

Woodstock Highway 92 Corridor LCI Plan

in association with
Atlanta Regional Commission



SIZEMORE GROUP

in association with

KIMLEY HORN and ASSOCIATES INC., GIBBS PLANNING GROUP, CRJA-IBI GROUP
and DESIGNING4HEALTH



City of Woodstock
Highway 92 Corridor LCI
in association with Atlanta Regional Commission

April 2015

SIZEMORE GROUP

in association with

KIMLEY HORN and ASSOCIATES INC., GIBBS PLANNING GROUP,
CRJA-IBI GROUP and DESIGNING4HEALTH



Credits

City of Woodstock

Jeff Moon - *City Manager*

Mayor and City Council

Donnie Henriques - *Mayor*

Warren Johnson - *Council Member, Ward 1*

Chris Casdia - *Council Member, Ward 2*

Bob Mueller - *Council Member, Ward 3*

Liz Baxter - *Council Member, Ward 4*

Bud Leonard - *Council Member, Ward 5*

Rob Usher - *Council Member, Ward 6*

Community Development

Patti Hart - *Project Manager*

Jessica Guinn, AICP - *Director*

Katie Coulborn - *Long-Range Planner*

Economic Development

Brian Stockton, AICP - *Director*

Public Works

Pat Flood - *Director*

Cherokee County

Cherokee County Office of Economic Development

Misti Martin - *President*

Cherokee County Department of Transportation

Geoff Morton - *County Engineer*

Atlanta Regional Commission

Andrew Smith - *Senior Planner, Land Use*

Amy Goodwin - *Principal Planner, Land Use*

Georgia Department of Transportation

Dee Corson - *Traffic Operations Engineer, District 6*

Grant Waldrup - *District Traffic Engineer, District 6*

Bessie Reina - *GDOT Office of Planning*

Cherie Marsh - *GDOT District Planning*

Core Stakeholder Team

Al Cain, Property Owner
Angela Chaplan, Ackerman & Company
James Drinkard, Woodstock Planning Commission
Hall Fowler, Property Owner
Cherie Marsh, GDOT District Planning
Misti Martin, Cherokee County Office of Economic Development
Geoff Morton, Cherokee County DOT Engineer
Matt Newman, Woodstock Downtown Resident
David Potts, Greenprints Alliance
Brian Stockton, Woodstock Downtown Development Authority
Grant Waldrop, GDOT District Traffic Engineer
Steve Woodward, North GA Audiology

Consultant Team

LEAD FIRM :: URBAN DESIGN, PLANNING and PROJECT
MANAGEMENT

SIZEMORE GROUP

Bill De St. Aubin, AIA, LEED AP

Principal-in-Charge

Deanna Murphy, AICP

Project Manager

LANDSCAPE ARCHITECTURE

CRJA

Bill Bruce, MLA

Principal

MARKET STUDY

Gibbs Planning Group

Bob Gibbs, AICP, ASLA

Principal

TRANSPORTATION

Kimley Horn and Associates, Inc.

James Fowler, P.E., LEED AP

Transportation Engineer

HEALTH

Designing4Health

Michelle Eichinger

President

Contents

1.0	Introduction	08
1.1	Location and Context	
1.2	The LCI Program	
1.3	Previous Studies and Plans	
1.4	The Process	
2.0	Facts and Analysis	14
2.1	History and Background	
2.2	Accomplishments	
2.3	Land Use and Zoning	
2.4	Health	
2.5	Transportation	
2.6	Market, Demographic, and Socio-Economic Profile	
3.0	Community Participation	42
3.1	Public Process	
4.0	Recommendations	56
4.1	Master Plan Overview	
4.2	Highway 92 Overlay Regulations	
	i. Guidelines	
	ii. Transportation Improvements Next Steps	
4.3	Main Street and Hwy 92 Redevelopment Concept	
4.4	Greenspace and Trails	
	i. Regional Retention	
	ii. Trail Connectivity	
	iii. F.O.O.T Concept	
	iv. Trailhead Facilities	
4.5	Economic Development	
5.0	Implementation Plan	80
5.1	Implementation Strategies	
5.2	Work Program and Five Year Schedule	
5.3	Twenty-Five Year Projections	
6.0	Appendix	i
6.1	Community Survey Summary	
6.2	Updated Market Study	
6.3	Health Funding Opportunities	

CITY OF WOODSTOCK

Highway 92 Corridor LCI

1.0 Introduction

The Woodstock Highway 92 Livable Centers Initiative (LCI) Plan is a planning study led by the City of Woodstock and sponsored by the Atlanta Regional Commission (ARC). The City of Woodstock was the recipient of a 2014 ARC Livable Centers Initiative Study Grant to complete this process.

1.1 Location and Context

The Highway 92 Corridor LCI study area totals approximately 400 acres of land, adjacent to Highway 92, east of I-575. This study area is an expansion of the 2002 and 2013 Downtown Woodstock LCI. Refer to Figures 1a-1c.

The boundaries include I-575 to the west; the back of parcels adjacent to Highway 92 and the Highway 92 right-of-way to the north; parcels adjacent to Stonecroft Lanes to the east; and the southern city limit to the south. The northern boundary aligns with the 2013 Town Center Master Plan Update LCI, as this Highway 92 corridor study is an expansion of the 2013 LCI.

The study area is home to shopping destinations including the Woodstock Commons Shopping Center, which includes the Goodwill, and the Woodstock Village Shopping Center, which hosts the Dollar General.

The study area includes a significant amount of undevelopable land due to creeks, floodplains, and required stream buffers. This provides opportunities for the City and private land owners to preserve greenspace along the corridor and develop low impact parks, trails, gardens, and other community amenities. The City of Woodstock has already taken advantage of undevelopable land

along Noonday Creek with the 2014 opening of the Towne to Creek/Noonday Creek Trail.

The Highway 92 Corridor acts as a major gateway into Downtown Woodstock, being one of the first experiences visitors and residents have of the City from I-575.

This gateway is currently characterized by auto-oriented development and under-utilized commercial strip-malls. It lacks access and amenities for pedestrians, bicyclists and transit users.

Downtown Woodstock, on the other hand, has seen investment and redevelopment in recent years, becoming a creative, dynamic town center that draws residents and visitors to the area.

This study seeks to create a gateway worthy of the vibrant community that Woodstock is today, one that is attractive, welcoming, and economically viable.



Figure 1.1a: Birdseye view of Highway 92 at Main Street

This study seeks to create an attractive, welcoming, and economically viable Gateway corridor that builds on the momentum of Downtown Woodstock.

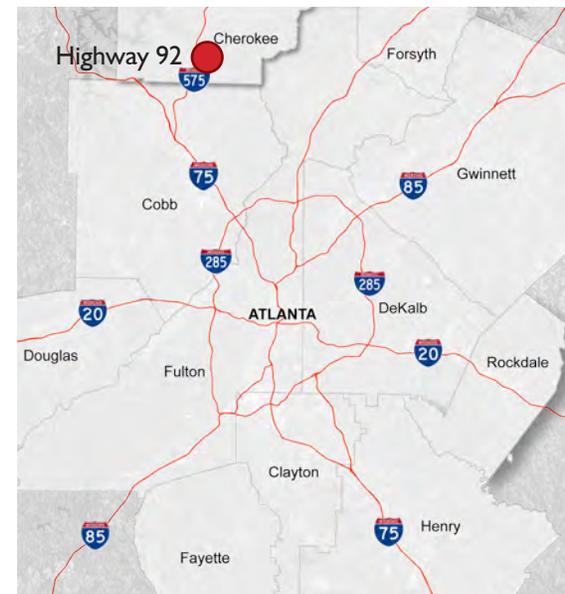


Figure 1.1b: Study Area Context Map

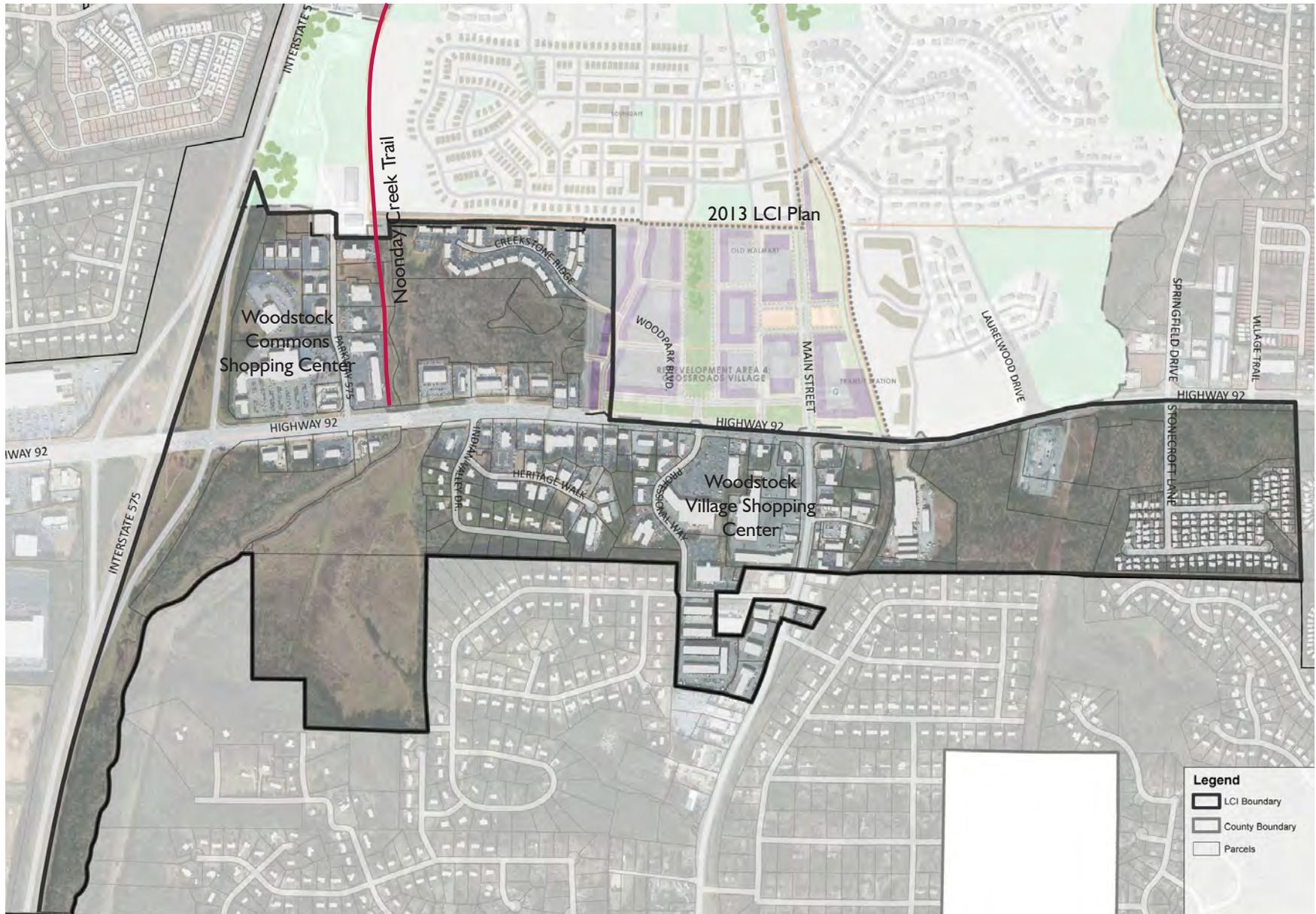
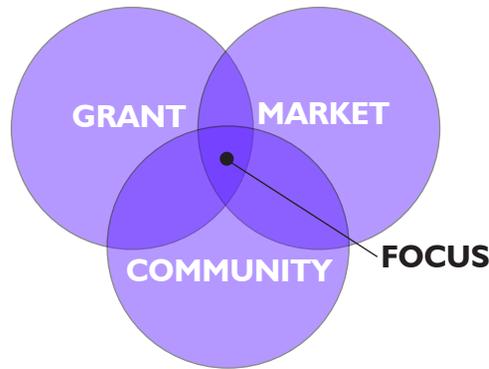


Figure 1.1c: Study Area Map



1.2 The Process

Three main requirements were utilized in determining the goals for this process. These requirements include:

- The LCI Program Goals
- The Market Study
- The Community Vision

Where the goals of the LCI Program, the Market Study, and the Community Vision overlap they provide a focus and direction for the master plan development. To show how the vision, goals, and market would lead to redevelopment over time, a phased master plan was created, focusing on the known market demand in the next five and ten years. Incremental phases were developed to reach the 25 year Visionary Master Plan, which aims to attract excitement and a future vision that responds to the aspirational goals of the community, City, and region.

LCI PROGRAM GOALS

The Livable Centers Initiative Program provides

planning grants for local government and nonprofits to achieve the following goals:

- To encourage mixed income live, work, play, and shop activity centers.
- To create connected communities with multi-modal access for all users, including transit, roadways, walking, and biking.
- To include public outreach involving all stakeholders.

At the time of this study, LCI recommendations are eligible for competitive transportation funding grants through the ARC, once an LCI plan has been adopted by the jurisdiction. Transportation recommendations for implementation funds that best achieve the focus goals of this process were made within this plan.

SUMMARY OF MARKET FINDINGS

For the purpose of this study, the consultant team was asked to review the 2012 Market Study completed for the Woodstock Town Center LCI Plan. The 2012 market study identified a current demand for retail and a slow growth in office, multi-family and industrial space over the next 25 years. Based on new developments since the 2012 market study, the market figures were updated for this plan.

COMMUNITY VISION

An extensive public involvement program was undertaken to involve all stakeholders in the study process. Through this effort, an articulated and community supported vision for the study area was identified, along with various issues, needs and aspirations to be addressed in the master plan. This involved stakeholder meetings, interviews, vision-

ing sessions and design workshops (refer to Figure 1.2a). This collaborative effort was an integral part of gaining consensus and support of the various stakeholders in the community. Community goals, as an outcome of the public involvement program, are outlined in the following section.

HEALTH

This master plan, in addition to land use and transportation analysis, included health experts on the Consultant Team to conduct a health analysis of the study area and provide recommendations on policy and design. These recommendations were incorporated into design strategies. Many of the recommendations are now aligned with improved community health and, therefore, are eligible for health-based funding grants to implement.

1.3 Previous Studies and Plans

This LCI study builds from previous plans and studies by reviewing recommendations and incorporating them into the final plan. As this study is an extension of the 2013 LCI, the previous LCI study was reviewed during this process:

2013 Town Center Master Plan Update LCI

The 2013 Town Center Master Plan Update LCI identified redevelopment areas within Downtown Woodstock. The Highway 92 LCI is an extension of the 2013 LCI, allowing for a more focused study on the Highway 92 corridor. The 2013 LCI recommendations and the market study were considered in development of this report and recommendations.



Figure 1.2a: A tactical demonstration of the recommended multi-use trail and setbacks along Highway 92 was presented during the third public meeting to show participants how the proposed space would feel, gain feedback and comments, and to gain support for the implementation of this concept.

CITY OF WOODSTOCK

Highway 92 Corridor LCI

2.0 Facts and Analysis

2.1 Existing Conditions

The Highway 92 Corridor is a wide (10 lane) asphalt roadway with concrete medians (ranging from 5-20 feet). It is currently characterized by auto-oriented development and under-utilized commercial strip-malls. Regional restaurant chains, drive-thrus, and big box retail dominate the corridor. Refer to Figure 2.1a for study area images.

Office developments, with access to Highway 92, sit behind commercial uses, near the I-575 interchange, including the Creekstone Office Park, medical and real estate offices along Heritage Walk, and office space on Parkway 575.

There are several existing residential developments adjacent to Highway 92, including single-family attached units at Stonecroft Lane and the Laurelwood apartments - anticipated to be complete in 2015.

While sidewalks exist along the length of the study area corridor, the environment feels unsafe and undesirable for pedestrians and cyclists. The pedestrian environment includes a very small grass buffer between the sidewalk and the street, with no trees or landscaping. An abundance of curb cuts makes for an unsafe pedestrian path, as there are numerous turning movements by automobiles. Additionally, to cross Highway 92, pedestrians have to cross 10 lanes of traffic, or 125 feet, and be aware of turning automobiles from at least three directions.

Several creeks, floodplains, and wetlands cross through the corridor, creating undevelopable and natural greenspace environments along Highway 92. These areas have potential to become amenities to the surrounding community, if utilized for low impact parks, community agriculture, and the incorporation of trails.

The City of Woodstock has already begun working to extend trail systems along existing creeks. The Noonday Creek Trail opened in May of 2014, connecting Downtown Woodstock, along Noonday Creek, to Highway 92.

Downtown Woodstock has seen investment and redevelopment in recent years, becoming a creative, dynamic town center that draws residents and visitors to the area. The community desires an attractive gateway corridor that represents the positive character of Downtown.

2.2 Anticipated Growth

Due to the success of Downtown Woodstock, the Highway 92 Corridor has seen some new development growth. Refer to the map in Figure 2.3a for locations of the developments within and adjacent to the study area:

Stars and Strikes: The former Ingles grocery store building is currently being redeveloped into a Stars and Strikes. The building is a 51,700 sf redevelopment. A restaurant is anticipated to be included in the facility.

Sam's Club: A 135,600 square foot Sam's Club is currently under construction, just outside of the

study area, along Highway 92 near Main Street. This development is a redevelopment of a former Walmart site.

South on Main: Just north of the study area, on the former horse farm property, John Wieland Homes is building a mixed use development to include: 42,000 sf retail; 239 single family homes, 104 townhomes; 4 paired homes; 22 mixed use units; and 180 multi-family units.

Laurelwood: Adjacent to Highway 92 and the railroad tracks a 270 multi-family unit development is anticipated to be complete in 2015.

Outlet Shoppes of Atlanta: A 370,000 sf luxury outlet retail center (including 5,531 sf of restaurant space) has been developed 1.5 miles north of Downtown Woodstock. The outlet mall is projected to bring four million shoppers per year from the Georgia tri-state region. It is assumed that 10% of these shoppers would also travel to Downtown Woodstock during their shopping trip. Additional outparcel development will bring another 11,000 sf of restaurants and 5,000 sf of retail in 2015.

For the purpose of this report, the 2012 market study was reviewed and helped guide master plan development and recommendations. The 2012 text was updated to reflect the new developments, listed above, however a new market study is recommended to truly reflect the impact of these developments on the City of Woodstock. A summary of the 2012 market study can be found in Section 2.6 and the full 2012 market study with figure updates can be found in the appendix.



View of Highway 92 near Indian Valley Drive and Noonday Creek, facing west.



Noonday Creek Trail at Highway 92.



View of Highway 92 at Parkway 575, facing west. The setback in the area may allow for improved sidewalks and buffers.



View of Highway 92 crosswalk at Main Street, facing south. Pedestrians cross 10 lanes of traffic with no pedestrian refuge or relief

Figure 2.1a: Study Area Images

2.3 Land Use and Zoning

Land Use

The current land uses within the study area remain fairly segregated, with commercial uses, mainly retail and restaurant, fronting the Highway 92 corridor; office space is located on adjacent streets with access to the corridor; residential uses are located behind commercial and office properties, and multi-family located further east, adjacent to the corridor. Refer to Figure 2.3a. Land use break down is as follows:

Land Use	Acres	%
Undevelopable Land	130	33%
Commercial	110	28%
Office	35	9%
Residential	35	9%
Vacant	25	6%
Civic (Post Office)	10	3%
Substation	10	3%
Total	400	

The majority of the land within the study area is undevelopable land, closely followed by commercial uses. Office and Residential have a small presence within the study area, both situated, mostly, behind commercial land uses that line the corridor. There are approximately 25 acres of vacant, and seemingly developable land. Lastly, there is one civic amenity within the corridor, the Post Office, and approximately 10 acres of land occupied by a substation and associated utility right-of-way.

Undevelopable Land

Undevelopable land is made up of property that is undevelopable due to floodplains, wetlands, or

creeks. This makes up the majority of land along the corridor, approximately 130 acres or 33%. As this land can only be utilized for low impact uses and is in most cases adjacent to a creek, there is great potential for this land to be utilized as a community amenity - recreation, trails, community agriculture, etc.

Commercial

Commercial land use makes up 28% of the study area. While some of this land is consolidated into major shopping centers, Woodstock Commons and Woodstock Village, the majority of this land is small parcel development along the corridor, made up of gas stations, fast food and sit down restaurants, small strip centers, and other services.

Office

Office land use makes up only about 9% of the study area. Most of the office space is situated behind commercial parcels with access to Highway 92.

Residential

Residential totals approximately 9% of the land area. The study area is approximately two miles long, making for a 40 minute walk from one side to the other, or approximately 20 minutes from the eastern most residential complex to Woodstock Village Shopping Center. This short distance allows for the possibility of surrounding residents to be in walking distance to the area amenities. Pedestrian amenities, however, including safe sidewalks and crosswalks are necessary to encourage walkability. These amenities are greatly lacking, as further discussed in Section 2.5, Transportation.

Vacant

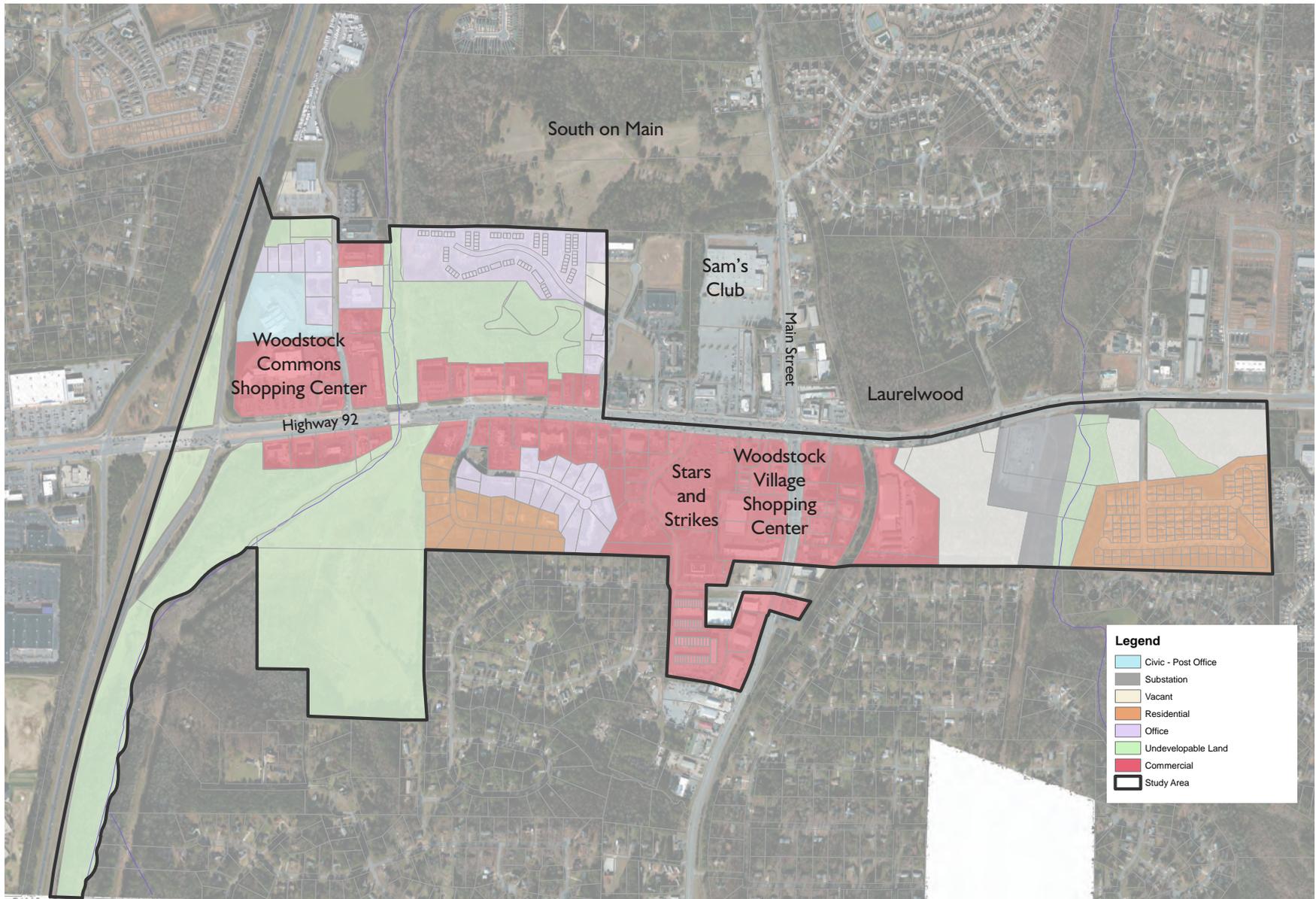
Approximately 6% of the land in the study area is vacant property, that appears to be developable. Most of this land is east of Main Street.

Civic

There is only one civic property in the study area, a post office situated behind the Woodstock Commons Shopping Center. This makes up only about 3% of the land use in the study area.

Substation

A substation and adjacent utility right-of-way takes up approximately 3% of the study area land on the east side of the site. There is little development near the substation, so it is very apparent from the roadway. Screening or beautification should be considered to help with the appearance along this portion of the corridor.



2.3a: Study Area Land Use

Zoning

Currently the study area includes Downtown General Commercial, Downtown Commercial Mixed Use, Downtown Very Low Density Residential, Downtown Medium Density Residential and Planned Unit Development zones in accordance with the 2014 Zoning Map. Refer to Figure 2.3b. The breakdown of zoning categories include:

Zoning

	Acres	%
Downtown General Commercial	225	56%
Downtown Very Low Density Residential	35	9%
Downtown Commercial Mixed Use	25	6%
Planned Unit Development	25	6%
Downtown Medium Density Residential	20	5%
Total	400	

The study area’s land use is dominated by Downtown General Commercial, preventing a mix of uses, such as multi-family residential adjacent to office or commercial, throughout the majority of the study area.

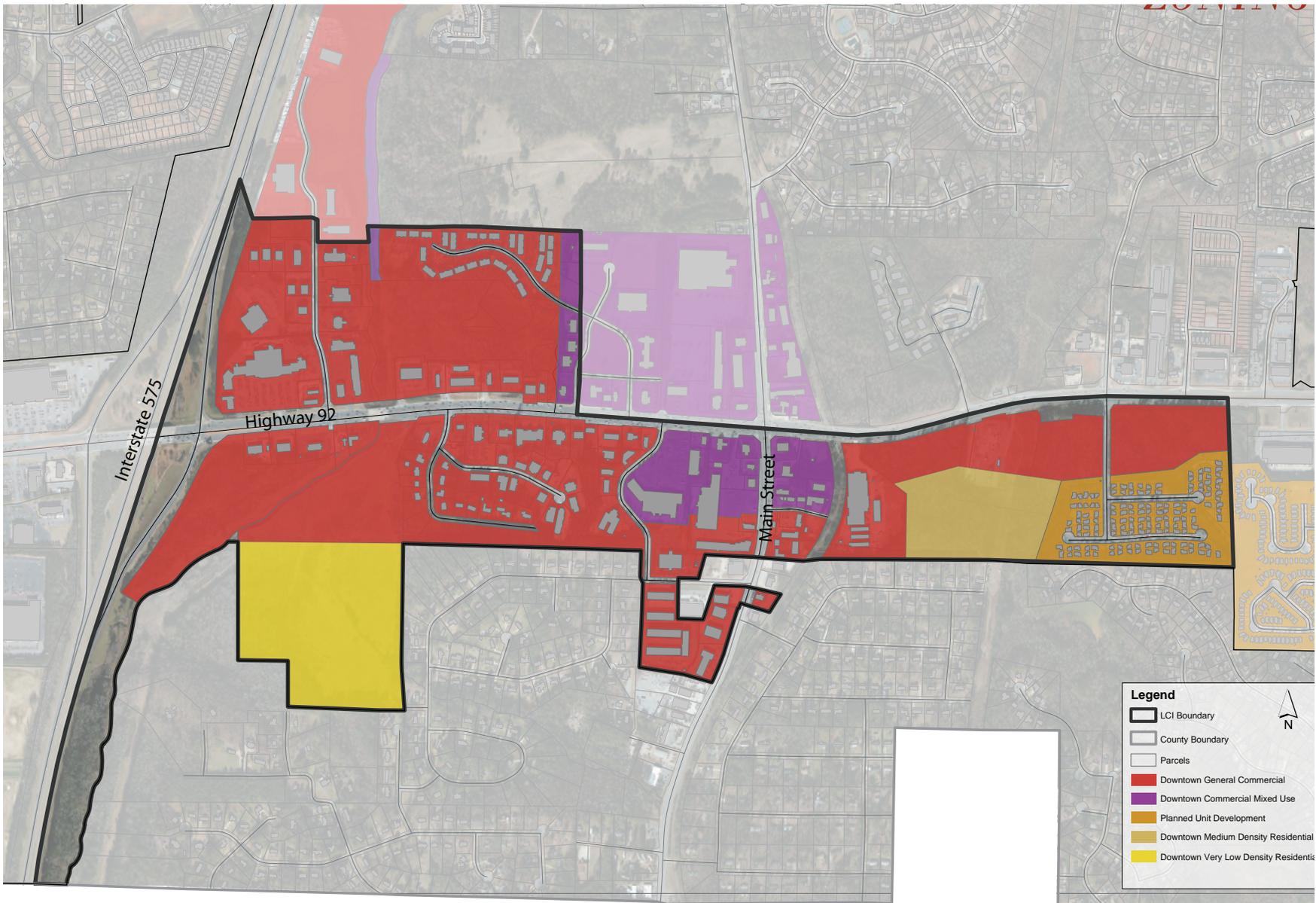
The study area is regulated by the Downtown Code with a small portion that lies outside of the Downtown Code boundary, guided by the Parkway Overlay.

Downtown Code

The Downtown Code was created with Downtown Woodstock redevelopment opportunities as the main focus. As this corridor is a more auto-dependant corridor, new development along Highway 92 often has to request variances to the Code, when applicable, as the code encourages development for a more urban, downtown setting.

Parkway Overlay

The Parkway Overlay was developed to reflect and coincide with roadway standards further east on Highway 92, including Highway 92 in Roswell. While this overlay may be appropriate for land along Highway 92 east of the study area, the study area is in need of design regulations that support it’s unique position as a gateway into Downtown Woodstock.



2.3b: Study Area Zoning

Water and Topography

Water

Two creeks run through the study area, the Noonday Creek to the west and Rubes Creek to the east. Associated floodplains can be seen in Figure 2.3d.

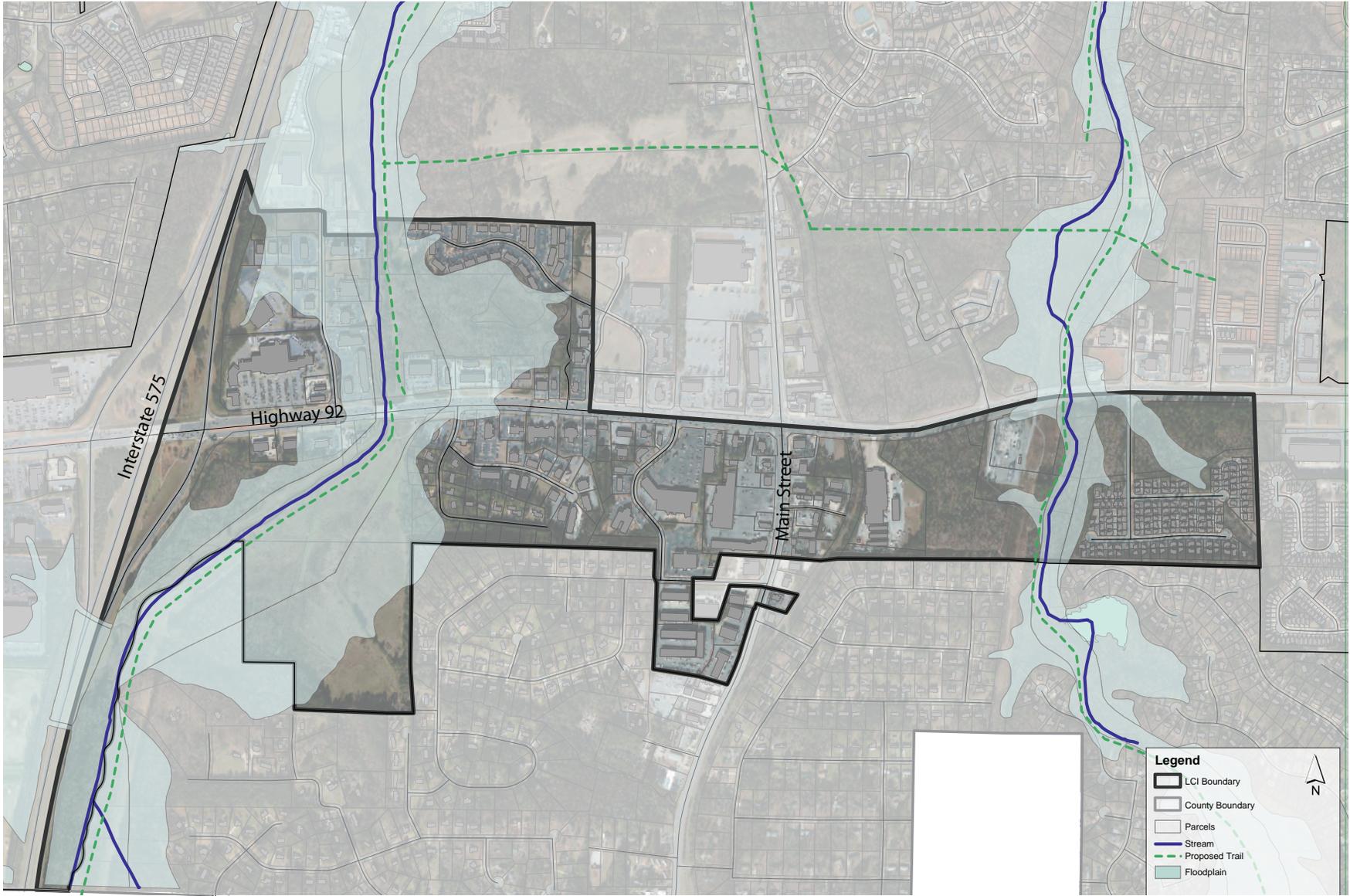
In addition to limited development rights within designated floodplains, City of Woodstock regulations prevent development within 75' on both sides of a waterway. This includes a 25' stream buffer regulated by the State, a 25' stream buffer regulated by the City, and an additional 25' impervious setback required by the City. Redevelopment of sites along the stream will have to respect this buffer and, therefore, provide opportunity for green-space and trails along the creeks. Opportunity for trails/paths along the stream should be encouraged to continue to provide alternative connectivity throughout the study area, the City and the region.

The City of Woodstock has already invested in the Noonday Creek trail, which connects Downtown Woodstock to Highway 92. The Town Center Area CID has also developed a trail along Noonday Creek, several miles to the south, from Bells Ferry Road towards Kennesaw Mountain, with planned connections to other regional trail systems. The City is encouraged to work with the Town Center Area CID and associated Counties to continue to develop a connected trail along Noonday Creek.

Highway 92 is elevated over the Noonday Creek, providing a potential opportunity to connect the trail safely under the highway towards the Town Center Area (refer to images in Figure 2.3c).



2.3c: Noonday Creek at Highway 92



2.3d: Creek and Floodplains Map

2.4 Health

The objective of this section is to provide health data and a health analysis that can be utilized by the designers to influence positive health outcomes through planning and design of Highway 92.

The environment where one lives can influence behavior decisions that affect an individual's health. There have been studies on how the design of the environment and neighborhoods affect health of a community and foster healthy behaviors, such as healthy eating and physical activity. In addition, these features can also affect the mental wellbeing of individuals. The goals of the Livable Centers Initiative (LCI) align well with these concepts and provides an opportunity to transform corridors into healthy communities through policy, planning and design.

The Highway 92 LCI process incorporates the health analysis and design principles necessary to create healthy projects and places. Elements and strategies are identified and utilized that directly mitigate the community's leading health issues. In the case of Woodstock, social interaction, meditation/relaxation, physical activity, diet, safety and transportation were considered the most influential factors to making healthy places. Spaces within the study area can be designed to incorporate the previously identified influencing factors with the supporting health data and in turn mitigate the leading health issues.

The LCI study area in the City of Woodstock focuses on the Highway 92 corridor. The following health analysis and design strategies focus on this study area and that of Cherokee County.

Health Analysis

Leading Health Issues and Influencing Factors

Existing data was reviewed using county-level data and some census tract data, due to the narrowed focus area of the LCI study area.

According to the Community Health Needs Assessment (CHNA) completed by Northside Cherokee Hospital, the leading self-reported chronic conditions for all households are:

1. Smoking
2. High Cholesterol
3. Depression/Anxiety
4. High Blood Pressure

Twenty-eight percent (28%) of adults in Cherokee are reported to be obese (BMI >30). Nearly 30% are overweight (25<BMI<30). Therefore, more than 50% of adults are either overweight or obese. Overweight and obesity increase one's risk for cardiovascular disease, stroke, diabetes, and some cancers. The leading causes of death are cardiovascular (30%), cancer (22%) and respiratory disease (12%), and mental/behavioral health disorders (6%).

High cholesterol and high blood pressures are significant risk factors for cardiovascular disease and stroke. As a result, local health centers have prioritized community health needs to focus on healthy lifestyle behaviors, cardiovascular disease, and preventive health services. The data gathered reflects these priorities and can be addressed through planning and design in the Highway 92 study area.

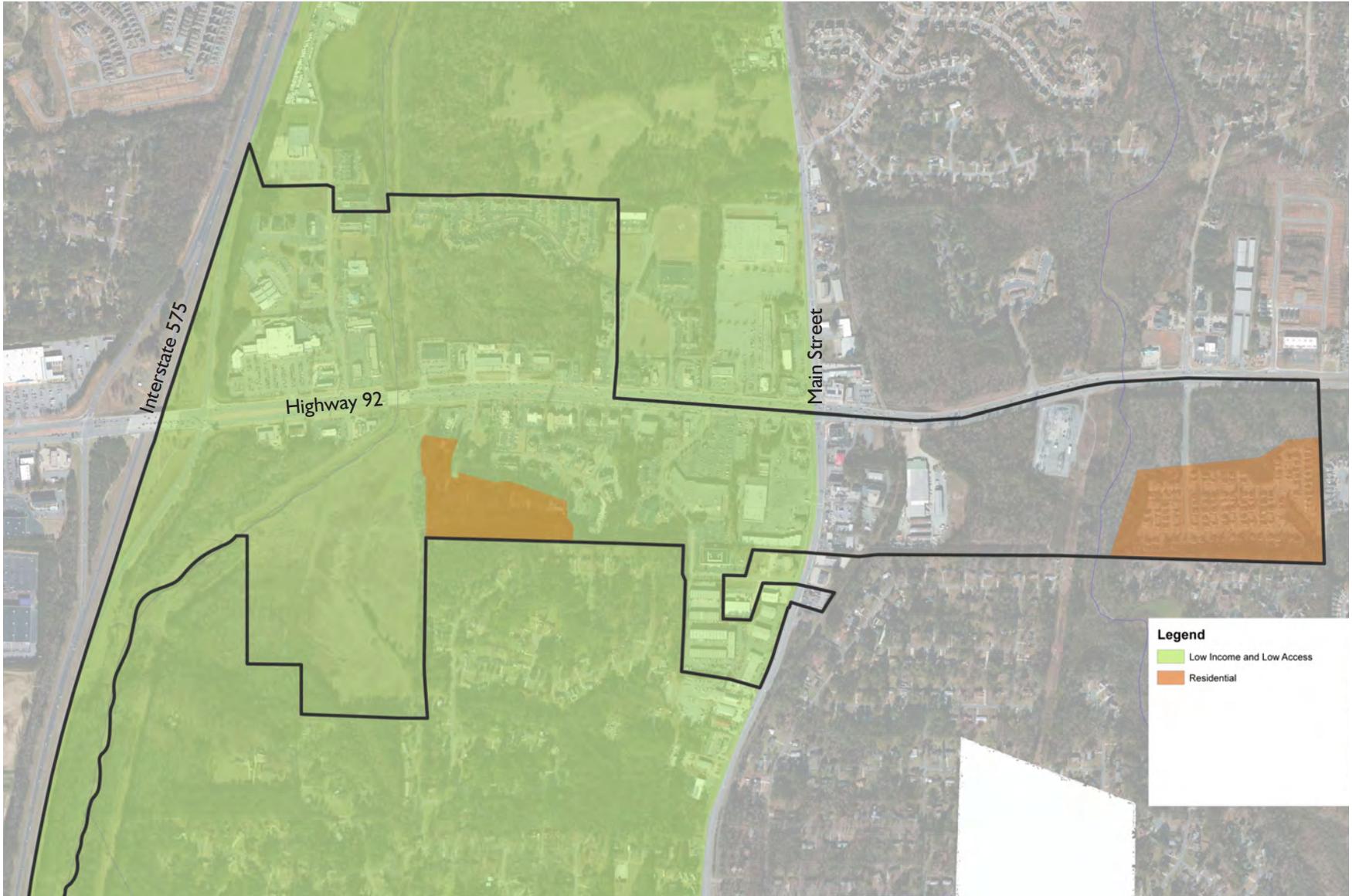
Influencing Factors

The leading health issues are largely related to individual health behavior—poor diet, physical inactivity, and tobacco use. These behaviors significantly contribute to obesity, cardiovascular disease, cancer, diabetes and stroke. In addition, poor diet and physical inactivity largely contribute to high blood pressure and high cholesterol, which often lead to stroke and cardiovascular disease. For the most part, the context of where individuals live, work and learn, can determine health behavior choices.

Healthy diet is measured by the number of fruits and vegetables regularly consumed each day. According to the Centers for Disease Control and Prevention (CDC), individuals consuming at least 5 fruits and vegetables each day are considered healthy eating/diet. In Georgia, nearly 42% consume less than 1 fruit each day and nearly 23% consume less than 1 vegetable each. On average, Georgians consume less than 3 fruits and/or vegetables each day.

The CDC recommends adults engage at least 150 minutes of moderate physical activity each week. In Georgia, about 66% of adults report some physical activity while about 23% report no physical activity. Regular physical activity decreases risk of obesity, cardiovascular disease, diabetes, and depression.

A portion of the Woodstock Highway 92 LCI study area is located within a census tract that is defined by the U.S. Department of Agriculture (USDA) as a food desert (a low income census tract - poverty rate at least 20% - and at least 33% of the tract population is 1 mile or further from a supermarket, in a designated urban area). Refer to Figure 2.4a. This is primarily due to an absence of grocery stores and a large low-income population within this census tract. It should



2.4a: Low Income and Low Access Block Group, includes a portion of the Highway 92 study area

be noted, though, that there are few residents within the study area that would be factored into this census tract data. Figure 2.4a identifies the tract within the study area that USDA has identified as low income and low access. This figure also locates the small residential population within the study area, who are averaged into the low income figure. The Sam’s Club will increase access to fresh foods for this population, although it may exclude some due to its membership structure. There is potential to leverage this data to obtain health based funding for projects that get people safely to fresh and affordable food.

The most common form of physical activity among adults is walking. However, in this study area, walking as a form of active recreation and active transportation is limited due to lack of infrastructure and accessibility supporting walkability. Residents and visitors must depend on a vehicle to get to destinations. This causes more sedentary behavior. A walkable community satisfies the public’s interest in walking as a form of active recreation, but also serves as a form of transportation.

Additionally, when residents feel comfortable and connected in their community, they are more likely to engage in outdoor and social activities with their neighbors. This sense of community increases social connectedness and reduces crime, depression, and anxiety.

Public Input

Based on feedback from the community, residents are looking for safe and comfortable opportunities to walk and bike. They would like to see improvements in sidewalks and traffic. Also, they would like to see more parks and public gathering spaces and access to healthy foods and restaurants.

Figure 2.4b summarizes the health issues, influenc-

ing factors and planning, design and policy recommendations outlined in this report.

Policy, Planning and Design Recommendations

The policy, planning and design recommendations described below are reflections of the outlined health issues, influencing factors and analysis.

Policy Recommendations

While not necessarily within the scope of this LCI study analysis, health policies can ensure sustainable change for livability in this study area and beyond to the entire community.

Physical Activity/Active Transportation

Complete Streets Policy

Complete Streets Policies allow transportation plans to ensure all modes of transportation are considered for all users and all abilities. Currently, Georgia does not have a statewide street-scale urban design/land use policy. Georgia Department of Transportation, however, which oversees Highway 92, does have a complete streets policy, which should be used in future design and planning of this corridor.

Safe Routes to School

While there are currently no schools within the study area, safe connections through the study area should be considered for surrounding residents. Municipalities can adopt a “Safe Routes to School” policy that will ensure priority for safe walkable/bikeable opportunities in school placement and/or subdivision placement. In addition, transportation improvements can prioritize residential area connections with neighboring schools for increased walkability/bikability and safe connectivity.

Mixed-use Zoning

Zoning policies for mixed-use supports walkability and bikability in communities by ensuring connectivity between residential, public uses, and commercial/retail areas.

Healthy Food Access

Food Policy/Security Council

Addressing food deserts requires a coordinated approach and thorough understanding of food security needs and capacities. A Food Policy Council or Food Security Council brings together diverse representation of community members, community organizations, business owners, and local government agencies to develop a comprehensive strategy to increase the availability, accessibility and affordability of healthy foods. Currently, Georgia has only 2 local food policy councils.

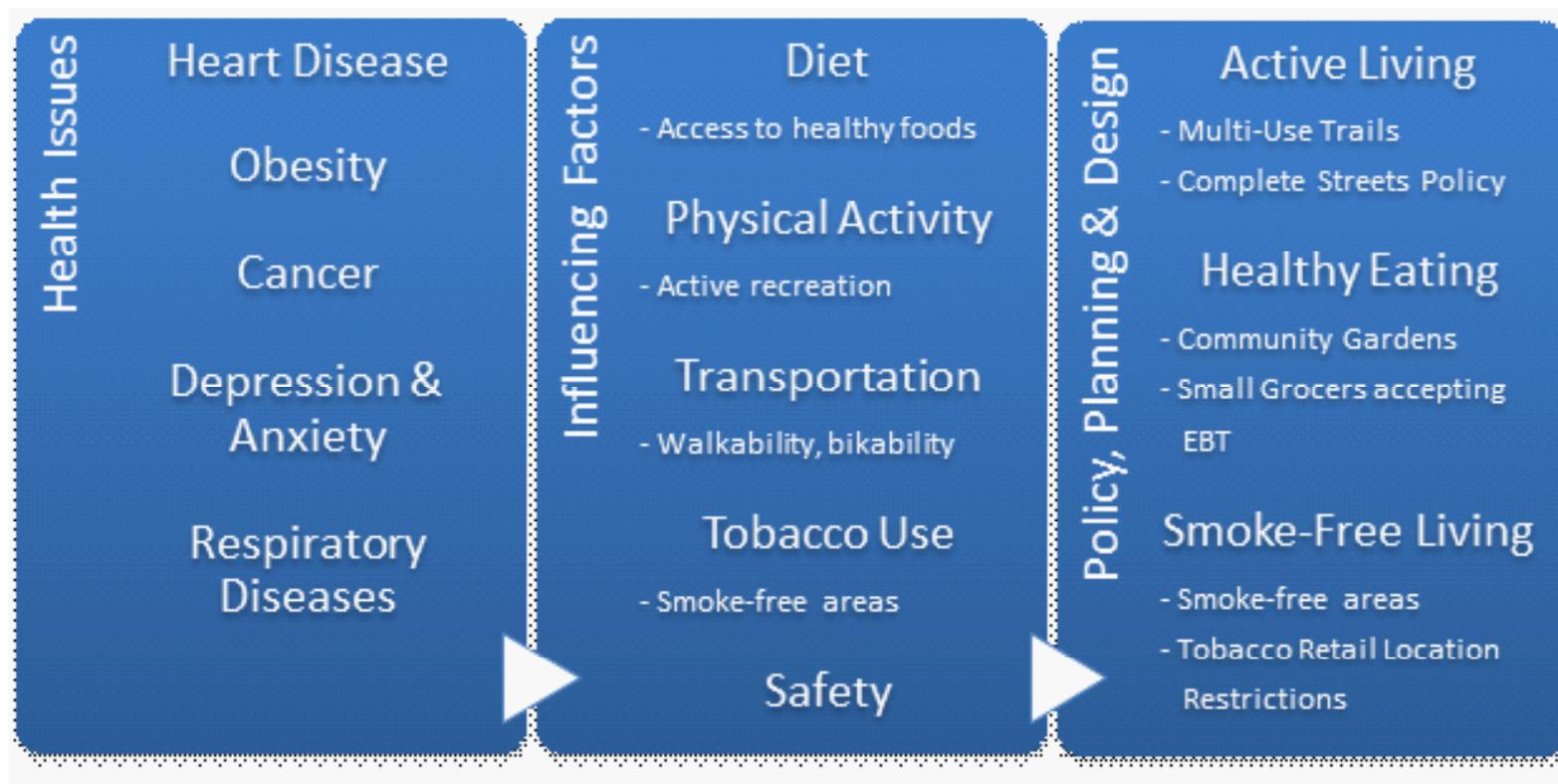
Ordinances for Healthy Food Access

Municipalities can pass zoning ordinances that allow and encourage for healthy food retail to locate in areas that are underserved. Also, ordinances can establish restrictions to density of fast food restaurants. In addition, municipalities can pass ordinances that require allocating a proportion of floor space for the sale of healthy foods in retail establishments selling food. Georgia does not have a state-level healthier food retail policy.

Smoke-Free Communities

Zoning Tobacco Retail Locations

Almost one in five adults smokes in Cherokee County. This is comparable to the national rate of adult smoking. About 90% of all lung cancers are caused by tobacco use. In addition, about 30% of all heart disease deaths are related to cigarette smoking. Location of tobacco retail can foster tobacco initiation, especially among youth.



To lessen this public health concern, the City of Woodstock should consider including tobacco product sales guidelines in their zoning ordinance.

Municipalities can pass a zoning ordinance prohibiting the sale of tobacco products within a certain distance from places that are predominantly populated by youth. Several studies have shown that this approach helps reduce youth access to tobacco products and youth initiation.

Smoke-Free Ordinances

While there may be a smoke-free indoor policy, municipalities can expand this policy to include all outdoor public places such as parks, plazas, trails, etc. This not only prevents secondhand smoke exposure, but also reduces visibility and social acceptability of tobacco use.

Smoke-Free Multi-Unit Housing

Secondhand smoke exposure is becoming one of the leading causes of lung disease and other respiratory illnesses. Since there is no healthy level of smoke exposure, smoking allowed in multi-unit housing presents a risk for nonsmokers through a facility's HVAC system. Municipalities can incentivize developers and property managers to designate smoke-free housing facilities to prevent tenant exposure to secondhand smoke.

Planning and Design Recommendations Multi-Use Trails

A network of multi-use trails will allow residents to bike or walk throughout the LCI study area. Trails lined with trees will provide shade that protects users from the heat and dangerous UV radiation. Benches along trails will also allow users to rest when needed. In addition, trails with smooth

surfaces will encourage safe mobility and universal accessibility.

Connectivity

Connecting trails and pathways between residential neighborhoods, public uses and commercial/retail areas further support walkability and bikability. Residents and visitors are more likely to walk/bike to destinations if routes are safe and connected encouraging physical activity. Pedestrian scaled wayfinding signage offers direction for users and enhances accessibility.

Parks and Public Plazas

Parks provide opportunities for passive and active recreation as well as social gathering. These open spaces offer venues for community events and support a strong sense of community. In addition to the social benefits of these spaces public areas also provide space for shade trees and other vegetation which softens the effects of the built environment.

Safety

Personal safety is often the leading barrier to active recreation in public spaces and walking/biking as forms of transportation. Whether real or perceived fear, residents want to feel safe from crime. Design features should optimize safety and visibility, such as adequate lighting and appropriate signage. Proper use of vegetation to optimize surrounding visibility will also elevate the overall safety of an area.

Pedestrian and bicycle interactions with vehicular traffic should also incorporate appropriate safety measures to promote the active living lifestyle. The strategies utilized can coincide with efforts addressing connectivity. Some simple strategies include safe

bike lanes, marked crosswalks, reduced speed limits, road diets (reducing the number of dedicated car lanes), speed tables, wide sidewalks, street trees located between the sidewalk and street, etc. The use of street trees and vegetated bump outs has also been shown to reduce dangerous street conditions.

Public Transit

Residents using public transportation regularly are more likely to get the recommended amount of physical activity each week. The public input results show residents are seeking opportunities for more public transit that connects to more destinations such as MARTA rail, Downtown Woodstock, and seek entertainment/running errands/shopping on Highway 92. In addition, transit stops can be located near local attractions such as prominent public spaces and farmer's market locations.

It is important to note that transit can also provide much needed transportation opportunities for the booming aging population, as an alternative to driving.

Transit facilities and shelters should be attractive, efficient and encourage a feeling of safety. The addition of transit routes and pedestrian wayfinding signage will also provide a sense of clarity and direction for users.

Increase access to healthy foods

Gardens

Community gardens offer opportunities for community engagement and access to healthy foods. The act of gardening has been shown to have a therapeutic effect on participants and enhances a sense of belonging for residents within a commu-

Leading Health Issues

- Heart Disease
- Obesity
- Cancer
- Depression/Anxiety
- Respiratory Disease

Selected Design Recommendations	Social Interaction	Meditation/ Relaxation	Physical Activity	Diet	Safety	Transportation
	Influencing Factors					
Connectivity	X		X		X	X
Fresh Food	X			X		
Healthy Policy and Zoning Integration		X		X	X	X
Undisturbed Natural Vegetation		X				
Active Recreation Space	X		X		X	
Passive Space		X			X	
Plantings		X			X	
Gathering Spaces	X				X	

Figure 2.4c: Leading Health Design Matrix

nity. These gardens can be placed in public spaces, such as parks, and can be integrated with a public recreation program or other community programs. Programs can help participants and community members develop skills in horticulture and gardening. Harvests from edible gardens can help supply healthy, affordable foods for community food pantries, school meals and other community organizations.

A locally built garden can contribute produce to a local farmers market. This farmers market can be a destination popular for both residents and visitors. One example is the Food-Oriented on Transit (FOOT) model in which users utilize local transit to get to these food hubs or farmers' markets. These models could be incorporated along bus routes and close to destination spaces to provide maximum accessibility. Refer to Section 4.0 for more information on the FOOT.

Farmers' Markets

While there is a seasonal farmers' market in Downtown Woodstock, there are ways to increase utilization and demand, especially for low-income families. Locating farmers' markets in centralized public places can optimize sense of community and provide easy, safe access for residents and visitors. These easily accessible areas can be public plazas or parks that are connected to surrounding areas which will encourage active transportation and physical activity. To increase affordability, vendors at farmers' markets should accept public nutrition assistance benefits such as Women, Infant, and Children Nutrition Supplement Program (WIC) and Supplemental Nutrition Assistance Program (SNAP).

Small Grocer/Food Retail

It's not uncommon for large chain grocery stores to not locate in neighborhoods despite local public demand. This is often due to market analysis and feasibility related to corporate criteria. However, municipalities can provide financial incentives, such as tax credits and subsidies, to encourage small-scale grocers and markets in underserved areas, such as this LCI study area. Having a grocery store located in the corridor area with connectivity to surrounding areas will encourage users to walk and bike to it. These alternate modes of transport will reduce the amount of cars and utilize physical activity.

In addition, these small retail establishments should accept public nutrition assistance benefits such as Women, Infant, and Children Nutrition Supplement Program (WIC) and Supplemental Nutrition Assistance Program (SNAP).

Figure 2.4c shows the relationship between the essential factors for this community and the design recommendations needed to encourage a healthy lifestyle.

Figure 2.4d outlines specific design elements that should be utilized by planners and designers while designing various public spaces. These selected design elements can be directly linked to the Health Design Matrix and the Health Analysis detailed in this report.

Conclusion

A livable community is a community that prioritizes health and quality of life for its residents. The health status in this LCI study area is comparable to what is seen throughout neighboring communities and

throughout Georgia. Behaviors largely influence the health outcomes of residents. This includes diet, physical activity, and tobacco use. However, the context of where people live, work and play determines if healthy behaviors are realistic, or even possible. For example, currently, grocery stores are not in the study area creating a major challenge in terms of healthy eating. It should be noted that Sam's Club, which was approved for rezoning during this process, will bring fresh foods to the area. As it is a membership only club, however, it may exclude lower income residents.

The design of parks, connections, and each space within the area has a major influence on a person's health. In most instances users are not consciously aware they are in a healthy space. If an area is designed with health and aesthetics in mind people will automatically be drawn to the space. This will encourage healthy behavior and reduce the health risks of an area. For example, as a person walks down a sidewalk they may not realize that the street trees block the harmful UV rays or that a wide sidewalk and street trees provide a comfortable distance between them and cars driving by or even that they are gaining valuable exercise as they walk. The subconscious comfort gained from the trees, pavement width and connectivity are factors that make people want to utilize a space.

This report details the health data and analysis in conjunction with policy, planning and design recommendations that will encourage the public's desire to use community spaces and in turn improve the health of the community and the community's livability within the study area. This health analysis can be utilized to gain support and funding (through health based grants) for implementation of many recommendations found in Section 4.0.

Healthy Design Elements Matrix

Design Elements	Social Interaction	Meditation/Relaxation	Physical Activity	Diet	Safety	Transportation
	Influencing Factors					
Lighting	X		X		X	
Complete Streets	X		X		X	X
Edible Gardens (FOOT model)		X		X		
Farmers Markets	X			X		
Multi-use Fields	X		X			
Shade Trees		X				
Courtyards	X	X			X	
Amphitheater	X					
Seating	X	X			X	
ADA Accessibility			X		X	
Water Features		X			X	
Open Green Space	X	X	X			
Picnic Areas/Shelters	X	X			X	
Views of Natural Landscape		X				
Wildlife/Biodiversity		X				
Dedicated Bike Lanes		X			X	X
Playgrounds	X		X		X	
Pedestrian Connectivity						
Sidewalks (at least 5' wide)	X	X	X			X
Multi-Use Trails			X		X	X
Natural Trails			X			X

Figure 2.4d: Health Design Elements Matrix

2.5 Transportation

This section provides an overview of existing transportation facilities within the Highway 92 study area.

Existing Roadway Network

The study area includes one rural interstate principal arterial (I-575), one rural principal arterial (SR 92), one rural minor arterial (Main Street/Canton Highway), and a number of local roads not including driveways.

Based on Annual Average Daily Traffic (AADT) counts from the Georgia Department of Transportation (GDOT), I-575 carries over 82,000 vehicles per day, the highest traffic volume in the study area. SR 92 has the next highest traffic volume in the area with approximately 59,000 vehicles per day. Main Street/Canton Highway carries approximately 24,000 vehicles per day. While SR 92 and Main Street/Canton Highway are primarily vehicle-oriented with high speeds, high vehicular volumes, and limited crossing opportunities, these two roadways do have many useful sections of sidewalk. Figures 2.5a and b illustrates the existing roadway network and conditions.



Figure 2.5a: Highway 92 Roadway Conditions Image

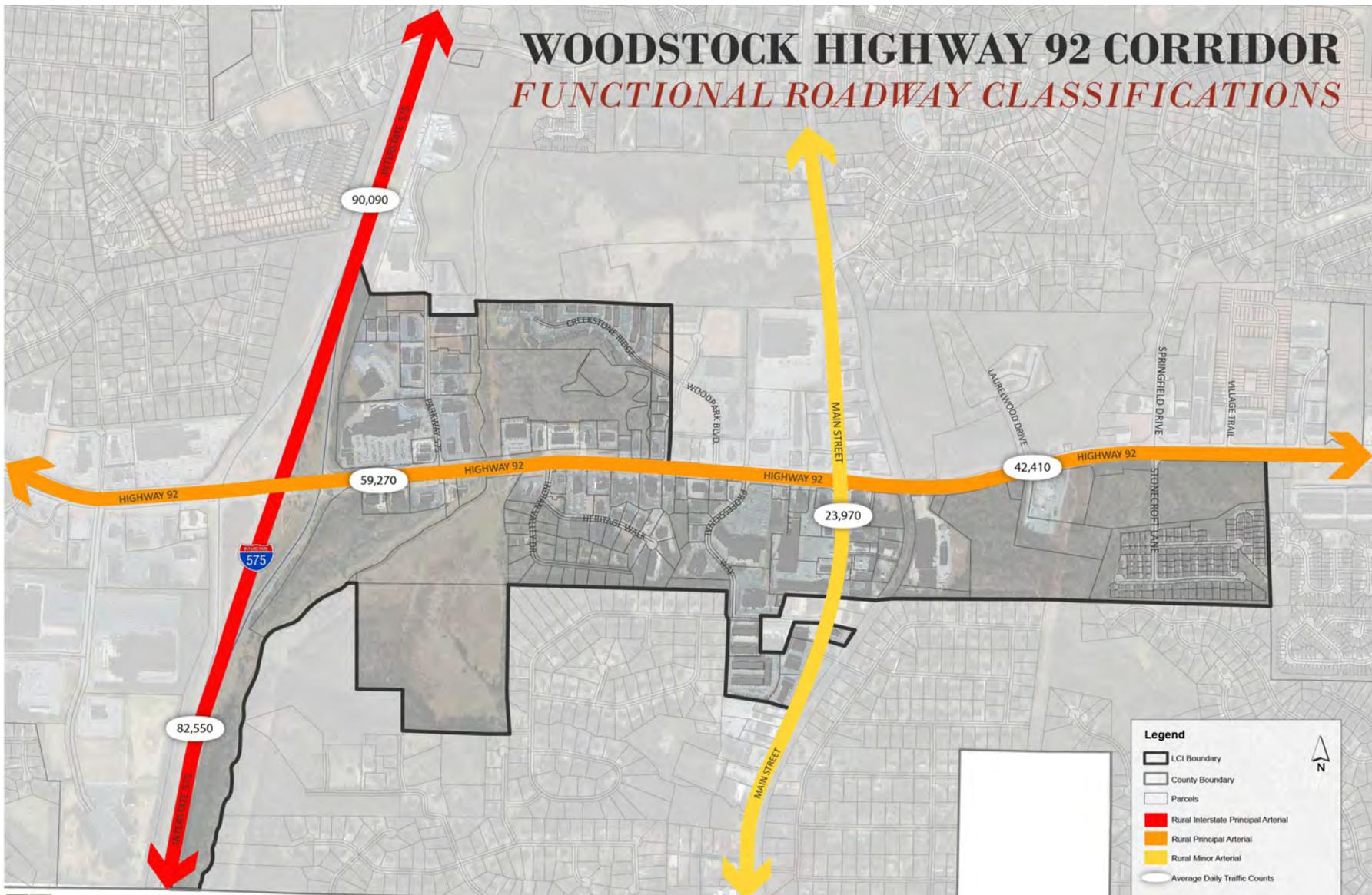


Figure 2.5b: Transportation Functional Roadway Classifications and Traffic Counts

Existing Sidewalks

SR 92 and Main Street/Canton Highway primarily have sidewalks on both sides of the roadway with complete connections (100% both sides). While sidewalks do exist along these roadways, the high vehicular volumes, high vehicular speeds, and small sidewalk setbacks reduce the desirability for walking along these corridors. Parkway 575, Indian Valley Drive, Professional Parkway, and Stonecroft Lane have significant portions without sidewalks on either side of the roadway. Overall, pedestrian crossing opportunities within the study area are limited. Professional Parkway has a pedestrian crossing along the portion of the roadway without sidewalks. Pedestrian crossing locations are provided along SR 92 and Main Street/Canton Highway at signalized intersections; however, these pedestrian crossings have long crossing distances and no pedestrian refuge islands. Figures 2.5c and d illustrate the existing sidewalk network.

Existing Transit

The Georgia Regional Transportation Authority (GRTA) operates an Xpress bus route along I-575. Woodstock has a Park & Ride station west of I-575 at His Hands Church on Molly Lane. This Park & Ride station serves Routes 490 and 491 to Downtown and Midtown. Route 490 has four morning departures and four afternoon arrivals. Route 491 has five morning departures and four afternoon arrivals. Refer to Figure 2.5d for GRTA route locations.

Regional Transit



Figure 2.5c: Highway 92 Sidewalk Conditions Image

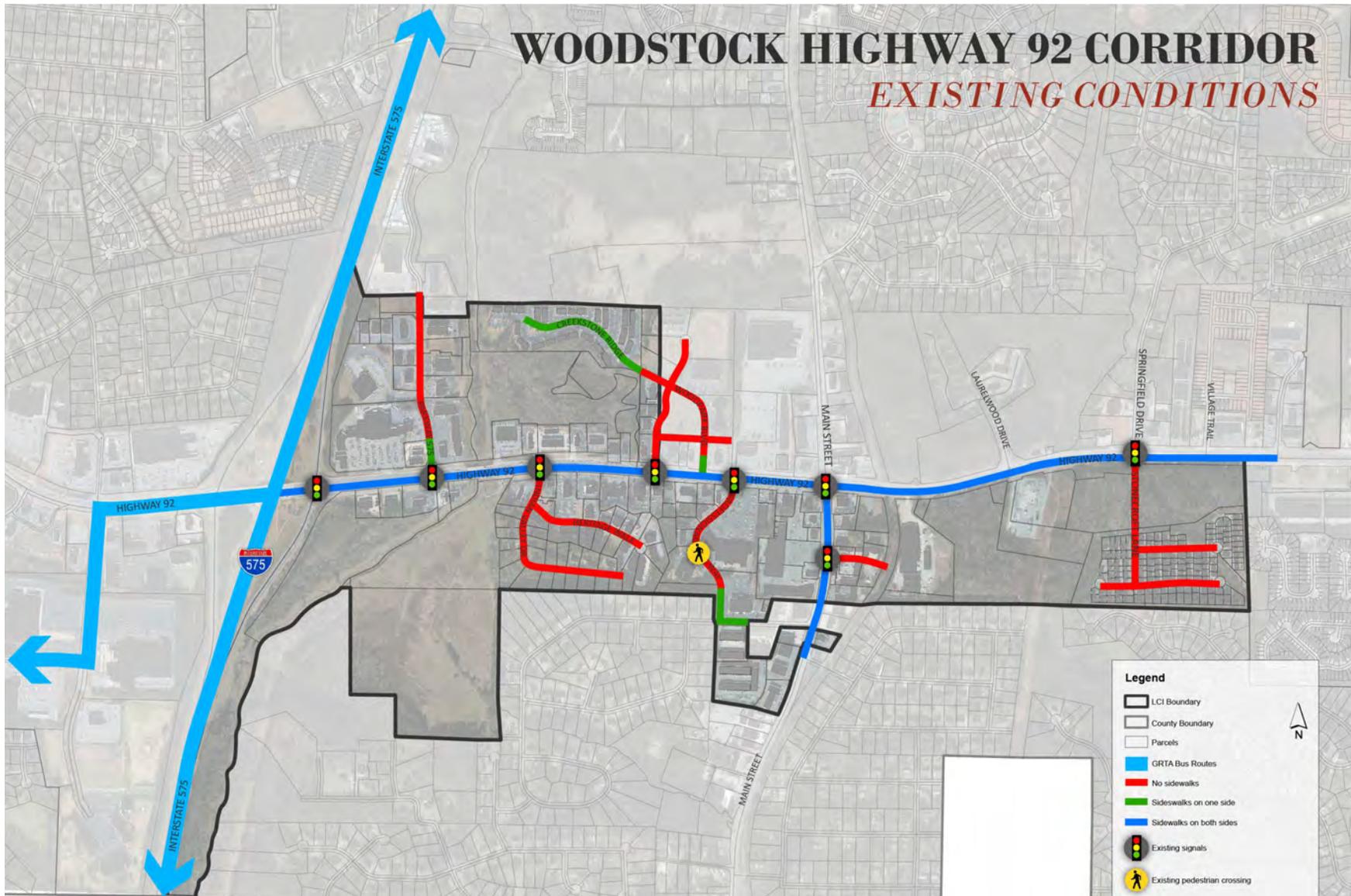


Figure 2.5d: Transportation Existing Conditions - Sidewalks, Transit, Signals, and Crossings

Regional Transportation Plan – Plan 2040

The Atlanta Regional Commission (ARC) adopted the Regional Transportation Plan component of PLAN 2040 in 2009, as required by the USDOT. The plan's five objectives focus on: serving people, building community, enhancing mobility, preserving the environment, and growing the economy.

There are two programmed projects from the plan that are located within the LCI boundary. The first project is the managed lanes on I-575 as part of the Northwest Corridor project. A single reversible toll lane will be built adjacent to the existing general purpose lanes on I-575 from I-75 to Sixes Road. The project is intended to relieve congestion and improve reliability on I-575 and I-75 for commuters by providing motorists with the choice of using the toll-lane.

The second project in the Regional Transportation Plan involves the construction of a sidewalk along the west side of Canton Highway from the Cobb County line to Stockwood Drive. This project is being funded under the Last Mile Connectivity Program. The location of these projects can be seen in Figure 2.5e.

Short Term Work Program

The City of Woodstock will be releasing an Annual Impact Fee Financial Report and Short-Term Work Program Update in 2014. This update is expected to include a streetscape project on Main Street and a sidewalk project on Parkway 575. The Work Program will also include money for the update and continued implementation of the transportation master plan.

Woodstock Town Center Plan

The Woodstock Town Center Plan, the most recent Livable Communities Initiative plan, was released in 2013. The study area boundary for the Highway 92 LCI expansion is directly adjacent to this previous LCI study area. Several projects in the Town Center Plan are adjacent to the Highway 92 study network. Projects T-5, T-6, and T-15 are multi-use trails adjacent to Main Street/Rope Mill Road, Noonday Creek, and Rubes Creek, respectively. Project T-13 is a proposed streetscape project located along Main Street which consists of improved pedestrian facilities, on-street parking, and gateway signage. The project is intended to create a signature design feature that indicates arrival into the Woodstock Town Center.

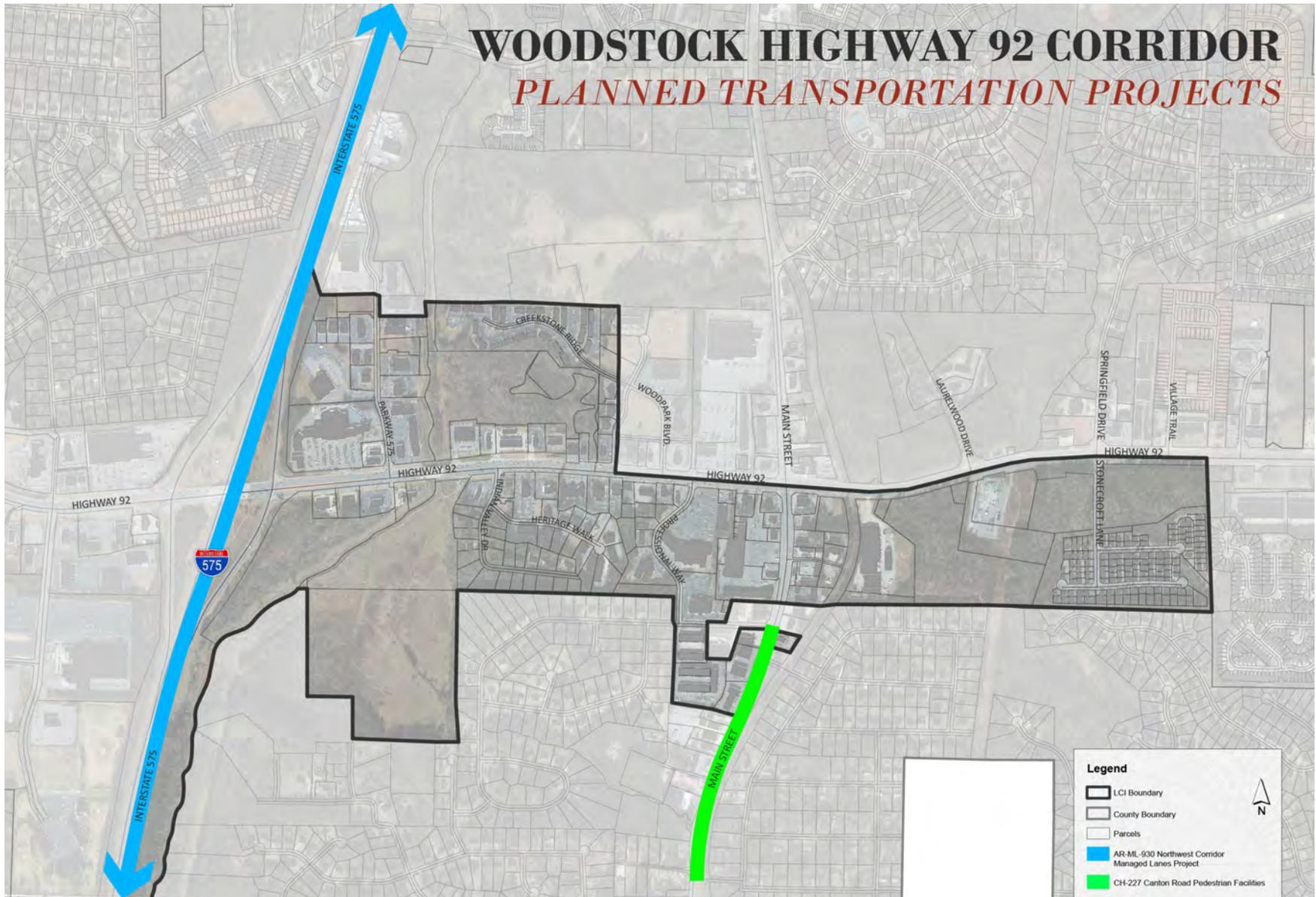


Figure 2.5e: Planned Transportation Projects

2.6 Market

For the purpose of this study, the consultant team was asked to review the 2012 Market Study completed for the Woodstock Town Center LCI Plan, determine what might be captured by the Highway 92 corridor, and make land use and future development recommendations based on these findings. The full 2012 market study can be found in the appendix.

New development since the 2012 market study was quantified by the market analysis team and the market study numbers were adjusted to account for these land use and development changes. As evident in the following data, there are several large developments currently under construction, at the writing of this report. It is recommended that the City pursue a full market study update to best understand the impact these developments will have on future growth.

New Development

Stars and Strikes: The former Ingles grocery store building is currently being redeveloped into a Stars and Strikes. The building is a 51,700 square foot (sf) redevelopment. A restaurant is anticipated to be included in the facility.

Sam's Club: A 135,600 square foot Sam's Club is currently under construction, just outside of the study area, along Highway 92 near Main Street. This development is a redevelopment of a former Walmart site.

South on Main: Just north of the study area, on the former horse farm property, John Wieland Homes is building a mixed use development to

include: 42,000 sf retail; 239 single family homes, 104 townhomes; 4 paired homes; 22 mixed use units; and 180 multi-family units.

Laurelwood: Adjacent to Highway 92 and the railroad tracks a 270 multi-family unit development is anticipated to be complete in 2015.

Outlet Shoppes of Atlanta: A 370,000 sf luxury outlet center (including 5,531 sf of restaurant space) has been developed 1.5 miles north of Downtown Woodstock. The outlet mall is projected to bring four million shopper per year from the Georgia tri-state region. It is assumed that 10% of these shoppers would also travel to Downtown Woodstock during their shopping trip. Additional outparcel development will bring another 11,000 sf of restaurants and 5,000 sf of retail.

Retail, Office, Residential and Industrial Demand

The 2012 market study identified a current demand for retail and a slow growth in office, multi-family and industrial space over the next 25 years, some of which has potential to be captured by the Highway 92 corridor. Between the 2012 market study and November, 2014 when the study was updated, several new developments, as identified above, have been developed, are under construction or approved by the City to begin development. These projects were analyzed and market demand adjusted accordingly. Below is a summary of these updates.

Retail Demand

Currently, there is demand for 70,580 square feet (sf) of retail space in the City of Woodstock. Based on analysis of new retail development, this

is 65,981 square feet less than projected in 2012. An additional 14,750 sf is projected for 2021, with a total of 120,400 sf by 2037. Some of this demand will be captured in Downtown Woodstock, but can be captured by the Highway 92 corridor, which has the ability to draw regional visitors due to its character as a regional thoroughfare and its accessibility to I-575. Refer to Figure 2.6a and 2.6c.

Office Demand

The office market projections reveal a demand for 40,000 sf by 2021 (a decrease of 40,000 sf from the 2012 study) and a total of 309,900 sf by 2037. In order to attract the projected office space to the area, in particular the desire for national office tenants on the Highway 92 corridor, it is strongly recommended that the visual appearance of the corridor be addressed through streetscape improvements, as further outlined in the recommendation section. Refer to Figure 2.6b.

Residential Demand

The housing projections revealed a demand for approximately 434 apartment units by 2021 (93 fewer units than projected in 2012), with a total of 1,750 by 2037. Multi-family units in key nodes, as identified in section 4.0 Recommendations, on Highway 92 may help attract retail and office to the area, as this will provide more households and a customer base to support these uses. Refer to Figure 2.6d.

Industrial Demand

Industrial projections identified a demand of 35,000 sf by 2021 and a total demand of 140,000 sf by 2037 of flex industrial space. These figures remained the same from the 2012 market study.

Woodstock Retail Demand (updated 2014)

Property type	2012-2016	2017-2021	2022-2026	2027-2031	2032-2037	Total
Total retail	70,580	14,750	11,570	12,600	10,900	120,400
Total office	-	40,000	72,000	95,000	102,900	309,900
Total apartments	-	434	415	436	465	1,750
Total single family	150	1,300	950	1,050	1,200	4,650
Total industrial	-	35,000	35,000	35,000	35,000	140,000

Figure 2.6a: Woodstock Retail Demand

Woodstock Office Demand (updated 2014)

Base	2012-2017	2018-2022	2023-2027	2028-2032	2028-2032	Total
Demand (Woodstock City)	194,715	200,000	180,000	238,945	257,320	1,070,980
Current vacant stock	253,925	-	-	-	-	253,925
Planned projects	50,000					50,000
Net demand/ (surplus)	(109,210)	200,000	180,000	238,945	257,320	767,055
Vacancy	4.9%					-
Supportable within LCI		40,000	72,000	95,000	102,900	309,900

2.6b: Woodstock Office Demand

Woodstock Retail Demand by Industry Group (updated 2014)

Industry Group	2017	2022	2027	2032	2037
Furniture & Home Furnishings	3,488	4,217	4,789	5,412	5,951
Electronics & Appliance Stores	1,060	1,281	1,454	1,644	1,807
Grocery Stores	4,092	4,946	5,617	6,347	6,979
Beer, Wine & Liquor Stores	1,978	2,391	2,715	3,069	3,374
Health & Personal Care Stores	5,834	7,054	8,010	9,051	9,952
Clothing Stores	1,449	1,753	1,990	2,249	2,473
Shoe Stores	724	875	994	1,123	1,235
Jewelry, Luggage & Leather Goods Stores	615	743	844	954	1,049
Sporting, Hobby & Music Inst	3,393	4,103	4,659	5,265	5,789
Book, Periodical & Music Stores	923	1,116	1,268	1,432	1,575
General Merchandise Stores	11,389	13,769	15,637	17,670	19,429
Florists	877	1,061	1,205	1,362	1,497
Office Supplies, Stationery & Gift Stores	1,997	2,415	2,743	3,099	3,408
Full-Service Restaurants	9,749	11,786	13,384	15,125	16,630
Limited-Service Eating Places	14,934	18,055	20,503	23,170	25,475
Special Food Services	8,076	9,764	11,089	12,530	13,777
Total	70,580	85,330	96,900	109,500	120,400

Woodstock Residential Demand (Updated 2014)

Surplus/Shortage	2012- 2016	2017- 2021	2022- 2026	2027- 2031	2032- 2036	Total
Total housing demand	150	1,754	1,365	1,486	1,665	6,400
Apartments	-	454	415	436	465	1,750
Single Family Homes	150	1,300	950	1,050	1,200	4,650

2.6d: Woodstock Residential Demand

CITY OF WOODSTOCK

Highway 92 Corridor LCI

3.0 Community Participation

3.1 Community Participation

Public involvement is a key component of the LCI program and is critical for truly understanding the vision, goals, and needs of the Woodstock community. As such, all LCI studies must involve the public in a meaningful way and at key study milestones. Establishing many ways for people to engage in the planning process helps to ensure that local knowledge is accessed and used in developing master plan recommendations. It also maximizes the opportunities for the public to become involved in the overall process. The Highway 92 Corridor LCI public participation process engaged stakeholders at three levels throughout the planning process: The Project Management Team, the Core Team, and the General Public.

A Project Management Team consisting of consultants, City of Woodstock Community Development staff, and the Atlanta Regional Commission was convened. The purpose of the team was to develop initial goals and visions, discuss the progress of the plan, to brainstorm solutions and strategies to address challenges and needs, and to plan community engagement opportunities at a very high level. This team met one to two times per month either in person or by conference call.

The Core Team consisted of stakeholders within the Highway 92 Corridor LCI study area with knowledge and expertise that could lend to the study process. Core Team members included community residents, property owners, business owners, GDOT, Cherokee County, Greenprints Alliance, and representatives from the Woodstock

City Council, Planning Commission, and Downtown Development Authority. This group was instrumental in guiding the course of the study through the identification of issues and opportunities, development of plan goals and objectives, and review of the feasibility and effectiveness of recommendations. Three sessions were held with the Core Team at key milestones throughout the process.

The general public which includes the study area community, at large, was engaged at three opportunities: a kick-off meeting, a design workshop, and an open house celebration event. All outreach opportunities were designed to inform, invite and communicate with stakeholders about the LCI study.

The public involvement process included a variety of outreach tools including key stakeholder interviews; an online project website; meetings, workshops, and open house events; and an online community survey. This focus on multiple means of collection and distribution of information, along with careful timing of activities to tie them directly to the anticipated completion of technical tasks and key milestones of the project allowed for public input to be incorporated into the technical process in a meaningful way. Refer to Figure 3.1a-c for images of the community process.

Stakeholder Interviews

During the months of August, September and October the consultant team conducted stakeholder interviews with members of the Core Team

and other key stakeholders in the study area. Key stakeholder interviews helped to promote a clear understanding of the goals, objectives, existing market opportunities, and social economic context in the study area. They also provided insight into the overall vision for the study area. Interviews were consistent in format utilizing a prepared questionnaire that included a range of discussion points.

Each interview began with an introduction to the study followed by background information prior to beginning the interview. From the interviews, stakeholders provided insight into their overall vision for the study area. Main transportation and land use needs and concerns were also discussed. Suggestions for how best to involve and inform the public concluded the interviews. A total of 5 stakeholder interviews were conducted.

Core Team Meetings

The Core Team met at three points during the planning process. The following are brief summaries of these meetings.

1. Core Team Meeting #1 was held on August 5, 2014: The purpose of the first Core Team Meeting was to introduce the project and Core Team members; identify study area goals and issues; and discuss the upcoming community meeting agenda. The consultant team also provided a presentation on health and wellness and discussed how analysis of the Woodstock community's health would impact the planning process.
2. Core Team Meeting #2 was held on September 9, 2014: The purpose of the second Core Team Meeting was to present the results of commu-



3.1a: Design Workshop



3.1b: Design Workshop Trolley Tour



3.1c: Design Workshop in progress

nity input to date, including results of the first community meeting’s vision and goal setting exercise and the community survey. The areas of focus for the design workshop were also discussed.

3. **Core Team Meeting #3** was held on November 3, 2014: The purpose of the third and final Core Team Meeting was to review the draft Master Plan concepts and discuss recommendations and implementation strategies. The final meeting also served as a chance to review plans for the Tactical Urbanism/Celebration Event.

Public Workshops & Open House Events

The general public was engaged at three points throughout the planning process. A summary of each outreach event is included below.

1. The **Kick-Off Meeting** was conducted on August 12, 2014): The purpose of this meeting was to introduce the project to the public and to educate them on the LCI study process. At this meeting, the public was engaged in an interactive workshop to gather feedback based on four topics, what they wanted to:
 - Preserve
 - Change
 - Create
 - Connect
2. A **Design Workshop** was held on September 23, 2014 from 9am to 4pm, with a community Open House following from 6-8pm: The design workshop was an opportunity for stakeholders to provide their vision for the Highway

92 Corridor LCI study in a workshop setting. The workshop began with a welcome and overview of the LCI study and objectives of the day. The consultant team then gave presentations on community input results (including the survey results, key stakeholder interviews, and the first public meeting) and land use, transportation, and market analysis. A trolley tour of the study area followed. The Woodstock Trolley, a new initiative of the Woodstock Downtown Development Authority, lent the project team the trolley for a tour of the Highway 92 Corridor. The tour was guided by the consultant team, leading discussion on key points of interest along the route.

The afternoon was an intensive work session where consultants and charrette attendees joined a table of interest to develop ideas and solutions as related to following topics:

- Transportation: Auto/Ped/Bike/Transit
- Greenspace and Trails
- Land Use and Economic Development
- Beautification, Aesthetics and Signage

Health and Wellness was an over-arching goal for all topics. Goals, as identified in the Health analysis section, included:

- Access to Healthy Foods
- Active Recreation Opportunities
- Walkability and Bikability
- Smoke Free Areas

An Open House followed the day long work session, from 6-8pm, to allow community members that were unable to stop in during the day to provide input on the concepts and recommendations.

3. The **Open House Celebration** was held on November 15, 2014: The final community event was held at Woodstock Chambers at City Hall. This meeting was conducted as an Open House. The community was invited to drop-in any time between 9am and 12pm to provide input on the master plan recommendations. To showcase the multi-use path recommendation, a to-scale demonstration of the path and buffers was mocked up inside the Chambers, utilizing tape, fake trees, and a bench and bike rack, made of pallets, for this demonstration. Refer to Figure 3.1d.

Project Website

A project website was established as the hub of information for the LCI study. The site provided basic information about the purpose of the study, a description of the study area, a “Frequently Asked Questions” page, and information on how the public could remain involved. Contact information for the City of Woodstock Project Manager and Consultant Team members was also available on the website:

<https://sites.google.com/site/woodstockhighway92-lci/>

Online Community Survey

Surveys are an important method of information gathering generating data that is essential for developing an understanding of the community and its needs. As such, a community survey was designed to gather input regarding the vision for this study. The survey was made available online from August 4 through October 31, 2014. The following methods were used to share the link for the online sur-



3.1d: Open House Celebration and to-scale demonstration of Highway 92 trail recommendations.

vey:

- By email via the Consultant Team to the study area stakeholder database
- Through the City of Woodstock website and social media outlets
- By the Atlanta Regional Commission to the Community Engagement Network e-newsletter and the Transportation Spotlight e-newsletter distribution lists
- By the LCI Core Team
- Via the project website

A total of 348 surveys were completed. Results of this survey were used to supplement statistical and market data and to represent the public’s voice regarding the future development of the study area. A full summary of the online community survey can be found in the Appendix.

Following is a summary of the community survey results:

348 Responses

Who Responded:

- 71% Residents
- 7% Business Owners
- 57% Run Errands in the Study Area
- 59% Travel Frequently on Highway 92

- 24% live or work in Downtown Woodstock
- 10% live or work on Highway 92

What should be PRESERVED in the study area?



What should be CHANGED in the study area?



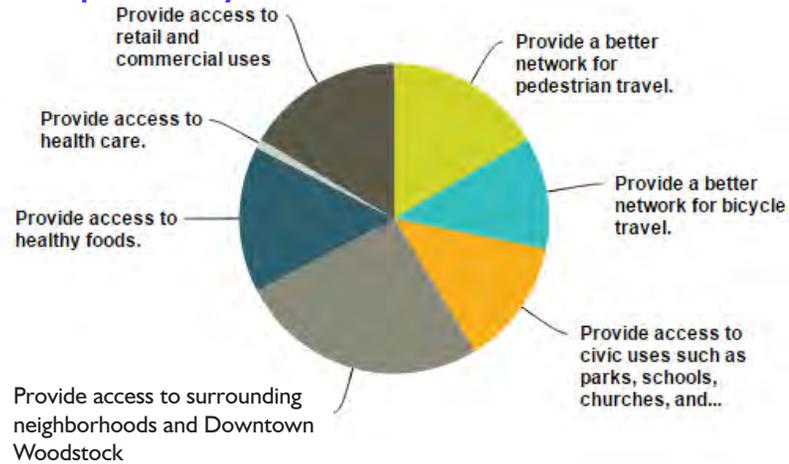
What should be **CREATED** in the study area?



What should be **CONNECTED** in the study area?



Which SINGLE improvement is most important to you?



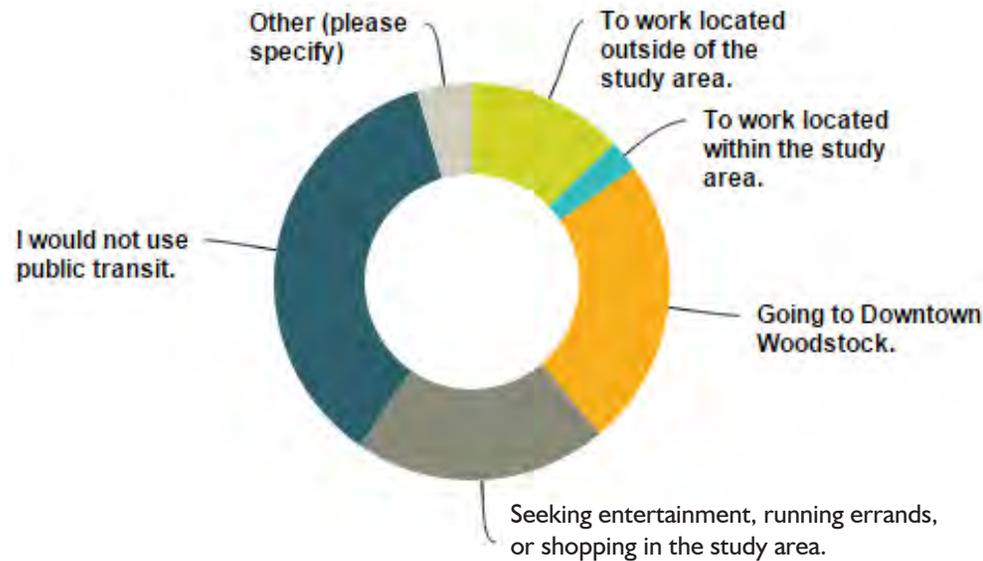
Which SINGLE improvement would you make to attract people to the area?



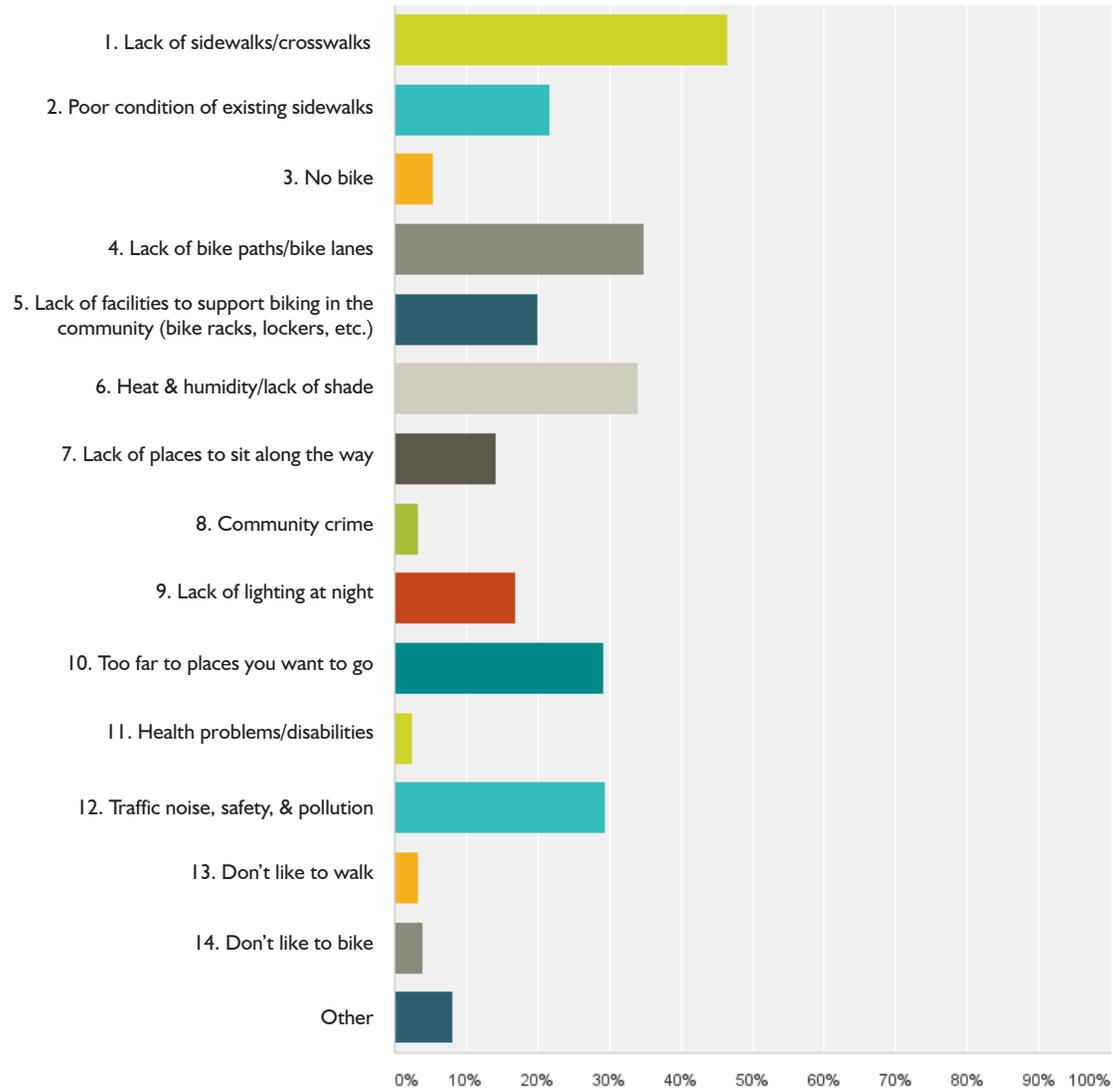
What do you think this area is missing?



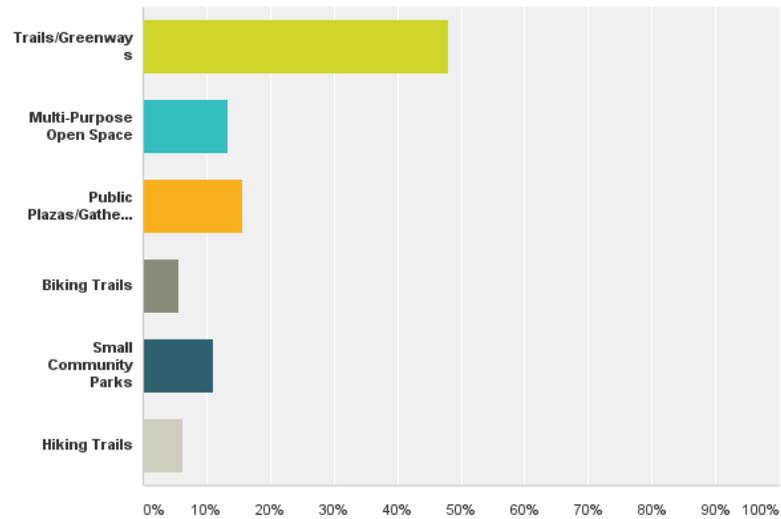
If Public Transit facilities (such as shuttles, buses, etc.) were made more accessible, what would be your main purpose or destination?



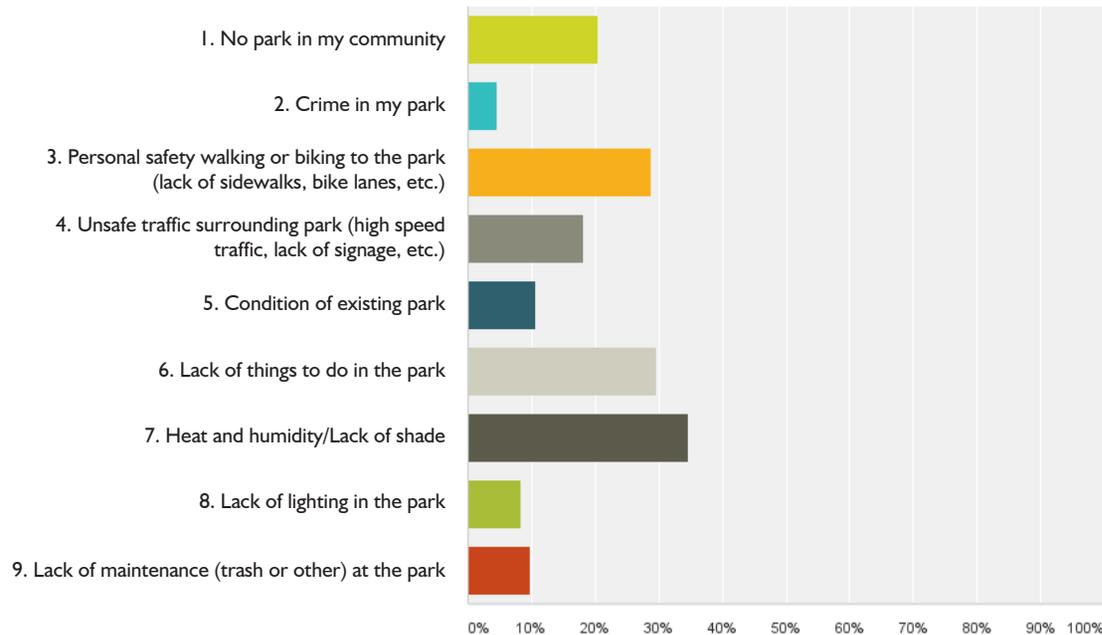
What most often stops you and your family members from walking or biking?



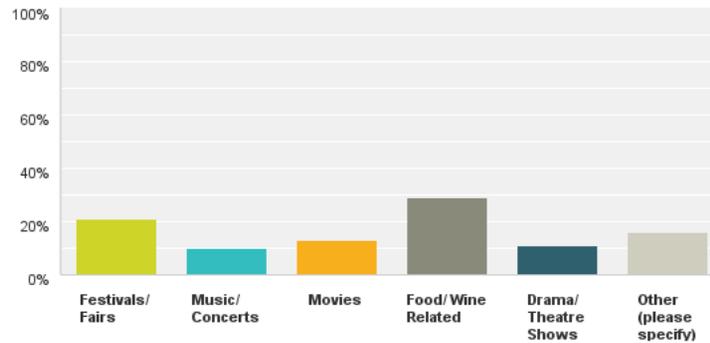
What types of parks, greenspace, and/or recreational facilities are most needed in the study area?



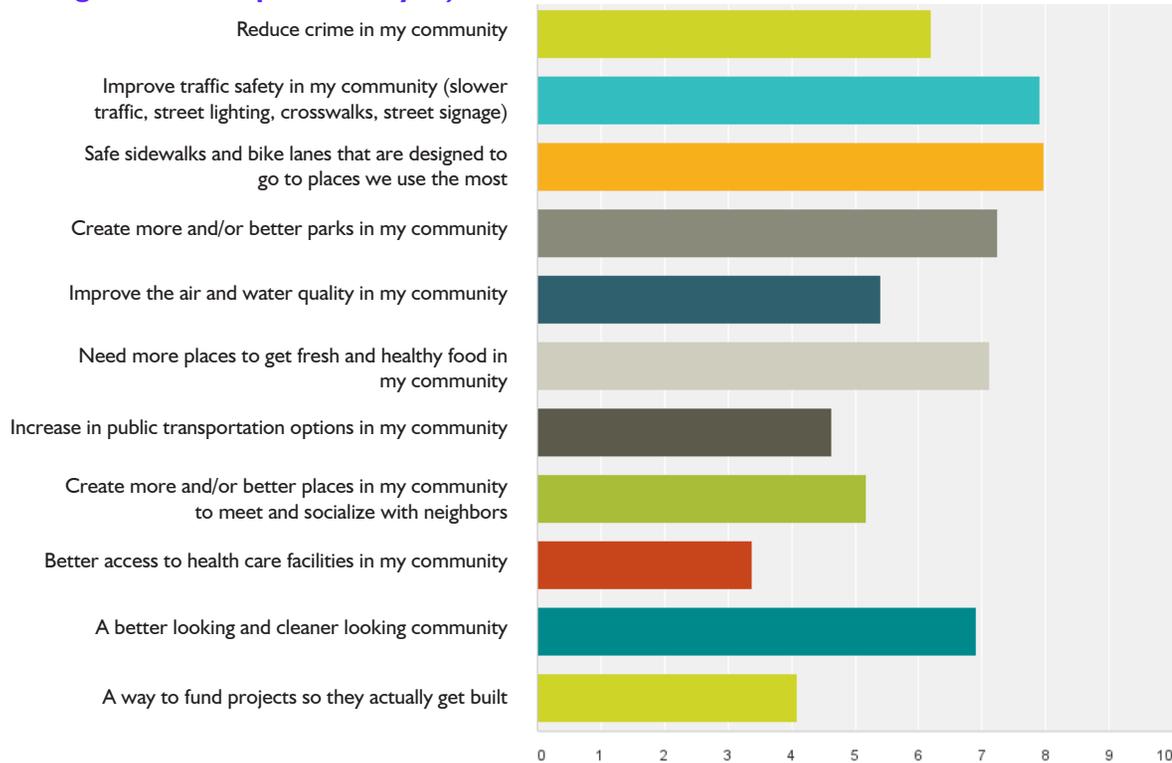
What most often stops you and your family from using a park?



Which Arts, Culture, and Entertainment activities are needed in the study area?



Rank 1-11 the community improvements you would most like to see happen in your neighborhood (1 being the most important to you).



CITY OF WOODSTOCK

Highway 92 Corridor LCI

4.0 Recommendations

4.1 Master Plan Overview

The Visionary Plan, a 25 year initiative, as pictured in Figure 4.1a, and as described within the recommendations, depicts the future concept and vision for a Highway 92 Gateway. This regional gateway promotes a healthy, economically thriving, mixed use corridor that builds on the accomplishments of Downtown Woodstock. Following is a list of the major initiatives to accomplish this vision, focused on priority projects to be accomplished in the next 5-10 years. Refer to Figure 4.1a - b.

KEY CONCEPTS:

I. Highway 92 Corridor Overlay

To promote an improved aesthetic along Highway 92, design standards should be established through a Highway 92 Overlay District. To begin improvements along the corridor, several first steps are recommended within this section.

- L1: Highway 92 Overlay District: Guidelines should promote higher density, 15-30 units per acre to support future transit; allow for 8 story buildings; provide setbacks that encourage interparcel connectivity and multi-use trail development; provide for a mix of land uses and mixed use buildings; protect adjacent single family residents with transition buffers; allow for shared parking; incentivize signage updates to meet existing signage regulations; and guide road and streetscape design. It should be

noted that due to transit opportunities and the high traffic nature of this corridor, it is an ideal area to encourage higher density multi-family residential uses at key nodes.

- L2: Trail Connectivity: incorporate requirements or incentives into the Overlay District guidelines for new development to connect to the multi-use trail system in accordance with the Greenprints Trail Map.
- T5: Highway 92 Overlay District Street Design Guidelines:

A. Roadway Design Standards: Require, within the Overlay, that properties being redeveloped incorporate access management and street frontage improvements in accordance with adopted cross sections.

B. New Complete Streets Connections: Incorporate complete street standards into the Overlay District. As properties redevelop, developers should be required to follow these standards for new street connections. Encourage developers to create streets per the proposed roadway network per this master plan. All new connections should safely accommodate bicycles and pedestrians. Most new streets should be small local urban streets that include wide sidewalks, lighting, on-street parking and building frontages which define the public realm.

C. Implement Block Size Requirements: Include requirements for large parcels to

be divided according to maximum block lengths. Block lengths should be between 300-400 feet, with a maximum of 600 feet.

- T6: Access and Frontage Street Study: Pursue supplemental funds for an engineering study to develop concept design for access management, interparcel connectivity and frontage design standards along Highway 92.

Transportation Improvements Next Steps

- T1: Highway 92 Restriping and Intersection Improvements:

A. Highway 92 Restriping Plan: In coordination with GDOT's upcoming resurfacing project, develop a restriping plan that will narrow the through lanes along Highway 92 (from 12 to 11 feet). Provide wider striped medians which can be built up at a later date into landscaped pedestrian refuge islands at signalized intersections.

B-F. Pedestrian Intersection Improvements: Redesign the following intersections to reduce exposure of crossing pedestrians and cyclists. Narrow lanes to 11 feet, widen the median, and landscape the median and channelized right turn islands into raised pedestrian refuge islands.

Key Intersections include, Highway 92 at: Main Street; Parkway 575; Indian Valley Drive; Woodpark Place; Professional Way

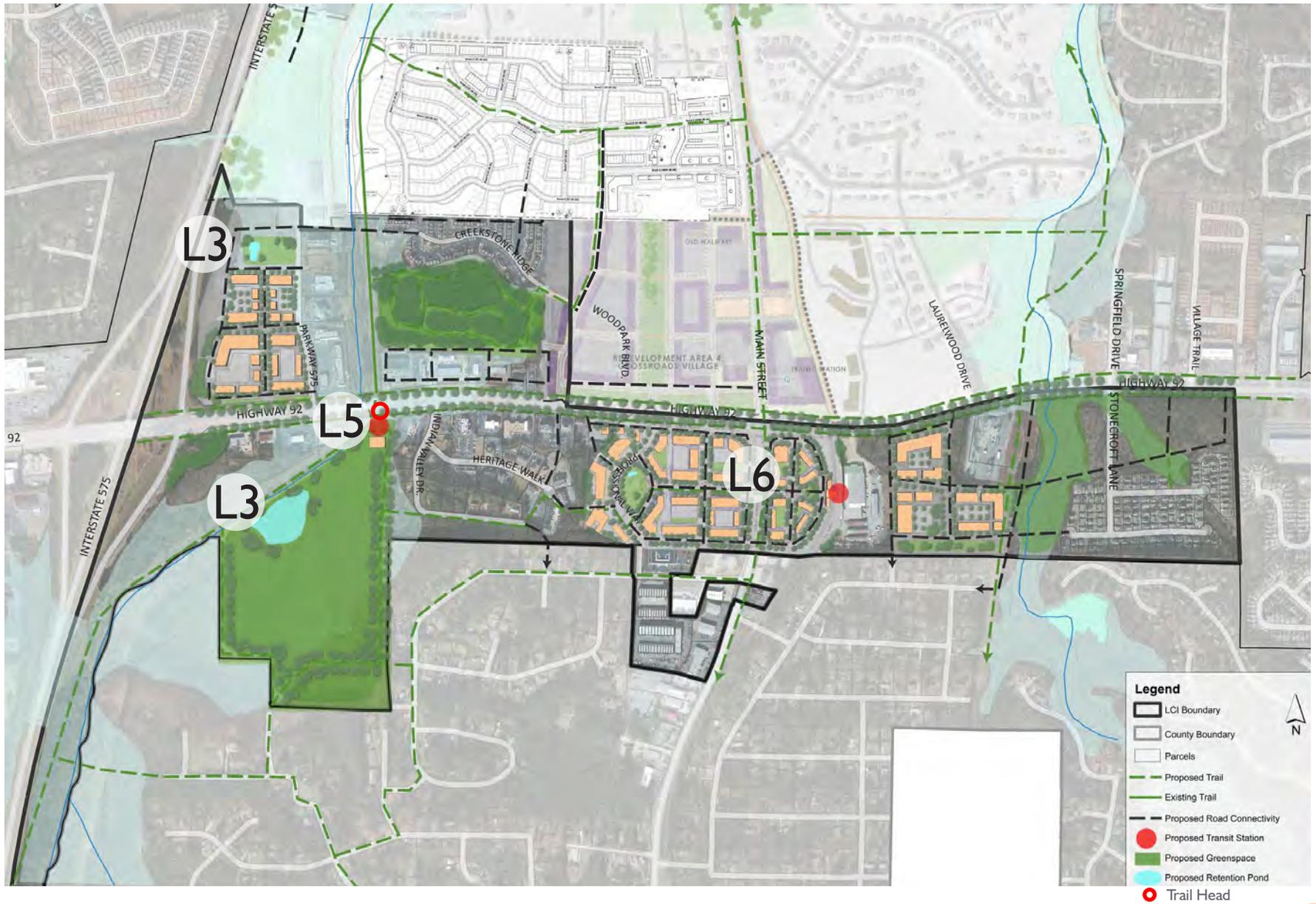


Figure 4.1a: Visionary Master Plan

2. Main Street and Hwy 92 Development Concept

L6: Focus redevelopment efforts, in incremental stages, near the intersection of Highway 92 and Main Street. Continue mixed use, high density Transit Oriented Development efforts in line with future transit on the existing railway. Encourage higher density residential and a mix of uses (overall and within buildings).

3. Greenspace and Trails:

- T2: Noonday Creek Trail Improvements:
 - A. Highway 92 Trail Crossing: Pursue supplemental funding to conduct a feasibility study that recommends safe crossings for the Noonday Creek Trail at Highway 92. Study should investigate the feasibility of a connection under Highway 92 along Noonday Creek.
 - C. Extend the current Noonday Creek Trail, south, to the city limits. Work with Cobb County and the Town Center Area to pursue funding (a Transportation Alternative Program grant) to extend the trail to Town Center’s Noonday Creek Trail.
- T3: Rubes Creek Trail Improvements:
 - A. Highway 92 Trail Crossing: Install an enhanced pedestrian crossing (HAWK signal) to serve as an at-grade Highway 92 crossing for the proposed Rubes Creek Trail.

B. Extend Rubes Creek Trail, south, across Highway 92 to the city limits.

- T4: Sidewalk Improvements: Infill sidewalks where they are missing within the study area, with priority infill:
 - A. Along Woodpark Place.
 - B. Along Professional Way.
 - C. Along Indian Valley Drive.
- L3: Regional Retention: Pursue supplemental funding to design and develop a regional retention facility that follows natural water movement, low points, and wetland areas.
- L4: F.O.O.T.: Pursue supplemental funding to design and develop the F.O.O.T. Consider relocating the GRTA park and ride facility; extending trail connectivity; and encourage community agriculture.
- L5: Trailheads: Design and develop trailhead facilities along the existing Noonday Creek trail to support future multi-modal transportation facilities.
- T7: GRTA Bus Hub: As the corridor redevelops, consider relocating the GRTA park and ride station, currently located on Highway 92, west of I-575, to the study area, with access to the trail system and a park and ride facility.

4. Economic Development Strategies:

Develop a marketing and branding campaign to attract the office and commercial tenants to the Highway 92 corridor. Work with study area businesses to develop a Business Association. The Business Association, once formed, should consider a Tax Allocation District (TAD) and/or a Community Improvement District (CID) as redevelopment funding mechanisms.

- E1: Marketing and Branding Campaign: Develop a marketing and branding campaign that highlights and identifies incentives that the City should pursue to help attract and retain businesses and new development.
- E2: Business Association: Encourage study area businesses to form a business association to promote the corridor and to help make key discussions for its continued growth and redevelopment.
- E3: Tax Allocation District (TAD): The City and the business association should study the feasibility of a TAD.
- E4: Community Improvement District (CID): The City and the business association should study the feasibility of a CID along the corridor.

5. Phasing

Phasing is key to this redevelopment effort, as recommended projects will need be implemented incrementally to match market needs and funding opportunities. Refer to section 4.5 for recommended phasing.

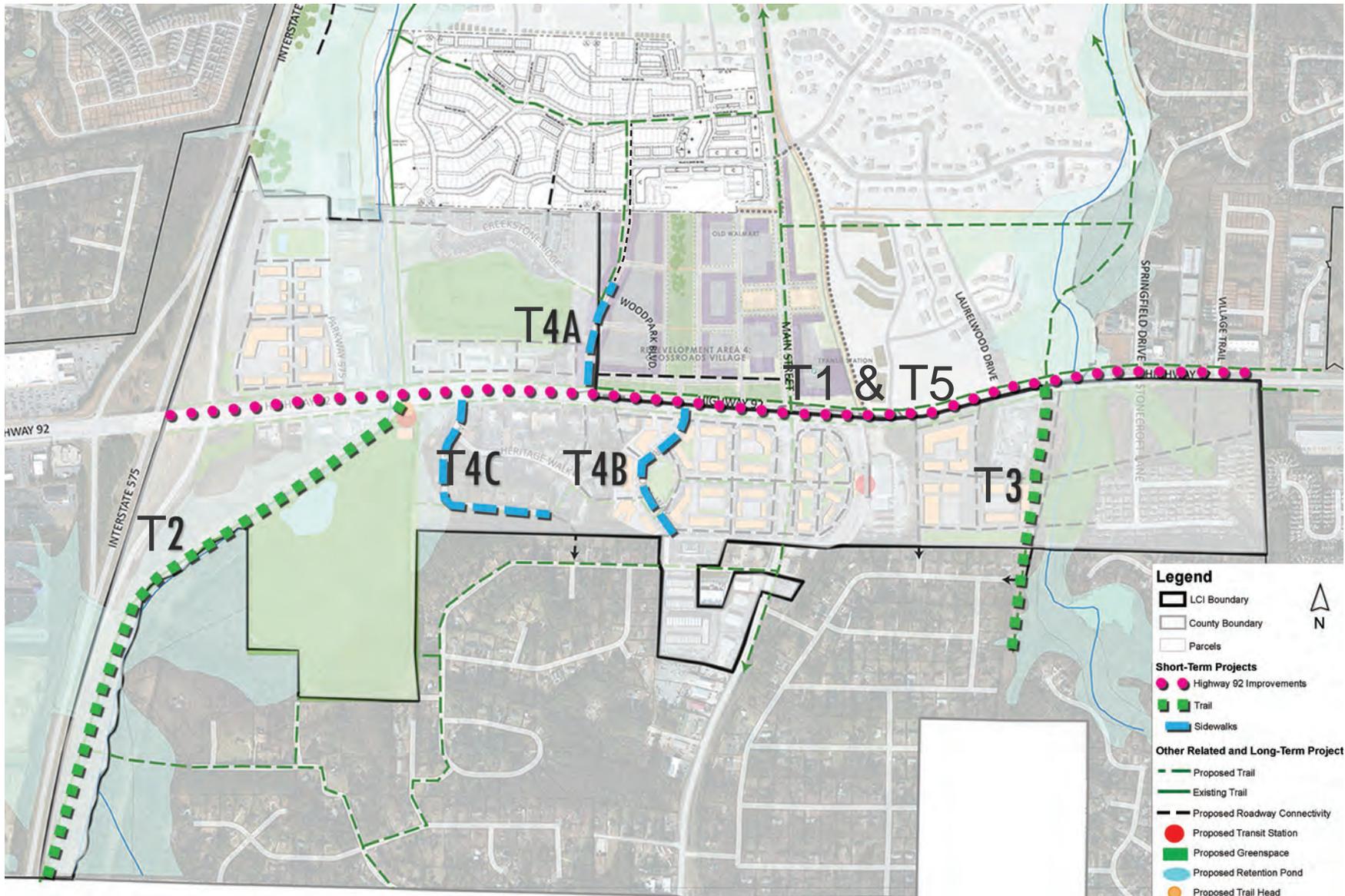


Figure 4.1b: This map identifies locations of priority transportation projects

4.2 Highway 92 Overlay

Currently the Highway 92 corridor is regulated by two zoning ordinances: Mainly the Downtown Code with a portion guided by the Parkway Overlay. Both of these regulations were developed with other areas in mind. The Parkway Overlay was developed to build a character along Highway 92 to coincide with efforts on Highway 92 further east, such as in Roswell. While these efforts may work for Highway 92 east of the study area, the portion of Highway 92 studied in this report, acts as a gateway into Downtown Woodstock and regulations should provide for an appropriate density, building height, and roadway design to build from Downtown Woodstock’s identity and success. The Downtown Code, on the other hand, was developed for Downtown Woodstock and doesn’t meet the needs of a regional, automobile corridor and the types of regional retailers, office tenants, and higher density housing appropriate for this roadway. To remedy this, a new Overlay District is recommended to be developed for the Highway 92 Corridor, congruent with the study area, as pictured in figure 4.2a.

This section outlines recommended overlay guidelines, as well as next steps vital to accomplish the recommended roadway improvements. This section includes:

- I. Overlay Guidelines
- II. Transportation Improvements Next Steps

Overlay Guidelines

LI: Highway 92 Overlay District: Pursue supplemental funds to develop an Overlay specific to Highway 92. The recommended boundary should include the Highway 92 Corridor LCI study

area, along with parcels north of Highway 92.

Guidelines should include:

Density: 15-30 units per acre. This density will help to support future transit within the study area. Due to transit opportunities and the heavy traffic nature of this corridor, Highway 92 is an ideal location for higher density multi-family at key nodes within the City of Woodstock.

Height: 8 stories maximum.

Setbacks: Encourage interparcel connectivity and multi-use trail development per the Highway 92 street section (Figure 4.2b) by adopting this street section into the Overlay as a recommended and preferred design.

Land Uses: Allow for a mix of land uses, including commercial, office, light industrial, and medium to high density residential. Encourage a mix of uses in buildings as well.

Buffers: Transition buffers should be included to protect adjacent single family residential land uses.

Parking: Promote shared parking and interparcel connectivity between parking lots.

Signage: Incentivize signage updates to meet existing signage regulations.

T5: Roadway Design Standards: Adopt roadway design standards, including standards for Highway 92 frontage properties and for new street connections per Figures 4.2b-c.

A. Roadway Design Standards: Require, within the Overlay, that properties being redeveloped incorporate access management and street frontage improvements in accordance with the cross section, Figure 4.2b, to be adopted as

part of the Overlay District.

This street design includes lanes narrowed from 12’ to 11’ to make room for a wider, landscaped median that can also act as a pedestrian refuge at intersections.

Street frontage improvements should include a building setback which includes the following components:

- 10’ landscaped buffer from Highway 92
- 10’ multi-use trail
- 5’ buffer between the trail and parking/access road
- A new access road with parking on either side (angled or parallel)
- 5’ planting strip
- 10’ sidewalk to storefrontage.

T6: Access and Frontage Street Study:

To encourage new development to meet these requirements and to determine how best to implement this strategy per parcel, it is recommended that the City pursue a supplemental study to develop concept design for access management, interparcel connectivity and frontage design standards along Highway 92. Some sites may prove more difficult to fit the recommended components, due to topography, water, or depth restrictions, a supplemental study can provide guidance on how best to engineer all frontage parcels in line with this vision and where accommodations should be made.

The supplemental study should also direct the City of Woodstock on how to help implement portions of this design, as some of the design may be in Highway 92 right-of-way. The City

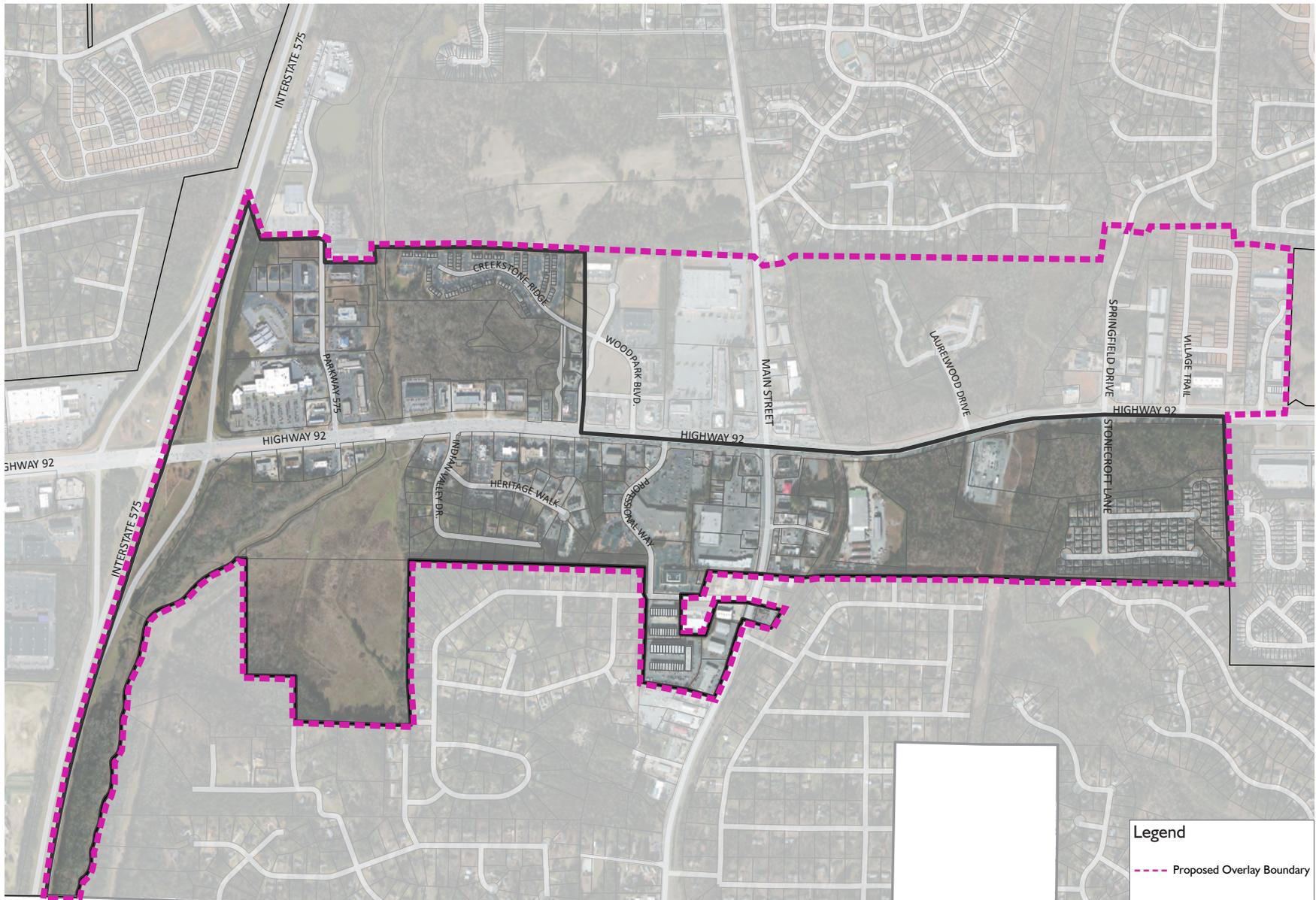


Figure 4.2a: Proposed Highway 92 Overlay District Boundary



C2: Highway Typology
 Figure 4.2b: Proposed Highway 92 Street Design

Recommendations

may be able to pursue funding to develop the planted buffer and trail component to help incentivize new development along the corridor.

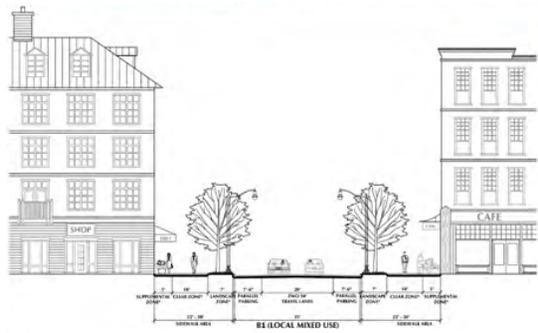
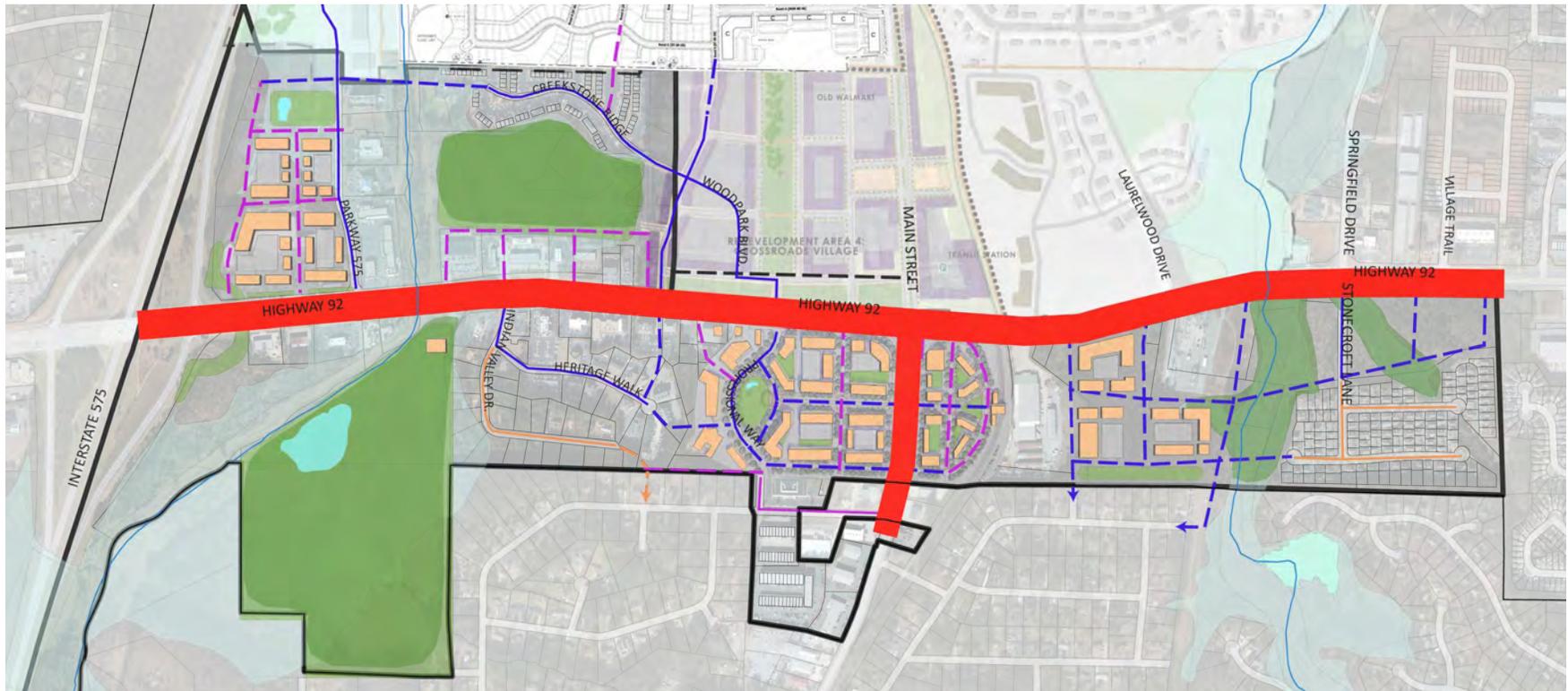
B. New Complete Streets Connections: Incorporate complete street standards into the Overlay District. As properties redevelop, developers should be required to follow these standards for new street connections.

Encourage developers to create streets per the proposed roadway network per this master plan, as identified in Figure 4.2c. All new connections should safely accommodate bicycles and pedestrians. Most new streets should be small local urban streets that include wide sidewalks, lighting, on-street parking and building frontages which define the public realm.

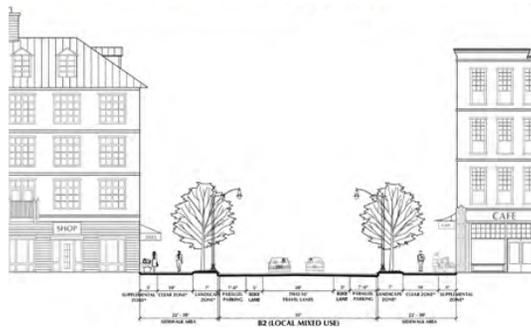
Code, are identified in Figure 4.2c.

C. Implement Block Size Requirements: Include requirements for large parcels to be divided according to maximum block lengths. Block lengths should be between 300-400 feet, with a maximum of 600 feet. This will provide for more walkable and well-connected new developments.

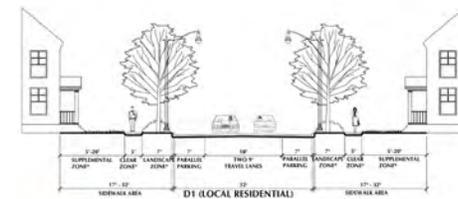
Associated street sections, per the Downtown



sup — B1: Local Mixed Use



— B2: Local Mixed Use



— D1: Local Residential

Figure 4.2c: Proposed New Street Connectivity and Street Sections. Street sections are identified by color on the new street connection map, above. Refer to 4.2b for the Highway 92 street section. Sections B1, B2 and D1 are from the Downtown Code.

Transportation Improvements Next Steps

The following recommendations provide first steps to support the recommended roadway improvements as identified in the proposed Overlay District.

TI: Highway 92 Restriping and Intersection Improvements:

A. Highway 92 Restriping Plan: In coordination with GDOT's upcoming resurfacing project, develop a restriping plan that will narrow the through lanes along Highway 92 (from 12 to 11 feet). Provide wider striped medians which can be built up at a later date into landscaped pedestrian refuge islands at signalized intersections. This move will provide the first step in improving the Highway 92 Corridor in line with the proposed Highway 92 street section, Figure 4.2b.

B-F. Pedestrian Intersection Improvements: Redesign the following intersections to reduce exposure of crossing pedestrians and cyclists. Narrow lanes to 11 feet, widen the median, and landscape the median and channelized right turn islands into raised pedestrian refuge islands. Refer to Figure 4.2d.

Key Intersections include Highway 92 at:

- Main Street;
- Parkway 575;
- Indian Valley Drive;
- Woodpark Place;
- Professional Way

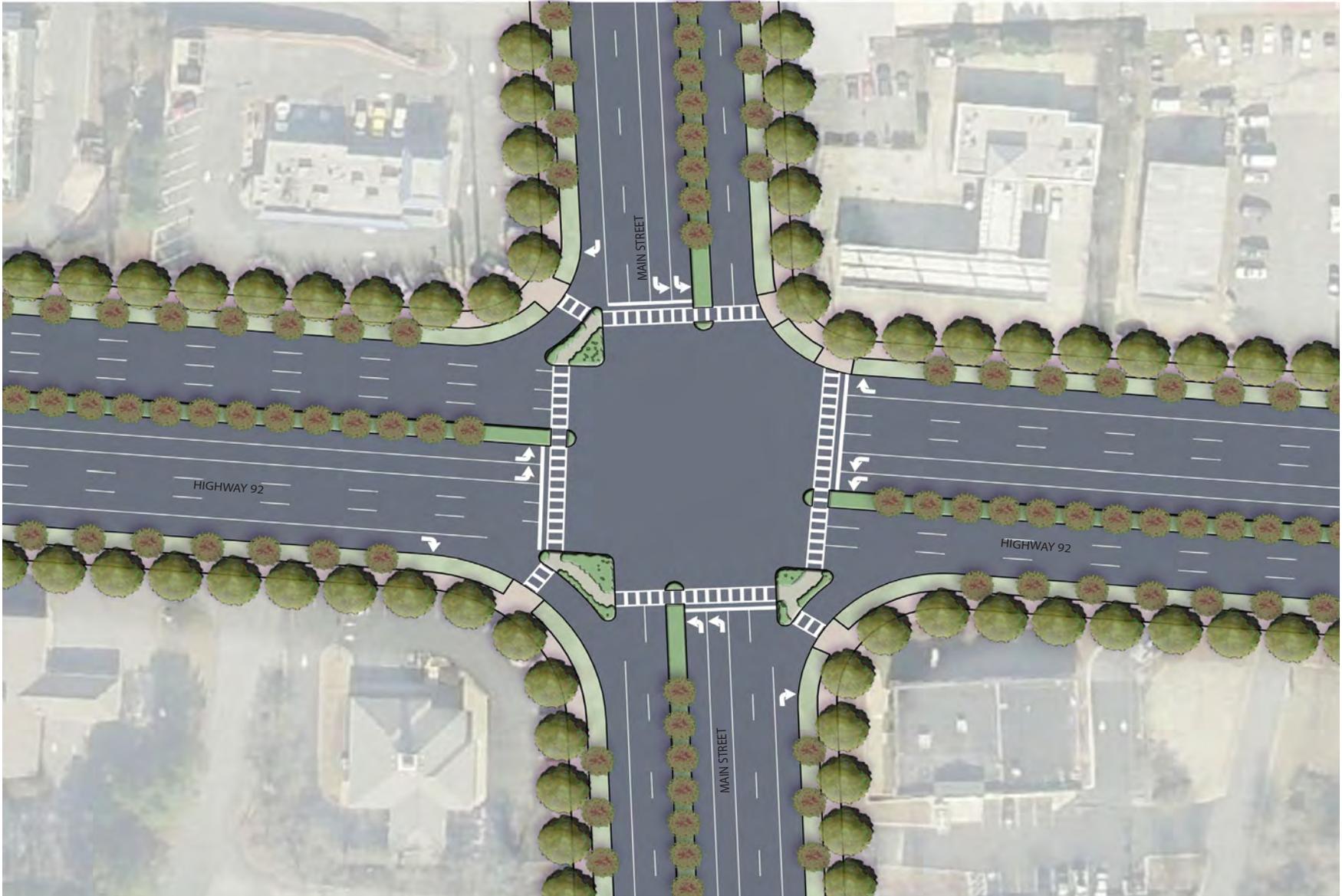


Figure 4.2d: Proposed Highway 92 Intersection Improvements

4.3 Main Street Redevelopment Concept

L6: Main Street and Highway 92 Development Node:

The Main Street and Highway 92 intersection is a major gateway into Downtown Woodstock. It is encouraged that redevelopment efforts and aesthetic improvements are prioritized at this intersection.

Improvements should begin with intersection improvements per Figure 4.2d, which includes landscaped and widened medians and landscaped sidewalk buffers. Signage, directing passersby to Downtown Woodstock should be incorporated.

Overtime, it is recommended for the existing shopping centers, located at this intersection, to develop into mixed use, high density sites. This should be phased to renovate parcels prime for redevelopment first. For example, new investment is currently going into a new Stars and Stripes facility at this intersection, so this particular site would be part a later phase.

This redevelopment concept also includes the future transit capabilities, taking advantage of the existing railway, making this a true Transit Oriented Development site. This site, with it's access to a state route, Highway 92, and future transit should be encouraged to be high density mixed use and mixed building use, including multi-family housing.



Figure 4.3a: Main Street and Highway 92 Redevelopment Concept

4.4 Greenspace and Trails

Regional Retention

As an incentive to draw redevelopment and new office and commercial tenants, the City should pursue development of regional retention areas, throughout the study area.

L3: Pursue supplemental funding to design and develop a regional retention facility that follows natural water movement, low points, and wetland areas.

As identified on 4.4a, two potential regional retention areas have been identified. These areas are at topographic low points, in undevelopable floodplains, and in areas where there is potential for the retention pond to be an amenity to adjacent uses.

Trail Connectivity

The City of Woodstock recently completed the Noonday Creek Trail, which connects Downtown to Highway 92. It is recommended that this alternative mode of connectivity continue in the area, providing healthy and alternative transportation options.

L2: Incorporate requirements or incentives into the Overlay District guidelines for new development to connect to the multi-use trail system in accordance with the Greenprints Trail Map. Recommended trail design should be included in the adopted overlay, per the trail sections shown in Figure 4.4b - 4.4d.

T2: Noonday Creek Trail Improvements:

A and B. Highway 92 Trail Crossing: Pursue supplemental funding to conduct a feasibility study that recommends safe crossings for the Noonday Creek Trail at Highway 92. Study should investigate the feasibility of a connection under Highway 92 along the Noonday Creek.

C. Extend the current Noonday Creek Trail, south, to the City Limits. Work with the Cobb County and the Town Center Area to pursue funding (a Transportation Alternative Program grant) to extend the trail to Town Center's Noonday Creek Trail.

T3: Rubes Creek Trail Improvements:

A. Highway 92 Trail Crossing: Install an enhanced pedestrian crossing, such as a High-Intensity Activated Crosswalk (HAWK) to serve as an at-grade Highway 92 crossing for the proposed Rubes Creek Trail.

B. Extend Rubes Creek Trail, south, across Highway 92 to the city limits.

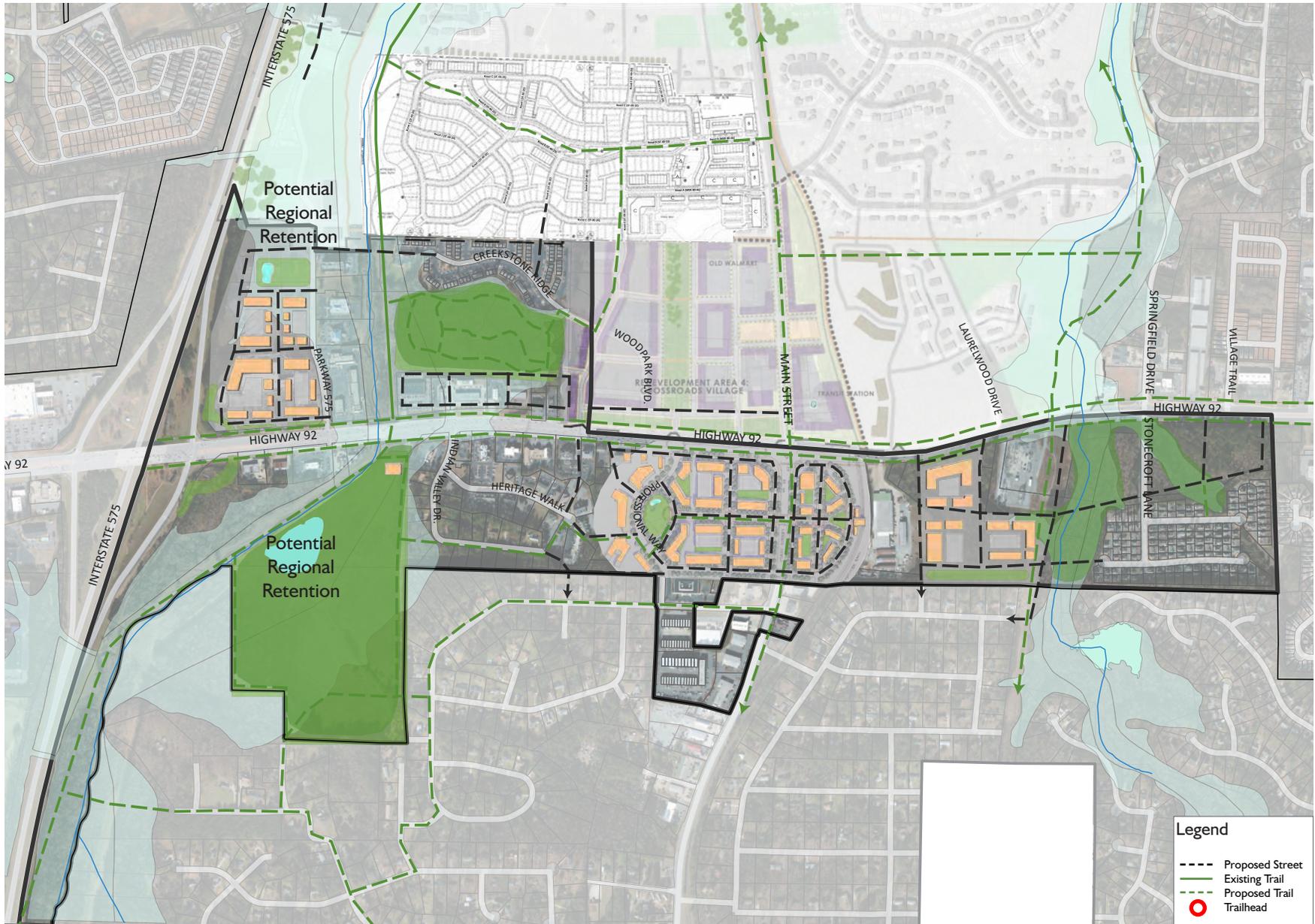


Figure 4.4a: Proposed Greenspace, Trails, and Regional Retention Areas.



Figure 4.4b: Proposed Trail with Bioswale

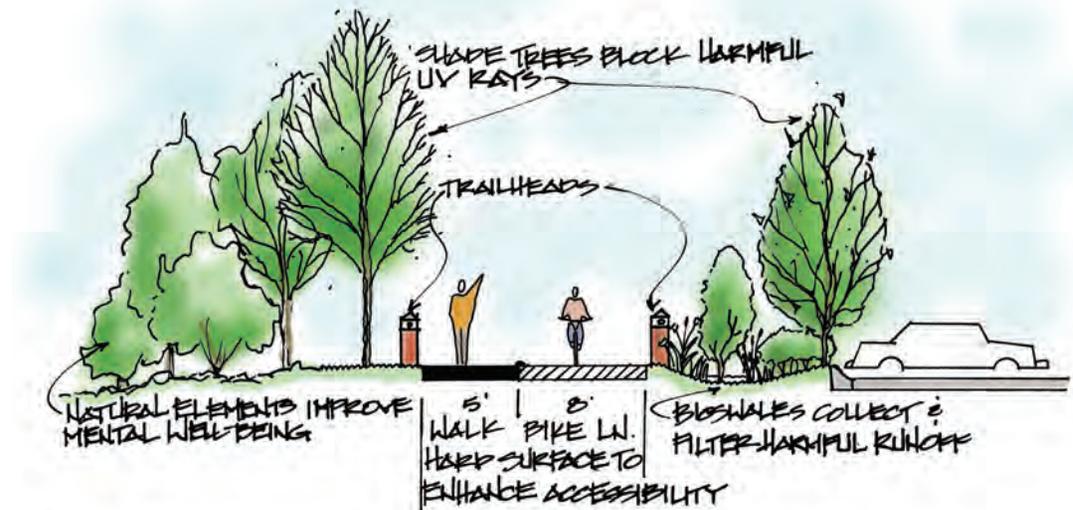


Figure 4.4c: Proposed Trail Head with Parking and Bioswale



Figure 4.4d: Proposed Trail Head with Parking

Food Oriented on Transit (F.O.O.T) Concept

Floodplains throughout the study area provide an opportunity for the City to partner with land owners and developers to provide green community assets. These types of low impact, community amenities help to address health concerns as identified in Section 2.4. Elements to be included should correspond to the components as outlined in the Design Matrix, Figure 4.4e.

L4: Pursue supplemental funding to design and develop the F.O.O.T, similar to the concept shown in Figure 4.4f, at an appropriate site along the Highway 92 corridor. The site in Figure 4.4f is conceptual and may not be the actual location.

Figure 4.4d provides a concept drawing of the F.O.O.T, which addresses the health design matrix needs, including edible gardens, multi-use trails, shade trees, and a farmers market.

T7: GRTA Bus Hub: As the corridor redevelops, consider relocating the GRTA park and ride station, currently located on Highway 92, west of I-575, to the study area, with access to the trail system and a park and ride facility. Location of this facility at a F.O.O.T location would provide better access to fresh foods and the Noonday Creek trail.

Trailhead Facilities

Trail access and dedicated parking for the Noonday Creek trail were concerns identified by stakeholders. Trailheads in appropriate locations

along the corridor are recommended.

L5: Trailheads: Design and develop trailhead facilities along the existing Noonday Creek trail to support future multi-modal transportation facilities.

Healthy Design Elements Matrix

Design Elements	Influencing Factors					
	Social Interaction	Meditation/Relaxation	Physical Activity	Diet	Safety	Transportation
Lighting	X		X		X	
Complete Streets	X		X		X	X
Edible Gardens (FOOT model)		X		X		
Farmers Markets	X			X		
Multi-use Fields	X		X			
Shade Trees		X				
Courtyards	X	X			X	
Amphitheater	X					
Seating	X	X			X	
ADA Accessibility			X		X	
Water Features		X			X	
Open Green Space	X	X	X			
Picnic Areas/Shelters	X	X			X	
Views of Natural Landscape		X				
Wildlife/Biodiversity		X				
Dedicated Bike Lanes		X			X	X
Playgrounds	X		X		X	
Pedestrian Connectivity						
Sidewalks (at least 5' wide)	X	X	X			X
Multi-Use Trails			X		X	X
Natural Trails			X			X

Figure 4.4e: Healthy Design Elements Matrix



F.O.O.T.
 Food
 Oriented
 On
 Transit

Figure 4.4f: Food Oriented on Transit (F.O.O.T.) Concept

4.5 Phasing

The Visionary Plan is a 25 year concept for the growth of the study area. In order to accomplish this plan, smaller incremental steps will need to be made. Phasing, in 10 year increments, provides a realistic approach to accomplishing the study area goals and vision.

The 10 year plan provides the priority projects for the City, citizens, and the development community to pursue immediately. Subsequent plans showcase development concepts that will take more coordination and funding than immediate actions.

The following Figures, 4.5a - c, depict the phasing in 10 year increments.

Every five years the master plan should be updated to bench mark progress and adapt to the changing market place and knowledge of healthy living.



4.5a 10 Year Plan: 2025

10 Year Plan: 2025

In the next 10 years, refer to Figure 4.5a, the following are priority projects for implementation within the study area

1. Develop the Highway 92 Overlay District to guide redevelopment efforts.
2. Identify and develop regional retention pond(s).
3. Consider development of the F.O.O.T. in an appropriate greenspace location, including trail connectivity, trail head facility, park and ride, GRTA station relocation, and community agriculture.
4. Narrow lanes and widen median, on Highway 92, in line with GDOT's scheduled restriping plan.
5. Intersection improvements for safer pedestrian and bicyclists crossing, along Highway 92, focusing on the Main Street intersection.
6. Focus redevelopment and infill efforts at Main Street and Highway 92.
7. Continue trail extensions of both Noonday Creek Trail and Rubes Creek Trail to the city limits.
8. Complete the interparcel connectivity and
9. Sidewalk infill.

Highway 92 design study, incorporate it into the Overlay District as a recommendation for site redevelopment. Pursue supplemental funding to develop multi-use trails along Highway 92 per supplemental study recommendations.



Figure 4.5b: 20 Year Plan: 2035

20 Year Plan: 2035

In the next 20 years, refer to Figure 4.5b, the following project implementation should be considered within the study area:

1. Continue redevelopment efforts at Main Street and Highway 92, to develop a Transit Oriented Development site, in line with future transit on the existing railroad line.
2. Redevelop existing strip mall sites into mixed use, high density developments
3. Continue to infill available sites along Highway 92, drawing a diverse mix of office and commercial tenants.
4. Continue working with the development community to incorporate interparcel connectivity along the corridor.



Figure 4.5c: 25 Year Plan: 2040

25 Year Plan: 2040

In the next 25 years, refer to Figure 4.5c, the following project implementation should be considered within the study area:

- I. Continue infill and redevelopment of existing strip mall sites, in line with future transit.

CITY OF WOODSTOCK

Highway 92 Corridor LCI

5.0 Implementation Plan

5.1 Implementation Strategies

The implementation strategies provide direction on how to make the recommendations a reality. An action plan with specific projects and programs is laid out to implement the vision and goals of the Master Plan.

While the implementation of the visionary plan may take longer, 25 or more years, a schedule of projects and programs is laid out that focus on the first five years and priorities. While the projects within the private sector may rely on market conditions, developer interest and funding, there are projects that may and can be undertaken by the public sector that can provide catalyst for the public/private development; infrastructure and civic facilities, regulatory framework and organizational structure.

The following are the implementation strategies for implementing the Master Plan. They include organization, recommendations for individual projects, and economic development. These strategies focus on creating a vibrant livable and walkable, destination oriented regional corridor with housing options, employment, access to natural resources, future transit, mobility and multi-modal transportation connectivity.

Organizational

In order to implement this plan it is strongly recommended that The Core Team, which represented a diverse group of stakeholders from business leaders to residents to area non-profits, form an oversight committee. This committee would be a voluntary group who work to prioritize and

lead plan initiatives, working closely with the City of Woodstock. Additional members should be included as necessary. While the committee will work closely with the City of Woodstock, it will be the stakeholders who have the vested interest and ability to push plan recommendations forward and truly brand their community.

Sub-Committees: Land-Use; Greenspace; Economic Development; Transportation.

Funding Strategies and Resources

Funding will need to come from a variety of sources, including private development funds, ARC LCI Transportation Implementation Funds, City of Woodstock funding, and a variety of grant and non-profit sources. This plan, its adoption by the City, and the community and County's continued commitment to implementation will be key to creating a healthy and thriving place to be.

Land Use Resources:

L1: Highway 92 Overlay District: Pursue supplemental funds to develop an Overlay District specific to Highway 92, within the study area. This is a key first step to regulate redevelopment of the corridor to meet the recommended design and character as described in this report

- The DCA, in association with UGA, created a document with best practices for redevelopment of strip corridors: <ftp://dca.state.ga.us/UGA/StripCorridorRedevt.pdf>

- Shared Parking: The City of Alexandria has put together a shared parking fact sheet, with tips to success: <http://alexandriava.gov/uploadedFiles/planning/info/SharedParkingFactSheet.pdf>
- Interparcel Connectivity: A first step to assisting property owners and developers to meet recommended interparcel connectivity, per the proposed Overlay, is to conduct an Access and Frontage Street Study. It is encouraged that the City pursue supplemental funds for an engineering study to develop concept design for access management, interparcel connectivity and frontage design standards along Highway 92.
- Funding: ARC LCI supplemental funds; City funds.

L3: Regional Retention: Pursue supplemental funds to design and develop regional retention facilities within the study area. Begin with a supplemental study to survey the area for appropriate regional retention facilities. Once identified, pursue funding to purchase property and develop retention facilities. It is recommended that retention ponds are designed in a manner that becomes an amenity to the community. This may include paths and trails around the pond, connecting it to existing path systems; water features; inclusion of aquatic life; landscaping.

- Resources: The EPA provides a best management practices guide for retention ponds: <http://water.epa.gov/polwaste/npdes/>



Figure 5.1a: A regional retention pond in Atlanta's Historic Fourth Ward Park has become an asset to the community

swbmp/Wet-Ponds.cfm

- The City of Atlanta’s Historic Fourth Ward Park is a regional retention facility that has been designed in a manner that has become an amenity to the community: <http://www.h4wpc.com/> (refer to Figure 5.1a)
- Funding: SPLOST, LCI supplemental funds, future proposed CID, proposed TAD funding, CDBG funds.

Greenspace Resources:

L4: Food Oriented on Transit (F.O.O.T): Pursue supplemental funding to develop the F.O.O.T. along the corridor that provides an appropriate use to existing floodplains, showcases the great things Woodstock has to offer its community (transit, trails, greenspace, community agriculture, access to fresh food, etc.); is appropriate as a gateway to Downtown; and provides health benefits to the area.

- Consider using Transfer of Development Rights to help preserve and develop the F.O.O.T.: Under a TDR program, development rights are transferred from “sending zones,” which are designated for protection, to “receiving zones” which are designated for future growth.
- Funding: LCI Supplemental Funding, Center for Disease Control and Prevention (CDC) Grants, private health foundation grants, SPLOST funding, CDBG funding. Refer to appendix for health funding.

L5: Trailheads: Pursue supplemental funding to design and develop a trailhead facility at a key

location in the study area, with access to the Noonday Creek Trail.

- Shared Parking: Consider shared parking with existing commercial tenants near the Noonday Creek Trail as a more immediate solution to providing parking near the trail.
- Consider F.O.O.T location for the trailhead location, as it is recommended to have access to the trail system and to the GRTA park and ride. Parking can be shared amongst F.O.O.T. facilities, the trail users, and GRTA users.
- Funding: LCI supplemental funding, SPLOST funds, CDBG funds, private health foundation grants, proposed TAD funding, future proposed CID. Refer to appendix for health funding.

Transportation Resources:

T1: Highway 92 Restriping and Intersection Improvements: In coordination with GDOT’s upcoming resurfacing project, develop a restriping plan that will narrow the through lanes along Highway 92 (from 12 to 11 feet). Provide wider striped medians which can be built up at a later date into landscaped pedestrian refuge islands at signalized intersections. Redesign key intersections to reduce exposure of crossing pedestrians and cyclists. Narrow lanes to 11 feet, widen the median, and landscape the median and channelized right turn islands into raised pedestrian refuge islands.

- Pedestrian Improvements at key intersections should include landscape beautification along the roadway and in medians to enhance the

appearance of the corridor. Signage should also be included in the design to direct people to the amenities along the corridor and to Downtown Woodstock. Signage should meet signage standards set by the City.

- Funding: SPLOST, LCI Supplemental Funds, future proposed CID, GDOT Transportation Enhancement Program; proposed TAD funding, CDBG

T2: Noonday Creek Trail Improvements:

Pursue supplemental funding to conduct a feasibility study that recommends safe crossings for the Noonday Creek Trail at Highway 92. Study should investigate the feasibility of a connection under Highway 92 along the Noonday Creek (Refer to Figure 5.1b for an example). Extend the current Noonday Creek Trail, south, to the city limits. Work with the Cobb County and the Town Center Area to pursue funding (a Transportation Alternative Program grant) to extend the trail to Town Center’s Noonday Creek Trail.

- PATH Foundation has immense experience in developing multi-use trails throughout the region: <http://pathfoundation.org/>
- CDC as a resource: Facilitating Development of a Community Trail and Promoting Its Use to Increase Physical Activity Among Youth and Adults An Action Guide – CDC: <https://www.prevent.org/data/files/initiatives/communitytrail.pdf>
- Funding: PATH Foundation, TAP, CDC and private health foundations grants, CDBG funds, proposed CID funding, proposed TAD funding, and SPLOST funds. Refer to appendix for health funding.



Figure 5.1b: A path extends under the Chertsey Bridge in England

- Consider incorporating exercise equipment along the path to further promote and encourage physical activity and health.

T3: Rubes Creek Trail Improvements: Install an enhanced pedestrian crossing (HAWK) to serve as an at-grade Highway 92 crossing for the proposed Rubes Creek Trail. Extend Rubes Creek Trail, south, across Highway 92 to the city limits.

- An example of a High-Intensity Activated Crosswalk (HAWK) is in Columbus, GA along the Fall Line Trace trail (refer to Figure 5.1c): <http://www.columbusga.org/parks/fallline/fallline.htm>
- Resources: PATH Foundation has immense experience in developing multi-use trails throughout the region: <http://pathfoundation.org/>
- Resource: Facilitating Development of a Community Trail and Promoting Its Use to Increase Physical Activity Among Youth and Adults An Action Guide – CDC: <https://www.prevent.org/data/files/initiatives/communitytrail.pdf>
- Funding: PATH Foundation, CDC and private health foundations grants, CDBG funds, and SPLOST funds. Refer to appendix for health funding.

T4: Sidewalk Infill: Infill missing sidewalks in the study area.

- Funding: Consider working with local business and land owners to fund and implement sidewalk improvements and

infill. If a Community Improvement District (CID) is feasible in the study area, sidewalk improvements may be a priority project.

5.2 Economic Development

Economic Development Strategies: Develop a marketing and branding campaign to attract office and commercial tenants to the Highway 92 corridor. Work with study area businesses to develop a Business Association. The Business Association, once formed, should consider a Tax Allocation District (TAD) and/or a Community Improvement District (CID) as redevelopment funding mechanisms.

E1: Marketing and Branding Campaign: Develop a marketing and branding campaign that highlights and identifies incentives that the City should pursue to help attract and retain businesses and new development. Incentives may include: access to multi-use trails, beautification of Highway 92, improved signage, regional retention, assistance with land assemblage, incentives for large mixed use development, relocation of utilities below ground.

E2: Business Association: Encourage study area businesses to form a business association to promote the corridor and to help make key decisions for its continued growth and redevelopment.

E3: Tax Allocation District (TAD): The City and the business association should study the feasibility of a TAD.

E4: Community Improvement District (CID): The City and the business association should study the feasibility of a CID along the corridor.

E5: Updated Market Analysis: It is recommended that the City pursue a full market study update to best understand the impact of new development that has occurred since the 2012 Market Study was completed.



Figure 5.1c: High-Intensity Activated Crosswalk at the Fall Line Trace Trail in Columbus, GA

5.3 Work Program and Five Year Schedule

Priority Projects

1. City Council to Adopt LCI Plan
2. Attract Supplemental LCI Funding for:
 - a. Develop and Adopt a Highway 92 Overlay District
 - b. Design and Implement Highway 92 Improvements: restriping, crossings, beautification, etc.
 - c. Feasibility Study for Interparcel Connectivity
 - d. Feasibility Study for Noonday Creek Trail Highway 92 underpass connection
3. Design and Develop the FOOT
4. Design and Develop Regional Retention within the Study Area
5. Pursue a Joint Application for Transportation Alternative Program (TAP) and/or LCI funds: Noonday Creek Trail Connections
6. Design and Develop Trail Head Facility
7. Pursue CDC and Private Grant Funding for Healthy Communities to help implement items 3-6.

Housing Projects/Initiatives

	Description/Action	Cost	Year	Responsible Party	Funding Source
H1	Include incentives for employer assisted housing in the proposed Highway 92 Overlay District. Incentives may include: tax credits and matching funds from County or State housing departments.	TBD (included in new Overlay District Guidelines cost)	2015-2016	City of Woodstock / Cherokee County / DCA	Cherokee County / ARC / CDBG
H2	Encourage and incentivize mixed land use a mixed use buildings per the proposed Highway 92 Overlay District.	TBD (included in new Overlay District Guidelines cost)	2015-2016	City of Woodstock	City of Woodstock / ARC
H3	Include requirements and/or incentives for Inclusionary Zoning in the proposed Highway 92 Overlay District. 10% of the housing units to be required to be workforce housing.	TBD (included in new Overlay District Guidelines cost)	2015-2016	City of Woodstock	City of Woodstock / ARC
H4	Establish a required mix of unit sizes in new multi-family developments within the proposed Highway 92 Overlay District to provide for a mix of incomes and generations throughout the study area.	TBD (included in new Overlay District Guidelines cost)	2015-2016	City of Woodstock	City of Woodstock / ARC

Land Use & Zoning

L1

Description/Action	Cost	Year	Responsible Party	Funding Source
<p>Develop a Highway 92 Overlay District to provide guidelines and regulations that meet the needs of this corridor. The Guidelines should include:</p> <p>a) Density: Minimum 15 units per acre. 15-30 units per acre is an appropriate density to support future transit. Mixed use, walkable and senior developments can be encouraged by allowing 30 units per acre.</p> <p>b) Height: Maximum 8 stories. Height bonuses can be allowed within the ordinance for large mixed use developments (over 10 acres), for signage conformity, trail connectivity, etc.</p> <p>c) Setbacks: Front of building setbacks should meet GDOT requirements and where appropriate meet the proposed Highway 92 street section including the interparcel connectivity road system. Maximum setback: 85' from back of the Highway 92 curb.</p> <p>d) Land Use: Commercial, Office, Light Industrial, High Density Residential. Mixed use should be incentivized with height bonuses, density bonuses, accelerated permitting, and City assistance with land assemblage when appropriate.</p> <p>e) Transition Buffer: A buffer should be provided in any redevelopment adjacent to single family residential. 20-foot minimum buffer with a transition height plane to begin at 35-feet above the setback line to extend at an upward angle of 45-degrees.</p> <p>f) Parking: Shared parking should be encouraged. Parking along Highway 92 should be a maximum of one double row, parallel to the roadway, maximum of 60' wide.</p> <p>g) Signage: The current signage ordinance should be included in the Overlay District to be enforced as new development occurs. Incentives for existing businesses should be included: signage upgrade funding.</p> <p>h) Refer to Transportation Recommendations for further requirements.</p> <p>i) Include the Access Management Survey in the Overlay, per T6.</p>	<p>a.) \$150,000</p>	<p>2015-2016</p>	<p>City of Woodstock</p>	<p>City of Woodstock / ARC</p>

	Description/Action	Cost	Year	Responsible Party	Funding Source
L2	Incorporate requirements or incentives to provide connections to the multi-use trail system, in accordance with the Greenprints Trail Map in the proposed Highway 92 Overlay District.	\$150,000 (included in new Overlay District Guidelines cost)	2015-2016	City of Woodstock	City of Woodstock / ARC
L3	Pursue LCI supplemental funds to design and develop a Regional Retention facility.	TBD	2016-2020	City of Woodstock	City of Woodstock / ARC
L4	Pursue supplemental funds to design and develop the F.O.O.T.: City to pursue land purchase or lease; relocate the GRTA park and ride to this site; extend the Noonday Creek Trail under Highway 92 and through this site; develop a trailhead facility with shared parking with the GRTA lot; encourage community agriculture.	TBD	2015-2020	City of Woodstock	City of Woodstock / ARC
L5	Design and Develop a trailhead facility in a key location (refer to master plan for potential key locations) along the existing Noonday Creek Trail to support future multi-modal transportation facilities. Trailhead facility could include the following: restrooms, locker rooms, showers, automobile and bicycle parking, small dining establishments, bicycle repair, picnic area.	\$3,000,000	2016-2020	City of Woodstock	City of Woodstock / ARC
L6	Incentivize Redevelopment Efforts at Highway 92 and Main Street to further encourage redevelopment at this key node. Incentives could include but are not limited to density bonuses, height bonuses, accelerated permitting, and reduced permit fees.	TBD (included in new Overlay District Guidelines cost)	2015-2016	City of Woodstock	City of Woodstock / ARC
L7	Amend the Comprehensive Plan: Adopt this LCI study as an amendment to the Comprehensive Plan.	TBD	2015	City of Woodstock	City of Woodstock / ARC

Economic Development

	Description/Action	Cost	Year	Responsible Party	Funding Source
E1	Develop a marketing and branding campaign that highlights the incentives and identifies incentives that the City should pursue to help attract and retain businesses and new development. Incentives may include: Access to Multi-Use Trails, Beautification of Highway 92, Improved Signage, Regional Retention, assistance with land assemblage, incentives for large mixed use development (over 10 acres), relocation of utilities below ground, etc.	TBD	2016-2017	City of Woodstock	City of Woodstock / ARC
E2	Encourage study area businesses to form a business association to promote the corridor and to help make key discussions for its continued growth and redevelopment.	TBD	2016	City of Woodstock	City of Woodstock / ARC
E3	The City and the business association should study the feasibility of a Tax Allocation District (TAD).	TBD	2016-2018	City of Woodstock	City of Woodstock / ARC
E4	The City and the business association should study the feasibility of a Community Improvement District (CID) along the corridor.	TBD	2016-2018	City of Woodstock	City of Woodstock / ARC
E5	The City is encouraged to pursue a full market study update to best understand the impact of new development that has occurred since the 2012 Market Study was complete.	\$50,000	2016	City of Woodstock	City of Woodstock / ARC
E6	Incorporate incentives for diverse housing options, including workforce housing and intergenerational housing, per H1-H4	TBD (included in new Overlay District Guidelines cost)	2015-2016	City of Woodstock	City of Woodstock / ARC

Additional Items

	Description/Action	Cost	Year	Responsible Party	Funding Source
	Attract Supplemental LCI Funds: Complete ARC requirements to apply for LCI funds to plan priority projects, as listed in "Priority Projects".	\$50,000	2015-2020	City of Woodstock	City of Woodstock / ARC / GDOT

Transportation Priority Projects

Short-Term Transportation Improvements: 5 Year Action Plan

#	Project Name	Type of Improvement	Description	Engineering Year	Engineering Costs	ROW Year	ROW Costs*	Construction Year	Construction Costs	Total Project Costs	Responsible Party	Funding Source	Local Source	Match Amount
1A	Restriping Plan along Highway 92 from Interstate 575 to Main Street	Roadway / Multimodal Roadway / Operations & Safety	In coordination with GDOT's upcoming resurfacing project, develop a restriping plan that will narrow the through-lanes along Hwy 92 (from 12 feet to 11 feet). Provide wider striped medians which can later be built up as landscaped pedestrian refuge islands at the signalized intersections along the corridor.	2015	\$ 15,000	N/A	N/A	N/A	N/A	\$ 15,000	City of Woodstock / GDOT	Local	City of Woodstock	NA
1B	Pedestrian Intersection Improvements at the Intersection of Highway 92 at Main Street	Roadway / Multimodal Roadway / Operations & Safety	Redesign this intersection to reduce the exposure of crossing pedestrians and cyclists. Consider narrower through-lanes (11 ft), a wider median, landscaped median refuge islands, and landscaped channelized right-turn islands.	2016	\$ 200,000	2017	\$ 250,000	2018	\$ 500,000	\$ 950,000	City of Woodstock / GDOT	Local, LCI, State/Federal Funds	City of Woodstock / GDOT	\$ 190,000
1C	Pedestrian Intersection Improvements at the Intersection of Highway 92 at Parkway 575	Roadway / Multimodal Roadway / Operations & Safety	Redesign this intersection to reduce the exposure of crossing pedestrians and cyclists. Consider narrower through-lanes (11 ft), a wider median, landscaped median refuge islands, and landscaped channelized right-turn islands.	2017	\$ 200,000	2018	\$ 250,000	2019	\$ 500,000	\$ 950,000	City of Woodstock / GDOT	Local, LCI, State/Federal Funds	City of Woodstock / GDOT	\$ 190,000
1D	Pedestrian Intersection Improvements at the Intersection of Highway 92 at Indian Valley Drive	Roadway / Multimodal Roadway / Operations & Safety	Redesign this intersection to reduce the exposure of crossing pedestrians and cyclists. Consider narrower through-lanes (11 ft), a wider median, landscaped median refuge islands, and landscaped channelized right-turn islands.	2018	\$ 200,000	2019	\$ 250,000	2020	\$ 500,000	\$ 950,000	City of Woodstock / GDOT	Local, LCI, State/Federal Funds	City of Woodstock / GDOT	\$ 190,000
1E	Pedestrian Intersection Improvements at the Intersection of Highway 92 at Woodpark Place	Roadway / Multimodal Roadway / Operations & Safety	Redesign this intersection to reduce the exposure of crossing pedestrians and cyclists. Consider narrower through-lanes (11 ft), a wider median, landscaped median refuge islands, and landscaped channelized right-turn islands.	2019	\$ 200,000	2020	\$ 250,000	2021	\$ 500,000	\$ 950,000	City of Woodstock / GDOT	Local, LCI, State/Federal Funds	City of Woodstock / GDOT	\$ 190,000
1F	Pedestrian Intersection Improvements at the Intersection of Highway 92 at Professional Way	Roadway / Multimodal Roadway / Operations & Safety	Redesign this intersection to reduce the exposure of crossing pedestrians and cyclists. Consider narrower through-lanes (11 ft), a wider median, landscaped median refuge islands, and landscaped channelized right-turn islands.	2020	\$ 200,000	2021	\$ 250,000	2022	\$ 500,000	\$ 950,000	City of Woodstock / GDOT	Local, LCI, State/Federal Funds	City of Woodstock / GDOT	\$ 190,000
2A	Noonday Creek Trail Highway 92 Crossing Feasibility Study	Roadway / Multimodal Roadway / Operations & Safety	Determine the safest crossing route for Highway 92. Ideally, construct an underpass (under the existing roadway bridge that passes over Noonday Creek). If a grade-separated crossing is determined infeasible, identify an at-grade crossing location at a nearby signalized intersection or at a new signalized mid-block crossing.	2015	\$ 50,000	NA	NA	NA	NA	\$ 50,000	City of Woodstock	Local, LCI, State/Federal Funds	City of Woodstock / GDOT	\$ 10,000
2B	Noonday Creek Trail Highway 92 Crossing Construction	Roadway / Multimodal Roadway / Operations & Safety	Construct a safe crossing for Highway 92 as defined by the separate feasibility study.	2015	TBD Assume \$250,000	2016	TBD	2018	TBD	TBD	City of Woodstock	Local, LCI, State/Federal Funds	City of Woodstock	TBD
2C	Noonday Creek Trail Extension	Roadway / Multimodal Roadway / Operations & Safety	Extend the current Noonday Creek trail to the LCI boundary to the south.	2016	\$ 300,000	2017	\$ 2,000,000	2018	\$ 2,600,000	\$ 4,900,000	City of Woodstock	Local, LCI, State/Federal Funds	City of Woodstock	\$ 980,000

#	Project Name	Type of Improvement	Description	Engineering Year	Engineering Costs	ROW Year	ROW Costs*	Construction Year	Construction Costs	Total Project Costs	Responsible Party	Funding Source	Local Source	Match Amount
3A	Rubes Creek Trail Highway 92 Crossing	Roadway / Multimodal Roadway / Operations & Safety	Install an enhanced pedestrian crossing (HAWK, RRFB, etc.) to serve as an at-grade Highway 92 crossing for the proposed multimodal greenway trail, west of Springfield Dr.	2017	\$ 150,000	2018	\$ 250,000	2019	\$ 500,000	\$ 500,000	City of Woodstock	Local, LCI, State/Federal Funds	City of Woodstock	\$ 100,000
3B	Rubes Creek Trail (South of Highway 92)	Roadway / Multimodal Roadway / Operations & Safety	Construct a multimodal greenway path from Highway 92 to the LCI boundary to the south, along Rubes Creek.	2018	\$ 200,000	2019	\$ 800,000	2020	\$ 1,500,000	\$ 2,500,000	City of Woodstock	Local, LCI, State/Federal Funds	City of Woodstock	\$ 500,000
4A	Sidewalk Connection 1	Roadway / Multimodal Roadway / Operations & Safety	Install sidewalks along Woodpark Place	2016	\$ 100,000	2017	\$ 140,000	2018	\$ 230,000	\$ 470,000	City of Woodstock	Local, LCI, State/Federal Funds	City of Woodstock	\$ 94,000
4B	Sidewalk Connection 2	Roadway / Multimodal Roadway / Operations & Safety	Install sidewalks along Professional Way	2017	\$ 100,000	2018	\$ 110,000	2019	\$ 190,000	\$ 400,000	City of Woodstock	Local, LCI, State/Federal Funds	City of Woodstock	\$ 80,000
4C	Sidewalk Connection 3	Roadway / Multimodal Roadway / Operations & Safety	Install sidewalks along Indian Valley Drive	2018	\$ 100,000	2019	\$ 200,000	2020	\$ 340,000	\$ 640,000	City of Woodstock	Local, LCI, State/Federal Funds	City of Woodstock	\$ 128,000
5	New Complete Street Connections	Roadway / Multimodal Roadway / Operations & Safety Roadway / General Capacity	As properties redevelop, work with developers to develop new street connections. Most new streets should be small local urban streets that include wide sidewalks, lighting, on-street parking, and building frontages which define the public space. The design characteristics of these new streets should be defined in an overlay zoning ordinance for this area.	TBD	TBD	Ongoing	TBD	Ongoing	TBD	TBD	City of Woodstock / Private Developer	Private Developer, Local, LCI, State/Federal Funds	City of Woodstock / Private Developer	TBD
6	Engineering Study for Access and Frontage Design along Highway 92	Supplemental Study	Perform an engineering study to develop a concept design for access management and frontage design standards along Highway 92. Resulting plan should consider grades, setbacks, and parking similar to the concept included in this LCI study.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Notes:
Some projects may need to be either combined or further broken into smaller segments for implementation.
For new vehicular connectors to be eligible for LCI or GDOT funding, new roadways must be classified as collectors or higher.

Additional Related, Supplemental, and/or Long-Term Transportation Projects

Design Standards for Roadways in the Study Area	Implement an overlay zoning ordinance that requires that properties being redeveloped incorporate access management and street frontage improvements in accordance with adopted cross-sections.
GRTA Bus Hub	As the corridor redevelops relocate the existing GRTA station on the opposite side of I-575 to a location within the study. The exact location will need to be determined at a later date.
Rubes Creek Trail (North of Highway 92)	The construction of a multimodal greenway path from Highway 92 to the north, through the undeveloped area west of Springfield Dr, should be considered as a continuation of the proposed multimodal greenway trail south of Highway 92. Note that this is outside the LCI study area, but would provide a continuous greenway experience for its users.
Implement a Block Size Requirement for Property Redevelopment	Implement a zoning requirement that requires large parcels to be divided by new small local streets. Any property with road frontages longer than 600 feet should be subdivided by new public local streets so that block lengths are ideally between 300 and 400 feet but no longer than 600 feet in length. Use the included map of potential new connections for the design of these new small local streets.

CITY OF WOODSTOCK

Highway 92 Corridor LCI

6.0 Appendix

6.1 Community Survey Results

Following is the full results of the community survey.

348 Responses

Who Responded:

71% Residents

7% Business Owners

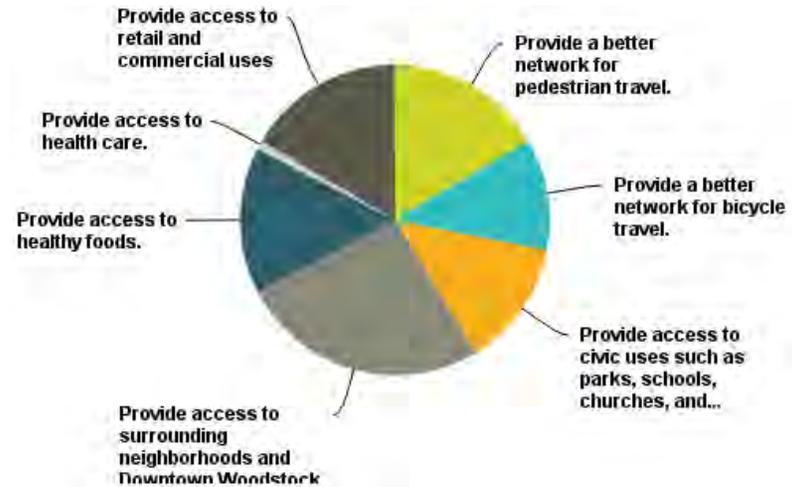
57% Run Errands in the Study Area

59% Travel Frequently on Highway 92

24% live or work in Downtown Woodstock

10% live or work on Highway 92

Which SINGLE improvement is most important to you?



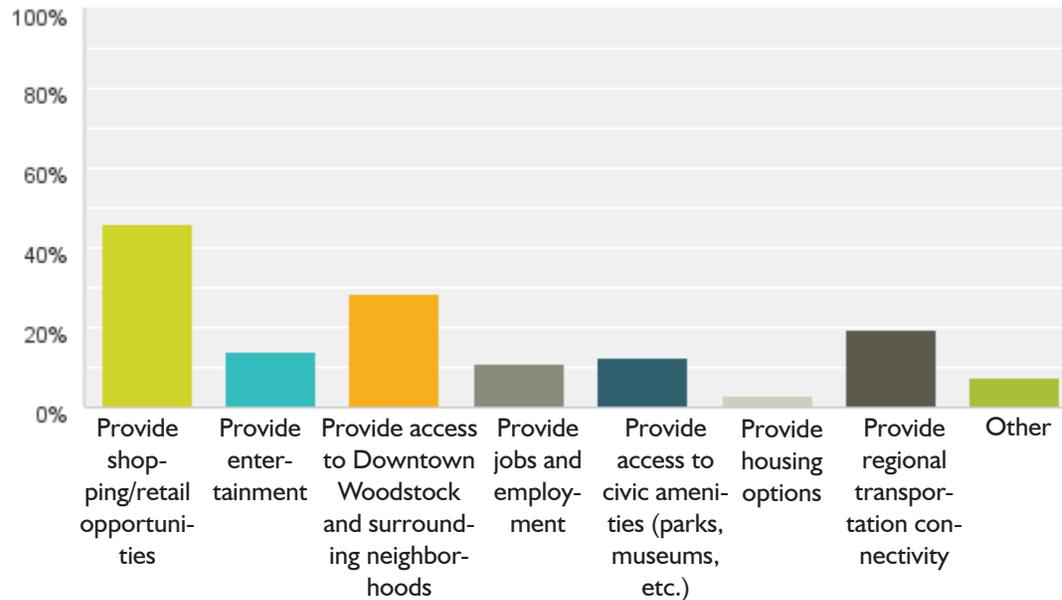
Which SINGLE improvement would you make to attract people to the area?



What 3 words would you use to describe the study area?



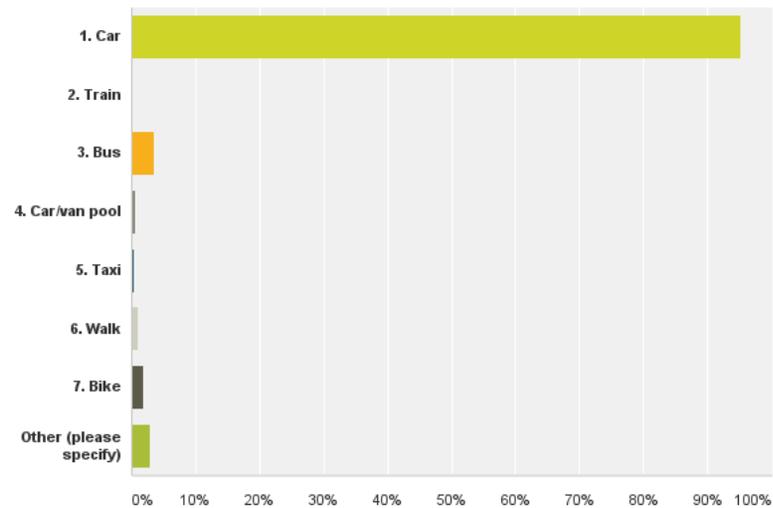
What do you think the primary purpose of the study area should be?



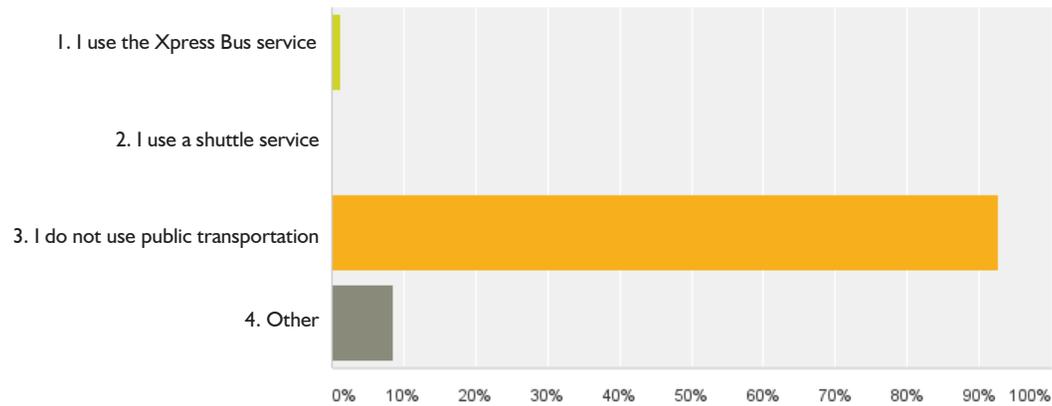
What do you think this area is missing?



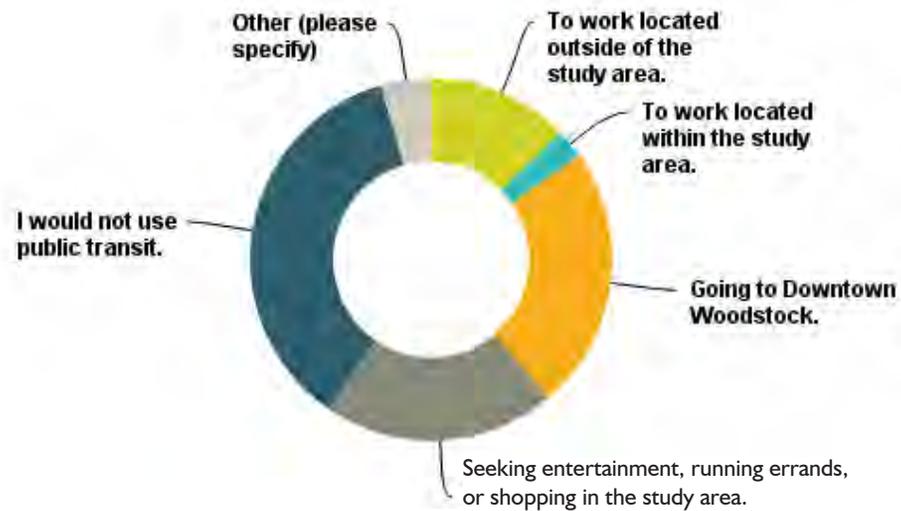
What is your main form of transportation to work or school?



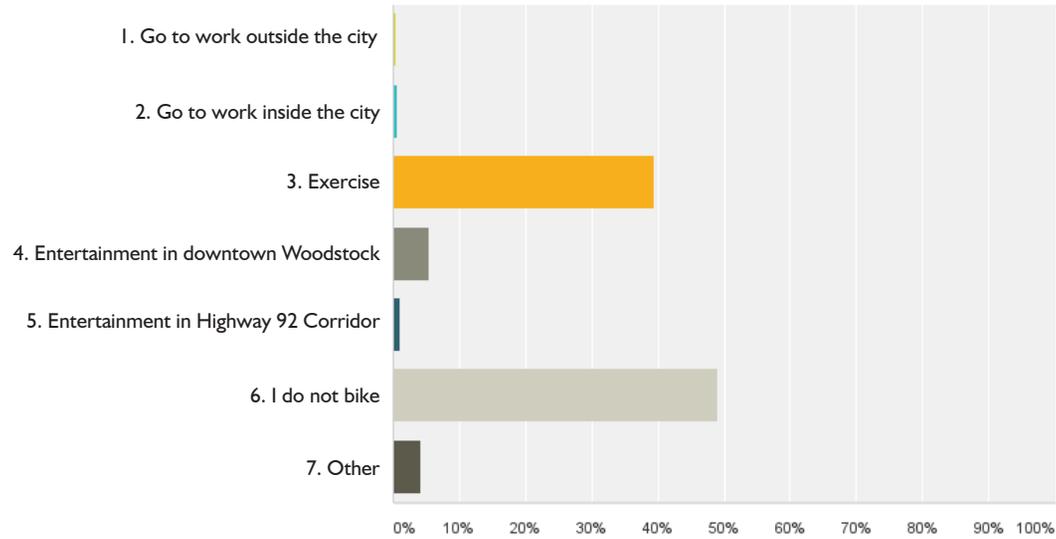
Do you use existing public transit options?



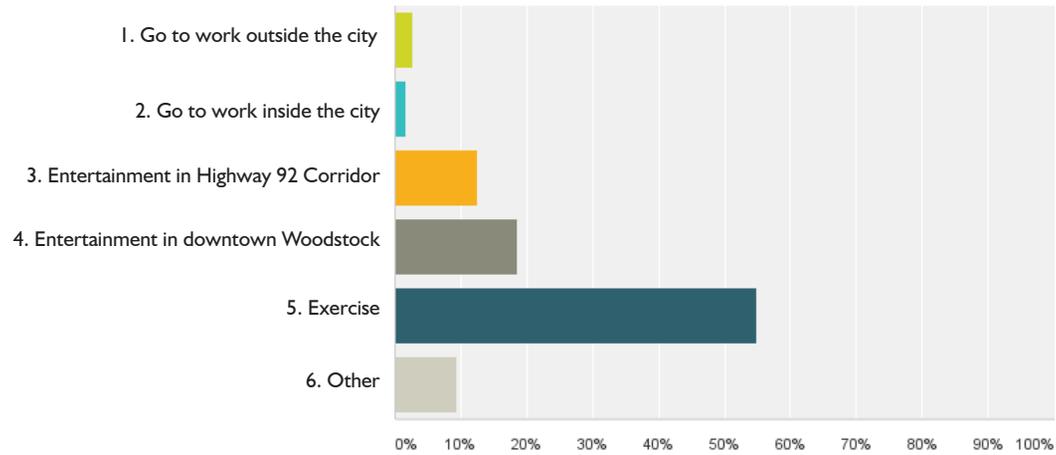
If Public Transit facilities (such as shuttles, buses, etc.) were made more accessible, what would be your main purpose or destination?



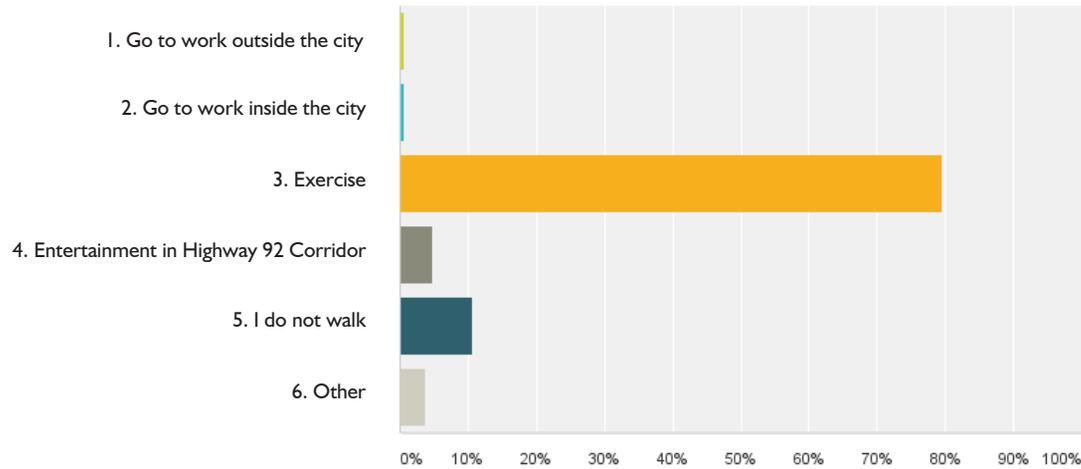
I bike most often to ?



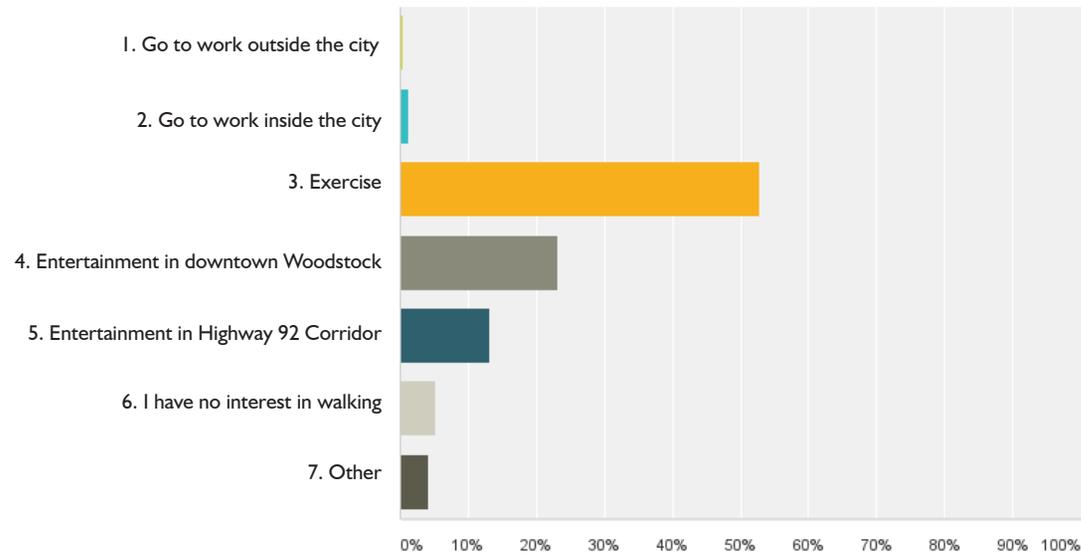
If bike facilities were made more accessible, what would be your main purpose or destination?



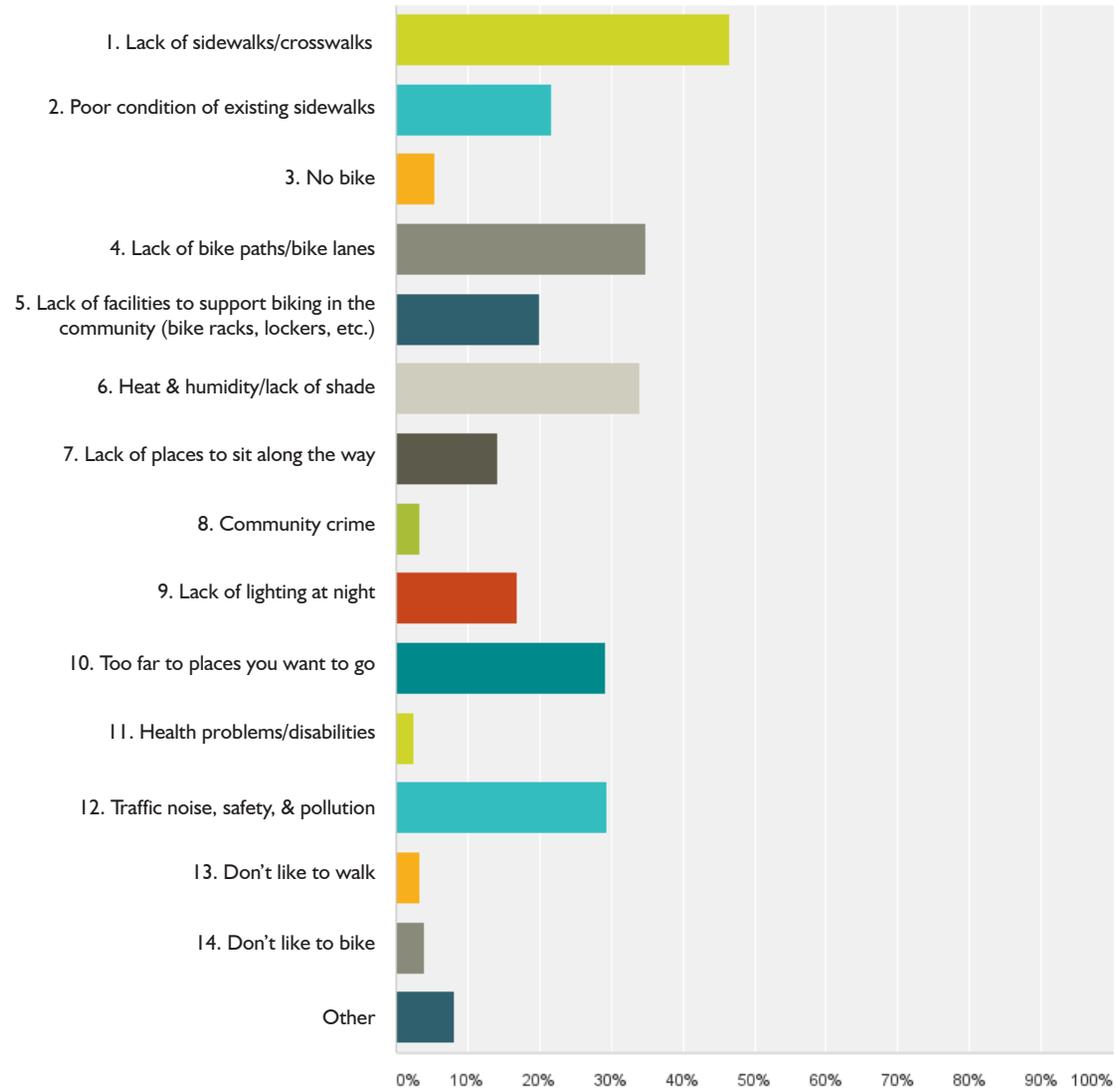
I walk most often to: ?



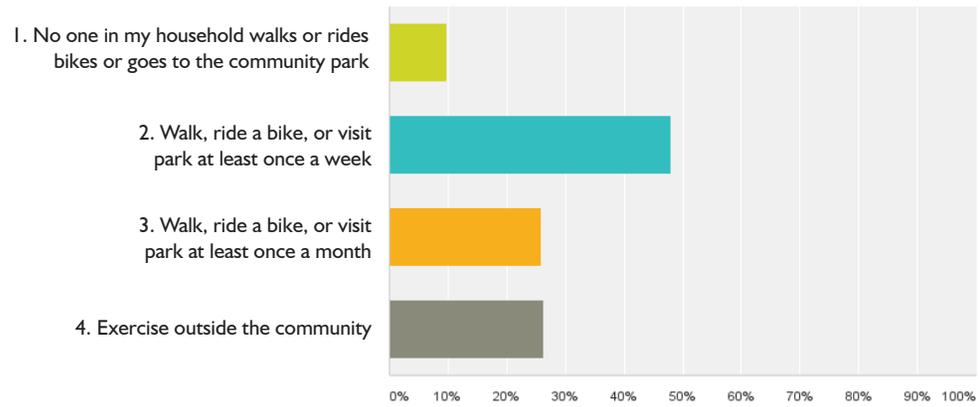
If walking facilities were made more accessible, what would be your main purpose or destination?



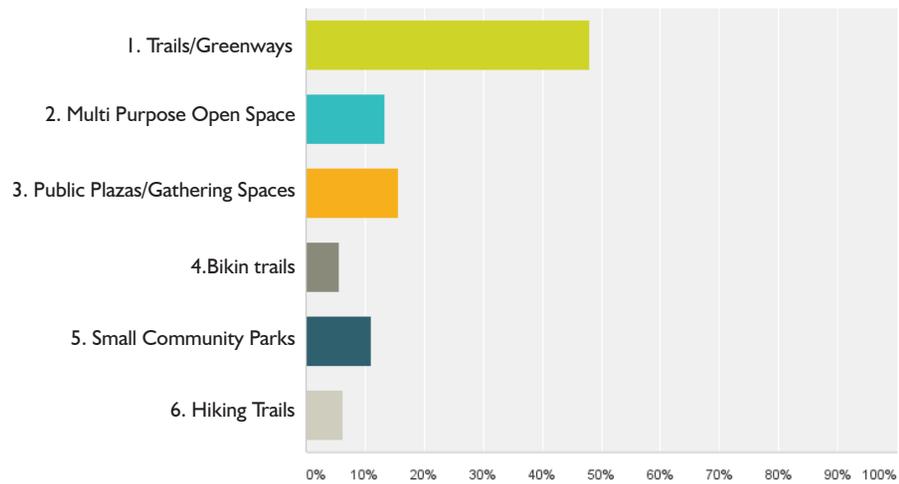
What most often stops you and your family members from walking or biking?



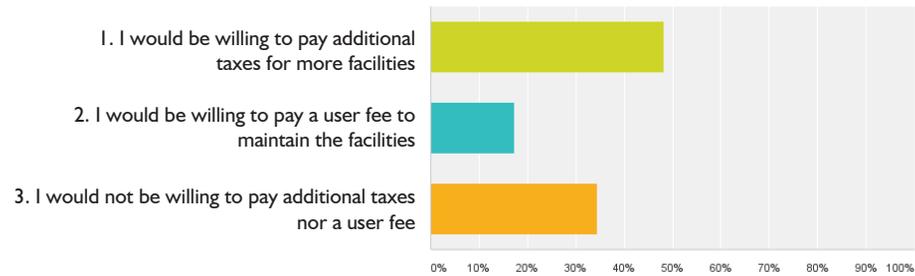
Active living habits of you and your family:



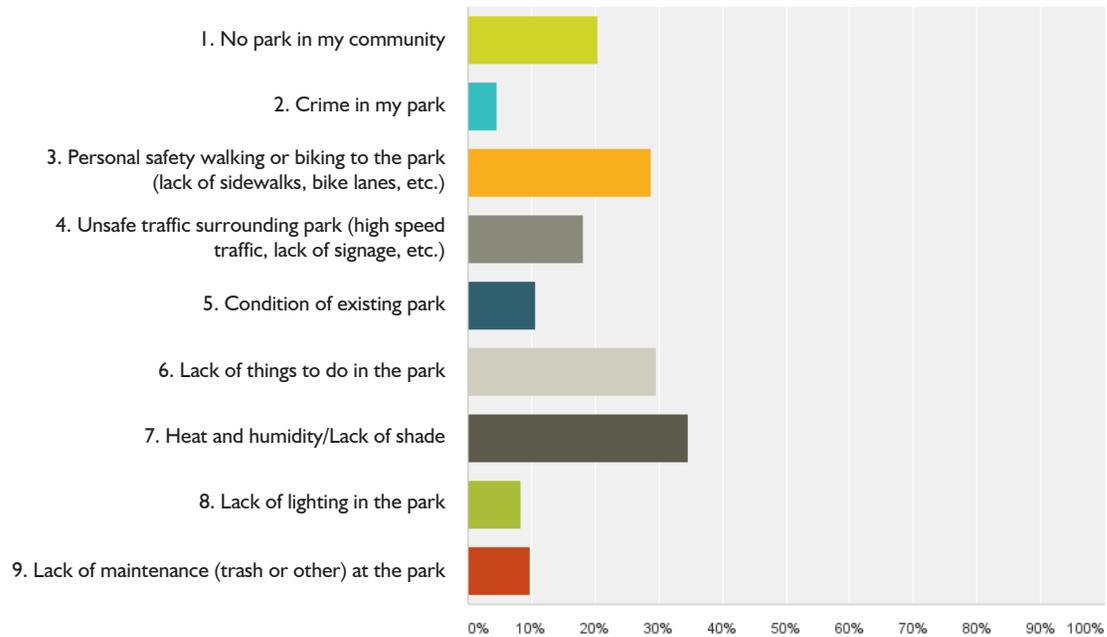
What types of parks, greenspace, and/or recreational facilities are most needed in the study area?



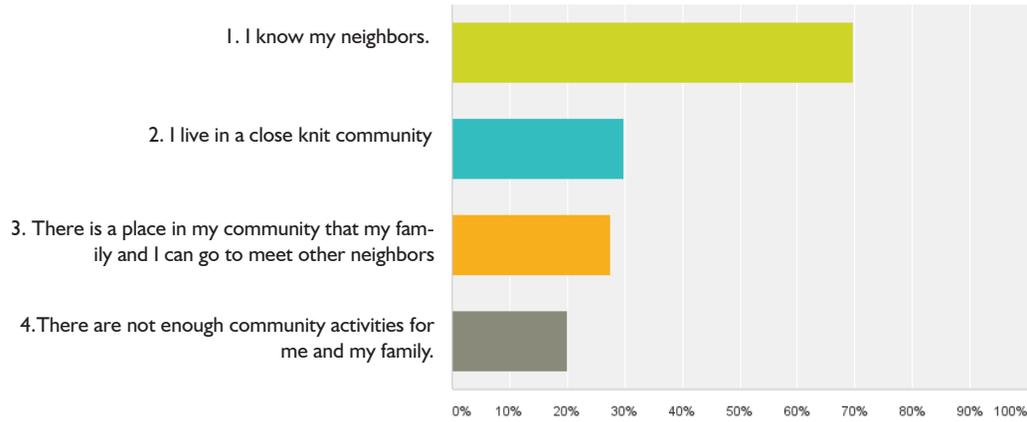
With regards to parks, green space and/or recreational facilities:



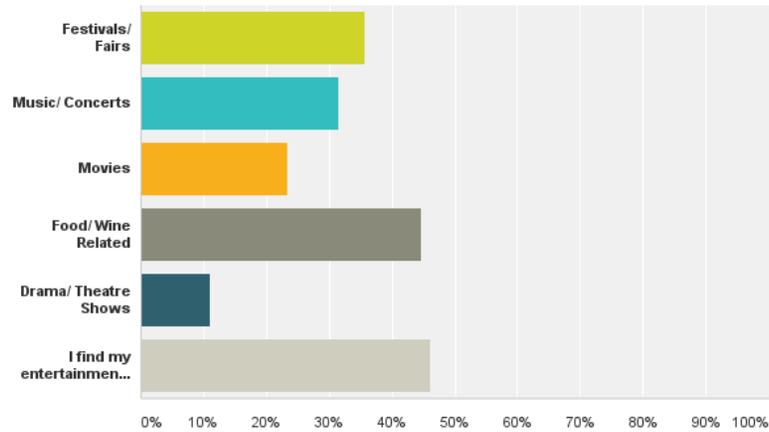
What most often stops you and your family from using a park?



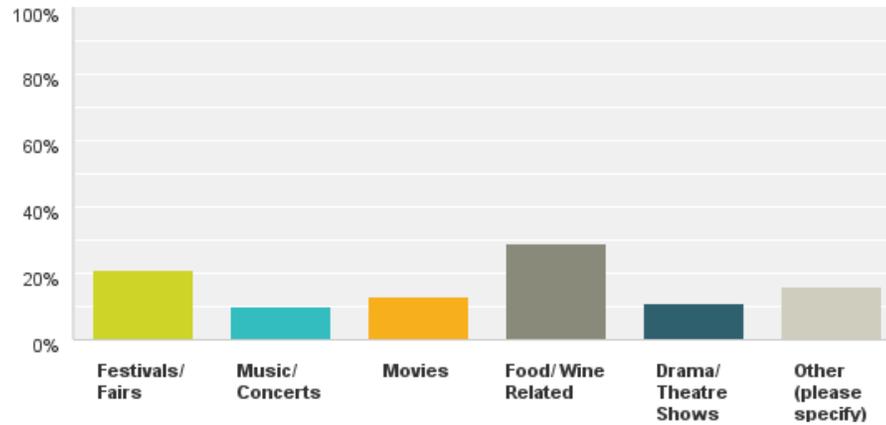
Social activities in your community:



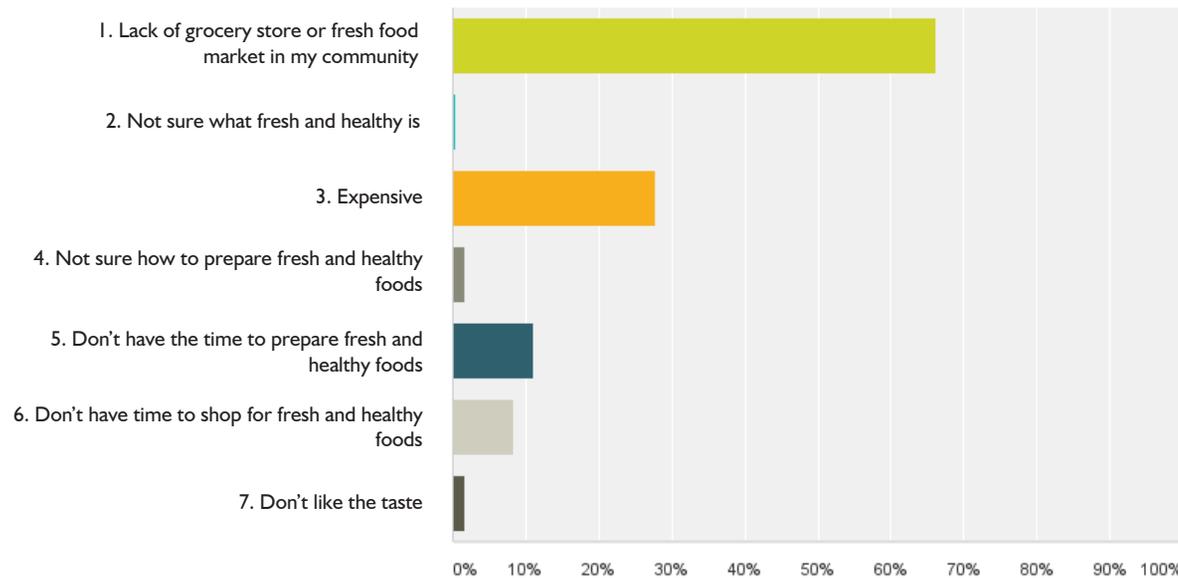
What Arts, Culture, and Entertainment Programs do you or your family engage in?



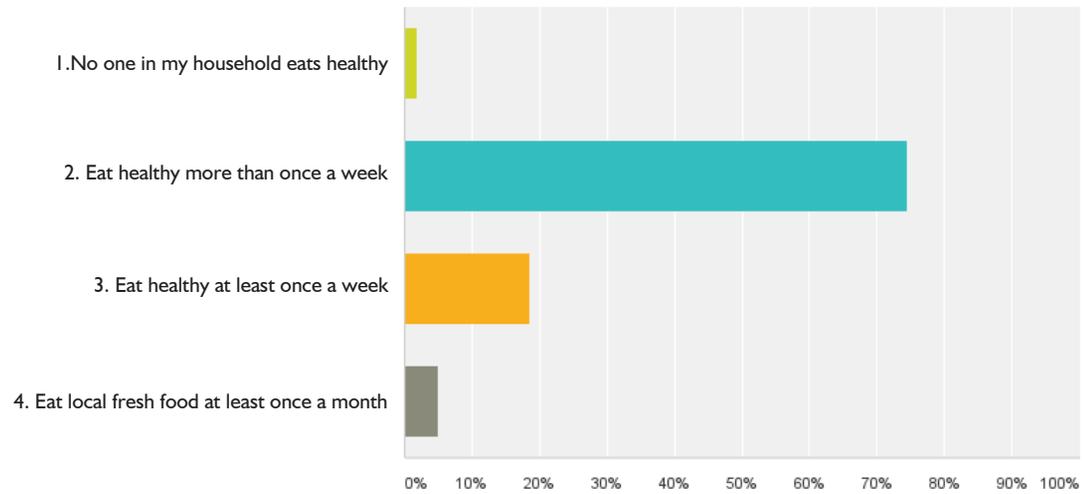
Which Arts, Culture, and Entertainment activities are needed in the study area?



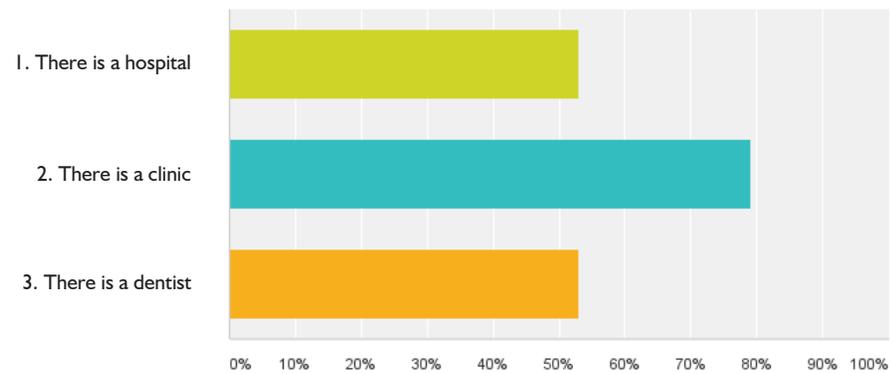
What most often stops you and your family from eating fresh and healthy foods?



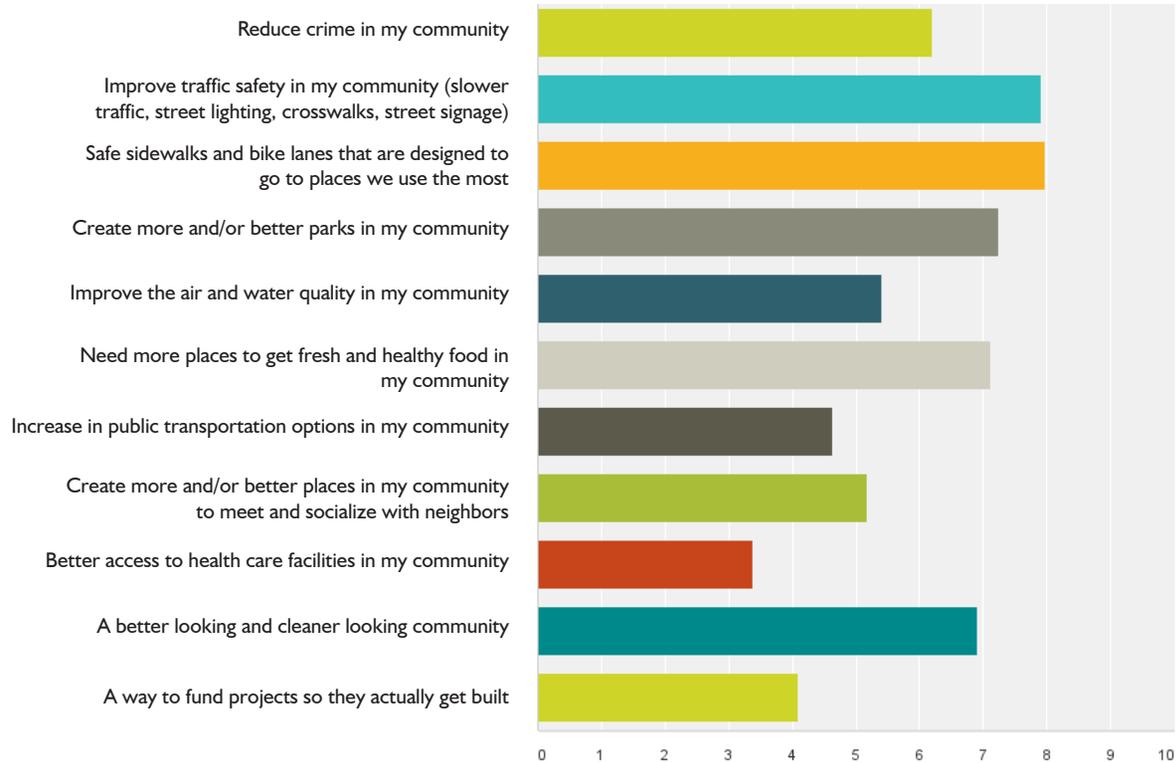
Healthy food habits of you and your family



Access to Local Health Care:



Rank 1-11 the community improvements you would most like to see happen in your neighborhood (1 being the most important to you).



What should be **PRESERVED** in the study area?



What should be **CHANGED** in the study area?



What should be **CREATED** in the study area?



What should be **CONNECTED** in the study area?



6.2 Market Study

Following is the 2012 Market Study.



Figure 1: Downtown Woodstock, Main Street looking southwest.

INTRODUCTION

Executive Summary

Woodstock's real estate market is slowly emerging from the 2008 recession, and there is now a modest demand for rental residential, retail and restaurant development. This study estimates that by 2037, the community will support an approximate additional 186,400 square feet (sf) of retail, 306,800 sf of office development, 4,700 single family homes and 2,100 moderate to upscale rental multi-family dwellings (see following chart).

Table 1: Supportable Retail

Property type	2012-2016	2017-2021	2022-2026	2027-2031	2032-2037	Total
Total retail	136,561	14,752	11,570	12,605	10,892	186,381
Total office	-	80,000	72,000	95,000	102,900	306,822
Total apartments	-	527	508	529	559	2,122
Total single family	150	1,300	951	1036	1,231	4,650
Total industrial	-	35,000	35,000	35,000	35,000	70,000

The 2013 opening of *The Outlet Shops of Atlanta*, only two miles northwest of Woodstock's center, will moderately accelerate the area's real estate growth for residential and retail. The

400,000 sf center is estimated to attract several hundred thousands of shoppers from three states, many of whom will likely also visit Woodstock's Main Street. The outlet's new demand, combined with the downtown's walkable historic character and a modest undersupply of quality retail, could potentially expand Woodstock's trade area, generating increased commerce for existing businesses, office and residential.

Background

Gibbs Planning Group, Inc. (GPG) was retained by Pond and Company on behalf of the City of Woodstock, Georgia to conduct market research for the industrial, office, residential and retail real estate sectors. This study is designed to provide a third party independent opinion about Woodstock's future market demand to assist community policy makers, stake holders, citizens and planners with market based data for landuse master planning.

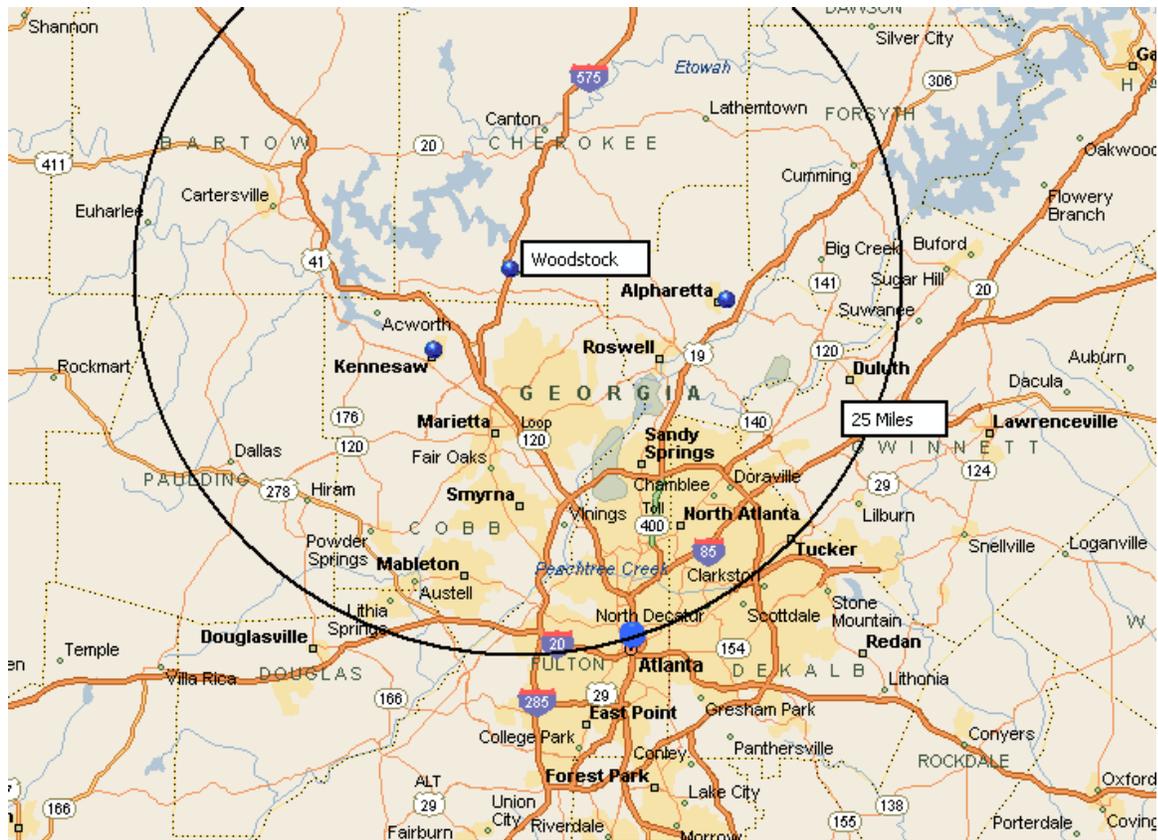


Figure 2: Location map of Woodstock, Georgia, 25 miles from Atlanta, Georgia.

Assumptions

Any study such as this analysis needs to make certain assumptions that may change over time. For the purposes of this analysis, GPG has made the following assumptions:

1. To project population growth over the next 25 years, GPG has applied Atlanta Regional Council's (ARC) 2040 annualized 10-year projections to the five-year periods listed below. While Woodstock's annualized growth rate is likely to vary across decades, on an aggregated 30-year level, the City is projected to nearly double its population, adding an

additional 17,000 people at an annualized rate of 1.7 percent. Such growth is likely to equate to 23,000 in the number of new households, expanding at a two percent annual rate.

2. GPG's employment forecasts were based on ARC forecasts for Cherokee County and Woodstock super district. However, to account for the slower recovery between 2010-2012, ARC's 10-year annualized employment growth rates were adjusted. To account for this slowdown, GPG adjusted the 2012-2010 period to reflect a slower growth environment, reducing the next five-year projections for the aforementioned regions to 4.2 percent, 3.3 percent and 1.5 percent respectively. Applying these assumptions, Woodstock's employment base is posed to grow by 1.5x its current employment base (18,000 jobs) over the next 25 years.
3. Parking for the area is assumed adequate for the proposed uses, with easy access to the retailers in the development. An overall parking ratio of 4.0 cars per 1,000 sf gross, or higher, is anticipated for this area.
4. Recent changes in the market include:
 - Outlet Shoppes of Atlanta: 370,000 sf of luxury outlet brands located just 1.5 miles north of Downtown Woodstock. The outlet mall is projected to bring four million shoppers per year from the Georgia tri-state region. It was assumed that 10 percent of these shoppers would also travel to Downtown Woodstock during their shopping trip.
 - Woodstock West will be completed in early 2013, adding approximately 300 new apartments. Recently approved, 270 apartment units will be developed by 2015 located on I-92 and the rail line.
 - Southgate housing development will build out by 2017, adding 25,000 sf of office space and 25,000 sf of commercial space.

Issues

The following issues were addressed in this analysis:

- What is the trade area that currently serves retail in the Woodstock LCI study area?
- What are the current and projected trade area population and demographic characteristics?
- What are the trade area psychographics (lifestyles)? How many square feet of office, industrial, retail and multifamily units can the city support over the next five to 25 years?
- What additional components (i.e. daytime employment base and student population base) are available to help support retail in the district?
- What type of retail is supportable and should be attracted to the Woodstock LCI district? What are the anticipated sales volumes?

This study also utilizes the trade area typologies as defined by MapInfo and listed below:

Primary Trade Area: The primary trade area (PTA) refers to that area from which the retail offerings at the site will draw approximately 70 to 75 percent of their business, and includes a population base that will make the area a primary shopping destination by typically shopping there on a weekly basis.

Secondary Trade Area: The secondary trade area (STA) represents that area from which the site will draw an additional 10 to 15 percent of its business. Those residents who live in the STA, but not within the PTA, will shop the study area frequently (one to two times a month), but the area will not be their primary shopping destination.

Tertiary Trade Area: The tertiary trade area accounts for additional retail expenditures that the area derives from more distant communities that may not shop on a regular basis in the study area, but will consistently account for some percentage of sales.



Figure 3: Woodstock has a number of important community amenities including its library (above left) and the Woodstock Elementary School (above right).

TRADE AREA S

Based on GPG's field evaluation, the aforementioned metrics, the U.S. Census Tract boundaries and the existing commercial real estate nodes in the greater Woodstock market, it was determined that the defined study area is served by a primary and secondary trade area delimited by the following boundaries:

Primary Trade Area:

- The Southern area is approximately bordered by Cherokee County's southern edge (roughly one half mile south of I-92)
- The Western border is bounded by Woodstock Road and Allatoona Lake
- The Eastern border lies approximately five to six miles west outside the LCI, running alongside a number of residential developments including the Woodlands and Bradshaw Farm.

- The Northern border extends just north of Holly Springs, lying south of Knox Bridge Highway.

Secondary Trade Area

- As illustrated in the following map, the secondary trade area's Southern border extends the primary area by approximately three miles.
- The Western border extends around Allatoona Lake and is bounded by I-75.
- The Northern border extends an additional three to four miles past the primary area, encompassing Canton, GA.
- The Eastern border extends an additional five to six miles outside of the primary trade area.

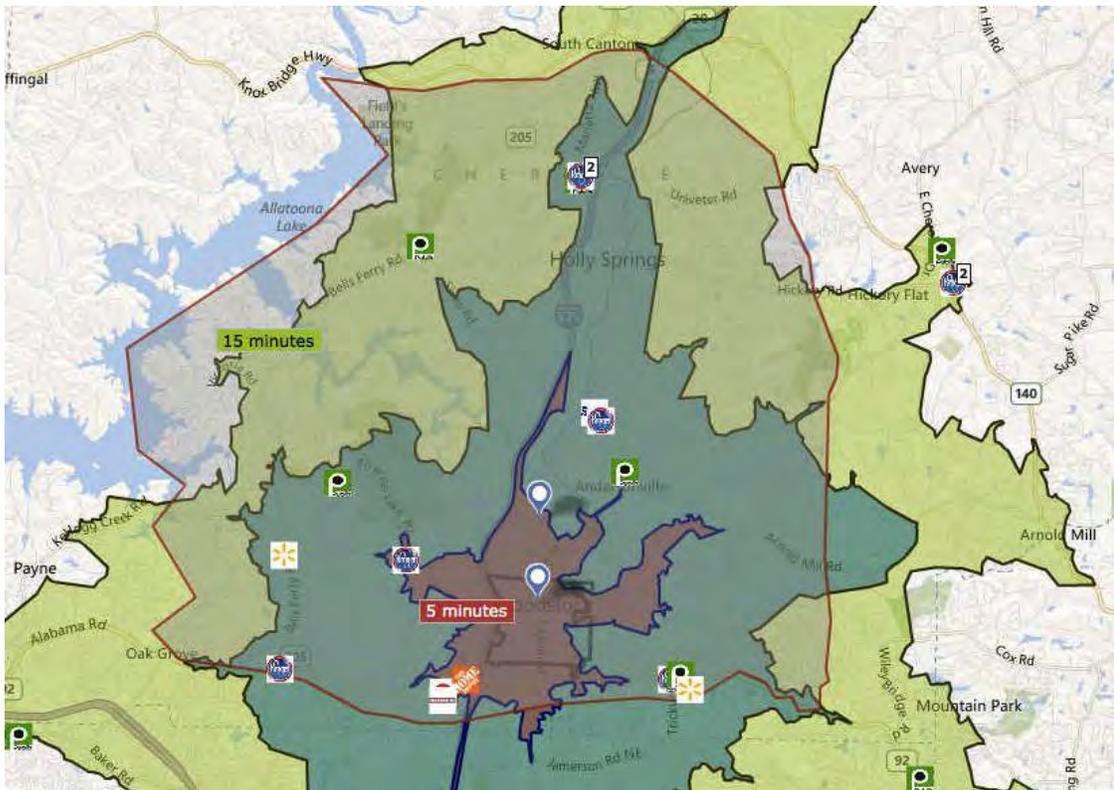


Figure 4: Woodstock LCI Primary and Total Trade Areas

While it is difficult to quantify trade area boundaries, a number of key metrics associated with the city's retail sales highlight strong external demand for shopping within the LCI and its surrounding areas. According to ESRI retail demand potential, residents that live within the LCI are estimated to make up approximately 47 percent of the LCI's total sales. Residents that live within a five-minute commute from the LCI are estimated to make up 29 percent of all sales within its five-minute radius.

Given such heavy projected reliance on outside consumers, GPG projects that the LCI's primary trade area generally encompasses residents and businesses that reside within a five to 10-minute commute to the LCI. However, as illustrated in Figure 4, the LCI is likely to pull people outside a 10-minute commute radius (particularly to its north), where there is lower density and more retail supply shortages.

Table 2: Total Retail Trade and Food & Drinks

Area	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Estimated % of external sales
LCI	\$30,142,891	\$82,477,190	-\$52,334,299	63%
5 minutes	\$85,301,625	\$292,574,552	-\$207,272,928	71%
10 minutes	\$1,633,118,864	\$1,759,920,596	-\$126,801,731	7%

It's important to note that in addition to the quantitative highlights, a number of qualitative factors play an important role in pulling people to the LCI.

Principally, GPG believes that the town's historical characteristics (and lack of nearby comparable towns with its scale and history), also play an important role in driving demand outside the primary trade area. Furthermore, with the completion of a 370,000 sf luxury outlet mall in 2013, GPG expects LCI secondary trade to extend beyond the aforementioned boundaries as the city benefits from the four million shoppers projected to shop at the center each year. The center's direct impact on sales potential will be discussed in the retail section below. Assuming the city continues to strengthen these characteristics and fills some of the nearby area's retail supply shortages (as recommended in the retail section), GPG believes that Woodstock's LCI has sound potential to extend its trade area and capture a larger percentage of the unmet retail demand downtown.

DEMOGRAPHIC CHARACTERISTICS

Population

Between 2000-2010, Atlanta added 1.2 million people, making it the third fastest growing metropolitan area over the past decade. According to the Census, roughly two-thirds of the net change stemmed from natural growth with the remaining 429,000 people added from net domestic migration. Paralleling metro-level trends, the City of Woodstock and its surrounding areas have also witnessed significant growth. Within the span of 2000-2010, the city's population nearly doubled, growing at an annual rate of 6.4 percent, outpacing both Cherokee County and the Atlanta metropolitan area.

While it is often difficult to break down suburban growth into endogenous and exogenous drivers, it is clear that new housing supply played an important role in driving the city's population growth. Between 2000-2010 total-housing units grew at a quicker rate than the area's population, highlighting the strength of new household formation and sound demand for new single-family homes. As illustrated in Table 3, throughout 2000-2010, housing units grew from 5,278 to 10,298 with total households growing from 4,969 to 9,580.

Table 3: Total Housing Units

	2000	2010	% change
Woodstock	5,278	10,298	95.1%
Cherokee County	51,943	82,360	58.6%
Atlanta MSA	1,664,572	2,165,495	30.1%
USA	115,904,641	131,704,730	13.6%

It is important to note that while the LCI has undergone a significant transformation in adding more than 300 housing units, the bulk of the city's growth appears to be outside the LCI in more suburban locations. Thus, while total population grew by 33 percent within Woodstock's LCI, the city as a whole grew by nearly 87 percent.

However, while the city's suburban areas grew at a faster rate on an aggregated 10-year level, such growth was largely constrained to the first half of the decade. Between 2000-2004, the city added 3,639 new housing units, which accounted for 72 percent of the total stock added during the 10-year census period. Thus, netting out the developments within the LCI, approximately 31 percent of the new housing stock built within the city was added after 2005. Contrary to the city's exurban areas, 90 percent of the LCI's new housing units were added after 2004.



Figure 5: Downtown Woodstock looking northwest.

Outlook

As the Atlanta region continues to witness a slowdown in population growth due to macro-economic distress, it is unlikely that Cherokee County and Woodstock will experience growth rates similar to those seen in the previous decade. According to the U.S. Census, such slowdown is also likely due to Atlanta losing net-domestic migration market share to higher growth regions such as Dallas and Houston. Recent net-domestic migration figures have qualified such concerns. In addition to a number of secular trends (i.e. smaller household population), such growth is also likely to be hindered by greater supply constraints relative to the previous decade.

To project population growth over the next 25-years, GPG has applied Atlanta Regional Council's (ARC) 2040 annualized 10-year projections to the five-year periods listed below. While Woodstock's annualized growth rate is likely to vary across decades, on an aggregated 30-year level, Woodstock is projected to nearly double its population, adding an additional 17,000 people at an annualized rate of 1.7 percent. Such growth is likely to equate to 23,000 new households expanding at a two percent annual rate.

Table 4: Population Forecasts

Location	2012	2017	2022	2027	2032	2037	Total % change	Annual %
Cherokee	220,800	255,087	294,699	327,192	363,267	394,089	93.6%	2.2%
Woodstock	24,130	27,235	30,739	33,487	36,481	39,068	73.4%	1.9%
Atlanta MSA	5,310,484	5,885,252	6,522,229	6,973,831	7,456,702	7,888,097	57.1%	1.5%

Table 5: Household projections

Location	2012	2017	2022	2027	2032	2037	Total % change	Annual %
Cherokee	77,106	89,584	104,082	115,558	128,299	143,485	108.1%	2.5%
Woodstock	9,650	10,991	12,519	13,639	14,858	16,306	85.5%	2.1%
Atlanta MSA	1,956,690	2,156,555	2,376,835	2,541,407	2,717,375	2,931,918	61.7%	1.6%

Demographic profile

Median household incomes in the primary trade area are above local and national averages, reported as \$67,786 with 29% percent of the household base reporting incomes of \$100,000 or higher and an additional 11 percent (households) reporting incomes \$150,000 or greater. Median and per-capita incomes within the City of Woodstock were at \$66,130 with 40 percent of its residents reporting an income greater than \$100,000 and 22 percent reporting incomes greater than \$150,000.

The trade area's median age is reported as 35 with most (17%) aged 35-49. Racially, the population base is 85 percent Caucasian, roughly four percent Asian, seven percent African American and 10 percent are of Hispanic origin (any race). The following table presents and compares the demographic characteristics found in the defined trade areas to that of the City of Woodstock, Cherokee County the Atlanta Metropolitan Statistical Area and United States.

Table 6: Demographic characteristics

Characteristics	Woodstock City	Primary	Cherokee County	Atlanta MSA	United States
2011 Median Age	34	35	36	35	37
2011 Average Household Size	2.5	2.8	2.8	2.7	2.6
2011 HHs w/Inc \$75000-99999	1,806	7,547	12,261	261,986	14,150,762
2011 HHs w/Inc \$100000-149999	1,755	7,898	12,379	259,323	13,815,488
2011 HHs w/Inc \$150000+	22%	11%	10%	10%	8%
2011 Median Household Income	66,129	67,786	62,226	55,642	55,642
2010 Pop-1 Race: White	79%	85%	87%	55%	55%
2010 Pop-1 Race: Black	10%	7%	6%	32%	32%
2010 Pop-1 Race: Asian	5%	2%	2%	5%	5%
2010 Pop-1 Race: Other Race	3%	4%	4%	5%	5%
2010 Hispanic Population	10%	10%	10%	10%	10%

Tapestry Lifestyles

ESRI has developed Tapestry Lifestyles, which is an attempt to create 65 classifications, or lifestyle segments, that help determine purchasing patterns. These segments are broken down to the U.S. Census Tract level throughout the United States and are used by many national retailers to help determine future potential locations. The following table details the top Tapestry Lifestyles found in the greater defined Woodstock trade areas:

The dominant lifestyles found in the primary trade area are *Up and Coming Families* and *Boomburbs*, each representing 35.9 and 27.9 percent of the household base. Of the two, *Boomburbs* are slightly older with older children, but both represent newer households with children and above average incomes. *Boomburbs* households are affluent and have had an opportunity to accumulate wealth, while the *Up and Coming Families*, being younger, do not have as much wealth. As such, it is not surprising that the *Boomburbs* consumer is apt to shop at higher-end stores than the *Up and Coming Families*, which are a bit more conservative in their shopping patterns. Both lifestyles have a strong percentage of two wage earners in the family, and are thus time-crunched and apt to eat out often and choose convenience over price. Interestingly, while *Boomburbs* are well represented in the Woodstock trade area, *Up and Coming households* are not.

Woodstock's third most prevalent lifestyle in the trade area is *Milk and Cookies*. *Milk and Cookies* households have a slightly lower household income than the aforementioned tapestries. They generally have children and have a diverse population that parallels the US distributions with slightly higher average ratios of black and Hispanic residents.

ECONOMIC OVERVIEW

Metropolitan overview

Atlanta's economy appears to be largely tied to the U.S., leaving its employment base relatively vulnerable to U.S. fluctuations in domestic consumption and foreign trade. With the public sector representing the largest share of employment (204,000), the top five employers include Delta Air Lines, Wal-Mart Stores, AT&T, Emory University and Publix. Thus, unlike some of the more coastal gateway cities (i.e. Boston and San Francisco), Atlanta's economy hasn't had much of an "eds and meds" or tech cushion to make up for a slowdown in domestic consumption.

Between years 2007-2010, the Atlanta metropolitan region lost over seven percent of its total employment base. While the economy has showed signs of gaining momentum, adding approximately 290,000 jobs in 2011, its employment base is still down over six percent since its 2007 peak. As of August 2012, Atlanta's unemployment rate was projected to be 8.9 percent, slightly higher than the national average of 8.2 percent. According to Moody's, Atlanta is expected to reach its pre-recession employment peak towards the end of 2014. The region's slower growth forecasts are likely due to its heavy reliance on transportation and warehousing which have likely pushed back hiring due to its vulnerability to a slowdown in global trade (particularly Europe). Moreover, due to a rising workforce population, Atlanta is not projected to return to its pre-recession unemployment low of 4.5 percent reached in 2007 until sometime after 2016.

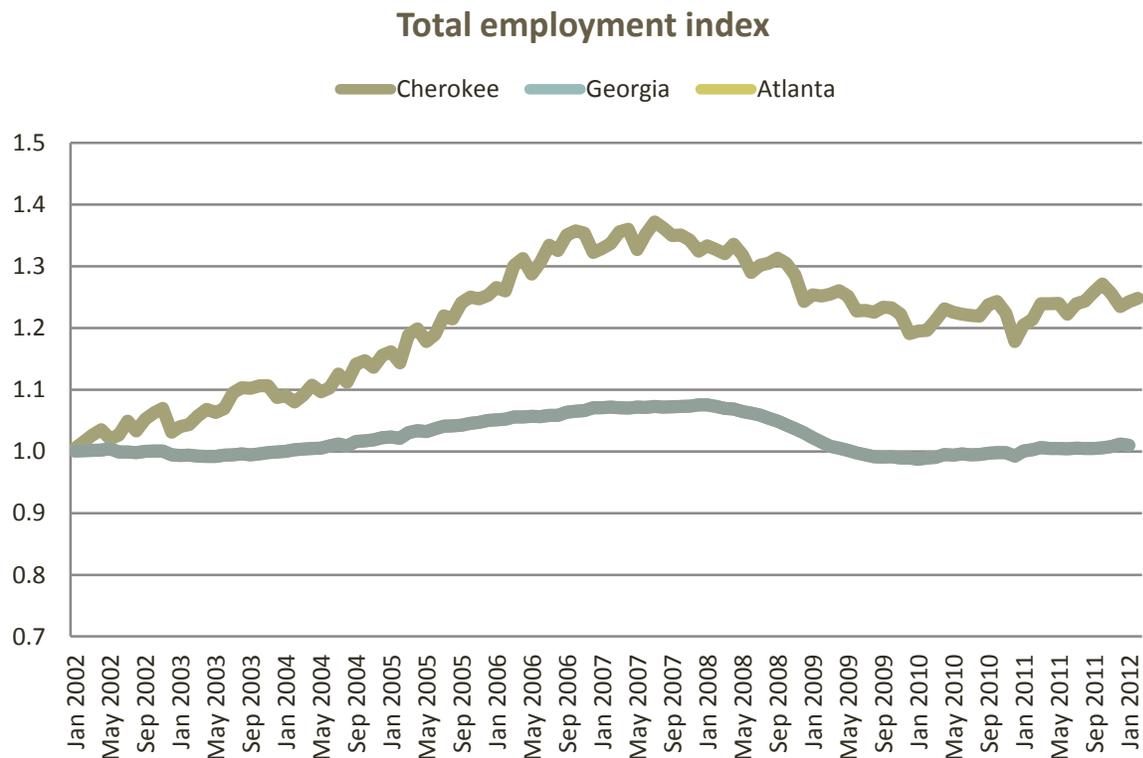


Figure 6: Total Employment Index Chart.

Source: BLS October 2015, Georgia and Atlanta Seasonally Adjusted, Cherokee County, Non-Seasonally Adjusted

Local Analysis

With a 7.5 percent unemployment rate, Cherokee County's economy appeared to be more resilient to the economic downturn relative to the MSA area and state of Georgia. According to the BLS (CPS survey) Cherokee County's total employment peaked in April 2008 with 107,175 (annual peak in 2008 with 105,865) people employed and reached its trough in 2009 after losing -9,210 (-6,175 annual peak-trough). As of June 2012, the county appears to have regained approximately 80 percent of the jobs lost during the recession (90 percent adjusted for annual figures), making it one of the lowest unemployment counties in metropolitan region.

It is important to highlight that while the county has gained back most of the jobs lost during the recession, the data is not adjusted for new net migration of employed residents. Furthermore, looking at the Quarterly Census of Employment and Wages (QCEW), which represents a narrower view of employment (accounting for just over 40 percent of the CPS total employment base), Cherokee County has witnessed a slower recovery. According to the QCEW, Cherokee County's total employment peaked in 2007 with 48,155 people and reached its trough at the end of 2011 after losing 4,590 jobs. Since reaching its trough, QCEW estimates that the county has gained back roughly 23 percent of total jobs lost (1,068 jobs).

2006-2012 Total Jobs Lost vs Gained

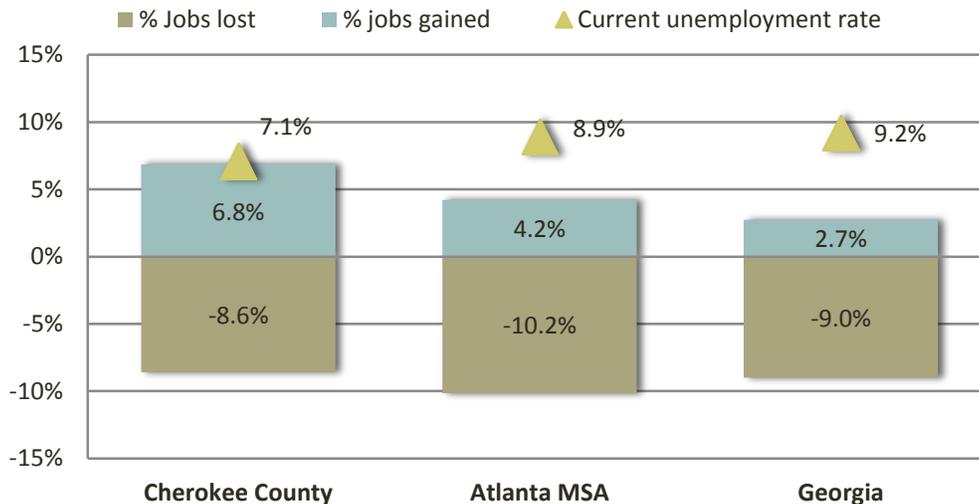


Figure 7: 2006-2012 Total Jobs Lost vs. Gained Chart. Source: BLS: October 2012. * Data is monthly and not seasonally adjusted. Annual numbers are likely to illustrate lower % declines in total employment (Cherokee County CPS survey).

As illustrated in the graph below, the City of Woodstock's employment base is largely reflective of its primary trade area and metro level diversification. All services-related jobs, (i.e. health, education, hotels, etc.) make up 33 percent of its total employment base. Following Services, retail, wholesale trade and financial related sectors make up 25 percent, 15 percent and seven percent, respectively.

Q2 2012 Employment Breakdown

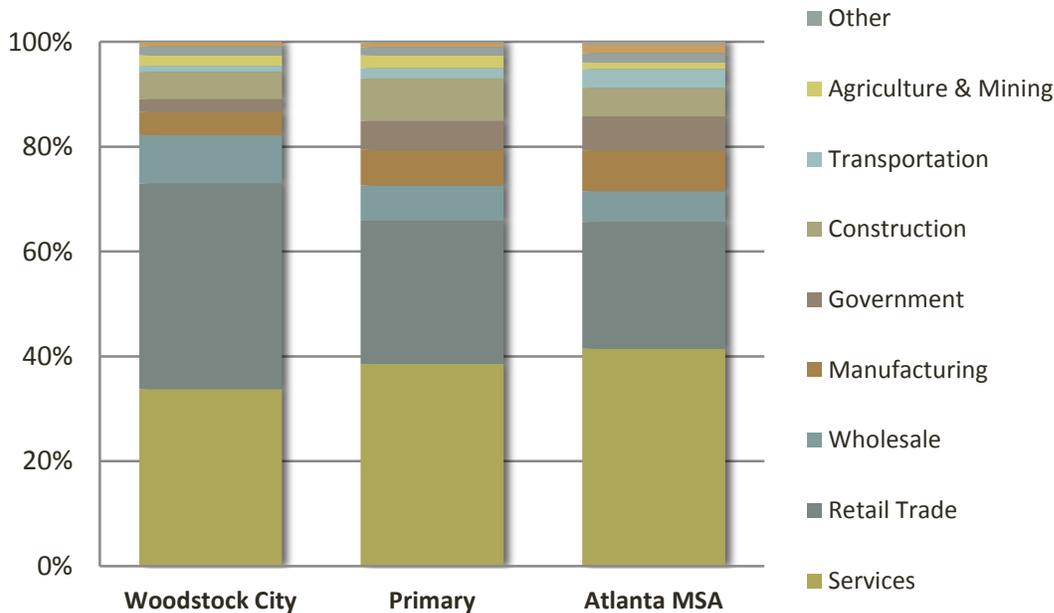


Figure 8: Total employment base by sectors.

Source: ESRI/BLS October 2012

According to the Cherokee County Economic department, white-collar employment in Cherokee County totals 67.6 percent, which is above the state (62.2 percent) and national (61.6 percent) averages. The City of Woodstock's office employment-using job is estimated to be roughly 27 percent (15,765) of the total workforce within the city.¹ However, it's important to note that these figures are based on the QCEW survey and may not capture residents who commute to work outside of the study area.

According a 2010 Cherokee County of Economic Development Study, residents' average commute time to work was 32 minutes, with approximately 79 percent of its residents commuting outside the county for work. Moreover, of those surveyed roughly 98 percent said they would prefer to work in Cherokee County. For the purposes of conducting supply/demand modeling, these figures should not be relevant as these shoppers are likely to be included in the residential primary trade area. Since their work is outside the trade area, they shouldn't be included in the calculating local office employment impact on retail sales.

¹ Office employment using jobs are defined as by the following by NAICS Codes: Information, Finance & Insurance, Real Estate, Rental & Leasing, Professional Scientific & Tech Services, Legal Services, Health Care & Social Assistance and Public Administration.

Q2 2012 % of Office Using Employment

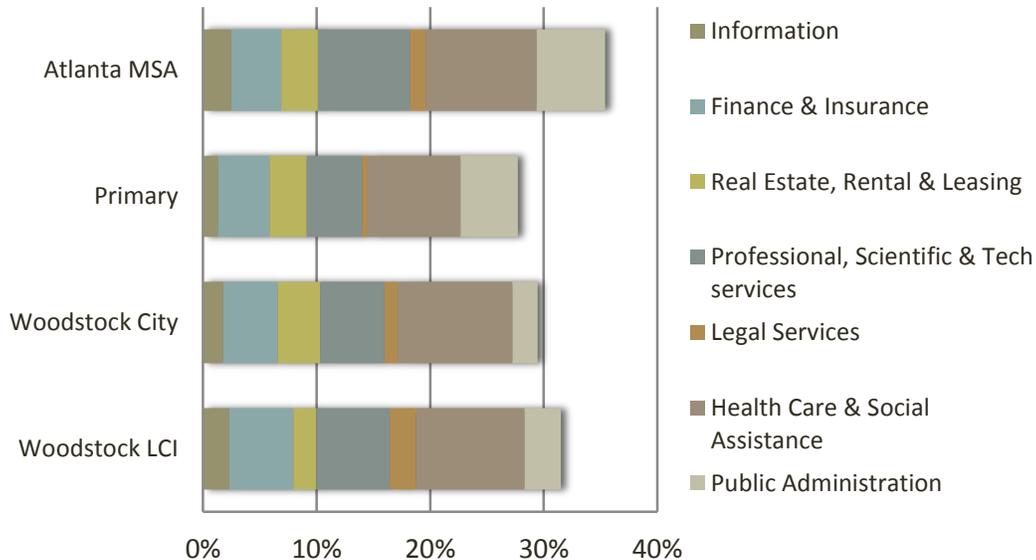


Figure 9: Office using employment base as percentage of total employment.

Source: ESRI/BLS October 2012

Recent Developments

- Cherokee County Regional Airport recently completed a \$34 million expansion project allowing it to accommodate corporate jets.
- Northside Hospital announced plans to replace the existing Cherokee Hospital with a \$250 million new facility by 2015. The hospital is located near I-575, at the Ga. Hwy. 20 exit, near the Canton Marketplace development.
- Northside Hospital Robotic Machines, “the hands behind the most robotic surgeries in GA.

Outlook

Due to the recent deceleration in population growth coupled with the surrounding region’s tepid recovery, it is unlikely that employment rates will grow at rates similar to those seen in the past decade. However, despite a deceleration in job growth relative to the last decade, Cherokee County is still projected to lead its neighboring counties in terms of overall job growth. According to the Atlanta Regional Commission (ARC), over the next 30 years Cherokee County is expected to expand its current employment base by over 1.6x.

Going forward, GPG’s employment forecasts were based on ARC forecasts for Cherokee County and Woodstock super district. The only adjusted figures were ARC’s forecast for 2010-2012, to account for a slower than expected employment growth. Throughout years 2010-2020, ARC projected Woodstock’s Super Districts to grow at an annual rate of 6.4 percent, Cherokee County at 5.1 percent and the aggregated 20 counties to grow at 2.3 percent. However, between years

2010-2012, Cherokee County grew at an annual rate of 1.3 percent. To account for this slowdown, GDP adjusted the 2012-2010 to reflect a slower growth environment, reducing the next five-year projections for the aforementioned regions to 4.2 percent, 3.3 percent and 1.5 percent, respectively. Applying these assumptions, the City of Woodstock's employment base is posed to grow by 1.5x its current employment base (18,000 jobs) over the next 25 years.

Table 7: Total Employment Projections

	2012	2017	2022	2027	2032	2037	2012-2037	Annual %
Cherokee	44,631	53,252	68,406	77,367	87,501	98,279	120%	3.2%
Woodstock	12,372	15,429	21,089	24,012	27,341	30,894	150%	3.7%
Atlanta MSA	3,815,475	4,138,950	4,647,334	4,985,192	5,347,612	5,754,505	51%	1.7%

¹ "Also according to the ARC Regional Snapshot, of total employment in Cherokee County in 2010, an estimated 12.8 percent are in the highest-paying sectors, which include Professional/Scientific/Technical, Information, Finance, Wholesale Trade and Management of Companies. It is projected that as of 2040, 18.8 percent of jobs in Cherokee County will be in the highest-paying sectors."²

COMMERCIAL & RESIDENTIAL DEVELOPMENT



Figure 10: This study estimates that Woodstock can support an additional 102,900 sf of office development by 2037.

Subsequent to the implementation of the 2002 strategic planning overview, the city of Woodstock has undergone a significant transformation, which can be reflected in the amount of new commercial and residential development. According to CBRE, between the years 2002-2012, the City of Woodstock added 620,000 sf of office space (40 percent increase in total inventory), 1.6 million sf of retail space (42 percent increase in inventory), 240,000 of industrial space (20

percent increase in inventory).² As noted in the LCI map above, such additions have included Woodstock Downtown, Mill Park and South Gate senior living complex. In addition, with the current projects planned and under construction, nearly 600 apartment units and 400 homes will be added to the LCI area by 2014.

Office Regional Analysis

With just over 140 million sf of office space, the Atlanta metropolitan region has yet to show signs of a strong recovery. During 2007-2010, Atlanta gave back just under five million sf of office space or just under five percent. Since reaching its trough in 2010, the region has gained back roughly 200,000 sf of office space. Thus, similar to other parts of the country Atlanta has been witnessing a “flight to quality” as tenants seek to take advantage of cheaper Class A rents. According to REIS, between 2007-2011, Class A office vacancy rates jumped from 14.2 to 19.1 percent (roughly 34 percent increase), While Class B office vacancy jumped from 16.2 percent to 23.1 percent (roughly 42 percent increase). Applying the metro’s average absorption of 1.4 million sf per year, the metro region is not likely to gain back its lost stock until 2014.

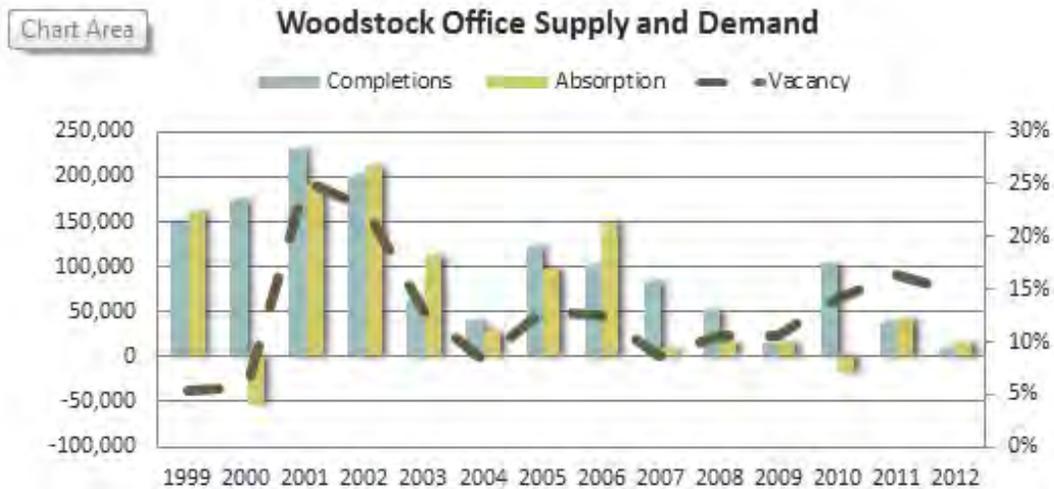


Figure 11: Woodstock Office Supply and Demand Chart. Source: CBRE Q2 2012

Office Local Analysis

The City of Woodstock encompasses roughly 2.2 million sf of rentable office area, which is just under 10 percent of the total inventory in Northwest submarket of Atlanta. The bulk of this space appears in smaller single-story offices catering to local businesses, with most of the larger buildings targeted towards medical office facilities. Due to an abundant supply of more class B+ office buildings located within Marietta and Sandy Springs, it is unlikely that Woodstock would be a competitive marketplace for larger corporations seeking additional office space within the metro region (primarily due to location and current stock). Between years 1990-2012, Woodstock has averaged roughly 57,000 sf in net absorptions each year. As illustrated in the graph above, within

² Apartment data is not available at the city level.

1999-2006, Woodstock's net absorption did very well in terms of keeping up with new supply. Moreover, due to its relative resilience to the financial downturn, the city's occupied stock dropped only 1% during the financial downturn (5x Atlanta's metro average).

However, while city's tenants appeared to withstand the financial downturn better than the metro region, new supply in 2010 pushed vacancy rates up by nearly 50 percent. Between 2007-2010, the city added just fewer than 4x (296,000 sf) the amount of space it actually absorbed (76,920). Thus, as a result of a disproportional addition of supply, between 2007 and 2011 Woodstock's office vacancy rate increased from 10.6 percent to 14.8 percent. However, due to recent gains in Q3, 2012, vacancy appears to have dropped back down to 14.1 percent.

Outlook

As illustrated in Figure 12, Cherokee's change in office employment is a leading indicator in determining change in office occupied stock. Thus, going forward, Woodstock's office demand will be largely tied to total employment growth. However, due to limited data history and the community's recent boom coupled with the financial downturn, such a relationship is likely to have a high margin of error. In order to project new demand, GPG, took a weighted average of the following calculations:

- (a) Projected change in office-using employment within Cherokee County. Assuming an average of 150 square feet per office worker, GPG's base case projects that with 8,600 employees expected to be added to Cherokee's employment based by 2017, approximately 190,000 sf of office space would be in demand within Woodstock's LCI trade area.
- (b) GPG's second analysis looked at Woodstock's 10-year average change in occupied stock per annum. During 2002-2012, the market's occupied stock grew at a median rate of 1.8 percent, averaging roughly 57,000 sf of net absorptions with a median of 27,000 sf per annum. GPG's base case assumes occupied stock will grow at an average rate of two percent per annum. This also seems to be in line with absorption gains as a percent of projected future employment gains. GPG applied a 70 percent weighting to variable (a) with the remaining 30 percent to variable (b).

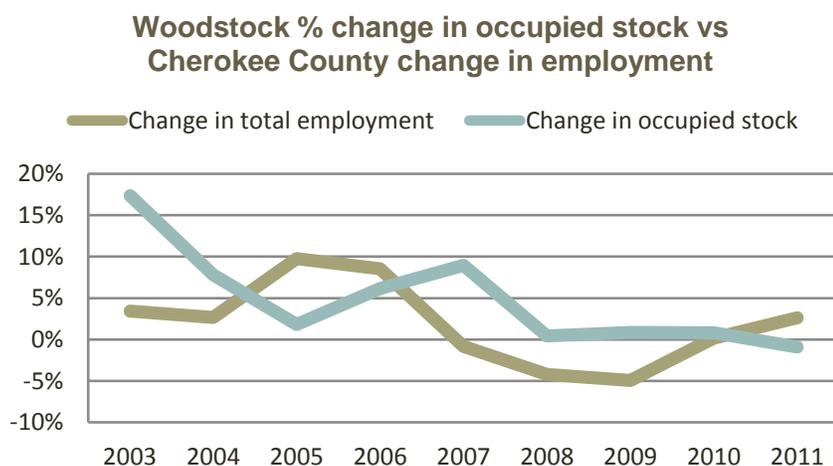


Figure 12: Woodstock percent change in occupied stock vs. Cherokee County change in employment.

Taking a weighted average of the above calculation, GPG's base projection estimates that the City of Woodstock will be able to support an additional 194,000 sf of net gains by 2017. This would result in an annualized average of approximately 39,000 sf per year. With the current construction pipeline and vacant stock, the market is still expected to have a 140,000 unit surplus of available office. It is important to note that this surplus assumes that 90 percent of the current vacant stock meets the projected tenant criteria and that the LCI adds an additional 50,000 sf of office space as part of the Southgate Development. Moreover, despite a surplus defined as any amount of vacant stock, GPG's best case scenario would still bring down vacancy rates to historic lows at five percent. Over the remaining 20-year period, GPG projects that the market will have a net demand for an additional 306,800 sf within the LCI.

Table 8: Woodstock Office Demand

Base	2012- 2017	2018- 2022	2023- 2027	2028- 2032	2028- 2032	Total
Demand (Woodstock City)	194,715	200,000	180,000	238,945	257,320	1,070,980
Current vacant stock	253,925	-	-	-	-	253,925
Planned projects	50,000					50,000
Net demand/ (surplus)	(109,210)	200,000	180,000	238,945	257,320	767,055
Vacancy	4.9%					-
Supportable within LCI		80,000	72,000	95,578	102,928	306,822



Figure 13: The Woodstock West Apartments are presently under construction one block west of Main Street in the downtown.

Apartment Market Regional Analysis

Similar to U.S. national trends, Atlanta's Metropolitan apartment market has been one of the few property types to benefit from the economic downturn due to minimal new supply and sound demand. With a total inventory of 1.8 million units across the metropolitan area, Atlanta's

apartment vacancy rate has dropped from 8.21 percent in 2007 to 7.87 percent in 2011. According to REIS, as of Q2 2012, the market has compressed an additional 67 basis points and currently lies at 7.2 percent. With an additional 22,300 apartments expected to be completed within the Metro area by 2016, Atlanta's vacancy rate is expected to drop down to six percent by 2016. In the Cherokee County submarket, which encompasses approximately 4,217 units (just over one percent of Atlanta's total inventory), vacancy rates nearly cut in half dropping from 7.41 percent in 2007 to 4.2 percent in 2011.

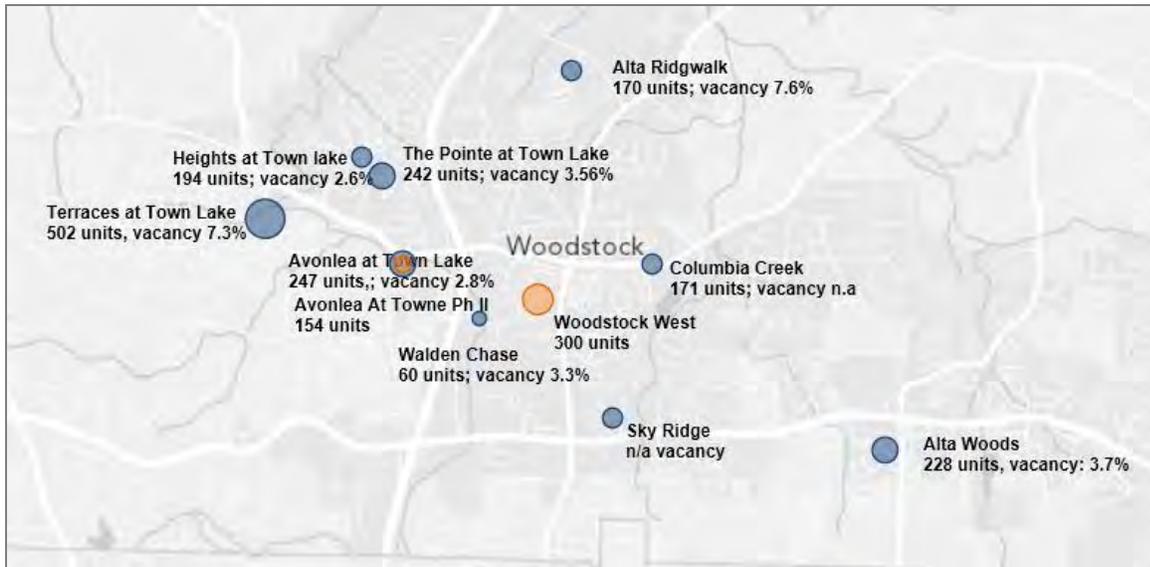


Figure 14: Apartment location map for the Woodstock area.

Apartment Market Local Analysis

According to REIS, over the last 10-years the Cherokee County Submarket has absorbed on average 250 units per year. Cherokee's absorption figures appear to have followed similar patterns witnessed by the single-family housing industry, adding the bulk of its new supply during the first half of the last decade. Between 2000-2005, Cherokee County nearly doubled its inventory growing from 2,120 units to 3,710 (75 percent increase in supply). Similar to the region's office boom in the early 2000s, new supply was offset by the region's strong demand for rental units. During the region's eight years of new completions (2000-2008), Cherokee County on average absorbed 105 percent of total new stock added to the market.

Given such a strong relationship, new completions appear to be in part a leading indicator of projected demand, making it difficult to forecast demand based off more conventional factors (i.e. household formation, percentage of homeownership). Thus, unlike the Atlanta metro markets, which saw apartment absorption rates more than double during 2010-2011, Cherokee County's absorption appeared to reflect just under historical norms. Most of Cherokee's drop in vacancy was due to minimal new completions rather than strong demand. Between years 2008-2011, approximately 140 units (averaging 35 per year) were added to Cherokee County, which is approximately 10 percent of the county's 2000-2008 annual average of 360 units per year. This is most likely due the region's stronger percentage of owner-occupied housing units, which was 73 percent in 2010, significantly higher compared to the Atlanta metro's 59 percent and national average of 58 percent.

Table 9: Total Housing Units

2010	Primary Trade Area	City of Woodstock	Atlanta MSA	United States
Total Housing Units	42,359	10,298	2,165,495	131,704,730
Owner-occupied HUs	31,106	6,623	1,279,941	75,986,074
% of Owner-occupied	73%	64%	59%	58%

According to REIS, there are approximately 1,760 units spanning across 10 apartment complexes located within the City of Woodstock. In addition to the current supply, there are currently two apartment complexes under construction, Woodstock West and Avonlea at Towne Lake Phase II, one project approved for construction, which should add an additional 723 units to the submarket by 2013-2014. GPG's analysis assumes that Southgate's 87 condo units will not be built out as multifamily units as was proposed during the plan. As illustrated in Figure 14, Woodstock West is located off Main Street on Noonday St, while the Avonlea community is located approximately 1.4 miles east and is adjacent to a number of other suburban garden-style apartment complexes. In addition to the two projects, there are approximately 270 units planned for construction on the north side of 92 just east of the railroad tracks at Old Ga. 5.

Forecast Methodology

Unlike Woodstock's office market demand, which has historically been correlated with change in Cherokee County's total employment, there doesn't appear to be one principal driver for the determining the county's multifamily demand, making it challenging to base off forecasts off previous historical relationships. Thus, GPG's multifamily projections were based off a more subjective analysis of the following three variables:

- (a) Annual average absorption figures for Cherokee County (provided by REIS and applying such growth rate to Woodstock apartment market.
- (b) Average percent of new completions absorbed per annum (105%);
- (c) Estimating what percentage of new households formed in Woodstock will choose to rent apartments over purchasing single-family homes.

During the past 10-years Cherokee County has absorbed on average 240 units per year. However, looking at the chart above, such growth has also been largely bifurcated within the first and second half of the decade. Among 2000-2005, the market on average added 318 units, while absorbing 320 per year. However, during the latter part of the decade, Cherokee County's new completions averaged 84 units per year, while absorbing on average 107 units per year. Both of these figures were largely skewed due to strong growth in 2007. Thus, going forward GPG, has used the 10-year average (240 units) units absorbed per year, however has discounted its weighting when placed within the context of the metrics used to assess demand.

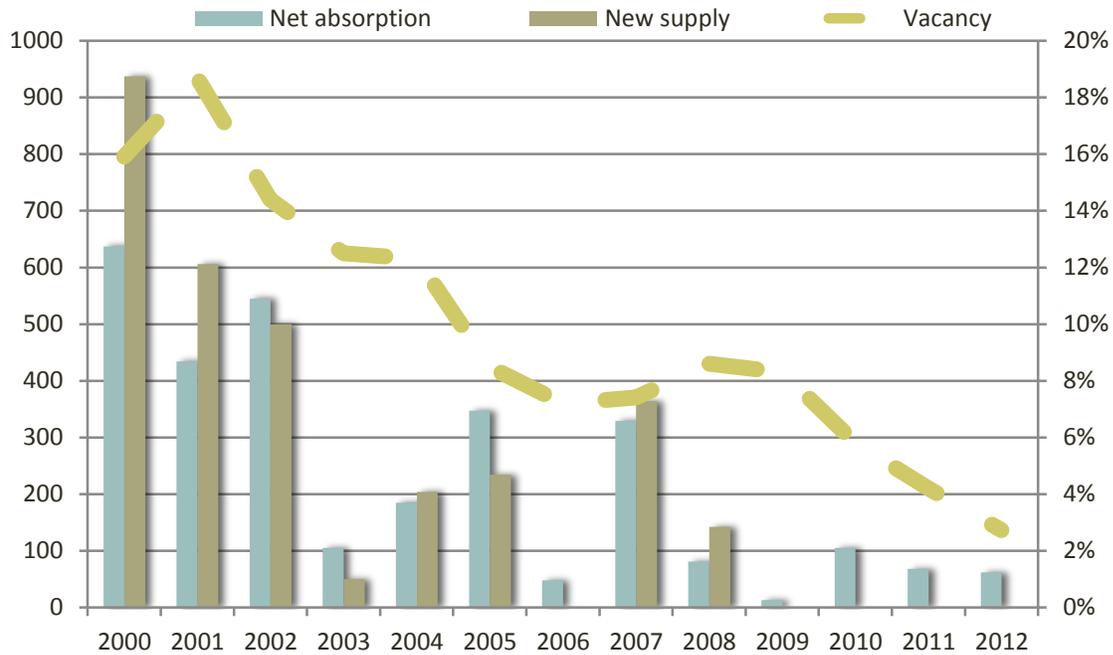


Figure 15: Multifamily unit projections. Source: REIS Q2 2012 (data excludes two complexes: Columbia Creek and Brooke Mill).

Looking at demand as a percent of new completions, it is clear that new multifamily stock been an important indicator in driven demand. Over the past 10 years new completions have been added eight of the last ten years on average; the market has absorbed 105 percent of new supply added each year. Given the difficulty in understanding whether this was a function of actual organic demand or of the market taking market share from its surrounding counties, it is clear that this has been a useful variable for assessing demand. Evidence of this trend has already occurred within Woodstock West, where approximately 100 units (nearly half of the entire counties annual average) have already been preleased. Assuming that demand remains steady, Woodstock West will likely push up the county’s annual projected average.

Lastly, during 2000-2010, Cherokee County added on average 2,400 households and Woodstock 430 per year. Adjusting their household renters vs. owners’ data from the U.S. Census to account for multifamily units vs. rental homes, approximately 15 percent and 23 percent of Cherokee County and Woodstock’s households are estimated to live in multifamily units. Using these ratios to forecast demand based on new households, over the next five years Cherokee County will have a net demand for 500 multifamily units. However, given these figures, it seems unlikely that REIS’s 4,200 units within Cherokee County are reflective of Cherokee’s total apartment stock, which is estimated to be at 15,000 rental units.

Based upon the above assumptions, over the next five years, GPG’s projects that roughly 200 units (80 percent of historical averages) will be absorbed in Cherokee County each year, resulting in demand for 1,000 units between years 2012-2017. Due to the vast majority of new units added being located within the LCI or its surrounding area, GPG assumes that Woodstock will absorb

roughly 70 percent of these units at a rate of 140 per annum. Thus, assuming that all 730 units are completed by 2017 within the Woodstock submarket, GPG doesn't foresee any additional demand for new multifamily units by 2017. Applying the similar rate across the remaining 20 years in five-year increments, GPG projects there will be an additional demand for 3,800 units by 2037.



Figure 16: Woodstock's downtown is anchored with the above award winning mixed-use development.

Residential Housing

As noted above, Woodstock's housing market has been one of the key drivers to its strong population growth throughout the last decade. Throughout 2000-2010, total-housing units grew at a quicker rate than the area's population, highlighting the strength of new household formation and sound demand for new single-family homes. During this time, housing units grew from 5,280 to 10,300 (95%) with total households growing from 4,970 to 9,580 (93%). It is important to note that while the LCI has undergone a significant transformation in adding more than 300 housing units, the bulk of the city's growth appears to be outside the LCI in more suburban locations.

However, between 2000-2004 the city added 3,640 new housing units, which accounted for 72 percent of the total stock added during the 10-year census period. Thus, netting out the developments within the LCI, approximately 31 percent of the new housing stock built within the city was added after 2005. Contrary to the city's exurban areas, 90 percent of the LCI's new housing units were added after 2004. It appears that the majority of the new homes added within the LCI occurred within the CNU award winning Downtown Woodstock project.

New Developments

- *Garden Street:* Located off of Main Street, Garden Street will include 19 single story homes with prices starting in the mid-high 200s.
- *Southgate:* 87-acre development site approved for approximately 400 new single-family attached detached units. Project has been planned and approved, however has yet to start construction. GPG projects that this will be built out over the next five years.

Forecast Methodology

While it is difficult to project whether new construction was a leading indicator for household formation, it is clear that both variables are closely correlated and therefore important in terms of

projecting out new supply. Thus, to project demand, GPG has used Woodstock's household formation projections as the leading indicator for new housing demand.

2000-2010 Change in Housing Units vs. Households

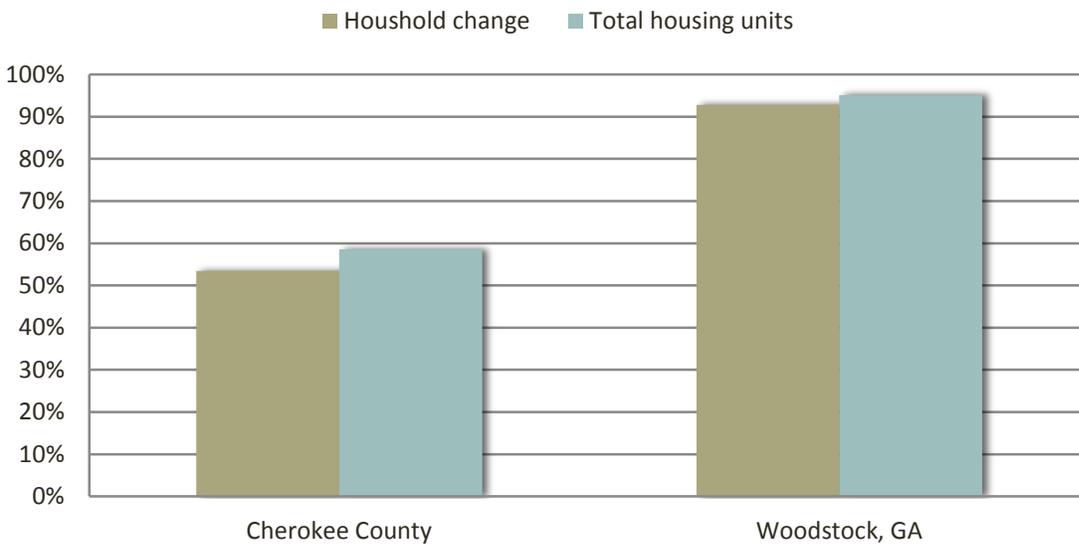


Figure 17: Change in Housing Units vs. Households. Source: SOCDS

Woodstock Single-family House Permits vs. Average Annual Household Change

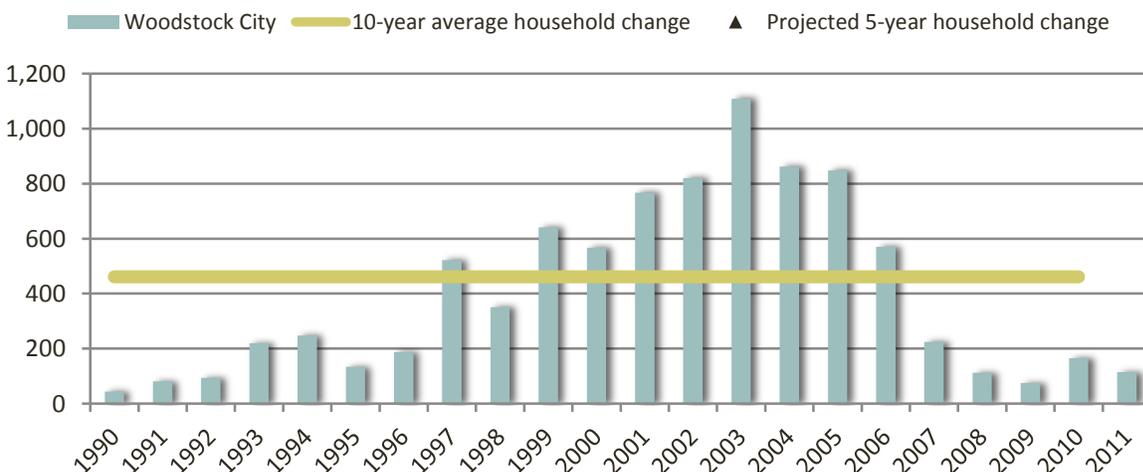


Figure 18: Single-family permits vs. average household change. Source: SOCDS

Recent new permit data highlight that Woodstock and Cherokee County's new housing starts have been significantly lower than historic norms both as a proportion to total stock and total household formation. During years 2000-2010, Woodstock and Cherokee County were averaging

504 and 2,700 single-family permits per year, growing at an annual rate of seven percent and 4.7 percent, respectively. However, as illustrated in the graph below, such growth has been largely bifurcated between the first and last five year of the decade. Between 2001-2006, new housing permits averaged 800 per year, but dropped by over 5x between 2007-2011 (averaging 140 housing units per year).

Table 9: Woodstock City Projected Housing Demand

Surplus/Shortage	2012-2016	2017-2021	2022-2026	2027-2031	2032-2036	Total
Total housing demand	150	1,826	1,459	1,565	1,790	6,772
Apartments	-	527	508	529	559	2,122
Single Family Homes	150	1,299	951	1,036	1,231	4,650

Over the last few years, new housing starts as of an estimated total stock have averaged around one to two percent. Assuming a two percent growth in household formation, this has likely yielded a short-term and long-term supply shortage. Adopting ARC’s household formation projections for Woodstock Super District, new household formation is expected to grow at an annualized rate of 2.6 percent in the first 10 years and 1.7-1.9 percent over the following 10 to 15 years. As referenced above, applying these annualized rates to the City of Woodstock’s current household base, households are expected to rise at a 25-year annual average rate of 266 households per year.



Figure 19: Garden Street is located within an easy walk of downtown Woodstock and will include 19 ranch homes.

Industrial Regional Analysis

The Atlanta MSA has historically been viewed as a strategic industrial hub due to its proximity to the Port of Savannah and home to the Hartsfield-Jackson Atlanta International Airport - the tenth

largest cargo traffic airport in the United States. While, the recent slowdown in global trade and domestic transport has likely put a strain on the local market conditions, Atlanta's long-term industrial demand looks favorable as the economy continues to recover and the region benefits from Panama Canal expansion (expected to be completed in 2014).



Figure 20: This study estimates Woodstock will have a demand for 70,000 sf of additional industrial space by 2035.

According to REIS, the Atlanta Metropolitan area encompasses roughly 380 million sf of industrial space, which includes about 330 million sf of warehouse space and 50 million sf of flex industrial space. As noted in the graph below, the market's vacancy rate peaked in 2010 at 17.9 percent and is expected to end 2012 at around 16.6 percent. Atlanta's industrial market has been strongly correlated with total population (0.89) and total industrial employment change (0.76). On average, occupied stock has grown by roughly two percent per year. The market's occupied stock peaked in 2007, which brought the vacancy down to 15 percent and appears to have bottomed out in 2010, resulting in a lost 5.5 million sf of occupied space and a vacancy high of 17.9 percent. Since reaching its trough, the market has gained back roughly 50 percent of all occupied stock lost.

Industrial Local Analysis

The city of Woodstock lies within the REISs Northwest Atlanta industrial submarket. With 27.5 million sf of warehouse space, the Northwest submarket makes up roughly eight percent of Atlanta's total warehouse inventory and roughly 18 percent of the metro's flex inventory. Thus, given the market's relatively strong reliance on flex space, the Northwest Atlanta submarket is not likely to cater to large warehousing tenants, but rather smaller light manufacturing and other small businesses. According to CBRE data, the City of Woodstock's industrial space makes up just over five percent (1,441,750 sf) of total inventory in the Northwest submarket. Over the past 20 years, the market has absorbed on average 28,000 sf, which has been fairly steady in terms of keeping up with new supply. However, as illustrated in Figure 21, given Woodstock's minimal supply, the market has been pretty volatile with vacancy rates shooting up near 14 percent in 2012, before benefiting from 50,000 sf of new absorption in Q2 2012.

Woodstock Industrial Supply vs. Demand

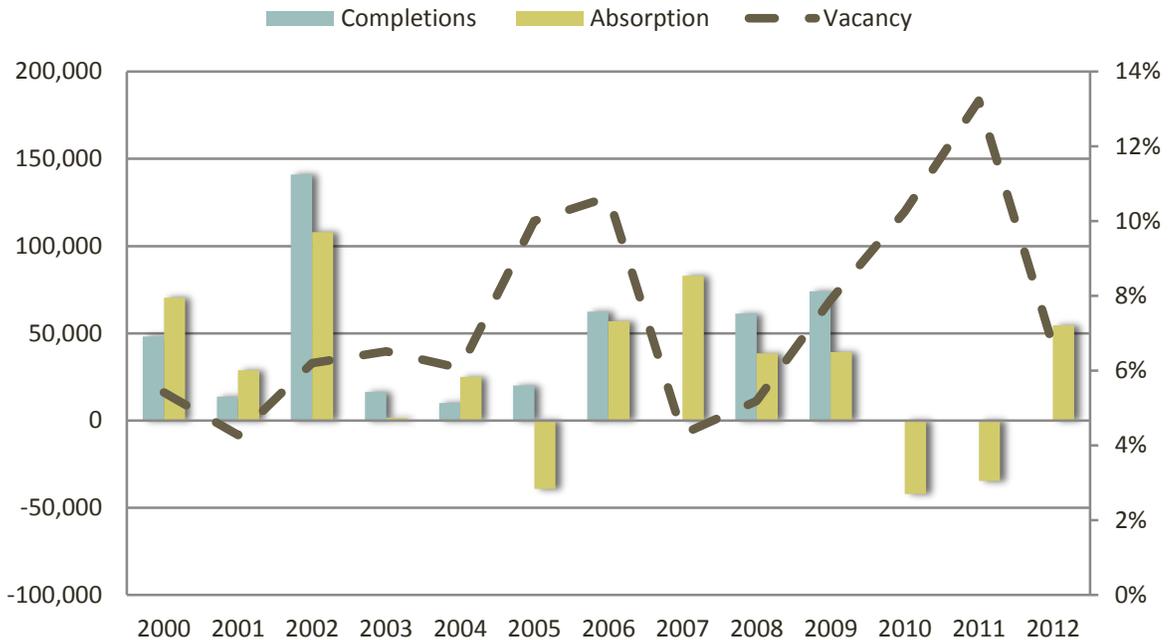


Figure 21: Woodstock industrial supply vs. demand. Source: CBRE Q2 2012

As a whole, Atlanta’s industrial market has recently been showing signs of improvement primarily due to the absorption of a number of large big box warehouse spaces. According to Jones Lang Lasalle, there is just one space over one million square feet, which is currently subleased and located in the town of Social Circle. Thus, as tenants continue to consolidate seeking larger big box spaces, it can be expected that a number of build-to-suit projects such as Georgia Pacific’s 900,640 sf and Home Depot’s one million sf e-commerce facility planned for McDonough will emerge.

Over the last year, roughly 2.1 million sf of industrial space has been added to the Atlanta Metropolitan region, of which roughly 10 percent or 208,000 was completed within the Northwest Submarket. While there is currently 2 million sf of industrial warehouse space under construction and nine million sf planned within the metro area, there doesn’t appear to be any industrial projects under construction nor planned within the any of Woodstock’s trade areas.

However, according to REIS, there is an additional 9 million sf of proposed industrial developments that lie within the Northwest submarket and are primarily located within White and Cartersville City. Given that the market’s average absorption has entailed 4.8 million sf of space per year, it seems likely that Atlanta will be able to absorb all occupied stock lost during the recession by the end of 2012. However, due to steady completion pipelines, the region is not likely to return to its pre-recession vacancy low until at least 2016.

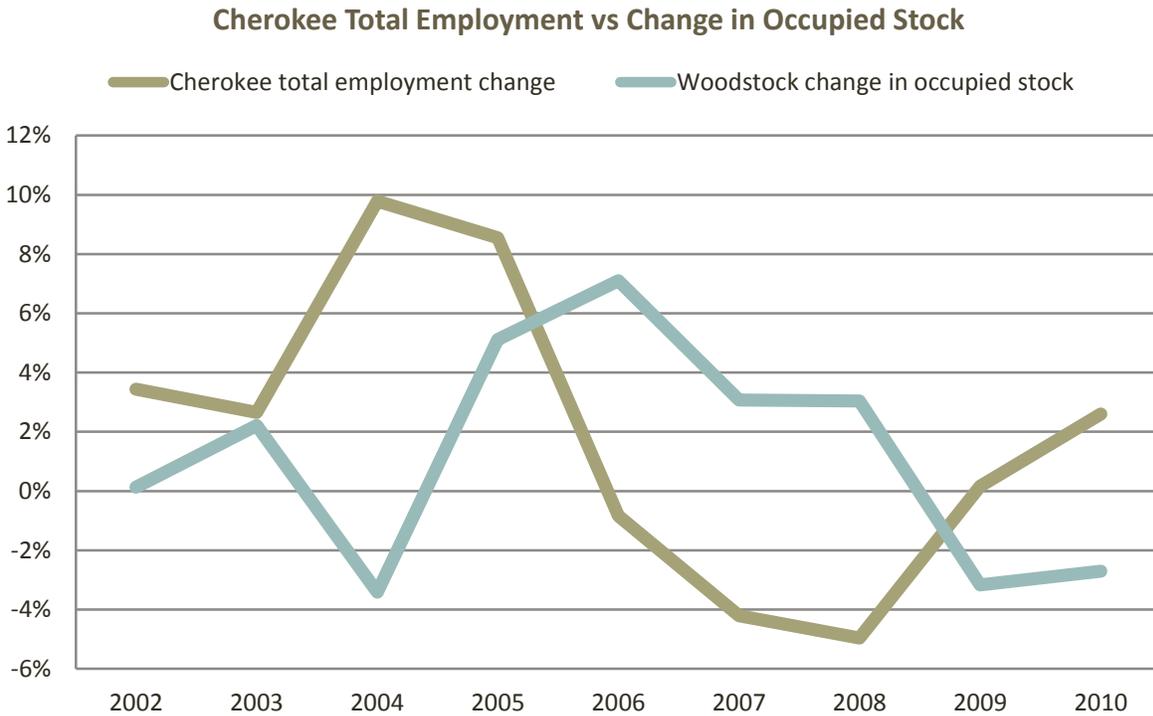


Figure 22: Cherokee total employment vs. change in occupied stock.

Outlook

Given Woodstock’s constrained market, and reliance on flex over warehouse space, it is unlikely that Woodstock’s industrial market would be competing for similar tenants tied to the national trade/consumption mentioned above. Rather, the Woodstock tenant base appears to cater to more local light manufacturing companies. Thus, following Woodstock’s office market, Woodstock’s industrial stock has largely followed macro-economic trends in terms trailing Cherokee County’s change in total employment.

Given this relationship, GPG applied a similar methodology used to forecast office stock to Woodstock’s industrial market, primarily basing its forecast off projected future employment growth. Going forward, GPG expects Woodstock’s market to absorb roughly two to three percent of its total occupied stock per year, resulting in 35,000 sf of net absorption. With the market currently sitting on 136,000 sf of vacant stock, GPG projects Woodstock’s excess vacancy to be absorbed within the next four years, yielding demand for approximately 35,000 sf by 2017. Such growth is likely to be consistent throughout the remaining five-year periods resulting in a net demand of 175,000 sf of flex industrial space by 2032.



Figure 23: The Town Lake area has a large selection of neighborhood and community retailers and restaurants that appeal to much of Woodstock's residents.

Retail Market Analysis

Methodology

To address the above issues, GPG conducted a detailed evaluation of most major existing shopping centers and retail concentrations in and surrounding the defined primary, secondary and the LCI study area. The evaluation was conducted during the week of July 9, 2012. During this evaluation, GPG visited and evaluated most of the major and planned retail concentrations in the area.

GPG visited the area during the daytime, as well as the evening, to gain a qualitative understanding of the retail gravitational patterns and traffic patterns throughout the area. GPG then defined a trade area that would serve the retail in the defined study area, based on the field evaluation, geographical and topographical considerations, traffic access/flow in the area, relative retail strengths and weaknesses of the competition, concentrations of daytime employment, and the retail gravitation in the market, as well as our experience defining trade areas for similar markets. Population, consumer expenditure and demographic characteristics of trade area residents by census tracts were collected from the U.S. Bureau of the Census, U.S. Bureau of Labor Statistics, InfoUSA, and ESRI, and updated based on information gathered from local planning sources.

Similar to the methodology used to assess the aforementioned property sectors, GPG's analysis started with a top-down overview, looking at supply and demand trends to determine historical absorption/occupied stock growth rates and new supply added to the submarket. To analyze historical trends, data was pulled from CBRE, REIS, LoopNet and Cherokee County Economic Development Council. However, in order to forecast current and future demand within the study areas, GPG integrated its top down view with a bottom up analysis to assess retail supply imbalances based on specific NAICs retail sectors.

Based on the projected consumer expenditure capture (demand) in the estimated subject site trade areas of the gross consumer expenditure by retail category, less the current existing retail sales (supply) by retail category, GPG projects the potential net consumer expenditure (gap) available to support new development. The projected net consumer expenditure capture is based on household expenditure and demographic characteristics of the primary and secondary trade areas, existing and planned retail competition, traffic and retail gravitational patterns, and GPG's

qualitative assessment of the site. Net potential captured consumer expenditure (gap) is equated to potential retail development square footage with the help of retail sales per sf data provided by Dollars and Cents of Shopping Centers (Urban Land Institute and International Council of Shopping Centers), qualitatively adjusted to fit the urbanism of the subject site's study area.



Figure 24: The Town Center Mall at Cobb is located only six miles south of Downtown Woodstock and offers most leading national retailers and Belk, JC Penney, Macy's and Sears department stores. The Town Lake area just two miles west of Woodstock has many popular restaurants, supermarkets and retailers.

Top Down Metro Overview: Metro overview

In tandem with U.S. macro trends, Atlanta's retail market also appears to be showing signs of a bifurcated recovery as Class B property owners struggle to mitigate losses from retailers' shrinking footprints. Between years 2007-2011, vacancy rose from 8.7 to 14 percent, which appeared to be both a function of weak demand and unconstrained supply. During 2007-2011 the market lost about 3.5 million of their total occupied stock (roughly five percent), while also adding an additional 1.1 million sf of new retail space. Assuming the region's 10-year average occupancy gain rate of about 1.5 percent or 800,000 sf per annum, the region is not expected to gain back all of its occupied stock lost for another four to five years.

Moreover, due to the abundance of new construction; Atlanta's metro region is not likely to return to its 2007 vacancy rate for another seven to ten years. Thus, it appears that Atlanta's retail market on an aggregate level will be largely oversupplied. However, due a number of structural changes driven by demographic and sociological trends, it's likely that while net absorption may be static, there still will be a number of opportunities for smaller areas such as Woodstock to capture a share of consumer expenditure spent outside of LCI's boundaries.

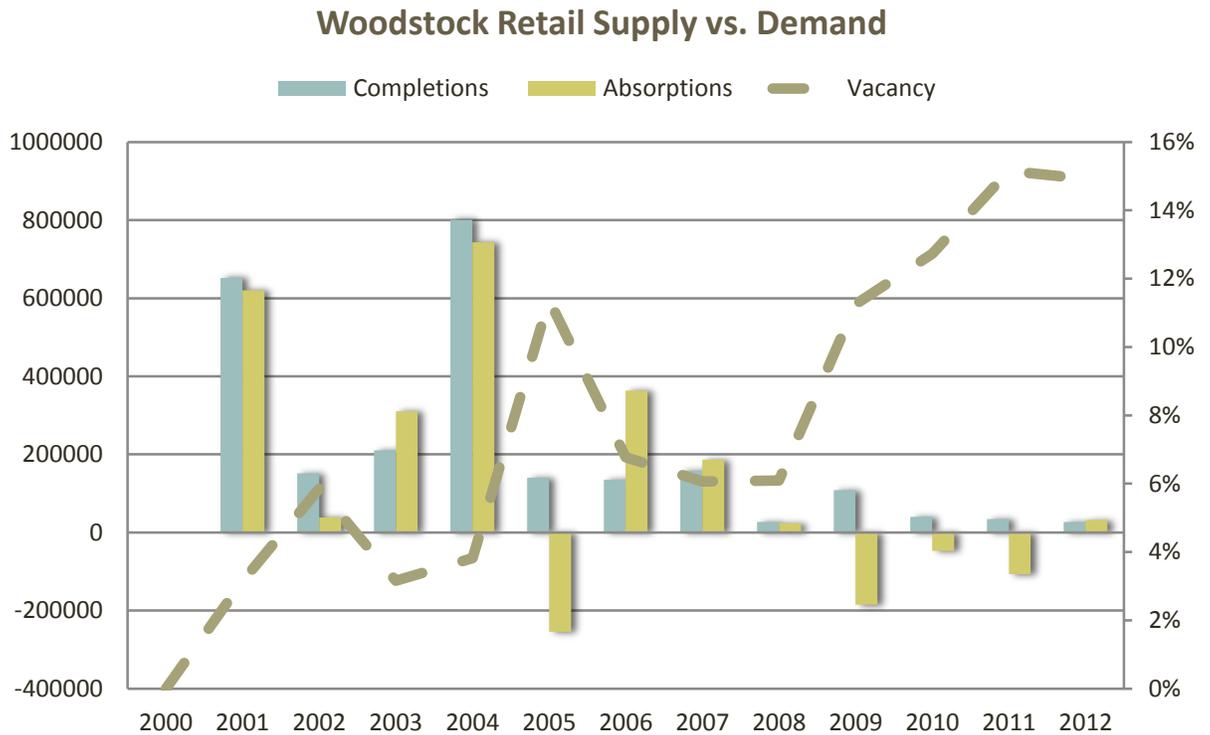


Figure 25: Woodstock retail supply vs. demand.

Local Analysis

According to CBRE, the City of Woodstock encompasses roughly 5,647,500 sf of retail space and currently has a vacancy rate of 15.2 percent. As noted in Figure 25, similar to the metro area, retail absorption has not managed to keep up with new supply. Between years 2000-2010, just over 1.7 million sf was added to the market, which was offset, by roughly 2.4 million of new completions. As a result of the supply/demand imbalance, the city’s retail vacancy rate jumped from roughly three percent to 15 percent during 2000-2012.

Current supply & Competition within the LCI

Downtown Woodstock’s primary retail competitions will generally stem from local neighborhood and community centers located two to three miles west of the downtown in the Town Lake area, as well as Roswell’s historic downtown. According to LoopNet, there are currently 23 shopping centers totaling 2.5 million sf that are located within the primary trade area and are larger than 50,000 sf. Of those, there are 11 shopping centers that are larger then 100,000, which are primarily anchored by grocery stores (Publix and Kroger) and a number of big box retailers (Wal-Mart, Target, Kohl’s). GPG has identified the following centers as downtown Woodstock’s main competitors:

The retail corridor located on the corner of Highway 92 and Highway 5 is likely to pose the most direct competition for the LCI. The area is a cluster of national big box retailers and benefits from strong traffic, primarily due to residents commuting outside Cherokee County for work. In addition to its cluster of neighborhood and community centers listed below, the area is also home to a few

local offices located alongside Heritage Walkway Drive. In short, while the centers may pose some competition in terms of competing for more neighborhood-orientated tenants, GPG believes that this intersection also acts as a major hub and anchor drawing in residents from outside the primary trade area. Thus, assuming Woodstock adopts the recommendations listed below, Woodstock's LCI will have a good opportunity to expand its current primary trade south of this intersection to capture shoppers seeking a more walk able small town shopping experience.

Woodstock Place Shopping Center

The former Wal-Mart site, Woodstock Place and adjacent retail strip center is a 170,940 sf neighborhood center located at the northwest corner of Highway 92 and Highway 5. The center has one restaurant pad site, O 'Charley's, and primarily consists of smaller neighborhood retailers. The site includes multiple access points from Highway 92 and Highway 5. With an 85 percent vacancy rate, the center is not likely to pose any direct competition to Downtown Woodstock's retail.



Figure 26: Woodstock Place Shopping Center looking east. The former Wal-Mart is shown at the left edge of the center.

Woodstock Village Shopping Center & Woodstock Square

Woodstock Village is located across from Woodstock Place, lying on the southwest corner of Hwy 92 and Main Street. The center is broken up into a number of pads including an approximately 40,000 sf neighborhood center, bordered by a former bank and two restaurant pads. The center offers a collection of smaller convenience orientated retailers and currently has two vacant pads including the 3,000 sf former bank and 4,000 sf store. Woodstock Square is anchored by Ingles Market and encompasses approximately 70,000 sf of retail space. According to LoopNet, roughly 11,000 square of the center sits vacant, giving it a vacancy rate of just under seven percent.



Figure 27: The Woodstock Village neighborhood shopping center is located near the southwest corner of Highway 92 and Main Street.

Woodstock Commons

Woodstock Commons is approximately 0.5 miles south of Woodstock Village Shopping Center, located on the northeast corner of Hwy 92 and 575. The center encompasses 87,000 sf of retail space and is anchored by Goodwill. According to Loopnet, approximately 6,000 sf sits vacant, leaving its vacancy rate just under eight percent.

Woodstock Square

Woodstock Square is a 393,000 sf community center anchored with a Super Target and surrounded by five big box pad sites including: Kohl's, Old Navy, Office Max, PetSmart and ULTA. According to the property's owner DDR, the center currently has two 1600sf retail spaces available, leaving its vacancy rate just under one percent.

The Outlet Shoppes of Atlanta

The Outlet Shoppes of Atlanta is a 370,000 sf luxury brand outlet center (under construction) that is located roughly 1.5 miles north of Downtown Woodstock. The site will accommodate an additional 30,000 sf of outlet shops and also features eight out-lots for restaurant and other uses.

The center is expected to be completed in August 2013, and according to its developer, it is likely to bring in four million new shoppers from the three-state area. Committed tenants include: Brooks Brothers, Carters, Cole Haan, Converse, Guess, J. Crew, Le Creuset, Levi's, Michael Kors, Naartjie Kids, Nike, Puma, Saks Fifth Avenue OFF 5th, Talbots, Under Armour, White House | Black Market and Vans.

The LCI is likely to be a prime beneficiary of the four million visitors the center is projected to draw in each year. Due to the nature of its discounted luxury tenants, it is unlikely that the center will threaten Downtown Woodstock's current retail base. Rather, the new center will likely complement the downtown by expanding the LCI's trade area outside of the current 10-mile radius. This will be particularly beneficial for Woodstock's restaurants, which will likely draw in a range of outlet shoppers seeking a quieter and more authentic shopping experience. To account for a projected change in demand, GPG has assumed that the LCI will capture 10 percent (400,000) of the foot traffic from the new outlet center (which will be further explained in the section below).

Bottom up Retail Analysis

While it is helpful to understand current vacancy rates and historical supply/demand, GPG's bottom up consumer expenditure research was used to assess whether current retail stock is meeting the primary trade area's projected demand. As noted above, there is currently an oversupply of retail stock on an aggregated level. The table reference, below, illustrates that current retail supply is attracting consumers outside of their neighboring locations,- potentially highlighting an excess of supply in Woodstock. However, taking a deeper look at the data illustrates that there are a number of retail sectors that are undersupplied and thus not meeting residents' current demand.

Table 10: Retail projected demand vs. sales

Area	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	% of External Sales
LCI	\$30,142,891	\$82,477,190	-\$52,334,299	63%
5 minutes	\$85,301,625	\$292,574,552	-\$207,272,928	71%
10 minutes	\$1,633,118,864	\$1,759,920,596	-\$126,801,731	7%

After analyzing these sectors, GPG, estimated the LCI would capture a certain percentage of each gap and divided these figures over average sales per square foot to come to the LCI's total supportable square feet. As illustrated in Table 11, over the next five years approximately 100,000 sf of additional retail space could be supported downtown within the LCI area.

This supportable new retail space includes:

- 16,400 sf** General Merchandise Store
- 14,000 sf** Full Service Restaurants (approximately three restaurants)
- 21,000 sf** Limited Eating Spaces (approximately 6-7 new pads)
- 11,000 sf** Specialty Food Stores
- 5,000 sf** Furniture and Home Furnishings
- 8,000 sf** Health & Personal Care Stores (one drugstore/pharmacy),

and the remaining square feet is split up into more niche sectors including: electronics, florist, books, etc.).

Table 11 references current demand in Woodstock without assuming that the LCI captures any of the new shoppers expected to come with the opening of the new outlet center. Assuming that Woodstock captures 10 percent of the shoppers from the new outlet center, the city could support an additional 34,000 sf of retail and restaurants in 2017, and an additional 50,000 sf over the next 25 years. This equates to about a three percent annual increase in total retail inventory per year for the next 25 years.

Table 11: Projected Retail Square Feet Supportable within LCI

Industry Group	2012	2017	2022	2027	2032	2037
Furniture & Home Furnishings	5,021	5,667	6,396	6,968	7,591	8,130
Electronics & Appliance Stores	1,525	1,721	1,942	2,116	2,305	2,469
Grocery Stores	5,889	6,646	7,501	8,172	8,903	9,534
Beer, Wine & Liquor Stores	2,847	3,213	3,626	3,951	4,304	4,609
Health & Personal Care Stores	8,397	9,478	10,697	11,653	12,695	13,596
Clothing Stores	2,086	2,355	2,657	2,895	3,154	3,378
Shoe Stores	1,042	1,176	1,328	1,446	1,576	1,687
Jewelry, Luggage & Leather Goods Stores	885	999	1,127	1,228	1,338	1,433
Sporting, Hobby & Music Inst	4,884	5,513	6,222	6,778	7,384	7,908
Book, Periodical & Music Stores	1,329	1,500	1,693	1,844	2,009	2,151
General Merchandise Stores	16,393	18,502	20,883	22,750	24,784	26,542
Florists	1,263	1,426	1,609	1,753	1,910	2,045
Office Supplies, Stationery & Gift Stores	2,875	3,245	3,663	3,990	4,347	4,656
Full-Service Restaurants	14,032	15,837	17,875	19,473	21,214	22,718
Limited-Service Eating Places	21,495	24,261	27,382	29,830	32,497	34,802
Special Food Services	11,624	13,120	14,808	16,132	17,574	18,820
Total	101,587	114,658	129,410	140,980	153,585	164,477

In sum, while the primary trade appears to be over supplied in terms of gross square footage, GPG finds that these figures do not accurately reflect the real demand within the LCI due to the number of out dated vacant big box centers, the impact the new outlet center will have on the downtown foot traffic, and more generally the mismatch between consumer preferences and current supply. By 2017, GPG finds the greatest retail demand for a 30,000 general merchandising store such as a small department store, as well as demand for an additional 18,400 sf of full service restaurants and 30,000 sf of limited service restaurants.

Table 12: Supportable Retail Assuming LCI Captures 10% Demand from Outlet Center

Industry Group	2012	2017	2022	2027	2032	2037
Furniture & Home Furnishings	5,021	6,978	7,707	8,279	8,902	9,440
Electronics & Appliance Stores	1,525	1,721	1,942	2,116	2,305	2,469
Grocery Stores	5,889	6,646	7,501	8,172	8,903	9,534
Beer, Wine & Liquor Stores	2,847	3,213	3,626	3,951	4,304	4,609
Health & Personal Care Stores	8,397	9,478	10,697	11,653	12,695	13,596
Clothing Stores	2,086	3,206	3,509	3,747	4,006	4,229
Shoe Stores	1,042	1,272	1,423	1,542	1,671	1,783
Jewelry & Luggage Stores	885	1,097	1,225	1,326	1,436	1,530
Sporting, Hobby & Music Inst.	4,884	5,957	6,666	7,223	7,829	8,352
Book, Periodical & Music Stores	1,329	1,698	1,891	2,042	2,207	2,350
General Merchandise Stores	16,393	28,402	30,783	32,650	34,684	36,440
Florists	1,263	1,425	1,609	1,753	1,920	2,045
Office Supplies, Stationery & Gift Stores	2,875	3,594	4,012	4,339	4,696	5,005
Full-Service Restaurants	14,032	18,398	20,436	22,034	23,775	25,279
Limited-Service Eating Places	21,495	30,089	33,210	35,659	38,326	40,630
Special Food Services	11,624	13,387	15,075	16,399	17,842	19,087
Total	101,587	136,560	151,314	162,884	175,500	186,380

APPENDIX

APPENDIX Exhibit 1: Summary of Competing Retail Centers

Address	Property Type	Subtype	Building Size	Vacant sf	Vacancy	Anchor
7460 Alabama Road Woodstock	Retail	Free Standing Bldg	63050	63050	100.0%	
5500 Bells Ferry Road Acworth	Retail	Retail (Other)	146631	1982	1.4%	
5643 Bells Ferry Road Acworth	Retail	Neighborhood Center	63925	0	0.0%	
6199 Highway 92	Retail	Neighborhood Center	103,736	0	0.0%	Kroger
6435 Bells Ferry Road Woodstock	Retail	Retail (Other)	195000	0	0.0%	Wal-Mart
4403 Towne Lake Parkway Woodstock	Retail	Neighborhood Center	69808	2300	3.3%	Publix
3760 Sixes Road Canton	Retail	Neighborhood Center	78654	0	0.0%	
6234 Holly Springs Pkwy Woodstock	Retail	Strip Center	128667	60595	47.1%	Publix
12195 Highway 92 Woodstock	Retail	Community Center	86748	11088	12.8%	Walmart
12182 Highway 92	Retail	Free Standing Bldg	244700	0	0.0%	
12050 Highway 92 Woodstock	Retail	Neighborhood Center	66122	3900	5.9%	
10010 Highway 92 Woodstock	Retail	Free Standing Bldg	71105	11343	16.0%	
1513 Highway 92 W Woodstock	Retail	Retail (Other)	71150	0	0.0%	
10029 Highway 92 Woodstock	Retail	Community Center	170940	0	0.0%	
9452 Highway 92 Woodstock	Retail	Neighborhood Center	87115	6000	6.9%	Goodwill
9464 Main Street Woodstock	Retail	Free Standing Bldg	126632	6700	5.3%	
550 Molly Lane Woodstock	Retail	Free Standing Bldg	123015	0	0.0%	BJs Wholesale
105 Long Drive Woodstock	Retail	Free Standing Bldg	115396	0	0.0%	
100 Stoneforest Drive Woodstock	Retail	Free Standing Bldg	53772	46888	87.2%	
1430 Towne Lake Parkway Woodstock	Retail	Community Center	75536	31995	42.4%	Publix
1105 Parkside Lane Woodstock	Retail	Strip Center	55224	15405	27.9%	
2295 Towne Lake Parkway Woodstock	Retail	Neighborhood Center	105962		0.0%	
3750 Sixes Road Canton	Retail	Neighborhood Center	69202	1200	1.7%	
6236 Canton Highway, Holly Springs	Retail	Neighborhood Center	128667	2100	1.6%	Publix
Total			2500757	264546	10.6%	

APPENDIX Exhibit 2: Cherokee County Employment Breakdown

NAIC	Primary	% of Total	Cherokee County	% of Total	Atlanta	% Total
Information Emp	450	1.0%	779	1.0%	61782	1.9%
Finance & Insurance Emp	1554	3.4%	2227	2.9%	108423	3.4%
Cntrl Bank/Crdt Intrmdtn Emp	933	2.0%	1372	1.8%	43380	1.3%
Sec/Cmdty Cntrct/Oth Inv Emp	210	0.5%	270	0.3%	18899	0.6%
Insur/Funds/Trusts/Other Emp	412	0.9%	585	0.8%	46144	1.4%
Real Estate/Rent/Leasing Emp	1205	2.6%	1918	2.5%	79987	2.5%
Prof/Scientific/Tech Srv Emp	1738	3.8%	2717	3.5%	199550	6.2%
Legal Services Emp	180	0.4%	347	0.4%	35901	1.1%
Mgmt of Comp/Enterprises Emp	56	0.1%	96	0.1%	3818	0.1%
HealthCare/Social Assist Emp	2832	6.2%	4983	6.4%	239807	7.4%
Other Srv excl Pub Admin Emp	2129	4.6%	3214	4.1%	129339	4.0%
Public Administration Emp	1428	3.1%	2794	3.6%	149127	4.6%
SUMMARY	13127	28.6%	21302	27.4%	1116157	34.6%
Non white-collar		0.0%		0.0%		0.0%
Agr/Forestry/Fish/Hunt Emp	54	0.1%	138	0.2%	3243	0.1%
Mining Emp	5	0.0%	67	0.1%	1804	0.1%
Utilities Emp	21	0.0%	277	0.4%	10534	0.3%
Construction Emp	2732	6.0%	4488	5.8%	134263	4.2%
Manufacturing Emp	2035	4.4%	3407	4.4%	176844	5.5%
Wholesale Trade Emp	1982	4.3%	3246	4.2%	132100	4.1%
Retail Trade Emp	5786	12.6%	10201	13.1%	345745	10.7%
Motor Veh/Parts Dealers Emp	819	1.8%	1223	1.6%	44951	1.4%
Furn & Home Furnish Str Emp	188	0.4%	378	0.5%	12646	0.4%
Electronics & Appl Store Emp	186	0.4%	302	0.4%	31864	1.0%
Bldg Matl/Garden Equip Emp	520	1.1%	1155	1.5%	32969	1.0%
Food & Beverage Stores Emp	1793	3.9%	2532	3.3%	64093	2.0%
Health/Pers Care Stores Emp	337	0.7%	676	0.9%	27771	0.9%
Gasoline Stations Emp	133	0.3%	247	0.3%	7762	0.2%
Clothing/Accessory Store Emp	239	0.5%	359	0.5%	26581	0.8%
Sports/Hobby/Book/Music Emp	177	0.4%	595	0.8%	12893	0.4%
General Merchandise Str Emp	898	2.0%	1894	2.4%	56869	1.8%
Misc Store Retailers Emp	426	0.9%	745	1.0%	22232	0.7%
Nonstore Retailers Emp	70	0.2%	95	0.1%	5114	0.2%
Transportation/Warehouse Emp	483	1.1%	732	0.9%	70858	2.2%
Admin/Support/Waste Mgmt Emp	1636	3.6%	2762	3.6%	98262	3.0%
Educational Services Emp	3388	7.4%	5665	7.3%	198759	6.2%
Arts/Entertainment/Rec Emp	581	1.3%	1076	1.4%	40761	1.3%
Accommodation/Food Srvcs Emp	3636	7.9%	6271	8.1%	241622	7.5%
Accommodation Emp	99	0.2%	237	0.3%	40448	1.3%

Food Srv/Drinking Places Emp	3537	7.7%	6034	7.8%	201174	6.2%
Auto Repair/Maintenance Emp	471	1.0%	705	0.9%	22155	0.7%
Unclassif Establishments Emp	516	1.1%	979		44255	1.4%
SUMMARY	32748	71.4%	56486	72.6%	2108572	65.4%
Total Employees	45875	1	77788	1	3224729	1

APPENDIX Exhibit 3

Key Definitions

This study utilizes the shopping centers typologies defined by the International Council of Shopping Centers (ICSC) as follows:

Convenience Centers: Convenience centers are 30,000 sf or less, unanchored, and generally will service a trade area of up to one mile. These centers include: banking, carryout foods, florists, mail centers, small restaurants, small food markets, and professional services such as real estate and financial consulting. The centers typically include six to eight businesses.

Neighborhood Centers: Neighborhood centers are anchored with a full-sized supermarket and typically range from 60,000 to 100, 000 sf. They service a trade area of two to three miles and can include apparel, banks, carryout food, hardware, mail centers, restaurants, sporting goods, and professional services such as financial consulting and real estate.

Community Centers: Community centers typically range from 150,000 to 300,000 sf and are almost always anchored with a full-sized department store. They also include junior anchor retailers selling books, crafts, shoes, and sporting goods. Community centers often include large home improvement stores and medium-sized discount apparel stores. Their service area is typically five to seven miles in suburban locations.

Lifestyle Centers: Lifestyle centers average 150,000 to 200,000 sf and feature popular apparel, book, and home furnishing stores, as well as cinemas and a wide selection of themed restaurants. The centers are frequently planned as walkable areas with main streets. Recently, lifestyle centers have included large anchors such as department stores, public libraries, and supermarkets. These centers typically have a trade area of four to six miles when developed in suburban settings. Lifestyle centers that include civic, employment, and residential buildings along with the retail land use are defined as 'town centers.'

Regional Centers: Regional centers average trade areas of eight to 12 miles and are anchored with multiple department stores. The centers can range from 800,000 to 1,500,000 sf, and often include cinemas along with 200,000 sf of national brand fashion.

APPENDIX Exhibit 4: Industrial

Period	# Bldgs	Total RBA	Total Vacant SF	Total Vacant %	Total Vacant Available SF	Occupied SF	Total Net Absorption
QTD Total	99	1,441,750	102,273	7%	102,273	1,339,477	33,969
2012	99	1,441,750	136,242	7%	96,209	1,305,508	54,440
2011	99	1,441,750	190,682	13%	190,682	1,251,068	(34,742)
2010	99	1,441,750	155,940	10%	147,940	1,285,810	(42,128)
2009	99	1,441,750	113,812	8%	113,812	1,327,938	39,200
2008	98	1,367,750	79,012	5%	71,012	1,288,738	38,388
2007	96	1,306,550	56,200	4%	56,200	1,250,350	82,870
2006	96	1,306,550	139,070	11%	139,070	1,167,480	56,830
2005	95	1,244,150	133,500	10%	124,500	1,110,650	(39,275)
2004	94	1,224,150	74,225	6%	74,225	1,149,925	24,900
2003	93	1,214,150	89,125	7%	79,125	1,125,025	1,497
2002	92	1,197,850	74,322	6%	74,322	1,123,528	107,864
2001	88	1,056,947	41,283	4%	45,247	1,015,664	28,781
2000	86	1,043,383	56,500	5%	56,500	986,883	70,442
1999	81	995,241	78,800	8%	78,800	916,441	(44,000)
1998	79	980,741	20,300	2%	20,300	960,441	74,775
1997	76	902,966	17,300	2%	17,300	885,666	60,600
1996	74	850,466	25,400	3%	25,400	825,066	32,450
1995	71	801,766	9,150	1%	9,150	792,616	28,765
1994	71	801,766	37,915	5%	37,915	763,851	16,250
1993	71	801,766	54,165	7%	54,165	747,601	23,170
1992	70	791,666	67,235	8%	67,235	724,431	17,339
1991	67	750,741	43,649	6%	43,649	707,092	0
1990	67	750,741	43,649	6%	43,649	707,092	64,111
Average		243,900		6.3%			1,031,598
Median				20.4%			1,063,157

APPENDIX Exhibit 5: Office

Period	# Bldgs	Total RBA	Total Vacant SF	Total Vacant %	Occupied SF	Total Net Absorption
QTD Total	283	2,196,855	309,310	14.1%	1,887,545	27,171
2012 Total	283	2,196,855	324,459	14.8%	1,872,396	15,149
2011 Total	282	2,188,355	356,980	16.3%	1,831,375	41,021
2010 Total	280	2,151,180	302,667	14.1%	1,848,513	(17,138)
2009 Total	274	2,048,985	215,139	10.5%	1,833,846	14,667
2008 Total	271	2,034,586	216,108	10.6%	1,818,478	15,368
2007 Total	259	1,983,284	172,659	8.7%	1,810,625	7,853
2006 Total	251	1,899,958	238,418	12.5%	1,661,540	149,085
2005 Total	239	1,798,303	233,269	13.0%	1,565,034	96,506
2004 Total	221	1,676,164	138,751	8.3%	1,537,413	27,621
2003 Total	216	1,637,201	211,121	12.9%	1,426,080	111,333
2002 Total	205	1,573,771	358,864	22.8%	1,214,907	211,173
2001 Total	189	1,372,749	347,444	25.3%	1,025,305	189,602
2000 Total	154	1,142,073	64,470	5.6%	1,077,603	(52,298)
1999 Total	127	968,403	51,498	5.3%	916,905	160,698
1998 Total	121	819,088	55,450	6.8%	763,638	153,267
1997 Total	108	710,684	41,788	5.9%	668,896	94,742
1996 Total	104	695,855	39,906	5.7%	655,949	12,947
1995 Total	100	637,002	29,250	4.6%	607,752	48,197
1994 Total	98	627,239	42,676	6.8%	584,563	23,189
1993 Total	98	627,239	44,108	7.0%	583,131	1,432
1992 Total	97	623,689	38,038	6.1%	585,651	(2,520)
1991 Total	95	615,451	37,862	6.2%	577,589	8,062
1990 Total	91	571,931	38,601	6.7%	533,330	44,259
Average		623,084		10.4%		57,558
Median		39.6%		8.5%		27,396

APPENDIX Exhibit 6: Retail

Period	# Bldgs	Total RBA		Total Vacant SF	Total Vacant %	Occupied SF	Total Net Absorption
QTD	322	5,674,158	26,692	846,455	14.9%	4,827,703	36,218
2011	319	5,647,466	34,428	855,981	15.2%	4,791,485	(107,029)
2010	318	5,613,038	40,000	714,524	12.7%	4,898,514	(47,438)
2009	317	5,573,038	108,547	627,086	11.3%	4,945,952	(185,376)
2008	311	5,464,491	26,714	333,163	6.1%	5,131,328	23,327
2007	308	5,437,777	158,066	329,776	6.1%	5,108,001	186,082
2006	290	5,279,711	135,076	357,792	6.8%	4,921,919	362,927
2005	282	5,144,635	140,434	585,643	11.4%	4,558,992	(254,205)
2004	270	5,004,201	801,141	191,004	3.8%	4,813,197	743,032
2003	255	4,203,060	209,760	132,895	3.2%	4,070,165	310,528
2002	242	3,993,300	151,037	233,663	5.9%	3,759,637	38,289
2001	232	3,842,263	652,052	120,915	3.1%	3,721,348	619,997
2000	215	3,190,211	1,509,353	88,860	2.8%	3,101,351	3,101,351
Average		1,680,858			7.9%		371,362
Median		42.1%			6.1%		38,289

6.3 Health Funding Opportunities

Following is a list of health-based grant opportunities to help the City towards implementation.

FUNDING OPPORTUNITIES

Aetna Foundation (Community Health Initiatives)

<http://www.aetna-foundation.org/foundation/apply-for-a-grant/grant-guidelines/index.html>

Anthem Foundation

<http://anthemcorporateresponsibility.com/cr/foundation/request-funding.html>

Community Development Block Grant

http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/communitydevelopment/programs

Kresge Foundation

<http://kresge.org/programs/health>

Kaiser Permanente

<http://kpgagives.org/process.html>

Surdna Foundation

<http://www.surdna.org/what-we-fund/sustainable-environments/483.html>

Sustainable Agriculture Research and Education

<http://www.sare.org/Grants>

Wellstar Foundation

<http://www.wellstar.org/foundation/pages/default.aspx>

If you would like additional research, write proposals or consult with your organization, we can provide technical assistance. Please contact Michelle Eichinger at meichinger@live.com or (302)293-0110.



6.4 5-Year Schedules

Following are the 5-year schedules in 11x17 format for better legibility.

TEMPLATE

FIVE YEAR IMPLEMENTATION PLAN

Priority Projects

- | |
|--|
| 1. City Council to Adopt LCI Plan |
| 2. Attract Supplemental LCI Funding for: |
| a. Develop and Adopt a Highway 92 Overlay District |
| b. Design and Implement Highway 92 Improvements: restriping, crossings, beautification, etc. |
| c. Feasibility Study for Interparcel Connectivity |
| d. Feasibility Study for Noonday Creek Trail Highway 92 underpass connection |
| 3. Design and Develop the FOOT |
| 4. Design and Develop Regional Retention within the Study Area |
| 5. Pursue a Joint Application for Transportation Alternative Program (TAP) and/or LCI funds: Noonday Creek Trail Connections |
| 6. Design and Develop Trail Head Facility |
| 7. Pursue CDC and Private Grant Funding for Healthy Communities to help implement items 3-6. |

Housing Projects/Initiatives

	Description/Action	Cost	Year	Responsible Party	Funding Source
H1	Include incentives for employer assisted housing in the proposed Highway 92 Overlay District. Incentives may include: tax credits and matching funds from County or State housing departments.	TBD (included in new Overlay District Guidelines cost)	2015-2016	City of Woodstock / Cherokee County / DCA	Cherokee County / ARC / CDBG
H2	Encourage and incentivize mixed land use a mixed use buildings per the proposed Highway 92 Overlay District.	TBD (included in new Overlay District Guidelines cost)	2015-2016	City of Woodstock	City of Woodstock / ARC
H3	Include requirements and/or incentives for Inclusionary Zoning in the proposed Highway 92 Overlay District. 10% of the housing units to be required to be workforce housing.	TBD (included in new Overlay District Guidelines cost)	2015-2016	City of Woodstock	City of Woodstock / ARC
H4	Establish a required mix of unit sizes in new multi-family developments within the proposed Highway 92 Overlay District to provide for a mix of incomes and generations throughout the study area.	TBD (included in new Overlay District Guidelines cost)	2015-2016	City of Woodstock	City of Woodstock / ARC

TEMPLATE

Other Local Initiatives

Land Use & Zoning

L1

Description/Action	Cost	Year	Responsible Party	Funding Source
<p>Develop a Highway 92 Overlay District to provide guidelines and regulations that meet the needs of this corridor. The Guidelines should include:</p> <p style="padding-left: 40px;">a) Density: Minimum 15 units per acre. 15-30 units per acre is an appropriate density to support future transit. Mixed use, walkable and senior developments can be encouraged by allowing 30 units per acre.</p> <p style="padding-left: 40px;">b) Height: Maximum 8 stories. Height bonuses can be allowed within the ordinance for large mixed use developments (over 10 acres), for signage conformity, trail connectivity, etc.</p> <p style="padding-left: 40px;">c) Setbacks: Front of building setbacks should meet GDOT requirements and where appropriate meet the proposed Highway 92 street section including the interparcel connectivity road system. Maximum setback: 85' from back of the Highway 92 curb.</p> <p style="padding-left: 40px;">d) Land Use: Commerical, Office, Light Industrial, High Density Residential. Mixed use should be incentivized with height bonuses, density bonuses, accelerated permitting, and City assistance with land assemblage when appropriate.</p> <p style="padding-left: 40px;">e) Transition Buffer: A buffer should be provided in any redevelopment adjacent to single family residential. 20-foot minimum buffer with a transition height plane to begin at 35-feet above the setback line to extend at an upward angle of 45-degrees.</p> <p style="padding-left: 40px;">f) Parking: Shared parking should be encouraged. Parking along Highway 92 should be a maximum of one double row, parallel to the roadway, maximum of 60' wide.</p> <p style="padding-left: 40px;">g) Signage: The current signage ordinance should be included in the Overlay District to be enforced as new development occurs. Incentives for existing businesses should be included: signage upgrade funding.</p> <p style="padding-left: 40px;">h) Refer to Transportation Recommendations for further requirements.</p> <p style="padding-left: 40px;">i) Include the Access Management Survey in the Overlay, per T6.</p>	a.) \$150,000	2015-2016	City of Woodstock	City of Woodstock / ARC

TEMPLATE

L2	Incorporate requirements or incentives to provide connections to the multi-use trail system, in accordance with the Greenprints Trail Map in the proposed Highway 92 Overlay District.	\$150,000 (included in new Overlay District Guidelines cost)	2015-2016	City of Woodstock	City of Woodstock / ARC
L3	Pursue LCI supplemental funds to design and develop a Regional Retention facility.	TBD	2016-2020	City of Woodstock	City of Woodstock / ARC
L4	Pursue supplemental funds to design and develop the F.O.O.T.: City to pursue land purchase or lease; relocate the GRTA park and ride to this site; extend the Noonday Creek Trail under Highway 92 and through this site; develop a trailhead facility with shared parking with the GRTA lot; encourage community agriculture.	TBD	2015-2020	City of Woodstock	City of Woodstock / ARC
L5	Design and Develop a trailhead facility in a key location (refer to master plan for potential key locations) along the existing Noonday Creek Trail to support future multi-modal transportation facilities. Trailhead facility could include the following: restrooms, locker rooms, showers, automobile and bicycle parking, small dining establishments, bicycle repair, picnic area.	\$3,000,000	2016-2020	City of Woodstock	City of Woodstock / ARC
L6	Incentivize Redevelopment Efforts at Highway 92 and Main Street to further encourage redevelopment at this key node. Incentives could include but are not limited to density bonuses, height bonuses, accelerated permitting, and reduced permit fees.	TBD (included in new Overlay District Guidelines cost)	2015-2016	City of Woodstock	City of Woodstock / ARC
L7	Amend the Comprehensive Plan: Adopt this LCI study as an amendment to the Comprehensive Plan.	TBD	2015	City of Woodstock	City of Woodstock / ARC

TEMPLATE

Economic Development

	Description/Action	Cost	Year	Responsible Party	Funding Source
E1	Develop a marketing and branding campaign that highlights the incentives and identifies incentives that the City should pursue to help attract and retain businesses and new development. Incentives may include: Access to Multi-Use Trails, Beautification of Highway 92, Improved Signage, Regional Retention, assistance with land assemblage, incentives for large mixed use development (over 10 acres), relocation of utilities below ground, etc.	TBD	2016-2017	City of Woodstock	City of Woodstock / ARC
E2	Encourage study area businesses to form a business association to promote the corridor and to help make key discussions for its continued growth and redevelopment.	TBD	2016	City of Woodstock	City of Woodstock / ARC
E3	The City and the business association should study the feasibility of a Tax Allocation District (TAD).	TBD	2016-2018	City of Woodstock	City of Woodstock / ARC
E4	The City and the business association should study the feasibility of a Community Improvement District (CID) along the corridor.	TBD	2016-2018	City of Woodstock	City of Woodstock / ARC
E5	Incorporate incentives for diverse housing options, including workforce housing and intergenerational housing, per H1-H4	TBD (included in new Overlay District Guidelines cost)	2015-2016	City of Woodstock	City of Woodstock / ARC

Additional Items

	Description/Action	Cost	Year	Responsible Party	Funding Source
	Attract Supplemental LCI Funds: Complete ARC requirements to apply for LCI funds to plan priority projects, as listed in "Priority Projects".	\$50,000	2015-2020	City of Woodstock	City of Woodstock / ARC / GDOT

Short-Term Transportation Improvements: 5 Year Action Plan

#	Project Name	Type of Improvement	Description	Engineering Year	Engineering Costs	ROW Year	ROW Costs*	Construction Year	Construction Costs	Total Project Costs	Responsible Party	Funding Source	Local Source	Match Amount
1A	Restriping Plan along Highway 92 from Interstate 575 to Main Street	Roadway / Multimodal Roadway / Operations & Safety	In coordination with GDOT's upcoming resurfacing project, develop a restriping plan that will narrow the through-lanes along Hwy 92 (from 12 feet to 11 feet). Provide wider striped medians which can later be built up as landscaped pedestrian refuge islands at the signalized intersections along the corridor.	2015	\$ 15,000	N/A	N/A	N/A	N/A	\$ 15,000	City of Woodstock / GDOT	Local	City of Woodstock	NA
1B	Pedestrian Intersection Improvements at the Intersection of Highway 92 at Main Street	Roadway / Multimodal Roadway / Operations & Safety	Redesign this intersection to reduce the exposure of crossing pedestrians and cyclists. Consider narrower through-lanes (11 ft), a wider median, landscaped median refuge islands, and landscaped channelized right-turn islands.	2016	\$ 200,000	2017	\$ 250,000	2018	\$ 500,000	\$ 950,000	City of Woodstock / GDOT	Local, LCI, State/Federal Funds	City of Woodstock / GDOT	\$ 190,000
1C	Pedestrian Intersection Improvements at the Intersection of Highway 92 at Parkway 575	Roadway / Multimodal Roadway / Operations & Safety	Redesign this intersection to reduce the exposure of crossing pedestrians and cyclists. Consider narrower through-lanes (11 ft), a wider median, landscaped median refuge islands, and landscaped channelized right-turn islands.	2017	\$ 200,000	2018	\$ 250,000	2019	\$ 500,000	\$ 950,000	City of Woodstock / GDOT	Local, LCI, State/Federal Funds	City of Woodstock / GDOT	\$ 190,000
1D	Pedestrian Intersection Improvements at the Intersection of Highway 92 at Indian Valley Drive	Roadway / Multimodal Roadway / Operations & Safety	Redesign this intersection to reduce the exposure of crossing pedestrians and cyclists. Consider narrower through-lanes (11 ft), a wider median, landscaped median refuge islands, and landscaped channelized right-turn islands.	2018	\$ 200,000	2019	\$ 250,000	2020	\$ 500,000	\$ 950,000	City of Woodstock / GDOT	Local, LCI, State/Federal Funds	City of Woodstock / GDOT	\$ 190,000
1E	Pedestrian Intersection Improvements at the Intersection of Highway 92 at Woodpark Place	Roadway / Multimodal Roadway / Operations & Safety	Redesign this intersection to reduce the exposure of crossing pedestrians and cyclists. Consider narrower through-lanes (11 ft), a wider median, landscaped median refuge islands, and landscaped channelized right-turn islands.	2019	\$ 200,000	2020	\$ 250,000	2021	\$ 500,000	\$ 950,000	City of Woodstock / GDOT	Local, LCI, State/Federal Funds	City of Woodstock / GDOT	\$ 190,000
1F	Pedestrian Intersection Improvements at the Intersection of Highway 92 at Professional Way	Roadway / Multimodal Roadway / Operations & Safety	Redesign this intersection to reduce the exposure of crossing pedestrians and cyclists. Consider narrower through-lanes (11 ft), a wider median, landscaped median refuge islands, and landscaped channelized right-turn islands.	2020	\$ 200,000	2021	\$ 250,000	2022	\$ 500,000	\$ 950,000	City of Woodstock / GDOT	Local, LCI, State/Federal Funds	City of Woodstock / GDOT	\$ 190,000
2A	Noonday Creek Trail Highway 92 Crossing Feasibility Study	Roadway / Multimodal Roadway / Operations & Safety	Determine the safest crossing route for Highway 92. Ideally, construct an underpass (under the existing roadway bridge that passes over Noonday Creek). If a grade-separated crossing is determined infeasible, identify an at-grade crossing location at a nearby signalized intersection or at a new signalized mid-block crossing.	2015	\$ 50,000	NA	NA	NA	NA	\$ 50,000	City of Woodstock	Local, LCI, State/Federal Funds	City of Woodstock / GDOT	\$ 10,000
2B	Noonday Creek Trail Highway 92 Crossing Construction	Roadway / Multimodal Roadway / Operations & Safety	Construct a safe crossing for Highway 92 as defined by the separate feasibility study.	2015	TBD Assume \$250,000	2016	TBD	2018	TBD	TBD	City of Woodstock	Local, LCI, State/Federal Funds	City of Woodstock	TBD
2C	Noonday Creek Trail Extension	Roadway / Multimodal Roadway / Operations & Safety	Extend the current Noonday Creek trail to the LCI boundary to the south.	2016	\$ 300,000	2017	\$ 2,000,000	2018	\$ 2,600,000	\$ 4,900,000	City of Woodstock	Local, LCI, State/Federal Funds	City of Woodstock	\$ 980,000

#	Project Name	Type of Improvement	Description	Engineering Year	Engineering Costs	ROW Year	ROW Costs*	Construction Year	Construction Costs	Total Project Costs	Responsible Party	Funding Source	Local Source	Match Amount
3A	Rubes Creek Trail Highway 92 Crossing	Roadway / Multimodal Roadway / Operations & Safety	Install an enhanced pedestrian crossing (HAWK, RRFB, etc.) to serve as an at-grade Highway 92 crossing for the proposed multimodal greenway trail, west of Springfield Dr.	2017	\$ 150,000	2018	\$ 250,000	2019	\$ 500,000	\$ 500,000	City of Woodstock	Local, LCI, State/Federal Funds	City of Woodstock	\$ 100,000
3B	Rubes Creek Trail (South of Highway 92)	Roadway / Multimodal Roadway / Operations & Safety	Construct a multimodal greenway path from Highway 92 to the LCI boundary to the south, along Rubes Creek.	2018	\$ 200,000	2019	\$ 800,000	2020	\$ 1,500,000	\$ 2,500,000	City of Woodstock	Local, LCI, State/Federal Funds	City of Woodstock	\$ 500,000
4A	Sidewalk Connection 1	Roadway / Multimodal Roadway / Operations & Safety	Install sidewalks along Woodpark Place	2016	\$ 100,000	2017	\$ 140,000	2018	\$ 230,000	\$ 470,000	City of Woodstock	Local, LCI, State/Federal Funds	City of Woodstock	\$ 94,000
4B	Sidewalk Connection 2	Roadway / Multimodal Roadway / Operations & Safety	Install sidewalks along Professional Way	2017	\$ 100,000	2018	\$ 110,000	2019	\$ 190,000	\$ 400,000	City of Woodstock	Local, LCI, State/Federal Funds	City of Woodstock	\$ 80,000
4C	Sidewalk Connection 3	Roadway / Multimodal Roadway / Operations & Safety	Install sidewalks along Indian Valley Drive	2018	\$ 100,000	2019	\$ 200,000	2020	\$ 340,000	\$ 640,000	City of Woodstock	Local, LCI, State/Federal Funds	City of Woodstock	\$ 128,000
5	New Complete Street Connections	Roadway / Multimodal Roadway / Operations & Safety Roadway / General Capacity	As properties redevelop, work with developers to develop new street connections. Most new streets should be small local urban streets that include wide sidewalks, lighting, on-street parking, and building frontages which define the public space. The design characteristics of these new streets should be defined in an overlay zoning ordinance for this area.	TBD	TBD	Ongoing	TBD	Ongoing	TBD	TBD	City of Woodstock / Private Developer	Private Developer, Local, LCI, State/Federal Funds	City of Woodstock / Private Developer	TBD
6	Engineering Study for Access and Frontage Design along Highway 92	Supplemental Study	Perform an engineering study to develop a concept design for access management and frontage design standards along Highway 92. Resulting plan should consider grades, setbacks, and parking similar to the concept included in this LCI study.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Notes:

Some projects may need to be either combined or further broken into smaller segments for implementation.

For new vehicular connections to be eligible for LCI or GDOT funding, new roadways must be classified as collectors or higher.

Additional Related, Supplemental, and/or Long-Term Transportation Projects

Design Standards for Roadways in the Study Area	Implement an overlay zoning ordinance that requires that properties being redeveloped incorporate access management and street frontage improvements in accordance with adopted cross-sections.
GRTA Bus Hub	As the corridor redevelops relocate the existing GRTA station on the opposite side of I-575 to a location within the study. The exact location will need to be determined at a later date.
Rubes Creek Trail (North of Highway 92)	The construction of a multimodal greenway path from Highway 92 to the north, through the undeveloped area west of Springfield Dr, should be considered as a continuation of the proposed multimodal greenway trail south of Highway 92. Note that this is outside the LCI study area, but would provide a continuous greenway experience for its users.
Implement a Block Size Requirement for Property Redevelopment	Implement a zoning requirement that requires large parcels to be divided by new small local streets. Any property with road frontages longer than 600 feet should be subdivided by new public local streets so that block lengths are ideally between 300 and 400 feet but no longer than 600 feet in length. Use the included map of potential new connections for the design of these new small local streets.

KIMLEY HORN and ASSOCIATES INC., GIBBS PLANNING GROUP, CRJA INC

SIZEMORE GROUP

in association with

and DESIGNING4HEALTH



Architecture | Planning
1700 Commerce Drive NW
Atlanta, GA 30318
www.sizemoregroup.com
