in Figure 2.6.10.

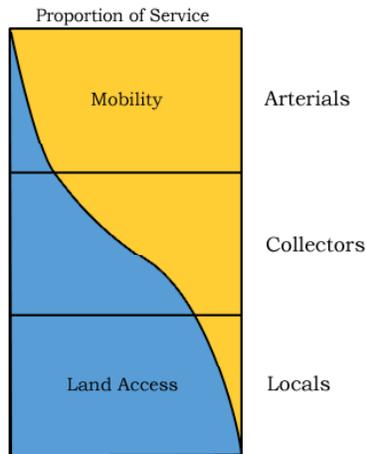


Figure.2.6.10. Functional Classification Diagram

The highest classified roadway that travels through Morrow is I-75, which is classified by the Georgia Department of Transportation (GDOT) as an Urban Interstate Principal Arterial.

I-75 is currently an eight lane facility (4 lanes in each direction divided by a concrete barrier median) and serves Morrow by an interchange at Jonesboro Road (SR 54). This roadway provides direct access to the north to the Atlanta Airport, downtown Atlanta

and I-20. This interstate also provides access to the south to cities such as Stockbridge, McDonough, Locust Grove, Unionville, Forsyth and Macon. While this interstate provides access to regional destinations, the roadway also acts a local barrier for trips between local destinations.

Three roadways are classified by GDOT as Urban Minor Arterial Streets. These are;

- Jonesboro Road (State Route 54)
- Mt. Zion Road
- Morrow Road / Lake Harbin Road.

Jonesboro Road (SR 54) is a north south minor arterial – paralleling a rail line operated by Norfolk Southern – that changes width through the Study Area:

- 4 through-lanes from the southern end of the Study Area to Southlake Parkway with left-turn and right-turn lanes at the intersections with Mt. Zion Road and Southlake Parkway
- 6 through-lanes from Southlake Parkway across I-75 and up to John Robert Drive with left and right-turn lanes at each intersection (dual left-turn lanes to access the northbound I-75 on-ramp) This section is currently under construction
- 4 through-lanes from John Robert Drive to the northern end of the Study Area with left-turn and right-turn lanes at the signalized intersections (except to turn right across the railroad tracks) and a continuous two-way left-turn lane between signals

This roadway provides regional access to I-75 and the City of Atlanta. Because of the regional nature of this roadway, Jonesboro Road maintains very high vehicular demand and experiences heavy congestion during the morning and evening peak periods. This roadway is frequently intersected by

driveways from adjacent commercial and residential developments, which significantly deteriorates its ability to serve as a regional arterial. Long-term planning in this area should focus on achieving a suitable mix of mobility and access. Also, due to the high volumes of vehicular traffic along Jonesboro Road, this facility creates a significant crossing barrier for bicyclists and pedestrians. The adjacent rail line adds to the difficulty of crossing this roadway.

Mt. Zion Road is an east-west arterial with 4 through lanes (2 in each direction), a raised and landscaped median and left-turn lanes at median openings. This roadway provides access to Tara Boulevard to the West and Mt. Zion Road to the East. (Figure.2.6.11)

Morrow Road / Lake Harbin Road is primarily a three lane roadway through the Study Area (two through lanes and a two-way left-turn lane) with additional left-turn and right-turn lanes at the intersection with Jonesboro Road (SR 54). This roadway provides access to the East and West of the Study Area and runs beside Morrow City Hall and other municipal and civic buildings near Jonesboro Road (SR 54). Lee Road / Barton Road is a small local street that



Figure.2.6.11.. Mt. Zion Road

has significance within the Study Area because *it is a low-volume, low-speed parallel route to Jonesboro Road (SR 54) adjacent to the rail line.* This street connects to Clayton State University at the northern end of the Study Area and to Southlake Festival shopping center at the southern end of the Study Area (upon completion of the new bridge).

The remaining roadways in Morrow are considered local streets.

Available traffic volume data from GDOT count stations indicate that Jonesboro Road (SR 54) is operating over or near its intended maximum capacity and field observations confirm that significant congestion is occurring. Current counts range from around 24,000 to 34,000 vehicles per day through the Study Area with volumes increasing near the interstate. Traffic counts on Mt. Zion Road indicate that volumes are around 20,000 vehicles per day through the Study Area. Traffic counts on Morrow Road / Lake Harbin Road indicate that this roadway carries volumes from around 7,000 to 9,000 vehicles per day. Based on these volumes and field observations, Mt. Zion Road and Morrow Road / Lake Harbin Road are operating below their general capacities with minor congestion during the peak periods. The roadway network with functional classifications and traffic volumes can be seen in Figure.2.6.12.

Intersections along these roadways are critical to the operations of the local street network. There are fourteen signalized intersections within or adjacent to the Study Area – eight along Jonesboro Road (SR 45) and 5 more along Mt. Zion Road. Many of these signals are closely spaced, particularly near the interchanges. The relatively close spacing provides limited storage for vehicles between intersections and presents a challenge for signal coordination. Updating the signal timings and coordination plans at these

intersections may provide some congestion relief; however, only longer-term projects such as relocating or consolidating driveways and improving the sur-

rounding street network will significantly address the existing congestion issues. Figure.2.6.13. shows the locations of traffic signals in the LCI Study Area.



Figure 2.6.12. Functional classification and traffic volumes in proximity of the Study Area

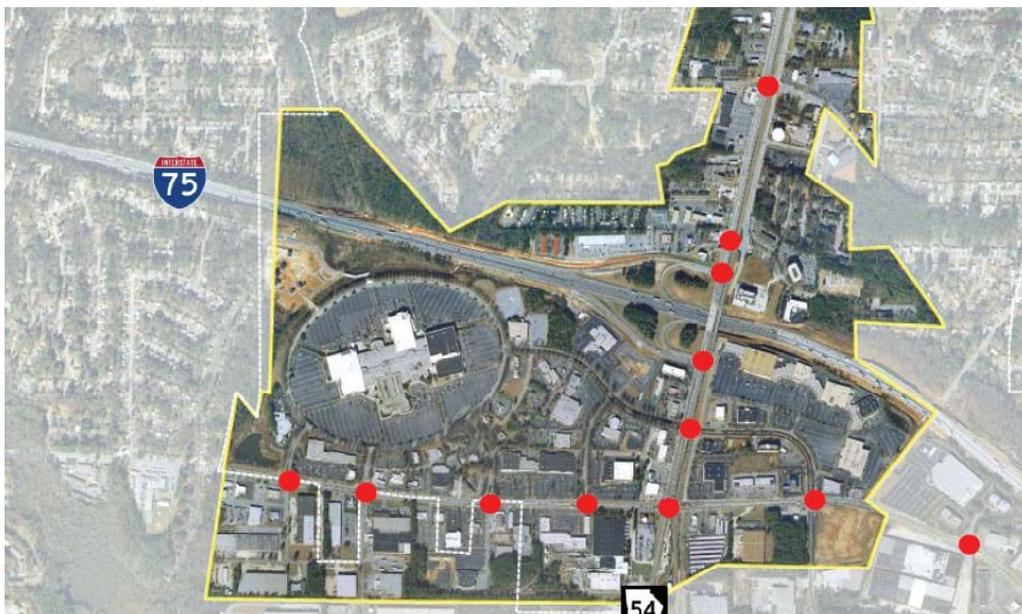


Figure 2.6.13. Traffic signal locations

Pedestrian and Bicycle Facilities

Pedestrian access throughout the Study Area is largely insufficient. *Most local streets, including streets internal to the Southlake Mall area have no sidewalks.* Sidewalks do exist along most of the length of major roadways, such as Jonesboro Road (SR 54) and Mt. Zion Road, and striped and signalized crossings are provided at major intersections; however, high traffic volumes and high speeds of adjacent vehicular traffic make these roadways uncomfortable for pedestrians. Wider buffers along Mt. Zion Road and Jonesboro Road (as shown in Figure.2.6.14) could improve the pedestrian level of service along these thoroughfares. A desirable landscaped buffer separating sidewalks from an adjacent major thoroughfare should typically be 5 feet or more.

Street connectivity is another factor that greatly impacts pedestrian access. *Walkable areas are typically characterized by a well-connected street network with relatively small block sizes ideally no more than 400 or 500 feet in length.* Small block sizes allow pedestrians to find shorter routes to nearby destinations. A well-connected street network also disperses traffic – particularly local traffic – which can help lower vehicular volumes and speeds throughout the network, thereby improving safety for pedestrians. *Many of the roadways within Morrow are large arterials with no nearby parallel facility and most local streets are closed at one end and provide no through connection.*

The City of Morrow has improved pedestrian crossings at several locations along Mt. Zion Road and Jonesboro Road. One good example can be seen in Figure.2.6.15. where newly striped crossings, pedestrian countdown signals and pedestrian refuge islands have all been installed. While several crossings still need to be improved – particularly around railroad intersections – the existing improved cross-

ings are a major asset for pedestrian accessibility in the Study Area.

Most land development in Morrow is oriented with the buildings set back far from the roadway with limited or no pedestrian connections through the surface parking lots. This is particularly true with the larger retailers and around Southlake Mall.



Figure.2.6.14. Buffer along Jonesboro Road (SR 54) will be around 2 feet after construction is completed.



Figure.2.6.15. Improved pedestrian crossing along Mt. Zion Road

Bicycle facilities within the Study Area are also currently insufficient. There are no dedicated bicycle lanes and no bicycle storage racks within the study area. Although bicyclists are allowed to operate on all roadways under Georgia law, high speeds and high volumes currently make cycling along roadways within the Study Area undesirable for most bicyclists. Figure.2.6.16 and Figure.2.6.17. shows the bike and pedestrian infrastructure within the study area.



Figure. 2.6.16. Existing sidewalk coverage in the study area

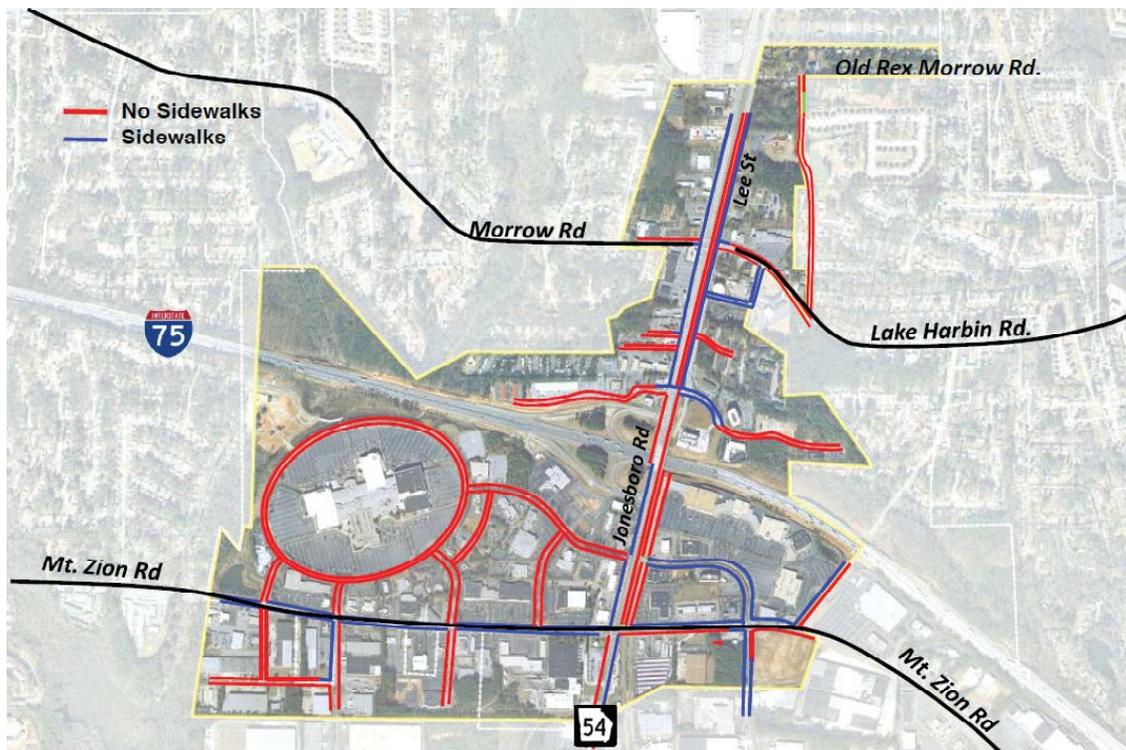


Figure 2.6.17. Existing sidewalk network

Mass Transit

Currently, no mass transit operates within the study area. Until recently, the Georgia Regional Transit Authority (GRTA) operated an Xpress bus route (Route 440) that made limited stops at Southlake Mall and carried commuters into Atlanta. This route was discontinued in August 2010. Recently 85% of Clayton County voters approved a non-binding referendum to tax themselves one cent tax to bring much needed MARTA transit service to the county.

Safety Assessment

Several safety concerns are present in the LCI Study Area. Regarding vehicular travel, heavy congestion during the peak periods of the day create increased risks of crashes, particularly along Jonesboro Road (SR 54). The frequent intersections and driveways along this roadway increases the number of potential conflict points. In addition, the rail line that parallels Jonesboro Road (SR 54) creates confusing intersections for drivers. Intersections at Southlake Parkway, Adamson Parkway, Lake Harbin Road and Oxford Drive (all running east-west) each cross three closely spaced north-south routes:

- Lee Street / Barton Road
- Rail Line
- Jonesboro Road (SR 54).

The crossing at Lake Harbin Road was modified with left-turn restrictions on the Lee Street side of the rail line to address a high frequency of crashes at this location. Today, Lee Street is treated as a right-in right-out intersection where it intersects Lake Harbin Road.

As discussed earlier, the Study Area can be difficult for pedestrians to navigate. The high volumes and high speeds of the vehicular traffic on many of Morrow's roadways make walking along and across the major thoroughfares in Morrow uncomfortable. Most local streets have been constructed without sidewalks and *many local retail destinations are separated from the roadway by large surface parking lots with no clearly designated pedestrian paths*. These issues have been partially addressed by a recently adopted policy that requires ADA compliant sidewalks and pedestrian lighting around the perimeter of any new commercial developments.

Bicyclists in Morrow are forced to operate mixed with vehicles on all roadways because *there are no dedicated bicycle lanes*. The high speeds and high volumes on many of these roadways combined with the high number of driveways limits cycling in the area to only the most skilled riders.

Sidewalks and bicycle lanes became issues because the best candidates to move to Morrow in the future place high value on them.

COMMUNITY VISIONING

Public participation is a key component of the LCI program, because in order to be relevant, responsive and useful, a variety of perspectives must be included. The key components of the public participation process were the Project Team, Core Team and the Community-at-Large.

Project Team

A Project Team was created to monitor the logistics of the study and schedule. The team consisted of representatives from City of Morrow, ARC and the consultant team. The project team met to review documents, study findings, set community meetings and schedules and discuss the various elements of planning process.

Core Team

The Core Team consisted of a larger group of community stakeholders who have an interest in the Study and knowledge of the Study Area and its key issues. The core team served an advisory role during the project. The purpose of the core team was to provide feedback on key issues, assist in encouraging public participation and ensure the development of a cohesive vision for the study area. This team consisted of community leaders, business/land owners, city and county staff, ARC and other governmental agencies. This team provided guidance to the project team throughout the planning process.

Community-at-Large

This is an extended group of all members in the community that are influenced by the plan.

This section lays out the results that emerged from the community visioning process. It includes the assessment of issues, needs, opportunities, goals and vision for the study and the community.

3.1 Public Process

As part of Southlake Mall and Mixed-Use District LCI planning process, the project team conducted a community visioning process, in conjunction with data gathering and analysis. The project team created various forums to engage the community to understand the issues and concerns of the community along with their needs and aspirations to establish the vision for the community. A Public Involvement Plan was prepared by the Project Team at the beginning of the study to outline the public and stakeholder outreach activities to be undertaken during the development of the LCI plan. Following are the public participation mechanisms utilized during the planning study.

Public Outreach

A Core Team kick off meeting and visioning session was held on September 9th, 2010, to introduce the core team to the purpose of the LCI study and solicit their input on key issues. This was followed by a public visioning session on September 16th, 2010. The key purpose of this meeting was to inform the community about the LCI process, get their input on community goals and vision and answer any questions related to the LCI study. Participants were also invited to fill out the comment cards and provide the project team with further feedback.

The second Core Team meeting was held on October 7th, 2010, to discuss the analysis, character preference survey and public design workshop. This was followed by a public workshop on October 14th, 2010, to present and solicit input on analysis and administer character preference survey.

A public design workshop was held on November 13th, 2010. This was a forum created for the community to take 'hands-on' role in designing the Study

Area. The consultants presented the analysis from the site visits, key issues for the study to address and the results of the character preference survey before the design workshop. During the workshop, the participants used base maps and markers to identify various issues and initiatives and generate concept ideas. The planning team used feed back from the design workshop with further analysis of current conditions and market opportunities to develop preliminary concept plans and recommendations.

A public meeting was held on January 14th, 2011, to present the market findings and the development opportunities.

Plan Presentation

Following the design workshop and market findings meeting, a Core Team meeting was held on January 20th, 2011, to present the Framework Plan and recommendations and to receive feedback. Finally, a public meeting was held on January 27th to present the Framework Plan and recommendations to the public and solicit their input. The planning team used the comments and feed back from both Core Team meeting and public meeting to develop the final recommendations and priorities.

Stakeholder Interviews

Throughout the planning process, the consultant team conducted interviews with elected officials, community leaders and other key stakeholders to gather a range of views and opinions, information and gain a deeper understanding of project issues from the stakeholder perspective. All interviews were documented and a summary of common themes was developed that assisted in prioritizing key issues.

3.2 Community Vision

Following is the summary of strengths, challenges and opportunities from the stakeholder and community input sessions.

STRENGTHS

- 15 minutes from Hartsfield-Jackson International Airport
- Direct I-75 Freeway access
- Georgia Archives and National Archives
- Clayton State University and Spivey Hall
- Station (Commuter Rail) Park
- Morrow Center (Convention Center) and Olde Towne Morrow
- Southlake Mall (a regional mall) and other big boxes (Walmart, Costco and others)
- Jesters Creek and trails, Reynolds Preserve and other parks
- City's new PR campaign
- Safety
- Availability of land

CHALLENGES

- "Southside" stigma
- Clayton County School System is a challenge
- Declining economic activity
- Aging and vacant retail
- Over-built retail environment
- Vacant industrial space
- Housing foreclosure
- Competition for Southlake Mall
- I-75 freeway a barrier between neighborhoods and commercial/retail services.
- Jonesboro Road traffic congestion and mobility
- Railroad crossings and intersections
- Auto oriented urban fabric – large blocks, poor connectivity between nodes, inadequate pedestrian infrastructure and safety
- Inter-parcel connectivity
- Lack of cohesive identity
- Lack of a town center and sense of place

OPPORTUNITIES

- Availability of under-utilized, redevelopable land and assets; parking lots and aging single story retail and adaptive reuse of buildings
- Leverage the high daytime population and traffic counts
- Create a town center district with compact walkable pedestrian friendly environment
- Retrofit Lee Street into a walkable neighborhood street and improve local connectivity
- To leverage Reynolds Nature Preserve and Jesters Creek and trails and other green resources
- Collaborate on projects with Clayton State University to enhance student life and experience
- Gateway Village project
- Commuter Rail Station for Morrow
- To attract new population and demographics
- To leverage the Southlake Mall and existing retail in Morrow
- To increase housing options and choices
- To improve Jonesboro Road corridor visually, functionally and resolve traffic issues at rail road crossings
- To improve local connectivity between various uses and activities
- To create a town center and sense of place for Morrow
- Forge new collaboration and partnership with County, Clayton State University and other agencies.
- To create a new charter school to overcome Clayton County public schools stigma

VISION

- 'A walkable city' with neighborhood activity nodes accessible to all residents and that supports aging-in-place
- 'A livable city' with housing choices, access to a wide range of services and amenities
- 'A well-connected city' that is easy to navigate by vehicle, golf cart, neighborhood electric vehicle (NEV), pedestrian and bike
- 'An economically sustainable city' where businesses thrive and generate economic activity, employment and tax revenues
- 'A distinguished city' elevated by the success of its strong business community and institutions

GOALS

Economic Goals

- Improve economic activity and bring business back into vacant real estate and increase tax revenues
- Redevelop obsolete and aging commercial property and retrofit mall
- Create additional services for Clayton State University and technical institutes to generate economic activity
- Leverage investments made in Olde Towne Morrow, Morrow Center, Station Park and Executive Center
- Attract more residents and new development

Livability Goals

- Improve SR-54 corridor:
- Reduce congestion and improve connectivity
- Develop visual character
- Improve pedestrian and bike safety
- Create pedestrian infrastructure connecting activity nodes and green spaces
- Promote aging-in-place and senior activities
- Provide recreational facilities for youth
- Attract diverse uses and activities for residents, students and visitors

Strategic Goals

- Create a Town Center for the city to promote a “Sense of Place”
- Create a unique place through retrofit and adaptive reuse of existing properties:
 - Artist Lofts
 - Student Housing
 - Town homes
 - Senior Housing
- Seek and promote strategic partnerships

3.3 Design Workshop

Once the Study Area analysis, stakeholder interviews and the visioning sessions were completed and the issues identified, the stage was set for the public design workshop. The workshop was intended as an open forum in which the development pattern, civic realm, vacant retail, redevelopment, traffic issues, schools, commuter rail location and connectivity issues of the community could be addressed. The event was held on Saturday, November 13th 2010 at Morrow Visitors Center. The process was outlined at

the start of the workshop. The community was briefed on the goals, issues and needs that were identified in the previous meetings along with the study area analysis and the character preference survey. The intent of the design workshop was to solicit community ideas in the design of LCI Study Area. The workshop format was designed as a hands-on process involving the community, in which the participants were organized into groups and assisted by professionals from the consultant team.

The participants were organized into three groups to look at specific issues within a geographic area. Following are the areas of focus for each group.

Group – 1: North of I-75

- Where would you locate the Town Center?
- What is the feasibility of the current mixed-use district?
- Where would you locate the school?
- How would you connect/integrate with Clayton State University?
- Where do you see housing and mixed-use development within the study area?
- Where would you locate senior/community center amenity?
- What suggestions do you have to improve the traffic issues along Jonesboro Road?
- Do you have any alternative location for the commuter rail station, if so, where? and why?

Group – 2: South of I-75 - Mall Area

- What would you do to improve the Mall? and the vacancies (retail/industrial)?
- What would you do to reposition Olde Towne Morrow?
- Do you have any alternative location for the commuter rail station, if so, where? and why?
- Where would you locate the Town Center?
- Where would you locate a school?
- Where do you see housing and/or mixed use development within the study area?
- Where would you locate senior/community center amenity?

Group –3: Full Study Area

- Where would you locate the Town Center?
- Where would you locate/focus mixed-use and walkable environments?
- Where would you locate a school?
- How would you link Clayton State University?
- Where do you see housing development within the study area?
- Where would you locate senior/community center amenity?
- What suggestions do you have to improve the traffic issues along Jonesboro Road?
- How would you improve connectivity within the neighborhood and across I-75?
- Do you have an alternative location for the commuter station, if so, where? and why?

The graphic results of these questions were recorded on transparent overlays on top of a base map of the Study Area. Once the overlays were created, master plan concepts began to emerge. At the end of the design workshop the concepts were presented by a designated community member within each team. The pros and cons of each team's plans were discussed and the plans were critiqued by other teams and then further refined. The following section presents a consolidated summary of the Design Workshop. See Figure.3.3.1. and 3.3.2



Figure 3.3.1. Design Workshop - CONCEPT - South of I-75

1. Olde Towne Morrow
2. Southlake Mall
3. Town Center/Activity Center District
4. Commuter Station
5. Redevelopment of Existing Under-utilized land

Features

1 – Olde Towne Morrow

- Option – 1: Develop a children-centric market; stores, eating, entertainment, recreation, park, fountain, edutainment, etc. with some senior housing/living.
- Option – 2: Tourism based – folk arts, B&B, part of Georgia historic trail, fairs/events, museums, - gateway to Georgia from the south.

2 – Southlake Mall Area

- Option -1: Mall – potential redevelopment/renovation – retrofit from General Growth Properties in long term.
- Option – 2: Redevelop out-parcels to create an entry way on Southlake Parkway as part of new a activity/town center district on axis with the entry to this district.
- Morrow Center – Owned by City – potential to attract education facilities, especially K-12

and charter school, medical, gym/YMCA, theatre, senior/recreation Center, entertainment, etc.

- Build a multi-use (ped and bike) trail around the mall that connects other areas, Jonesboro Road, Olde Towne Morrow, Medical facilities, etc.

3 – Core - Town Center District

- Redevelop of out-parcels and create a network of streets, diverse retail and some components of housing. The main boulevard street has activities as an entry into this shopping district leading to the mall.
- The entire Town Center quadrant to contain various districts with unique focus and identity/branding/signage, etc. with a cohesive attractive feel to generate activity.
- Create gateway/branding/landscape elements visible from the freeway to attract mo-

torists to this district. Build/improve area east of Jonesboro to create a façade to this entry.

- Potential uses include medical, dining, retail, entertainment, etc.
- 4 – Commuter Rail Station and 5- Redevelopment
- To relocate proposed commuter rail station from its currently identified location at Station Park to Southlake Festival Plaza location for easy access from interstate to enable true regional access that is necessary to support a commuter rail station as well as leverage redevelopment, improve mall and town center/activity center development.
 - Far more unencumbered land (vacant/underdeveloped) is available around this station location than at the Gateway location that could

include much more office, commercial, and mixed-use as currently exists.

- Improve the gateway image.
- Brings sense of place to reinvigorate the Southlake Mall.

Other

- Station Park Area (by Clayton State) – the old 2001 LCI town center area. The area for development is broken into smaller pieces due to GA power easements. If the commuter station is relocated, a development option for this area needs to be figured out.
- Clayton County is interested in locating the county library across from National Archives and also looking into developing Gateway Village.

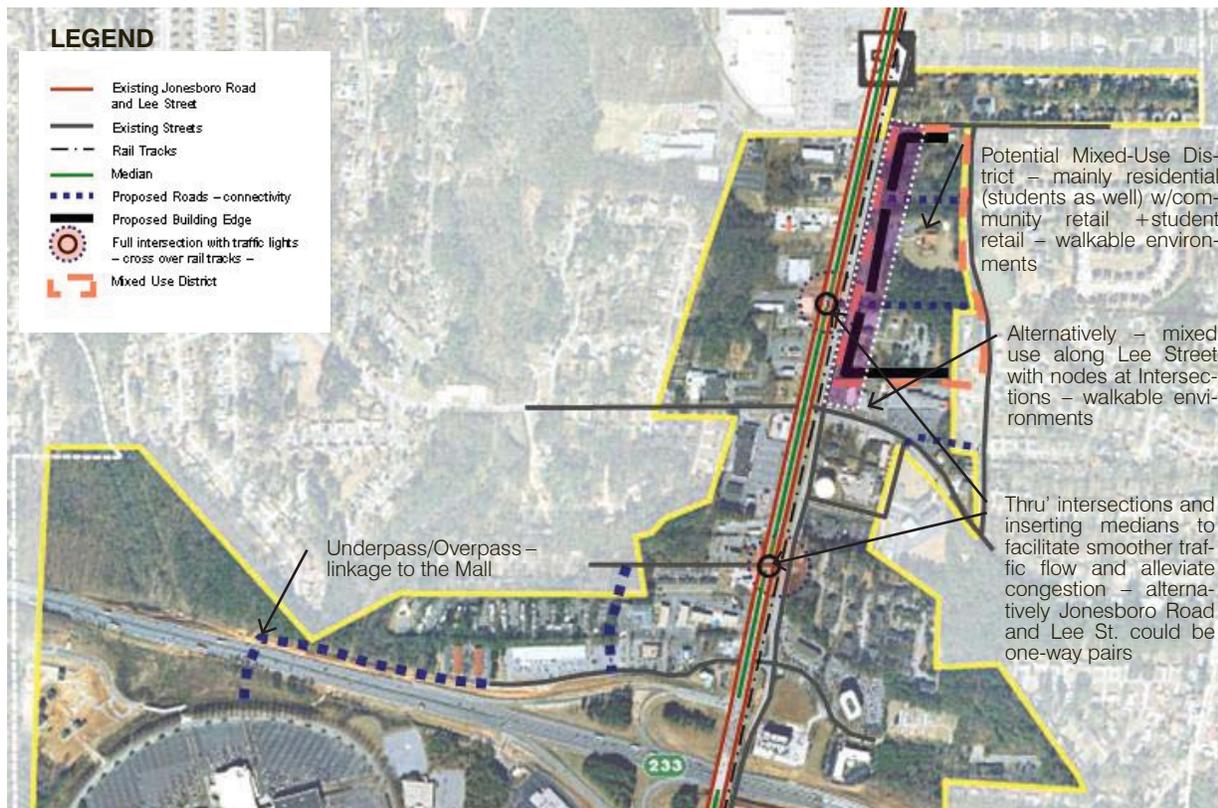


Figure 3.3.2. Design Workshop - CONCEPT - North of I-75

FRAMEWORK PLAN

Southlake Mall and the retail and commercial areas around the mall have historically been significant identity and tax contributors to the City of Morrow and Clayton County. The declining commercial activity is having a negative impact on the city. As the market study suggests, the declining trade area and continuing loss of retail is unlikely to change significantly within the next five years. To ensure the future long-term economic sustainability, Morrow must be proactive in looking for opportunities to offset this decrease in tax revenues. The opportunities exist for exploring new markets, attracting new demographics, and leveraging the assets of the city and the investments made. This would require treading in a new direction to embrace these opportunities. As the economy improves, over the next decade, transforming the City of Morrow to the LCI Vision will achieve the goals of the community.

The key issues for LCI to address are:

- Retrofitting the suburban to urban pattern and character to attract new markets and new demographics (residents).
- Make use of the investments made; Olde Towne Morrow, Morrow Center, Station Park and trails.
- Creating a sense of place – Town Center – and a thriving civic realm with pedestrian-friendly walkable nodes and areas.
- Redevelopment and economic sustainability of the mall and surrounding retail and underutilized assets.
- Leveraging the commuter rail station to its fullest potential by relocating it to its new proposed site.
- Incorporate Clayton State University into town activity.
- Resolve the traffic issues along Jonesboro Road – traffic flow, intersections, pedestrian crossings and safety.
- Improve local connectivity - link the various nodes and activities and neighborhoods.
- Addressing the school situation – to provide new school/s for Morrow as an option for families.

4.1 Market Assessment and Development Opportunities

Background

Noell Consulting Group was retained by Sizemore Group and the City of Morrow to conduct a Market Analysis for the Southlake Mall/Mixed-Use District LCI Study. A study aimed at creating a greater mix of uses in the Southlake area in an effort to support a wide variety of transportation alternatives.

This market analysis is specifically focused to:

- Understand the key strengths and challenges impacting development and redevelopment opportunities;
- Identify target market audiences that could potentially support new development in the area;
- Understand key trends occurring in the local and regional market and how those trends are likely to impact the Study Area in the coming years;
- Estimate supportable residential and commercial demand and development potential in the Study Area in the coming 20 to 25 years; and
- Estimate net population, household and job growth in the Study Area resulting from this development potential.

The results of this market analysis can be used to enhance land and transportation planning efforts in the area and to identify potential investments and strategies that could positively impact potential to attract this new private investment.

The following summarizes the key conclusions of the market analysis, which are focused on market audiences and demand/opportunities. More detailed analyses can be found in the market report.

Context

The Southlake LCI area enjoys a number of attributes that enhance opportunities for new housing and commercial development:

- It is a large established retail core with approximately 3.5 million square feet of space, including a large-regional mall;
 - The Study Area has direct interstate access and is highly proximate to the airport and is convenient to Downtown and Midtown Atlanta employment cores;
 - The Study Area is planned to have a commuter rail station as part of the Atlanta to Lovejoy commuter line;
 - The City of Morrow has a relatively stable population base and is somewhat more affluent than other nearby areas; and
 - The Study Area houses a number of government functions, including City offices, an event space, Clayton State University, Georgia State and National Archives and other smaller venues.
- Against these key building blocks, there are a number of challenges facing the study area, including some that represent increasing concerns over time:
- Southlake Mall is failing and will likely struggle further in the coming years;
 - Retail in the area is aging and is being forced to compete with newer centers in more modern formats further south along I-75;
 - There is a lack of housing in the study area south of I-75 and little housing variety throughout the study area;
 - Clayton County's reputation is a major barrier, particularly given its school challenges in the



Major elements within the Study Area

last few years; and

- The Southside residential market has been badly damaged by the recent housing crash, with severe oversupplies of for-sale lots and product and few quality builders remaining in business.

Many of these problems are not ones unique to Morrow and are, in fact, shared by other aging suburbs in many metro areas; locations developed in

the 1960s, 1970s and 1980s and now bypassed by newer greenfield locations further out. These locations, however, including Morrow, have great regional access and are highly convenient. As noted, these attributes are increasingly valuable in the Metro Area as gas prices rise and commuters want to shorten their commute. Creating a strong lifestyle proposition in Morrow will be key in effectively appealing to new market audiences.

Market Audiences

The Southlake LCI Study Area has a relatively small population and has experienced a loss of households since 2000; a trend that can be attributed to a lack of housing diversity in the study area. Nearly the entire housing offering in the area is single-family detached product on larger lots; a product that appeals largely to families and is less preferred by younger singles, certain couples, maturing Baby Boomers and retirees. Given the difficulties of the Clayton County School System in the past few years, families with children is a market that the study area is poorly equipped to retain.

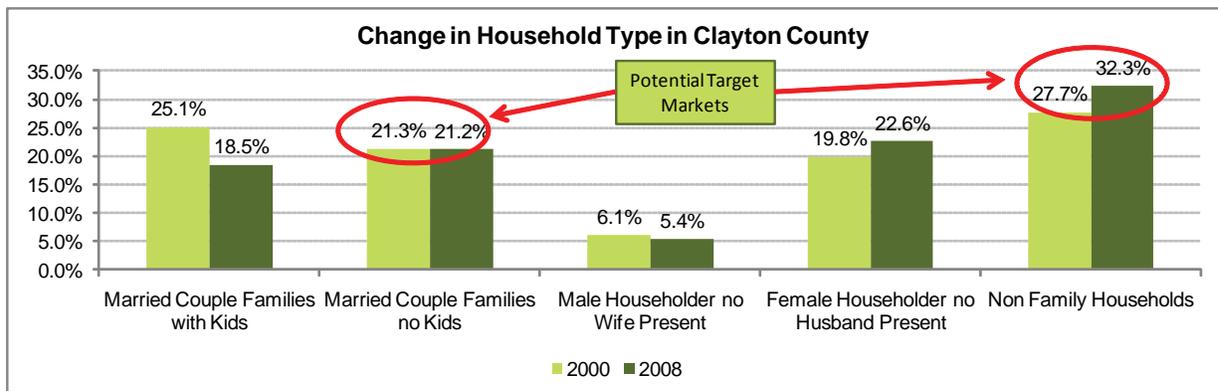
Indeed, Clayton County has seen a dramatic drop in the share of its households that are married couples with children; from 25% of all households in 2000 to 18% today. Going forward, capturing this traditional market will be very tough. That said, the location of the study area and the convenience it offers may make it highly attractive to younger market audiences and those who value convenience (a trait Gen Y particularly prefers). Thus, younger households, which include non-family households (singles and roommates)--the fastest growing segments in the county--and childless couples (including roommates), represent audiences Morrow should seri-

ously consider targeting for the LCI Study Area going forward. Today these household types account for more than half of all of Clayton's households; a sizable pool for Southlake to tap into.

Morrow has relatively stable incomes, with the median household income now exceeding \$53,000, 22% higher than Clayton's overall average of \$43,600. Incomes in the area have also showed positive growth over the past nine years, increasing by 1.8% annually since 2000, compared with 2.1% growth in the Atlanta MSA overall.

To understand growing market audiences in the I-75 south corridor, we defined a Primary Market Area (PMA) for retail uses; an area that represents a potential source of renters and buyers for the study area given their likelihood to shop in the study area today. Two groups in particular emerge as being predisposed to Morrow and the study area, representing real targets going forward, The 'Up and Comers' and 'Middleburg Managers'.

Up-And-Comers: This is a group of younger, moderately-affluent households (median income \$52,000) in their 20s, with no kids and upwardly mobile. They value convenience, access to recreational



facilities, exercise opportunities and nightlife. This group could be attracted to the study area through: a greater variety of housing options, creation of some type of core for the study area and extending the nature preserve south of I-75 to create a more significant running/walking trail system.



Middleburg Managers: A group that is already a significant presence in Morrow and the study area that is aging (45 to 64) and typified by empty and/or never nesters (no children). They also have solid incomes (median of \$53k) and will be transitioning from single-family home ownership to other housing options (small lot, attached) in the coming years. Providing greater housing variety and increasingly offering a greater sense of place and access to walkable environments will be critical to keeping this market segment. Creating some type of town center environment to complement the relatively strong medical and retail environment as well as providing those housing alternatives will also be important to retaining this relatively affluent group.



One other group represents a significant potential audience for new residential product and potential retail offerings in Morrow and the study area: Clayton State University students. Over the next decade enrollment at the university is expected to grow by more than 3% annually. Today nearly 3,000 full-time students commute to the campus, more than half of which commute locally and represent a target audience for new off-campus student housing. When factoring in this group and the future enrollment growth of the campus, we believe a significant student housing project (250 to 300 units) could be supported within the next 5 to 10 years.

Economically, Morrow and the study area have seen little growth since 2000, losing a net 383 jobs through 2008 and likely far more in 2009 & 2010. While this growth has largely occurred in moderately-paying positions (Wholesale Trade representing the largest growth, by far), there has been some solid growth in white- and gray-collar, value-added jobs, primarily in Professional Services and some Educational and Health Care Services.

The area's retail struggles can easily be seen in its Retail and Food Service/Accommodations job losses, with the two combined sectors losing more than 1,350 jobs over the decade; a number likely to worsen in the near-term with the announced closing of JC Penney at Southlake Mall. This historic loss equates to a net loss of 400,000 square feet of retail space, much of it from the merger of Rich's and Macy's at the mall and the failure of Southlake to re-tenant that space with a new retailer.

Going forward, retail losses will likely continue and construction jobs lost since 2008 will likely not return. Focusing on higher-value, local-serving white-collar and gray-collar positions in professional services and education/medical services creates the potential for the study area to capture households with solid incomes and further its presence as a local/sub-regional business core.

Office Potential

The study area functions as a local-serving office core, with little market potential to attract larger-scale office users due to the lack of executive housing on the south side of Atlanta. South Atlanta, which includes the I-75 South and I-85 South corridors, indeed is a small office market and averages around 113,000 square feet of net absorption in multi-tenant buildings.

Local office spaces tend to be occupied by smaller firms servicing the Morrow area and Clayton County, including smaller medical users, accountants, engineers, law firms, insurance agents and Realtors. These tenants are paying around \$10 - \$14/SF and are located in smaller properties throughout the study area.

Based on our demand estimates (driven by ratios of office-using employees to population ratios at the state level and applied to the greater Southlake area) we believe the study area could accommodate an additional 66,000 square feet of office and office-using tenants, including significant medical-related space, insurance attorneys and accountants, most of which will require less than 5,000 square feet of space each.

To effectively capture this un-met demand, Morrow will need to create a greater sense of location and lifestyle for office tenants, creating a place where firms can meet with clients, walk to the coffee shop, eat lunch nearby, etc. This environment is completely lacking in the study area today with all trips requiring use of a car and few quality locations in which to meet with clients in a casual setting, perhaps something around a small park or within a town center environment.



Neighborhood Serving Office

Industry Code	Industry Code Description	Estimated Demand By SF
Typical Office/Flex Users		57,600
524	Insurance Carriers and Related Act	7,500
5414	Specialized Design Services	5,000
6116	Other Schools and Instruction	2,600
6211	Office of Physicians	18,000
6215	Medical and Diagnostic Laboratories	2,500
6216	Home Health Care Services	2,500
52392	Portfolio Management	4,500
54111	Offices of Lawyers	5,000
541211	Offices of CPAs	7,500
541519	Computer Related Services	2,500
Typical Retail Users		9,000
8123	Dry Cleaning and Laundry Services	1,500
8129	Other Personal Services	7,500

Flex Industrial Potential

While not a land use often associated with activity centers, the Morrow area does represent a fairly significant industrial core and part of a growing industrial corridor along I-75. Warehouse growth has been the primary focus of demand in the corridor over the past decade but is a land use that is no longer feasible for development in Southlake area, given current land values and required density. Flex industrial, however, is an ongoing opportunity in the area and does represent a source of demand in the coming decades. Based on recent and current trends as well as future employment growth, we believe the study area could potential capture upwards of 10,000 to 15,000 square feet of flex office space annually (50,000 sf every five years). Most of this demand potential will be realized on the southern edge of the study area, south of Morrow Industrial Boulevard, where land prices are more moderate and land demand for alternative uses somewhat diminished.

For-Sale Residential Potential

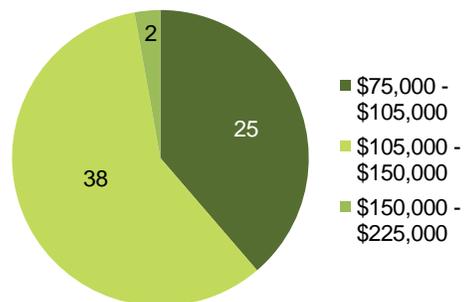
The Morrow/Southlake LCI area and Clayton County market overall have met significant challenges recently, both due to the national housing downturn (felt more prominently in South Atlanta where more first-time buyers exist) and Clayton County School's loss of national accreditation, which has resulted in an outflow of families.

The I-75 South Corridor (Clayton & Henry) overall has seen a 90% drop in permitting activity and has experienced price drops of 25% to 40%, depending on the housing product and location (Morrow has been especially hard hit with home prices dropping by more than 43% since 2000). Foreclosures also remain quite high in the area, with Morrow and Clayton County experiencing rates 50% to 300% higher than

national foreclosure averages. Given these conditions, a return to a healthy for-sale housing market is years away with the reset in property values creating long-term issues given the loss of wealth occurring among the area's households.

As the Study Area is already built out, much of the demand potential for new for-sale housing in the area will be for attached product types, particularly townhouses. By examining demand from existing owner and renter households in the area, as well as new households moving into the area, we believe that fairly significant demand for townhouses exists. Specifically, we believe the study area could capture up to 53 townhouses annually in the coming years, with product being priced affordably from around \$100,000 to \$150,000. Again, to realize this capture, value must be created in the study area beyond that which exists today and the reputation and image of Clayton County must be mended. Interviewed Builders and Developers confirmed Clayton is not on their radar, given its current government issues. Those issues will likely be resolved over time, but Morrow should proactively work with the County to take steps to improve its brand and reputation in the market.

Estimated Annual Townhome Demand By Price Range



Rental Residential Potential

The Clayton/Henry County rental apartment market has been fairly active over the past decade, averaging around 550 net new units annually during the last decade, or about one net new unit for every 4.6 net new jobs in Metro Atlanta. Clayton’s apartment market has struggled more than Henry County’s market, being harder hit by the recession (and likely by the school issues) and seeing net rents decline by about 10% since 2008; a drop slightly more substantial than that seen in the Atlanta MSA overall. Rents today are fairly affordable, averaging \$737, nearly 20% lower than the Metro average overall and 10% lower than Henry County overall.

However, the latter half of 2010 was a banner period for rental apartments nationally and in Metro Atlanta, with tight lending restrictions on for-sale housing sending many into the rental market. While no data was available for year-end 2010 as of the time of our analysis, Clayton’s apartment market conditions likely improved over those in mid-year 2010, a period in which rental occupancies were already on the uptick.

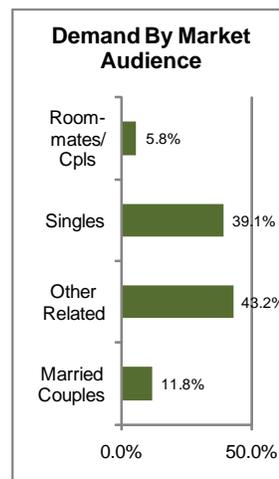
Historically Morrow has resisted rental apartment development and thus very little rental product exists around the study area. Clayton’s image issues have also further dampened apartment construction as well and thus Henry County provides the best comparisons for potential rental product in the study area. Newer rental product in Henry County is performing well, averaging around \$1.00/square foot in rents while offering fairly large units. In looking at these local comparable projects, we believe some type of more urban product--units developed over a parking podium--could be supportable in Morrow and in the Southlake LCI area, achievable through retooling the unit mix to attract singles and tightening up slightly

on unit sizes. This transformation will necessitate the creation of added value, achievable through creation of some type of town center location, possibly developed around a central green, park space or transit station.

Based on the relationships between apartment demand and job growth in the Metro Area, demographic (affordability) and Morrow’s ability to create a greater “selling” proposition in Southlake, we believe one new rental apartment community could be supportable every two years in the study area. The study area’s regional access and other attributes make it attractive for rental apartment development--the site-specific location and value, however, must be created.



Rental Residential



Senior Living

We also examined a potential alternative rental land use in the Study Area--senior living that encompasses both independent and assisted living components--and found potential support for a new senior housing facility in and around the study area every four years or so.

Retail Potential

The Study Area has historically been a major retail core, comprised of more than 3.5 million square feet of space and anchored by the 1 million square foot Southlake Mall. Much of this space is at least a decade old with many centers approaching 20 to 30 years in age. Obsolete retail models, retail consolidation and greater competition further south along I-75 have resulted in a loss of more than 400,000 square feet of occupied retail space as of 2008 and an upcoming loss of at least 200,000 more square feet when JC Penney closes its Southlake location in the near-term.

The development of power centers and other bigger box uses along I-75 South and in South Atlanta has resulted in a net oversupply of more than 1,000,000 square feet of retail space on the South side of Atlanta overall, with a significant amount of that oversupply existing along the I-75 corridor. Indeed more than 3,000,000 square feet of discount and big box retail has been added to that corridor in the last decade, cutting deeply into Southlake's trade area and undercutting support for mall tenants.

In addition, at least one major retail center is being planned by Cousins in Henry County, an 800,000 square foot lifestyle center that will likely represent the death blow to Southlake Mall given its real potential to snag what will be one of the mall's only two remaining anchor tenants.

Our retail demand models indeed confirm an oversupply of more than 320,000 square feet of space in the study area, part of which will be adjusted through the loss of JC Penney. Development of the Cousins property and other sites, however, may exacerbate the loss of additional retail space in the Study Area.

It is highly likely that Southlake Mall will fail due both to its loss of one and now two anchor tenants as well as its high likelihood to be sold by General Growth Properties; now working its way through bankruptcy. These factors and the tough overall retail environment in the corridor indicate the need for a highly proactive approach to dealing with the mall's future. We believe there are three strategies to dealing with the mall;

1. **Do Nothing:** The outcome to this scenario is almost certain now--complete failure of the mall--with the departure of JC Penney. A do nothing scenario will likely have significant implications beyond the mall property and have major impacts on Morrow's tax revenues.



Southlake Mall

2. **Save the Mall:** This is a relatively high-risk scenario that necessitates major infrastructure investment and will still likely fall short. Mall roads will need to be reconfigured to increase visibility and some type of major joint venture effort and perhaps tax abatement structure necessary to help the mall re-tool and pursue new anchor tenants. Finally, greater household formation will be needed to create a stronger environment for the mall.

3. **Modified Mall Redevelopment:** In this last scenario the road network around the mall is also re-worked to “open” the mall up to greater visibility and access, with major boxes reused for potential uses such as a grocery store, YMCA, school or other adaptive use and middle portions of the mall--portions likely no longer viable as in-line stores, redeveloped as either less intense retail or as other uses. While challenging, this scenario likely represents the best shot at creating a viable future for the property short of tearing the entire property down and starting anew.

Development Opportunities

Six potential redevelopment opportunities were identified in the study area over the next 20 - 25 years. The majority of these six properties are existing retail centers that are outdated and in need of redevelopment today and certainly in the coming two decades. The following summarizes each of these development opportunities.

South of I-75

Southlake Mall: Pursue redevelopment in scenario 3 above, pruning roughly 500,000 net square feet of retail space and reusing vacated anchors as civic or other smaller retail uses (e.g. grocery). Incorporate a significant green space into the parking areas

of the site (the mall is already over-parked and will be severely as retail attrition continues), which will anchor upwards of 500 net new residential units on the property. As noted earlier, in addition to green space, the road networks around the mall will need to be re-worked to “open” the mall to greater visibility and access via a through road movement from Jonesboro Road to Morrow Industrial Boulevard.

Mall Entry/Other Opportunities: Create a boulevard-type scenario with significant green space into the mall property with a mix of rental apartments, townhouses, smaller office space and limited retail uses in a mixed-use format.



Development Opportunities - South of I-75 Locations

Old Towne Morrow: While other potential niche uses are being examined for this failed property, the limited access and local visibility (aside from I-75 vistas) severely temper this site's viability as a retail location. We believe a market-based solution may be to market the existing space for office uses, including medical uses, and encouraging the development of a senior-living facility of 120 units. In addition, a small number of for-sale townhouses may be supportable at the site.

Southlake Festival/Commuter Rail Station: From a market perspective, the existing planned location for the Morrow commuter rail station is far from optimal and better locations exist in the market. While commuter rail stations drive little direct demand for real estate products in and of themselves, they can act as an anchor use for a redeveloped property. Southlake Festival shopping center is poorly situated today and is already failing and thus represents an ideal location for a moderate-intensity redevelopment node comprised of 55,000 square feet of retail and

office space, 600 rental apartments, townhouses and a senior living facility, all developed around some type of green space connecting the uses to the relocated commuter rail station.

North of I-75

Gateway Village: The northern end of the study area really lacks the access, visibility, larger properties and dynamics present in the areas south of I-75. The Gateway Village property is one potential property that could be developed/redeveloped over time as a mix of residential uses (apartments and townhouses) around a commercial core. The residential area would benefit from access to the nature preserve and the amenity orientation it provides. The commercial core of the property is more challenging to understand as it is almost entirely driven by a unique land uses-the Georgia State and National Archives. Potential uses include office space, limited retail space, restaurants, a conference center and potential limited service hotel.



Development Opportunities - North of I-75 Locations

Morrow Station Park - Commuter Rail Station: Re-use the existing commuter rail site as either a senior housing facility or potentially a student housing location, both of which could be accompanied by a very limited offering of retail space.

flex industrial growth estimated to be 574,800 square feet and net retail contraction equating to 658,900 square feet over the period, with longer-term growth being pegged to residential growth in the study area.

Long-Term Growth Projections

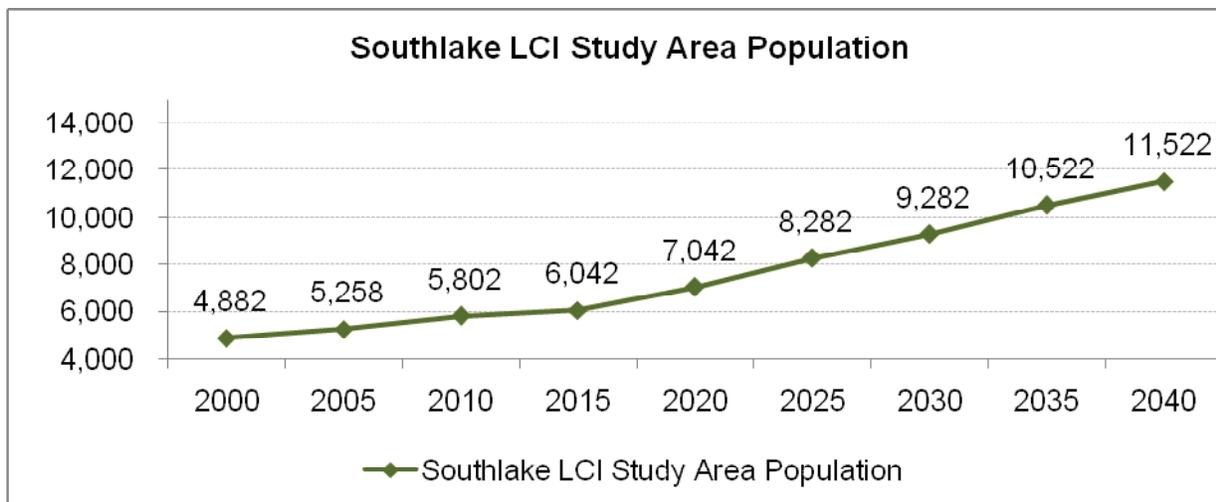
The following tables summarize the results of our demand models when applied to growth over the next 30 years. As shown, net new residential growth is estimated to be approximately 2,860 units with office and

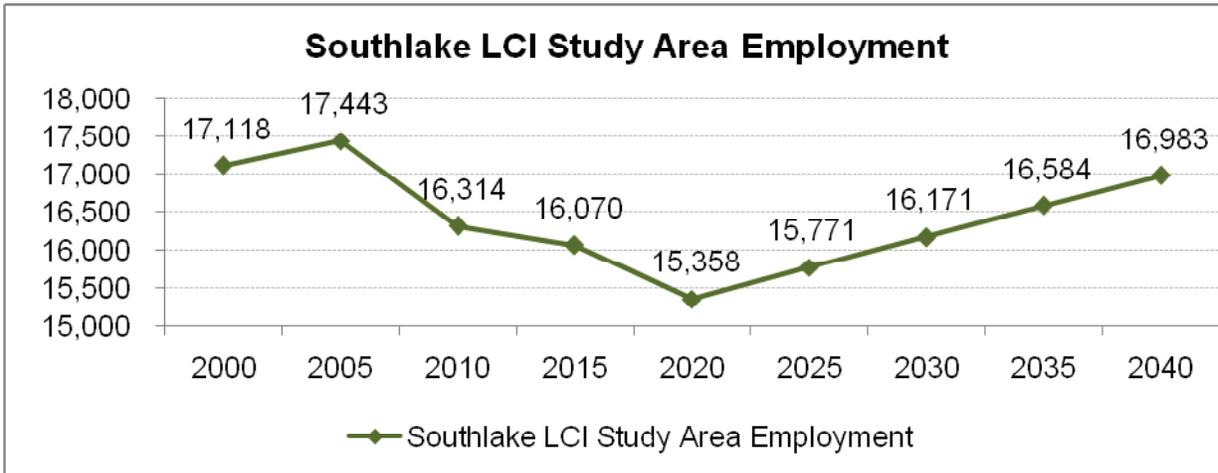
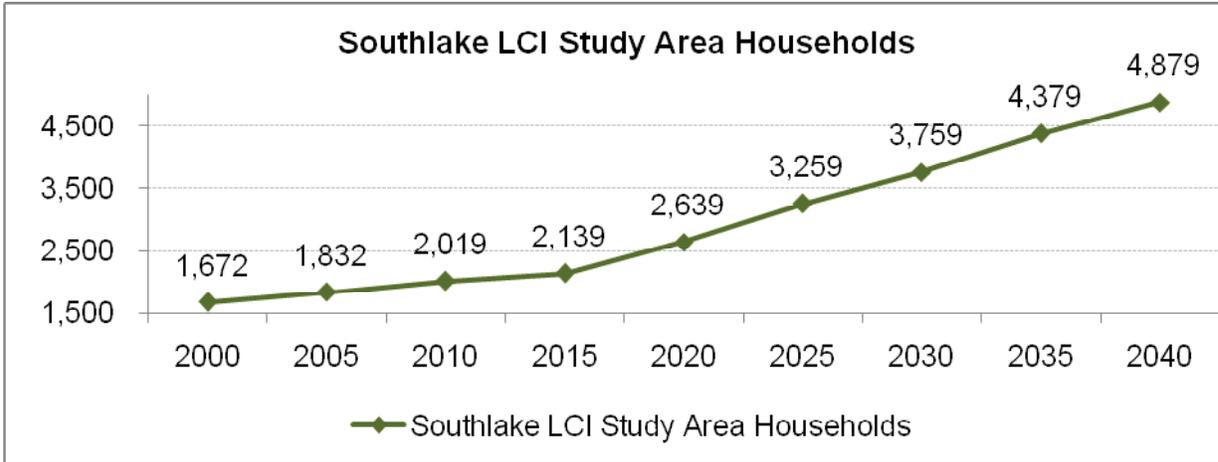
As shown in the following graphs, between 2010 and 2040 the results of this growth potential are:

- 5,720 net new people living in the study area;
- 2,860 net new households in the study area;
- 669 net new employees.

	2010-2015	2015-2020	2020-2025	2025-2030	2030-2035	2035-2040	30 Year Total
Townhome Units	0	200	200	200	200	200	1,000
Rental Apt. Units	0	300	300	300	300	300	1,500
Senior Living Units	120	0	120	0	120	0	360
Retail SF	(200,000)	(492,500)	9,300	7,500	9,300	7,500	(658,900)
Office SF	50,000	60,000	62,400	60,000	62,400	60,000	354,800
Flex Ind. SF	0	50,000	50,000	50,000	50,000	50,000	250,000

Long Term Growth Projections





4.2 Framework Plan

The Framework Plan focuses on three key areas that address the issues of concern, redevelopment opportunities and realize the community vision.

- Retrofit and Redevelopment
- Civic Realm and Livability Enhancements
- Connectivity

The Framework Plan focuses on creating four distinct elements; **one**, to create a 'Town Center District' that encompasses the Southlake Mall, its out parcels, and Olde Towne Morrow at the southwest quadrant of I-75 and Jonesboro Road; **two**, to locate the proposed commuter rail station adjacent to Southlake Festival Plaza off of Jonesboro Road/Lee Road/ I-75 interchange with a TOD (Transit Oriented Development); **three**, a mixed-use district at Morrow Road and Jonesboro Road/Lee Road; and **four**, a Green Loop that connects all of the nodes, parks and open spaces.



Town Center District - Character Examples



Town Center District - Character Examples



Town Center District - Character Examples

Retrofit and Redevelopment:

Town Center District

The Framework Plan recommends creating a Town Center district with a compact street and block structure as illustrated in the Figure.4.2.1. The existing streets, driveways and development should be retrofit. The proposed street grid uses existing streets and driveways, and curb cuts to enable the addition of new connections over time as each parcel or development is redeveloped. If Southlake Mall decides to retrofit the mall to a life-style model in the future, additional streets can be integrated into the grid as illustrated by dotted lines. Using the existing infrastructure, streets and parking lots to create the grid makes the retrofit very cost effective and efficient (see Figure.4.2.2). The redevelopment of parcels can benefit from lower infrastructure and site development costs. The street grid offers enough flexibility to accommodate a variety of uses and programs. It is recommended to keep the street grid between 200' to 260' X 450' to 550' where ever possible to make the Town Center district compact, walkable and pedestrian friendly. Adding civic components such as city hall, community center, library, recreation center or government offices will help the creation of a robust Town Center district.

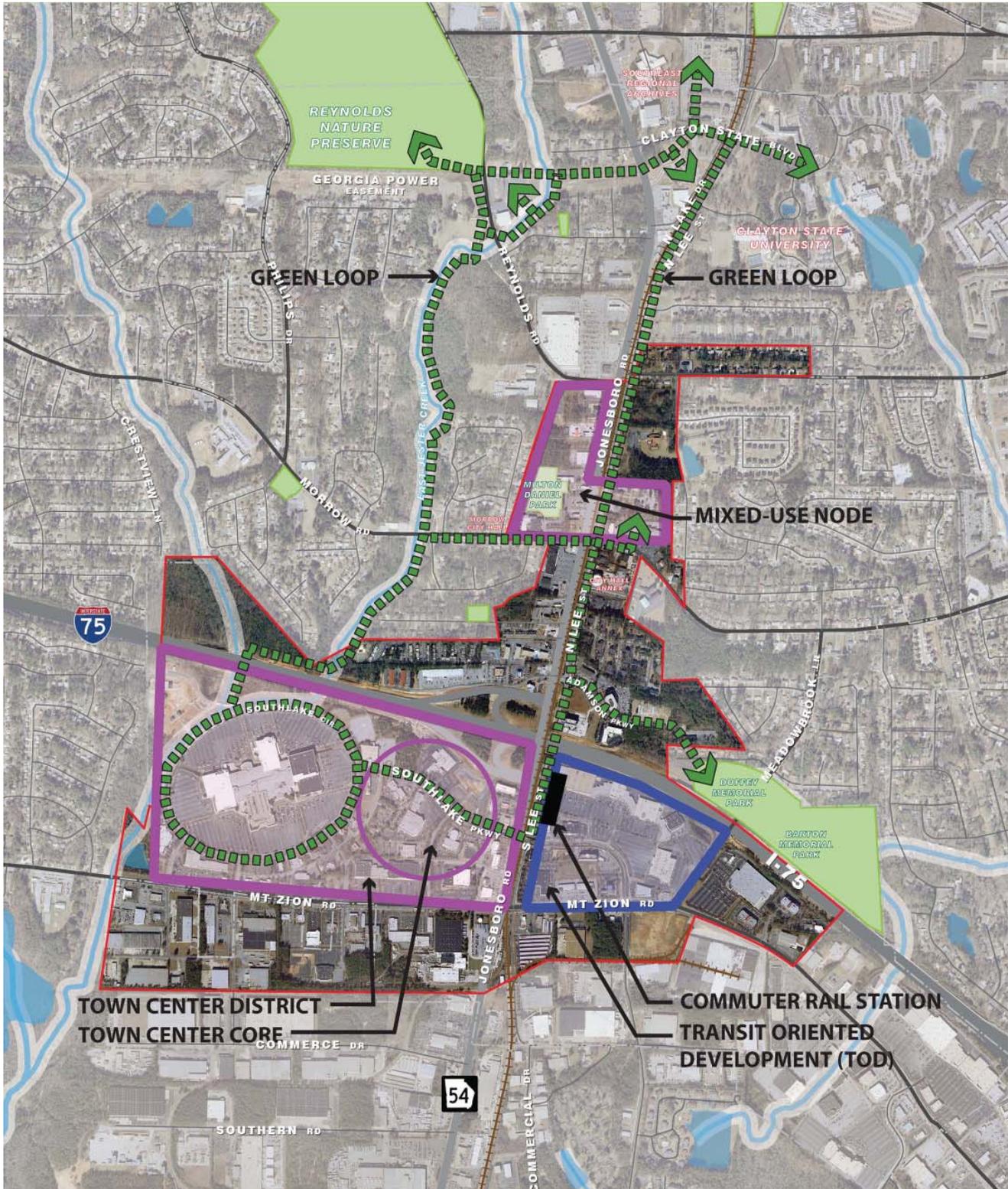


Figure.4.2.1. Framework Plan Concept

TOD (Transit Oriented Development):

The Framework Plan recommends that the currently proposed commuter rail station be relocated from the north end of the Study Area by Jonesboro Road and Clayton State Boulevard to the location adjacent to Southlake Festival Plaza by the I-75 interchange as illustrated in Figure.4.2.1. The relocation of the proposed commuter rail station from its current planned location to this location offers more benefits to the City, the rail system, and the redevelopment efforts. This aligns with the new market demand and demographic preferences that the City is focusing to capture. Southlake Festival Plaza has a high percentage of vacant retail. The area designated for TOD has many surface parking lots and vacant and aging retail buildings. This area offers great potential for redevelopment and has significantly more land than the current planned location that a TOD needs to support.

This relocated location is also *closer to the I-75 interchange and offers easy and convenient access to draw regional riders to commuter rail. The TOD can include park and ride and a multi-modal transfer facility as well. This is the only commuter rail station location on the entire Atlanta-Macon rail line that will be located at a freeway interchange.* This proposed location is also unencumbered with the high tension transmission lines as it does at the current proposed location, which makes much of the land available undevelopable. Relocating the commuter rail station will also help consolidate the Town Center and bring a sense of place to the entire district. Having a transit component will reinforce the walkable Town Center District concept.



Open/green space along with Transit Station

Mixed-Use Node:

A mixed-use node is recommended at Jonesboro Road and Morrow Road as shown in Figure.4.2.1 & 4.2.2. These properties are larger and have redevelopment potential. There have been plans in the past for the redevelopment of some of these properties. The proximity to Clayton State University and connections to the surrounding residential area can help create a walkable mixed-use node. Civic uses such as the City Hall, Milton Daniel Park and a potential civic plaza as well as other civic facilities could be integrated into this mixed-use node. A compact grid will further improve connectivity.



Compact pedestrian friendly mixed - use examples



Town Green/Square Example - Compact, space framed with buildings with hard and soft landscape



Compact pedestrian friendly mixed - use examples



Hotels: Town Center District and the TOD with the I-75 interchange access offer great potential for hotels in the area. It will offer a walkable environment with restaurants, shops and entertainment. The prox-

imity to the Hartsfield Jackson International Airport and town center environment will make this location a good candidate for hotels.

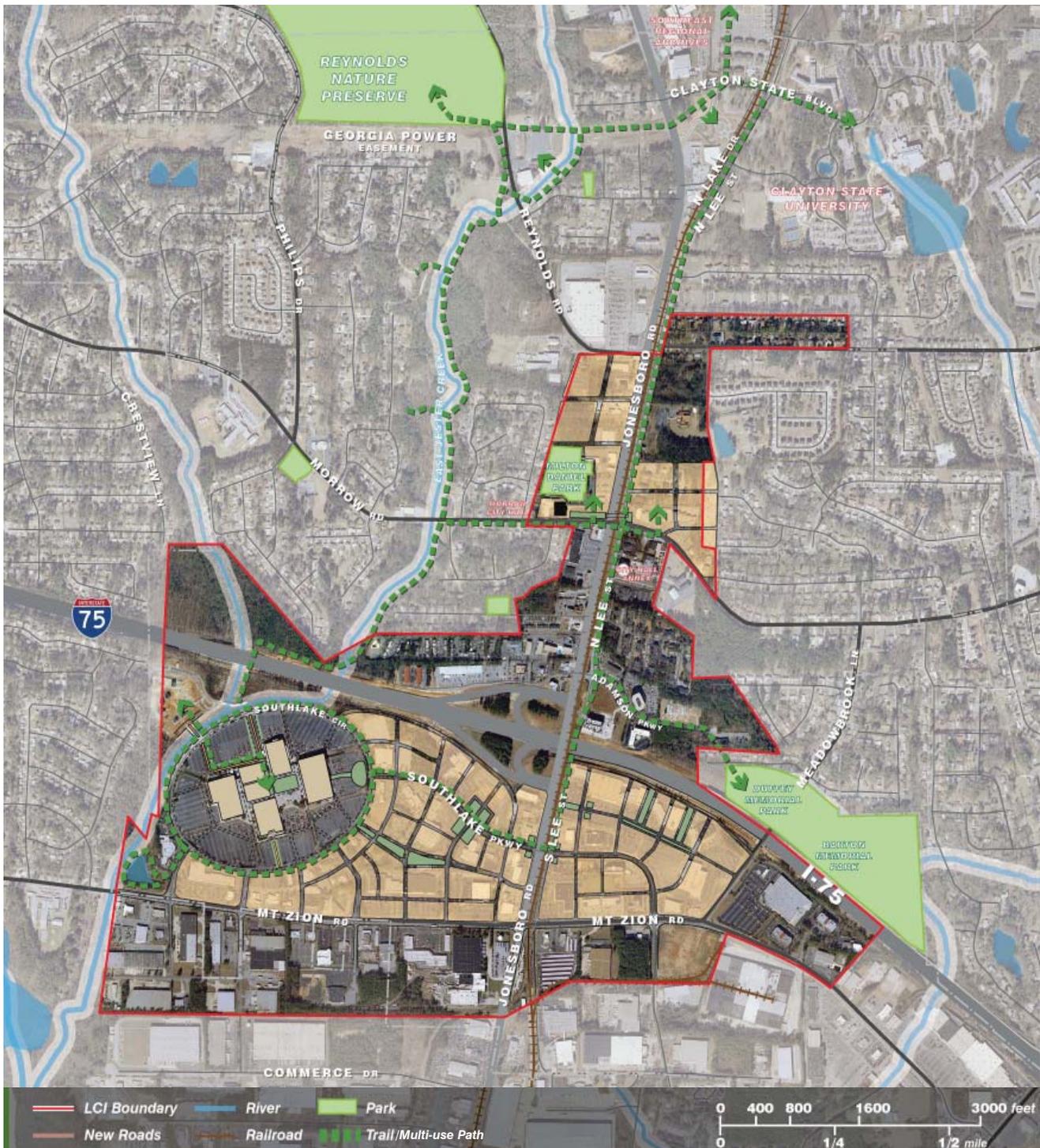


Figure.4.2.2. Retrofitting Compact Street Grid for Town Center District

Civic Realm and Livability Enhancements

Civic gathering spaces or plazas should be incorporated into each of these nodes; Town Center District, TOD and the mixed-use node. Pocket parks, as shown, should be provided to serve the residents within walking distance for recreation. See Figure.4.2.3.

Civic Green/Plaza

A Civic Green and/or a Plaza should be created as part of the Town Center district. There are a couple of potential locations, one off of Southlake Parkway which may be smaller in scale and two at the end of Southlake Parkway, at the entrance to the Mall. This could be a large Civic Green that can accommodate multi-purpose activities including concerts. This can be easily created by converting the existing under-utilized parking lot. Creating both of these will enrich the civic realm and give a sense of place to the City.

Main Street

The Framework Plan proposes making the Southlake Parkway 'Main Street.' This is a very nice curving and sloping street with adequate right-of-way and beautiful trees. Redevelopment along this street with a civic plaza as shown in Figure.4.2.3 will create a nice walkable pedestrian-friendly street, exactly what the target market is looking for. This will also provide a gateway to Southlake Mall that is visually attractive and vibrant. Southlake Parkway can easily be retrofitted with bike lanes, medians, and streetscapes (see the transportation section of this Report for these options). This 'Main Street' can provide entertainment, shopping, restaurants, outdoor dining and other amenities to create an active street life (see illustrations on Page.77).

The Framework Plan also proposes retrofitting Lee Street and improving Jonesboro Road to make them more walkable, visually attractive and safe. The Framework Plan proposes potential 'A' streets and 'B' streets (Figure.4.2.4) within the Town Center District and TOD that can help create a lively robust civic realm. 'A' streets, which are the most attractive streets the City has to offer, are intended to be the Main Streets which will have stricter development

guidelines to ensure they are pedestrian-friendly streets and 'B' streets are to be local side streets to serve the local accessibility and service needs with less stricter guidelines.



Compact urban park - example



Civic Green - outdoor theatre - example



Civic gathering spaces - plazas with bandstand - example



Figure 4.2.3. Civic Realm and Livability Enhancements



Main Street Example - wide sidewalk, space for trees, street furniture and on-street parking that provides a buffer between the pedestrian and automobile traffic - very pedestrian friendly environment



Main Street Example - compact street, scale, trees and architecture



Civic gathering spaces - examples



Civic gathering spaces - plazas - examples



Civic gathering spaces - plazas - examples

Cultural Activities

Attracting cultural activities will add another dimension to the quality of a Town Center and the city. Organizing cultural events, music, art shows and partnering with Spivey Hall in attracting more events will boost the Town Center economy, Mall and other retail.

School

Schools are a critical component in attracting more residents, businesses and development. In order to overcome the Clayton County School's negative image and the south side stigma, establishing a new charter school will provide an option for the commu-

nity. The City of Morrow should explore the potential of creating charter or other schools that can stand on their own. There are a couple of locations within the Study Area to locate schools; one, the potential reuse of the closed school that was part of the Church at Reynolds Road. It is linked to the trail, the Green Loop, and the neighborhood which offers an opportunity for some kids to walk to the school. The other option is to reuse one of the closed anchor stores in Southlake Mall or other vacant retail. This will help draw traffic to the mall and the Town Center District. It may not be as convenient for the kids to walk to school, but will provide an amenity for the future residents of the Town Center District and attract families.

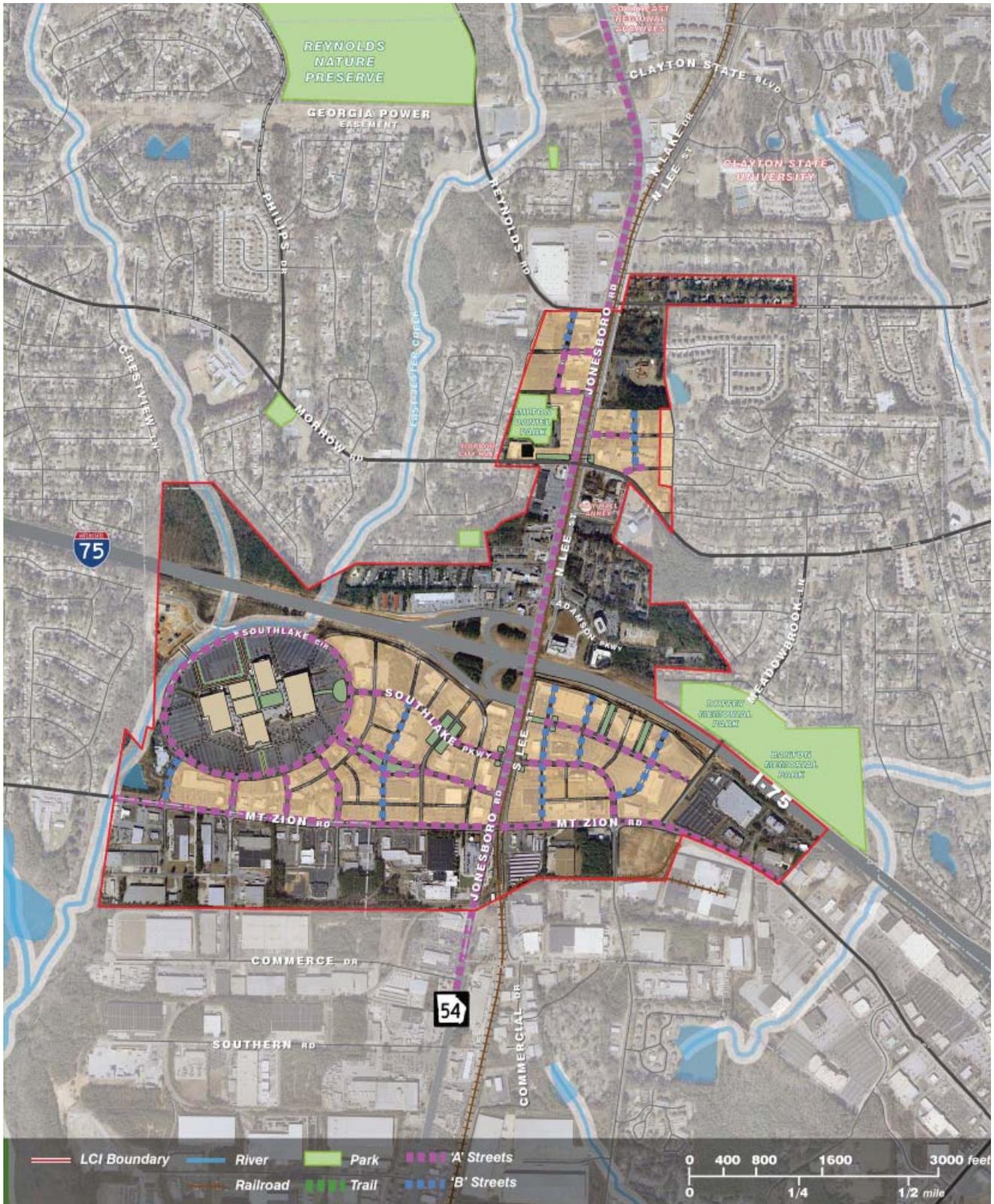


Figure.4.2.4. Potential A and B Streets Concept

The target market of younger households without kids and empty nesters may not be interested in schools, however, to attract investment from the development community and for long-term sustainability of the City, good schools are important.

Way-Finding

Way-finding is a critical part of navigating a place and feeling comfortable, easy and safe when getting

around. Creating gateway markers, comprehensive signage to the various uses, activities and destinations will enhance the mobility as well as the image. This should include art installations, banners, sculpture, etc. that can give a unique image to the community (Figure.4.2.5). This will improve the visual exposure to the various destinations; Southlake Mall, Olde Towne Morrow, City Hall, Morrow Center and others.

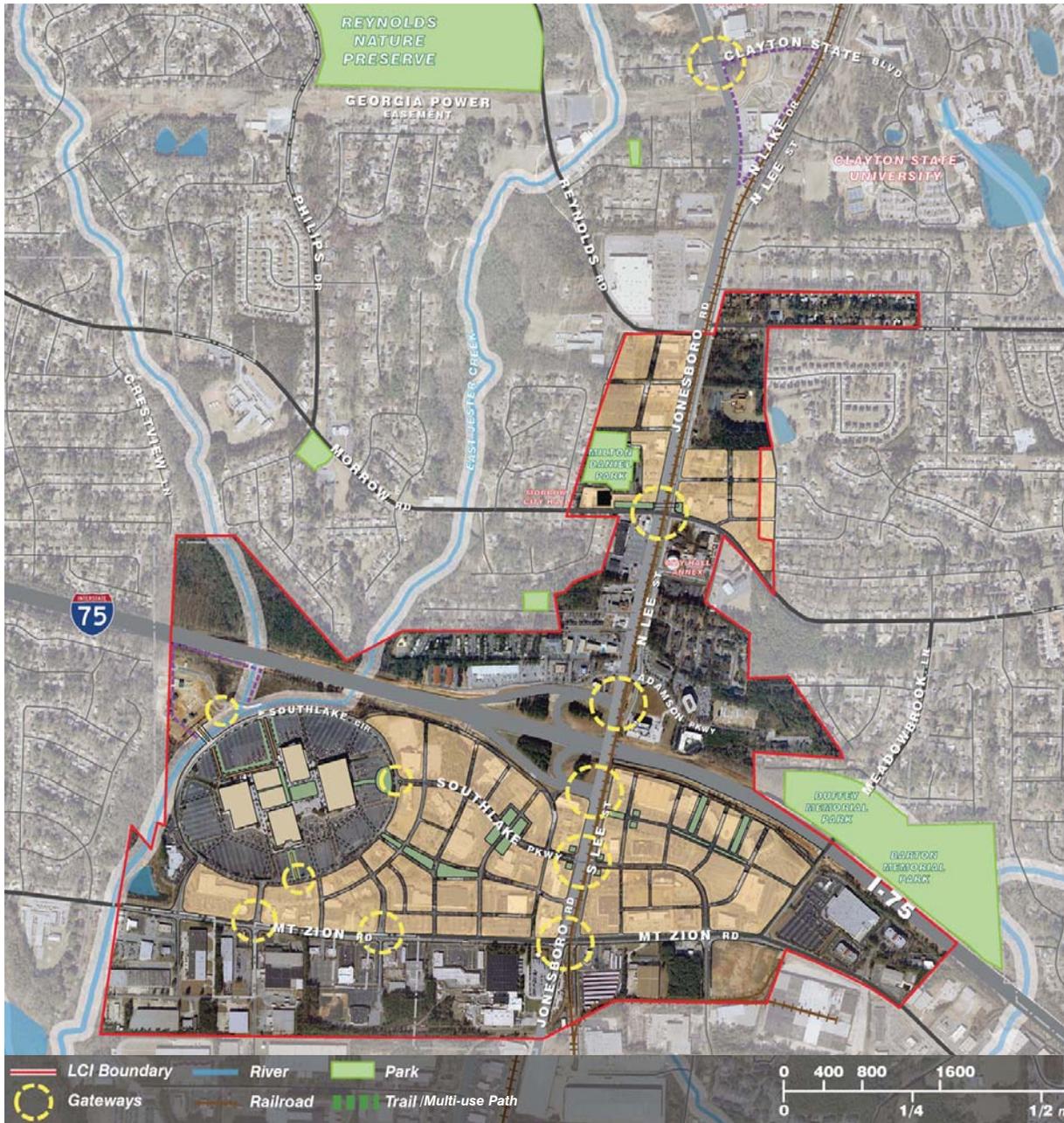


Figure.4.2.5. Gateways and Entry ways Concept

Connectivity

Jonesboro Road is the main arterial road that connects the entire community on both sides of the I-75 freeway. With multiple traffic lights and curb cuts, mobility along this corridor gets challenging. As an arterial corridor, it is challenging for alternative modes (pedestrians and bikes) to coexist. The Framework Plan proposes a 'Green Loop' as shown in Figure.4.2.6, that connects the various nodes, activities and destinations for the local community to get around as an alternative to the Jonesboro Road. This Green Loop takes various forms at various locations from multi-use path to street. The Green Loop includes the Jesters Creek trails (phase I, II and III), a multi-use path around Southlake Circle, retrofitted Southlake Parkway and Lee Road. The Loop would encircle the City of Morrow and enable connections to all of the parks; Reynolds Preserve, Duffy Memorial Park, Barton Memorial Park and Daniel Milton Park and the neighborhoods. See the transportation recommendations section for more details.

The Green Loop offers potential to connect to the county's Jesters Creek Trail near Tara Elementary School and other regional trails and also to establish a shuttle route between Clayton State University and Town Center District and Commuter Rail Station.



Example: bike lanes protected from automobile traffic



Example: multi-use paths as connectivity corridors



Example: raised bike way - Amsterdam model



Example: multi-use path for pedestrians and bikes with trees protected from automobile traffic



Example: multi-use path bridges across freeways and creeks

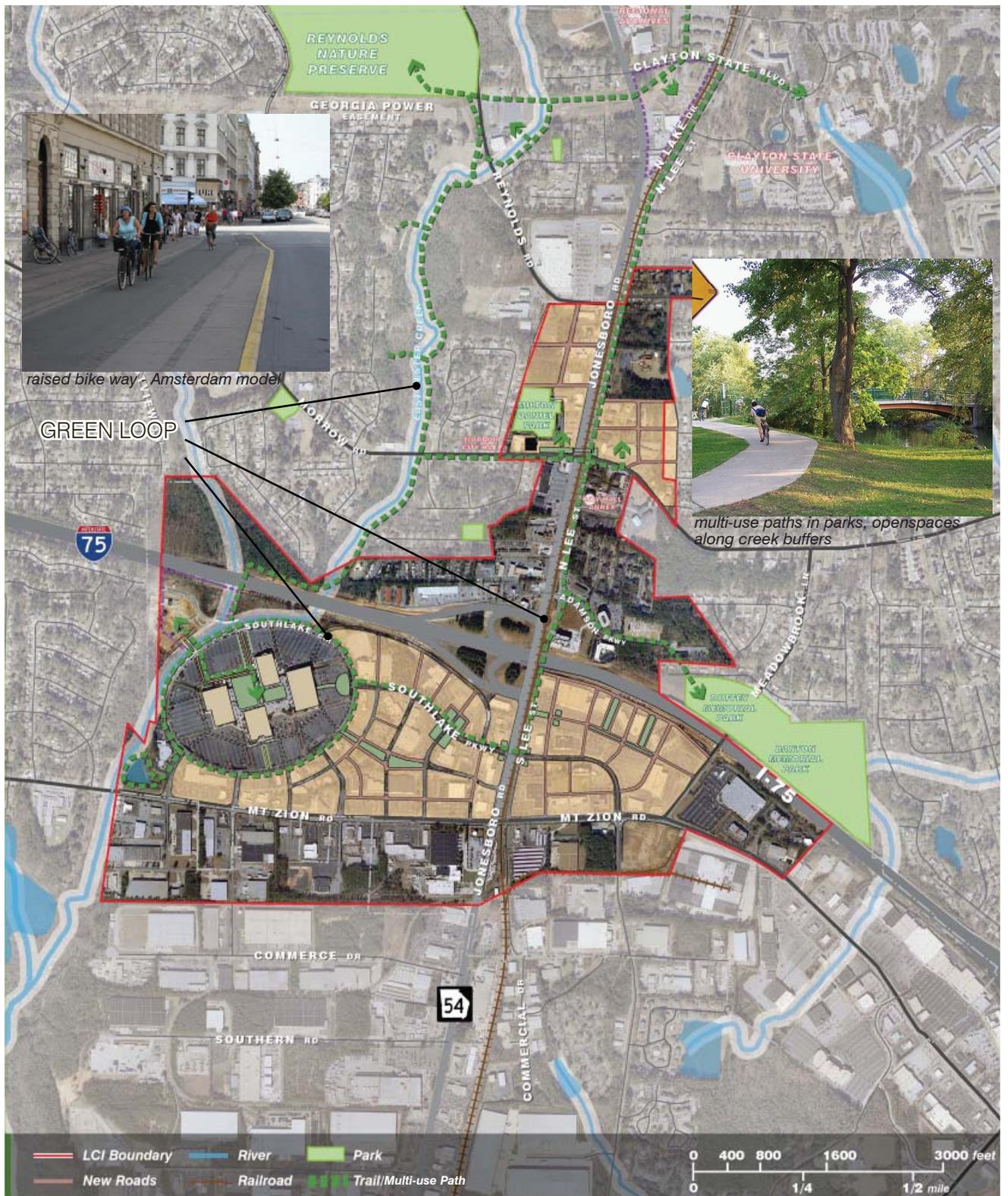


Figure.4.2.6. Connectivity Concept

4.3 Framework Plan Illustration

This Concept illustration shows the transformation of out-parcels of Southlake Mall (Town Center District core area as shown in Figure 4.3.1.) into a Town Center District and illustrates the transformation of Southlake Parkway into a Main Street with a Civic Plaza and creating Civic Green. This demonstrates the incremental, phased approach of creating the Town Center District. Numbers 1, 2, 3 and 4 in Figure 4.3.2 shows these elements. Numbers 1 and 2 as in-

dicated, are Main Street with Civic Plaza, Number 3. Civic Green and Number 4, as indicated, shows the transformation along the Southlake Circle around the Southlake Mall parking area. The concept illustration uses the vacant land and the projected market demand program to illustrate the retrofit transformation. This is recommended to be the first phase of the retrofit efforts that will be a catalyst for other projects in creating the Town Center District.

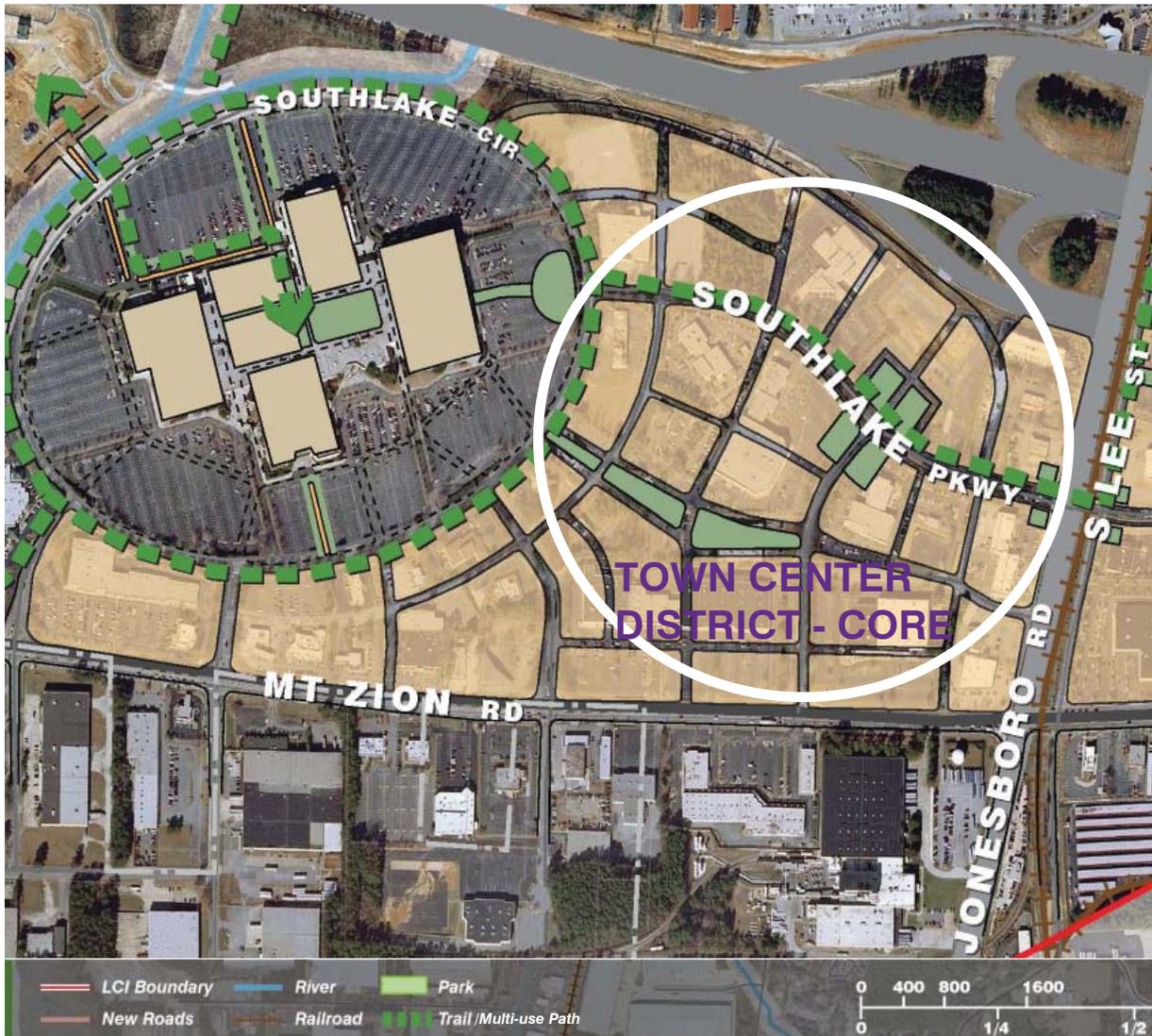


Figure 4.3.1. Retrofit Illustration Concept - Town Center District: Creating Compact Street Grid Using Existing Driveways



Figure.4.3.2. Retrofit Illustration Concept - with civic green/square and development along Southlake Parkway to create a 'main street'



Civic Plaza off of Southlake Parkway with mixed use indicated as #2 in Figure 4.3.2.



Civic Plaza off of Southlake Parkway with mixed use indicated as #2 in Figure 4.3.2.



Civic Plaza off of Southlake Parkway with mixed use indicated as #2 in Figure 4.3.2.



Rendering - Civic Plaza off of Southlake Parkway with mixed use indicated as #2 in Figure 4.3.2.



Rendering - Civic Plaza off of Southlake Parkway with mixed use indicated as #2 in Figure 4.3.2.



Rendering - Civic Plaza off of Southlake Parkway with mixed use indicated as #2 in Figure 4.3.2.



Rendering - Civic Plaza off of Southlake Parkway with mixed use indicated as #2 in Figure 4.3.2.

Rendering - Civic Plaza off of Southlake Parkway with mixed use indicated as #2 in Figure 4.3.2.





Rendering - Civic Plaza off of Southlake Parkway with mixed use indicated as #2 in Figure 4.3.2- Phasing Flexibility Illustration. Phase I - with two stand alone restaurants overlooking the Civic Plaza and Southlake Parkway



Rendering - Civic Plaza off of Southlake Parkway with mixed use indicated as #2 in Figure 4.3.2- Phasing Flexibility Illustration. Phase II - Civic Plaza with the same two stand alone restaurants integrated with surrounding mixed-use



Plan - Civic Green at the end of Southlake Parkway Terminus indicated as #3 in Figure 4.3.2 - Reconfigured parking lot for green space use in front of Macy's



View - Civic Green at the end of Southlake Parkway Terminus indicated as #3 in Figure 4.3.2 - Reconfigured parking lot for green space use in front of Macy's



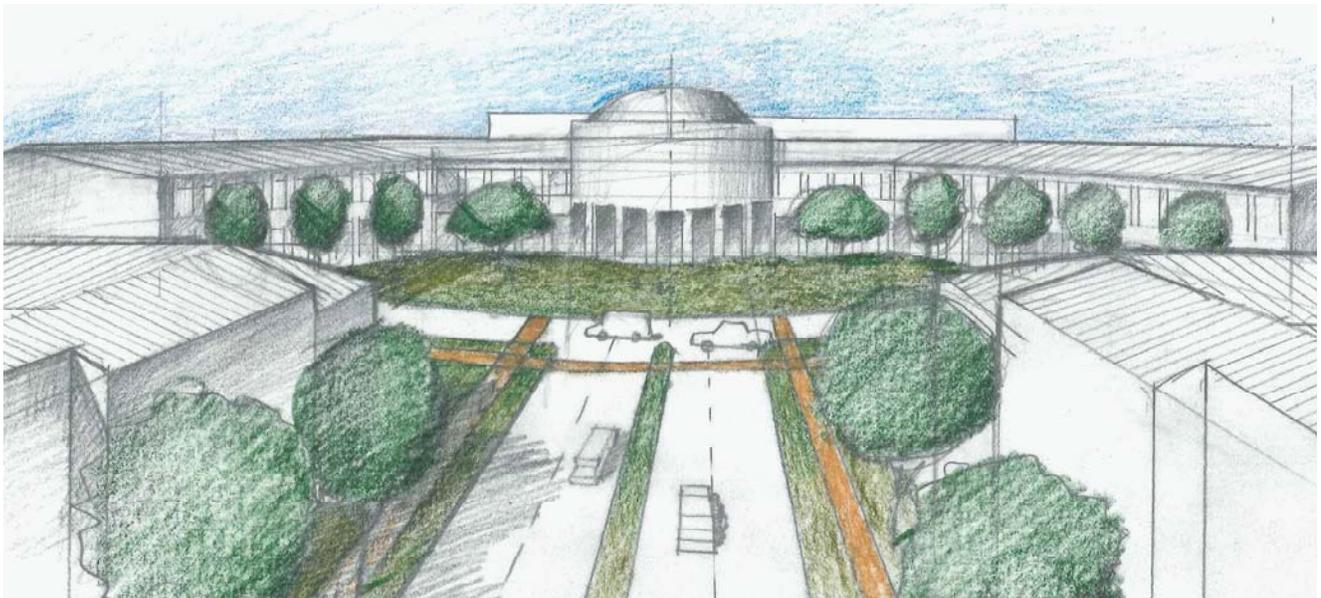
View - Civic Green at the end of Southlake Parkway Terminus indicated as #3 in Figure 4.3.2 - Reconfigured under-utilized parking area for green space use in front of Macy's



View - Civic Green at the end of Southlake Parkway Terminus indicated as #3 in Figure 4.3.2 - Reconfigured under-utilized parking area for green space use in front of Macy's



View - Civic Green at the end of Southlake Parkway Terminus indicated as #3 in Figure 4.3.2 - Phasing Illustration. Phase I - Reconfigured parking area for green space use in front of Macy's



View - Civic Green at the end of Southlake Parkway Terminus indicated as #3 in Figure 4.3.2 - Phasing Illustration. Phase I - same reconfigured parking area with expanded charter school surrounding green space (now used by school for recreation as well)



View - Retrofit - Southlake Circle from four lane to three lane with multi-use path and development across mall parking - indicated as #4 in Figure 4.3.2 - existing



View - Retrofit - Southlake Circle from four lane to three lane with multi-use path and development across mall parking - indicated as #4 in Figure 4.3.2 - proposed

4.4 Land Use and Zoning

The LCI Study recommends land use and zoning changes. Town Center District and the TOD area where the current land use and zoning are zoned General Business does not allow for the creation of a Town Center District and the TOD. The uses, building footprint, set backs, heights, parking, street design, and others need to be modified to allow for the LCI Vision.

Additionally, two new land use categories are proposed as shown in Figure.4.4.1 for the Town Center Mixed-Use and TOD Mixed Use areas. Town Center Mixed-Use area will contain the entire southwest quadrant of I-75 interchange that includes all of the properties bound by Jonesboro Road to the east, Mt. Zion Boulevard to the south, I-75 freeway to the north and LCI boundary to the west. It will contain mixed uses: residential, office, retail, commercial and civic. The TOD mixed use area will include southeast quadrant of I-75 interchange that includes all of the properties bound by Meadowbrook Lane to the east, Mt. Zion Boulevard to the south, I-75 freeway to the north and Jonesboro Road to the west. It will contain mixed uses: residential, office, retail, commercial, civic and transit. This designation will also allow for the flexibility required for development which is driven by the market.

Smart Code or Form Based Code or Overlay Zoning or a hybrid version of zoning should be considered to effectively enable these land use changes.

CITY OF MORROW, GEORGIA LCI- FUTURE LAND USE MAP

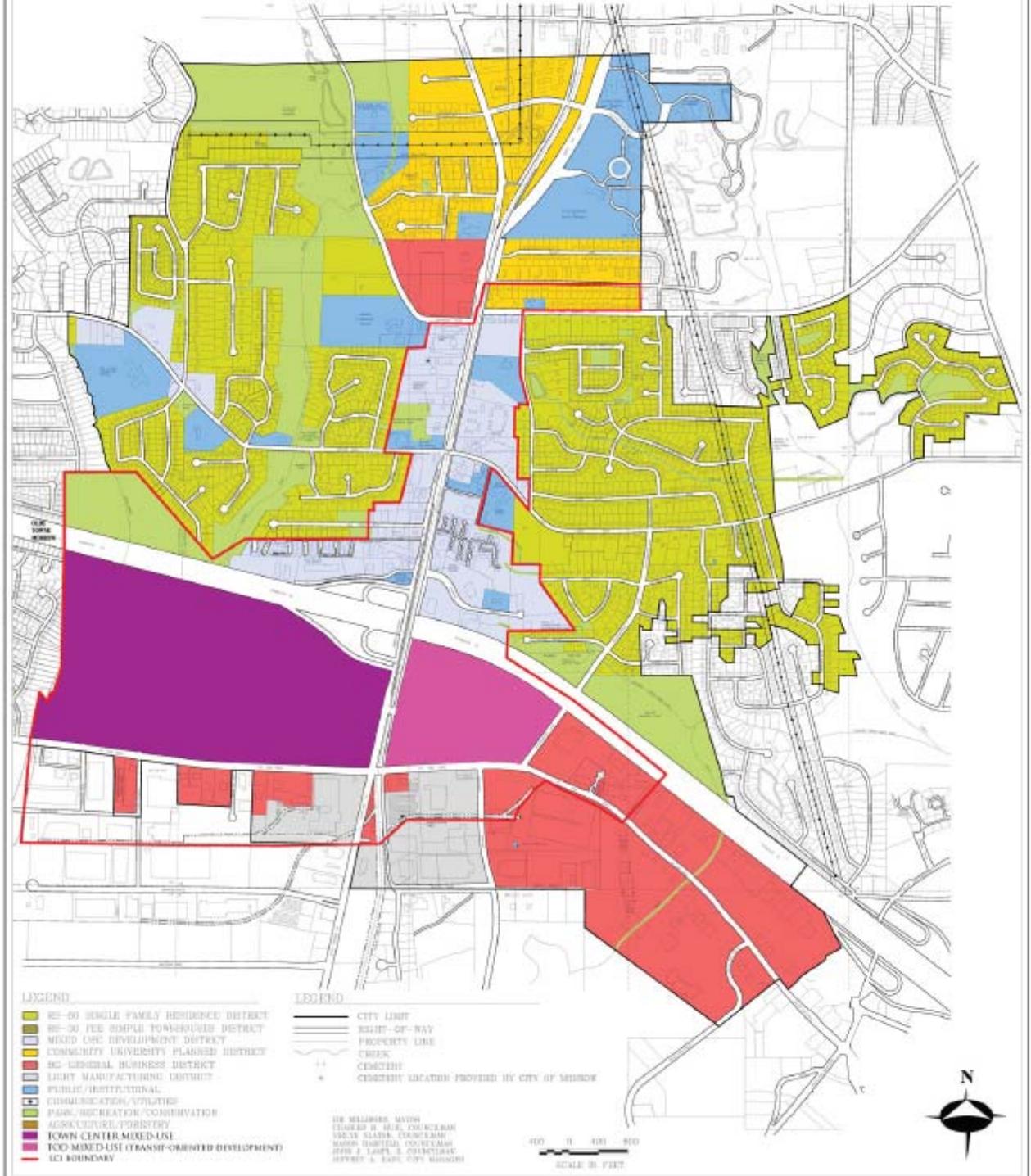


Figure.4.4.1. Proposed Future Land Use Map - LCI 2011

4.5 Transportation

Multi-Modal Enhancements to Existing Corridors

Since the mid 1900's, roadway expansion in the United States has primarily focused on improving capacity for automobile travel. In very recent years, this trend has shifted as demand for alternative modes has increased. One of the most effective ways to transition an existing automobile-based transportation network into one that better accommodates all modes including walking, cycling and transit is to focus on enhancing existing strategically selected corridors to allow and encourage additional modes. Once a few key facilities become established, these can enable the creation of multi-modal development in key activity nodes that are well-connected and well-integrated with the surrounding community.

In many cases where roadways have relatively low vehicular volumes and speeds, sidewalks can be added along the sides while existing travel lanes can be reconfigured to allow space for bicyclists. In other cases, high vehicular volumes and limited roadway widths may indicate a multi-use side path is more appropriate. Options for improving multi-modal mobility are typically corridor-specific and will vary from roadway to roadway. Some of the key factors that should be considered include:

- Vehicular volumes
- Vehicular speeds
- Right-of-way width
- Crossings at intersections
- Frequency of driveways
- Traffic and street lights

It is recommended that these improvements made along major thoroughfares be made in keeping with the design guide *Designing Walkable Urban Thoroughfares: A Context Sensitive Approach* (2010) published jointly by the Institute of Transportation Engineers (ITE) and the Congress for the New Urbanism.

With the goal of creating a multi-modal transportation network in Morrow, several roadways should receive multi-modal enhancements to become the foundation of such a network. Figure 4.5.1 shows the various enhancements recommended.

Lee Street / Barton Road

Lee Street and Barton Road has the potential to serve as a critical north-south link between Clayton State University to the North and Southlake Mall to the South. Due to the low volumes and low speeds along this corridor, this is an ideal route for accommodating bicyclists and pedestrians running parallel to Jonesboro Road (SR 54). Pedestrians can be accommodated by a continuous sidewalk on the east side of the roadway which is largely already in place today. Bicyclists can be accommodated by reconfiguring the auto lanes to provide bicycle lanes on each side or a cycle track between Lee Street and the rail line. See Figure. 4.5.2, 4.5.3 & 4.5.4

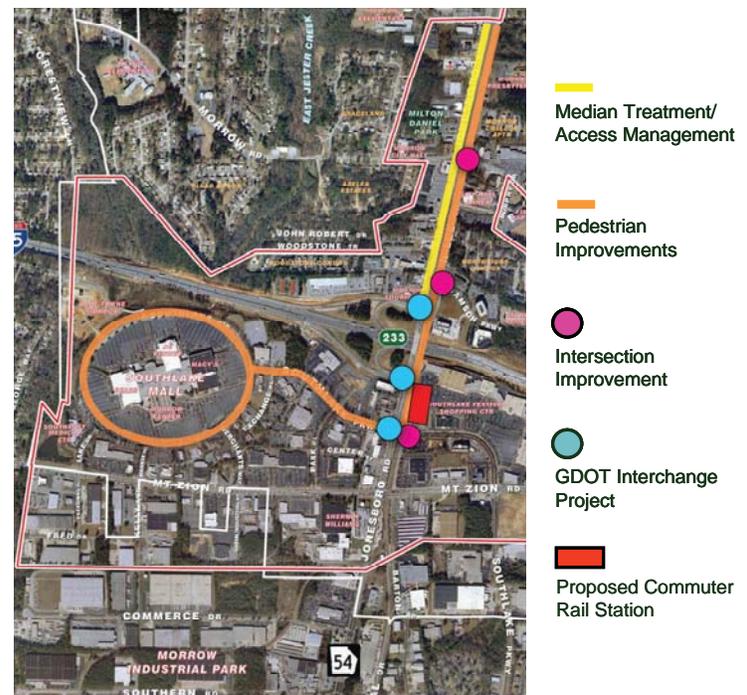


Figure.4.5.1. Multi-modal Enhancements

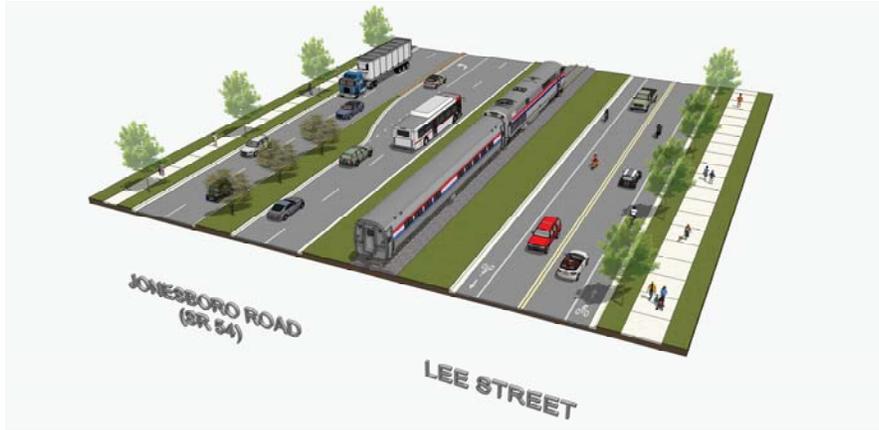


Figure.4.5.2. Jonesboro Road and Lee Street Options

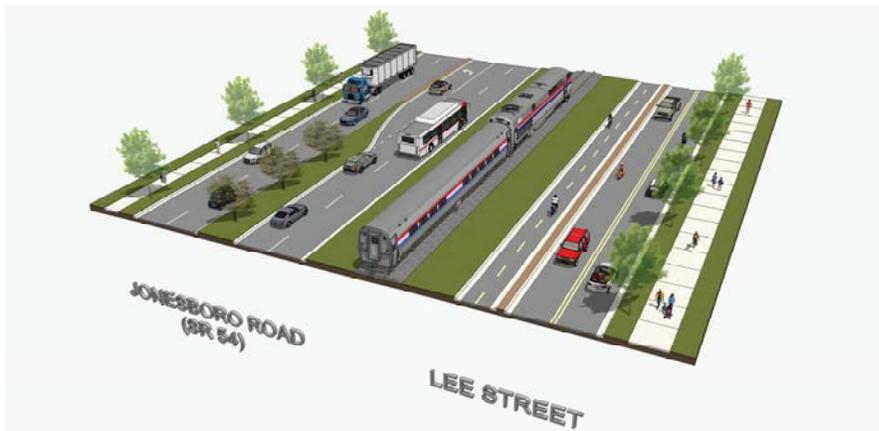


Figure.4.5.3. Jonesboro Road and Lee Street Options

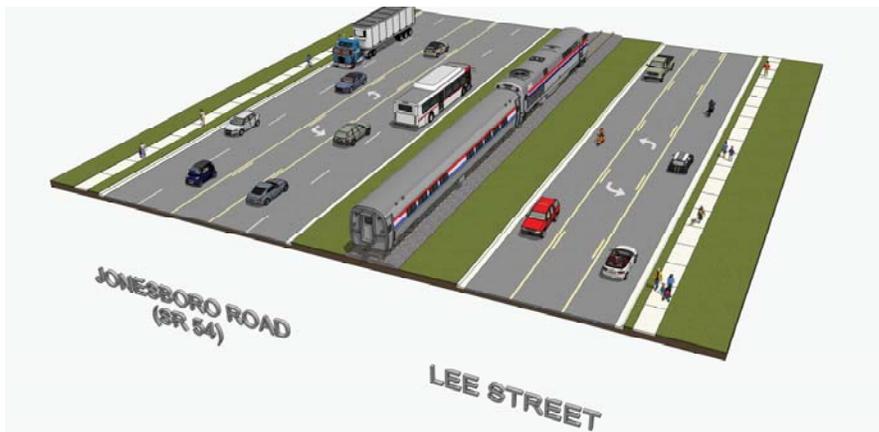


Figure.4.5.4. Jonesboro Road and Lee Street - Existing Conditions (sidewalks at some locations are missing)

Figure.4.5.2, 4.5.3 & 4.5.4: Possible reconfiguration of Lee Street to better accommodate bicyclists and pedestrians

Southlake Parkway

Southlake Parkway on the west side of Jonesboro Road (SR 400) is a four lane divided local street that was originally constructed to serve as the main entrance point for Southlake Mall. The existing median, travel lanes and tree-lined right-of-way can be reconfigured to create a strong multi-modal connection between Lee Street and Barton Road and Southlake Mall. When coupled with an effective future land use plan and growth strategy, this enhanced corridor could enable and encourage mixed-use development

among the parcels on either side leading down to the mall. This roadway could be repositioned to take on a more “main street” character and spur future investment in the out-parcels around Southlake Mall. See Figure. 4.5.5 and 4.5.6. The reconfigured Southlake Parkway supports pedestrian friendly elements; wider sidewalks, intimate scale, place for outdoor dining, street furniture, trees and art work to create an active street life and a ‘main street’ for the Town Center District.



Figure.4.5.5. Possible reconfiguration of Southlake Parkway to accommodate bicyclists and pedestrians - Existing Conditions



Figure.4.5.6. Possible reconfiguration of Southlake Parkway to accommodate bicyclists and pedestrians - Proposed

Southlake Circle

Southlake Circle is a four lane circular road around the Mall with limited traffic, which can be converted into a three lanes for traffic, with one lane in each direction and a turning lane. The fourth lane can be converted into the multi-use path for bike and pedes-

trian traffic. This will be one of the legs of the Green Loop that will connect all of the nodes and enhance local mobility and alternative modes, see Figure. 4.5.7 and 4.5.8.



Figure.4.5.7. Possible reconfiguration of Southlake Circle to accommodate bicyclists and pedestrians - Existing



Figure.4.5.8. Possible reconfiguration of Southlake Circle to accommodate bicyclists and pedestrians - Proposed

Local Streets around Southlake Mall

Several two-lane and four-lane local streets around Southlake Mall interconnect to form a grid of streets between the mall and Jonesboro Road (SR 54). In combination with the improvements to Southlake Parkway mentioned above, these local streets can also be enhanced to better accommodate bicyclists and pedestrians and provide the foundation for a new development strategy around Southlake Mall.

Jonesboro Road (SR 54)

Jonesboro Road (SR 54) is an important secondary route for pedestrians as it runs parallel to the Lee Street / Barton Road corridor. High vehicular volumes and high speeds along this roadway make walking feel unpleasant and unsafe. It is recommended that a six feet buffer be provided along the western edge of this roadway. This could be constructed as a single project as a one single community investment. However, a potentially more feasible scenario would be to implement this project over time as a requirement of all new parcel redevelopments. The latter approach may also be more in line with community priorities and resources, given that a basic (though not ideal) level of pedestrian accommodation is already provided along the thoroughfare.

Access Management

Roadways provide local access to destinations within a town, city, or community. They also serve regional through-traffic and the long range transport of individuals and goods. Access management involves the control, management and planning of the number and placement of driveways along a roadway, in addition to the roadway's medians and median openings, interchanges, intersections, turn lanes and traffic signals. The spacing of driveways, intersections,

median openings and traffic signals affects the flow of traffic and can either help or hinder a driver's progress and safety on their journey along the roadway by controlling potential points of conflict.

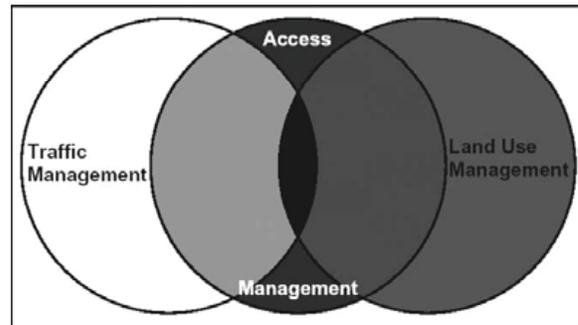


Figure.4.5.9: The relationship between access management and land use planning
Source: NCHRP Report 548 Guidebook for Including Access Management in Transportation Planning

As described in the Transportation Research Board Access Management Manual, "Failure to manage access is associated with the following adverse social, economic, and environmental impacts:

- An increase in vehicular crashes
- More collisions involving pedestrians and cyclists
- Accelerated reduction in roadway efficiency
- Unsightly commercial strip development
- Degradation of scenic landscapes
- More cut-through traffic in residential areas due to overburdened arterials
- Homes and businesses adversely impacted by a continuous cycle of widening roads
- Increased commute times, fuel consumption, and vehicular emissions as numerous driveways and traffic signals intensify congestion and delays along major roads."



Figure.4.5.10. Driveways along Jonesboro Road (SR 54)

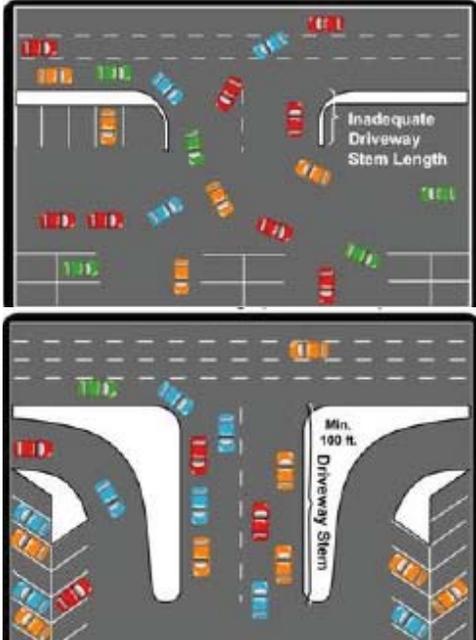


Figure.4.5.11 Example of an internal site circulation improvement

The regional nature of Jonesboro Road (SR 54) and the high volumes along this roadway make this corridor an ideal candidate for focused access management treatments. Typical strategies for access management include: See Figure.4.5.12

- Installation of a raised median to restrict left-turns while reallocating these turns to traffic signals and designated median breaks
- Consolidation of driveways into shared access points for multiple parcels, thereby reducing the overall number of driveways along the corridor
- Adoption of an access management policy to control the location of future driveways as the corridor redevelops
- Increased inter-parcel connectivity between sites to reduce demand for access to the main corridor
- Construction of parallel local streets to provide alternative locations for parcel access
- Improvements to internal site circulation to prevent this circulation from impacting the corridor.

Access management along a mature corridor can be difficult to implement because many of the strategies involved can be perceived by business owners as restrictions on access; however, studies have shown that well-implemented access management plans can preserve and improve access to local destinations by creating a safer and more efficient major arterial.

Also, existing building orientations and site constraints along a mature corridor will likely mean that access management will have to be a long-term solution. Many driveways can be closed or relocated immediately as part of a focused access management plan; however, some undesirable access points will need to remain open until parcels are individually redeveloped.



Figure.4.5.12. Recommended access management strategies along Jonesboro Road (SR54)

Addressing Difficult Crossings and Intersections

Rail lines can create unsafe and operationally difficult intersections where they pass through urban communities. This particularly occurs where roadways run adjacent to one or both sides of a rail line, which means other roadways that cross these parallel facilities create hazardous and confusing major intersections that are operationally inefficient. Several intersections exist within the City of Morrow where this difficult situation occurs.

Options for vehicular operational and safety improvements at these locations typically involve restricting turning movements in order to reduce the number of potential conflict points and reduce overall delay. The City of Morrow has already adopted this strategy at some locations where Lee Street has been

limited to right-in right-out access. These restrictions can further be enforced with a raised landscaped median that would prevent motorists from “cheating” around the channelized islands. A seemingly harmless left-turn or through maneuver can actually become hazardous in close proximity to rail lines and confusing intersections.



Intersection at a railroad crossing in Morrow

Other methods for simplifying intersections at railroad crossings involve breaking up turning movements to occur at different locations along one of the parallel roadways. This strategy is recommended at Adamson Parkway (Figure.4.5.13) where the Lee Street intersection could be broken up by moving the terminus of Adamson Parkway further south to intersect perpendicular to Lee Street. While the above methods will improve safety for all modes of travel, additional measures can be taken to improve crossings for bicyclists and pedestrians at these locations. Any medians added as part of an access management strategy could also act as a pedestrian

refuge area. This would particularly be beneficial for pedestrians crossing Jonesboro Road (SR 54) where pedestrians could easily be caught between cycles while crossing this wide and high-volume roadway. Crossing of Jonesboro Road (SR 54) could also be improved by providing a paved staging area on the west side of the railroad tracks just before the major roadway crossing. In addition to staging areas, clearly marked crosswalks and pedestrian countdown signals should also be utilized to distinguish space and phases for cyclists and pedestrians to safely cross.

Adamson Parkway Crossing

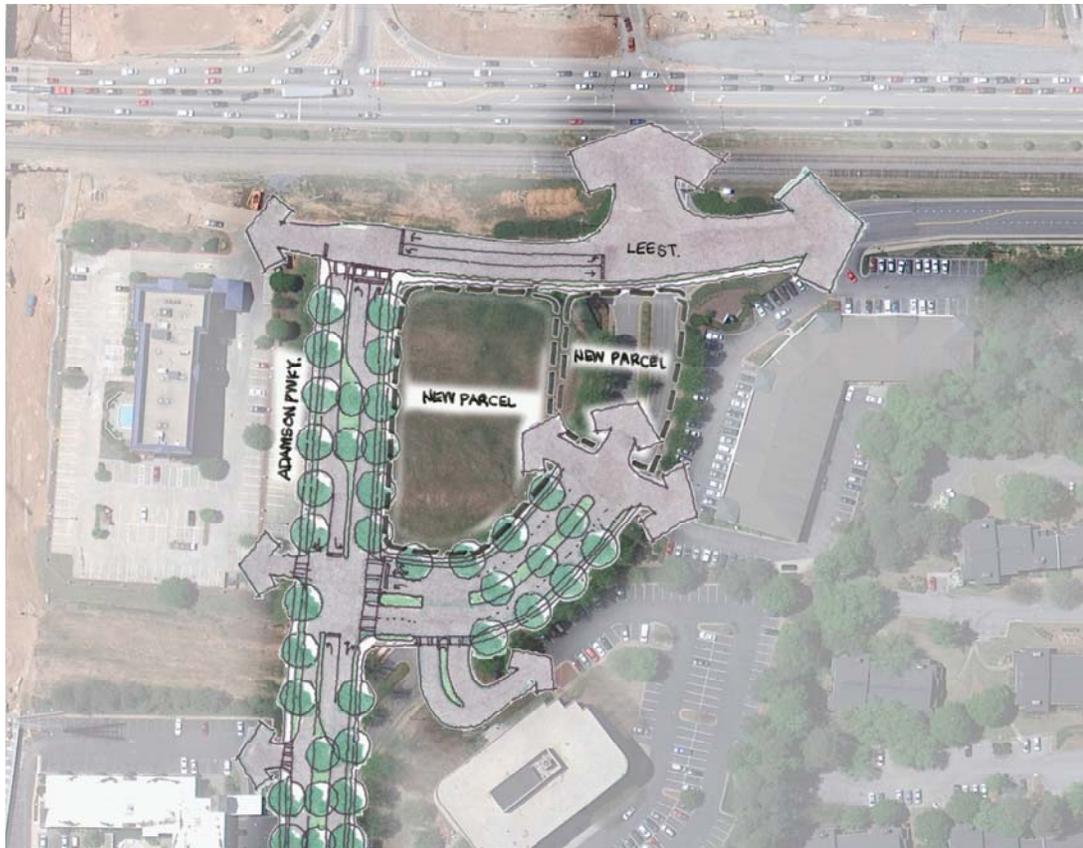


Figure.4.5.13. Realignment of Adamson Parkway to separate turning movements from a railroad crossings

To facilitate better circulation and prevent illegal turns that are hazardous at Lake Harbin and Lee Street, a median is recommended to be extended with pedestrian refuge for safe pedestrian crossings. This median should be extended up to Murphy Drive. This would be a short term phase I to improve the

overall safety and circulation. The phase II would include new connections that can facilitate through movements and further relieve the Lee Street, Lake Harbin railroad crossings from traffic hazards. See Figure.4.5.14 and 4.5.15.

Lake Harbin Crossing



Figure.4.5.14. Safety improvements at the intersection of Lake Harbin Road and Lee Street - Phase I - existing condition



Figure.4.5.15. Safety improvements at the intersection of Lake Harbin Road and Lee Street - Phase I - proposed condition

Connectivity

Multi-Modal Street Connections

A well-connected street network can provide many functional benefits within a community. A dense network of small local streets can greatly improve walkability and cycling by providing many alternate quick routes for pedestrians and cyclists (as opposed to causing long detours around large “superblocks”). A well-connected street system can also benefit all modes by dispersing local traffic so volumes and speeds remain low throughout the network, thereby fostering a multi-modal environment. Typical street grids in traditional neighborhoods are composed of two-lane roadways constructed with sidewalks on both sides and allow room for on-street parking. Because these local streets are low speed and low volume, bicyclists can travel safely in mixed traffic.

Well-connected street systems also have the effect of creating smaller block sizes. Typical blocks in multi-modal areas range in length from 250 feet to 500 feet. Historic areas of Savannah, for example, have block lengths of around 300 feet. The Fairlie-Poplar district in downtown Atlanta and also much of Portland, Oregon have blocks of around 250 feet in length and these are typically divided up further by mid-block access lanes.

Areas targeted for new roadway connections should be areas that currently serve or will serve as activity centers for the community. New connections can be expensive if undertaken directly by a municipality. Often, these projects are best implemented by the municipality partnering with a developer to strategically split up large parcels as part of new planned developments.

Several activity centers around Morrow could be reinforced with new multi-modal connections. The existing street network at Southlake Mall could be further divided to produce smaller, walkable block sizes. Also, areas with large amounts of surface parking such as the Southlake Festival shopping center could one day be redeveloped to create a local grid network. Smaller-scale neighborhood oriented connections could also be made closer to existing residential areas such as near the intersection of Lake Harbin Road and Lee Street where new connections could help offset the turning restrictions at this intersection. New north-south connections could also be made along the west side of Jonesboro Road (SR54), which would allow some local trips to occur off of the major thoroughfare.

New connections can often be perceived by the public to have negative impacts. Common concerns include increased cut-through traffic, increased speeds on local streets and increased crime. New local streets should be designed as low-volume and low-speed streets (often with traffic calming elements) so as to encourage only local users. When designed with the appropriate context in mind, the livability benefits of a well-connected street network can far outweigh the perceived negative impacts by providing direct pedestrian and cycling access to neighborhood restaurants, shops, parks, community facilities and transit. A new connection at Lee Street and Lake Harbin in line with Murphy Drive as shown in Figure.4.5.16, 4.5.17 & 4.5.18 will facilitate easier through traffic movement along Lee Street and relieve traffic congestion and improve safety at Lee Street and Lake Harbin. This is a longer term strategy - Phase II, that could be built on Phase I short term strategy.



Figure.4.5.16. Lake Harbin and Lee Street - existing conditions

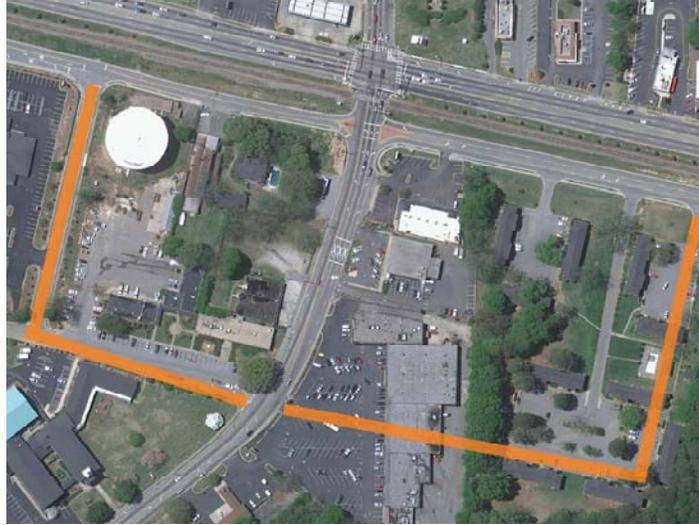


Figure.4.5.17. New connections at Lake Harbin and Lee Street aligned with Murphy Drive - proposed conditions



Figure.4.5.18. New connections at Lake Harbin and Lee Street aligned with Murphy Drive - proposed conditions - rendering

Path Connections

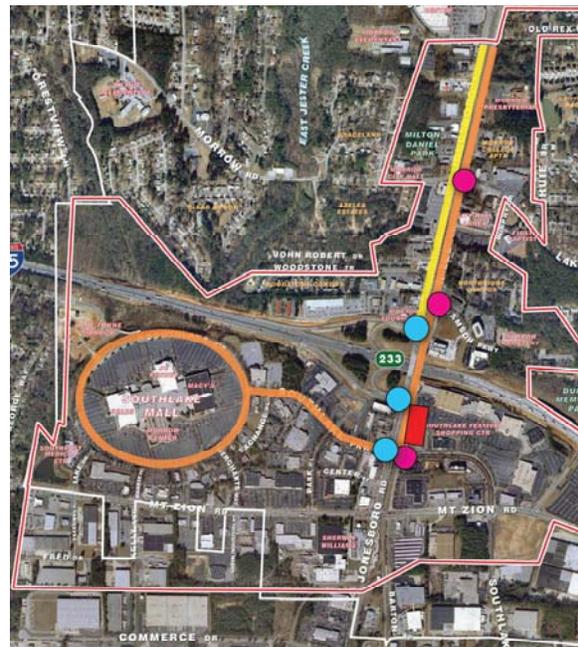
While new street connections can provide greater connectivity for all modes, multi-use paths can greatly improve mobility options for cyclists and pedestrians. Multi-use paths can be effective when new roadway connections are not feasible, especially near environmentally sensitive areas. They can also be an effective alternative for accommodating bicyclists along roadways where there is not sufficient space for cyclists within the roadway.

Within Morrow, there exists the potential to create an area-wide network of multi-use paths that serves as a transportation and recreational system supplemental to the existing roadways. The proposed trail network could connect many destinations in and around the study area including local neighborhoods, Clayton State University, Reynolds Nature Preserve, Morrow City Hall, the Jester Creek Trail, Olde Towne Morrow and Southlake Mall.

A form of path could also be used to provide access for pedestrians and cyclists through some of the many large parking lots in the study area. Most parking lots have been constructed with no designated pedestrian or cycling space and form a tremendous barrier between the roadway and the building. Paths through parking areas could be visually distinguished by attractive materials and landscaping. These paths could also be designed to act as public plazas in some places such as in front of the Morrow Conference Center at Southlake Mall.



Multi-use pathway connection between Southlake Mall and Olde Towne Morrow and Southlake Circle to Morrow Center



Proposed Commuter Rail Station

Proposed Commuter Rail Station

Transit

Commuter Rail Line

The existing freight rail line that runs through Morrow is the proposed route for a future commuter rail service. This transit line would service the southern metropolitan area by connecting from Macon to downtown Atlanta with several stops in between. The commuter-based service would primarily serve morning peak trips going into Atlanta with multiple morning departures and then would service evening peak users again with multiple return trips traveling south away from Atlanta. The northern terminus would most likely be at the planned Multimodal Passenger Terminal (MMPT) in downtown Atlanta, which is planned as the future major transit hub for the Atlanta Region.

If the commuter rail project is undertaken, the area just south of I-75 near Southlake Mall and Southlake Festival could be a convenient stopping location for the commuter service. Existing plans propose to create a stop north of I-75 near Clayton State University; however, site constraints and changes in the economy indicate that a more effective stop location may be near Southlake Mall to the south. This new proposed location would provide more convenient interstate access and would tie into the new proposed redevelopment opportunities around the mall.

Future Local Transit

Transit currently does not operate in the City of Morrow; however, Clayton County is currently investigating the opportunity to join Fulton County and DeKalb County in paying for a one cent sales tax to support MARTA expansion into the County. If local transit service is expanded into Clayton County, the study area will best be able to capitalize on this service by implementing multi-modal improvements such as those identified in this study. Transit is most successful and most convenient when it serves multi-modal areas; primarily areas that are walkable.

Transportation Demand Management

As roadways become more and more expensive to build due to increased land costs and community impacts, it becomes more difficult for roadway capacity to stay ahead of demand. For this reason, attempts at controlling vehicular demand in the future will become as important as efforts to improve roadway capacity through widening and building new roadways.

Transportation Demand Management (TDM) is described as applying measures that influence traveler behavior for the purpose of reducing or redistributing travel demand. The primary purpose of TDM is to reduce the travel demand during peak congestion and reduce the number of vehicles on the roadway network while providing a wide variety of travel options. The ARC, through its RideSmart program, currently provides incentive programs and information to commuters on TDM measures such as transit, walking, biking, carpooling, vanpooling, teleworking, flexible work hours and a guaranteed ride home. A marketing and education campaign should be initiated on a local or region-wide scale.

Additionally, the Clean Air Campaign offers free programs for employers in the region to help provide commute alternatives for employees. The Clean Air Campaign works specifically with employers to establish programs for teleworking, flexible schedules, carpools, vanpools, commuter education and school pools.

Both the Clean Air Campaign and RideSmart offer cash and prize incentives for using commute alternatives. Both programs could be good partners for the City in reducing overall vehicular congestion in the Study Area.

ACTION PLAN

The implementation of the LCI Vision and the Framework Plan will require collaboration of many stakeholders; City of Morrow, Clayton County, ARC, GDOT, MARTA, GRTA, Georgia Rail, Clayton State University, property owners, business owners, non-profits and others. The initiatives and efforts fall in the realm of both private and public sector.

The implementation strategy provides direction for how to make the recommendations a reality.

An Action Plan with specific projects and programs are laid out to implement the LCI Vision and Goals of the Framework Plan. While the implementation of the Plan may take 10 to 20 years, a schedule of projects and programs are laid out that focus on the priorities for first five years.

The projects within the private sector rely on market conditions, developer interest and financing, yet there are projects that may and can be undertaken by the public sector which act as a catalyst for the public/private development; infrastructure projects, regulatory framework, branding and marketing campaign and others. The following are the implementation strategies for implementing the Framework Plan.

5.1 Implementation Strategies

Land Use, Design and Development

Land Use

In order for the Framework Plan to be implemented, land use changes as proposed in the LCI should be adopted by the City of Morrow. This will need to be integrated into the Comprehensive Plan – Future Land Use Map.

Zoning

Design Overlay/Smart Code Overlay: In order to realize the vision, the current zoning regulations have to be modified to reconcile the proposed future land use. A form based code, design or smart code overlay needs to be established for the LCI area to address the use, density, height, public realm, street section, neighborhood design, architecture and urban design, open spaces/parks, amenities and others for the Town Center District and the Mixed-Use district. This should address the TOD, its density and character clearly as well. Establishing this regulatory framework will provide a clear picture of Morrow's vision to the development community without any ambiguity. It will also help developers with clearer inputs to understanding of pro-formas, which will help secure financing. The code should establish the housing options and choices that are required as well as jobs to housing ratio to be achieved. It should also provide guidelines for comprehensive storm management strategy that can facilitate combined systems rather than parcel based. The zoning framework should include the best practices that promote sustainable communities and environmental protection. The City should consider incentives that may help develop sustainable communities and preserve and enhance the Jesters Creek corridor and other nature preserves. Programs such as LEED and LEED ND (Neighborhood Development), Earth-Craft, ARC Green Communities or other recognized third party certification programs

should be considered to promote smart growth and best building practices. The zoning changes should include supporting aging-in-place, senior living and workforce housing.

Incentives

Development incentives should be considered for developments, for providing community amenities beyond the minimum requirements such as parks, green spaces, YMCA, shared parking, work force housing, schools, civic facilities such as library, city hall, community center, energy efficiency and innovative green projects, LEED and LEED ND projects and others. The incentives could include additional density or FAR, tax incentives, impact fees incentives and infrastructure funding. A one-stop shop accelerated approval process should be considered to attract the development community.

Joint Development

Joint development partnerships could be an effective mechanism to create the Town Center District and the TOD. A joint partnership between the land owners can enable a comprehensive development that can benefit everyone involved. This can help secure the financing at lower borrowing costs. This will not only help the debt servicing but will also leverage the resources further. For the TOD, a joint partnership with the land owners, rail authority and city should be considered to leverage the funding sources that may be available for such projects.

Development Plans

A Town Center District Plan should be developed by working with the Southlake Mall and the property owners of the out-parcels and include the appropriate phasing. This will help inform the necessary zoning changes and design guidelines that are required.

Commuter Rail

Work with ARC, GRTA, GDOT, County, Rail Authority, CSX and others to finalize the relocation of the commuter rail station and develop a conceptual plan for the station, its parking, multi-modal transfer facilities and pedestrian crossings. This will help with the development of TOD Plan.

TOD Plan

Work with Southlake Festival Plaza and the properties within TOD area and Rail Authority to develop a TOD plan.

Civic Square and/or Green

Establish the location of the civic square and green in order to put a stake in the ground for the future transformation. Morrow should work with the Southlake Mall, other property owners and partners to determine the location and the size. This should be followed with acquisition of land and planning and design. The realization and funding of this will require a public-private partnership. Include an outdoor space or an amphitheater for multi-use activities.

Main Street

Main Street creation will have to be done in a phased manner, in collaboration with property owners.

Reposition Olde Towne Morrow

Undertake a detailed property-specific market study to determine the appropriate use/s for Olde Towne Morrow and undertake a marketing campaign based on the feasibility to reposition.

Gateway Project

Work with County and Clayton State University to determine the best possible program to develop the Morrow Station Park and the utilization of the existing parking deck. Creating a synergy between what is developed here and the Town Center District and TOD is critical to ensure successful redevelopment and revitalization efforts of the commercial core of the city (Southlake Mall, Southlake Festival Plaza and the surrounding retail area).

Economic Development

- Create a marketing and branding campaign to attract new development, businesses, industries and corporations to locate in the community.
- Develop incentives to attract businesses.
- Prepare and launch a public/private partnership initiative program aimed at attracting development community to facilitate the LCI implementation. Organize periodic developers day to promote Morrow to business and development community.
- Provide incentive programs for small businesses and land owners to promote redevelopment, retrofit and building improvements.
- Explore Tax Credits for redevelopment projects that include senior living and affordable/work force housing.
- Explore tourism potential by working with state tourism, hospitality industry and other partners.
- Seek neighborhood stabilization funds and other state and federal funds for redevelopment efforts.

Organizational

Establish a task force or working committee to implement the Town Center District vision. This task force should include the property owners, development community and the City. This committee can also focus on business recruitment efforts as well. This task force can enable the assemblage of land for the development of Town Center District.

A similar task force should be established that focuses on the relocation of commuter rail station to the Town Center District per the LCI vision. This task force should work with the various agencies involved in facilitating this effort.

Livability Enhancements and Connectivity

School

Establish a charter school to attract families into the area. This would require working with private organizations, Clayton County, School Board and the community.

Civic and Recreation Facilities

Work with Clayton County to locate civic facilities such as library, recreation, community center, senior center and others.

Culture, Art and Entertainment

Work with State and National Archives and Spivey Hall and others to promote and attract more cultural activities. Create a branding and marketing strategy in collaboration with these partners. Provide incentives to attract museums and art shows and cultural activities. The incentives could include tax incentives, land acquisition and infrastructure improvements. Actively attract boutique restaurants and dining to enhance the options and choice.

Transportation

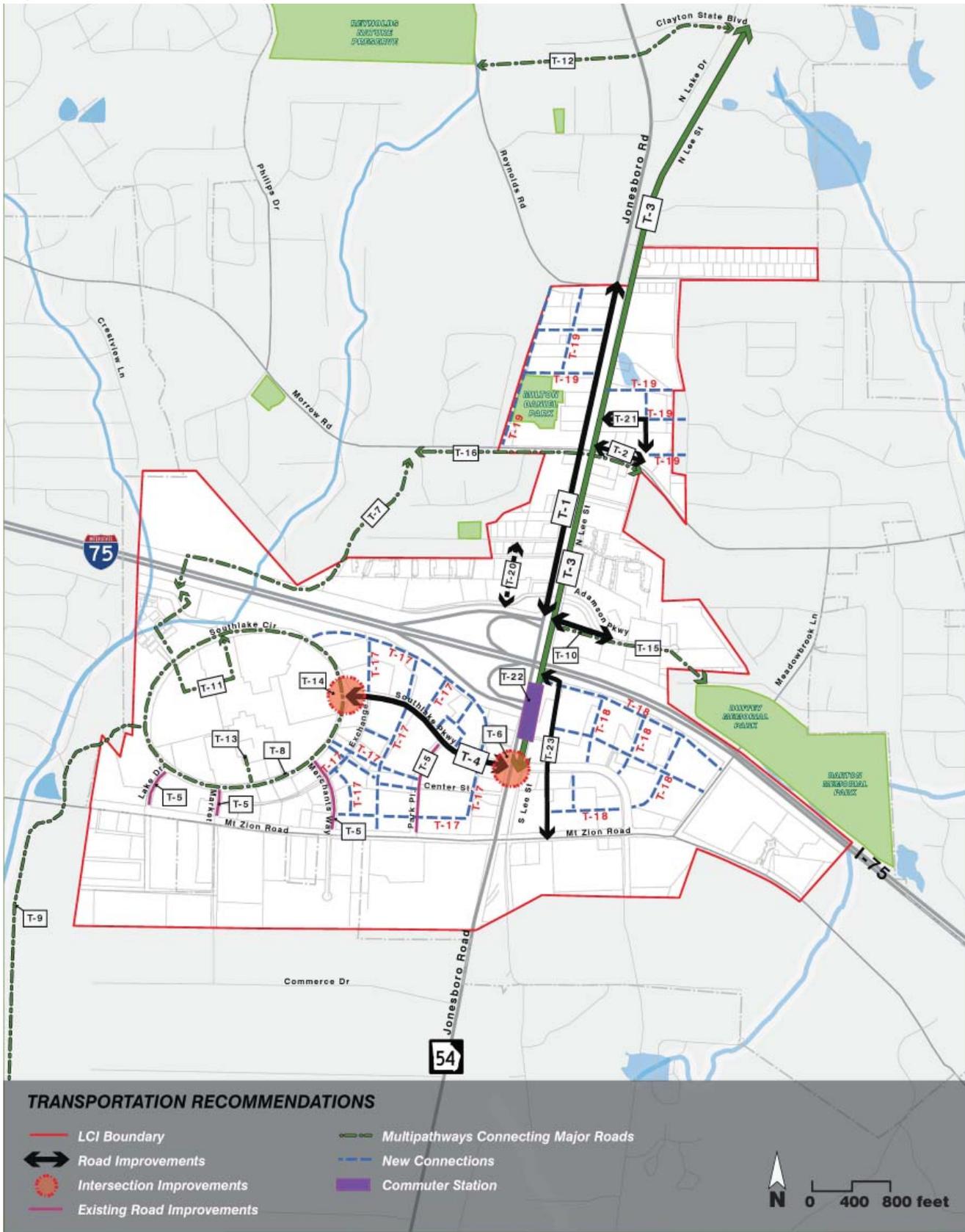
Transportation recommendations are laid out to address the various issues of the LCI study area and the community. Following actions are recommended for the implementation of the recommended projects:

- Work with existing property owners to gain easements for 'Green Loop' to allow for trails, trail heads, multi-use paths and parking areas.
- Work with existing property owners to create access management plan along Jonesboro Road.
- Collaborate with CSX to improve the railroad crossings.
- Collaborate with Clayton State University to explore a potential shuttle service to connect the student population with town center services and other amenities.
- Work with ARC, County, Rail Authority, CSX, GRTA, GDOT and others to relocate the commuter rail station to the Town Center District location.
- Implement the recommended transportation projects per the work program (see Figure. 5.2.1).

5.2 Work Program

Planning Initiatives						
FIVE YEAR IMPLEMENTATION PLAN						
Project ID	Description / Action	Cost	Year	Responsible Party	Funding Source	
Planning Initiatives						
PI-1	Comprehensive Land Use Map: Amend the Comprehensive Land Use Map to integrate the proposed land use per LCI Study	TBD	2011	Morrow	Morrow	
PI-2	Form Based Code/Design/Smart Overlay Zoning Regulations: Develop zoning regulations to implement the LCI Plan: use, height, setbacks, parking, inter parcel connectivity, streets, signage, open space and bonuses to promote and encourage the desired character for the LCI area.	TBD	2011	Morrow	Morrow	
PI-3	Develop an Incentive Package: Develop an incentive package to attract businesses, corporations, and development community	TBD	2011	Morrow	Morrow	
PI-4	Town Center District Plan: Develop a detailed plan for the town center area to identify the civic realm; streets, public spaces and other infrastructure	\$50,000	2011	Morrow/Property owners	Morrow/Property owners	
PI-5	Station Area Plan: Transit Oriented District Plan - 1/3rd to 1/2 mile radius to establish the TOD around commuter rail station	\$50,000	2013	Morrow/Property owners	Morrow/Property owners	
PI-6	Commuter Rail Station: Work with the various partners to relocate the commuter rail station to Town Center District location	TBD	2011-on going	Morrow /ARC	Morrow /ARC	
PI-7	Establish Town Square: To work with property owners and other to identify the location/extent, acquire land and design	TBD	2011-14	Morrow /Property owners	Morrow /Property owners	
PI-8	Creating Main Street - Phase-I: Develop a concept design standard for <i>mainstreet</i>	\$10,000	2011-12	Morrow/Property owners	Morrow/Property owners	
PI-9	Creating Main Street - Phase-II: Work with property owners to retrofit to Southlake Parkway to <i>'main street'</i> design standard.	TBD	2012-14	Morrow/Property owners	Morrow/Property owners	
PI-10	Creating Branding and Marketing Campaign: Develop a branding campaign to promote Morrow and recruit economic activity	TBD	2011	Morrow	Morrow	
PI-11	Repositioning Old Towne Morrow: Market study to determine the potential uses and feasibility to reposition and rebrand Old Towne Morrow	TBD	2011	Morrow	Morrow	
PI-12	Culture/Art Initiative: Establish a committee: Partner with National Archives, Spivey Hall and other partners to attract museums/art organization/entities and activities to Morrow	TBD	2012-15	Morrow	Morrow	
PI-13	School Feasibility Study. Determine the potential for new school (charter or others)	TBD	2011-12	Morrow/County School Board	Morrow	

Figure.5.2.1. Recommended Projects



SOUTHLAKE MALL AND MIXED-USE DISTRICT LCI
MORROW, GA



5.2 Work Program

Five-Year Action Plan - Transportation Projects													
Project Name	Type of Improvement	Description	Engineering Year	Engineering Costs	ROW Year	ROW Costs*	Construction Year	Construction Costs	Total Project Costs	Responsible Party	Funding Source	Local Source	Match Amount
T-1	Access Management along Jonesboro Road (SR 54) Roadway / Multimodal Last Mile Connectivity / Joint Bike-Ped Facilities	From Interstate 75 to Reynolds Drive, closing/relocating some driveways; resurfacing lanes to allow extra width for raised median (approximately 16 w/ 14' raised and 1' buffer either side); installing raised and landscaped median; improved pedestrian crossings at driveways; access management study (4-30th)	2011	\$300,000	2012	\$300,000*	2013	\$3,200,000	\$3,800,000	City of Morrow	City of Morrow, LCI, Federal Funds	City of Morrow	\$760,000
T-2	Lake Harbin Road Phase I: Intersection Improvements at Lee Street and Lake Harbin Road to Improve Crossing Safety for Bicyclists and Pedestrians Roadway / Multimodal Last Mile Connectivity / Joint Bike-Ped Facilities	Add median to Lake Harbin Road to act as pedestrian refuge to improve bike/ped crossing and to prevent illegal turns near railroad crossing	2011	\$50,000	2012	\$0	2013	\$500,000	\$550,000	City of Morrow	City of Morrow, LCI, Federal Funds	City of Morrow	\$110,000
T-3	Multi-Modal Improvements along Lee Street / Barton Rd Roadway / Multimodal Last Mile Connectivity / Joint Bike-Ped Facilities	From Southlake Parkway, across new Lee Street Bridge, up to Clayton State Boulevard. Majority of facility to be separate cycle path on one side with buffer and sidewalk on other; reconfigure Lee Street at Lake Harbin Road where bike/ped paths temporarily join into shared-use path with designated crossing over at Harbin Road (6,800 ft)	2011	\$150,000	2012	\$200,000*	2013	\$1,500,000	\$1,850,000	City of Morrow	City of Morrow, LCI, Federal Funds	City of Morrow	\$370,000
T-4	Southlake Parkway Multi-Modal Improvements Roadway / Multimodal Last Mile Connectivity / Joint Bike-Ped Facilities	From Jonesboro Road to Southlake Circle; Keep existing trees; resurface for parallel parking and bike lanes; wide sidewalks behind existing trees; pedestrian crossing improvements at intersections; reconfigure median to allow left turns at intersections (2,100 ft)	2011	\$100,000	2012	\$200,000*	2013	\$1,000,000	\$1,300,000	City of Morrow	City of Morrow, LCI	City of Morrow	\$260,000
T-5	Multi-Modal Improvements to Existing Local Connections around Southlake Mall Roadway / Multimodal Last Mile Connectivity / Joint Bike-Ped Facilities	See figure for approximate locations; Add sidewalks with landscaped buffer (keep existing trees); resurface any four-lane streets to include on-street parking and bike lanes; pedestrian crossing improvements at all intersections; potential for midblock crossings (case-by-case basis) (3,000 ft)	2011	\$150,000	2012	\$200,000*	2013	\$1,500,000	\$1,850,000	City of Morrow, Private Developer	City of Morrow, Private Developer, LCI, Federal Funds	City of Morrow, Private Developer	\$370,000
T-6	Intersection Improvements at Southlake Parkway and Jonesboro Road (SR 54) to enable safer crossings for bicyclists and pedestrians Roadway / Multimodal Last Mile Connectivity / Joint Bike-Ped Facilities	Clearly defined path across tracks; reconfigure / extend SR 54 median to act as pedestrian refuge; add additional north-south crossing (east of railroad tracks along Barton Road) using reconfigured median in Southlake Parkway as pedestrian refuge; additional ped signal at new crossing	2012	\$50,000	2013	\$0	2014	\$300,000	\$350,000	City of Morrow	City of Morrow, LCI	City of Morrow	\$70,000
T-7	Phase II of Jester Creek Trail Extension Last Mile Connectivity / Joint Bike-Ped Facilities	Beginning at Morrow Road and Continuing South Across I-75 into Old Town Morrow / Southlake Mall; Approximately 4,000 feet of path with 300 ft being structure over I-75	2012	\$200,000	2013	\$500,000*	2014	\$2,000,000	\$2,700,000	City of Morrow	City of Morrow, LCI, Federal Funds	City of Morrow	\$540,000
T-8	Southlake Circle Multi-Modal Improvements Roadway / Multimodal Transit / Facilities Capital Last Mile Connectivity / Joint Bike-Ped Facilities	Entire length of Southlake Circle; Reconfigure existing four lanes to become a three-lane facility (2 through lanes and 1 turn lane) with adjacent multi-modal path (with narrow raised divider between vehicular lanes and path); (6,500 ft)	2012	\$250,000	2013	\$300,000*	2014	\$1,000,000	\$1,550,000	City of Morrow, Private Developer	City of Morrow, Private Developer, LCI, Federal Funds	City of Morrow, Private Developer	\$310,000
T-9	Multi-Use path from Southlake Mall to tie into Clayton County Jester Creek Trail system at Tara Elementary School Roadway / Multimodal Last Mile Connectivity / Joint Bike-Ped Facilities	Multi-use path; lighting (open 24-hours if paid for with LCI funds); (2,400 ft)	2013	\$60,000	2014	\$225,000*	2015	\$600,000	\$885,000	City of Morrow	City of Morrow, LCI, Federal Funds	City of Morrow	\$177,000
T-10	Realignment of Adamson Parkway and Lee Street intersection to Offset from Railroad Crossing Roadway / Multimodal Last Mile Connectivity / Joint Bike-Ped Facilities	Realign Adamson Parkway to tie into Lee Street south of intersection crossing; reconfigure existing Adamson Parkway alignment to become access drive to existing buildings (800 ft)	2013	\$100,000	2014	\$200,000*	2015	\$1,000,000	\$1,300,000	City of Morrow, Private Developer	City of Morrow, Private Developer, LCI, Federal Funds	City of Morrow, Private Developer	\$260,000
T-11	Multi-use path from Old Towns Morrow to Southlake Mall Roadway / Multimodal Last Mile Connectivity / Joint Bike-Ped Facilities	Multi-use path; lighting (open 24-hours if paid for with LCI funds); (800 ft)	2013	\$20,000	2014	\$30,000*	2015	\$75,000	\$125,000	City of Morrow	City of Morrow, LCI, Federal Funds	City of Morrow	\$25,000
T-12	Multi-use path from Clayton State Blvd/Lee Street to Reynolds Preserve; (adjacent to Westwood Way or along powerline easement, or combination of both) Roadway / Multimodal Last Mile Connectivity / Joint Bike-Ped Facilities	Multi-use path; lighting (open 24-hours if paid for with LCI funds); (2,000 ft)	2014	\$30,000	2015	\$75,000*	2016	\$200,000	\$305,000	City of Morrow	City of Morrow, LCI, Federal Funds	City of Morrow	\$61,000
T-13	Multi-use path or designated pedestrian plaza connection from Southlake Circle to Morrow Conference Center (to Mall through existing parking lot) Roadway / Multimodal Last Mile Connectivity / Joint Bike-Ped Facilities	Multi-use path with landscaped borders; decorative pavers; lighting (needs to become public right-of-way to be eligible for LCI funds; plaza; seating; furniture (300 ft)	2013	\$60,000	2014	\$40,000*	2015	\$750,000	\$870,000	City of Morrow, Private Developer	City of Morrow, Private Developer, LCI	City of Morrow, Private Developer	\$174,000
T-14	Roundabout at Southlake Parkway and Southlake Circle Roadway / Multimodal Last Mile Connectivity / Joint Bike-Ped Facilities	Reconfigure intersection to provide a single-lane roundabout; safe configuration and signage for bikes/peds	2015	\$150,000	2016	\$100,000*	2017	\$1,500,000	\$1,750,000	City of Morrow, Private Developer	City of Morrow, Private Developer, LCI, Federal Funds	City of Morrow, Private Developer	\$350,000

5.2 Work Program

Long-Term Transportation Projects										
Project Name	Type of Improvement	Description	Engineering Costs	ROW Costs*	Construction Costs	Total Project Costs	Responsible Party	Funding Source	Local Source	Match Amount
T-15	Roadway / Multimodal Roadway / Operations & Safety Last Mile Connectivity / Joint Bike-Ped Facilities	Multi-use path; lighting; (600 ft)	\$20,000	\$20,000*	\$75,000	\$115,000	City of Morrow	City of Morrow, LCI, Federal Funds	City of Morrow	\$23,000
T-16	Roadway / Multimodal Roadway / Operations & Safety Last Mile Connectivity / Joint Bike-Ped Facilities	Multi-use path; lighting; (600 ft)	\$20,000	\$20,000*	\$75,000	\$115,000	City of Morrow	City of Morrow, LCI, Federal Funds	City of Morrow	\$23,000
T-17	Roadway / Multimodal Roadway / Operations & Safety Last Mile Connectivity / Joint Bike-Ped Facilities	See figure for approximate locations; Two-lane undivided roadways; landscaped buffers; bikes to share roadway (provide signage); sidewalks: (Approx. 2 mi)	1,000,000 per mile	\$2,300,000 per mile	\$10,000,000 per mile	\$13,300,000 per mile	City of Morrow, Private Developer	City of Morrow, Private Developer	City of Morrow, Private Developer	\$2,600,000 per mile
T-18	Roadway / Multimodal Roadway / Operations & Safety Last Mile Connectivity / Joint Bike-Ped Facilities	Assumed to be two-lane undivided roadways; landscaped buffers; bikes to share roadway (sidewalks); (Approx. 1 mi)	1,000,000 per mile	\$2,300,000 per mile*	\$10,000,000 per mile	\$13,300,000 per mile	Private Developer	Private Developer	Private Developer	\$2,600,000 per mile
T-19	Roadway / Multimodal Roadway / Operations & Safety Last Mile Connectivity / Joint Bike-Ped Facilities	See figure for approximate locations; Assumed to be two-lane undivided roadways with on-street parking; landscaped buffers; bikes to share roadway (sidewalks); (Approx. 1 mi)	1,000,000 per mile	\$2,300,000 per mile*	\$10,000,000 per mile	\$13,300,000 per mile	Private Developer	Private Developer	Private Developer	\$2,600,000 per mile
T-20	Roadway / Multimodal Roadway / Operations & Safety Last Mile Connectivity / Joint Bike-Ped Facilities	New road connection between Southlake Plaza Drive and Woodstone Trace or John Robert Drive; two travel lanes, landscaped buffer, and sidewalks; approximately 500 ft long	\$100,000	\$250,000*	\$1,000,000	\$1,350,000	City of Morrow, Private Developer	City of Morrow, Private Developer	City of Morrow, Private Developer	\$270,000
T-21	Roadway / Multimodal Roadway / Operations & Safety Last Mile Connectivity / Joint Bike-Ped Facilities	Closing of a portion of Lee Street to become bike/ped only near intersection with Lake Harbin Road; construction of two new local streets (two travel lanes); bike lanes; construction of two new intersections (potential roundabouts); (1,200 ft)	\$200,000	\$500,000*	\$2,000,000	\$2,700,000	City of Morrow, Private Developer	City of Morrow, Private Developer	City of Morrow, Private Developer	\$540,000
T-22	Transit / Facilities Capital	Covered platform station with intermodal connections	\$400,000	\$2,000,000*	\$4,000,000	\$6,400,000	Federal / State Agency	Federal Funds	NA	\$1,280,000
T-23	Roadway / Multimodal Roadway / Operations & Safety Last Mile Connectivity / Joint Bike-Ped Facilities	Relocation of existing roadway or realignment of roadway to adjust / create grid and allow for infill or new rail station (900 ft)	\$100,000	\$250,000*	\$1,000,000	\$1,350,000	City of Morrow, Regional Transit Agency	City of Morrow, Regional Transit Agency	City of Morrow, Regional Transit Agency	\$270,000

5.3 25 Year Projections

	2010-11	2015	2020	2025	2030	2035	2040
HOUSING PROJECTIONS							
Town Home Units	0	200	200	200	200	200	200
Rental Apartment Units	0	300	300	300	300	300	300
Senior Living Units	120	0	120	0	120	0	120
Total Units	120	500	620	500	620	500	620
HOUSEHOLD PROJECTIONS							
	2,019	2,139	2,639	3,259	3,759	4,379	4,879
POPULATION PROJECTIONS							
	5,802	6,402	7,042	8,282	9,282	10,522	11,522
EMPLOYMENT PROJECTIONS							
	16,314	16,070	15,358	15,771	16,171	16,584	16,983

LCI GOALS

How the Plan Addresses the LCI Goals

LAND USE AND DENSITY

- Promotes mixed-use development that create diverse activities and life style
- Promotes diverse uses and density balance that attracts people from various economic, social and cultural backgrounds
- Regulatory changes to support mixed-use and diverse residential densities
- Redevelopment of under-utilized and aging assets into a sustainable development

TRANSPORTATION

- Internal Mobility
- Local access management
- Inter-parcel connectivity
- Streets and sidewalk improvements
- Pedestrian crosswalks and safety improvements
- Transportation alternatives
- Sidewalks, trails, and multi-use pathways and connection to regional trail for biking and walking
- Connected street grid with sidewalks
- Potential TOD and transit option and promoting transit ridership

DEMAND REDUCTION

- Arterial access management
- Road improvements to connect the streets
- Compact redevelopment
- Diverse land uses and activities
- Opportunities for pedestrian/bike travel

- Transit alternatives - CCT and MARTA routes and connection to existing MARTA stations and potential commuter rail station.

ACCESS MANAGEMENT

- Curb cuts and median management
- Inter-parcel connectivity
- Road improvements and development of street network
- New roads of the redevelopment sites to connect to the existing streets
- Road realignment and connections to enhance the efficient use of existing streets

MIXED-HOUSING AND JOBS TO HOUSING BALANCE

- Promotes mixed-income housing and offers options of a range of housing product types; live and work units, condos, apartments, and town homes
- Supports aging in place
- Redevelopment to attract more businesses and job opportunities for the residents
- Redevelopment encourages shopping, entertainment and other conveniences for the housing
- Well integrated and connected parks and open spaces, trails that offer recreational opportunities
- Jobs to housing balance by providing locally accessible jobs

PUBLIC OUTREACH

- Series of outreach efforts throughout the study process
- Public input and stakeholder interviews
- Visioning and character preference survey
- Design workshop
- Consensus building

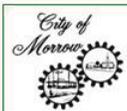
URBAN DESIGN

- Creating a 'Town Center District' that create a sense of place for the community
- Pedestrian scale and friendly environment.
- Buildings oriented to face the streets and engage the sidewalks and enhance pedestrian experience.
- Compact street grid and urban structure to promote pedestrian and human scale
- Creating civic plazas and hierarchy of civic space to create focal points and orientation
- Creating nodes
- Streetscape and landscape to enhance the streets and aesthetic appearance.
- Gateway improvements to define the extents of the community and way finding
- Parks and open spaces

PUBLIC AND PRIVATE SECTOR INVESTMENT

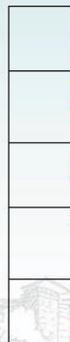
- City's participation in developing trails, parks, transportation and infrastructure improvements
- Regulatory changes to facilitate the implementation of recommendations.
- Private sector participation by developers
- Public/private projects may draw from a variety of funding sources
- Leveraging Clayton State University and County's proposed project - Gateway - investment

The Appendix contains the results of the Character Preference Survey conducted as part of the community input.



CPS Survey Results

Scoring Legend



A - I LOVE IT!!

B - I like it.

C - It's just ok.

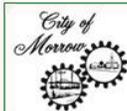
D - I don't like it.

F - NO WAY!!



Southlake Mall and Mixed-Use District LCI, Morrow, GA

Sizemore Group in collaboration with Kimley-Horn and Associates and Noell Consulting Group



CPS Survey Results

Categories

1. Parks and Public Gathering
2. Greenways & Trails
3. Bikeways
4. Transit Oriented Development
5. Streets
6. Streetscapes
7. Storefronts
8. Storefronts/Mixed Use
9. Parking
10. Traffic Calming
11. Signage



Southlake Mall and Mixed-Use District LCI, Morrow, GA

Sizemore Group in collaboration with Kimley-Horn and Associates and Noell Consulting Group

<p>Southlake Mall and Mixed Use District LCI Study Parks and Gathering Places</p> <p>Public open spaces of all scales encourage social, civic, and recreational activities. All such spaces should be designed to encourage these activities and should be interconnected to provide a variety of experiences.</p> <p>EXAMPLE OF HIGH QUALITY IN THIS CATEGORY</p>	<ul style="list-style-type: none"> + Appropriate scale for a community green + Fountain acts as a central element and appeals to kids as well as onlookers + Combination of hardscape and softscape 		<p>RATING</p> <p>B</p> <p>DESIRABLE</p>
	<ul style="list-style-type: none"> + Combination of hardscape/softscape + Green part of active retail/commercial activity - Scale not appropriate 		<p>RATING</p> <p>C</p> <p>NEUTRAL</p>
<ul style="list-style-type: none"> + Well maintained passive green space with abundant trees and vegetation + Natural park setting + Friendly and encourages social gathering <p>A</p>	<ul style="list-style-type: none"> + Provides space for large concerts and gatherings - Scale not appropriate for a small downtown village green - Too much of hardscape 		<p>RATING</p> <p>D</p> <p>UNDESIRABLE</p>

<p>Southlake Mall and Mixed Use District LCI Study</p> <p>Greenways, and Trails</p> <p>Greenways & Trails should provide a variety of pedestrian, biking experiences through the natural and built environment. Periodic shade opportunities and sufficient open spaces contribute to comfort and perception of safety. Visual and physical buffers between pedestrians and traffic are encouraged.</p> <p>EXAMPLE OF HIGH QUALITY IN THIS CATEGORY</p>	<ul style="list-style-type: none"> + Provides opportunity for recreation in a natural setting + Abundant vegetation + Wooden boardwalk creates trails in natural setting. 		<p>RATING</p> <p>B</p> <p>DESIRABLE</p>
	<ul style="list-style-type: none"> + Open and safe + Set in park setting - No shaded with trees along the path 		<p>RATING</p> <p>C</p> <p>NEUTRAL</p>
<ul style="list-style-type: none"> + Provides opportunity for recreation in a natural setting and away from traffic + Abundant vegetation + clean and paved trail for the safety of users <p>B+</p>	<ul style="list-style-type: none"> + Open and safe - Paved pathway aesthetically not as pleasing 		<p>RATING</p> <p>C-</p> <p>NEUTRAL</p>

<p>Southlake Mall and Mixed Use District LCI Study</p> <p>Bikeways</p> <p>Bikeways should be provided in urban environments as alternative mode of travel. Safe bike lanes will promote more biking that is environmentally sound and good for healthy living. Dedicated safe bike lanes with shade and buffers from traffic and pedestrians will encourage biking. More and more communities are providing bike infrastructure to encourage this alternative mode of travel.</p> <p>EXAMPLE OF HIGH QUALITY IN THIS CATEGORY</p>	<ul style="list-style-type: none"> + Provides safe dedicated bikeways buffered from parking with median - Not adequately shaded - Makes the pavement area look wider 		<p>RATING</p> <p>C+</p> <p>NEUTRAL</p>
	<ul style="list-style-type: none"> + Well segregated bikeways + Safe from traffic - Not separated from pedestrian pathway 		<p>RATING</p> <p>C</p> <p>NEUTRAL</p>
<ul style="list-style-type: none"> + Well shaded bikeways + Well defined and safe bikeways + Provides good environment that buffers from adjacent traffic <p>B</p>	<ul style="list-style-type: none"> - No dedicated bikeways/lanes - Very unsafe and dangerous 		<p>RATING</p> <p>F</p> <p>UNDESIRABLE</p>

<p>Southlake Mall and Mixed Use District LCI Study</p> <p>Transit Oriented Development</p> <p>Communities that provide good transit alternatives can address needs of diverse populations; from seniors to students. This will enhance the quality of life of our communities. Transit Oriented Development around a transit center creates walkable pedestrian friendly environments for live-work-play.</p> <p>EXAMPLE OF HIGH QUALITY IN THIS CATEGORY</p>	<ul style="list-style-type: none"> + Provides a public gathering space + Offers diverse activities and uses within walkable distance 		<p>RATING</p> <p>B-</p> <p>DESIRABLE</p>
	<ul style="list-style-type: none"> + Good quality architecture + Mixed-use environment - Lacks streetscape and public gathering areas. 		<p>RATING</p> <p>C+</p> <p>NEUTRAL</p>
<ul style="list-style-type: none"> + Creates a nice public gathering space + Offers opportunities for diverse uses and activities + Creates a safe mixed-use walkable community + Compact scale <p>B</p>	<ul style="list-style-type: none"> + Mixed-use environment with diverse activities and uses in one place - Does not have public space - Higher density environment not appropriate for small communities 		<p>RATING</p> <p>C</p> <p>NEUTRAL</p>

<p>Southlake Mall and Mixed Use District LCI Study Streets - Arterial</p> <p>Arterial streets should provide good aesthetic environment to the communities. They should provide easy mobility for automobile and safe environment for pedestrian circulation. Overhangs, trees, textured paving, street furniture, chairs & tables, green medians, pedestrian crosswalks – all contribute to a positive experience. Visual and physical buffers between pedestrians and traffic are encouraged.</p> <p>EXAMPLE OF HIGH QUALITY IN THIS CATEGORY</p>	<ul style="list-style-type: none"> + Provides aesthetically pleasing street + Safety for both pedestrian and automobile traffic 		<p>RATING</p> <p>C+</p> <p>NETRAL</p>
	<ul style="list-style-type: none"> + Median with trees + On-street parking provides buffer between vehicles and pedestrians + Continuous building edge provides good scale for the street 		<p>RATING</p> <p>C</p> <p>NETRAL</p>
<ul style="list-style-type: none"> + Landscaped median reduces the pavement + Provides pedestrian refuge + Well light streets and signage <p>B</p>	<ul style="list-style-type: none"> - Wide pavement - Unsafe for both vehicle and pedestrians - Lack of vegetation, street furniture and street trees - Exposed overhead utilities - Unregulated Signage 		<p>RATING</p> <p>F</p> <p>UNDESIRABLE</p>

<p>Southlake Mall and Mixed Use District LCI Study Sidewalks/Streetscape</p> <p>Walks and walkways should provide for sufficient pedestrian circulation without overcrowding. Overhangs, trees, textured paving, street furniture, chairs & tables, green medians -- all contribute to a positive experience. Visual and physical buffers between pedestrians and traffic are encouraged.</p> <p>EXAMPLE OF HIGH QUALITY IN THIS CATEGORY</p>	<ul style="list-style-type: none"> + Wide shaded sidewalks + Separation from traffic + Wide enough for lot of street activities; kiosks, street festivals, etc. – creates a pedestrian mall along the street. 		<p>RATING B</p> <p>DESIRABLE</p>
	<ul style="list-style-type: none"> + On-street parking provides a buffer between the pedestrian and automobile - Narrow sidewalk, cannot accommodate, clear zone, furniture zone and spaces for other street activities 		<p>RATING C</p> <p>NEUTRAL</p>
<ul style="list-style-type: none"> + Wide and shaded pedestrian walkways with consistent streetscape and street trees + Brick pavers + Provides pedestrian access to storefronts + On-street parking provides buffer between vehicles and pedestrians <p>A-</p>	<ul style="list-style-type: none"> + Completely pedestrian street - Lacks streetscape: trees, street furniture, etc. 		<p>RATING D</p> <p>UNDESIRABLE</p>

<p>Southlake Mall and Mixed Use District LCI Study Storefronts</p> <p>Storefronts provide a critical element of visual variety to the pedestrian experience. Parallel parking is encouraged. Seating, street furniture, building edges, landscaping, canopies – all contribute to the shopping experience. Storefronts should reflect the human scale.</p> <p>EXAMPLE OF HIGH QUALITY IN THIS CATEGORY</p>	<ul style="list-style-type: none"> + "Village Center" type development + Pedestrian friendly environment - scale + Landscaped gathering areas + Safe - away from the main arterial 		<p>RATING B</p> <p>DESIRABLE</p>
	<ul style="list-style-type: none"> + Mixed Uses, wide sidewalks - Buildings - same height and character - Integration of storefronts and streetscape 		<p>RATING C</p> <p>NEUTRAL</p>
<ul style="list-style-type: none"> + Good architecture – mix of elements and materials + Community scale stores + Pedestrian friendly/walkable environment + Dedicated pedestrian areas <p>A</p>	<ul style="list-style-type: none"> - Parking in front of the building - Does not contribute to the street environment - Not pedestrian friendly - Lacks landscape and vegetation 		<p>RATING F</p> <p>UNDESIRABLE</p>

<p>Southlake Mall and Mixed Use District LCI Study</p> <p>Storefronts / Mixed Use</p> <p>Storefronts provide a critical element of visual variety to the pedestrian experience. Parallel parking is encouraged. Seating, street furniture, building edges, landscaping, canopies – all contribute to the shopping experience. Storefronts should reflect the human scale. Mixed uses provide diversity of uses and walkable environments.</p> <p>EXAMPLE OF HIGH QUALITY IN THIS CATEGORY</p>	<ul style="list-style-type: none"> + Good scale and variety + Buildings relate to the street/streetscape + Pedestrian friendly 		<p>RATING</p> <p>C</p> <p>NEUTRAL</p>
	<ul style="list-style-type: none"> + Street oriented – relates to street/sidewalks + Good scale + Pedestrian friendly 		<p>RATING</p> <p>C-</p> <p>NEUTRAL</p>
 <ul style="list-style-type: none"> + Mix of uses and activities create a vibrant environment + Community scale stores and services close to residence + Pedestrian oriented environment + Good architecture/details <p>B</p>	<ul style="list-style-type: none"> - Parking in front of the building - Does not contribute to the street environment - Not pedestrian friendly - Lacks landscape and vegetation 		<p>RATING</p> <p>D</p> <p>UNDESIRABLE</p>

<p>Southlake Mall and Mixed Use District LCI Study</p> <p>Parking</p> <p>Parking through necessary, should not drive the master plan. Vehicles should be clustered, and surrounded by landscaping. Visual screening is desirable along streets – either landscaped, walled or fenced</p>	<ul style="list-style-type: none"> + Parking under tree canopy + Screened from main thoroughfares with vegetation + Landscape-planters/ street lights integrated with the parking area 		<p>RATING</p> <p>B-</p> <p>DESIRABLE</p>
<p>EXAMPLE OF HIGH QUALITY IN THIS CATEGORY</p> 	<ul style="list-style-type: none"> + Trees and vegetation provide visual relief in a large surface parking lot. - Parking in front of the building disrupts pedestrian environment and safety 		<p>RATING</p> <p>C</p> <p>NEUTRAL</p>
<ul style="list-style-type: none"> + Use of interlocking pavers provides a more environment friendly surface + Planted islands with vegetation and trees acts as natural retention areas + Trees provide shade and visual relief <p>B</p>	<ul style="list-style-type: none"> - Unattractive - Sea of Asphalt without any vegetation or pervious areas - Not well integrated with streetscape 		<p>RATING</p> <p>D</p> <p>UNDESIRABLE</p>

<p>Southlake Mall and Mixed Use District LCI Study</p> <p>Traffic Calming</p> <p>Traffic calming mechanisms should contribute to the style and character of the community in addition to effectively calming driver behavior.</p>	<ul style="list-style-type: none"> + Paved and landscaped island breaks down the monotony of asphalt road and provides pedestrian refuge + Clearly delineated paved cross walks provides safe pedestrian crossings 		<p>RATING</p> <p>C+</p> <p>NEUTRAL</p>
<p>EXAMPLE OF HIGH QUALITY IN THIS CATEGORY</p>	<ul style="list-style-type: none"> + Paved parking surfaces and driveways alert to pedestrian traffic and slows down vehicles 		<p>RATING</p> <p>C</p> <p>NEUTRAL</p>
	<ul style="list-style-type: none"> + Paved cross walk intersection alerts to the intersection and creates safety. -Large expanse of intersection can be intimidating for pedestrians 		<p>RATING</p> <p>D</p> <p>UNDESIRABLE</p>
<ul style="list-style-type: none"> + Landscape bulbouts by intersection/crosswalks articulates safe crossing for pedestrians + Integrated pedestrian crosswalks + Clearly delineates the intersection <p>B</p>			

<p>Southlake Mall and Mixed Use District LCI Study</p> <p>Signage</p> <p>Street furniture, lighting, etc enhance the quality and character of the environment. Hanging signs and signage integrated into canopies are encouraged. Free standing signs should have quality detailing. Large scale mall signage is absolutely discouraged.</p>	<ul style="list-style-type: none"> + Use of good quality materials and graphic design + Small scale that doesn't contribute to the visual clutter + Creates logo/branding 		<p>RATING</p> <p>C+</p> <p>NEUTRAL</p>
<p>EXAMPLE OF HIGH QUALITY IN THIS CATEGORY</p>	<ul style="list-style-type: none"> - Visual clutter, Lack of signage standards - Not integrated with the streetscape - Unattractive and out of scale - Do not contribute to the pedestrian environment- more of an "obstruction" 		<p>RATING</p> <p>D</p> <p>UNDESIRABLE</p>
 <ul style="list-style-type: none"> + Easy recognizable signage at important intersection/ gateway provides "sense of community" + Integrated with landscape + Appropriate scale and creates identity/branding <p>B+</p>	<ul style="list-style-type: none"> - Visual clutter – "suburban arterial signage" feeling - Unattractive - Out of scale - Inconsistent signage along the corridor 		<p>RATING</p> <p>F</p> <p>UNDESIRABLE</p>



Sizemore Group
1700 Commerce Drive, NW
Atlanta, Georgia
Tel: 404-605-0690
Fax: 404-605-0890
www.sizemoregroup.com

sizemoregroup