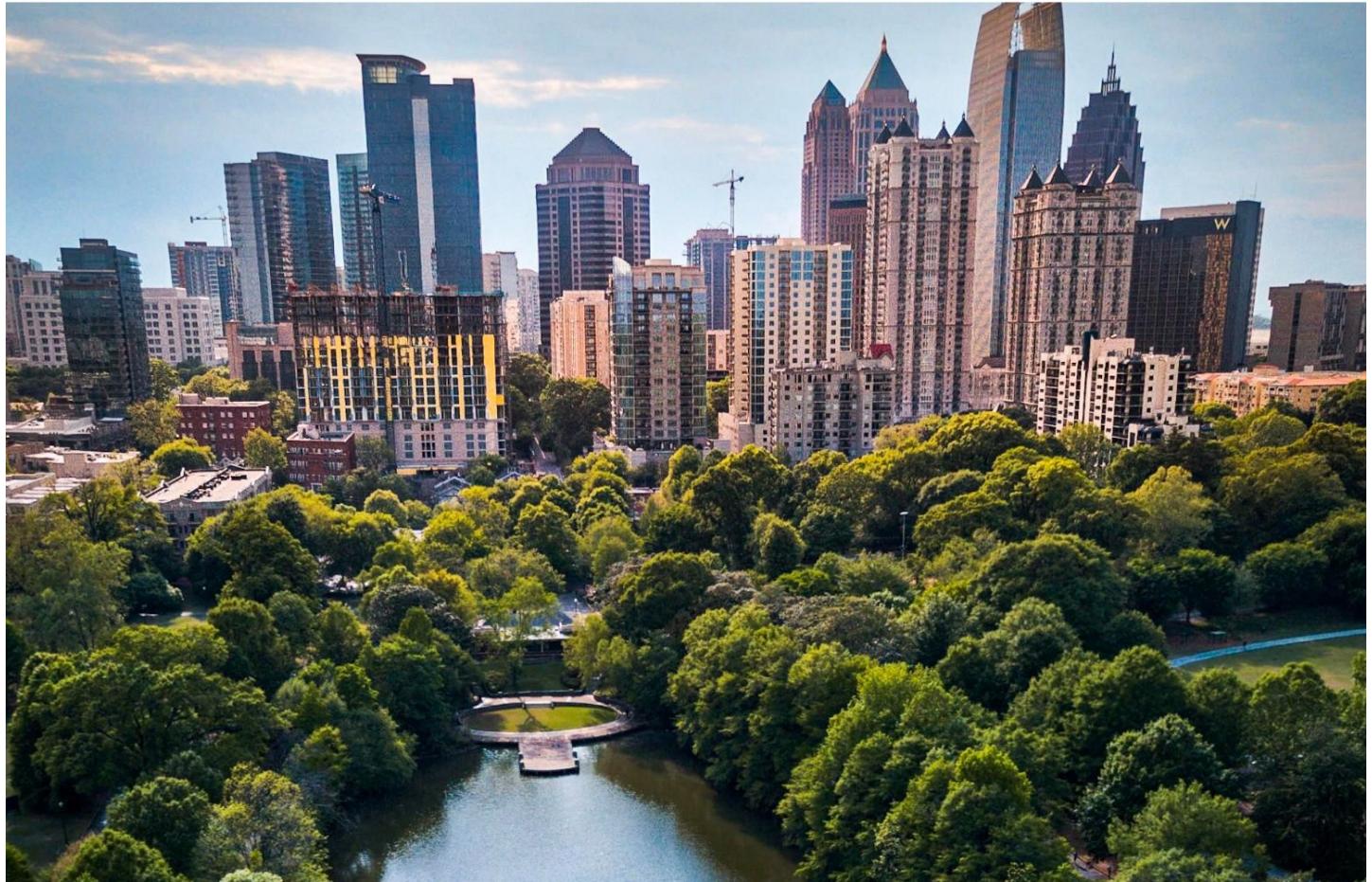


# COMMUNITY SPACE IN ATLANTA'S DISTRICT 2

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## Acknowledgements, Honor Pledge & Disclaimer

### *Acknowledgements*

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### *Honor Pledge*

“On my honor, I pledge that I have neither given nor received help on this assignment.”



### *Disclaimer*

The author conducted this study as part of the program of professional education at the Frank Batten School of Leadership and Public Policy, University of Virginia. This paper is submitted in partial fulfillment of the course requirements for the Master of Public Policy degree. The judgments and conclusions are solely those of the author, and are not necessarily endorsed by the Batten School, by the University of Virginia, or by any other agency.

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## Executive Summary

### *Issue*

The rise of the COVID-19 pandemic and social distancing norms accentuated the lag in the supply of community space in Atlanta's District 2 neighborhoods behind the demand for public space, leading to dissatisfaction among residents. This lag in supply can be attributed to a market failure to provide public goods.

Atlanta's urban development over the past several decades has favored expansion into the surrounding suburbs and catering to commuters driving into the city. The resulting design is more car-centric than people-centric. Resident surveys conducted before and after the COVID-19 pandemic show resident's increased desire for spaces designed for pedestrians and spaces that add to the District's sense of community.

The Atlanta City Council has responded to this demand by committing to shifting the city's urban design to a more resident and pedestrian centered one. This policy analysis was conducted in conjunction with District 2 of City Council, represented by Councilman Amir Farokhi. Meeting the needs of residents and business owners in his District is Councilman Farokhi's priority for increasing satisfaction, economic activity, and the overall vibrancy of his district. Failing to address this problem could result in slowed growth for District 2 and Atlanta as a whole in the long run.

### *Approach*

Through an in-depth review of case studies from nine cities addressing similar issues, this report analyzes potential solutions that would increase the resident satisfaction with community space offerings in District 2. Each case study's intervention, methods, results, and key takeaways are detailed in the background section. These findings later serve as the basis for the projected effectiveness measure for the alternatives.

Additionally, interviews with various stakeholders in the Atlanta area greatly informed the direction and alternatives on which this analysis focuses. By comparing solutions from other cities and tailoring potential solutions for Atlanta, this report is both general and specific.

### *Key Findings*

After careful case study analysis and stakeholder interviews, three policy alternatives emerged:

1. Space Creation
2. Space Enforcement
3. Space Activation

Each alternative addresses the increased demand for community space in the post-COVID era in a different way. Space Creation increases the supply of community space by converting excess parking to public spaces for sitting, recreation, or walking. Space Enforcement revises and enhances existing curbside enforcement policies and practices to ensure the existing space is being properly used. Space Activation reimagines the public space permitting process and increases space enhancement projects to encourage greater use of existing spaces.

Criteria based on the City Council's constraints, industry trends, and resident values were used to evaluate each of the alternatives:

1. Effectiveness
2. Cost
3. Safety
4. Feasibility

Three outcomes measured effectiveness as a proxy: percent changes in surrounding business revenue, curbside turnover, and foot traffic. These outcomes were derived from the case studies. Costs were estimated from relevant and recent literature from similar projects. Safety was measured through a rubric evaluating each alternative's effect on pedestrian safety, surveillance, and maintenance. Feasibility was measured through a rubric evaluating each alternative's projected support from the business, resident, and political communities in District 2 and Atlanta.

#### *Recommendation*

After evaluating each alternative for its effectiveness, cost, safety, and feasibility, I recommend District 2 increasing space enforcement. A comprehensive curbside enforcement strategy is projected to increase curbside turnover by 18%, which leads to increased economic activity and resident satisfaction. This recommendation is estimated to cost \$1.17 million over five years. Additionally, greater space enforcement will lead to increased pedestrian safety, maintenance, and surveillance. Past support and current positions make this recommendation's adoption feasible.

#### *Next Steps*

The first step should be creating a curbside manager position within ATL DOT to oversee the enforcement expansion. Next, the City Council must authorize more enforcement staff to increase enforcement capabilities. Then, stakeholders can devise targeted enforcement strategies and educate the public on any changes. Measurement tools must be baked into any strategies to ensure continued effectiveness of the solution. Once an effective curbside enforcement strategy is successfully in place, policy makers should look to activating and creating more spaces in District 2.

#### *Conclusion*

City Council members are responsible for listening to and advocating for their District's needs. In recent years, District 2 residents have increasingly expressed their need for greater community space—spaces designed for people, not cars. The City Council has recognized this need, especially given the decrease in commuters in the years following the COVID-19 pandemic. This report examines how other cities have successfully met similar needs and applies Atlanta-specific insights into how best to achieve similar results in District 2. Space creation, space enforcement, and space activation are all viable and impactful options for the District, however, space enforcement is the recommended first step in achieving this larger vision. Making sure existing spaces are safely and properly enforced will lay a strong foundation for activating and creating new spaces.

## Introduction

### *Problem Statement*

The rise of the COVID-19 pandemic and social distancing norms accentuated the lag in the supply of community space in Atlanta's District 2 neighborhoods behind the demand for public space, leading to dissatisfaction among residents. This lag in supply can be attributed to a market failure to provide public goods.

### *Motivation*

Atlanta City Councilman Amir Farokhi, representing District 2, asked what the post-pandemic hybrid work model meant for urban design in his district. With less people commuting into Atlanta's Midtown and Downtown neighborhoods, how could the space better meet the needs of residents? Midtown Alliance, a neighborhood association and business development nonprofit, had some idea of what residents would like to see. Their resident survey in 2019 and 2022 pointed to an increasing emphasis on safety, walkability, and community engagement. This report uses these survey trends as a foundation for the types of solutions the District 2 community would like to see from the City Council.

### *Document Roadmap*

This report journeys from problem to solution following a policy framework known as The Eightfold Path. First, background on neighborhoods and demographics in District 2 are explored. Next, background on the problem and its potential root causes are probed. The report then summarizes interventions and results from nine cities who had similar problems and teases out key takeaways to be used in formulating potential solutions for District 2. The analysis portion of this report begins by establishing and defining the four criteria on which the policy alternatives will be evaluated. The three policy alternatives that emerged from the literature are then described in detail and evaluated for their effectiveness, cost, safety, and feasibility. Once each alternative is evaluated, the findings are summarized in a multidimensional outcomes matrix. The best policy alternative is recommended and implementation steps are outlined. Supporting cost calculations, effectiveness analysis, and additional information can be found in the appendices.

## Background

This section is designed to provide the necessary background information on the client, geographic location, culture, identified problem, and relevant literature on possible solutions. Combined, a wholistic understanding of the policy problems, actors, and solutions should emerge. This background section is scoped to a level of detail appropriate for a graduate-level capstone while acknowledging varying comprehension levels across diverse audiences.

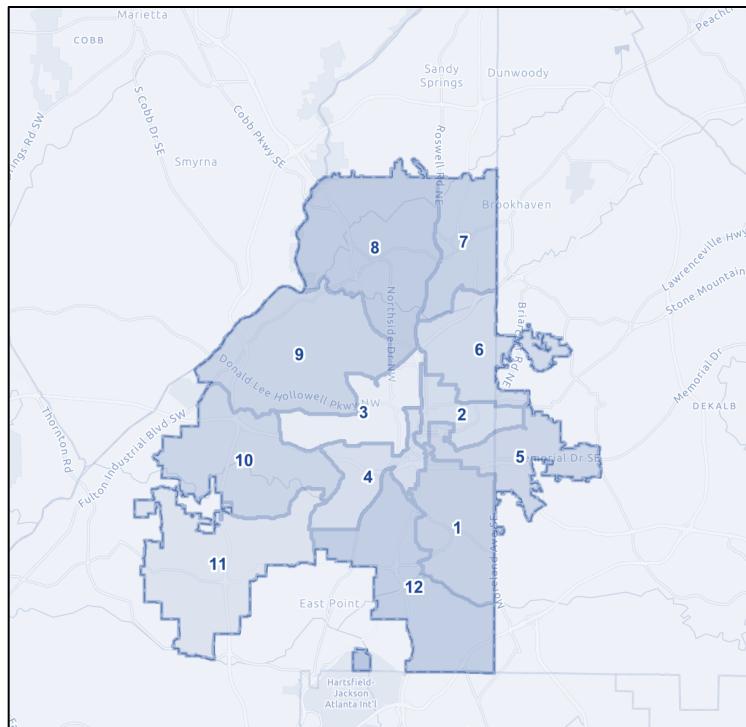
### Client Background

The Atlanta City Council is comprised of 15 representatives from across Atlanta's 12 districts. Amir Farokhi was elected to represent District 2 of Atlanta on the Atlanta City Council in November 2017. Councilman Farokhi is a graduate of Duke University and Duke University of Law. Professionally, his experience ranges from practicing law, founding a non-partisan nonprofit promoting the state of Georgia, and serving in various leadership roles within domestic and international non-profits (*About Amir*, n.d.).

Since being elected, Councilman Farokhi has served as the Chair of the Transportation Committee where he is committed to improving transportation and connectivity of Atlanta. The expressed 2023 goals and objectives of the Transportation Committee include identifying revenue streams, shifting Georgia Department of Transportation's focus away from cars and towards pedestrians, promote minority-owned and small business contracts, and engage non-governmental organizations in projects, to name a few (*Goals and Objectives | Atlanta City Council, GA*, 2023). The committee hopes to meet expressed resident demand for investments in pedestrian-centric infrastructure—a departure from Atlanta's car-centric development over the past several decades.

### District 2 Background

*Figure 1: Map of Atlanta's Districts*



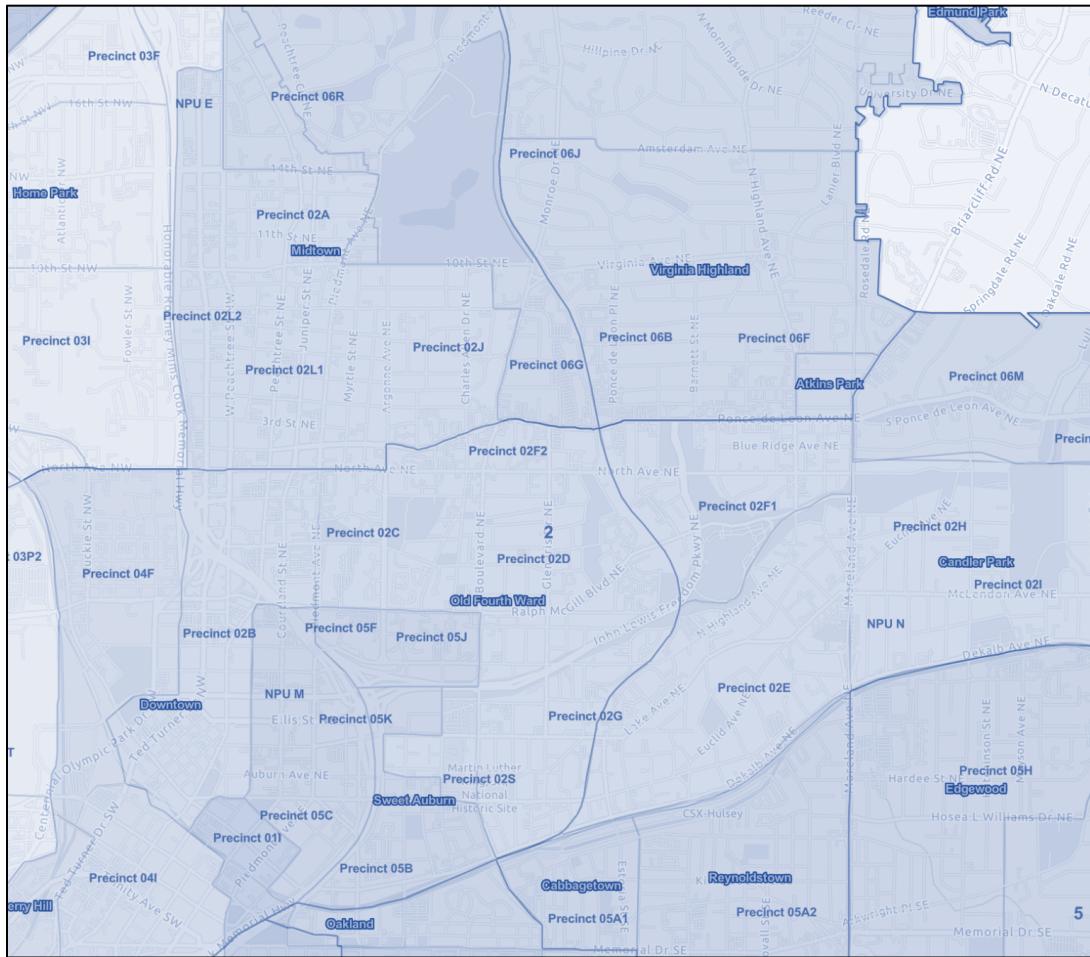
(*Council District Redistricting Proposals*, n.d.)

District 2 is located central-east and northeast of the city center as pictured above in Figure 1. While District 2 is one of the smaller districts in geographic size, the per capita concentration of residents and businesses makes it one of the most vital to the city's economic activity.

## Neighborhoods

District 2 is comprised of six neighborhoods: Midtown, Downtown, Candler Park, Inman Park, Old Fourth Ward, and Poncey-Highland, all depicted below in Figure 2.

*Figure 2: Map of Neighborhoods in District 2*



(NPU, *Council District, Precinct and Neighborhood Lookup*, n.d.)

While each neighborhood has a specific identity, together they form a complex and dependent ecosystem of residential streets, high rise commercial buildings, and local businesses. Home to Atlanta's nightlife, including the iconic Fox Theater, District 2 is known for its restaurant and bar scene, as well as its LGBTQ friendly culture and strong Democratic roots.

With a median income of \$95,000 compared to the overall city's median income of \$58,000 District 2 residents make up for their high cost of living with a higher concentration of wealth. The racial make-up does not reflect the overall city's composition, with 62% White and the remaining third a mix of Black and Asian residents. City-wide, only 39% of residents are White and 47% are Black (*Council District Profiles*, n.d.).

## Problem Background

This problem first emerged during a discussion with the client, Councilman Farokhi, on the anticipated impact of the COVID-19 pandemic on urban design and infrastructure. The problem was further crystallized by reviewing data from a 2019 resident satisfaction survey conducted by the nonprofit business and neighborhood association Midtown Alliance. While Midtown is only one of six neighborhoods in District 2, Midtown's population comprises about half of the District's population, making this dataset a fair representation of District sentiments.

Four specific results stood out when reviewing the survey data and became a guide for this policy analysis. First, in response to the question "How much of a priority should each of the following modes be in future projects?" 96% of (4,800) respondents ranked walking as a high priority. Second, 94% of respondents agreed with the statement "As Midtown's population continues to grow, the district is no longer just a place to drive through quickly." Third, the top three choices of use of open spaces by respondents were 1) places to sit, 2) opportunities to purchase food and drink, and 3) live music and performances. Last, the top three recommended changes to streets were 1) address speed, 2) add bike lane, and 3) widen sidewalk (*2019 Midtown Community Survey*, 2019). This insight into the perceptions of the current space design and the desires for specific changes informed the selection of case studies and formation of policy alternatives.

## Root Cause Analysis

A 2019 survey conducted by Midtown Alliance (n=5,000) found high demand for increased community space and shifting focus from car-friendly to pedestrian-friendly design (*2019 Midtown Community Survey*, n.d.). What caused this dissatisfaction and insufficient supply of community space?

The first potential cause is space design and use in District 2 has centered around commuters, instead of residents. The Atlanta City Council recognized the surplus of parking spaces in the Midtown area in July by introducing legislation limiting parking spaces accompanying new developments in the district (Shipman, 2022). Recent studies estimate a parking utilization rate of 45%, even at peak times while industry leaders recommend a target utilization rate of 80% (*Atlanta Central Business District Curbside Management Strategy*, 2022). Each parking space represents the decision to not invest in community gathering spaces or efforts to increase the walkability of the district, a cost that is compounded by underutilization.

The second potential cause is space creation has not kept up with District 2's population growth. A 2020 report published by the City of Atlanta found that the Midtown neighborhood has doubled to 17,124 since 2000 and increased at a rate five times that of Atlanta as a whole (Keenan, 2020). Residential development has attempted to keep up with the boom by adding nearly 15 million square feet of residential space in the two decades. An increase in residents contributed to a decrease in real estate available for common space while also adding potential users of that lost space.

The third potential cause is existing community space does not meet the needs of District 2 residents, leading to this dissatisfaction. The Brookings Institute describes the concept of "third spaces" as an, often public, alternative to home (first space) and work (second space) (Diaz, 2016). These spaces are essential to building community and networks that lead to satisfied communities. In the 2019 survey, residents of District 2 indicated they would most be interested in community spaces that allowed for sitting. Perhaps the current community space offerings are transient and do not allow for longer periods of enjoyment. All three can be simultaneously true and intertwined, in fact, both are likely.

Figure 3: Root Cause Analysis

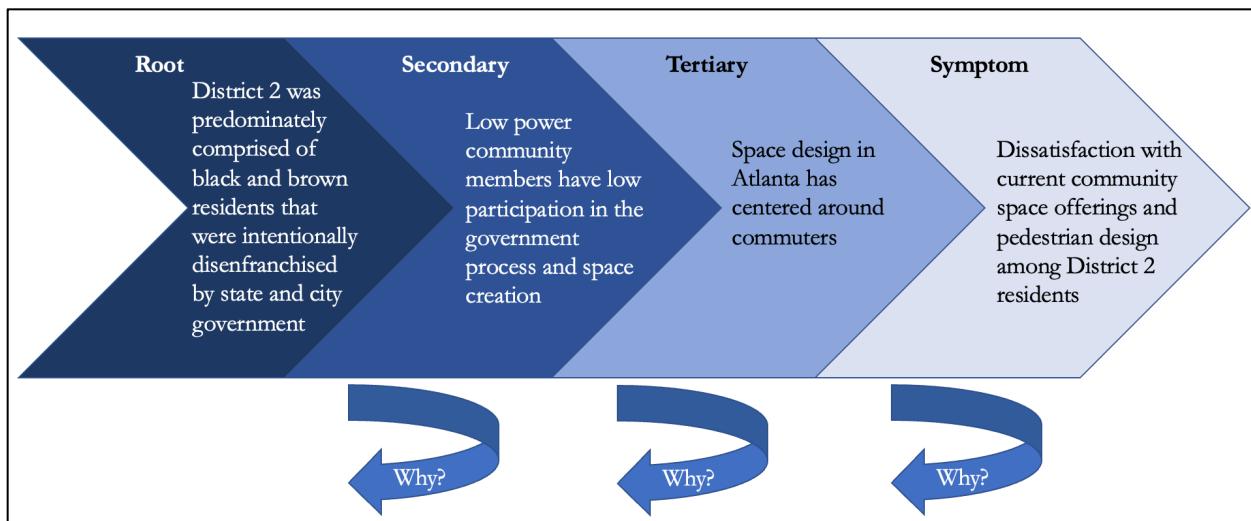


Figure 3 above illustrates a root cause analysis of the first cause introduced above. Beginning with the symptom described in the Section 1 problem statement, the root cause exercise teases out deeper layers of the problem by asking “Why?” multiple times until a satisfactory root problem is reached.

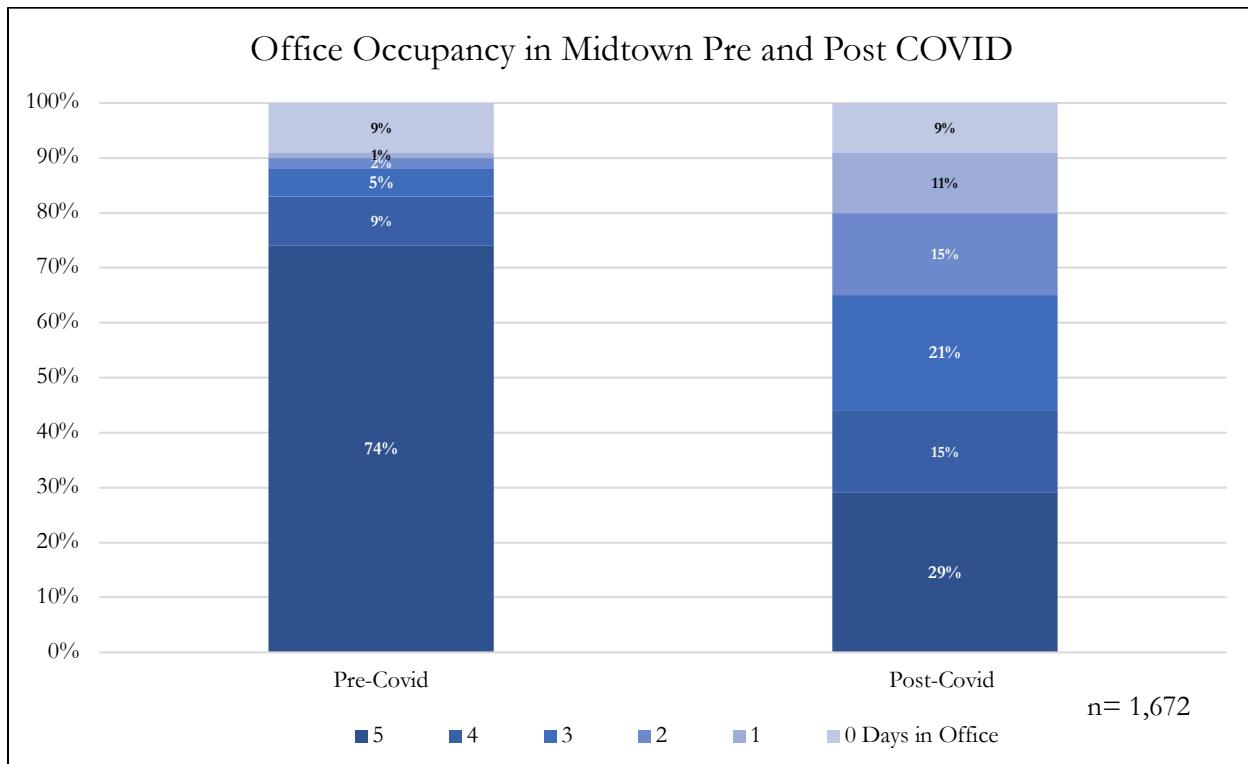
First, the dissatisfaction found in the 2019 resident survey is treated as a symptom of an underlying problem. Why might this be true? Perhaps, the first potential cause is true and space design in Atlanta has centered around commuters in the past as the recent report of largely unused parking spaces and decreased office occupation in the area suggests. Why was District 2 designed for commuters and not community members? A 2021 case study published in the Landscape and Urban Planning journal found a link between the demise of urban parks and the absence of community involvement (Shackleton & Njwaxu, 2021). Why might community members have been absent from community involvement in District 2? Infrastructure and urban design in the 1950s and 60s in Atlanta (and many other cities) were used to break up black and brown neighborhoods and further segregate marginalized groups from white residents in the increasingly sprawling suburbs (Kruse, 2019).

### 2022 Survey Results

Shortly after the 2019 resident survey was reported, the COVID-19 pandemic began. As people began social distancing and spending more time at home, desires for public space began to skyrocket. An Urban Institute report found a renewed demand for parks and public spaces since the COVID-19 pandemic (Burrowes & Schilling, 2021).

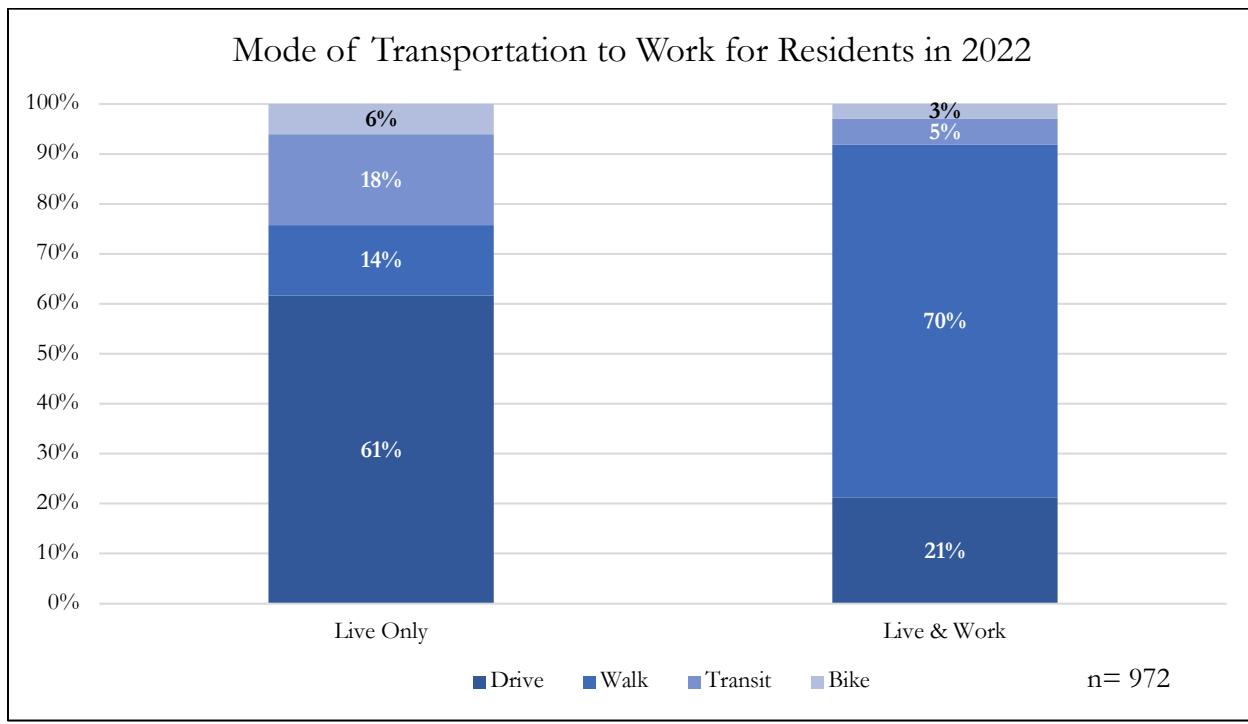
Professionally, the pandemic meant more people working from home and less commuters coming into District 2. The 2022 resident survey results confirmed this change in occupancy as shown in Figure 4 below. Pre-pandemic, nearly 75% of workers in Midtown were in the office five days a week. Post-pandemic, only 29% of workers in Midtown were in the office every weekday (Carr, 2022). In turn, this increased the importance of the previously described “third spaces”.

Figure 4: Changes in Office Occupation After COVID-19



(Carr, 2022)

Figure 5: Differences in Modes of Transportation for Residents



(Grantier, 2023)

Related, Figure 5 above breaks down the modes of transportation for Midtown residents who work outside of the neighborhood and residents who work in the neighborhood. A 70% majority of residents who also work in the neighborhood report walking to work— further explaining the demand for urban design solutions centered on people, not cars.

A recent study conducted by Central Atlanta Progress on just how car-centric District 2 remains in the post-covid era found that 85% of Downtown and Midtown curbs are dedicated to either travel lanes or car parking. Meanwhile, those parking spaces only reach 45% occupancy rate at peak times (*Atlanta Central Business District Curbside Management Strategy, 2022*).

### Solution Case Studies

This section highlights published case studies from other cities that have implemented policy solutions designed to address similar problems to the one in District 2. Three solution categories emerged through an extensive review of literature: space creation, enforcement, and activation. The following nine case study summaries include an overview of the solution, a description of the specific interventions implemented by the cities, the methods used to measure impact, the primary results, and key takeaways for potential application in District 2.

## Space Creation Cases

### New York, New York

**Overview:** A 2014 study conducted by the NYC Department of Transportation measured the effects of various street investments on sales tax revenue for surrounding businesses. This study was a landmark shift for directly tying urban design improvements to business outcomes.

**Interventions:** Improvements to the New York streets included more robust curbside management, widened sidewalks, new plazas, additional bike lanes, and added pedestrian islands and raised medians.

**Methods:** Improvement sites and control sites were selected based on similar economic activity and physical characteristics of the streets. NYC DOT coordinated with the NYC Department of Finance to aggregate sales tax revenue data for improvement and control sites as a proxy for business activity. Three changes in revenue were measured: pre and post improvement, improvement site and overall borough, and improvement site and comparison site.

**Results:** Business revenue along improvement sites mostly saw significantly greater increases than all three comparison sites. In two Complete Street projects, improvement sites saw a nine to 23% increase in sales compared to comparison sites in the second-year post improvement.

**Key Takeaway:** Street level space creation and improvements through the above interventions is correlated with increased business revenue, making this a viable option for District 2.

*(The Economic Benefits of Sustainable Streets, 2014)*

### Indianapolis, Indiana

**Overview:** Inspired by the NYC DOT study, Indianapolis conducted a similar study in 2020 measuring the business impacts of street level improvements. Indianapolis measured employment and wage statistics in addition to sales tax data.

**Interventions:** Indianapolis transformed two corridors in the city by adding bike trails, bike lanes, and a pedestrian path. To do so, they reduced on-street parking and eliminated some car lanes.

**Methods:** Similar to the NYC DOT study, Indianapolis compared outcomes from improvement sites to control sites that were selected based on similar characteristics. Then, researchers ran three analyses. The first mirrored NYC DOT's trend analysis. The second was a difference-in-difference approach comparing the trajectories of the control and treatment sites. The third method was an interrupted time series measured the impact of the improvements from a longitudinal perspective.

**Results:** The treatment sites and overall interventions proved to have a statistically significant impact on employment, sales, and wages in food industry business along the improvement sites. Improvement sites saw a 25% increase in employment among restaurants and a 21% increase in sales tax for all businesses compared to control sites. Researchers infer removing parking had no net-negative economic impact.

**Key Takeaway:** Street level improvements are correlated with positive impact on wages, employment, and sales revenue for surrounding businesses, making this a viable option for District 2.

*(Liu & Shi, 2020)*

[Minneapolis, Minnesota](#)

*Overview:* Conducted by the same researchers who analyzed Indianapolis's changes, this study measures the business impacts of street level improvements by measuring employment, wage, and sales tax data. Street level improvements led to increased sales for surrounding businesses.

*Interventions:* Minneapolis improved five corridors by primarily removing vehicular lanes or parking lanes, widening sidewalks, adding landscaped medians, and adding protected bike lanes.

*Methods:* Minneapolis's analysis methods were almost identical to Indianapolis's, except this city had more intervention sites and therefore more robust data. Trend analysis, difference-in-difference analysis, and interrupted time series were used to understand the changes in the three variables of interest.

*Results:* Two corridors saw significant positive effects of the street level improvements. One saw restaurant sales increase by 21% in the second-year post improvement compared to the control site. The second saw a 27% increase in retail sales in the second-year post improvement compared to the control site.

*Key Takeaway:* Street level improvements are correlated with positive impact on sales revenue for surrounding businesses, making this a viable option for District 2.

(Liu et al., 2020)

## Space Enforcement Cases

[Seattle, Washington](#)

*Overview:* A 2021 study of a curbside management strategy in Seattle, WA found changing and enforcing the use allocation of curbs is positively correlated with increased curbside turnover, reduced stalling in traffic lanes, increased user satisfaction, and increased curbside compliance.

*Interventions:* Seattle implemented two interventions. One, they transformed portions of curbsides from paid parking to designated passenger loading and unloading zones (PLZs). Two, the city rolled out increased signage and communication to transition users to the new enforcement rules.

*Methods:* Researchers analyzed data in three time-periods: baseline, after PLZ areas were increased ten-fold.. Video, sensor, and in-person observations tracked the following outcomes of interest: traffic congestion, loading and unloading durations, curbside compliance, traffic speed, and traffic safety.

*Results:* Increasing PLZs significantly increased curbside compliance by between 23 to 30 percentage points on average. The average curb space productivity (a proxy for curbside turnover) was 36% greater for the PLZ zones than the curbside paid parking in the morning periods. Researchers estimate the productivity effect would have been even greater with a more moderate increase in PLZ area. Curbside transformation and enforcement had no negative impacts on safety or speed.

*Key Takeaway:* Increased curbside management, curbside typology transformation, and enforcement can lead to greater curbside turnover, increasing activity and accessibility in District 2.

(Ranjbari et al., 2021)

### Washington, D.C.

**Overview:** A 2019 study conducted by the District of Columbia Department of Transportation analyzed the impact of increased curbside enforcement and parking price changes on parking violations, safety, traffic congestion, and resident satisfaction. Their pilot program led to increased utilization, decreased parking violations and obstructions, and decreased congestion.

**Interventions:** D.C. deployed three primary curbside management interventions. D.C. DOT implemented demand-based parking pricing which charged higher prices for higher demand areas to increase curbside turnover. Second, they charged for commercial loading zones and increased fines for double parking. Third, they increased communication through signage and smart phone apps to increase customers' access to parking enforcement and pricing information.

**Methods:** Pilot areas were chosen for improvements and control areas were selected based on similar characteristics and activity was compared over a two-year period. Through CCTV, in ground sensors, and in-person observations, D.C. tracked changes in the outcomes of interest.

**Results:** Due to demand-based pricing, increased enforcement, and clearer messaging, D.C. saw a 43% average reduction in time cars were double parked and blocking lanes or loading zones. Increased prices in high-demand areas led to average park times decreasing by three minutes. Decreased prices in low-demand areas led to a 12% increase in occupancy.

**Key Takeaway:** Smarter and more dynamic curbside management strategies like the ones employed in D.C. can lead to greater compliance, safety, and turnover all while not negatively impacting local business activity, making this an option for District 2. (Pochowski et al., 2019)

### Fribourg, Germany

**Overview:** Researchers in Germany studied the effect of raising parking prices, parking fines, and increasing enforcement patrols on the reduction of curb violations. Researchers paid specific attention to the interaction of the three, noting the potential and unwanted outcome of people risking a fine because of a too high parking price. The study found that increasing fines led to greater compliance and increasing patrolling led to a greater number of fines and parking revenue.

**Interventions:** City officials increased the parking violation fines from €10 to €20 in July 2021. Additionally, the number of enforcement patrols per day increased from four to eight.

**Methods:** Researchers measured parking violations and fine data at baseline (April 2021) and compared this behavior with increased fines and patrols in the treatment period. Other factors like parking pricing were incorporated to measure the multidimensional economic risks people weigh when choosing whether or not to obey parking laws.

**Results:** Researchers found that doubling patrols led to a 55% increase in violation detection and ticketing. Doubling parking violation fines decreased the likelihood of violations (or increased the likelihood of compliance) by 12 percentage points. The net outcome of these two interventions is unclear.

**Key Takeaway:** Enhanced curbside enforcement requires balancing increased violation fines, increased parking pricing, and increased patrols to reduce risk of noncompliance. Increasing patrols leads to increased enforcement, making this an option for District 2. (Gössling et al., 2022)

## Space Activation Cases

### Chicago, Illinois

*Overview:* A 2014 placemaking project across Chicago, IL installed People Spots in nine underutilized curbside parking spaces throughout the city, inviting people to activate these spaces through sitting and gathering outside of local businesses. The People Spots led to an increase in foot traffic and space activation.

*Interventions:* The City installed nine People Spots with benches, places to work, and plants designed to enhance and activate the public spaces.

*Methods:* Through video surveillance of over 450 visitors and interviews with 100 of those visitors and 40 business owners, the City measured foot traffic and sales.

*Results:* 35% of people made unplanned purchases of food and drinks. 73% of people cited the People Spots as the reason for visiting the area. Business owners attributed an average 15% increase in sales to the space activation.

*Key Takeaway:* Enhancing and activating public space can increase foot traffic and business revenue, making this a possible solution for District 2.

(Council, 2014)

### Durham, North Carolina

*Overview:* The city of Durham's space activation efforts was slowed by a difficult and lengthy permitting process. Streamlining the process and using technology to increase accessibility and clarity led to an increase in event permit applications.

*Interventions:* Durham used ArcGIS technology and an updated web portal to help special event permit applicants to determine the correct permit for their space, auto-fill details, and track the progress of their permit application through a dashboard, and automatic inclusion on the city-wide events calendar.

*Methods:* The city of Durham tracked the number of special event permit applications following the system update.

*Results:* Durham saw the number of special event permit applications increase to an average of 60 permits per month after the launch of the improved process in January 2021. The magnitude of this increase is unclear from the data.

*Key Takeaway:* Revising how residents and community partners seek approval for space activation increases satisfaction and the frequency of events around the city. Although the precise projection of increase in space activation is unclear, the direction is positive, making this a viable option for District 2.

(*City of Durham Enhances Event Planning Process with ArcGIS Hub, 2021*)

### Atlanta, Georgia

**Overview:** Following capital improvements and space activation efforts to a nonprofit-run park in the Midtown neighborhood, foot traffic and overall space activity was measured by in-person observations. The enhancements and activation of the park led to increased foot traffic.

**Interventions:** Capital improvements to the 10<sup>th</sup> Street Park included a sculpture installation, a mural installation, added seating and games, and overall landscaping improvements. The resulting three multimodal uses—dog park, play area, and lawn game area invited greater activation of space.

**Methods:** In-person observation was used to measure changes in foot traffic compared to baseline, pre-improvement rates.

**Results:** Foot traffic and activity has increased on average by 50% since the park's completion in Fall 2022.

**Key Takeaway:** Both beautification and cultural enhancements such as art and landscaping coupled with invitations for activation with lawn games, pet play, and child play is a successful method for making greater use of existing community space and increasing resident satisfaction.

(10th Street Park Enhancements  
| Midtown Atlanta, 2023)

## Limitations to the Literature

This review of evidence revealed three holes in the current literature on urban design solutions geared at increasing resident satisfaction and engagement. First, no gold standard for measurement exists. The lack of critical evaluation by peer-reviewed sources makes a consensus among leaders in the field difficult. Additionally, the measurements that are used, do not clearly point to causal inference. A lack of robust data collection program evaluation by governments as well as a lack of coordination and resource leveraging between the private, public, and academic interests could be responsible for this gap.

Second, and related, an imbalance between improvement plans and reporting documents published by state and local governments exists. Searches turn up hundreds of 30-year comprehensive plans and detailed project plans, however, there is little follow-up on these visions. A lack of accountability, evaluation, and oversight of these urban improvements and investments makes an evaluation of projections and measured impact difficult.

Third, a significant lack of implementation recommendations and best practices exist in the literature. Many case studies do not suggest how to ensure political and private support, administrative feasibility, and stakeholder engagement that results in widespread adoption of the recommendation. This gap makes gauging the success of an intervention if implemented in District 2 difficult.

## Evaluative Criteria

This section outlines the four criteria used to evaluate each alternative. Effectiveness, cost, safety, and feasibility are the primary ones considered. Additional values like equity and inclusion may be acknowledged but will not play a major role in the selection of a final recommendation. The criteria were developed from three primary sources: expressed client values, resident values captured in recent surveys, and criteria used in relevant literature and case studies. Each criterion will be weighted differently in selecting a recommendation based on their importance to the client and their successful implementation.

### Criteria 1: Effectiveness

The first criterion used to evaluate the alternatives is effectiveness. Sometimes overlooked in formal criteria, the effectiveness of the alternative in increasing the outcome of interest, resident satisfaction, is critical. Data on resident satisfaction for urban planning interventions is difficult to collect, aside from surveys, so three different quantitative measurements tied to neighborhood vibrancy, activity, and satisfaction will be used.

When evaluating the effectiveness of the alternatives, three outcomes will measure effectiveness as a proxy: percent changes in surrounding business revenue, curbside turnover, and foot traffic. Based on relevant case studies, the expected change in these three outcome variables will be positive for all three alternatives, the evaluation will come in comparing the magnitude of impact, significance to stakeholders, and their relatedness to the ultimate outcome of interest, resident satisfaction. All three outcomes are different measures of factors that lead to positive economic activity.

Changes in revenue for business in the vicinity of space creation sites is a relatively new measurement tool in the urban design field. Popularized a decade ago by the NYC DOT report featured in the earlier case study section, many cities have replicated their use of sales tax data to measure impacts of space creation projects. Business revenue is an economic indicator for vibrancy and activity in a neighborhood. The easier a business is to access on foot or bike, the more likely people are able to frequent the business. Resident satisfaction is often tied to the economic strength of their local restaurants and stores making this a good proxy for measuring resident satisfaction after a community space has been created.

Changes in curbside turnover in areas where increased space enforcement and generally robust curbside management strategies have been implemented is a way to measure activity and popularity of a neighborhood. The more frequent a curb turns over, the more visitors, patrons, and residents able to visit the neighborhood. Greater enforcement of curb use is positively correlated with resident satisfaction for a couple of reasons. Targeted enforcement of safety violations increases safety and increase availability of parking for those in the area the most, residents.

Changes in foot traffic in a space that has been strategically activated through programming and enhancements is a way to measure vibrancy and activity in a neighborhood. Relation to economic activity for space activation depends heavily on proximity to local businesses. The further away an activated public space is from businesses, the less likely the foot traffic will translate to sales. This measurement, however, does influence economic activity and is positively correlated with resident satisfaction.

Effectiveness is expressed in percent increases and compared across the three alternatives in the outcomes matrix. Estimated measures of effectiveness are important to the successful adoption of any policy recommendation and are thus weighted at 30%.

## Criteria 2: Cost

The second criterion used to evaluate the policy alternatives is cost. As an elected official, the costs of projects are highly important to Councilman Farokhi. A limited budget, an engaged electorate, and reelections mean councilmembers are accountable for each dollar spent. Maximizing the cost-effectiveness ratio of each proposed alternative will be vital for its success. Understanding the cost of each alternative is pivotal to an alternative's evaluation. Oftentimes city governments are constrained by competing priorities and look to maximize their impact while minimizing costs.

Three types of costs are noted in the evaluation: direct costs, opportunity costs, and externalities. Direct costs will include both startup costs and maintenance costs. Startup costs include any labor, materials, permits and licensing, and legislation changes required to implement the alternative in the short term. Maintenance costs include any materials, potential expansions, and personnel required to maintain the intervention. Opportunity costs include the cost of not funding another alternative, cost of not funding an unrelated program, and the cost of not sticking with the status quo. Any significant externalities will be noted.

Each of these costs is supported by literature or a reasonable author assumption estimating the monetary costs. Additionally, the time-value of money is incorporated by determining the net present value of projects over a total of five years by using a discount rate of 5% and accounting for inflation. Five-year costs are listed in USD and compared across the three alternatives in the outcomes matrix. Estimated costs are important to the successful adoption of a policy recommendation at the City level and are thus weighted at 30%.

Detailed cost calculations for each alternative can be found in Appendix I and foundations and assumptions for those costs can be found in Appendix II.

### Criteria 3: Safety

The third criterion used to evaluate the policy alternatives is safety. The 2022 Midtown Alliance survey found residents in the Midtown neighborhood of District 2 increasingly value safety, find Midtown less safe, and look for investments that increase safety. When asked if Midtown residents would describe the neighborhood as a) well-lit, b) safe from crime, and c) safer than five years ago, affirmative responses dropped significantly between 2019 and 2022 (*2019 Midtown Community Survey*, 2019).

In addition to survey data indicating the community values physical safety, review of literature found safety to be a common evaluative criterion for community space interventions. Safety in these spaces can be defined from two perspectives: residents and pedestrians. Some interventions can increase safety from crime, and some can increase safety from accidents—and some can address both.

A recent meta-analysis published in the Landscape and Urban Planning journal evaluated safety methodology in public spaces and found 10 primary safety factors that contribute to the measurability and overall safety of a public space. These 10 factors include surveillance, sightlines, lighting, perimeter control, entrances, design of pathway routes, pedestrians, maintenance, surrounding neighborhoods, and public law offences (Gössling et al., 2022). Of these 10 factors, three are most relevant to the policy alternatives considered in this analysis: pedestrians, surveillance, and maintenance. An evaluation of these three factors will help determine the safety potential of each policy alternative.

The pedestrian safety factor considers the intervention's ability to increase the physical safety of residents or visitors from dangers such as cars, bikes, and trucks as they use sidewalks, excess rights of way, parks, curbsides, and crosswalks in District 2. The surveillance factor considers the intervention's ability to increase surveillance of a public space by either officials with formal authority or citizen bystanders with more informal authority. The maintenance factor considers the intervention's ability to increase maintenance of a community space—potentially reducing accidental hazards and deterring crime. All three factors can lead to an increase in public safety in community spaces.

To operationalize a criterion with multiple contributing factors, three questions will be asked of each alternative:

1. Would this alternative likely increase pedestrian safety?
2. Would this alternative likely increase surveillance?
3. Would this alternative likely increase maintenance?

If literature, stakeholder interviews, or the client has indicated that the alternative would answer “yes” to the question, implying a positive impact on safety in District 2, the alternative receives a score of 1. If literature, stakeholder interviews, or the client has indicated that the alternative would answer “no” to the question, implying a negative or neutral impact on the safety in District 2, the alternative receives a score of 0. The cumulative score from each question will total to the overall safety score of the alternative.

Safety is expressed as scores of 0, 1, 2, or 3 and compared across the three alternatives in the outcomes matrix. Estimated increases to safety are important to the residents of District 2 and are thus weighted at 20%.

#### Criteria 4: Feasibility

The fourth criterion used to evaluate the policy alternatives is feasibility. District 2, and Atlanta as a whole, has three major stakeholder groups to consider when evaluating the feasibility of each policy alternative: the business community, the city and state government, and the residents. The likelihood of each group supporting a community space solution is necessary to developing a feasible policy recommendation.

The business community is an important stakeholder group to consider because of the previously described business-friendly laws and policies in the state of Georgia that allow for large influence by business interests. Alternatives that would deter or harm economic activity in the District would likely face powerful opposition. Additionally, small business owners in the six neighborhoods of District 2 have a voice through community associations to oppose any alternatives that hinder their individual or collective success.

The city and state government are important stakeholder groups to consider because of necessary role in championing and implementing any recommended policy alternative. Alternatives that have significant opportunity costs or require any large revisions on their part will likely face opposition, as funding and political resources are limited at this level.

The residents are an important stakeholder group to consider for two reasons. One, they are the main driver for this policy inquiry. Their satisfaction is the ultimate outcome of interest in any policy alternative considered here. Additionally, their collective opposition to an alternative through town halls, community organizing, or less formal forums could impede the successful adoption of a recommended policy.

To operationalize a criterion with multiple contributing factors, three questions will be asked of each alternative:

1. Would this alternative likely be supported by the business community?
2. Would this alternative likely be supported by the city and state government?
3. Would this alternative likely be supported by the residents?

If literature, stakeholder interviews, or the client has indicated that the alternative would answer “yes” to the question, implying a positive impact on feasibility of adoption in District 2, the alternative receives a score of 1. If literature, stakeholder interviews, or the client has indicated that the alternative would answer “no” to the question, implying a negative or neutral impact on the feasibility of adoption in District 2, the alternative receives a score of 0. The cumulative score from each question will total to the overall feasibility score of the alternative.

Feasibility is expressed as scores of 0, 1, 2, or 3 and compared across the three alternatives in the outcomes matrix. The feasibility of adopting and successfully implementing a policy alternative is important to the client and is thus weighted at 20%.

## Policy Alternatives

The Policy Alternatives section outlines the proposed solutions to the community space problem in District 2. The three proposed policy alternatives are:

1. Space Creation
2. Space Enforcement
3. Space Activation

Each alternative includes proposed interventions, an estimation of the client's role in implementing the alternative, and the potential methods of measuring impact if implemented. A map identifying the proposed improvement sites is included in each alternative's section as well.

The evaluation of the policy alternatives against the four selected criteria is featured in the blue box under each alternative.

### Policy Alternative 1: Space Creation

#### *Overview*

This alternative first emerged when a review of literature surfaced the groundbreaking and data-rich case study conducted by the NYC DOT demonstrating the economic benefits of street level improvements and infrastructure upgrades (featured in the Solution Case Study section). Since this case study was published in 2014, several other cities have replicated their methods and found similar results. Currently, District 2 streets are largely designed for vehicles and not pedestrians or bikers. Transforming the surplus of parking spaces and vehicle lanes into widened multipurpose sidewalks would likely lead to an increase in revenue for surrounding business, vibrancy, and resident satisfaction.

#### *Foundation*

Informed by resident survey data and relevant case studies, the following plan outlines the proposed interventions to the selected improvement area. Figure 6 below identifies the corridor selected for the proposed improvements. Widened sidewalks, improved bike lanes, and clear signage were consistent improvements across the three featured case studies that are most feasible given the District's existing street typology. Top recommendations to improve Peachtree Street, which runs north/south through the heart of Midtown, include **adding bike lanes, widening sidewalks, and adding more parklets**.

#### *Detailed Description*

These three suggestions mirror an industry trend called Complete Streets. To create a Complete Street along the Peachtree Street corridor, first, District 2 would submit the budget and overall plans for the project to the City government for approval. Then, District 2 would need approval to eliminate one or more curbside parking lanes or vehicle lanes for an initial one-mile area. Reconstituting traffic flow and signage will be necessary to transition the corridor to an effective and well received Complete Street. Next, the city would hire an architecture firm with similar projects in their portfolio to draw up plans for the Peachtree Street project.

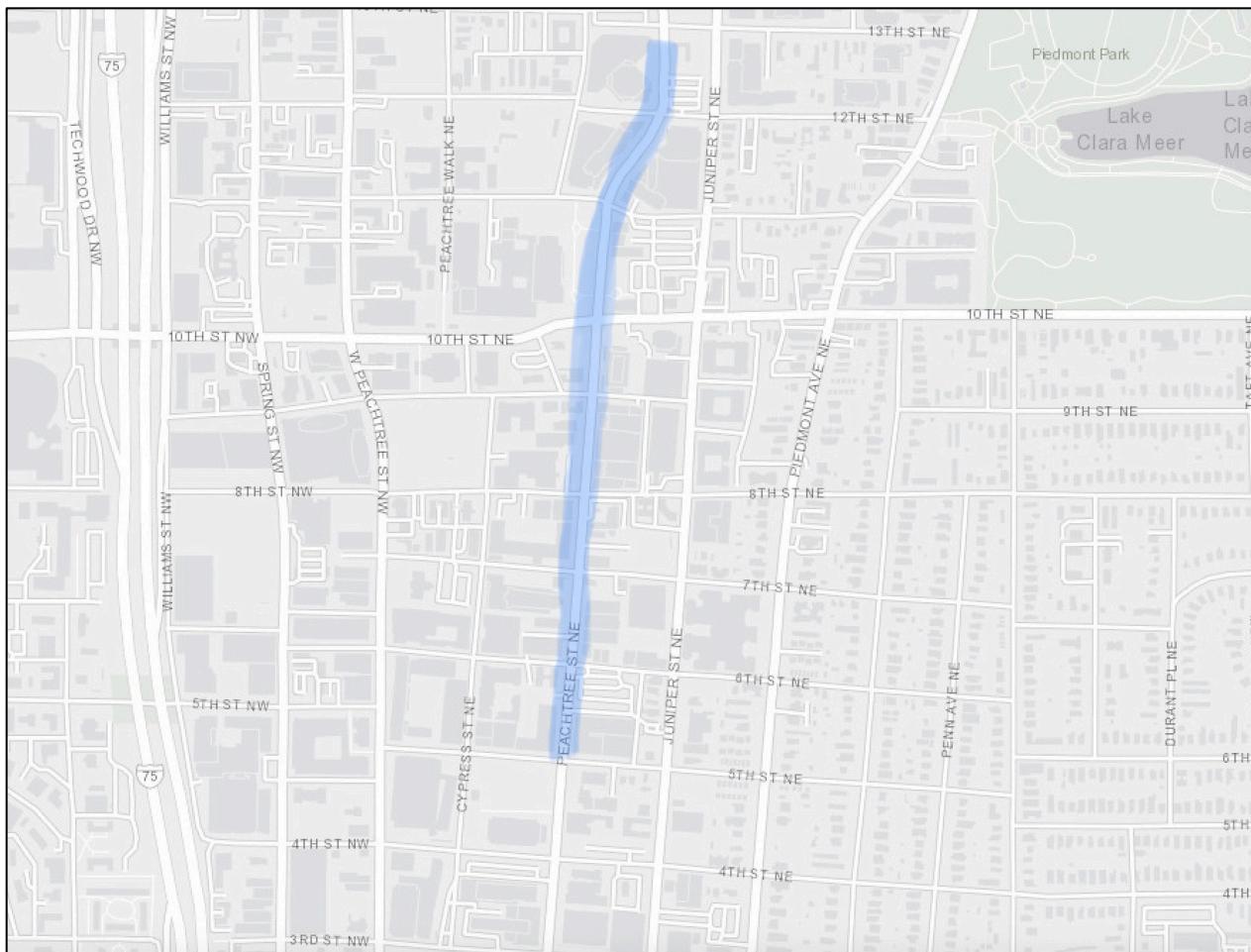
In cities where Complete Streets have been implemented, government coordination between the City Council, Department of Transportation, and state and federal grant administrators was necessary. Also critical to the success of these Complete Streets is the coordination with local business owners who may be affected, residents, and advocacy groups or improvement districts. Ample notice of disruptions and town hall-type opportunities for input are recommended.

The actual construction of the widened sidewalk, bike lane, and parklets would likely take months to complete. The featured case studies found no negative impact on economic outcomes for surrounding businesses during the construction period, but resistance from some stakeholder groups may be expected.

#### *Measurement Methods*

Once the project is completed, a study measuring growth in economic activity through sales tax revenue data and employment data is recommended. Modeling measurement after the NYC DOT's study could bolster future improvement projects beyond the initial pilot site. Having Atlanta-specific data could go a long way for convincing stakeholders that space creation is worth the high cost to the city.

*Figure 6: Map of Space Creation Area*



(NPU, *Council District, Precinct and Neighborhood Lookup*, n.d.)

### Evaluation of Policy Alternative 1: Space Creation

Below is the evaluation of the first policy alternative against the four criteria.

#### ***Effectiveness: 15% Increase in Sales Revenue***

Based on the findings in the three space creation case studies, creating new spaces that include widened sidewalks, added bike lanes, and parklets with places to sit had a 16 to 23% increase in sales revenue for surrounding businesses. The mid-range projection based on these case studies is 15%. Of the three measures of effectiveness, change in sales revenue is most valuable measurement.

Further details on effectiveness calculations and sensitivity analysis for the space creation alternative can be found in Appendix III, Table 7.

#### ***Cost: \$2.41M over 5 years***

Based on the reported average costs required to build complete-style streets in 31 cities across the U.S. (Anderson & Searfoss, 2015) combined with anticipated administrative costs and future maintenance costs, the projected five-year cost adjusted for net present value and inflation comes to around \$2.4 million for the space creation alternative.

Further details on costs and net present value calculations for the space creation alternative can be found in Appendix I, Table 3.

#### ***Safety: 2 out of 3***

1. Would this alternative likely increase pedestrian safety? Yes. Based on the New York City case study, widening sidewalks, enhancing crosswalks, and adding dedicated bike lanes likely increases overall pedestrian safety.
2. Would this alternative likely increase surveillance? No. Few if any case studies indicated space creation for pedestrians increases surveillance.
3. Would this alternative likely increase maintenance? Yes. New street level investments like the ones proposed in this alternative require consistent physical maintenance.

Resulting safety score: 2 out of 3

#### ***Feasibility: 3 out of 3***

1. Would this alternative likely be supported by the business community? Yes. Based on the projected increases to business revenue, the business community would likely support this alternative.
2. Would this alternative likely be supported by the city government? Yes. This alternative is in line with the City's strategic plan and vision for the community (Goals and Objectives | Atlanta City Council, GA, 2023).
3. Would this alternative likely be supported by the residents? Yes. Based on 2022 resident survey data, residents would likely support this alternative (Grantier, 2023).

Resulting feasibility score: 3 out of 3

## Policy Alternative 2: Space Enforcement *Overview*

This alternative first emerged through a conversation with the Managing Director of Transportation at Central Atlanta Progress (CAP). Through a collaborative study with another Improvement District, Midtown Alliance, CAP identified a lack of clear space enforcement as a detriment to the vibrancy of streets and spaces in District 2. Currently, cars frequently park in bike lanes, obstruct pedestrians, and block curb access to businesses and storefronts. Creating a curbside manager position within ATL DOT, increasing curbside management staff by revising the ordinance authorizing the parking enforcement contractor, ATL Plus. This alternative entails working with City officials in the budget, public safety, and transportation offices to fund and authorize contract enforcement teams to patrol and ticket the District and enforce traffic violations that inhibit pedestrian safety, business patronage, and recreational activity.

### *Foundation*

Case studies in Seattle, Washington, Washington, D.C., and Frieburg, Germany support increased enforcement in curbside management strategies. Each case tested different components of curbside enforcement, including reallocating curbside use for passenger loading zones, employing demand-based pricing, and increasing fines and patrol frequency and found a positive correlation with either compliance or curbside turnover. Lessons for best practices can also be learned from these interventions, including the importance of clear communication of any rule changes to ensure resident satisfaction as well as balancing the potential interactions of parking price changes with violation fine changes. A recent curbside management strategy proposal released by Central Atlanta Progress also serves as the foundation for this policy alternative. The proposal is a review of best practices and industry trends with a District 2-specific lens that puts forth several recommendations, a few of which are incorporated in this alternative.

### *Detailed Description*

This alternative proposes creating a Curbside Manager position within ATL DOT who is responsible for overseeing this increase in enforcement and any changes to enforcement rules or curb typology. Ideally, this position would be filled by someone with extensive experience in transforming curbside enforcement and curb management strategies. Next, the manager will seek input from community members, business owners, cross-governmental stakeholders, and the parking enforcement vendor, ATL Plus, to ensure ample opportunity for input ahead of any changes. A plan for changes in curb use, such as increased passenger loading zones and changes to commercial loading and delivery zones, and changes enforcement strategy, such as increased fines, introducing demand-based pricing, and changes to space time limits, would be devised under the supervision of the curbside manager. These changes would then be communicated to the public with ample notice through signs, workplace notices, and through neighborhood associations before increased space enforcement began. Figure 7 below highlights the perimeter of the area selected for increased targeted enforcement in District 2. This perimeter represents the central most portion of the Midtown neighborhood and is smaller than a square mile. The concentrated and enhanced enforcement in this area will ideally simplify impact measurement.

In addition to strategy development, this alternative would require additional workforce development. Currently, a city-level ordinance authorizes the private parking vendor ATL Plus to enforce parking violations on behalf of the city. ATL Plus subcontracts off-duty Atlanta Police officers (sworn officers) in addition to their own civilian staff (non-sworn). The ordinance requires any fines issued for safety violations, such as double parking, obstructing cross walks—basically any

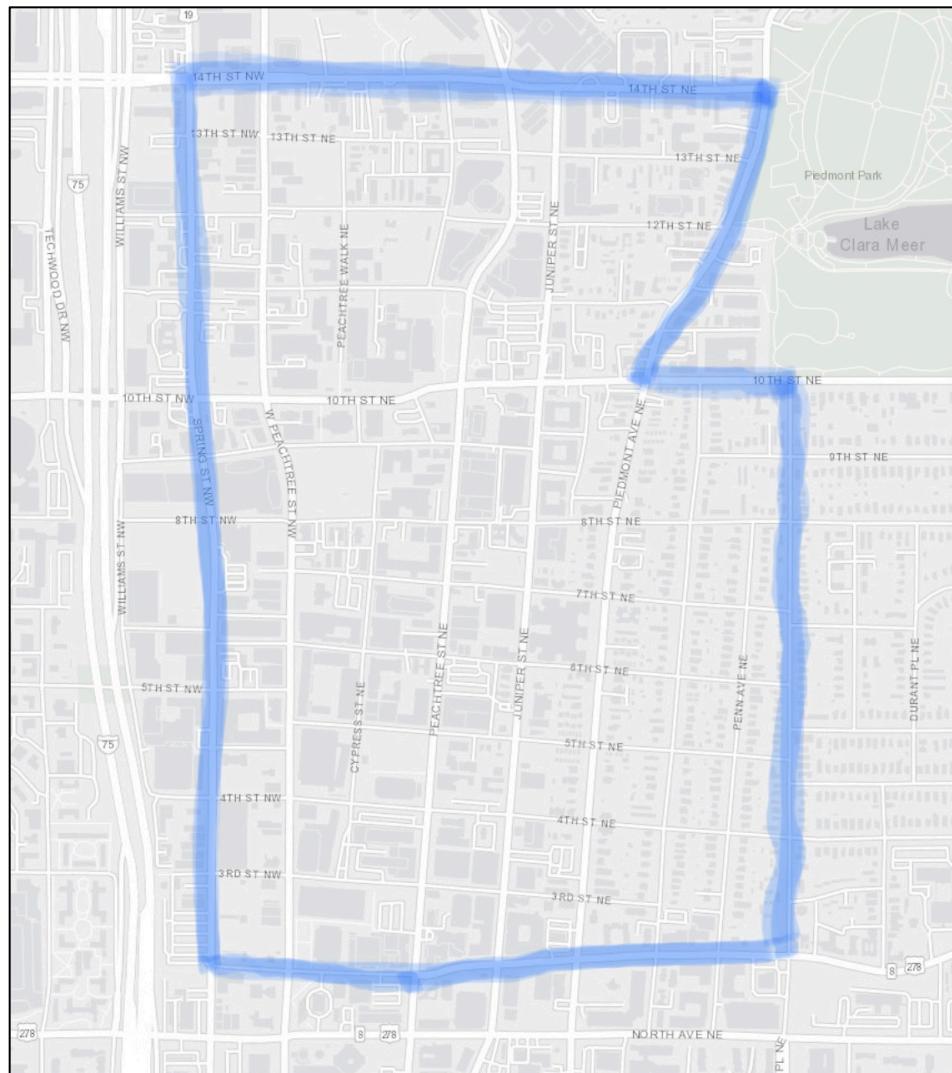
violation beyond just overstaying the paid time limit or failing to pay—requires a sworn officer. Revising this ordinance to allow non-sworn officers to address any safety violations would increase the supply of enforcement officers, leading to increased fines and compliance.

Increased space enforcement will likely require Councilman Farokhi to leverage his position on the Transportation Committee and relationship with both governmental and nongovernmental transportation experts if this alternative is to be successfully implemented. Changes to the City budget will be necessary to hire the manager, potentially provide training for the non-sworn officers, and cover the increase in administrative oversight to process the higher volume of fines.

### *Measurement Methods*

Once new curbside management strategies have been developed and more enforcement officers were available, methods for impact measurement would need to be created. The literature suggests measuring curbside turnover and space productivity is the best way to capture the health of the curb. Resident satisfaction throughout the stages of development should also be considered.

*Figure 7: Map of Space Enforcement Area*



(NPU, *Council District, Precinct and Neighborhood Lookup*, n.d.)

## Evaluation of Policy Alternative 2: Space Enforcement

Below is the evaluation of the second policy alternative against the four criteria.

### ***Effectiveness: 18% Increase in Curbside Turnover***

Based on the findings in two of the three space enforcement case studies, increasing enforcement of spaces through targeted enforcement, increased enforcement staff, and a comprehensive curbside management strategy had a 12 to 36% increase in curbside turnover. The mid-range projection based on these case studies is 18%. Of the three measures of effectiveness, change in curbside turnover is the second most valuable measurement.

Further details on effectiveness calculations and sensitivity analysis for the space enforcement alternative can be found in Appendix III, Table 8.

### ***Cost: \$1.17M over 5 years***

Based on the costs of hiring and training additional enforcement staff, creating a curbside manager position, increasing enforcement signage, increasing administrative oversight of processing additional fines, and accounting for future maintenance costs, the projected five-year cost adjusted for net present value and inflation comes to around \$1.17 million for the space enforcement alternative.

Further details on cost calculations and net present value calculations for the space enforcement alternative can be found in Appendix I, Table 4.

### ***Safety: 3 out of 3***

1. Would this alternative likely increase pedestrian safety? Yes. *Multiple case studies found increasing space enforcement along curbs and pedestrian walkways increased safety by ensuring cars do not block pathways, putting pedestrians in the way of traffic.*
2. Would this alternative likely increase surveillance? Yes. *Based on the Friburg, Germany and Washington, D.C. case studies, increased enforcement staff leads to increased compliance with safety regulations.*
3. Would this alternative likely increase maintenance? Yes. *Having a dedicated curbside manager, a robust curbside management strategy, and increased patrols will likely lead to changes of use and regular maintenance of curbside spaces.*

Resulting safety score: 3 out of 3

### ***Feasibility: 3 out of 3***

1. Would this alternative likely be supported by the business community? Yes. *Increased curbside turnover translates to increased business patronage and safety for their patrons.*
2. Would this alternative likely be supported by the city government? Yes. *This alternative enhances an existing vendor relationship, making it a lighter lift. Increased enforcement would also mean increased fine revenue.*
3. Would this alternative likely be supported by the residents? Yes. *Based on resident survey data, safety is a large concern for residents and this alternative increases safety (Grantier, 2023).*

Resulting feasibility score: 3 out of 3

## Policy Alternative 3: Space Activation

### *Overview*

This alternative first emerged through a conversation with a Program Manager responsible for space activation and placemaking at the nonprofit Midtown Alliance. Currently, the permitting process required in Atlanta to host community events in existing community spaces is lengthy and complex. Revising these policies at the City level could increase space activation, likely leading to increased business activity and resident satisfaction.

### *Foundation*

Space activation pivots on the notion of cities investing in and using the community space they already have. Instead of making large capital investments to create new urban spaces, make minor improvements to existing spaces and host consistent and engaging programming that attracts community members. Throughout the literature space activation is often coupled with space enhancement. In the space activation case study conducted in Atlanta by Midtown Alliance, enhancements to an existing park helped beautify and redefine the space. The park's very design now insists on activity from residents. Other case studies found that in addition to space enhancement, the process for activating the space is possibly equally important. To host small events in public spaces owned by the City, permit approval is required. Making this process as easy as possible is a potential policy alternative for District 2. In addition to relevant case studies, a draft ordinance written by Midtown Alliance (Appendix V) seeking a standing permit to activate three public spaces in District 2 serves as a foundation for this policy alternative.

### *Detailed Description*

Currently, to host a small (less than 250 people) event in Atlanta on public property, organizers must submit a permit request at least 90 days in advance. Organizers can do so via an online application portal on the city's website. Every single time a new event is planned—no matter how well established the organization's relationship with the city is—a new permit application must be submitted. This three months' notice and tedious process for organizations like Midtown Alliance to activate these public spaces, bring foot traffic to neighboring businesses, and increase resident satisfaction by creating a sense of community is a deterrent to greater space activation.

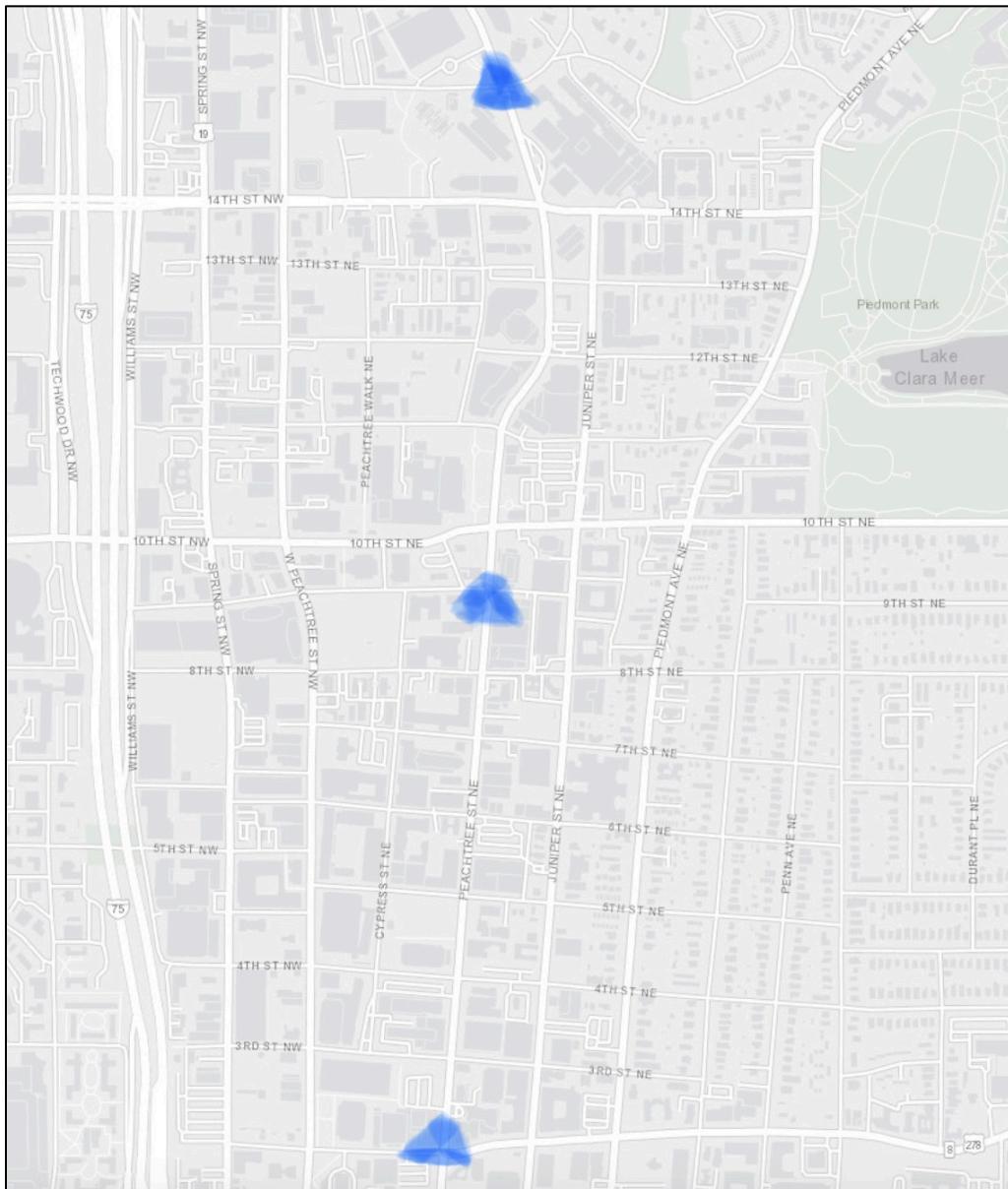
This policy alternative proposes the city use the Memorandum of Understanding (MOU) created by Midtown Alliance as a model for a revised space activation permitting process. For organizations who have an established relationship with the city, have shared goals of resident and commercial prosperity for the city, and have invested their own capital in space enhancements, the City would grant an MOU allowing the organizations to host small events that activate existing community spaces. In Midtown Alliance's case, three small public excess right of way locations were identified and are featured in Figure 8 below. These locations have been activated through events and engagements by Midtown Alliance in the past and will serve as a pilot before expanding to additional public spaces. This alternative proposed additional space enhancements each year to keep up with demand.

This proposed alternative would require Councilman Farokhi to leverage his relationship with the Mayor's Office, specifically the Office of Special Events, to adopt this revised style of permitting. Administrative oversight by the city over selecting and managing community partner relationships would likely be necessary. Space enhancements to additional activation sites similar to the capital improvements made by Midtown Alliance in the 10<sup>th</sup> Street Park should be accounted for. Additionally, increased maintenance and service to these public spaces would likely be required if their use levels increase.

### Measurement Methods

Space activation is a solution that is more difficult to measure than other alternatives. Investing in measurement tools to track the success and magnitude of space activation for the areas where an MOU with a community organization exists is recommended. Increases in foot traffic measured through sensors or in person observations and community surveys are two possible ways to measure the success of this alternative if it were implemented.

Figure 8: Map of Space Activation Areas



(NPU, *Council District, Precinct and Neighborhood Lookup*, n.d.)

### Evaluation of Policy Alternative 3: Space Activation

Below is the evaluation of the third policy alternative against the four criteria.

#### ***Effectiveness: 46% Increase in Foot Traffic***

Based on the findings in two of the three space activation case studies, increasing activation of spaces through space enhancements, increased programming, and greater ease of programming, had a 50 to 73% increase in area foot traffic. The mid-range projection based on these case studies is 46%. Of the three measures of effectiveness, change in foot traffic is the third most valuable measurement.

Further details on effectiveness calculations and sensitivity analysis for the space activation alternative can be found in Appendix III, Table 9.

#### ***Cost: \$1.44M over 5 years***

Based on the reported average costs required to enhance existing public spaces in Atlanta, combined with anticipated administrative costs and future maintenance costs, the projected five-year cost adjusted for net present value and inflation comes to around \$1.44 million for the space activation alternative.

Further details on cost calculations and net present value calculations for the space activation alternative can be found in Appendix I, Table 5.

#### ***Safety: 2 out of 3***

1. Would this alternative likely increase pedestrian safety? No. *Increased foot traffic without accompanying increased pedestrian safety measures will likely not increase pedestrian safety.*
2. Would this alternative likely increase surveillance? Yes. *Space activation means more people visiting a space leading to increased peer surveillance and less vacant spaces available for criminal activity.*
3. Would this alternative likely increase maintenance? Yes. *Having dedicated maintenance personnel look after the enhanced spaces will likely increase maintenance.*

Resulting safety score: 2 out of 3

#### ***Feasibility: 3 out of 3***

1. Would this alternative likely be supported by the business community? Yes. *Based on the Chicago case study, increased foot traffic is positively correlated with increased sales.*
2. Would this alternative likely be supported by the city government? Yes. *This alternative formalizes existing community partnerships through a MOU, making the administrative lift light.*
3. Would this alternative likely be supported by the residents? Yes. *Based on resident survey data, demand for these types of activated spaces exists among District 2 residents (Grantier, 2023).*

Resulting feasibility score: 3 out of 3

## Summary Outcomes Matrix

Table 1 is a multidimensional representation of the three policy alternatives evaluated across the four criteria, easing comparison of the alternatives. The alternative with the highest scores in the greatest number of criteria categories is highlighted in blue.

*Table 1: Evaluative Outcomes Matrix*

Evaluation Criteria	Measurement	Policy Alternatives		
		Alt. 1: Space Creation	Alt. 2: Space Enforcement	Alt. 2: Space Activation
<i>Effectiveness (30%)</i>	% Increase to Business Revenue	15%	-	-
	% Increase to Curbside Turnover	-	18%	-
	% Increase to Foot Traffic	-	-	46%
<i>Cost (30%)</i>	Five-Year Cost in USD	\$2.4M	\$1.1M	\$1.4M
<i>Safety (20%)</i>	Safety Score (Out of 3)	2	3	2
<i>Feasibility (20%)</i>	Feasibility Score (Out of 3)	3	3	3

## Recommendation: Space Enforcement

Based on the analysis of each alternative and the comparison shown in the outcomes matrix, Councilman Farokhi should propose increasing space enforcement in District 2 to address the issue of lagging community space and increase resident satisfaction. Increased enforcement is projected to increase curbside turnover by 18%, meaning increased access and visits to the District. Greater space enforcement is projected to cost the city the least over the next five years. A moderate feasibility score and projected impacts on safety, an expressed priority of residents, also put the recommendation ahead of the other alternatives. Space enforcement ensures existing space is used as efficiently and effectively, laying a strong foundation for any future investments like space creation and space activation.

Beyond space enforcement performance in the outcomes matrix, community stakeholders like Midtown Alliance and Central Atlanta Progress strongly believe that a robust curbside management strategy and increased space enforcement is the necessary first step in meeting residents' needs. Through the midtown resident survey, the emphasis on increasing safety also makes this recommendation a likely popular strategy with the District 2 community. Case studies in which the city increases enforcement also saw greater compliance, curbside turnover, and economic activity in the improvement areas. Ensuring curb space potential is being maximized and obstructions to proper use and general safety will likely be realized in Atlanta as well.

The Atlanta City Council's 2023 commitment to shifting from car centric design to one that promotes walkability and pedestrian safety means a first step like this recommendation will likely be supported politically. Support from the business community is anticipated as increases in physical access to their store fronts through decreased obstructions and increased economic activity through increased curbside turnover.

## Implementation

This section outlines the implementation plan for the recommended space enforcement policy alternative. Successful implementation requires cross-governmental and cross-sector coordination, clear steps, and feedback mechanisms for future improvements. Based upon similar undertakings in Atlanta and other cities, anticipated challenges, and suggestions for overcoming such complications are included. Below is the step-by-step plan followed by a stakeholder analysis.

### Recommended Plan

Figure 4 below organizes the sequence of five steps necessary to successfully implement the space enforcement recommendation. Each step in the figure includes the estimated duration of the step's implementation, the action the City of Atlanta will need to take, and the anticipated outcome of the action. Steps build on one another, and the success of each step is necessary to build a solid foundation for space enforcement.

*Figure 9: Implementation Steps*



### Measurement

How policy makers know if the recommendation is working once it's implemented? Integrating measurement mechanisms when piloting a policy, such as increasing space enforcement, is critical for two reasons. One, the city is beholden to taxpayers to spend their money responsibly. Measuring the effectiveness of a policy is necessary to be responsible. Two, if future expansions in curbside management or changes in curbside typology are to be championed, evidence that current investments effectively provide necessary support. Step 3 in the implementation plan includes a

measurement component to ensure the goal of the recommendation, increased curbside turnover and revenues for surrounding businesses, is met.

### Stakeholder Analysis

Understanding the key stakeholders involved in implementing the proposed policy alternative is crucial to the policy's success. Table 1 outlays the stakeholder groups, the sector to which they belong, their level of involvement in implementing the policy, and a description of the specific role they play.

*Table 2: Implementation Stakeholder Analysis*

Stakeholder Group	Sector	Level of Involvement	Role
<i>District 2 Office</i>	Public	Low	Assist in revising the city code to expand enforcement staff to include non-sworn officers (step 4)
<i>Department of Transportation</i>	Public	High	Responsible for creating a curbside manager position and hiring a qualified candidate (step 1); creating enforcement goals and measurement mechanisms (step 3), and oversee engagement with enforcement staff (step 4 and 5)
<i>Atlanta City Council</i>	Public	Low	Assist in revising the city code to expand enforcement staff to include non-sworn officers (step 4)
<i>Mayor's Office</i>	Public	Medium	Approve changes in City code (step 4) and any increases in budget
<i>Midtown Alliance</i>	NGO	Medium	Supply supporting literature and guidelines for implementation, support the curbside working group (step 2), and collaborate on enforcement goals and measurements (step 3)
<i>Atlanta Police Department</i>	Public	Medium	Support training of non-sworn officers (step 4) and commit to enhanced curbside enforcement (step 5)
<i>Central Atlanta Progress</i>	NGO	Medium	Supply supporting literature and guidelines for implementation, support the curbside working group (step 2), and collaborate on enforcement goals and measurements (step 3)
<i>ATL Plus</i>	Private	High	Contract additional non-sworn enforcement staff (step 4)

### Anticipated Challenges

#### Potential Resistance

Based on conversations with several identified stakeholders, a strong foundation for the recommendation and implementation steps exists. Midtown Alliance and Central Atlanta Progress co-created a detailed curbside management strategy last year which serves as the foundation for this recommendation. District 2 and the Atlanta City Council has expressed interest and early support for this strategy. Councilman Farokhi's position as Chair of the Transportation Committee grants him influence in setting priorities for projects like this. The parking enforcement contractor, ATL Plus, has an existing contract with the Department of Transportation and subcontracts Atlanta police officers—a relationship that is only expanded through this proposal.

The greatest potential resistance comes from the Department of Transportation, who is being asked to allocate funding, create a new position, and fill this role. Support from the Mayor's office will help increase the likelihood of DOT adopting Step 1 of the plan. Councilman Farokhi's

and transportation specialists at Midtown Alliance and Central Atlanta Progress may also help persuade DOT through their existing relationships.

Additionally, resistance from stakeholders indirectly affected by this recommendation is possible. Business owners, transit operators, regional business commissions, ride-share services, and other property owners may be resistant to changes in curbside enforcement. The creation of the Curbside Working Group in Step 2 helps to reduce this resistance by soliciting input and increasing communication between groups ahead of later implementation steps.

#### *Implementation Risks*

As mentioned previously, the implementation steps build on one another, meaning a strong foundation is key. The worst-case scenario for this plan would be a failure to create and fill the Curbside Manager position within ATL DOT. Continuity and coordination between groups, projects, and future planning is vital to the success of this recommendation. Without a manager with the authority to oversee and guide these changes, collective action challenges and decreased momentum is likely. Early buy-in from DOT and commitments of support from City Council and the Mayor's Office can help increase chances of success in Step 1.

The second most critical is Step 4. The current policy requiring staff issuing safety violations be sworn-officers (either on-duty APD officers or officers subcontracted ATL Plus) limits the supply of staff to cover the dense Midtown and Downtown neighborhoods. The simplest way to increase the supply of enforcement staff is to change this sworn-officer requirement. If Step 4 fails, another method of increasing this supply will be necessary. A possible way to mitigate this risk, is to offer training sessions for enforcement staff with sworn-officers.

## Conclusion

This report seeks to answer the question: with less people commuting into Atlanta's Midtown and Downtown neighborhoods, how could the space better meet the needs of residents? Dozens of solutions to the problem of increasing the supply of community centered spaces in District 2 exist, however, the three policy solutions examined in this analysis are strong options that have proven successful in other cities and are viable options for District 2 specifically. While Space Creation, Space Enforcement, and Space Activation are all great options for Councilman Farokhi to eventually implement, Space Enforcement is recommended first given the constraints and expressed values of the community. Robust space enforcement has led to a positive impact on economic activity and increased safety in other cities. The lower costs and feasibility of support among business, resident, and political groups make this a great answer to this policy problem.

## Appendix I: Cost Calculations

### Policy Alternative 1: Space Creation

Space Creation Costs Over First Five Years					
	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Direct Costs</b>					
Bike Lane Addition per Mile	\$ 183,500.00				
Sidewalk Expansion/Parklet Creation per Mile	\$ 1,635,000.00				
Increased Signage	\$ 95,000.00				
Project Manager Salary	\$ 60,451.00	\$ 63,110.84	\$ 65,887.72	\$ 68,786.78	\$ 71,813.40
Annual Repair Costs		\$ 3,710.00	\$ 3,710.00	\$ 3,710.00	\$ 3,710.00
<b>Subtotal</b>	\$ 1,973,951.00	\$ 66,820.84	\$ 69,597.72	\$ 72,496.78	\$ 75,523.40
Inflation Rate	1.97%	2.07%	2.18%	2.29%	2.40%
Cost Adjusted for Inflation	\$ 2,012,916.79	\$ 68,205.84	\$ 71,112.40	\$ 74,153.44	\$ 77,335.51
Discount Rate	5%	5%	5%	5%	5%
<i>NPV of Total Cost Adjusted for Inflation</i>	\$ 2,113,562.63	\$ 71,616.13	\$ 74,668.02	\$ 77,861.11	\$ 81,202.29
<b>Total Five-Year NPV of Solution Costs</b>					<b>\$ 2,418,910.19</b>

### Policy Alternative 2: Space Enforcement

Space Enforcement Costs Over First Five Years					
	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Direct Costs</b>					
APD Training of Non-Sworn Officers	\$ 1,903.85	\$ 1,903.85	\$ 1,903.85	\$ 1,903.85	\$ 1,903.85
Two ATL Plus Non-Sworn Enforcement Staff Salary	\$ 78,000.00	\$ 81,432.00	\$ 85,015.01	\$ 88,755.67	\$ 92,660.92
Additional Patrol Vehicle	\$ 14,000.00				
DOT Curbside Enforcement Manager Salary	\$ 75,000.00	\$ 78,300.00	\$ 81,745.20	\$ 85,341.99	\$ 89,097.04
Additional Signage	\$ 95,000.00				
Additional Patrol Vehicle Fuel and Maintenance	\$ 1,421.25	\$ 1,421.25	\$ 1,421.25	\$ 1,421.25	\$ 1,421.25
Administrative Costs of Processing Increased Volume of Citations	\$ 24,852.00	\$ 25,945.49	\$ 27,087.09	\$ 28,278.92	\$ 29,523.19
<b>Subtotal</b>	\$ 290,177.10	\$ 189,002.58	\$ 197,172.39	\$ 205,701.67	\$ 214,606.24
Inflation Rate	1.97%	2.07%	2.18%	2.29%	2.40%
Cost Adjusted for Inflation	\$ 295,905.19	\$ 192,920.04	\$ 201,463.53	\$ 210,402.27	\$ 219,755.53

Discount Rate	5%	5%	5%	5%	5%
<i>NPV of Total Cost Adjusted for Inflation</i>	\$ 310,700.45	\$ 202,566.04	\$ 211,536.70	\$ 220,922.38	\$ 230,743.30
Total Five-Year NPV of Solution Costs					\$ 1,176,468.88

### Policy Alternative 3: Space Activation

Space Activation Costs Over First Five Years					
	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Direct Costs</b>					
Space Enhancement Costs	\$ 175,000.00	\$ 175,000.00	\$ 175,000.00	\$ 175,000.00	\$ 175,000.00
Administrative Costs of Overseeing Space Activation Program	\$ 54,793.00	\$ 57,203.89	\$ 59,720.86	\$ 62,348.58	\$ 65,091.92
Parks and Recreation Maintainance Staff Salary	\$ 31,200.00	\$ 32,572.80	\$ 34,006.00	\$ 35,502.27	\$ 37,064.37
<b>Subtotal</b>	\$ 260,993.00	\$ 264,776.69	\$ 268,726.87	\$ 272,850.85	\$ 277,156.29
Inflation Rate	1.97%	2.07%	2.18%	2.29%	2.40%
Cost Adjusted for Inflation	\$ 266,145.00	\$ 270,264.72	\$ 274,575.26	\$ 279,085.90	\$ 283,806.40
Discount Rate	5%	5%	5%	5%	5%
<i>NPV of Total Cost Adjusted for Inflation</i>	\$ 279,452.25	\$ 283,777.95	\$ 288,304.03	\$ 293,040.20	\$ 297,996.72
Total Five-Year NPV of Solution Costs					\$ 1,442,571.15

## Appendix II: Cost Assumptions

*Table 3: Cost Assumptions*

<b>All Cost Assumptions</b>		
<b>General Assumptions</b>	<b>Value</b>	<b>Source</b>
DOT Curbside Enforcement Manager Salary	\$ 75,000.00	<a href="#">Payroll Data</a>
Average US Inflation Rate Over Past 10 Years	1.88%	<a href="#">Forbes</a>
Annual Discount Rate	5%	<a href="#">Federal Reserve</a>
Bike Lane Addition per Mile	\$ 183,500.00	<a href="#">National Complete Streets Coalition</a>
Sidewalk Expansion/Parklet Creation per Mile	\$ 1,635,000.00	<a href="#">National Complete Streets Coalition</a>
Increased Signage	\$ 95,000.00	<a href="#">National Complete Streets Coalition</a>
Annual Repair Costs	\$ 3,710.00	<a href="#">USDA</a>
Hours of Training Required	40	Author Assumption
APD Training of Non-Sworn Officers	\$ 1,903.85	<a href="#">Payroll Data</a>
Two ATL Plus Non-Sworn Enforcement Staff Salary	\$ 39,000.00	<a href="#">Comparably Salary Comparison</a>
Administrative Costs of Processing Increased Volume of Citations	\$ 24,852.00	<a href="#">Payroll Data</a>
Additional Patrol Vehicle Fuel and Maintenance	\$1,421.25	<a href="#">Westward Industries Case Study</a>
Additional Patrol Vehicle	\$ 14,000.00	<a href="#">Cars.com</a>
Average Annual % Raise for Government Employees	4.40%	<a href="#">Bureau Labor Statistics</a>
Space Enhancement Costs	\$ 175,000.00	<a href="#">Midtown Alliance</a>
Administrative Costs of Overseeing Space Activation Program	\$ 54,793.00	<a href="#">Payroll Data</a>
Project Manager Salary	\$ 60,451.00	<a href="#">Payroll Data</a>
Parks and Recreation Maintenance Staff Salary	\$ 31,200.00	<a href="#">ATL Careers Site</a>

### Appendix III: Effectiveness Sensitivity Analysis

“Average” represents the sum of the case studies outcomes divided by the number of case studies. “Low” represents the average divided by two or the 50% quartile range. “Mid” represents the average multiplied by two-thirds or the 75% quartile range. “High” represents the average multiplied by 1 or the assumption that the average is achieved.

#### Policy Alternative 1: Space Creation

*Table 4: Space Creation Effectiveness Sensitivity Analysis*

Projected Space Creation Effectiveness							
	Case Study 1	Case Study 2	Case Study 3	Average	Low (50%)	Mid (75%)	High (100%)
% Increase in Sales Revenue	16%	21%	23%	20%	10%	15%	20%

#### Policy Alternative 2: Space Enforcement

*Table 5: Space Enforcement Effectiveness Sensitivity Analysis*

Projected Space Enforcement Effectiveness						
	Case Study 1	Case Study 2	Average	Low (50%)	Mid (75%)	High (100%)
% Increase Curbside Turnover	12%	36%	24%	12%	18%	24%

#### Policy Alternative 3: Space Activation

*Table 6: Space Activation Effectiveness Sensitivity Analysis*

Projected Space Activation Effectiveness						
	Case Study 1	Case Study 2	Average	Low (50%)	Mid (75%)	High (100%)
% Increase Foot Traffic	50%	73%	62%	31%	46%	62%

## Appendix IV: Key Stakeholders

### Local Government

#### *Mayor's Office*

Andre Dickens is the current Mayor of Atlanta, and “empowering neighborhoods” has been one of his priorities since assuming office in 2022. His office oversees a suite of executive offices and works with the City Council to govern the city (*Meet the Mayor | Atlanta, GA*, n.d.).

#### *Atlanta City Council*

Comprised of over a dozen representatives, Atlanta City Council is responsible for governing and advocating for the residents within their specific district. Amir Farokhi represents District 2 and serves on the Transportation Committee (Council Members | Atlanta City Council, GA, n.d.). City Council introduces legislation that seeks to improve the quality of life in their district and would most likely be responsible for enacting any solutions designed to address this policy problem.

#### *Atlanta Police Department*

APD is responsible for the enforcement of safety regulations, including traffic violations, across the city. The department works closely with the Mayor’s Office and the Department of Transportation on enforcement measures.

#### *Department of Transportation*

ATL DOT is responsible for overseeing maintenance, improvement, and planning for any transportation or infrastructure investments in Atlanta (*About | City of Atlanta Department of Transportation About*, n.d.).

#### *Department of Parks and Recreation*

ATL Department of Parks and Recreation is committed to providing and improving the parks, facilities, and recreation centers that serve the city (*Department of Parks and Recreation | Atlanta, GA*, n.d.).

#### *Department of City Planning*

Responsible for the permitting, zoning, codes, and designed public spaces in the city. Cross-government coordination with this office is necessary for many other departments (*About DCP | Atlanta, GA*, n.d.).

### State Government

#### *Governor's Office*

Georgia has a state government with a strong executive branch and one of the strongest governorships in the nation (OPINION: The Power, and Price, of Running as an Incumbent Georgia Governor, 2021). The strength of the state government means their policies and leadership must be considered at the local level, especially in the capital city. Brian Kemp is the current governor of Georgia.

#### *General Assembly*

The Georgia General Assembly is the legislative and representative body that serves the state alongside the governor at the state level.

## **Non-Governmental Organizations**

### *Midtown Alliance*

Midtown Alliance is an NGO and membership organization with over 300 business and community members. Midtown Alliance represents the interests of their members to government and private entities, all with the mission of increasing the vibrancy of the Midtown neighborhood (*About Midtown Alliance*, n.d.).

### *Central Atlanta Progress*

Central Atlanta Progress (CAP) is another membership organization representing business and community members in the Downtown neighborhood of Atlanta. They work closely with ATL DOT and DCP to improve central Atlanta (*About CAP*, n.d.).

## **Private Interests**

### *ATL Plus*

ATL Plus is the parking enforcement vendor contracted by the city to write tickets for parking violations. The vendor subcontracts sworn officers from the APD to enforce safety violations as well (*On-Street Parking for the City of Atlanta.*, n.d.).

### *Local Businesses*

Local businesses are key stakeholders in this policy analysis as they both attract residents and visitors to the area and also benefit from economic activity in the area. District 2 has a strong small-business presence as well as a commercial stake in the area.

### *Commercial Real Estate Holdings*

Just north of downtown Atlanta, the interests of commercial real estate developers, owners, and tenants have historically had considerable influence on the development of the downtown area and surrounding areas. Expensive leases and a hybrid workforce are revealing growing tensions in the commercial real estate market (Delgado, 2021).

### *District 2 Commuters*

Commuters from Atlanta's suburbs have historically driven the demand for urban design centered around driving, parking, and commuting. As remote work becomes increasingly popular since the COVID-19 pandemic, their presence is lessening.

### *District 2 Residents*

City Council and the Mayor are beholden to the city residents. The residents of District 2 will be most directly affected by any improvements to or additions of community spaces. Around 50,000 people or 10% of Atlanta's population live in District 2 (At a Glance: City Council District 2, n.d.).

**Appendix V: Midtown Alliance Space Activation Draft Resolution**  
**A RESOLUTION BY**  
**COMMUNITY DEVELOPMENT/HUMAN SERVICES COMMITTEE**

**A RESOLUTION AUTHORIZING THE MAYOR, ON BEHALF OF THE CITY OF ATLANTA, TO ENTER INTO A MEMORANDUM OF UNDERSTANDING WITH MIDTOWN BUSINESS ASSOCIATION INC. D/B/A MIDTOWN ALLIANCE, REGARDING THE PROVISIONS OF MAINTENANCE, PROGRAMMING, ACTIVATION AND OTHER SERVICES AT VARIOUS MIDTOWN PUBLIC SPACES; AND FOR OTHER PURPOSES.**

**WHEREAS**, by Resolution designated "OO-R-0317," as amended by supplemental Resolutions "01-R-0744" and "03-R-0776," the City of Atlanta ("City") activated and consented to the creation of the Midtown Improvement District (the "District"), which District acts through the Midtown Business Association, Inc. d/b/a Midtown Alliance ("Midtown Alliance"), to provide, accelerate, supplement, and enhance governmental services and facilities in the geographic area served by the District as permitted under the Atlanta Community Improvement District Act, 1991 Ga. Laws 3653, as amended; and

**WHEREAS**, for over two decades Midtown Alliance has been actively involved in the development, improvement, and maintenance of public spaces including those that are considered excess public right-of-way "EPROW" to the benefit of the citizens, workers, and visitors to the District and City.

**WHEREAS**, Midtown Alliance is an organization that oversees a District residential population of over 20,000 people, up to 80,000 of daytime workers, and up to 6,000 overnight visitors; with a dedicated staff of over 50 including 30 people dedicated to supporting public safety (known as Midtown Blue) and cleaning and maintenance (known as Midtown Green); and

**WHEREAS**, excess public right-of-way EPROW spaces are integral to the District and the City and are utilized by a multitude of people for community activities including recreation, dining, and socializing and is enhanced with regular programming by Midtown Alliance for larger social community events; and

**WHEREAS**, the EPROW at the southeast intersection of Ponce De Leon Avenue NE and Peachtree Street NE owned by the City of Atlanta sized at approximately 0.1 acre improved in 2012 for non-transportation public benefits by Midtown Alliance is known as "The Ponce Triangle" located at one of the City's most prominent intersections adjacent to landmark designated building known as the "The Ponce Condominium" at 75 Ponce de Leon Avenue NE; and just across the street from the landmark designated buildings known as the "Georgian Terrance" and the venerable "Fox Theatre".

**WHEREAS**, the EPROW at the northwest intersection of Peachtree Place NE and Peachtree Street NE owned by the City of Atlanta sized at approximately 0.1-acre improved in 2022 for non-transportation public benefits by Midtown Alliance is known as "Commercial Row Commons" located in the heart of the one of the City's most notable locations adjacent to landmark designated

buildings including “Commercial Row” at 90 Peachtree Place NE / 990 Peachtree St. NE and “Windsor House Apartments/Crescent Apartments” at 979 Crescent Avenue NE made famous as the home which author Margaret Mitchell wrote the bulk of her classic book “Gone with the Wind”; and

**WHEREAS**, the EPROW at the southeast intersection of 15<sup>th</sup> Street NE and Peachtree Street NE owned by the City of Atlanta at approximately sized 0.2-acre improved in 2021 for non-transportation public benefits by Midtown Alliance is known as “15<sup>th</sup> Street Arts District Plaza” located adjacent to one of the City's long-standing key commercial centers known as the “Colony Square” at 1197 Peachtree Street NE and just across the street from the City's premier arts institution known as the “Woodruff Arts Center”; and

**WHEREAS**, the City of Atlanta has determined that Midtown Alliance's work will continue to enhance and activate streets, sidewalks, and plazas in portions of the City of Atlanta served by the Midtown Alliance, and thus improve the general welfare of the City's citizens, workers, and visitors; and

**WHEREAS**, the City wishes to enter into a Memorandum of Understanding ("MOU") with Midtown Alliance to facilitate Midtown's improvement, programming, activation, and maintenance of these excess public right-of-way spaces by creating a cooperative relationship with Midtown Alliance; and WHEREAS, the term of the MOU shall be five (5) years with five (5) year renewal options by mutual consent of the parties; and

**WHEREAS**, it is in the best interest of the City to enter into a MOU with Midtown Alliance, to define the cooperative relationship between the parties, and to establish the role and obligations of each party in that relationship.

**NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF ATLANTA, GEORGIA**, that the Mayor is authorized, on behalf of the City, to enter into a MOU with Midtown Alliance regarding the roles and obligations of each of the parties in the improvement, programming, activation, and maintenance of the described three excess public right-of-way spaces “EPROWs”, and said MOU shall at minimum provide for the following:

- a) The City, as owner of the District's EPROWs, shall have authority to make all final decisions regarding such excess public rights-of-ways, but shall exercise its authority in the spirit of good faith cooperation with Midtown Alliance; and
- b) The City shall provide an updated calendar to Midtown Alliance indicating all events receiving a permit to occur on such EPROWs, including the date, time, nature, and anticipated attendance of the event. The City shall provide Midtown Alliance with at least 21 days advance notice of such events. In return, Midtown Alliance shall not sponsor any event in conflict with any City permitted event provided that the City gives Midtown Alliance said prescribed advance notice; and
- c) Midtown Alliance shall have the authority and the responsibility to improve, program, activate, and maintain these described EPROWs including outdoor social events in a manner consistent with the MOU; and
- d) Programming and outdoor events sponsored by Midtown Alliance in these described EPROWs shall be considered as permitted public property events “PPPE”, as defined in “Article IX- Shared Use of Public Property During Outdoor Events”, provided that:

1. PPPE sponsored by Midtown Alliance shall be below the criteria to be considered as an “Outdoor Festival” as defined in Section 142-51(h). This includes an expectation to not exceed 250 people gathered at a PPPE sponsored by Midtown Alliance; and
2. PPPE sponsored by Midtown Alliance may conduct sound activities below the criteria of the City’s sound ordinance in Sec. 74-131; but necessitates a waiver of Section 16-18P.005(4) to allow for temporary outdoor amplified sound by-right. This temporary amplified outdoor sound shall be further limited to weekday hours between 8:00 am and 10:00 pm and weekends and federally recognized holidays between 9:00 am and 11:00 pm.
3. Certain PPPE sponsored by Midtown Alliance Implementation necessitates a waiver of Section 10-8 and Section 142-117 (f) and (g). Those provisions are hereby waived to the extent that the possession or consumption of alcohol is allowed; unless existing law and signage is applicable to the contrary; and
4. All other code criteria applicable for these described EPROWs shall remain in effect to all PPPE sponsored by Midtown Alliance.
5. Any other PPPE which is not sponsored by Midtown Alliance in the District shall meet the full criteria of “Article IX- Shared Use of Public Property During Outdoor Events.”
  - e) Midtown Alliance shall be responsible for any restoration and repair costs arising from such PPPE sponsored by Midtown Alliance should they be required.
  - f) Midtown Alliance shall have the authority to raise funds for the District’s EPROWs, and for overseeing the use of the funds it raises, making certain that the funds are utilized to maintain, program, activate and enhance the District’s EPROWs consistent with its mission and the MOU; and
  - g) The term of the MOU shall be five years with an option of five-year renewals upon mutual agreement of the parties.

**BE IT FURTHER RESOLVED** that the City Attorney is hereby directed to prepare the MOU for execution by the Mayor, and the MOU shall be approved as to form by the City Attorney.

**BE IT FINALLY RESOLVED**, that the MOU shall not become binding upon the City, and the City shall incur neither obligation nor liability thereunder, until the same has been signed by the Mayor and delivered to Midtown Alliance.

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