

## VI. PLAN IMPLEMENTATION

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

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

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

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

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

**Phase One – Adoption of new zoning category.**

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

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

**Phase Two – Road diet testing.**

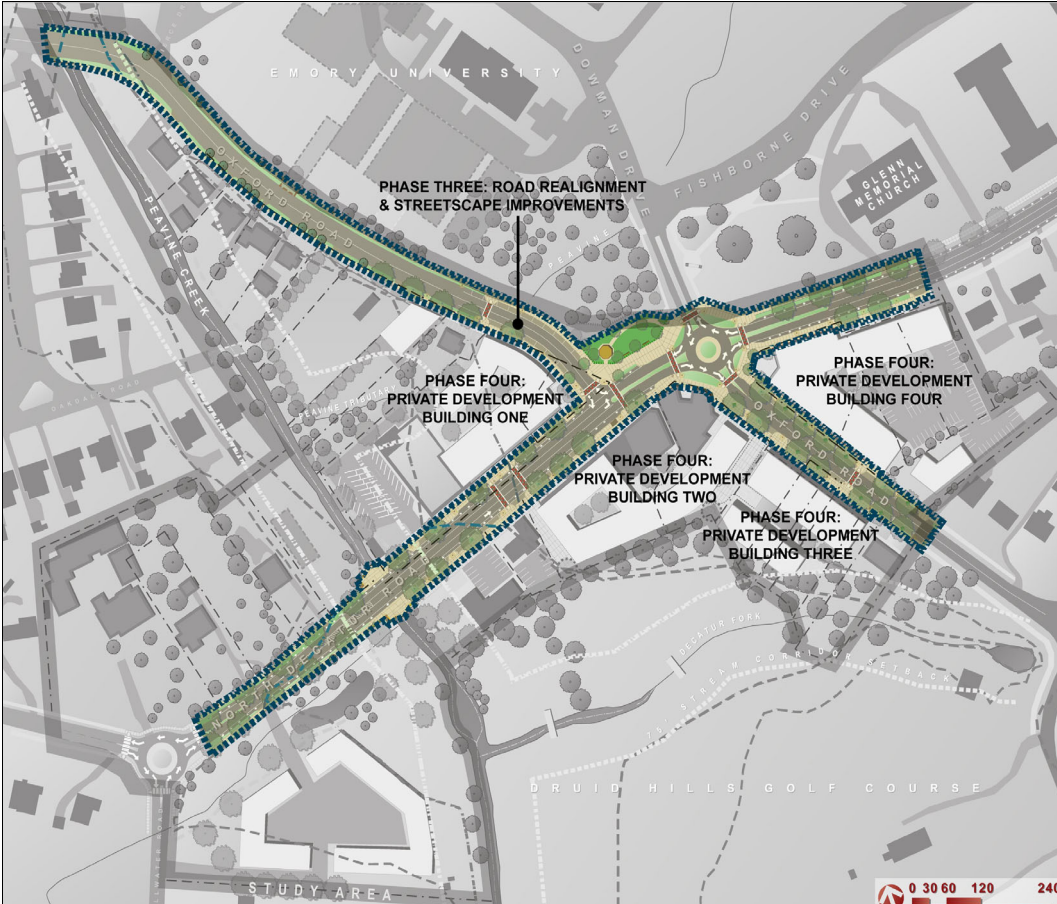
The road diet test, which can begin concurrently with phase one, is designed to emulate the proposed new road configuration shown in the plan. The test will allow the operational performance of the recommended road diet to be assessed and changes in traffic patterns, both for vehicular traffic and for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

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

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

**Phase Three – Road realignment and streetscape improvements.**

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



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

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

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

### Phase Four – Private Development

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

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

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

## **Implementation Organization**

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

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

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

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

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

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