



WOODSTOCK

Town Center Plan

January 2013

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**CHATTAHOOC
TECHNICAL
COLLEGE**

AMPHITHEATER

**PARK AT
CITY CENTER**

**VISITOR'S
CENTER**

**ELM STREET
CULTURAL ARTS
CENTER**

TOWNE LAKE PKWY

FREIGHT

PURE

MAIN ST

CANTON HWY

DORR HAZARD RD

ROPER MILL RD

CLAY ST

RUSK ST

KYLE ST

TOWNE LAKE PKWY

MILB ST

MARIE ST

REEVES ST

OAK ST

CHAMBERS ST

MCAFFEE ST

WHEELER ST

LAINGER ST

HUBBARD RD

BALLET LN

SHERWOOD DR

ROBINWOOD DR

LITTLE JOHN LN

LYNDE LN

DOGWOOD PL

PRINCE DR

FRANK TUCK RD



EXECUTIVE SUMMARY

THE PLAN

The Woodstock Town Center Livable Centers Initiative (LCI) Plan is an update to the Atlanta Regional Commission's (ARC) 2002 LCI Town Center Plan that crafted a community vision for revitalizing and redeveloping Woodstock's historic Downtown, focused on building appropriate land use and connectivity downtown and surrounding areas, and included economic development recommendations focused around the downtown, many of which have been successfully realized.

This Plan builds from the successful foundation of the 2002 study, and, based on market realities, develops an action plan that emphasizes housing options, connections, economic viability and coordination among key partners, ensuring that the Downtown area retains its desirability for residents of all ages. It also includes catalyst projects and implementable actions in the areas of land use, mobility, and economic development. By completing this plan, Woodstock gains access to funding sources for implementation of the plan concepts that will improve economic vitality, livability and sustainability.

WHO IS INVOLVED

Client: City of Woodstock

Community: Citizens and businesses

Project Management Team:

- City of Woodstock
- Atlanta Regional Commission
- Pond & Company (Project Lead,

Community Planning Urban Design, and Transportation)

- Gibbs Planning Group (Market and Retail Analysis)

Core Team:

- Project management team
- Key stakeholders in the community

HOW IT HAPPENED

- Analyzed Existing Conditions
- Identified Assets and Challenges
- Developed a Vision
- Conducted a Market Study
- Created a Concept Plan
- Determined Action Items

Throughout the process, public involvement played an important role in setting the direction for the plan. Monthly project management and core team meetings, five community meetings (including a week-long design charrette), a council work session, a business owner meeting, and numerous other meetings with key stakeholder groups occurred at various stages. Additionally, an online survey, social media, and print materials were employed to reach out to citizens and seek their feedback. Details about the public participation process are in Chapter 3: Methodology of this report.

KEY FINDINGS

The consultant team performed an analysis of existing conditions in the Woodstock LCI study area. Crossed by two major thoroughfares (Towne Lake Parkway/Arnold Mill Road going east-west and Main Street going north-south), the study area includes a historic downtown area that is dotted with new mixed use structures, historic homes, subdivisions ranging in age from the 1950s to present, and several small pockets of commercial development. Two schools in the study area (Woodstock Elementary School and Chattahoochee Technical College) and the Chambers at City Center present opportunities for civic engagement. At the south edge of the study area is a large suburban-style shopping center—a former Walmart—that exhibits great potential for redevelopment. There are several small greenspaces in the study area but no passive recreation sites and few opportunities for children to play. The eastern and western edges of the study area lie primarily in floodplains along Rubes Creek and Noonday Creek. While these inhibit development, they provide an opportunity for multi-use trails.

Transportation within the study area is primarily focused on vehicular travel. Connectivity in certain areas is inhibited with curvilinear streets, large blocks, and cul-de-sacs, but the City is working towards implementing a grid street network as redevelopment occurs. Pedestrian connectivity is lacking throughout the study area, with gaps in the sidewalk network and difficult crossings at Main Street. However, Woodstock recently

completed its Greenprints trail plan and aspires to implement a multi-use trail network throughout the study area.

Parking was also identified as a major concern in the Woodstock Town Center. A separate parking study found that several parking areas are overutilized, even on weekdays, but there are also several underutilized parking areas. Deficient pedestrian access and poor lighting and signage in underutilized parking areas deter drivers from using them. Circulation patterns throughout downtown Woodstock also makes parking difficult, with challenging turning movements and one-way streets.

A detailed market and economic analysis was also conducted as a part of this study. The market study revealed that the Woodstock Town Center study area can support approximately 186,000 additional square feet of retail over the next 25 years, along with 300,000 square feet of office, 2,000 apartments, 4,600 single family homes, and 70,000 square feet of industrial space. Key contributors to this projected demand include the planned Outlet Shoppes of Atlanta (a 370,000 square foot high-end outlet center scheduled to open in August 2013 two miles north of the study area), an almost doubling of the population in Cherokee County by 2037, and a recovery from the recession that will bring 3.7% annual job growth to Woodstock.

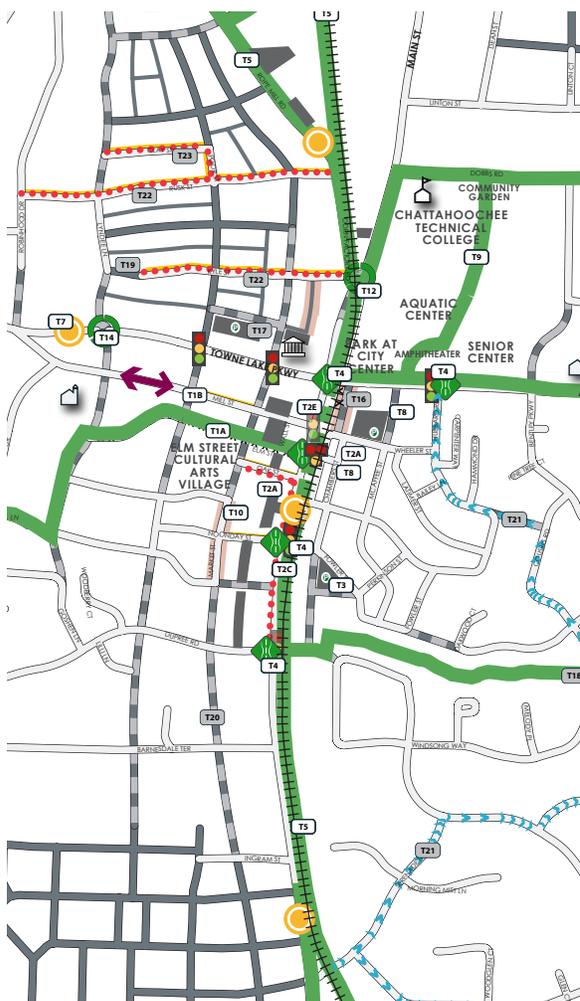


Section of the Woodstock Town Center Land Use Plan. The full plan can be found in Chapter 5: Concept Plan.

CONCEPT PLAN

The recommendations for the Woodstock Town Center Plan are organized around a land use plan and a transportation plan. The land use plan proposes recommended land uses and development scales for the entire study area. The transportation plan proposes improvements to the transportation network, including street and block layout, within the study area and to regional connections. In addition, specific recommendations are grouped within the four redevelopment areas identified within the study area: Knowledge Station, City Center, Downtown Woodstock, and Cornerstone Village. Each of these areas exhibits a great degree of redevelopment potential and presents opportunities for growth, housing choice, connectivity and urban design enhancements at the appropriate scale to complement existing and adjacent uses and to make the most of market trends.

The land use plan for the Woodstock Town Center study area adds a wider variety of housing options, more greenspace, a range of office opportunities, and walkable mixed use development. Existing residential neighborhoods are a strength of the Woodstock community, but the plan includes walkable, higher-density “intown living” options for young professionals or older adults who wish to age in place. Greenspace opportunities are located throughout the study area, including a new community garden, restored wetlands, a downtown splash pad, and two large recreation areas on Main Street. In order to provide options



Section of the Woodstock Town Center Transportation Plan. The full plan can be found in Chapter 5: Concept Plan.

for individuals who wish to work and live in Woodstock, office space—including low-rise boutique offices downtown, co-working space, and larger locations for national firms—is positioned along major thoroughfares. Finally, the west side of downtown and the shopping center at Main Street and Highway 92 are ideal sites for mixed use development.

Woodstock Town Center's transportation plan focuses on providing improved connectivity for all modes of transportation. The community identified pedestrian access as a key concern, so many elements of the plan serve to improve walkability downtown. Most significantly, the plan recommends an addition of a pedestrian promenade to Elm Street, making it a pedestrian route with access to the Elm Street Cultural Arts Village, Woodstock West, and the Greenprints trails; Mill Street can accommodate two-way traffic to ensure that vehicular travel is not impeded. Pedestrian safety crossing Main Street is improved with a pedestrian hybrid beacon. Vehicular access is also enhanced with two new roundabouts and several traffic signals on major roads. Where excess road capacity exists (Main Street just north of Highway 92), the plan recommends creating a boulevard with a landscaped median and signature signage, creating a gateway access into downtown. To improve bicycle travel in the study area, the plan recommends implementing the Greenprints trails and several additional multi-use trails and two sharrows. Transit may also be viable in the study area, perhaps with a circulator trolley now and rail in the future, which would stop at a transit center at Highway 92



Section of the Woodstock Town Center Illustrative Plan. The full plan can be found in Chapter 5: Concept Plan.

and Main Street. The study recommended a variety of options to improve parking for the City to consider, such as a signage and wayfinding plan, a trial of parking meters, and securing additional parking capacity in surface lots or structures.

The highlight of the Woodstock Town Center Plan is the four redevelopment plans. The community and consultant team identified four areas within the study area with the most need for attention, whether due to their redevelopment potential or their importance to the community.

The first redevelopment area, Knowledge Station, includes the two schools and surrounding residential neighborhoods. Here, the plan envisions adding greenspace and trails and offering a wider range of housing options for families who wish to live close to the school. A currently vacant office building can be redeveloped to a co-working space or sustainability center, serving as an economic development tool for the City. Through this initiative and other community programs, such as a community garden and food trucks, the redevelopment plan for Knowledge Station will tie the schools in to the Town Center, capitalizing on these important community assets and encouraging students to become active community members.

The City Center redevelopment area is focused on the Chambers at City Center. The City of Woodstock wishes to relocate its city services back to downtown, and the Chambers is an ideal location. Expanding this facility will create a hub of civic engagement, accented by a new public plaza in front



Selection of redevelopment plan for the Knowledge Station. The full plan, and discussion of all redevelopment areas, can be found in Chapter 5: Concept Plan.

of the Chambers. Improvements to Towne Lake Parkway (already underway) ease connectivity in this redevelopment area. Another key feature is the southeast corner of Main Street and Towne Lake Parkway. If and when redevelopment of this area occurs, a mixed use building with Woodstock's signature architectural style will be a focal point for drivers on Towne Lake Parkway. Adding greenspace in front of this building, perhaps as a splash pad for children, makes this intersection a true crossroads of activity.

Building on prior success in Woodstock Downtown, the concept for the third redevelopment area includes more of the highly popular mixed use-type development that was implemented after the original LCI plan. Mixed use buildings west of Main Street echo existing development, but the historic structures fronting Main Street remain, so the scale of Main Street is unchanged. Artists' live/work lofts on Market Street complement the Elm Street Cultural Arts Center and contribute to the feeling of an arts village, as does an "arts walk" on the now pedestrian-only Elm Street. This area could also host a small hotel, which the market study found to be viable. Future residents of the 300 new apartments under construction in Woodstock West will contribute to a thriving retail and social environment in Downtown Woodstock.

The Crossroads Village area, currently a suburban shopping center that once hosted a Walmart, exhibits the most redevelopment potential and resulted in the most flexible solution. Mixed use development up to ten stories is desired here, and design standards

should encourage small walkable blocks with parking hidden from view. The community imagined a medical center, a college campus, or a mix of offices and apartments in this study area; whoever the future tenants may be, the development should incorporate ground floor retail and housing options. The City may choose to actively seek a major tenant to locate here and spur investment. Across Main Street, in front of the rail line, is another potential location for mixed use development in the form of a transit center. Atlanta's long-range transit vision includes a passenger rail line following the existing route, and the City of Woodstock will be able to capitalize on its economic potential with transit-oriented development.

The plan recommendations offer flexibility and long-term economic viability. Combined with alternative transportation solutions, including an expanded bicycle and pedestrian network and traffic calming measures, and urban design recommendations, this plan supports economic diversity and creates a place in Woodstock's Town Center where individuals can live, work, and socialize. Chapter 5: Concept Plan consists of redevelopment guides for each redevelopment area and specific recommended projects and policies.

IMPLEMENTATION

In order to support implementation of the plan, Chapter VI: Implementation includes a list of potential funding sources and discusses how the Woodstock Town Center plan meets the goals of the ARC's Livable Centers Initiative and Lifelong Communities Program.

A list of action items defines a time frame, responsible party, and, in some cases, cost, for all recommendations.

The report appendix includes the full parking study and market analysis, community survey results, and the handout used at the Open House on November 1, 2012.

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INTRODUCTION

PURPOSE OF THE PLAN

In 2012, the City of Woodstock was awarded a grant from the Atlanta Regional Commission (ARC) to update its 2002 Livable Centers Initiative (LCI) plan. The purpose of updating the plan is to maintain its relevance and to ensure that the plan continues with implementation. The update takes a renewed look at goals and a vision for the town center, assesses how prior action items have been accomplished, and proposes a new five-year action plan.

The 2012 Woodstock Town Center Plan provides land use, transportation, economic development, and urban design recommendations and strategies for the study area. The overall goal of the study is to ensure that the Woodstock Town Center retains its desirability for residents and visitors of all ages. Building from the successful foundation of the 2002 study, the update presents an economically realistic plan with an emphasis on providing a variety of housing options, improving connectivity for all types of transportation, strengthening economic viability, and outlining a blueprint for coordination among key partners. The plan, funded jointly by the ARC and the City, also includes a market analysis and a specific retail assessment to ensure the City is best positioned to take advantage of market and demographic trends.

The ARC's LCI program "encourages local jurisdictions to plan and implement strategies that link transportation improvements with land use development strategies to create sustainable, livable communities consistent

with regional development policies." As it evolves with the ARC's PLAN 2040 initiative, the LCI program will continue to support regional planning efforts by implementing them at the local level.

In order to qualify as an LCI study, the following ten components must be met. Chapter 6: Implementation of this document summarizes how the Woodstock Town Center Plan addresses each of the study requirements.

1. Encourage a diversity of medium- to high-density, mixed income neighborhoods, employment, shopping and recreation choices at the transit station, corridor, activity and town center level.
2. Provide access to a range of travel modes including transit, roadways, walking and biking to enable access to all uses within the study area.
3. Encourage integration of uses and land use policy/regulation with transportation investments to maximize the use of alternate modes.
4. Through transportation investments increase the desirability for redevelopment of land served by existing infrastructure at transit stations, corridors, activity and town centers.
5. Preserve the historical characteristics of transit stations, corridors, activity and town centers, and create a community identity.
6. Develop a community-based transportation investment program at the transit station, corridor, activity and town center level that will identify capital projects, which can be funded in the annual TIP.

-
7. Provide transportation infrastructure incentives for jurisdictions to take local actions to implement the resulting transit station, corridor, activity or town center study goals.
 8. Provide for the implementation of PLAN 2040 objectives, quality growth initiatives and Best Development Practices in the study area and at the regional level.
 9. Develop a local planning outreach process that promotes the involvement of all stakeholders, particularly low income, minority and traditionally underserved populations.
 10. Provide planning funds for development of transit station, corridor, activity and town centers that showcase the integration of land use policies/ regulations and transportation investments with urban design tools.

REGIONAL CONTEXT AND STUDY AREA BOUNDARY

Woodstock, Georgia is a city in Cherokee County located 30 miles north of Atlanta. With a population of near 24,000, the City is a suburb of the sprawling metro Atlanta region but retains some of the elements of a small town near the North Georgia mountains. The LCI study area encompasses the central core of Woodstock's town center, a typical Georgia main street, and the development that has spread out around it.

STUDY AREA & LCI BOUNDARY

The Woodstock Town Center study area comprises 1,121 acres around Downtown Woodstock. The southern boundary is Highway 92, and the northern boundary is Haney Road and Woodstock Elementary School. The eastern edge of the study area roughly follows Rubes Creek and the utility corridor, and the western edge follows I-575 (excluding several undevelopable parcels in the floodplain). The study area was modified slightly from the original 2002 boundary to include Woodstock Elementary School and exclude a residential area that is far from Downtown Woodstock and unlikely to experience redevelopment within the next ten years. Figure 1 illustrates the new and old study area boundaries.

Figure 1. Comparison of Original and New LCI Areas

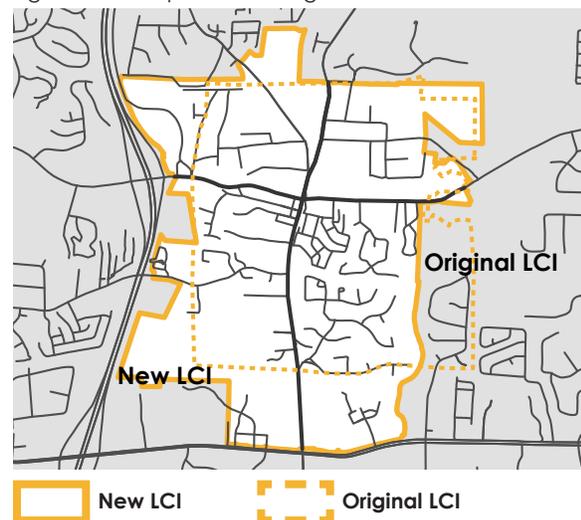
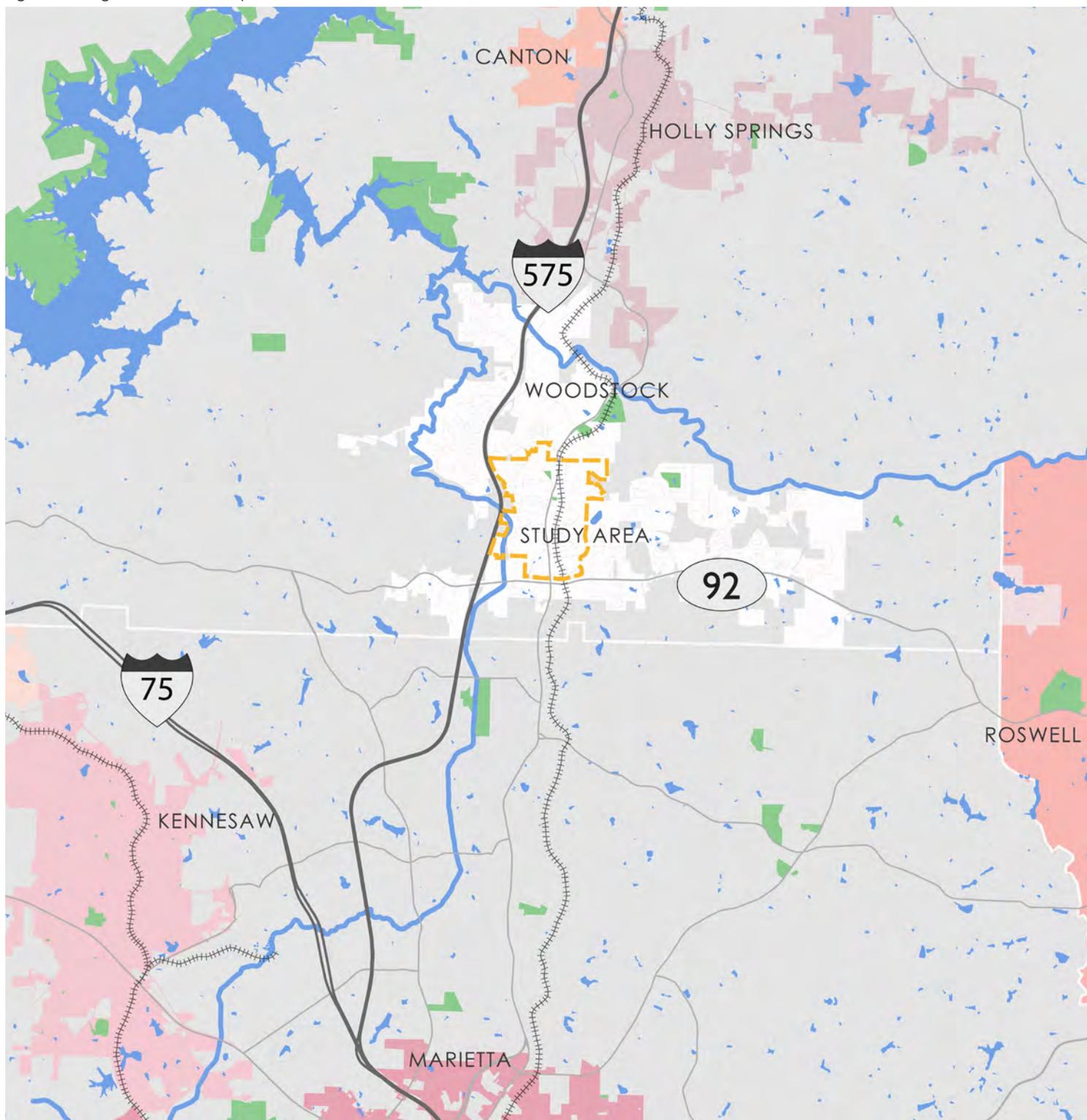


Figure 2. Regional Context Map



CONTEXT/SITE CONDITIONS

The Woodstock Town Center study area, located in Cherokee County and in the northwest region of metro Atlanta, encompasses a 1,121-acre section (approximately 15%, in land area) of the City of Woodstock. The Georgia Northeastern Railroad rail line runs parallel to Main Street, through the length of the study area.

Encompassing the historic downtown area, surrounding neighborhoods, and commercial areas on Highway 92 and Arnold Mill Road, the study area includes a variety of development patterns. In the center of the study area is downtown Woodstock, which includes a number of local businesses and restaurants, new attached and detached residential development, and City Park. Future plans include more civic space and high-quality apartments. Woodstock's strong sense of identity is derived from this district, with vibrant storefronts and an active pedestrian realm. However, redevelopment has not expanded to the west side of Main Street, and pedestrian connectivity from east to west remains a concern. Parking, especially for special events and busy weekends, presents another connectivity challenge. The opportunity for an expanded retail presence, improved vehicular and pedestrian access, and more housing options exists downtown.

Much of the LCI study area consists of residential neighborhoods, ranging from established mid-century subdivisions to modern suburban development to newer small-lot homes. There are many historic

homes located on Main Street, some of which are occupied by commercial uses, representing a unique cultural asset to the City. Southeast of downtown Woodstock is the Serenade neighborhood, a suburban-style residential development, with curvilinear streets, cul-de-sacs, and large lots. To the north and west are older neighborhoods, with many ranch-style houses and streets on a traditional orthogonal layout. Throughout the study area are pockets of multifamily development, including Woodstock Station east of downtown. There are also some areas of newer homes, condominiums, and townhouses, including the Woodstock Downtown development; this development is highly regarded as a very desirable place to live. Finally, there are some areas that are under construction (Woodstock West and Garden Street) or have been planned for future residential development but remain in early design phases, such as the Southgate development and a planned multifamily development off of Highway 92.

There are several other areas of commercial development outside of downtown Woodstock. The large shopping center at the northwest corner of Main Street and Highway 92 follows typical commercial strip shopping center development patterns on auto-oriented lots, with a high degree of parking and little pedestrian connectivity. This area has significant redevelopment potential. On Arnold Mill Road at the eastern edge of the study area, there are some newer commercial and institutional uses, including the Woodstock Fire Department. These structures are newer and unlikely to redevelop in the next five to ten years.



WOODSTOCK
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EXISTING CONDITIONS

HISTORY

Woodstock was settled in the 1830s, on land that had been part of the Cherokee nation. People came to farm the land, and creeks near town allowed for industries such as yarn spinning and wood carving. Cotton was the town's most important commodity, but grain and minerals—particularly gold—were also significant. In 1879, the railroad and train depot were built, and the town developed around them. Lots were oriented towards the train.

The city was incorporated in 1897, with a population of 300. Its boundaries were established half a mile east and west of the tracks, and three quarters of a mile north and south from the train depot. Early in the 20th century, downtown Woodstock grew as a commercial center. With the arrival of automobiles in the 1920s, Main Street was paved and street lights installed, but the layout of the historic part of Woodstock has changed little.

Eventually, as cars grew more prevalent, Woodstock developed in typical post-war fashion. Woodstock's first subdivision, south of Highway 92, was built. Highway 92 became a major thoroughfare, and eventually I-575 opened, connecting Atlanta to Woodstock. Woodstock's population has exploded from 870 in 1970 to its current population of 23,896 (source: U.S. Census Bureau, 2010).

DEVELOPMENT PATTERNS

The center of downtown Woodstock is at the crossroads of Main Street and Arnold Mill Road / Towne Lake Parkway. Around these corridors there is the beginning of a network of small blocks. As one moves out of the core of Woodstock's downtown, the historic street grid makes way for housing subdivisions and strip malls development. Much of the study area consists of cul-de-sacs and large residential developments. The southern part of the study area is subdivided into large parcels, including a defunct Walmart and several undeveloped sites.

The entire study area could benefit from increased connectivity, even between the pockets of small blocks in the downtown core. The City promotes development of grid street network to be implemented with redevelopment, which will improve connectivity and relieve congestion throughout the study area. As sites are developed, these new streets should be constructed and connected to existing streets. Woodstock West, a development west of the downtown core, was the first to implement this grid system.



PREVIOUS STUDIES

LCI STUDY (2002)

The City of Woodstock was awarded one of 12 Livable Cities Initiative (LCI) grants in 2002 by the Atlanta Regional Commission (ARC) in order to promote innovative planning and development within “Olde Towne” Woodstock. The LCI intended to identify projects, policies, and programs that promote quality pedestrian-oriented development; identify economic opportunities; and improve multi-modal accessibility within and between the town center and surrounding community, including the Towne Lake area. The goals of the 2002 LCI were:

- Increase transportation accessibility and mobility options and improve traffic flow in and around the downtown area.
- Expand and strengthen the downtown by building on its current successes and small-town atmosphere.
- Increase the viability of live, work, and entertainment choices within the downtown area.

A critical element of the LCI program was the implementation of projects that promote the livability of a community. Using a consensus approach, the Woodstock community compiled a list of transportation projects that they believed would help their city achieve this goal. Specific bicycle and pedestrian transportation projects include improving pedestrian crossings at all railroad intersections, improving the existing sidewalk system, and constructing bicycle routes and

a multi-use trail system to connect an on-road and off-road bicycle network. Other transportation projects include installing gateways, constructing structured parking, and improving directional signage. Long-range projects included supporting the development of a commuter rail station in downtown and providing pedestrian-friendly environment necessary to support all forms of transit within Woodstock.

In 2011, the LCI project received a Golden Shoe award from PEDS, an Atlanta-based pedestrian advocacy group, for “Best Suburban Retrofit” for redesigning public streets as public places where people enjoy walking.

This project is an update of the 2002 LCI study. The study area boundary was updated to include Woodstock Elementary School and to exclude the neighborhood off of Springfield Drive, which is not directly connected to the study area and is unlikely to change in the future.



DOWNTOWN WOODSTOCK TAX ALLOCATION DISTRICT (2006)

The creation of a Tax Allocation District (TAD) was recommended as part of the 2002 LCI. TADs use increased property taxes generated by new development in a designated redevelopment area to finance costs related to the development, such as public infrastructure, land acquisition, relocation, demolition, utilities, debt service, and planning costs. While other areas in Woodstock had experienced exponential growth, a significant area within the downtown Woodstock area had not benefited from private redevelopment and therefore neither increased in value nor generated the anticipated increase in tax revenue. The Downtown Woodstock TAD, implemented by Hedgewood Properties, includes a mix of residential and commercial uses designed to make Woodstock a vibrant place to live, work, shop and play.

ARC COMMUNITY CHOICES STUDY (2007)

The City of Woodstock was awarded a Community Choices implementation grant to assist with a comprehensive review of its four overlay districts. These overlay districts include the Parkway, Gateway, Indian Valley, and Office-Technology Park overlay districts. (Indian Valley Overlay was since repealed from City's Land Development Ordinance.) The purpose of the comprehensive review was to ensure:

- That the language used in each overlay works to achieve its stated goals;

- That the goals of each overlay coordinate with and complement the adopted master plan; and
- That there is consistency in application of similar elements in each plan (i.e., signage).

The process reviewed and assessed the City's Land Development Ordinance, the overlay districts, and the Downtown Master Plan. The final outcome of the review process was a set of recommendations that will help the City amend the overlay districts so that the goals of each are achieved. ARC recommendations included creating a uniform process for all overlays that addresses project filing, review, and approval; providing additional design standards detail within each overlay; and adopting a uniform structure for all overlays that incorporates quality growth.

None of the overlays are in the study area.

COMPREHENSIVE PLAN (2008)

A Comprehensive Plan is a three-part plan that creates a “road map” for the City’s future development. This road map is developed through a public process involving community leaders, major stakeholders, the general public and elected officials, all of whom make key decisions about the future of the community. The overall goal of the Plan is to accommodate growth in a timely, orderly and efficient arrangement of land uses, public facilities, infrastructure and services that meet the needs of the present and future residents and businesses of the City. The Community Assessment is the data-heavy portion of the Plan that details the existing conditions of the place. The Community Participation Plan details the outreach conducted to prepare the public’s vision for future policy and land use. The third part of the Plan is the Community Agenda, the heart of the plan that details the tasks the City plans to accomplish in both the short- and long-term.

In 2007-2008, Cherokee County and the Cities of Ball Ground and Waleska conducted an update of their Joint Comprehensive Plan. The City of Woodstock was initially a participating jurisdiction of the effort through preparation of the joint Community Participation Plan and the Community Assessment, which was reviewed by the ARC and DCA in 2007. The City of Woodstock subsequently decided to conduct an independent evaluation and preparation of a stand-alone Community Agenda to address the unique growth issues facing the City. The City’s Community Agenda was adopted in April 2008.

As part of the Comprehensive Plan process and through the input of the community, a Future Development Map was created, categorizing the City into smaller character areas. These character areas create geographically-based policy for creating and maintaining a “sense of place.” The text of the Plan expands upon these character areas by describing what makes them unique, what elements need to be preserved, and suggests policies to encourage appropriate changes over the next 20 years. The plan states that future development should include land uses that promote city-wide connectivity, encourage a range of housing opportunities and choices, foster historic preservation, and expand and diversify the City’s economic base.

The Plan’s Community Agenda component establishes implementation measures such as policies and the Short-Term Work Program (STWP). The STWP outlines what sorts of actions the City will undertake over the next five years to see that the vision of the Plan can come to life. The STWP includes economic development, land use, cultural resources, public infrastructure, finance, and public safety, and provides the year in which each task should be accomplished.

GREENPRINTS PROJECT (2008)

The Greenprints Project is a comprehensive park, trail and open space initiative that establishes a foundation and framework for the creation of a citywide green infrastructure system. The project unites land use planning with land conservation practices to outline necessary strategies for ensuring the preservation, improvement, implementation and maintenance of Woodstock's unique natural and recreational resources in the future.

The City of Woodstock Greenprints Project identifies a green infrastructure network that will link community assets, expand open space and recreational opportunities while conserving sensitive landscapes. Through extensive analysis that was both community and resource based, the planners and stakeholders were able to identify key parcels that were critical for achieving the City's goals. The master plan includes recommendations for model design standards for trail construction and physical improvements to a variety of greenspaces, outlines phased implementation strategies and identifies costs, responsible parties and funding sources to facilitate the plan's realization.

In 2011, design was finalized for three segments of multi-use trail connecting Downtown to Towne Lake and Highway 92 along the Noonday Creek corridor.

The Greenprints Project has been awarded the 2008 'Outstanding Greenspace Plan' by the Georgia Urban Forest Council and

the 2008 'Best Planning Process – Small Community' by the Georgia Planning Association.

STRATEGIC PLAN (2012-2017)

The City of Woodstock set their Vision, the Goals for the next five years, and high priorities for the year 2012. Goals for the next five years are:

- Improve mobility for residents
- Expand commerce by making Woodstock more attractive for diversified professional employment opportunities
- Maintain the City as an effective, efficient and financially responsible organization
- Maintain Downtown as the heart of our Woodstock community
- Plan for and maintain first class, sustainable neighborhoods
- Focus on the health, development and redevelopment of commercial corridors within the City.

PLAN 2040 (2010-2040)

PLAN 2040 is the Atlanta region's comprehensive plan "to sustain metro Atlanta's livability and prosperity through mid-century, as the region is expected to add some three million residents." It was created by the Atlanta Regional Commission with an overall goal of maintaining and promoting sustainability in terms of the economy, environment, and population. PLAN 2040 includes implementable action items for local governments as well as overarching regional goals. Downtown Woodstock is identified as a Town Center in the plan's Unified Growth Policy Map. Town Centers are "traditional small towns that may not have a high concentration of jobs and are not the main employment center in a county." Goals are promoting additional density and infill development at appropriate scales while maintaining compatible land uses and connecting to the regional transportation network.

EXISTING PROGRAMS

Main Street Woodstock

Main Street Woodstock was organized by the Downtown Development Authority in 2009 with a mission to "connect our community by energizing, growing and preserving local businesses, families, and individuals." It was funded from the outset with the hotel tax. In its first year, the organization and over 100 community participants created a revised vision for the City and saw that it was designated as a Main Street Community by the Georgia Department of Community

Affairs (DCA) and the National Trust for Historic Preservation. Main Street Woodstock sponsors a number of programs, including networking opportunities, social events, entrepreneur workshops, new business celebrations, and urban design improvements.

Morning Buzz

The Main Street Morning Buzz is a monthly breakfast meeting and networking session open to the community and the organization's members. A local sponsor discusses his or her own business or organization's approach, and opportunities for local businesses and community members are presented. The Morning Buzz takes place at the Chambers at City Center on the last Friday of every month at 8:00 a.m.

GROW (Green Reaps Opportunities for Woodstock)

GROW is part of the Main Street Woodstock program and works to implement the organization's urban design goals through landscaping projects. Past projects include seasonal bedding improvements, storefront planters, gardening tips, water conservation efforts, visual displays downtown, signage improvements, streetscape enhancements, and other aesthetic improvements downtown.

Small Business Academy

The Small Business Academy produces a workshop series to help entrepreneurs launch and grow successful businesses in Woodstock. Topics include Business Planning, Finance, Marketing, Public Relations, Customer Service, Visual Merchandising, Real Estate, and Networking.

Main Street Insider

The Main Street Insider is Main Street Woodstock's monthly newsletter to the community, which publicizes events, information on various programs, project updates, and relevant articles.

Biz Buzz

Biz Buzz, an evening reception and networking event for Main Street Woodstock members and potential members, was started in an effort to reach more business members who could not attend morning meetings.

Friday Nite Live

On the first Friday night of every month, Main Street Woodstock hosts an open house. There are sales and specials at local businesses, live music, contests and giveaways. The event takes place from 6 – 9 p.m. from March through December.

Farmers' Market

The Main Street Woodstock Farmers' Market is currently located in the parking lot behind the Chambers at City Center, at the intersection of Towne Lake Parkway and Main Street. It operates May through October on Saturday mornings.

Woodstock High School Business Expo

In April 2012, Main Street Woodstock hosted the Woodstock High School Business Expo to provide Woodstock High School seniors the opportunity to meet local businesses and discuss career paths and ambitions.

Hometown Connection

The Hometown Connection event takes place a few times a year. The program encourages residents, elected officials, and the media involved with Main Street Woodstock by sponsoring social events for the various groups where they can learn about community programs and activities.

BoomTown 2.0

Woodstock was selected to participate in Georgia's BoomTown 2.0 private program. The program's goal is to "fully apply the economic development toolbox currently available in a way that fuel-injects redevelopment activity and doubles the number of jobs created in downtown." Woodstock is partnering with Ellijay, Georgia in this 18-month job creation effort.

LAND USE

A land use map was created for the Woodstock study area using a combination of tax parcel data provided by Cherokee County, field visits, aerial imagery, and local knowledge. Table 1 shows the different types of land uses that were identified within the study area and the percentage within the study boundaries that each occupies.

Table 1. Existing Land Use Percentages

	Acres	%
Single Family Residential	397.2	39%
Attached Residential	55.5	5%
Mixed Use	1.6	0%
Commercial	190.5	19%
Institutional	72.4	7%
Parks / Greenspace	24.8	2%
Vacant	275.5	27%

While over a quarter of the land in the study area is currently vacant, there is construction underway on some of it and site plans in other areas (discussed in more detail in the following “Vacant” sub-section). The remaining vacant land presents significant opportunities, both for development and for environmental preservation. Commercial and institutional uses are primarily clustered around Main Street, Arnold Mill Road, or Towne Lake Road, with the rest of the land occupied by residential uses.

SINGLE FAMILY DETACHED RESIDENTIAL

The largest amount of land in the study area is occupied by single family residential uses, which cover almost 400 acres. There are a variety of residential types represented. The Serenade neighborhood, in the southeast quadrant, is a typical 1990s suburban-style development, with large lots, curvilinear streets, and cul-de-sacs. There is limited external connectivity to and from this development. In other portions of the study area, there are traditional mid-century residential developments, with ranch-style houses on rectilinear streets. These neighborhoods have somewhat better connectivity, with more street connections and fewer dead-end streets, but they still lack a well-connected grid network. These neighborhoods have an expansive existing tree canopy, but none of these areas have sidewalks, and some are in need of investment.



Example of suburban single family residential housing in the Serenade neighborhood

ATTACHED RESIDENTIAL

Attached residential land uses comprise just 5% of the study area. These include townhouses and apartment or condominium buildings in a range of styles and condition. Notably, the four-acre Walden Chase apartment complex, located west of Noonday Creek, was recently acquired by the City of Woodstock to be converted to natural area after sustaining significant damage in the 2009 flooding. There are several new multifamily housing developments in early development phases, including Woodstock West and the apartments at Main Street and Highway 92, discussed under the “Vacant” heading that follows.

MIXED USE

The mixed use parcels within the study area are small, covering just 1.6 acres, but have a large impact on the character of downtown. Areas characterized by mixed use development are represented by the Woodstock Downtown mixed use buildings, which are five stories high with retail on the ground floor and condominiums above. First floor uses include financial services, specialty food, and retail shops. Distinct architectural features and unified streetscapes create a unique identity and an engaging public realm.



Example of attached residential development in a townhouse development, found in Woodstock Downtown



Woodstock Downtown mixed use five-story buildings with ground level retail and condominiums above



New commercial retail downtown



Historic retail in what was previously a single family home



Historic downtown retail

COMMERCIAL

The commercial land within the study area (55.5 acres, or 19%) is located along the major transportation corridors: Main Street/Highway 5/Canton Highway, Towne Lake Parkway/Arnold Mill Road, and I-575. There are a variety of commercial development types and uses, from new development in Woodstock Downtown to historic commercial structures on the west side of Main Street. These retail areas are easily accessible to pedestrians and are served by relatively small parking lots and on-street parking. Outside of the core of downtown, there is some traditional commercial strip center development, including a large tract of land at Highway 92 and Main Street that was once occupied by a Walmart. This site is now largely occupied by other commercial tenants but is in need of redevelopment. These properties serve vehicle trips and are characterized by sprawled, large lots with large parking lots. The study area also includes several hotels and vehicle dealerships near I-575.

INSTITUTIONAL

Major institutional properties within the study area include Woodstock Elementary School, Chattahoochee Technical College, and the Chambers at City Center, where various community meetings and activities take place. A fire station, preschool, nursing home, recreational and aquatic center, and several churches are also located within the LCI study area. These institutional uses serve as civic centers, serving the local community and the entire City of Woodstock.

PARKS / GREENSPACE

Within the LCI study area, there are nearly 25 acres of parks and open space. These include a planned dog park near Noonday Creek, a popular community garden on Dobbs Road, City Park downtown (which hosts many festivals and civic events throughout the year), a recreational greenspace near Rubes Creek, and several smaller private plazas, recreational areas, and greenspaces.

The City has adopted a level of service standard of 8.82 acres of parks per 1,000 dwelling units (City of Woodstock, "Capital Improvements Element," 2006).



Chambers at City Center



City Park



Plaza in Woodstock Downtown

VACANT

There are numerous large vacant parcels within the study area; 275 acres, or 27% of the land in the study area, is currently vacant. Much of this land is currently in early phases of development. The existing plans for currently vacant (or under construction) parcels are discussed below.

Outlet Shoppes at Atlanta

A boutique, high-end outlet mall is currently under development at Ridgewalk Parkway in Woodstock, about two miles northwest of the study area.

Woodstock West

Currently under construction, the Woodstock West development features 308 attached residential (multifamily) units. The Woodstock West street network will follow a grid pattern that connects to existing streets, an important element of urban design for good connectivity and walkability.

Southgate Horse Farm

The former Southgate Horse Farm will become a mixed use development with single family homes and a residential component on Main Street. Its street network will connect to the downtown grid network, as well.

Garden Street

A new residential development at Rusk Street and Rope Mill Road will feature 19 single-family homes on small lots designed for active adult living.

Highway 92 Apartments

Multifamily residential is planned for a large undeveloped parcel on the northeast corner of Highway 92 and Main Street.

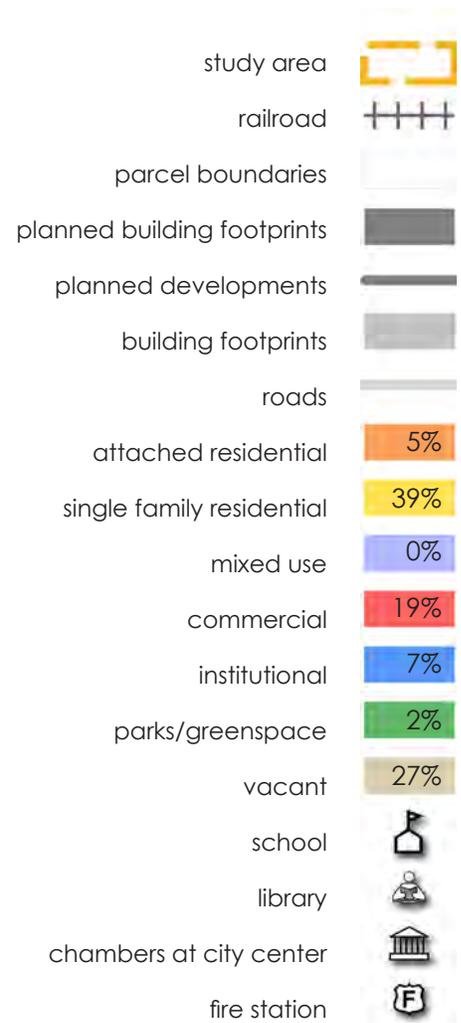
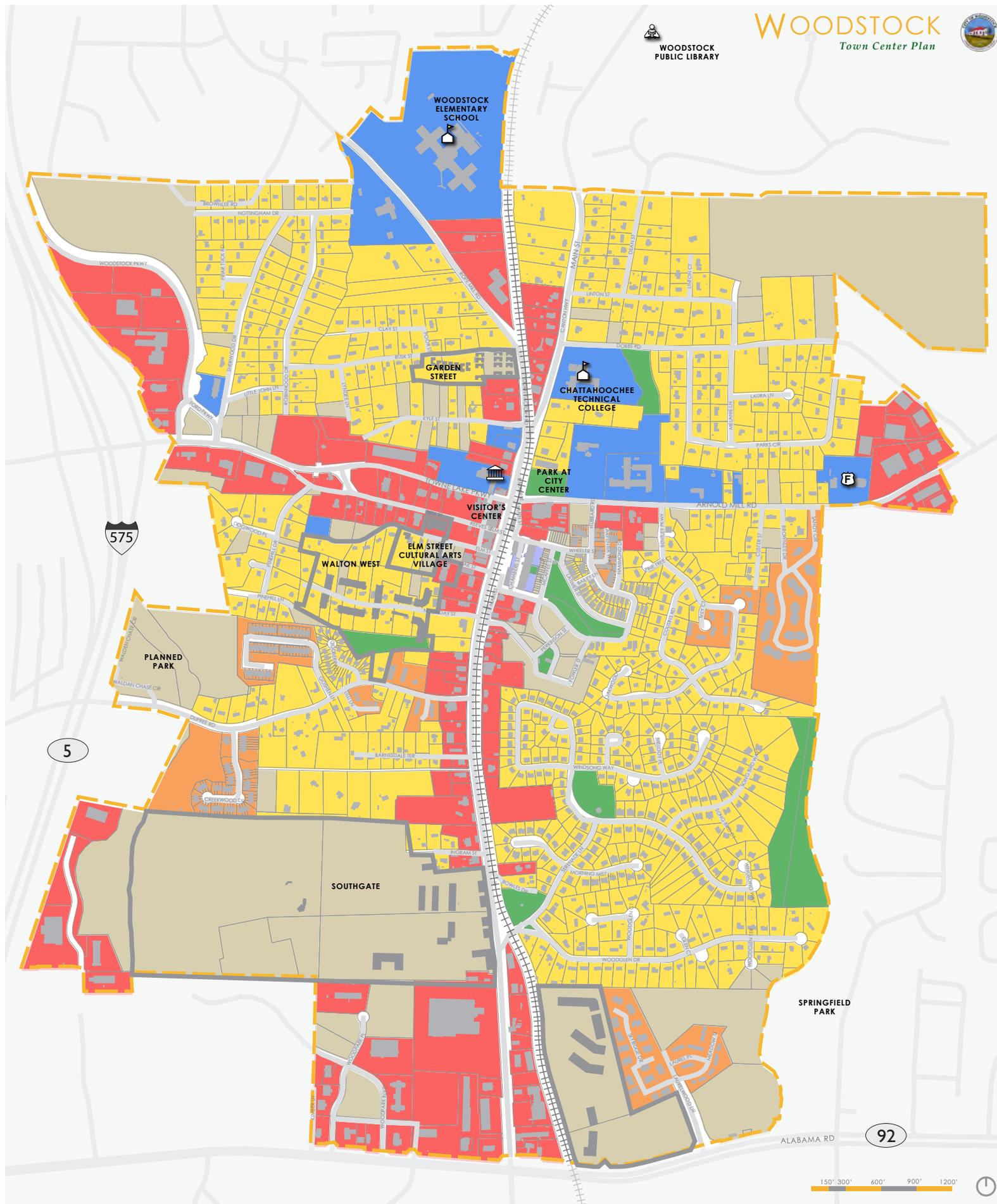


Figure 3. Existing Land Use Map



ZONING

Table 2 shows the various zoning categories within the study area and the percentage of the study area they occupy. Over half of the land in the study area is zoned residential, with various densities. Commercial uses comprise over a quarter of the land in the study area, and residential/office uses occupy 11%. These lots are primarily clustered around the Main Street corridor, as are the institutional lots in the study area. Some of these commercial and institutional lots around Main Street are in a historic overlay zone. Of the undeveloped land in study area, most is zoned commercial or residential/office, although some is zoned residential.

Table 2. Existing Zoning Percentages

DT-HO	Historic Zone	2%
DT-CBD	Commercial Business District	8%
DT-CI	Civic/Institutional	7%
DT-CMU	Commercial Mixed Use	4%
DT-GC	General Commercial	13%
DT-LR	Low Density Residential	15%
DT-MR-A	Medium Density Residential	28%
DT-OS	Open Space	2%
DT-RO	Residential/Office	11%
DT-VLR	Very Low Density Residential	9%
GC	General Commercial	1%

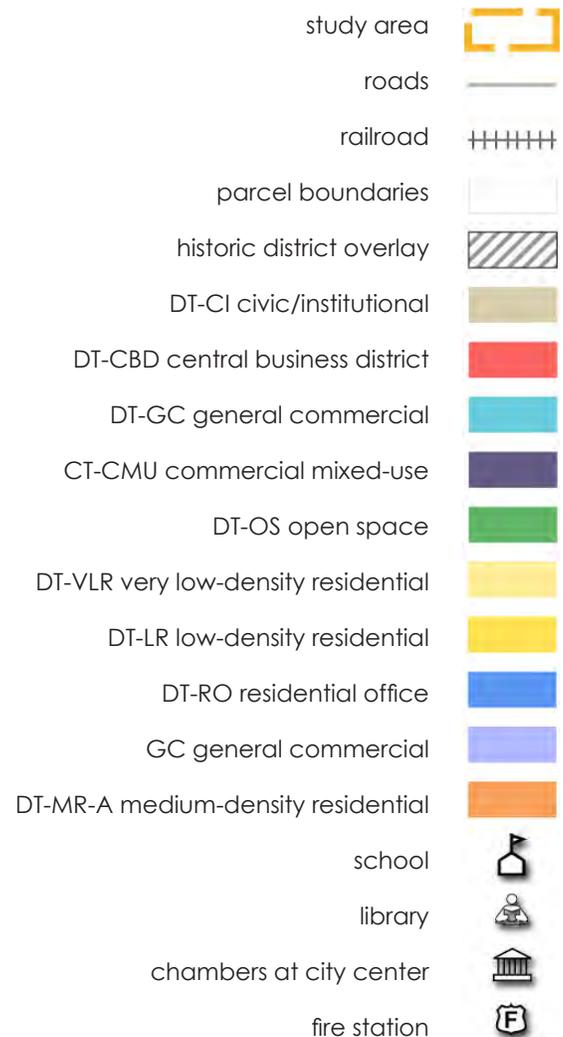
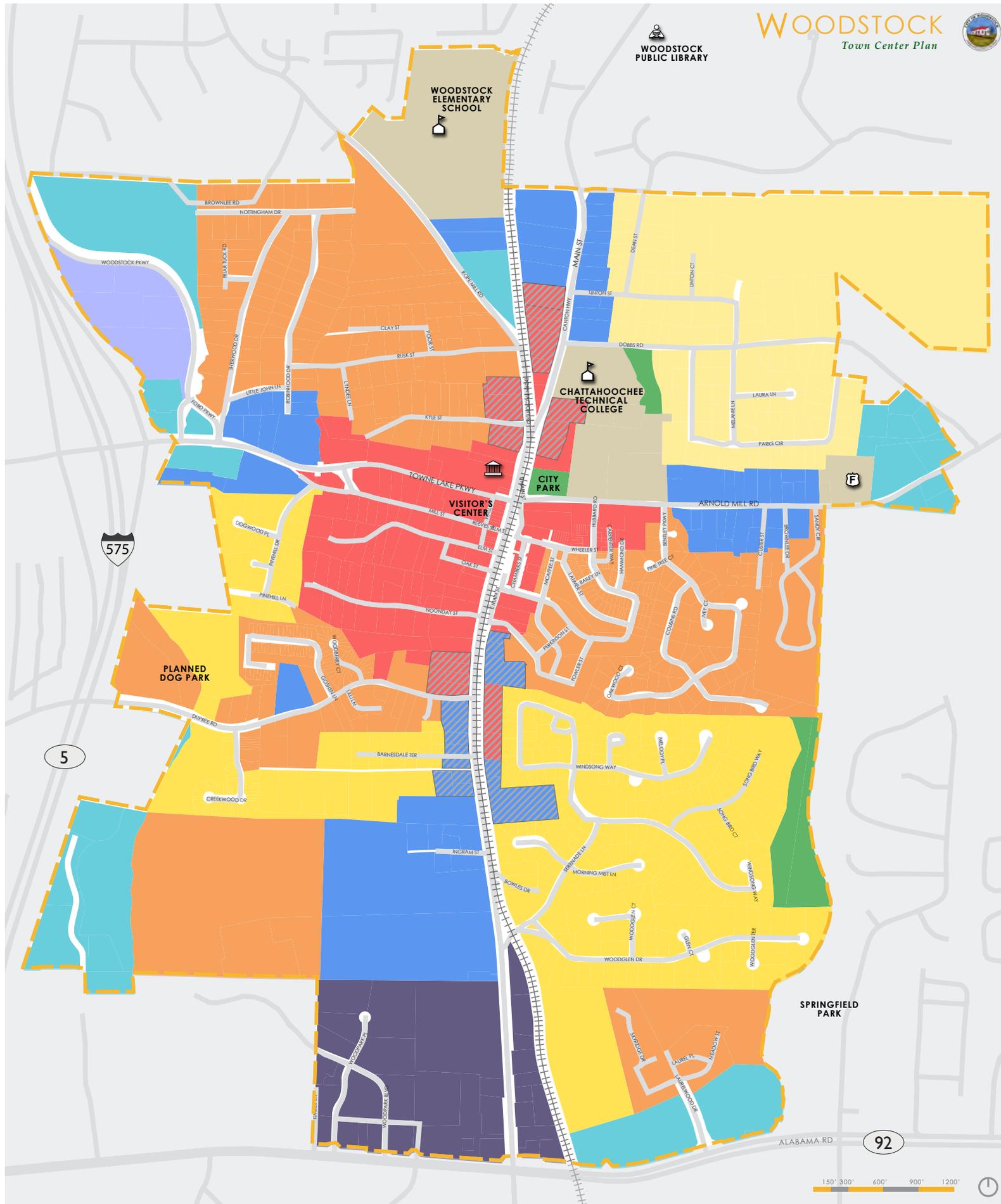


Figure 4. Existing Zoning Map



FUTURE DEVELOPMENT POLICY

The City of Woodstock's 2008 Comprehensive Plan defines character areas for the City, to guide development in individual neighborhoods based on their relationship to the community as a whole. Character area definitions address urban design, land use, scale, density, site planning, and overall character or vision for the future. The following character areas are located within the LCI study area.

WORKPLACE CENTER

A Workplace Center is a large employment center housing professional and corporate offices, research facilities, and industrial uses such as warehousing and wholesale. Some high-density residential is appropriate in order to create opportunities to live and work in a walkable environment.

URBAN CORE

The Urban Core is the downtown heart of Woodstock. It is a mixed use environment, with opportunities to live, work, and play. Densities here are highest and uses are the most varied, including civic space and offices. The overall character of this area is urban, so setbacks are extremely shallow and parking is on-street or in the rear. Emphasis is placed on creating a walkable, pedestrian-friendly environment. Civic space, unifying architectural elements, and a twenty-four hour environment create a truly unified downtown.

NEIGHBORHOOD LIVING

Uses are residential, neighborhood-scale commercial, and live/work space on smaller lots with shallow front setbacks and distinct architectural styles. A mix of housing types is appropriate, including single family, condominium, townhouse, vertical duplex, and apartment. Densities are moderate, as the goal of this character area is to provide housing for a variety of incomes, lifestyles, and stages in life.

REGIONAL ACTIVITY CENTER

A Regional Activity Center is an "open air market-like development that focuses on certain retail sectors and blends mixed use typical of an old time Main Street, such as services, restaurants, offices and residential." They are pedestrian friendly shopping villages with sidewalks and green space. Previous strip shopping centers are converted into these walkable villages with a new residential component and improved identity and aesthetics.

NATURAL PRESERVE

"Undeveloped, natural lands with significant natural features, including views, steep slopes, flood plains, wetlands, watersheds, wildlife management areas, conservation areas and other environmentally sensitive areas not suitable for development of any kind, are included in this character area. This character area also includes greenways and passive open space."

TRADITIONAL NEIGHBORHOOD DEVELOPMENT

Traditional Neighborhood Developments are typically residential neighborhoods that have small lots, houses close to the street, and a complete sidewalk network. They are very pedestrian-friendly, with an extensive sidewalk network and low vehicle speeds.

NEIGHBORHOOD VILLAGE CENTER

Neighborhood Village centers include small-scale commercial uses in a “pedestrian friendly village-like setting that might include a neighborhood park or public space and is always associated with a Neighborhood Living area.” These centers serve nearby residences, so scale and use should be appropriate to those that can serve a one-mile radius of residents in their daily needs.

URBAN VILLAGE

Urban Villages include a higher density mix of uses, providing an “intown city neighborhood” environment at a scale that is transitional between residential and urban core. Uses include residential and commercial in multi-story mixed use buildings. A pedestrian-friendly environment is important here, so on-street parking, wide sidewalks, and streetscaping are desired. Housing is generally higher density and can serve a variety of residents, from young adults to empty nesters.

TRANSIT ORIENTED DEVELOPMENT

Over time, a transportation hub will develop at Main Street and Highway 92, including a commuter rail station or high-capacity bus transfer center. Providing better transit options in Woodstock will improve mobility, reduce congestion, and protect property values. High density mixed use development is appropriate around the center.



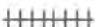
Garden Street concept



Portion of Elm Street Cultural Arts Village concept



Rendering of Woodstock West concept

- study area 
- roads 
- railroad 
- parcel boundaries 
- workplace center 
- urban core 
- community facilities 
- neighborhood living 
- regional activity center 
- natural preserve 
- traditional neighborhood development 
- neighborhood village center 
- urban village 
- transit oriented development 
- school 
- library 
- chambers at city center 
- fire station 

NATURAL FEATURES

The study area, at the foothills of the North Georgia mountains, has the rolling terrain of much of the region. The exception is the steep drop between Songbird Way, marked on the map at 992' elevation, and the power line easement to the east of the study area.

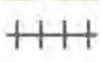
Two perennial streams—Rubes Creek and Noonday Creek—run through the study area. The zones around both of them are floodplains. The floodplain around Rubes Creek is mostly undeveloped land, but in the area around Noonday Creek there are some commercial buildings.

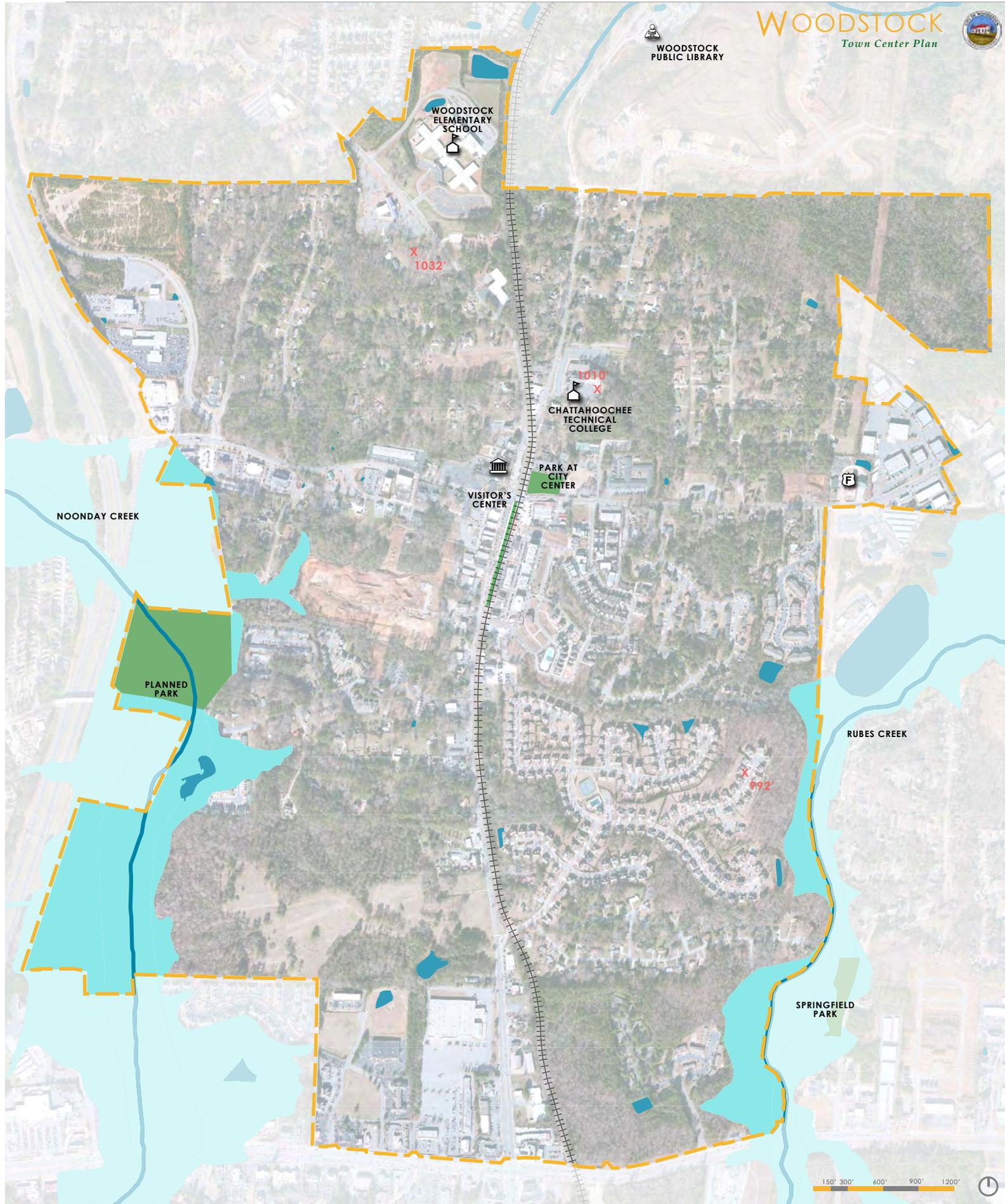
There is not a lot of public park space within the study area. The Park at City Center is an urban plaza used as event space, and the City is building an amphitheatre in the park. There is also a small, privately owned park at the railroad crossing on Main Street. There is a large park planned on Dupree Road, which will include trails and a dog park. There is a community garden on Dobbs Road and another one is planned at Elm Street.

The study area is close to Lake Allatoona, Lake Acworth, and some highly used cycling trails. Within the study area, there are proposed multi-use trail along most of Main Street, one that follows Elm Street west towards Noonday Creek, and one that follows Rubes Creek. The 2008 Greenprints plan included an expanded trail network.

The Main Street corridor through the study

area is mostly pervious, concrete and buildings, but throughout the rest of the study area there is a large amount of low-density residential development with a dense tree canopy.

study area	
railroad	
roads	
spot elevations	
trails	
rivers and streams	
parks	
lakes and ponds	
floodplain	
school	
library	
chambers at city center	
fire station	



COMMUNITY FACILITIES/ CULTURAL RESOURCES

Chattahoochee Technical College

Chattahoochee Technical College's Woodstock campus is located in the study area at 8371 Main Street. The college is a public, multi-campus, two-year college that provides technical, academic, and adult education and training to promote the economic growth and development of the region. Five hundred of the 12,000 total students at Chattahoochee Technical College (also known as Chattahoochee Tech or CTC) attend classes at the Woodstock campus. The college offers 70 certificates, diplomas, and associate degrees. The Woodstock campus offers a Criminal Justice program and courses in accounting, management, health care, and a general core curriculum; it also houses a learning support center for tutoring and a library.

The college has been allocated \$5.2 million from the Georgia state legislature for renovations to the campus, including infrastructure improvements and a new façade.

Woodstock Elementary School

Woodstock Elementary School is one of the twelve elementary schools that are part of the Cherokee County School District. Located at 230 Rope Mill Road, it is the northernmost parcel in the study area. 1,009 students in grades kindergarten through fifth attend the school. Only a few currently walk or bike to school.

Elm Street Cultural Arts Village

The Elm Street Cultural Arts Village is a significant cultural resource for the Woodstock community. It is currently located in the Chambers at City Center at 8534 Main Street. However, the Village is planning to relocate to a larger, dedicated site that will be more integrated with downtown.

The future Elm Street Cultural Arts village will be an arts and recreation donation for Cherokee County and the metro Atlanta region, providing a green and inviting space for arts events and festivals, theatrical, dance and music performances, and historical workshops and preservation efforts. The four-acre site is located adjacent to a future Greenprints trail and will include a park and gardens. Collaborations and installations with local artists and other stakeholders will engage the community at large.

Visitors Center

The Woodstock Visitors Center is located in the historic Dean's Store at the corner of Main Street and Towne Lake Parkway.

Parks

The Park at City Center, located in Downtown Woodstock, hosts many local events and festivals, including the Woodstock Summer Concert Series, Fourth of July FreedomFest, KidsFest, and the Christmas Jubilee. Amenities offered here include a gazebo, benches, a Woodstock War Memorial and a park fountain.

Dobbs Road Park is located off Main Street, just east of Chattahoochee Technical College,

and features a walking trail, benches and a popular community garden.

The study area also includes a planned dog park. Located at 150 Dupree Road, the park will open in 2013.

Festivals

The City of Woodstock hosts a number of festivals year-round, attracting visitors from all across the metro region. From free concerts in the park to an extremely popular Wings and Rock Festival, these events present a significant economic development opportunity for the City.

Social Media

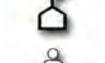
Downtown Woodstock maintains its own webpage (www.whatsupwoodstock.com), a Facebook page (<http://www.facebook.com/MainStreetWoodstock>) and a YouTube channel (<http://www.youtube.com/user/DowntownWoodstock>). The Woodstock-Towne Lake Patch (<http://woodstock.patch.com/>) provides hyper-local news and events happening in the community.

Historic Preservation

Woodstock has a number of historic resources with distinct architectural styles or cultural significance. A 1989 survey identified 36 structures as significant historic resources, most of them located along Main Street or close to the railroad. Many of the original commercial buildings dating from the 1800s have been modified or altered, and the City does not currently have any specific regulations for the preservation and restoration of historic properties beyond the design regulations in the Historic Zone requirements in Section 7.731 of the City of Woodstock zoning ordinance.





- study area 
- railroad 
- roads 
- parks 
- historic resource 
- school 
- library 
- chambers at city center 
- fire station 



TRANSPORTATION

Woodstock's location in the regional transportation system influences its transportation patterns. The Town Center is approximately thirty miles from downtown Atlanta. It is close to I-575/State Route 5, I-75, and Alabama Road/State Route 92. The study area is served by the Xpress bus system, a partnership between the Georgia Regional Transportation Authority (GRTA) and the metro area counties, with routes from Woodstock to Downtown Atlanta and Midtown Atlanta. The study area is approximately forty miles from Hartsfield-Jackson Atlanta International Airport but only nine miles from Cobb County Airport-McCollum Field and eighteen miles from Cherokee County Airport. A freight rail line operated by the Georgia Northeastern Railroad Company (GNRR) passes through the study area traveling north and south.

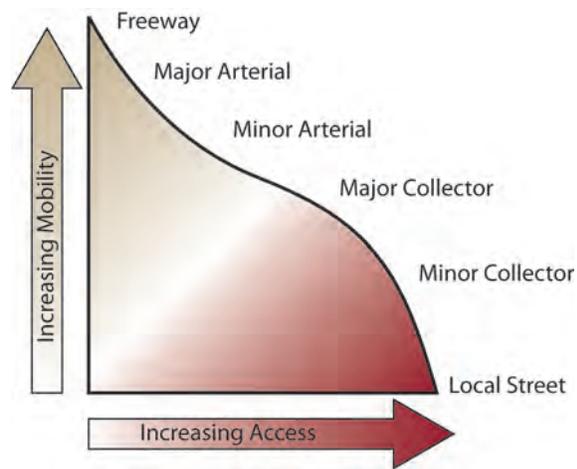
ROADS

The Georgia Department of Transportation (GDOT) assigns each road a rank in a hierarchy of functional classification based on mobility and land access. Figure 9 expresses the inverse relationship between these two qualities. Arterials are wider, faster roads that move more traffic but provide fewer connections. Local roads, on the other hand, provide a high level of access with reduced mobility.

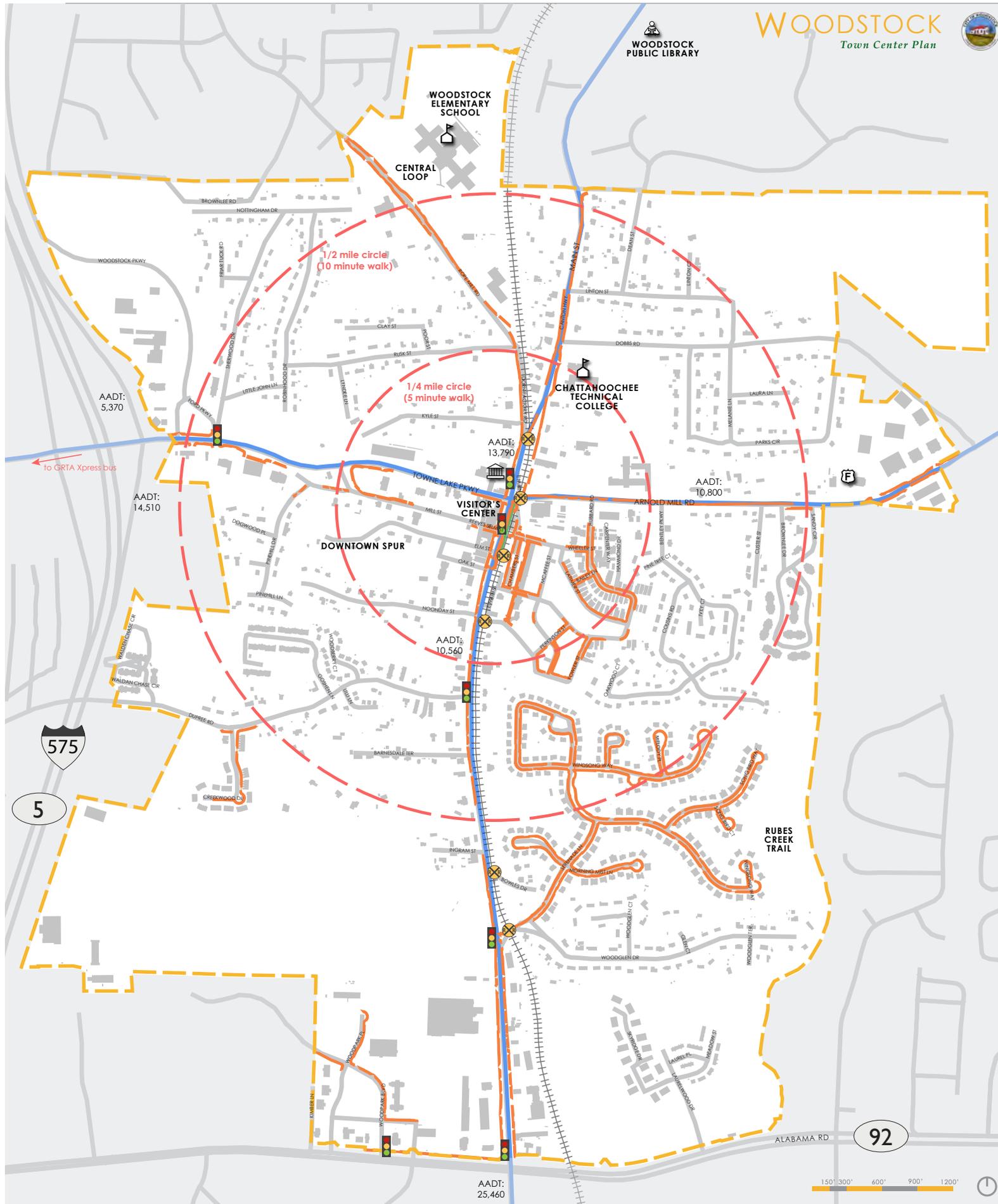
As shown in Figure 8: Transportation Existing Conditions Map, Main Street and Towne Lake Parkway/Arnold Mill Road are both urban minor arterials. They are the major connectors through the study area. Main

Street connects Marietta from the south to Canton in the north, and it connects the Town Center to a number of major east-west roads, including Alabama Road (SR 92) to the south and Towne Lake Parkway/Arnold Mill Road. Towne Lake Parkway/Arnold Mill Road connects the Town Center to I-575, which has an exit just west of the study area.

Figure 8. Roadway Classifications



- study area 
- sidewalk 
- trail 
- railroad 
- urban minor arterial 
- urban local road 
- average annual daily traffic 
- railroad crossing 
- signalized intersection 
- schools 
- library 
- chambers @ city center 
- fire station 



GDOT provides annual average daily traffic (AADT) volumes at key locations to determine roadway level-of-service. AADT is defined as “the average number of vehicles that pass by a counter during a 24-hour period in a certain year” (Source: GDOT). Based on the AADT and the road type, GDOT provides Level of Service (LOS) grading systems that describe the amount of congestion on a road.

In 2011, the GDOT Average Annual Daily Traffic (AADT) volume on Main Street was 13,790 north of Towne Lake Parkway/Arnold Mill Road and 10,560 just south. Based on this volume, Main Street's non-state status, its number of lanes (2/undivided), and its left turn bays, by GRTA guidelines it is classified as Level of Service D. Arnold Mill Road has AADT volumes of 10,800, giving it LOS D as well.

All other roads in the study area are classified as urban local roads.

BIKE/PEDESTRIAN FACILITIES

Currently, there are no dedicated bicycle facilities within the study area. The primary through roads in the study area (Main Street and Towne Lake Parkway/Arnold Mill Road) have relatively low traffic volumes, but no shoulder, making them poorly suited for shared bicycle use. There are several low volume local roads in the City that are compatible with shared bicycle-automobile use, particularly in the single-family neighborhoods. However, a well-connected bike network should include bicycle facilities in downtown Woodstock, which is a key destination.

The *Atlanta Regional Bicycle Transportation and Pedestrian Walkways Plan* (2007), indicates the need for regional bicycle facilities on Main Street, connecting Woodstock to Holly Springs and Canton, and along Alabama Road (State Route 92) providing connectivity to commercial destinations along this corridor. There are not currently planned or programmed regional projects to add these facilities. However, the 2008 Woodstock Greenprints Plan includes a plan for a multi-use trail along Main Street, which would provide connectivity for bicyclists and pedestrians.

Figure 8: Transportation Existing Conditions Map shows the location of sidewalks throughout the study area. As the figure shows, there are varying degrees of sidewalk coverage throughout the study area. There is a complete sidewalk network in the Serenade neighborhood, but some of the other single-family neighborhoods have no sidewalks. The City has recently constructed wide sidewalks on Main Street in downtown Woodstock and has more planned. Gaps also exist along Towne Lake Parkway, but the planned Towne Lake Parkway/Arnold Mill Road expansion includes sidewalks throughout the study area.

Along with gaps in sidewalks and bike lanes, lack of connectivity limits the practicality of walking and biking through the study area. As Figure 8 shows, the study area is not very large and would be easy to cover by foot, but the dendritic nature of much of the development means that the actual distance one must walk between two close points might be far enough to deter pedestrians.

TRANSIT

The only transit system that serves the study area is the GRTA Xpress bus that runs from Canton to midtown or downtown Atlanta. The stop is just across I-575 at His Hands Church, and the bus has consistent ridership. GRTA has plans to expand its service, adding a route along SR 92 from Roswell to North Springs.

RAILROAD

One railroad runs through downtown. Through most of the study area, it runs alongside Main Street, but about two blocks north of Towne Lake Parkway/Arnold Mill Road it veers northwest while Main Street curves northeast. The rail is operated by Georgia Northeastern Railroad (GNRR), which hauls freight between Marietta and Blue Ridge, GA. The train passes through Woodstock three or four times a day at speeds of only ten miles per hour (source: Commuter Rail Plan), so the railroad has not presented serious safety concerns. Only one crash has been reported within the study area, at Bell Parkway (source: Plan Cherokee, Woodstock).

Main Street crosses the rail line at one at-grade crossing just north of downtown, where Main Street meets Rope Mill Road. There is no gate, but the crossing is signalized with lights and a crossbuck sign. The rail line also crosses Arnold Mill Road just east of its intersection with Main Street at a gated crossing. Further south, the rail line crosses Fowler Street (gated crossing), Bowles Drive (crossbuck sign), and Wood Glen Drive (gated crossing). There are only sidewalks at two of these. In addition there is a pedestrian-only crossing

at Elm Street. With only three pedestrian crossings, the railroad presents a physical barrier between the east and west sides of downtown.

Currently, the railroad only carries freight, but the line is included in a commuter rail plan prepared for the Transit Planning Board, the Georgia Department of Transportation, and the Metro Atlanta Chamber of Commerce as a piece of the line between Atlanta and Canton.

PRIOR PLANS AND STUDIES

The City of Woodstock has conducted or taken part in numerous transportation plans and studies for the downtown and throughout the LCI study area. The City also continues to implement transportation recommendations from the 2002 LCI plan. Below is a description of some of the previous transportation planning efforts that have been completed.

2002 Livable Centers Initiative Plan

The City of Woodstock completed its original LCI study in 2002. The plan included a revitalized town center, historic preservation programs, and a number of transportation recommendations, such as improvements to the railroad crossings, an enhanced bicycle and pedestrian network, and parking management strategies. Many of the proposed transportation projects have been implemented, including sidewalk and streetscape enhancements along Main Street and a pedestrian railroad crossing. Further streetscape improvements to Main Street north of Towne Lake Parkway are currently in the planning phase.

ARC RTP/TIP and TIA

The Atlanta Regional Commission (ARC) is the Metropolitan Planning Organization (MPO) for Atlanta and its surrounding counties. The ARC develops a long-range, multi-modal transportation plan called the Regional Transportation Plan (RTP) in order to meet federally mandated Clean Air Act planning requirements. The current RTP, PLAN 2040, focuses on environmental, social, and economic sustainability. It corresponds to the Transportation Improvement Program (TIP), which is a short-range work plan that allocates federal funds to constructing transportation projects set forth in the RTP.

While there are no ARC RTP/TIP projects in the study area, there is a programmed managed lane project along I-75/I-575 from Akers Mill Road to Hickory Grove on I-75 and from I-75 to Sixes Road on I-575. In order to provide congestion relief and additional commuter options, the project includes adding one to two reversible lanes along the corridor. Construction is scheduled to be completed in the summer of 2014. (Source: Georgia Department of Transportation)

Concept 3

The Transit Planning Board (TPB) was a collaborative effort between MARTA, the ARC, and the Georgia Regional Transportation Authority (GRTA) focused on creating a regional transit plan and identifying new regional sources of funds for the system's implementation and operation. In August 2008, the TPB adopted Concept 3 as their long-range vision for regional transit

in the metropolitan Atlanta area. The plan has been approved by MARTA, ARC, and GRTA. In 2010, the ARC established the Regional Transit Committee (RTA) as a policy committee that focuses on regional transit planning, funding, and governance.

SUMMARY OF FINDINGS

The assessment of the existing and planned transportation features in the study area indicates that downtown Woodstock has an excellent existing transportation network. However, there are several enhancements that could be made to improve connectivity and walkability throughout the study area. The following observations express the existing assets of the transportation system and the areas that could be improved:

Current Transportation Features Supportive of a Livable Community:

- The existing street network provides good overall connectivity for vehicular travel.
- There are sidewalks in and around the downtown.
- Main Street has an attractive streetscape and is expanding it further north.
- The planned trail network will greatly enhance pedestrian and bike mobility.

Transportation Features in Need of Improvement:

- There are no dedicated bicycle facilities in the study area.
- Several neighborhoods are not served by sidewalks.
- Parking management is a significant issue in downtown Woodstock.

- There is a difficult and unsafe turning motion downtown, from Elm Street onto Main Street.
- Bicycle and pedestrian connectivity between residential areas parks, Woodstock Elementary School, and downtown Woodstock is needed.
- Some roadways in the study area currently have excess road capacity for the existing traffic.

PARKING

Note: This section contains a summary of the supplemental parking study. Please see [Appendix C](#) for the complete report.

The parking occupancy and circulation study examined conditions in downtown Woodstock during periods of high activity for retail shopping and restaurant use. Traffic observations and parking occupancy counts were conducted during the following four time periods:

- Typical weekday
- Typical Friday
- Special event Friday evening
- Special event Saturday evening

This data was used to determine the parking occupancy by parking lot, subarea, and downtown as a whole. The results of the parking occupancy review provide a picture of parking use today. Additional development that is underway and programmed in the study area was also considered, as was potential new development identified in the current 2002 LCI Plan.

EXISTING PARKING SUPPLY

The study examined a total of 1,968 spaces. In addition to these 1,968 spaces, the City is adding on-street parking spaces along Towne Lake Parkway/Arnold Mill Road, and along roads being newly constructed as part of the Woodstock West development in the southwest quadrant of downtown. Woodstock has parking in several forms: Within the parking study area there are 672 parking spaces in public, city-owned lots, 352 spaces on public streets, 254 spaces in lots the city leases from private owners, and 690 spaces in private lots.

Access to parking is limited by Main Street (and the parallel railroad tracks) and Towne Lake Parkway/Arnold Mill Road. These major roads and the railroad are barriers to pedestrian and vehicular crossing, so they delineate four quadrants - northeast, northwest, southwest, and southeast. People prefer to park in the same quadrant as the property they are planning to visit. Figure 10 shows the parking supply by quadrant. The southeast quadrant has the most parking

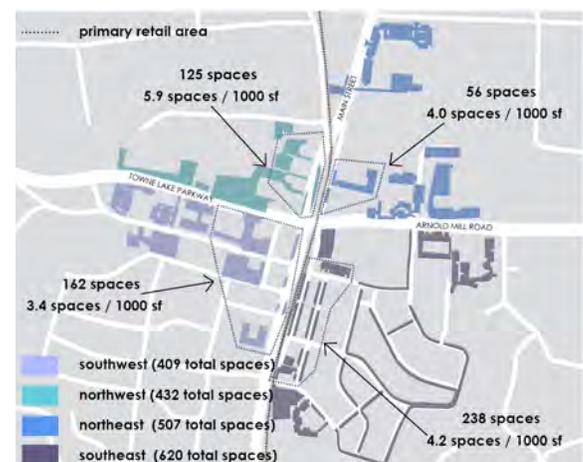


Figure 10. Parking Spaces by Quadrant and Primary Retail Areas

supply, with 620 spaces, followed by the northeast quadrant with 507 spaces, the northwest quadrant with 432 spaces and the southwest quadrant with 409 spaces.

In addition, this figure shows the parking lots directly serving the primary retail/restaurant areas in each quadrant (in the outlined regions) and the number of existing spaces per 1000 square feet in these lots. As this figure shows, the northeast and southwest quadrants have the fewest spaces per 1000 square feet of use.

However, the heavy restaurant use in the southeast quadrant results in undersupply of parking during the midday and evening. The ratio of 4.2 spaces per 1000 square feet is adequate for the retail uses, but is less than the 8 spaces per 1000 sf that would be effective for the high proportion of restaurant use. **Meeting this demand fully would require 220 additional spaces.** This level of demand is realized on weekend nights, when parking often utilizes many of the 140 spaces south of Fowler Street, as well as parking along surface

streets east of the retail/restaurant area. Figure 11 provides a summary of parking utilization. It indicates parking areas that are over-utilized and underutilized during typical weekdays, as well as those few lots that are underutilized during special events.

CIRCULATION

Figure 12 illustrates parking circulation patterns in downtown Woodstock for a typical weekday. Many of the vehicles entering downtown are circulating through the area in search of parking. The typical pattern has drivers entering East Main Street from Arnold Mill Road, traveling south to Fowler Street then north on Chambers Street. Drivers that reach this point without finding parking are likely to turn east on Wheeler Street and park in the residential areas or travel back to Arnold Mill Road. Egress from the southeast quadrant is difficult during many times of day, as the intersections are not signalized. This results in backups and delay for traffic exiting the quadrant from Fowler Street onto Main Street and from Hubbard Road onto Arnold Mill Road. Access to parking in the southwest quadrant by drivers approaching from the north and east is difficult due to a restricted left turn from Towne Lake Parkway southbound onto Wall Street, as this is the only connection to the south that is close to Main Street. A lack of sufficient signage to designate parking areas and provide pedestrian and vehicular wayfinding contributes to difficulties in locating convenient parking.



Figure 11. Parking Utilization

CONCLUSIONS

The parking observations and occupancy review indicate that there is adequate supply of parking overall in the downtown area. However, there are areas which experience high parking occupancy, resulting in increased traffic circulation while users locate a parking space. This circulation results in additional stress on key intersections, more vehicle-pedestrian conflicts, and delay to people using downtown businesses.

The primary areas of high parking occupancy during a typical weekday/weekend include:

- The southeast quadrant adjacent to the retail/restaurant along East Main Street and Chambers Street
- The southwest quadrant along Wall Street just south of Towne Lake Parkway
- The northeast quadrant adjacent to the retail/restaurant area along East Main Street north of Arnold Mill Road

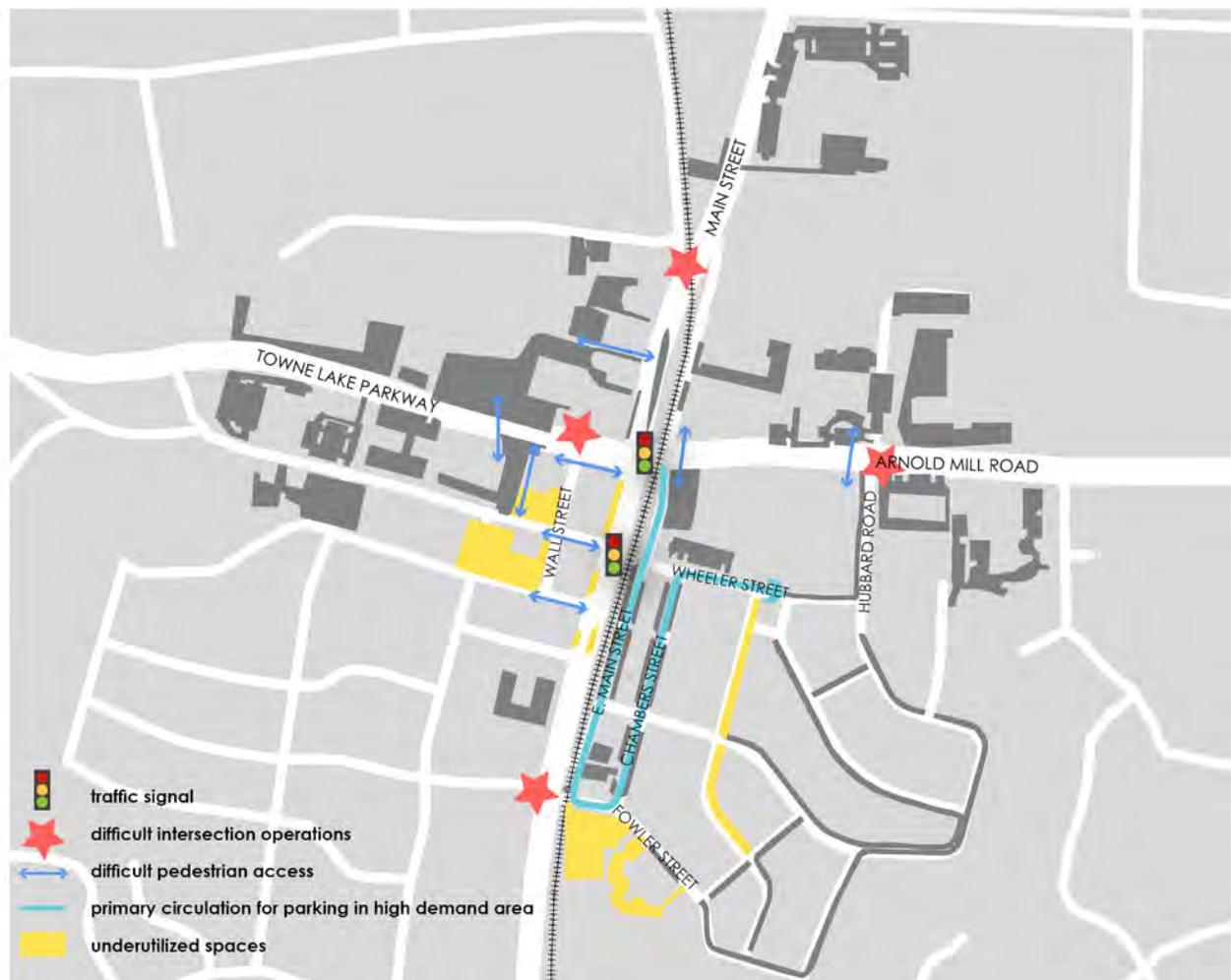


Figure 12. Study Area Circulation





METHODOLOGY



SUMMARY OF PROCESS

The Woodstock Town Center Plan process was informed by a variety of sources, including an extensive public participation process and a placemaking-based approach.

PUBLIC PARTICIPATION PROCESS

The Woodstock Town Center Plan public participation process relied on a variety of techniques and levels of involvement in order to gain a complete understanding of existing conditions, community goals and values, issues and opportunities, and desires for the future. These included frequent project management and core team meetings, three community meetings, a business owner roundtable, a design charrette, a survey, and numerous social media outreach platforms. Figure 13 outlines the public participation process and how it informs the study at different stages.

PROJECT MANAGEMENT TEAM

The Project Management Team includes representatives from the City of Woodstock Community Development department, the ARC, and the consultant team. This team met almost monthly to discuss the study progress. The Project Management Team met according to the following schedule:

Kick-Off Meeting	June 5, 2012
Meeting #2	July 19, 2012
Meeting #3	September 11, 2012
Meeting #4	October 9, 2012

CORE TEAM

The Core Team includes the Project Management Team members, Woodstock business owners, real estate developers, residents and members of homeowners' associations, and representatives from Woodstock Elementary School, Chattahoochee Technical College, the Greenprints Alliance, the Planning Commission, and the Woodstock City Council. This team met prior to community meetings to review and comment on materials to be presented at those meetings, obtain preliminary feedback and review results, communicate announcements, and distribute information to the community. They also attended community meetings. The Core Team met on the following dates:

- Initiation Meeting July 19, 2012
- Meeting #2 October 9, 2012

Figure 13. Process Summary Graphic





COMMUNITY MEETINGS

Community meetings were held throughout the six-month planning process at each key stage to gain feedback from all stakeholders in and around the study area. Meeting notices were distributed throughout the study area, emailed to stakeholder groups, and communicated through social media prior to each community meeting. Meetings took place at the Chambers @ City Center (8734 Main Street) and Acru Money + Life (400 Chambers Street).

The four community meetings included the Project Kick-Off, Design Workshop, Presentation of Alternative Concepts, Presentation of Draft Plans, and the Open House. A brief summary of each community meeting follows.

Community Meeting 1: Project Kick-Off | August 20, 2012

On Monday August 20th, around 25 citizens gathered at the kick-off meeting for the Downtown Woodstock Master Plan update. The meeting began with several interactive exercises, with constituents identifying places that are important to them in Woodstock and providing their vision for the study area's future.

The team then discussed the importance of completing this LCI update to identify additional projects potentially eligible for further funding by ARC; they also presented results of the parking assessment study.





Community Meeting 2: Design Workshop | August 21-22, 2012

The design charrette took place over two days. The first segment occurred on Tuesday August 21st from 5:30 to 9:30 pm at Acru Money + Life/The Copper Coin Coffeehouse. The second segment took place on Wednesday, August 22nd from 9:00 am to 12:00 pm at the Chambers @ City Center. In total, 12 community members attended the meetings. The Tuesday night meeting began with a summary of the LCI process and a review of placemaking strategies. Preliminary survey results were also presented, as well as a market assessment and parking assessment. Following the presentation, the group divided into two teams and spent the remainder of the meeting designing two alternative scenarios for the town center. The groups evaluated the entire study area, and each focused in depth on a specific key redevelopment site.

Community Meeting 3: Review Alternative Concepts | August 23, 2012

The third community meeting for the Woodstock LCI update was held on Thursday, August 23rd, at 7:00 p.m. at the Chambers @ City Center. At this meeting, the consultant team presented the ideas from the design charrette. A transportation and land use plan was presented, as well as the four key redevelopment sites. The community gave feedback on each of the plans.





Community Meeting 4: Review Draft Plan | October 18, 2012

The fourth community meeting for the Woodstock LCI update was held on Thursday, October 18th, at 7:00 p.m. at the Chambers @ City Center. After combining the ideas from the design charrette and other input received into one concept, the consultant team presented the consolidated draft land use, transportation, and illustrative plan. Joel Reed summarized the plan, and Bob Gibbs summarized the results of the market study, explaining the maximum amounts of various program types—specifically retail types—that the market in Woodstock can bear (see Appendix A for these results). Finally, meeting attendees met in small groups with the consultant team to discuss the plan and provide their input.



Community Meeting 5: Open House | August 23, 2012

The fifth and final community meeting for the Woodstock LCI update took place at the Chambers @ City Center on Thursday, November 7th, at 6:00 p.m. The meeting was an open house format where over 40 community members walked through stations showing them the existing conditions, plan process and final draft plan. The consultant team asked attendees to prioritize the proposed projects by “voting” on their four preferred transportation and land use projects.

Home Who's Involved Events Meeting Materials Resources Contact Us

WOODSTOCK
Town Center Plan

Community Meeting 3: Review Draft Concepts Recap

Posted: August 20, 2012 | Author: albi | Filed under: Uncategorized | Leave a comment »

The third community meeting for the Woodstock LCI update was held on Thursday, August 23rd, at 7:00 p.m. at the Chambers @ City Center. Approximately ten citizens attended the meeting. Joel Reed introduced the team, presented a summary of the LCI process and approach, walked through the project schedule, and briefed the group on the draft concepts that were created.

Proposed Meeting Schedule

AUGUST 2012

- AUGUST 21-22: COMMUNITY MEETING #2
- AUGUST 23: COMMUNITY MEETING #3
- AUGUST 24: COMMUNITY MEETING #4
- AUGUST 25: COMMUNITY MEETING #5
- AUGUST 26: COMMUNITY MEETING #6
- AUGUST 27: COMMUNITY MEETING #7
- AUGUST 28: COMMUNITY MEETING #8
- AUGUST 29: COMMUNITY MEETING #9
- AUGUST 30: COMMUNITY MEETING #10

NOVEMBER 2012

- NOVEMBER 07: COMMUNITY MEETING #11
- NOVEMBER 08: COMMUNITY MEETING #12
- NOVEMBER 09: COMMUNITY MEETING #13
- NOVEMBER 10: COMMUNITY MEETING #14
- NOVEMBER 11: COMMUNITY MEETING #15
- NOVEMBER 12: COMMUNITY MEETING #16
- NOVEMBER 13: COMMUNITY MEETING #17
- NOVEMBER 14: COMMUNITY MEETING #18
- NOVEMBER 15: COMMUNITY MEETING #19
- NOVEMBER 16: COMMUNITY MEETING #20
- NOVEMBER 17: COMMUNITY MEETING #21
- NOVEMBER 18: COMMUNITY MEETING #22
- NOVEMBER 19: COMMUNITY MEETING #23
- NOVEMBER 20: COMMUNITY MEETING #24
- NOVEMBER 21: COMMUNITY MEETING #25
- NOVEMBER 22: COMMUNITY MEETING #26
- NOVEMBER 23: COMMUNITY MEETING #27
- NOVEMBER 24: COMMUNITY MEETING #28
- NOVEMBER 25: COMMUNITY MEETING #29
- NOVEMBER 26: COMMUNITY MEETING #30
- NOVEMBER 27: COMMUNITY MEETING #31
- NOVEMBER 28: COMMUNITY MEETING #32
- NOVEMBER 29: COMMUNITY MEETING #33
- NOVEMBER 30: COMMUNITY MEETING #34

OTHER MEETINGS AND PRESENTATIONS

Business Breakfast | August 21, 2012

Woodstock business owners were invited to a roundtable discussion to provide the assets, challenges, and opportunities they perceive specifically related to the success of local business in the City. The consultant team gave an overview of the study process. Bob Gibbs presented findings from a market study, including an analysis of the study area and surrounding area demographics and needs. Richard Fangmann presented findings from a preliminary transportation assessment and parking counts completed in the study area. The remainder of the meeting was spent discussing study area assets and challenges with the group.

City Council Work Session | October 15, 2012

The consultant team presented the draft plan to the Woodstock City Council. After describing the LCI study process and schedule, the team discussed the vision for future land use and transportation improvements to the study area and how the plan will provide strategies for the City to seek funding for implementation.

COMMUNICATION TOOLS

Project Website

A project website was developed at the onset of the study to provide access to all relevant materials and collect feedback. A blog, study timeline, meeting schedule, agendas, meeting minutes, contact information, conceptual plans, and a link to the community survey were posted at woodstockproject.wordpress.com.

Print Media

The project management team distributed over 50 flyers prior to each community

meeting to various locations throughout the community (Figure 14). Writers from the Woodstock-Towne Lake Patch attended community meetings and provided informative articles about the study process.

Email Distribution

The Project Management Team and Core Team members took advantage of their many community relationships in Woodstock to reach out and gain support. Emails were distributed prior to public meetings to many of these organizations. Through its website, Facebook, and email distribution list, the Downtown Development Authority (DDA) alone reached out to over 6,000 connections informing them of the process and meetings.

Figure 14. Meeting Flyer



Woodstock Town Center Design Charrette

Join members of the community to design Woodstock's town center master plan.

We need your feedback! Please take our online survey at [surveymonkey.com/s/WoodstockTownCenter](https://www.surveymonkey.com/s/WoodstockTownCenter).

Community Meeting #1: Town Center Kick-off
Creation of Goals and Values Mon. Aug. 20, 5:30-7:00 PM, Chambers at City Center

Community Meeting #2:
Part I: Introduction to Design Tue. Aug. 21 5:30-6:30 PM, Acru Money + Life
Part II: Design Workshop Tue. Aug. 21, 6:30-9:30 PM, Acru Money + Life
 or Wed. Aug. 22, 9:00-12:00 PM, Chambers at City Center

Community Meeting #3:
Presentation of Alternative Concepts Thur. Aug. 23, 7:00-8:30 P.M, Chambers at City Center

Visit woodstockproject.wordpress.com to learn more!

WOODSTOCK Town Center Plan

POND the studio for better communities

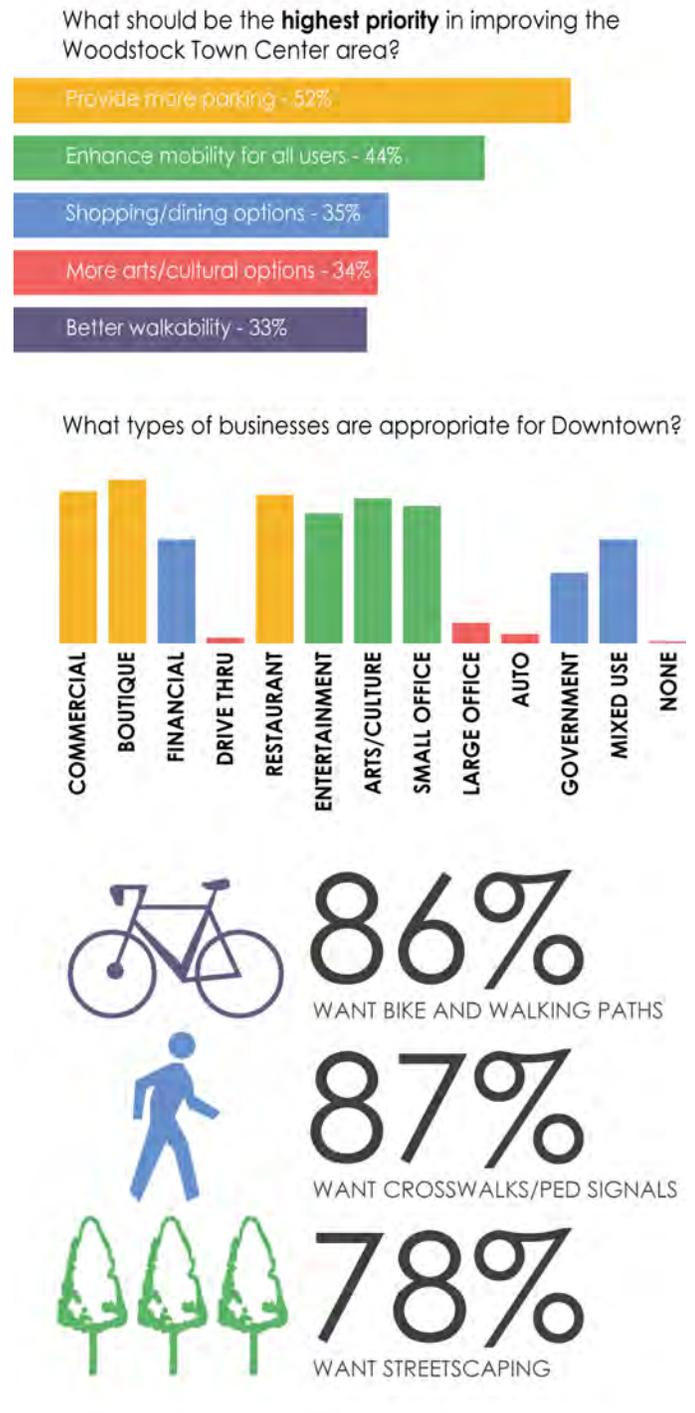
Community Survey

In an effort to receive detailed feedback on a number of issues relating to Downtown Woodstock, the team provided an online survey available for approximately one month and closing on August 24th, after the first three community meetings. A total of 116 individuals responded to the survey, almost half of whom reside in the study area and about 75% of whom live in the City of Woodstock. The survey results indicated support for the following:

- Increased shopping and/or dining options
- More entertainment, arts, and cultural offerings
- Enhanced mobility for all users, especially pedestrians and bicyclists
- Improved identity and appearance of Downtown Woodstock
- Additional parking options downtown
- New transportation options, such as a trolley or streetcar
- A range of housing options

These results greatly influenced the Vision and Goals for the Woodstock Town Center Plan and helped guide the Core Team and consultant team throughout the process. A summary of the survey results can be found in Figure 15.

Figure 15. Survey Results Summary



PLACEMAKING

The Woodstock Town Center Plan emerged from the principles of placemaking, which includes **well-balanced elements** at the **appropriate scale** with **quality design** (Figure 16). Discussing with the community members what makes a place special and unique and how to achieve placemaking in Woodstock's Town Center was central to the planning process.

To define what "well-balanced" and "appropriate" should mean for Downtown Woodstock, community feedback was incorporated throughout the process. Feedback from the community relating to what makes the Woodstock Town Center a unique and special place is represented in the Vision and Goals for the study.

VISION AND GOALS

The vision for the Woodstock Town Center Plan was established through discussions with the project management and core team as well as feedback from the community. The vision articulates the future of the town center to city stakeholders, the community, and the region at large, and was critical in the creation of the final transportation, land use, and Concept Plan elements for the study area.

Woodstock is a sustainable city with hometown pride. Our city is a community designed for a lifetime, with first class neighborhoods, a vibrant downtown, and natural and designed beauty. Our residents enjoy convenient living and active lifestyles, and downtown Woodstock is a regional destination with shopping and dining in a traditional walkable village atmosphere. Woodstock is an inclusive, lifelong community, with housing and amenities that appeal to individuals and families at all stages of life.

Figure 16. Placemaking Approach





GOALS

Land Use

- Continue to reinforce position as a retail and restaurant destination for the region.
- Strengthen Downtown Woodstock's future viability by offering employment opportunities.
- Attract new retail tenants, including daily services and casual dining options.
- Provide a variety of housing choices (type and price point) throughout the study area in order to provide housing options to residents throughout all stages of life.
- Encourage and promote development types commensurate with community needs and the study area vision that are high quality, walkable, and fiscally responsible with distinct character.
- Support a variety of uses within the study area, including community gathering spaces, cultural and social facilities, places for children to enjoy, and greenspaces in an aesthetically pleasing setting.
- Provide and manage adequate and convenient parking throughout the study area.

Circulation

- Provide compatibility, connectivity, and continuity in community-wide transportation for all modes of travel.
- Expand opportunities for users of non-motorized transportation modes
- Offer a safe, efficient, and continuous network of bicycle and



pedestrian facilities both within the study area and connected to other destinations in Woodstock, Cherokee County, and beyond.

- Implement pedestrian safety enhancements where needed, particularly along major corridors and at railroad crossings.
- Improve the efficiency of vehicular movement within the study area while employing appropriate safety measures, maintaining accessibility to local businesses, and meeting walkability needs.
- Reduce cut-through traffic and provide alternative routes to major corridors.
- Explore public transportation options, including a shuttle or trolley. Consider how transit will reach the area in the future, and plan for transit-oriented development appropriately.

Identity

- Implement design standards to ensure that future development maintains the desired architectural integrity.
- Expand the identity of downtown Woodstock through new development areas through cohesive streetscapes and street connectivity.
- Improve safety and aesthetics in the study area by promoting consistent signage, pedestrian friendly amenities, building placement, and landscaping.
- Identify Downtown Woodstock at key gateways with signage and boulevard-style streetscapes where appropriate.

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MARKET ANALYSIS

CURRENT MARKET CONDITIONS

Note: This section contains a summary from a detailed economic and market analysis of existing market conditions. Please see [Appendix A](#) for the complete economic and market report.

The economic and market analysis for the Woodstock Town Center study area examined the socioeconomic and real estate market trends in the study area to determine how they might impact future market demand.

MARKET DEFINITION

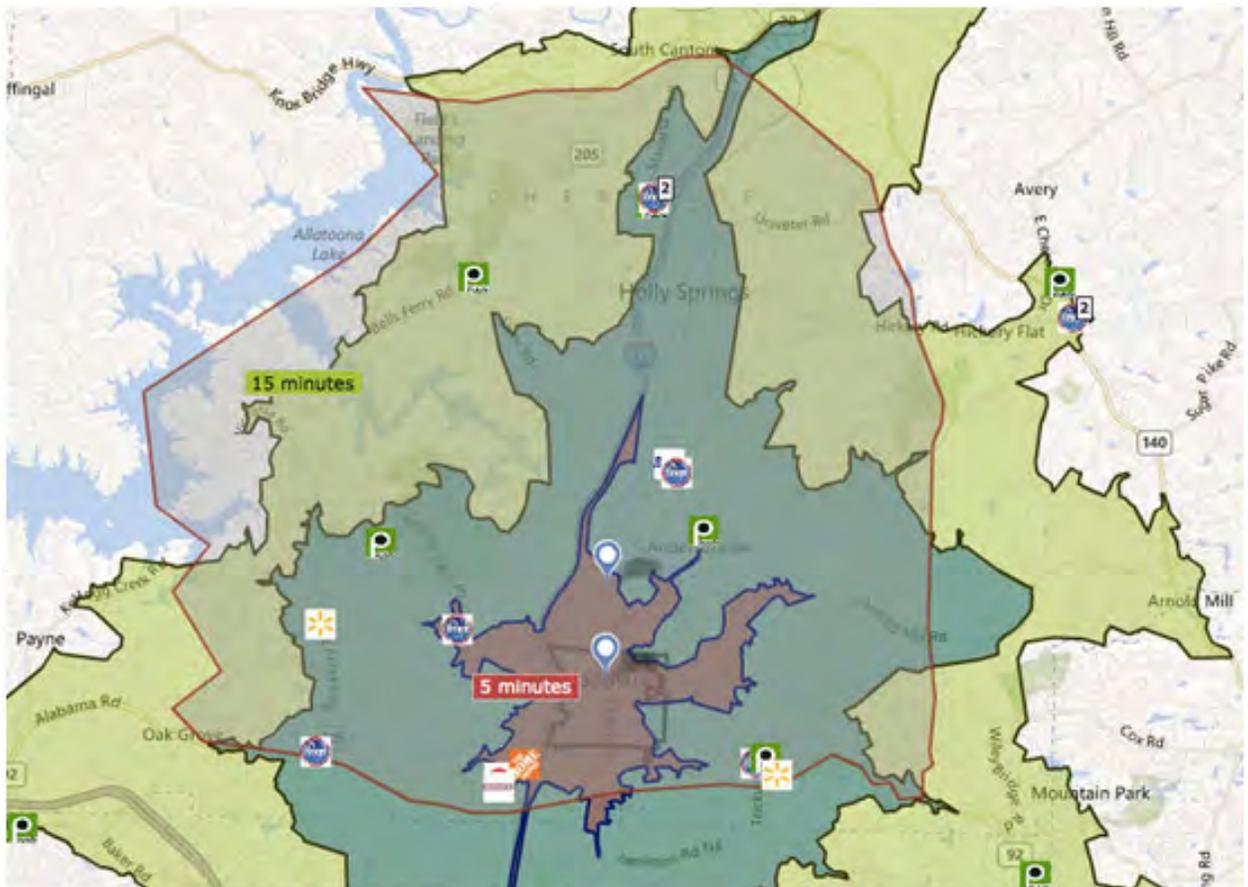
The analyses of current and projected demographic profile as well as the potential market-driven development growth are based fundamentally on the trade areas that the real estate market depends on for support and growth.

Trade Areas

The Woodstock Trade Area is defined as the combination of the primary, secondary, and tertiary trade areas. 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. 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. 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**. The Woodstock Town Center LCI trade area is shown in Figure 17.

Figure 17. Woodstock Town Center Trade Area



STUDY AREA MARKET AND DEMOGRAPHICS OVERVIEW

A summary of key demographic and income data comparing the Woodstock Town Center LCI study area with the City of Woodstock, the primary trade area, Cherokee County, metro Atlanta, and the entire country is provided in Table 3 below. Median household incomes are above local and national averages. The GIS data company ESRI has developed a "Tapestry Lifestyles" classification, which categorizes 65 market profiles based on lifestyle choices (including spending, occupation, household size, etc.) that help determine purchasing patterns. The dominant ESRI Tapestry 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.

Between 2000 and 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, but with most of the growth occurring outside of the LCI study area.

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

Table 3. 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	19%	17%	16%	13%	12%
2011 HHs w/Inc \$100000-149999	18%	18%	16%	13%	11%
2011 HHs w/Inc \$150000+	7%	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%

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, market expert Gibbs Planning Group (GPG) has applied Atlanta Regional Commission's (ARC) 2040 annualized 10-year projections to the five-year periods. 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.

OFFICE MARKET ANALYSIS

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. Since reaching its trough in 2010, the region has gained back roughly 200,000 sf of office space. 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 (a community development firm), 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.

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 the 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 in 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). Within 1999-2006, Woodstock's net absorption did very well in terms of keeping up with new supply. Due to recent gains in Q3 2012, vacancy appears to have dropped back down to 14.1 percent.

RESIDENTIAL MARKET ANALYSIS

Residential 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.

Residential Local Analysis

Between 2000 and 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.

INDUSTRIAL MARKET ANALYSIS

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). Since reaching its trough in 2010, the market has gained back roughly 50 percent of all occupied stock lost.

Industrial Local Analysis

With 27.5 million sf of warehouse space, the Northwest submarket (which includes Woodstock) makes up roughly eight percent of Atlanta's total warehouse inventory and roughly 18 percent of the metro's flex inventory. 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, given Woodstock's minimal supply, the market has been fairly volatile with vacancy rates shooting up near 14 percent, before benefiting from 50,000 sf of new absorption in Q2 2012.

RETAIL MARKET ANALYSIS

Retail Regional Analysis

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. 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.

Retail Local Analysis

According to CBRE (a commercial real estate firm), the City of Woodstock encompasses roughly 5,647,500 sf of retail space and currently has a vacancy rate of 15.2 percent. 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.

HOTEL MARKET ANALYSIS

Hotel Regional Analysis

In 2007, Georgia reoriented its tourism focus to increase leisure travel. This campaign focused on marketing heritage and recreation sites across the state. Unfortunately, the momentum gained by this effort was exhausted over the next couple of years. The tourism slump hit Georgia in 2009. Expenditure weakened from \$14.8 billion to \$13.9 billion, hotel occupancy fell from 55.7 to 50.4 percent, hotel average daily rates went down from \$85.26 to \$81.65, and statewide travel industry jobs deteriorated by three percent to 234,100. Business travel expenditure wilted by 17.3 percent between 2007 and 2009, while leisure travel spending increased by 1.7 percent. However, as the economy began to recover in 2010, so did tourism in Georgia. Expenditures grew by 6.6 percent in 2010 to \$14.8 billion.

Hotel Local Analysis

Similar to the Georgia and national trends, the Alpharetta/North Atlanta submarket bottomed out in 2009 at 51.7 percent occupancy, \$40.75 revenue per available room, and only 811,000 nights sold. At the end of August 2012, this submarket contained 47 reporting properties, composed of 4,382 rooms and 37,500 sf of meeting space. There are no luxury facilities in this submarket because of the concentration of luxury brands in the Atlanta Downtown area. There are currently three projects planned in this submarket. Although tourism is not running at recent peak levels, it has stabilized and expanded slightly from the collapse of 2008-2009. Alpharetta/North Atlanta is well positioned to capture growth in both the leisure and business traveler markets.

ECONOMIC TRENDS: PROJECTED MARKET DEMAND

For the community vision to become built reality, the development plan for Woodstock's Town Center must respond to market realities. That is, the type and scale of development in the final land use plan should align with analytically-driven expectations of demand for different types of land uses over the short-term and long-range. That way, the plan is both feasible—it imagines development that is likely to be realistically achieved—and takes advantage of predicted market shifts to produce to an economically beneficial outcome.

This section includes a discussion of Woodstock's projected market demand, which relies on several economic factors.

DEMAND 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 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 Table 4).

KEY DEMAND FINDINGS

Office Demand

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", the projected 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.

Apartment Demand

Over the next five years, likely projections indicate 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, the GPG analysis 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 does not foresee any additional demand for new multifamily units by 2017. Applying the similar rate across the remaining 20 years in five-year increments, the GPG analysis projects there will be an additional demand for 3,800 units by 2037.

Residential Demand

Over the last few years, new housing starts have averaged around one to two percent of estimated total stock. Assuming a two

percent growth in household formation, this likely means 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.

Industrial Demand

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-

Table 4. Total Study Area Projected Demand

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	1,036	1,231	4,650
Total industrial	-	35,000	35,000	35,000	35,000	70,000

economic trends in terms trailing Cherokee County's change in total employment.

Given this relationship, the analysis 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.

Retail Demand

Assuming that Woodstock captures 10 percent of the shoppers from the new outlet

Table 5. 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, Gifts	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

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 (see Table 5). This equates to about a three percent annual increase in total retail inventory per year for the next 25 years.

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 outdated vacant big box center, 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.

Hotel Demand

This study finds that the Woodstock, Georgia study area can statistically support an additional midscale lodging project at this time, consisting of up to 80 rooms. GPG estimates that by 2018, the Woodstock market cannot support any additional lodging accommodations beyond the 80 proposed in 2012-2013. Numerous national chain hospitality brands including Best Western, Candlewood Suites, Hawthorn Suites by Wyndham, Quality Inn, Ramada Inn, and Sleep Inn are among the hotels that meet the industry's 2.0 to 2.5 star/ midscale rating.

EMPLOYMENT GROWTH PROJECTIONS

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 has not 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

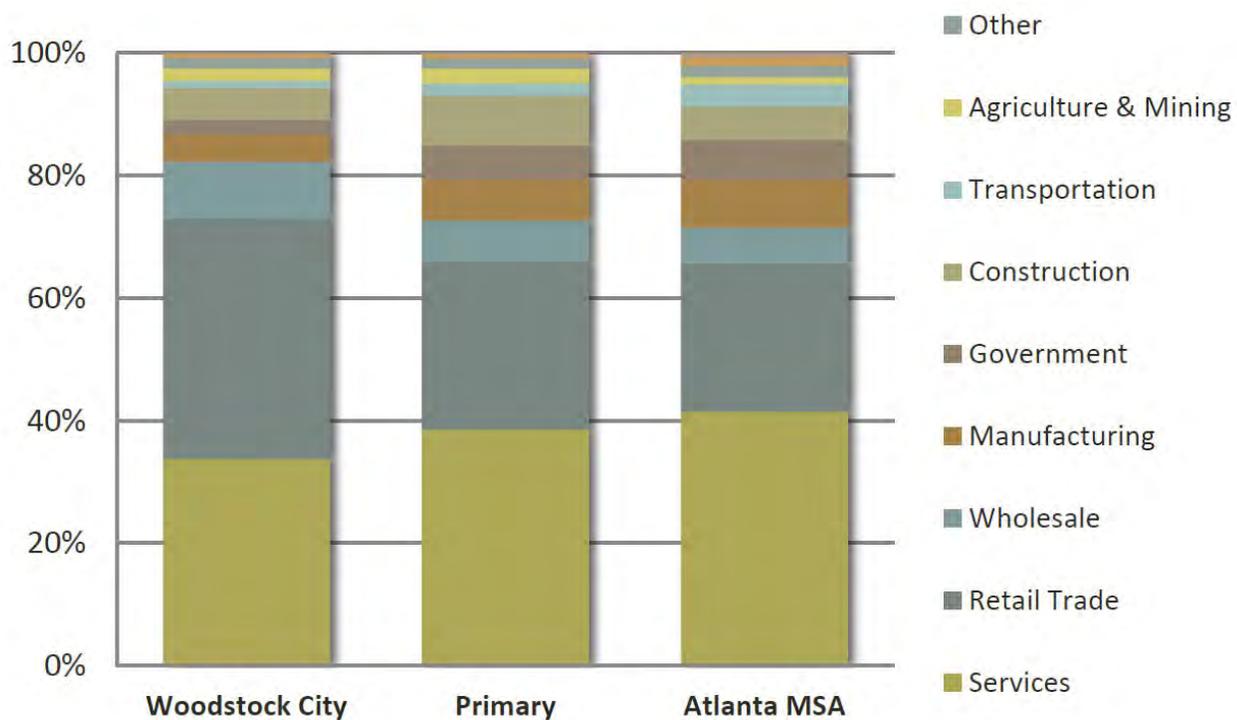
not projected to return to its pre-recession unemployment low of 4.5 percent reached in 2007 until sometime after 2016.

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 Metropolitan Statistical Area and state of Georgia. According to the Bureau of Labor Statistics' 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.

Figure 18. Employment by Sector, 2012 Q2



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).

As illustrated in Figure 18, 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. Services, retail, wholesale trade and financial related sectors make up 25 percent, 15 percent and seven percent, respectively.

According to the Cherokee County Economic Development 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 is estimated to be roughly 27 percent (15,765) of the total workforce within the city. However, these figures are based on the QCEW survey and may not capture residents who commute to work outside of the study area.

According to a 2010 Cherokee County Economic Development Department 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.

HOUSING, POPULATION, AND JOB PROJECTIONS

POPULATION AND HOUSING PROJECTIONS

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 Commission'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.

JOB PROJECTIONS

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 ARC, over the next 30 years Cherokee County is expected to expand its current employment base by over 1.6 times.

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,

Table 6. 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 7. Household Forecasts

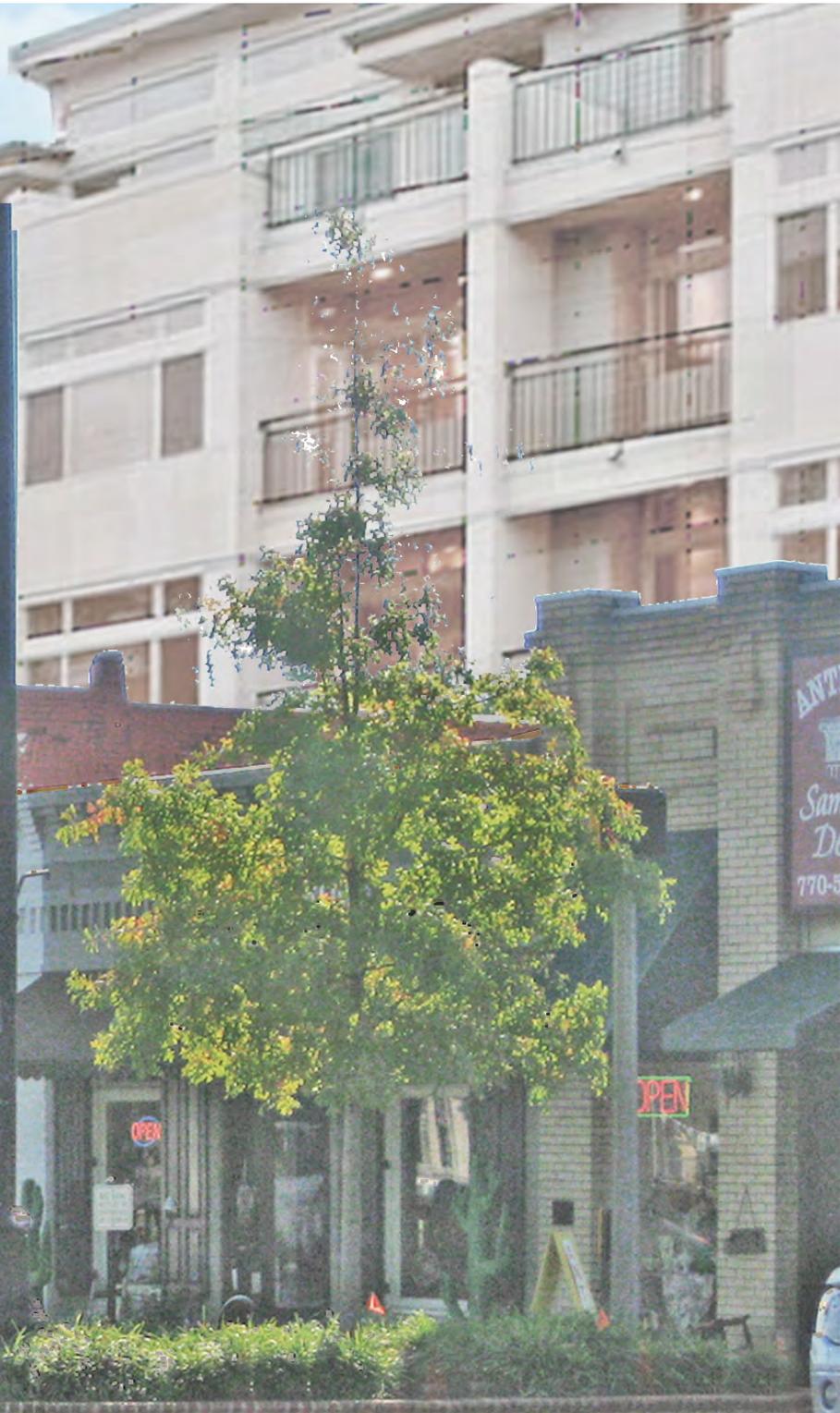
Location	2012	2017	2022	2027	2032	2037	Total % change	Annual %
Cherokee	77,106	89,584	104,082	115,558	128,299	143,485	108.1%	2.5%
Woodstock	9,650	10,991	12,519	13,639	14,858	16,306	85.5%	2.1%
Atlanta MSA	1,956,690	2,156,555	2,376,835	2,541,407	2,717,375	2,931,918	61.7%	1.6%

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, GPG adjusted the 2012-2017 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 poised to grow by 1.5 times its current employment base (18,000 jobs) over the next 25 years.

Table 8. Employment Forecasts

Location	2012	2017	2022	2027	2032	2037	Total % change	Annual %
Cherokee	44,631	53,252	68,406	77,367	87,501	98,279	120.0%	3.2%
Woodstock	12,372	15,429	21,089	24,012	27,341	30,894	150.0%	3.7%
Atlanta MSA	3,815,475	4,138,950	4,647,334	4,985,192	5,347,612	5,754,505	51.0%	1.7%





CONCEPT PLAN

CONCEPT PLAN OVERVIEW

The Concept Plan provides land use, transportation, and urban design improvements that will be undertaken in order to implement the community's vision and goals for the Woodstock Town Center. The Concept Plan is based on an outreach process that promoted involvement of all stakeholders and seeks to:

- Encourage a diversity of residential neighborhoods, employment, shopping and recreation at the town center with a focus on a variety of quality retail and housing choices for individuals throughout all stages of life.
- Provide access to a range of travel modes, including walking and biking, to all uses within the study area through a complete street grid network.
- Unify the neighborhoods within the study area with cohesive streetscapes and urban design features.

To translate the plan for concepts and ideas into concrete actionable strategies, the Concept Plan includes both **policies** and **projects**. **Policies** are general guidelines that provide direction to implementation of certain actions and help to remove barriers. They serve as a basis for future actions by City officials and support the vision and goals defined through the planning process. The **projects** are specific tasks that advance the plan's realization through physical development. Details of the recommendations are listed in the Five-Year Action Plan and include the responsible party, timeframe, and associated costs (Chapter 6: Implementation).

The Woodstock Town Center master plan is based on over six months of public participation and began with the overall project direction provided by the City staff, facilitated by the Community Development Department. The plan was further guided by the Core Team, which was comprised of approximately 15 community leaders representing home owners, school representatives, real estate developers, business leaders, and community advocates. Further, the plan was vetted through four community meetings, which provided the public with the opportunity to set vision and goals, provide input, and select and review desired plan components. The plan was also guided and reviewed at each level by the project consultant team consisting of a retail advisor and community and transportation planners.

VISION STATEMENT

The vision for the Woodstock Town Center plan was originally formulated for the 2002 Livable Centers Initiative plan and refined and adopted by the Core Team through review and inputs. The vision is the guiding statement that provides the framework to establish goals and guides design decisions in creating elements that encompass the Vision.

“Woodstock is a sustainable city with hometown pride. Our city is a community designed for a lifetime, with first class neighborhoods, a vibrant downtown, and natural and designed beauty. Our residents enjoy convenient living and active lifestyles, and downtown Woodstock is a regional destination with shopping and dining in a traditional walkable village atmosphere. Woodstock is an inclusive, lifelong community, with housing and amenities that appeal to individuals and families at all stages of life.”

The vision statement complements and reinforces components of the City's vision statement as adopted in the 2030 Comprehensive Town Plan:

“A walkable, historic community of neighborhoods located between the mountains and Atlanta, where a mix of housing types, a diversity of employment opportunities, shopping, entertainment and greenspaces create a modern day village.”

GOALS

From the Vision statement, three primary sets of goals guide the development of the concept plan and establish the framework for policies, programs, recommendations, and priorities.

Land Use

- Continue to reinforce position as a retail and restaurant destination for the region.
- Strengthen Downtown Woodstock's future viability by offering employment opportunities.
- Attract new retail tenants, including daily services and casual dining options.
- Provide a variety of housing choices (type and price point) throughout the study area in order to provide housing options to residents throughout all stages of life.
- Encourage and promote development types commensurate with community needs and the study area vision that are high quality, walkable, and fiscally responsible with distinct character.
- Support a variety of uses within the study area, including community gathering spaces, cultural and social facilities, places for children to enjoy, and greenspaces in an aesthetically pleasing setting.
- Provide and manage adequate and convenient parking throughout the study area.

Circulation / Connections

- Provide compatibility, connectivity, and continuity in community-wide transportation for all modes of travel.
- Expand opportunities for users of non-motorized transportation modes

- Offer a safe, efficient, and continuous network of bicycle and pedestrian facilities both within the study area and connected to other destinations in Woodstock, Cherokee County, and beyond.
- Implement pedestrian safety enhancements where needed, particularly along major corridors and at railroad crossings.
- Improve the efficiency of vehicular movement within the study area while employing appropriate safety measures, maintaining accessibility to local businesses, and meeting walkability needs.
- Provide alternative routes to major corridors while minimizing cut-through traffic.
- Explore public transportation options, including a shuttle or trolley. Consider how transit will reach the area in the future, and plan for transit-oriented development appropriately.

Identity

- Implement design standards to ensure that future development maintains the desired architectural integrity.
- Expand the identity of downtown Woodstock through new development areas through cohesive streetscapes and street connectivity.
- Improve safety and aesthetics in the study area by promoting consistent signage, pedestrian friendly amenities, building placement, and landscaping.
- Identify Downtown Woodstock at key gateways with signage and boulevard-style streetscapes where appropriate.

CONCEPT PLAN

The Concept Plan consists of a **Land Use Plan**, a **Transportation Plan**, and an **Illustrative Plan**, which describe elements applicable to private property and the public realm within the Woodstock Town Center. Applying the principles of placemaking—situating desired elements in the right location and at the appropriate scale—creates a Concept Plan that encourages a diversity of residential neighborhoods, employment, shopping, and recreation choices at the Woodstock Town Center within a well-connected and complete street network that supports a variety of transportation options. This conceptual framework lays the foundation for redevelopment in order to accomplish the overall vision and goals for Downtown Woodstock.

The **Land Use Plan** (Figure 19) identifies density and land uses appropriate for individual parcels within the study area. The plan provides maximum building heights appropriate within each land use district; however, individual building height should always be sensitive to adjacent development patterns, stepping down where appropriate. The **Transportation Plan** (Figure 20) lays the foundation for the study area's future. It outlines the future street network, creating small walkable blocks in an interconnected grid. It also includes recommendations for bicycle and pedestrian facilities, traffic calming measures, intersection improvements, and streetscapes. Finally, the **Illustrative Plan** (Figure 21) indicates the conceptual locations, scales, and forms of

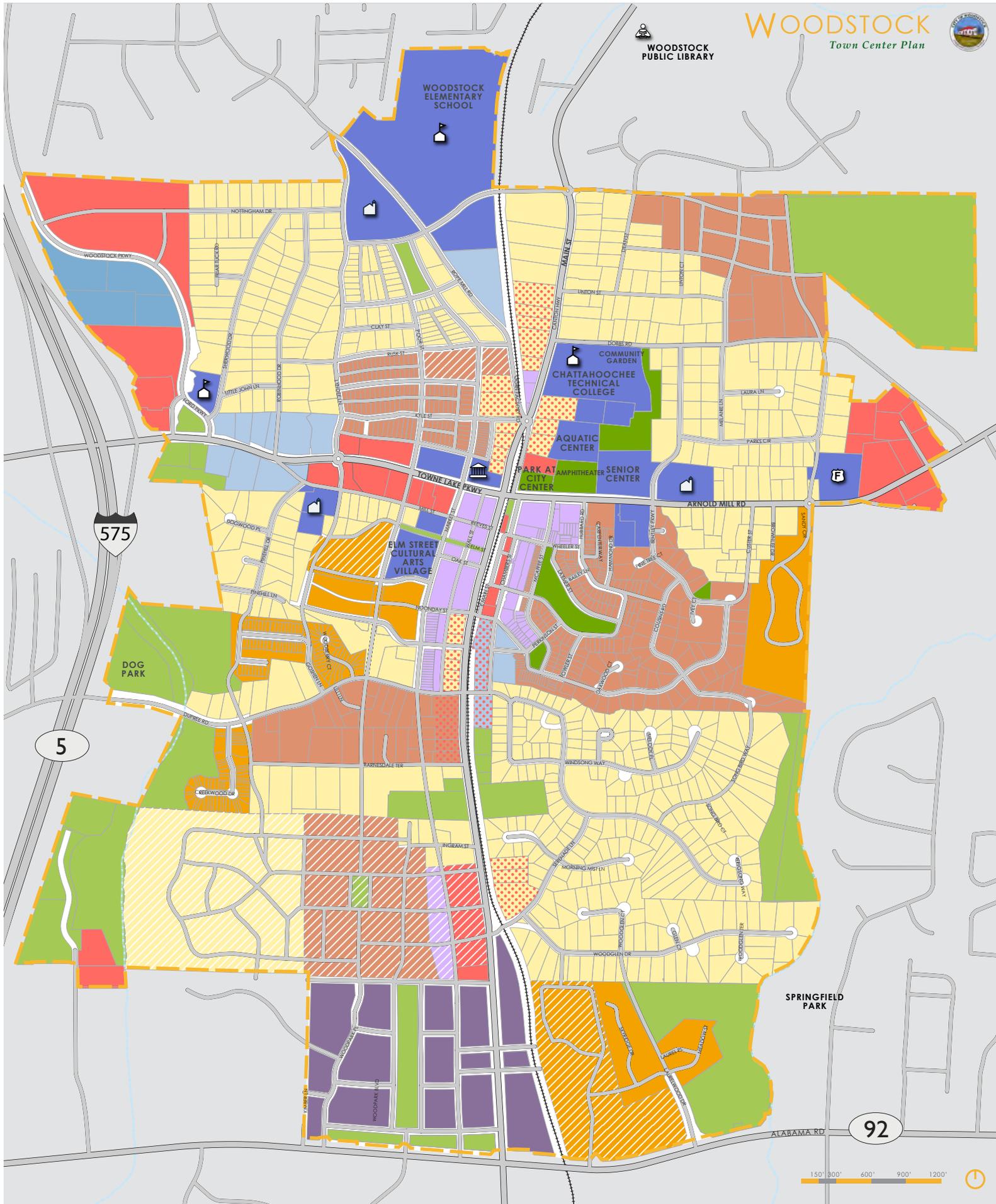
buildings, parking, public spaces, street curb lines, and street trees. This illustrative drawing represents one possible outcome for how each property can be developed following the recommendations set forth in this plan, although the realities of the development market for a given project may result in a different site configuration and plan.

LAND USE PLAN

The Land Use plan describes desired future land use in different areas throughout the City. The descriptions of the land use categories, which follow, describe generalized land use patterns, site development standards, and character of a given land use category. They describe the vision for the study areas in language that imagines what will exist in each land use district.

study area	
railroad	
planned development	
traditional neighborhood design	
multifamily (up to 5 floors)	
intown living	
mid-rise mixed use (4-5 floors)	
high-rise mixed use (6+ floors)	
low-rise commercial (1-2 floors)	
low-rise office (1-2 floors)	
community facility	
new park / greenspace	
existing park / greenspace	
commercial overlay	
street	
alley	
school	
library	
chambers at city center	
fire station	

Figure 19. Land Use Plan



TRADITIONAL NEIGHBORHOOD DESIGN

Traditional Neighborhood Design land uses include single-family residential uses in a compact, walkable setting. The name refers to traditional, historic, in-town residential neighborhoods, where houses are close to the street, lots are narrower than typical suburban lots, and garages are located on the side or to the rear. Sidewalks are located on both sides of all streets, but they need not be wider than five or six feet, since vehicular traffic moves slowly.

Accessory dwelling units are encouraged in traditional neighborhood design. They provide a way to increase residential density without altering the character of a neighborhood. Additionally, accessory dwelling units offer more affordable housing, making a neighborhood more inclusive. They also strengthen Lifelong Communities, places where individuals can live throughout their life. Also known as “granny flats,” accessory units can house older adults who wish to live near or with family but maintain independence.

Traditional Neighborhood Design is appropriate in the Serenade neighborhood, the existing neighborhoods in the northeast and northwest quadrants, and west of downtown Woodstock. It is also planned in part of the Southgate development.



Potential site development pattern in Traditional Neighborhood Design area



Smaller cottage homes typical of Traditional Neighborhood Design areas

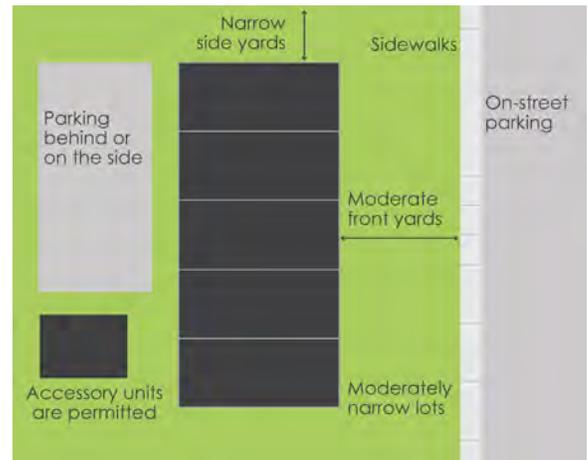


Larger homes typical of Traditional Neighborhood Design areas

MULTIFAMILY

Multifamily development in the Woodstock Town Center includes a variety of attached residential types, including townhouses, apartments, and condominiums. Heights of up to five stories are appropriate. Multifamily development provides important housing choices to households in a range of life stages and incomes. Greenspace should be incorporated into the development. Vehicular connectivity within and from the development is critical, so continuing the public street network through private developments is recommended. In order to provide non-vehicular connectivity, connections to adjacent sidewalks and trails should also be constructed.

New multifamily developments are planned east of Main Street at Highway 92 and in the Woodstock West development, which is currently under construction. Existing multifamily developments (off of Noonday Street, on Highway 92, and south of Arnold Mill Road at the east edge of the study area) will remain, but as redevelopment occurs, the development patterns will reflect the Woodstock Town Center vision, with improved pedestrian connectivity, greenspace, and architectural identity.



Potential multifamily site development pattern



Example multifamily development with on-street parking

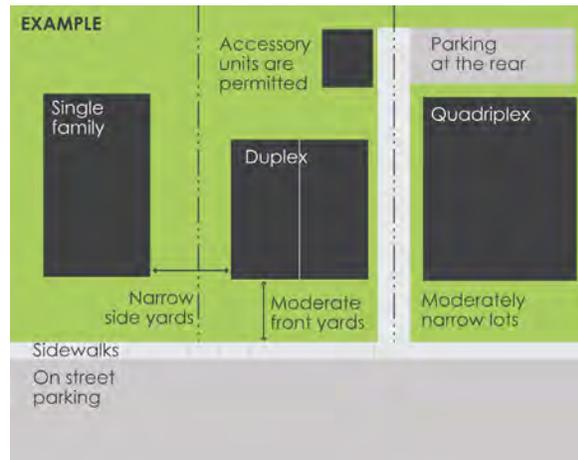


Example multifamily development with integrated greenspace and on-street parking

INTOWN LIVING

Intown Living districts are residential neighborhoods that include a wide variety of housing types. A mix of housing sizes and types is envisioned for these areas, similar to the Hedgewood development in Downtown Woodstock. Small-lot single family homes, townhouses, duplexes, triplexes, quadriplexes, and small apartments are all permitted in this district, and combining them within a single development area is encouraged. Net densities, in terms of units per structure and per acre, are limited in order to maintain an overall moderate density. Intown Living differs from Traditional Neighborhood Design in that it allows higher densities and a wider variety of attached residential housing types.

Intown Living development currently exists in Downtown Woodstock. It is also desired for the neighborhood south of Noonday Street, Woodstock Station, and within the undeveloped parcel in the northeast corner of the study area. Current plans for Southgate and Garden Street incorporate Intown Living development. These neighborhoods should be developed as Planned Unit Developments with pedestrian connectivity, street grid connections, and greenspace throughout.



Potential Modern Residential site development pattern



Townhouses (left) and single-story zero lot line homes typical of Modern Residential

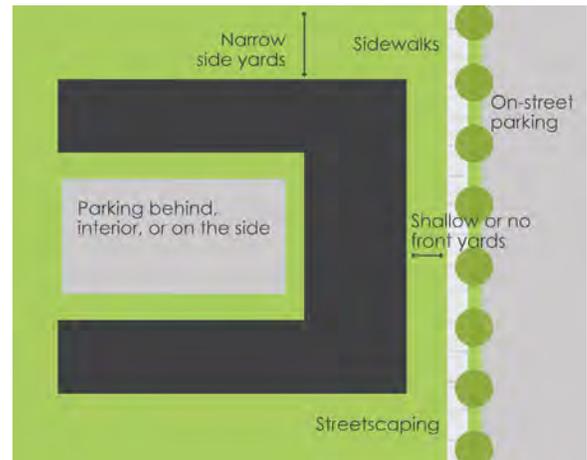


Stacked flats typical of Modern Residential

MIXED USE

Incorporating more than one use within one structure, mixed use development contributes to a walkable, dynamic urban environment. By allowing residential and office uses in the same structures as retail, mixed use development minimizes vehicle trips and supports the complementary individual uses that locate there. “Mid-rise” mixed use should be four to five stories high, and “high-rise” mixed use may be six floors or greater. Regardless of height, mixed use buildings should be carefully designed to fit the desired character and architectural style of the surrounding neighborhood.

“Mid-rise” (4-5 stories) mixed use development is located in downtown Woodstock and resembles the existing mixed use development east of Main Street. The Southgate development also incorporates mixed use development. “High-rise” (up to 10 stories) mixed use development is located at the intersection of Main Street and Highway 92.



Potential Mixed Use site development pattern



Example mixed use development

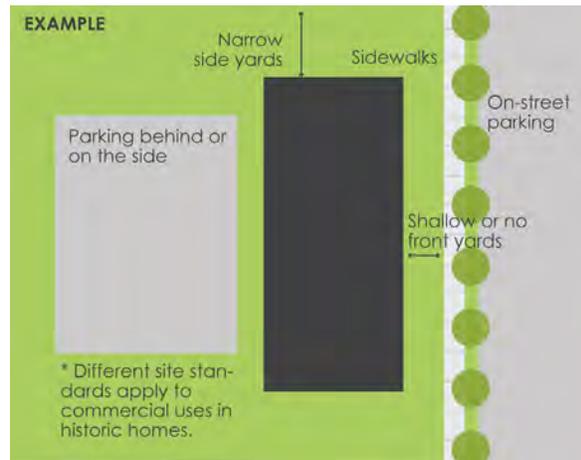


Example mixed use development

LOW-RISE COMMERCIAL

Commercial uses can serve the local neighborhood, the study area, the City, or a larger region. Downtown Woodstock has a successful commercial base that draws visitors from the entire region, and future commercial development will complement and build on its success. Commercial uses in the Woodstock Town Center are primarily low-rise, one- to two-story buildings.

Commercial uses are located throughout the study area, primarily along major transportation corridors. Towne Lake Parkway close to downtown will have neighborhood-serving retail. The historic homes along Main Street and Rope Mill Road will remain in place, populated by a variety of commercial uses including restaurants, salons, shops, and bed and breakfasts. Southgate will also include a retail component. Retail uses are also located on Arnold Mill Road on the east edge of the study area, on Woodstock Parkway north of Towne Lake Parkway, and in a small portion of the study area off of Noonday Creek, currently the location of several national chain hotels.



Potential Commercial site development pattern



Two-story commercial

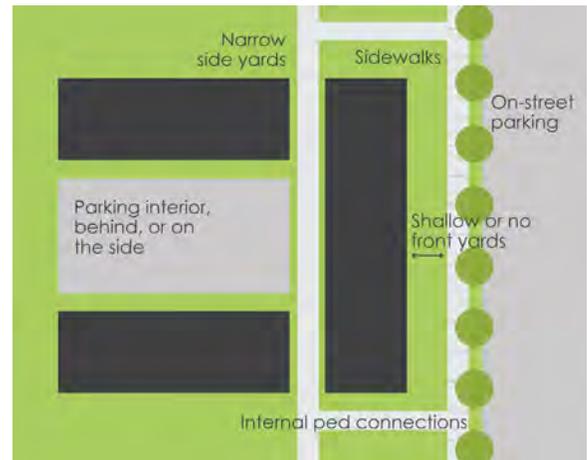


Commercial use in historic residential home, desired along Main Street

OFFICE

Adding office uses to the Woodstock Town Center will create opportunities for residents to work where they live. Downtown Woodstock will also be a destination for a variety of businesses to the study area, from start-ups to larger professional firms. Office workers patronize local restaurants and shops throughout the day, supporting other local commercial businesses as well. Office uses will be primarily low-scale, one- to three-story structures that blend with the scale and style of surrounding development. High-rise office development (up to 10 stories) is appropriate on Woodstock Parkway off of I-575, creating a gateway to Woodstock that is visible to drivers.

Office uses are well suited to locate along Towne Lake Parkway, providing workers with easy access to and from I-575. Several undeveloped parcels may be aggregated to create a professional office park. A currently vacant structure on Rope Mill Road south of Woodstock Elementary will expand and may house traditional office users or high-tech firms in a warehouse environment. This site may house a sustainability institute, like Southface (www.southface.org), that could partner with Chattahoochee Tech in incorporating green technologies in its upcoming \$5 million renovation. The site is also appropriate for a co-working office space also serving as a local business incubator with meeting space for the DDA, local chambers, and the college. On the south side of downtown, east of Main Street, office is also appropriate.



Potential Office site development pattern



Example four-story office development



Sample shared work space interior (Source: Blank Spaces)

COMMUNITY FACILITY

The Woodstock Town Center is home to a number of significant community facilities, which will expand and create active spaces for learning and civic engagement. Namely, city services will relocate to the Chambers at City Center, transforming the space to a functional destination for residents and a civic and social hub for the City. Woodstock Elementary expands south, creating space for outdoor learning. Chattahoochee Technical College will also remain and grow deeper roots in the community, promoting students to use the City's resources. The Elm Street Cultural Arts Village will become an arts and cultural destination for the region. The Woodstock Town Center's civic spaces help contribute to its future as a regional destination and a vibrant urban space.



Farmers market



Rendering of Elm Street Cultural Arts Village



The Chambers at City Center will expand to house all City services.

PARK / GREENSPACE

The Woodstock Town Center has numerous parks, plazas, and undeveloped areas to provide recreational opportunities, environmental benefits, and stormwater management. The areas within floodplains along Noonday Creek and Rubes Creek in the southern portion of the study area are preserved and protected from development. Greenway trails pass through these areas, providing connections between neighborhoods. The Woodstock dog park, also in a floodplain, creates new recreational opportunities for the study area. Two large tracts of land on either side of Main Street south of Dupree Road supply passive recreation opportunities, with exercise trails and natural play areas for children; these parks also create a green gateway into downtown.

Several parcels in downtown Woodstock are also preserved as greenspace, including an expanded Dobbs Road Park, expanded City Park, a greenspace in front of the proposed mixed use development at the southeast corner of Main Street and Arnold Mill Road, and an undeveloped parcel at the entrance to Woodstock Station. Two new greenspace opportunities exist on Towne Lake Parkway at the entrance to the study area and in the large undeveloped parcel at the northeast corner of the study area. Both of these areas face topographic and environmental constraints that make development challenging, so preserving them as greenspace is an appropriate use of this land.



Example plaza



Recreational greenspace can integrate active uses for children, like this playground.



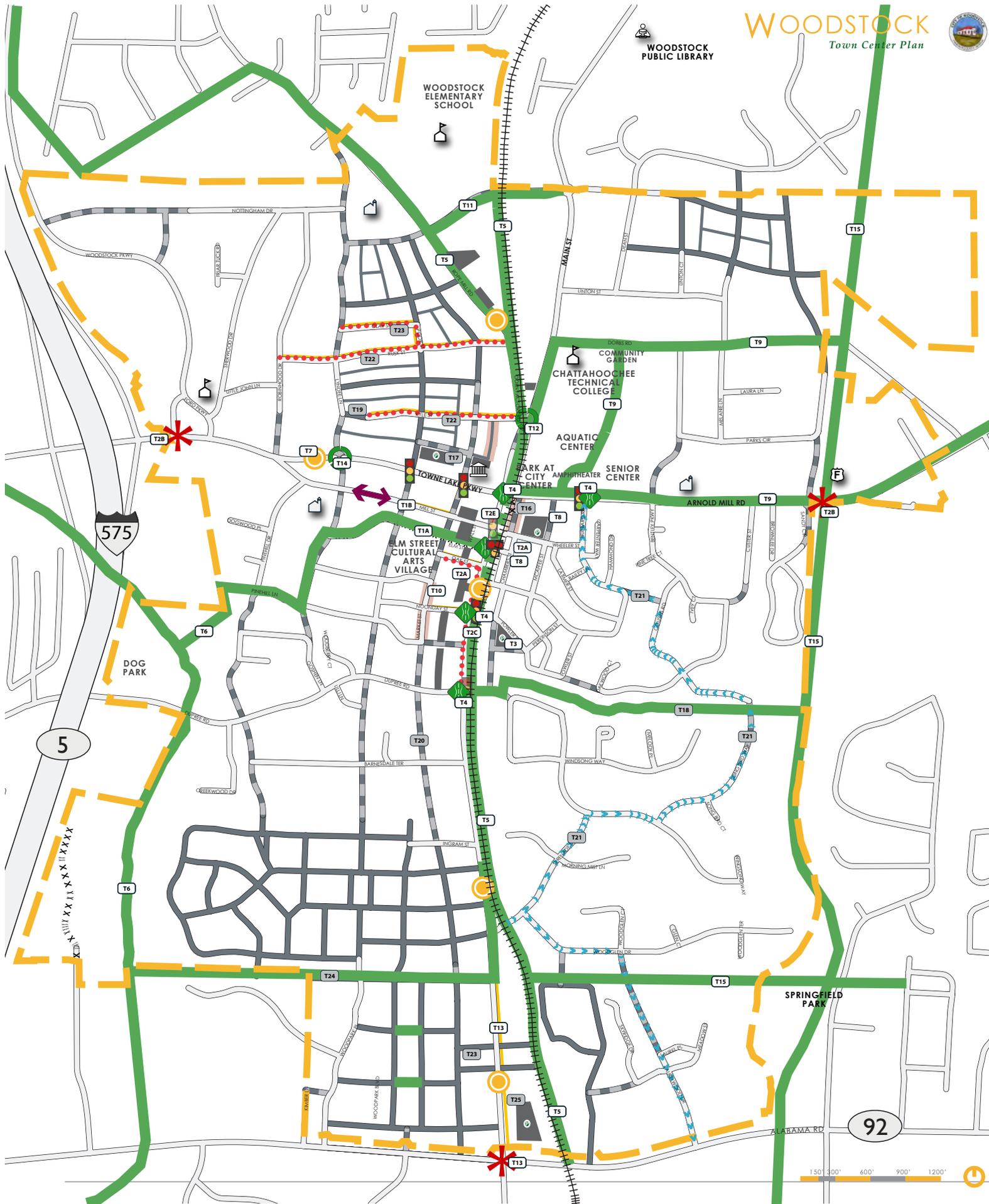
Community garden

TRANSPORTATION PLAN

The transportation plan serves as the foundation for future development in the Woodstock Town Center. It defines the street network and, in doing so, outlines blocks. Typically, the transportation plan is the most significant element of urban design, as it is the most permanent and the slowest to change. It has a significant impact on the walkability, connectivity, and overall character of an area. This transportation plan also includes all transportation recommendations, such as bicycle and pedestrian facilities, roadway enhancements, and safety improvements. The following section discusses each of the major elements of the transportation plan.

Each element of the transportation plan will be implemented with specific projects. Projects are marked on the map at right by their project number: T-1, T-2, etc. These projects are discussed below with each corresponding topic. They are also listed later in this chapter in the “Recommendations and Design Concepts” section. Project details, including estimated cost and funding source, can be found in Chapter 6: Implementation in either the short-term or long-range action plan.

study area	
railroad	
school	
library	
fire station	
chambers @ city center	
place of worship	
priority project	
other project	
existing road	
removed road	
new road	
new road with redevelopment	
new alley	
two-way conversion	
gateway	
trolley stop	
multi-use trail (proposed)	
multi-use trail (existing)	
sidewalk and on-street parking	
proposed surface parking	
proposed structured parking	
proposed on-street diagonal parking	
bulbout	
new traffic signal	
existing traffic signal	
new pedestrian hybrid beacon	
roundabout	
sidewalk	
sharrow	



GRID NETWORK

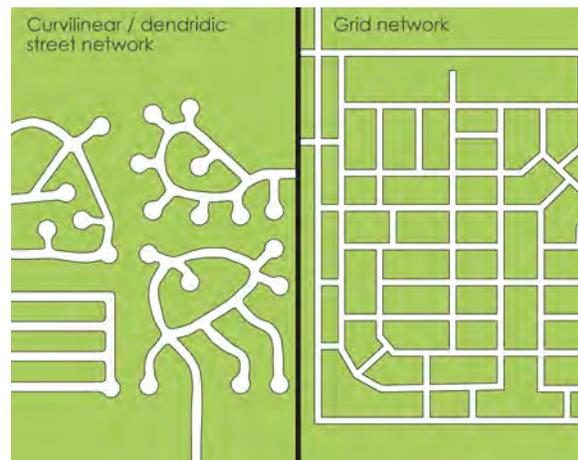
A grid street network has countless advantages for urban design and connectivity. When streets are laid out on a grid plan as opposed to a curvilinear fashion, vehicular travel is much easier. Directions are more intuitive when parallel streets travel in straight lines and meet at regular distances. Plus, a street grid creates alternatives to get from one point to another, so it dilutes traffic. Currently, the only way to get from north to south through the study area is on Main Street. Implementing a street grid with additional north-south routes will alleviate some of the congestion on Main Street.

The grid plan in the Woodstock Town Center is designed to create small blocks. Small blocks are more walkable and create more vibrant urban environments than large blocks, since small blocks go hand in hand with more intersections. Intersections tend to be places where landmarks are located, where stores are clustered, and where people meet. The smaller the blocks (up to a limit—blocks have to be large enough to accommodate buildings and parking), the more intersections, so the more of these active spaces a pedestrian passes through. Small blocks tend to be safer for pedestrians, too; more intersections means that more places where people gather are closer together, so there are more “eyes on the street.”

Implementing a grid network will occur incrementally, over time. The City already encourages developers to lay out streets on a grid plan that will eventually connect to other



A grid street system as seen from above.



Dendritic streets (left) have fewer nodes of connection than grid systems (right).

streets outside of the development. All of the roadway enhancements recommended in this plan further contribute to creating a grid network, but extending Market Street through downtown north to Kyle Street (T-10) and, later, south to Highway 92 (T-20) will generate a significant improvement on traffic flow in the study area. As large scale redevelopment occurs in the Crossroads Village shopping center (T-23), new streets will be required to follow the grid system, creating small, walkable blocks. Other small

new street connections improve connectivity in the study area, including a street from Rope Mill Road to Haney Street (T-11) and one completing Kyle Street west to Lyndee Lane (T-19).

A number of new street connections are indicated on the map but not specifically included in the project list. These are recognized as even longer-term aspirations, connections that would be ideal in completing the grid network but are not likely to occur in the next ten years. The City will continue to evaluate the relevance and importance of these projects. If and when redevelopment does occur in these areas, the community can choose to move these items to an action plan.

ROADWAY ENHANCEMENTS

In addition to the new streets that are proposed as part of the grid network, other roadway enhancements are recommended for the Woodstock Town Center. Parallel parking will be located on all new streets in the study area, to supplement the surface parking quantity, create more convenient parking locations, and buffer pedestrians on the sidewalk from moving traffic (T-22). Sidewalks on both sides of every new street are also implemented. The width of these sidewalks will vary with the hierarchy of the street. On the widest, most highly used streets, street trees and landscaping also occur.

The section of Main Street to the immediate north of Highway 92 is currently wider than necessary with several turn lanes. Actual turning movement volumes do not warrant



Main Street at Highway 92 is converted to a boulevard with a wide landscaped median, like in the example above.

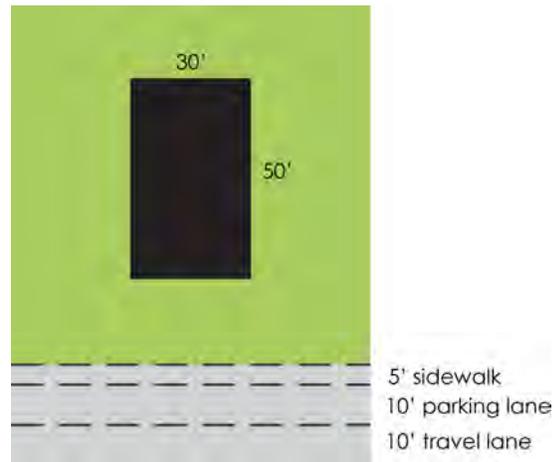


Roundabout: Planned at Main Street and Rope Mill Road as well as Towne Lake Parkway and Mill Street.

the street width and the number of turn lanes. The plan envisions converting this section of Main Street into a boulevard, with a wide landscaped median between Highway 92 and Serenade Lane. The project will include improved pedestrian facilities, on-street parking, and gateway signage, creating a signature design feature that indicates arrival to the Woodstock Town Center (T-13).

Several roadway enhancements are already underway in the study area. There are several roundabouts planned and a roadway widening project for Towne Lake Parkway. This project will result in a wider sidewalk and streetscape; streetscape improvements are also planned for Main Street north of Towne Lake Parkway. Implementing consistent design to streets throughout the study area will enhance the character and identity of the Woodstock Town Center.

Other roadway improvements are recommended for the study area. A roundabout at Main Street and Rope Mill Road will ease traffic and create a safer intersection that incorporates the railroad crossing (T-12). Another roundabout is recommended with the completion of a new street connecting Lyndee Lane, Towne Lake Parkway, and the Woodstock West development (T-14). Finally, realigning East Main Street between Wheeler Street and Arnold Mill Road (when redevelopment of this parcel occurs) eases turning motions onto Arnold Mill Road and simplifies traffic flow in Downtown Woodstock (T-16).



Existing parcels can be subdivided in two, with a 25' easement granted by each parcel to secure right-of-way for a new street.



Sidewalks with streetscape

ALLEYS

Constructing alleys in certain areas in the Woodstock Town Center has numerous benefits. Alleys provide an opportunity for commercial buildings to locate service, trash, and loading areas interior to the block. This allows all four sides of a block to be lined with active uses and storefronts, instead of restricting the “back” of a block to serving buildings at the “front” of a block. Doing so also hides these functions from the public realm.

In residential neighborhoods, alleys provide a place for trash pick-up and access to garages from behind the house. When garages are located in the back of a house, instead of the front, the sidewalk is continuous, since it does not have to cross driveways. Houses can be closer together and closer to the streets. The front of the house can consist of a big front porch or garden, instead of a garage, creating a more active street where residents use their front yards and front porches and enhancing the vibrancy of the public realm.

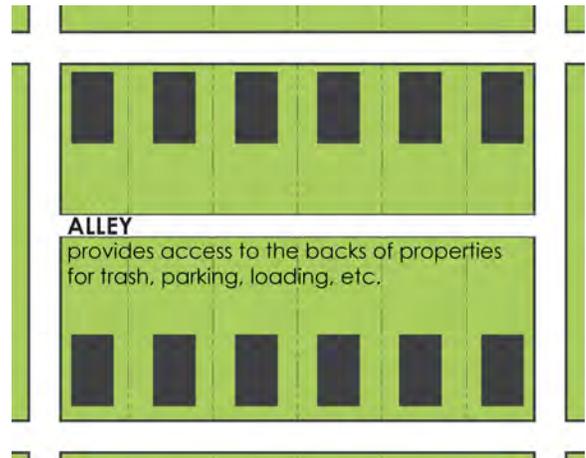
The plan recommends alleys in the northwest and northeast quadrants of the study area when redevelopment occurs in the long-range.

TRANSIT

Over the next five to ten years, public transit will grow in the Woodstock Town Center



Constructing alleys allows for garages to be located behind the house.



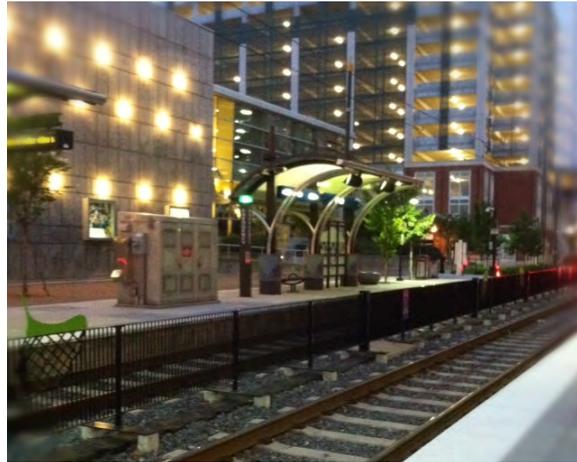
An alley cuts between the backs of parcels, accessible from the side streets.

study area. The northeast corner of Highway 92 and Main Street is well suited for a transit-oriented development (T-25), a concept put forth in the 2030 Comprehensive Plan. Transit here may consist of bus rapid transit (BRT) or light rail as envisioned in the Transit Implementation Board's Concept 3 (see Chapter 2: Existing Conditions). This line will take riders from Canton to downtown Atlanta and connect to other commuter rail and BRT routes.

PEDESTRIAN FACILITIES

Enhancing pedestrian safety downtown was identified as a priority of the Woodstock Town Center Plan, especially for pedestrians crossing Main Street. Several new facilities enhance safety downtown including new traffic signals, which give pedestrians more opportunities to cross (T-4, discussed in detail in Intersection/Safety Improvements below).

The primary pedestrian improvement project downtown is the addition of a pedestrian promenade to Elm Street (T-1A) paired with the conversion of Mill Street to a two-way street (T-1B). This project was selected by the community as its highest priority. In addition, a pedestrian hybrid beacon at Elm Street and Main Street provides a safer place to cross Main Street. The beacon operates when a pedestrian activates it with a button; a double flashing red light stops traffic in both directions, giving the pedestrian a safe opportunity to cross. Pedestrian access across Main Street is especially important as the Elm Street Cultural Arts Village is developed, more parking on the west side of Main Street is created, and Elm Street becomes a route



Light rail station in Charlotte, North Carolina



Brick crosswalk

attractive to pedestrians.

Many individuals walk from surrounding neighborhoods to access downtown Woodstock's shops, parks, and restaurants. Enhancing the sidewalk network increases the attractiveness of downtown to both residents and visitors. Sidewalks are recommended on all new streets within the study area (T-10, T-11, T-14, T-19, T-20, T-23).

Travel to and from school via pedestrian and bicycle modes provides opportunities

for physical activity for children and parents while reducing automobile travel. Areas with well-connected and maintained sidewalks have significantly higher rates of walking to school. Several sidewalk improvements were recommended to enhance walkability in the vicinity of Woodstock Elementary School, including multi-use trails on Rope Mill Road, adjacent to the railroad track behind the school, and from Rope Mill Road to Main Street along a new east-west roadway connection (T-5).



A crosswalk, like this one in Curitiba, Brazil, can become an opportunity for public art, providing a showcase for local artists while also promoting pedestrian safety.

Safe Routes to School ("SRTS") programs strive to connect the trip to school with safety, health, community, and choice. These programs provide opportunities "to make walking and bicycling to school safer and more accessible for children, including those with disabilities, and to increase the number of children who choose to walk and bicycle." Cherokee County recently received a grant from SRTS that will include installing bike racks at Woodstock Elementary School.

BICYCLE FACILITIES

In addition to new pedestrian facilities, there are a number of bicycle and multi-use trails in the study area. Providing bicycle trails and shared use markings significantly improves bicycle safety in and around the downtown. Implementing the Greenprints trail plan will create the foundation for a complete bicycle network with trails that can also be used by pedestrians. Multi-use trails are recommended on Main Street from Highway 92 to Rope Mill Road; on Rope Mill Road from Main Street to north of the study area, with a spur on the railroad track where it veers away from the road; on Dobbs Road; on Arnold Mill Road from Main Street to east of the study area; connecting Dobbs Road Park to the Park at City Center; on Elm Street to Pinehill Lane to the new dog park; along Rubes Creek's adjacent utility corridor; along Noonday Creek; south of the Southgate development from Main Street to the Noonday Creek trail; and both north and south of Serenade from Main Street to the Rubes Creek trail (T-5, T-6, T-9, T-15 T-18, T-24).

On-road components are used throughout the study area to provide complete bicycle connectivity. Consideration of automobile traffic speeds and volumes, right-of-way availability, and cost was given to determine whether sharrows or bike lanes were appropriate on each thoroughfare. Given the extensive multi-use trail network and slow traffic speeds on minor roads in the study area, sharrows were deemed the most cost-effective bicycle facility. A combination of various facility types will create a network that is both implementable and accessible for all users.

Sharrows are used to identify bike routes by highlighting the presence and location for shared bicycle use within the existing travel lane. Markings, placed where drivers would typically see cyclists positioned in the travel lane, are spaced every 250 feet to provide a constant reinforcement of the need to share the road. The presence and continuity of the markings also identifies routes to the community, increase the likelihood of bicycle travel. Sharrows are appropriate along lower volume roads and are recommended in the study area from Arnold Mill Road on Hubbard Road and other local streets, winding through Woodstock Station and Serenade to Highway 92 (east of Main Street) (T-21).



Students and parents biking to school.
Source: www.saferoutestoschool.org



Multi-use trail through wooded area



Multi-use trail example



Multi-use trail through residential neighborhood



Sharrow

INTERSECTION/SAFETY IMPROVEMENTS

New traffic signals at Main Street and Noonday Street, at Towne Lake Parkway and Hubbard Road, at Towne Lake Parkway and Market Street, and at Towne Lake Parkway and the new street west of Market Street enhance vehicular and pedestrian mobility. Bulbouts at Main Street and Towne Lake Parkway, at Arnold Mill Road and Hubbard Road, at Main Street and Elm Street, and at Main Street and Noonday Street (T-4) shorten the distance that pedestrians have to cross, slow vehicular traffic, and provide an opportunity for landscaping.

Additionally, two roundabouts ease traffic movements and prevent traffic from building up. One at Towne Lake Parkway, Mill Street, and the extension of Lyndee Lane will be built when the road is extended (T-14). The other is a five-leg roundabout at Main Street, East Main Street, and Rope Mill Road (T-12). Given the angles of the streets feeding in to it and the fact that the railroad will pass through the roundabout, this project will need additional design considerations. The City should discuss plans with the railroad company about the concept and seek their feedback when they apply for funding.



Bulbouts shorten the distance that pedestrians must cross.



Streetscaping also enhances pedestrian safety by buffering the sidewalk from the road.

GATEWAYS & SIGNAGE

The City of Woodstock has been successful at creating an aesthetic character in its downtown area through implementation of streetscape improvements and architectural standards. Furthering the development of a unique identity is recommended through construction of gateways to introduce travelers to the City at three locations (T-2B, T-13). In addition, the plan recommends the installation of kiosks for visitors at future trolley or tour bus stops, including the outlet malls, tour bus parking area, and the Woodstock Visitors Center. These kiosks will include maps and information about the retail and recreation opportunities in the Woodstock Town Center (T-2C).



Example gateway signage

PARKING IMPROVEMENTS

Woodstock's parking needs can be addressed best through a multi-faceted approach. Through a combination of adding parking supply, improving parking management, designing parking capacity into future development, and improving traffic circulation to provide better access to the parking that is available, the City of Woodstock can ensure that its parking needs are met in the future without sacrificing the pedestrian-friendly, vibrant character its residents want. A full discussion of the parking plan recommendations can be found in Appendix B: Downtown Parking Study.

The steps that the City of Woodstock can take fall into three categories: immediate, or within 6 months; short-term, or within 5 years; and long-term, or as development occurs. The immediate strategies the City should implement have less to do with construction and more to do with management and agreements. A parking management program will include an employee parking sticker program, parking meter trial on East Main Street and Chambers Street in the 30 highest-demand spaces, a parking wayfinding/signage program, and an ambassador program to provide security and visitor assistance (T-2A). The City should also begin discussions with the property owner of vacant property south of Fowler Street (current location of the 140 space parking lot) regarding long term parking in the Southeast quadrant. This could include City purchase or long term lease of the lot for surface parking and a future parking

structure or provisions for construction of parking supply for general use in conjunction with construction of parking supply for new development (T-3).

Short-term parking implementation strategies include completing installation of the parking meters if the trial is successful (T-8), developing and implementing provisions for in-lieu fees for parking, and negotiating long-term parking supply at Arnold Mill Road and East Main Street. Other transportation projects will help alleviate the parking problem, including the recommended new traffic signals, the Elm Street Promenade, visitor kiosks, and multi-use trails to improve access to remote parking areas.

Long-term strategies focus on construction of additional parking supply. The plan identifies two potential locations for structured parking: Fowler Street and the Chambers at City Center. If pursued, the Fowler Street parking deck will generate 220 general use spaces and will ideally be paired with the construction of a new street connecting Dupree Road and Fowler Street east of Main Street (T-3B). As government services move to Main Street, the area behind the Chambers at City Center could be suitable for a parking deck, with approximately 120 spaces accessible from two levels (T-18). Further, the City may evaluate the need for metered parking in other areas of downtown and the need for additional signalized access to improve circulation downtown.



Figure 21. Future Parking Locations



Figure 22. Potential Parking Meter Locations



Figure 23. Future Wayfinding & Signage Locations



Figure 24. Recommended Circulation Improvements

BIKE SHARE PROGRAM

A bike share program can provide a unique and convenient way for residents and visitors to access all of the Woodstock Town Center. Partnered with the Greenprints trail program, it will attract visitors from the region who wish to see Woodstock by bike or explore the town without the hassle of driving. A bike share program will set Woodstock apart as a sustainable city. If implemented at the hotels on Highway 92, it will give hotel guests a new reason to explore and patronize local businesses and restaurants. All in all, it will support the LCI plan's goals of supporting economic development activities and becoming a sustainable city.

Bike share programs can range from very small to city-wide, depending on the size of the investment and infrastructure. A small program might be sponsored at a hotel, which has bicycles on hand to lend to hotel guests. These bikes do not need any special operating mechanisms but are checked out at the front desk and can simply be linked to a guest's room number. A somewhat larger and more inclusive bike share could be run out of a local shop, which might rent bikes to anyone by the hour. Perhaps the largest investment is a full-fledged city-wide bike share program like the ones that exist in Paris, Washington DC, and now at Georgia Tech. Specially-made bicycles are outfitted with special automatic locks that a rider can access by swiping a card or via remote cellphone entry.

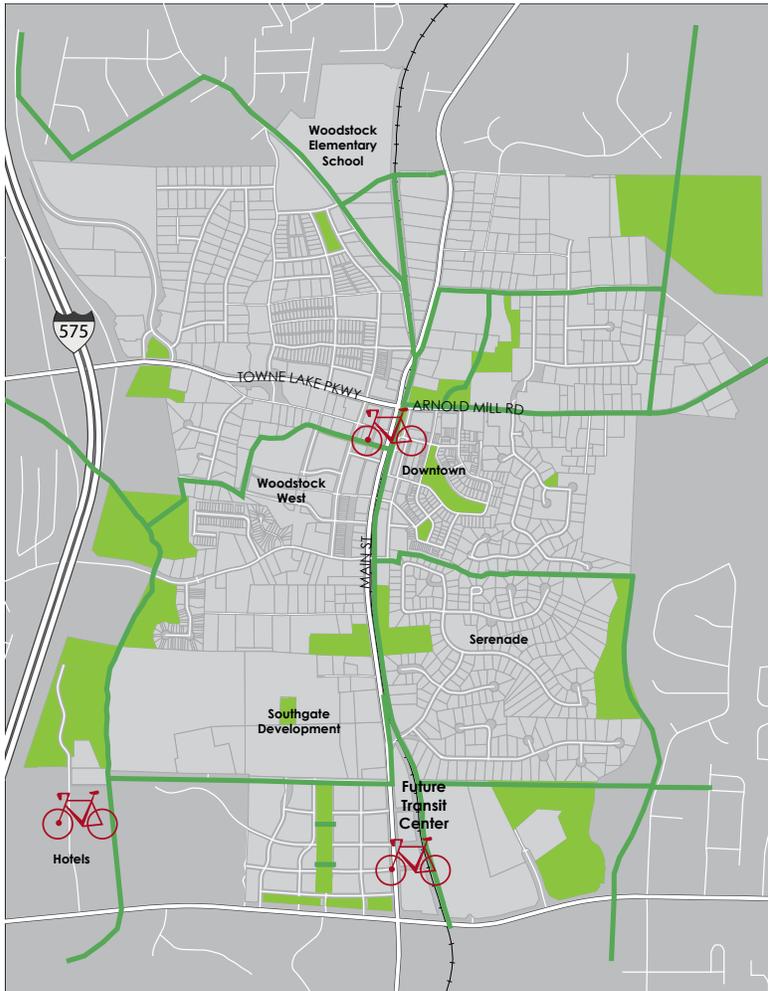


Figure 25. Conceptual bike share locations

This map indicates several potential locations for bike share facilities. They are located along major trails and in the primary areas where bikers might originate or end their rides. Providing an easy way for hotel travelers to access downtown will create more opportunities for the business and restaurants located there.



Bike share station in San Antonio, Texas. Photo source: Greg Griffin, <http://www.pedbikeimages.org>.



Washington, DC Capital Bikeshare bicycle. Photo source: MetroBike, <http://bike-sharing.blogspot.com>.

CIRCULATOR TROLLEY

In addition to opportunities for regional transportation, the transportation plan for the Woodstock Town Center incorporates local public transit. Implementing local bus or streetcar service provides a convenient travel alternative, but more importantly, it will spur redevelopment along its routes. A downtown trolley loop will alleviate some of the congestion and parking needs downtown by eliminating some vehicle trips. It will also provide much-needed connectivity to surrounding neighborhoods, shopping destinations, and regional transit. The trolley can be especially useful during large events, when parking capacity is most strained. Specifically, the trolley might drop off and pick up passengers from the GRTA Xpress Bus at rush hour, run to and from the future outlet mall on the weekends, and circulate between local neighborhoods and downtown Woodstock in the evenings.

The Woodstock Downtown Development Authority has recently initiated a trial run of a free trolley system. If the trial is successful and the City chooses to implement it permanently, they should begin with a feasibility study to determine a potential service area, optimal management strategies, and funding sources (T-7). Main Street Woodstock, the City of Woodstock, and Cherokee County are all potential sources of funding. Passengers could pay a nominal fee per ride, one dollar, to offset the costs of operation. Local businesses may also join together to fund the trolley, either outright or with vouchers for free rides. Regardless, the shuttle will use old

trolleys or buses designed to look like them, along with a branding strategy, to appeal to riders and differentiate itself from a regular bus service. To keep costs manageable, the trolley has to balance frequency ("headway," or the amount of time between two buses) with range covered. Providing service only to the most popular destinations based on the time of day is a good way to serve a larger area and many purposes while minimizing cost. Potential stops are indicated on the adjacent map.

Rome, Georgia's bus system; Hoboken, New Jersey's "Hop"; and Charlottesville, Virginia's free trolley are all examples of bus systems that run limited routes at a low cost.

- **Rome, Georgia:** Rome's transit system runs on five routes: two bi-directional loops and one single-directional loop. It operates for eleven hours a day on a one-hour headway. The \$1.25 fare is offered at a reduced rate of \$0.60 to seniors and students.
- **Hoboken, New Jersey:** The "Hop," so named because a rider can "hop on" at any intersection by flagging the bus, operates from 7 a.m. to 8 p.m., running buses on three routes every thirty minutes. The fare is \$1.00, and the bus can be tracked via text, the website, a Twitter feed, or over the phone, so riders avoid long waits at a stop.
- **Charlottesville, Virginia:** Part of the Charlottesville Area Transit system, the free trolley runs on one single-directional loop from 6:30 a.m. to 11:30 p.m. Monday through Saturday on 15-minute headways, and from 8:00 a.m. to 5:00 p.m. on Sundays with 30- to 45-minute headways. The bus travels through some residential neighborhoods to major employment centers and cultural and commercial attractions.

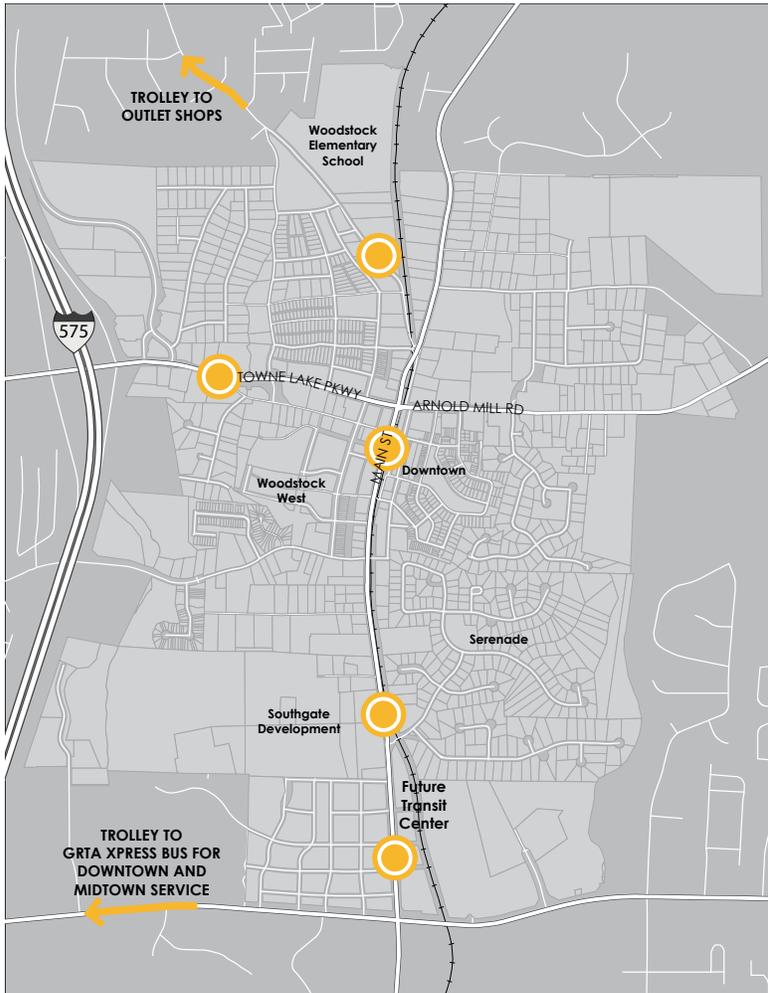


Figure 26. Conceptual trolley map

This map indicates several potential locations for stops on a circulator trolley route. These locations allow the trolley to pick up residents from popular neighborhoods and deliver them to local commercial, office, and regional transit locations.



Transit-oriented development at a streetcar stop



Charlottesville, Virginia's free trolley
(Source: www.greatstreets.org)

ILLUSTRATIVE PLAN

The illustrative plans and concept sketches on this and the following pages are designed to show desired building placements, street locations, streetscape allocations, intersection configurations, crosswalk locations, open spaces, and potential design character of buildings and public spaces consistent with concept plan recommendations. The exact location, scale and design character of public and private improvements may differ from the illustrative plans and concept sketches.

An illustrative plan is a plan that portrays one example of how to implement the concept plan. The illustrative plan is not intended as a de facto design project, yet rather to propose one alternative method of development consistent with the urban design guidelines/recommendations provided in this document. The illustrative plan provides a sense of urban design, building type and mass, and the relationship between buildings and opens spaces that are described in the concept plan. Architectural compatibility and continuity, access and connectivity are considered while creating this type of plan. Developers, property owners, and the City's advisory commissions will inevitably shape the illustrative plan through the development review process.

study area	
railroad	
school	
library	
fire station	
chambers @ city center	
parcels	
redevelopment area parcels	
parks	
roads	
parking	
parking deck	
trees	
trails	
plazas and sidewalks	
alleys	
traditional neighborhood design	
multifamily (up to 5 floors)	
intown living	
mid-rise mixed use (4-5 floors)	
high-rise mixed use (6+ floors)	
low-rise commercial (up to 2 floors)	
office (up to 10 floors)	
community facility	
existing buildings	
planned developments	



REDEVELOPMENT AREAS

In addition to the overall transportation and land use plan, there are four locations within the study area that are well positioned for significant redevelopment over the next five to ten years. The specific elements in each of these area plans range from transportation improvements to infill development to full-scale consolidation and redevelopment. The following narrative section describes the **vision** for each redevelopment area, in terms of what the community desires each area to be in the next five to ten years.

REDEVELOPMENT AREA 1: KNOWLEDGE STATION

The northernmost part of the Woodstock Town Center study area contains Woodstock Elementary School, Chattahoochee Technical College, and two major streets: Main Street/Highway 5/Canton Highway and Rope Mill Road. This neighborhood will be a community center for families and children in the future, providing opportunities for lifelong education and exploration.

Land uses in this study area include primarily traditional neighborhood design and community facility, including the two large school properties, a church, a senior facility, and the aquatic center. The residential neighborhood in the northwest quadrant of the study area is revitalized, introducing a variety of housing types, following traditional neighborhood design, along with improved pedestrian facilities. The Garden Street development also falls within this study area and consists of Intown Living use, with small

lots and ranch-style homes in a walkable neighborhood targeted to the 55 and over population. In addition, there is a revitalized and re-designed office building on Rope Mill Road with access to the railroad tracks. The intersection of Main Street and Rope Mill Road is ideal for a neighborhood commercial use, such as a coffee shop, with one to two stories of office space above.

The School Neighborhood benefits from improved street connectivity. The grid street network adds connections to Rope Mill Road and alleys serving infill residential to the west. The intersection at Rope Mill Road and Main Street is improved with a new roundabout. This roundabout incorporates the railroad, creating safer crossings for everyone. Completing the sidewalk network gives residents a safer, more comfortable way to access downtown and provides options for parents and children who wish to walk to Woodstock Elementary School. A new walking loop around the school, already in the planning phases, provides recreational opportunities for students and a place for residents to exercise.

Several other elements contribute to the character and identity of this redevelopment area. In order to integrate the Chattahoochee Technical College community into Downtown Woodstock, a food truck mini-park is envisioned in the campus's parking lot. Providing a small space for food trucks to park for lunch or dinner during the week and some outdoor furniture creates a dynamic gathering place for students and the community alike. The

existing community garden at Dobbs Street is hugely popular. A new community garden in this neighborhood provides an additional space, especially convenient for Garden Street residents and Woodstock Elementary School students. The land uses, transportation plan, and unique character envisioned for this study area create a resident- and student-focused neighborhood with plenty of opportunities to learn and socialize.



Roundabout at Main Street and Rope Mill Road, with plaza and small commercial building in the corner



1

A new **community garden** in this neighborhood provides an alternative to the popular one on Dobbs Road, especially convenient for Garden Street residents and Woodstock Elementary School students.



2

A new **walking loop** around the school provides recreational opportunities for students and a place for residents to stretch their legs.



3

The residential neighborhood in the northwest quadrant of the study area is **revitalized**, introducing a variety of housing types, a traditional neighborhood design, and improved pedestrian facilities.



4

Where Rope Mill Road meets Main Street/ Highway 5, either a monument or fountain or a new **"flatiron" building** with a small plaza in front creates an interesting vista looking north from downtown. First floor retail, like a coffee shop, and small offices above are appropriate here.



5

Targeted to the 55+ market, the new **Garden Street** neighborhood (currently under construction) features 19 ranch-style homes in a walkable neighborhood.



6

Food trucks are invited to park in the Chattahoochee Tech parking lot for a weekly food truck night. Adding a few picnic tables creates a dynamic gathering place.

Figure 28. Knowledge Station Illustrative Plan







An office retrofit creates a space for a sustainability center, shared work space, or expanded classrooms for nearby schools.

REDEVELOPMENT AREA 2: CITY CENTER

The next key redevelopment node in the Woodstock Town Center study area surrounds the Chambers at City Center, including the residential streets to the north, parcels along Towne Lake Parkway, and the current Ace Hardware. The intersection of Main Street and Towne Lake Parkway is a primary gateway into the City, and the vision for this area reflects its importance.

The Chambers at City Center redevelopment area incorporates the surrounding residential neighborhood, which is redeveloped into a Traditional Neighborhood Design, with narrow urban lots and houses addressing the street. A small commercial development on the north side of Towne Lake Parkway serves the neighborhood and complements downtown's destination retail uses. Mixed use development will fill in the southeast corner of Main Street and Towne Lake Parkway, visible to drivers arriving from Towne Lake Parkway. A multi-story building here, perhaps a boutique hotel with retail on the ground floor, continues the identity of the newly developed downtown buildings.

The Chambers at City Center expands, accommodating a relocated City Hall and all of the City's services. Locating City Hall in Downtown Woodstock restores a traditional downtown center and brings many new daytime users to local restaurants and shops. Historic homes along Main Street are preserved and used for a variety of retail types, like a small inn or restaurant. A plaza in front of the Chambers serves as a place

for people to gather and opens the Main Street and Towne Lake Parkway intersection to views of City Park.

Continuing the street grid network north, through new and revitalized residential neighborhoods, creates a walkable, well-connected transportation network. Intersection improvements at Main Street and Towne Lake Parkway create a safe and comfortable pedestrian environment, and build on streetscape and roadway enhancements underway on Towne Lake Parkway. Streetscape improvements to Towne Lake Parkway approaching Main Street will create a more walkable pedestrian environment and an engaging entrance to downtown.



Streetscape enhancements on Towne Lake Parkway approaching Main Street



1

Space for a weekly **farmers' market** behind the Chambers at City Center keeps the community facility active and busy on the weekends and gives residents a chance to socialize.



2

Historic homes along Main Street are retained and can be used for a variety of retail types, like a small inn or restaurant.



3

Expanding the Chambers at City Center allows City Hall and other government services to relocate downtown, restoring a traditional downtown hub.



4

A **plaza** in front of the Chambers at City Center serves as a place for people to gather and opens the Main Street and Towne Lake Parkway intersection to views of City Park.



5

Intersection improvements at Main Street and Towne Lake Parkway and streetscape enhancements on Main Street north of Towne Lake Parkway create a safe and comfortable pedestrian environment.



6

Mixed use development will fill in the southeast corner of Main Street and Towne Lake Parkway, visible to drivers arriving from Towne Lake Parkway and continuing the identity of the newly developed downtown buildings.

Figure 29. City Center Illustrative Plan







A new plaza and splash pad provide much-needed recreational opportunities for children in an underutilized central location.

REDEVELOPMENT AREA 3: WOODSTOCK DOWNTOWN

Downtown Woodstock has experienced substantial redevelopment over the past several years, resulting in a well-loved urban, walkable mixed used neighborhood. Expanding that successful development across Main Street to the west will enhance downtown's identity and create more opportunities for retail and intown living.

In the vision for Woodstock Downtown, development on the west side of Main Street will be primarily mixed use, with retail on the ground floor and residential or office above. Heights will increase from the front of the block to the back, with one- to two-story buildings fronting Main Street and higher buildings behind them to mimic the development pattern on the east side of Main Street. Between Noonday Street and Dupree Road on the west side of Main Street, commercial uses are appropriate in smaller-scale buildings that retain the historic character, like businesses that operate in historic homes. On the east side of Main Street, low-scale office buildings provide workplaces to Woodstock residents and help support restaurants and shops.

The relocated and expanded Elm Street Cultural Arts Village covers four acres and will be an arts and recreation destination for Cherokee County. It encompasses a performance theater, a visual arts center in a restored farmhouse, and a history center. The new Market Street is lined with live/work spaces. Retail on the first floor is complemented by residential space on the

second and third floors. These structures are particularly well suited to artists working with Elm Street. A boutique hotel may also locate on Main Street, appealing to conventions, outlet mall shoppers, historic tourism, and families visiting Woodstock. Sculptural art pieces located throughout downtown contribute to the community's identity.

Improving pedestrian safety and vehicular circulation is the overall goal of the transportation plan for West Downtown. Sidewalks with streetscapes are provided on all new street connections, protecting a safe pedestrian realm. On-street parking serves retailers and buffers the sidewalk from vehicular traffic. The most significant change is closing Elm Street between Market Street and Main Street. Doing so creates an outdoor space for artists' displays, a day and night gathering place, and a safe pedestrian walkway.



Live/work units, with retail on the ground floor and residences above envisioned on the east side of Market Street between Oak Street and Dupree Road.



1

The relocated and expanded **Elm Street Cultural Arts Village** covers four acres and will be an arts and recreation destination for Cherokee County. It encompasses a performance theater, a visual arts center in a restored farmhouse, and a history center.



2

A **boutique hotel** (usually about 60 to 120 rooms) can appeal to conventions, outlet mall shoppers, historic tourism, and families visiting Woodstock.



3

One option of closing Elm Street between Market Street and Main Street creates an outdoor space for artists' displays. It also presents a gathering place and a safe pedestrian walkway.



4

Sculptural **art** pieces are located throughout downtown.



5

Sidewalks with streetscapes are provided on all new street connections, protecting a safe pedestrian realm.



6

Market Street is lined with **live/work spaces**. Retail on the first floor is complemented by residential space on the second and third floors. These structures are particularly well suited to artists working with the Elm Street Cultural Arts Village.





Creatively retrofitting existing buildings on Main Street blends old and new, fitting with Woodstock's signature architectural style.

REDEVELOPMENT AREA 4: CROSSROADS VILLAGE

The commercial strip development at Highway 92 and Main Street, the former location of a Walmart, will experience full-scale redevelopment over the next five to ten years to create a more pedestrian-oriented and architecturally striking space. This intersection is a major gateway in to Downtown, and the development patterns at this corner should signal to drivers that they are arriving in Downtown Woodstock.

Planned unit developments (PUD) are envisioned for the fifty-acre site on the west side of Main Street and the ten-acre site on the east side of Main Street. The east side of Main Street will be the future location of a transit center, whether bus rapid transit (BRT) in the near-term future or rail in the longer term. The transit center, envisioned in the 2030 Comprehensive Plan, would include a stop on the commuter transit system and a pick-up for a downtown trolley. Steep topography might lend itself to a parking deck on the east edge of the site.

These developments will include a mix of uses, primarily with retail on the ground floor and residential and office above; however, large institutional uses may be appropriate for this area as well, such as a medical center, college, or research campus. An anchor like a large grocery store will help the development succeed and provide much needed services for all of downtown Woodstock. Within the development, existing vegetation and topography provide an opportunity for a constructed wetland to deal with stormwater and create a community amenity.

Converting Main Street into a boulevard as it approaches Highway 92 attracts people to downtown Woodstock and makes the street safer and more pleasant for pedestrians and cyclists. Signage and connections to the Greenprints trail connecting to Highway 92 create a gateway for bicyclists and pedestrians, as well. Within the larger development on the west, a strip street gives stores roadway frontage and allows businesses to face Highway 92 while separating pedestrians and store entrances from fast-moving traffic with a green swath of land.



Mixed use development at Main Street and Highway 92, looking north up the new boulevard-like Main Street



1

Turning Main Street into a **boulevard** attracts people to downtown Woodstock and makes the street safer and more pleasant for pedestrians and cyclists.



2

This defunct power center can be converted into a **walkable development** with small blocks and a connective grid street network.



3

A **strip street** is separated from Highway 92 by a green swath of land, providing an opportunity for street frontage for buildings within the development while separating it from the fast-moving traffic.



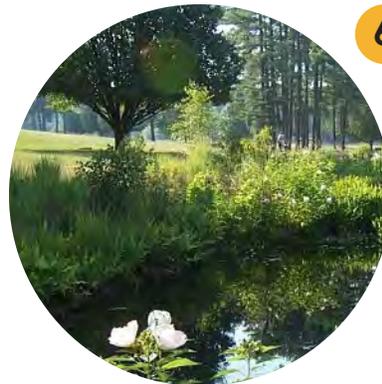
4

An **anchor** like a large grocery store will help the development succeed and provide much needed services for all of downtown Woodstock.



5

The **transit center**, part of the comprehensive plan, would include a stop on the commuter rail and a pickup for the trolley. Steep topography might lend itself to a parking deck on the east of the site.



6

Steep slopes making building here a challenge, but the vegetation and topography provide an opportunity for dealing with stormwater and creating a community amenity in a **constructed wetland**.

Figure 31. Crossroads Village Illustrative Plan



RECOMMENDATIONS & DESIGN CONCEPTS

This section of the report defines policies and projects that the City of Woodstock may consider adopting in order to implement the Concept Plan. **Policies** are general ideas that will guide decision-makers when making development and design decisions. **Projects** are specific, implementable tasks that will put the policies in place and help accomplish the Concept Plan.

LAND USE / HOUSING

The Woodstock Town Center plan integrates land use and housing policy to promote and support a vibrant mixed-use, inclusive community where residents, employees, and visitors walk, bike, or take transit to reach their destinations. The plan recommends four key catalyst projects, which provide significant impact on the continued livability of Downtown Woodstock.

Land Use Policies

- Utilize land within the core downtown for higher density, mixed-use development, as identified on the plan, to provide a variety of retail and office services to meet daily needs.
- Encourage a wider variety of housing types within Intown Living land use districts, including high quality rentals, senior housing, attached homes, and workforce living options.
- Encourage cluster infill residential housing in the Traditional Neighborhood Design land use districts.
- Preserve existing historic homes on Main Street for future residential or

commercial use, maintaining the existing historic character of downtown Woodstock.

- Encourage varying types of open space and/or community gathering spaces within all new development and redevelopment to facilitate an active public realm and provide needed places for socializing and programming.
- Examine parking requirements for all uses. Shared parking agreements between complementary uses can maximize the utility of a parking lot and reduce the number of spaces needed. Overall, a downtown parking management strategy will promote compact infill while providing adequate, but not excessive, parking.

Land Use Projects

- **O-1:** Update zoning and comprehensive plans per LCI Plan recommendations.
 - Modify the Comprehensive Plan to accommodate desired open space locations on Main Street.
 - Modify the Comprehensive Plan and zoning ordinance to include architectural guidelines and historic district regulations.
- **O-2:** Promote and partner on catalyst projects, including mixed-use projects at southeast corner of Main Street and Arnold Mill Road, west of Main Street between Elm Street and Oak Street, new office space above historic storefronts on Main Street, and incubator office / sustainability center on Rope Mill Road.

TRANSPORTATION

The integration of land use, transportation and urban design is important in developing a unified approach to redevelopment in the LCI study area. The Transportation Plan for the Downtown Woodstock Town Center LCI study identifies both short-term improvements (completed in the next five years) and the long-term vision (completed in the next ten years) for how various transportation facilities can enhance mobility within and through the core of the City. As with the entire study effort, the elements of the transportation plan stem from public participation through core team and public meetings, a design charrette, as well as research, field observation, and technical judgment.

The transportation improvements build on previous work performed to enhance walkability in downtown Woodstock through construction of streetscapes and intersection improvements. They are organized here by topic; however, most projects will relate to more than one topic, and all are intended to achieve the following policies.

Transportation Policies

- Expand walkability in Downtown Woodstock with connections to surrounding residential neighborhoods, civic spaces, recreational sites, and commercial destinations.
- Address pedestrian safety downtown, especially as it relates to the railroad.
- Extend the multi-use trail network throughout surrounding neighborhoods with connections to regional routes.
- Enhance pedestrian and bicycle connections through downtown, particularly crossing Main Street and Towne Lake Parkway/Arnold Mill Road.
- Provide traffic calming measures through the use of bulbouts, landscaping, and signalized access to reduce traffic speeds at key locations.
- Create opportunities for alternative modes of transportation.
- Implement a street grid network to improve vehicular and non-motorized connectivity.

Transportation Projects

- Street Grid Network & Alleys
 - **T-10:** Market Street Phase I
 - **T-11:** New street from Rope Mill Road to Haney Street
 - **T-14:** New street from Lyndee Lane to Woodstock West with roundabout
 - **T-19:** Complete Kyle Street (long range)
 - **T-20:** Market Street Phase II (long range)
 - **T-23:** Crossroads Village Street Grid (long range)
- Parking
 - **T-2A:** Parking Management Program
 - **T-3:** Fowler Street Parking Lot
 - **T-8:** Complete Parking Meter Implementation (after initial test, T-2A)
 - **T-3B:** Fowler Street Parking Deck (long range)
 - **T-17:** Chambers at City Center Parking Lot/Parking Deck (long range)
- Roadway Enhancements
 - **T-12:** Main Street/Rope Mill Road/ Kyle Street/East Main Street Roundabout
 - **T-13:** South Main Street Boulevard

- **T-16:** East Main Street Realignment (long range)
- **T-22:** Sidewalks & On-Street Parking on streets with redevelopment (long range)
- Pedestrian & Bicycle Facilities
 - **T-1A:** Elm Street Promenade
 - **T-5:** Multi-Use Trail: Main Street/Rope Mill Road corridor
 - **T-6:** Multi-Use Trail: Noonday Creek
 - **T-9:** Multi-Use Trail: Dobbs Road, Chattahoochee Tech, and Arnold Mill Road
 - **T-15:** Multi-Use Trail: utility corridor/ Rubes Creek, Serenade
 - **T-18:** Multi-Use Trail: Serenade/ Woodstock Station (long range)
 - **T-21:** East Side Sharrows (long range)
 - **T-24:** Multi-Use Trail: Southgate (long range)
- Intersection & Safety Improvements
 - **T-4:** Intersection Improvements (traffic signals, bulbouts and streetscape)
- Transit
 - **T-7:** Trolley Feasibility Study
 - **T-25:** Multi-Modal Transit Facility (long range)
- Gateways & Signage
 - **T-2B:** Gateway Markers
 - **T-2C:** Kiosks

ECONOMIC DEVELOPMENT / RETAIL STRATEGIES

The Market Assessment for Woodstock provides a detailed analysis of existing and future demand for housing, retail, and services, and recommendations for taking advantage of future market opportunities. Downtown Woodstock has a tremendous opportunity to capitalize on existing and potential future market demand, given the success of previous investment in the study area. With shifting consumer preferences and demographic changes underway, there will be a strong demand for mixed-use development around walkable town centers with amenities like Woodstock. With new services and retail opportunities, residential and employment demand will be attracted to the new activities provided in the Woodstock Town Center. These enhancements will make the study area even more vibrant, providing local services for Woodstock residents, helping to increase the local tax base, and making Woodstock more competitive regionally.

To achieve the Town Center vision, an economic development and marketing program that builds on Woodstock's strengths and prior investments must be pursued. As the study area develops, its businesses will serve a variety of markets, including local residents, trade area shoppers, outlet mall shoppers, visitors, downtown employees, and the Region. Key market segments include:

- Small-scale professional and business services
- Destination shopping and dining

- National retailers
- Large employers (appropriate in the Crossroads Village, future transit center, and off of I-575)
- Unique specialty retailers and local chains at a range of price points
- Convenience shopping and services
- Services and activities for seniors, families, and children
- Cultural and entertainment opportunities

The following recommendations will assist Woodstock to build an attractive community that serves residents and visitors in an aesthetically pleasing, historically and environmentally sensitive, and highly authentic Town Center.

Economic Development Policies

- Encourage redevelopment of underutilized properties.
- Support public-private partnerships, including the contribution of land and/or infrastructure by the City.
- Promote storefront streets.
- Support community-wide programming initiatives, such as craft festivals, live music, food trucks, outdoor movies, art walks, and other events to spur visitors to the downtown.
- Recruit visual and performance artists to the Elm Street Cultural Arts Center and live/work units on Market Street.
- Support the conversion of underutilized or vacant properties, including the proposed office incubator/sustainability center and Crossroads Village, into mixed use development that implements modern, green technologies.

- Continue to work with and promote the Woodstock Downtown Development Authority.

Economic Development Projects

- **O-3:** Implement a parking management plan for downtown employees in coordination with an ambassador program for enforcement.
- **O-4:** Develop inclusionary housing zoning policies.
- **O-5:** Create a redevelopment guide for downtown that includes a boutique hotel, shopping and dining options, and residential infill housing.
- **O-6:** Pursue a hotel to locate in the Town Center.
- **O-7:** Request development proposals for projects within the downtown core. City to acquire key properties or partner with current owners to market to developers
- **O-8:** Consider opportunity zone designation to spur job creation and development incentives in the study area. If desired, complete redevelopment plan for Opportunity Zone area

URBAN DESIGN

Urban Design Policies

- Strengthen identity and wayfinding within the study area, include branding, signage, street light banners, maps and directional signage for a more cohesive aesthetic.
- Implement safe and active streetscapes throughout the Woodstock Town Center study area by discouraging uses and designs that disrupt pedestrian and bicycle flow and access, such as surface lots, multiple driveways and large setbacks.

- Promote public art throughout the public realm of the study area
- Focus initial urban design implementation in Downtown Woodstock.
- Adopt architectural design guidelines or requirements.

Urban Design Projects

- **O-9:** Strengthen zoning code to maintain Main Street as a site of focused development rather than a sprawled out commercial corridor.
- **O-10:** Implement public art program along Elm Street Promenade.
- **O-11:** Survey historic resources and designate more buildings as historic, if appropriate.

COMMUNITY FACILITIES

The maintenance, retention, and expansion of Woodstock's existing community facilities will continue to be important for creating a competitive, diverse, and vibrant downtown. Numerous large parks, the Chambers at City Center, the Elm Street Cultural Arts Village, Woodstock Elementary School, Chattahoochee Technical College, and religious institutions attract people to Downtown Woodstock. The City should continue to upkeep and maintain their existing facilities and attract new programming to strengthen the livability and convenience of the Woodstock Town Center study area.

Community Facilities Policies

- Support the conversion and renovation of community buildings where appropriate.

- Pursue relocating the City Hall from Highway 92 to the Chambers at City Center.

Community Facilities Projects

- **O-12:** Relocate government services from Town Hall to Main Street north of Towne Lake Parkway.
- **O-13:** Expand promotion and marketing of the Visitors Center and maintain its storefront presence on Main Street to increase its visibility.

ENVIRONMENT AND OPEN SPACE

The environment and open space are vital to Woodstock's sustainability and are essential to the success of any future redevelopment proposal. The recommendations below seek to enrich the public realm of Woodstock by making the most of its abundant open space. In addition, new environmental and open space measures will minimize the negative impacts of development on the natural landscape of the City.

Environment and Open Space Policies

- Reduce the impacts of parking lots on water quality by encouraging pervious materials. Pervious paving and other best stormwater management practices should be included in the next update of the City's land development regulations. Until new regulations are adopted, City staff can encourage water infiltration on newly constructed parking lots.
- Encourage local food production through community gardens. Community gardens can provide healthy food to the citizens of Woodstock. It can also minimize the

environmental impacts of transporting produce and can be sold to local residents at the Woodstock Farmers' Market.

- Require usable green space as part of large new developments with public access easements. Open space in new residential and mixed-use developments will create increased gathering spaces for residents to complement existing parks and create opportunities for playgrounds for children and dog parks. As an alternative, create a greenspace bank into which developers can contribute for the creation of public spaces within the downtown district.

Environment and Open Space Projects

- **O-14:** Institute transferable development rights for vacant properties to preserve undeveloped land.
- **O-15:** Create a bike share program.
- **O-16:** Explore the relocation of Campers World, acquisition of Campers World property, and environmental restoration of the site's wetlands.
- **O-17:** Create stormwater/stream feature west of Elm Street Cultural Arts Center.
- **O-18:** Deed back public space to the City with redevelopment projects or grant perpetual easements.

INFRASTRUCTURE

The overall infrastructure goal for the Woodstock Town Center Plan is ensuring that infrastructure is adequately, safely, and efficiently provided for current and future populations. Through City policies and regulations, City staff can encourage developers to use more sustainable infrastructure methods as redevelopment occurs.

Infrastructure Policies

- Encourage developers to bury utility wires or relocate them behind buildings. Efforts should be taken by the City and developers to locate utility wires underground where feasible, especially in and around key catalyst redevelopment projects. Although expensive, this will greatly improve street aesthetics in the Woodstock Town Center.
- Encourage the use of pervious asphalt, porous pavement, "grasscrete" or similar materials in new or rebuilt parking lots. Staff should encourage water infiltration through pervious paving blocks or other methods on all constructed parking lots (public and private).
- Encourage the use of Best Management Practices in all projects that affect stormwater and water quality, including the use of bioswales, constructed wetlands, and riparian buffers.

Infrastructure Projects

- **O-19:** Require parking with new development, but evaluate parking requirements to determine if a reduction is possible. Or, pursue adopting an in-lieu fee instead.





IMPLEMENTATION

IMPLEMENTATION

The Woodstock Town Center LCI Plan integrates transportation, housing, retail and civic space to ensure a dynamic, economically thriving vibrant Town Center that attracts business and residents. It utilizes a Placemaking approach as a framework—determining the appropriate community element at the right scale and in the right location—to promote a more walkable, urban environment with housing and retail options for all residents, while lessening environmental impacts and retaining affordability.

The following implementation policies and projects facilitate the realization of the Town Center vision as “community designed for a lifetime, with first class neighborhoods, a vibrant downtown, and natural and designed beauty” and one “with housing and amenities that appeal to individuals and families at all stages of life.” The recommendations will guide local and elected officials in decisions throughout the next five to ten years, allowing them to reap the social, fiscal and environmental benefits of this six-month planning effort. This section culminates in a Five-Year Action Plan that provides additional detail for all recommended projects: description, timeline, cost, responsible party and funding source.

STEPS TO OVERCOME OBSTACLES

The implementation of the plan recommendations will require commitment and adherence to the vision and goals of

this plan, as guided through an extensive community involvement process. The City of Woodstock's staff and elected officials must remain committed to the plan over the next five to ten years.

Importantly, not one action will achieve the Town Center vision. Rather, many solutions are necessary at several levels to create an economically and socially successful Town Center in Woodstock. The funding sources and regulatory changes detailed in this section were selected to advance the following strategies during the implementation of the plan recommendations:

- Marketing Strategies:** Marketing and related promotional activities are critical to optimizing plan implementation. This includes branding and promoting the Town Center study area both internally (to Woodstock residents and business owners) and externally (to visitors or potential developers and investors). Woodstock has already established a distinct sense of place but is still developing a brand identity. Marketing will focus on the downtown as a destination, where people can find events, shopping, and dining all within a walkable, safe, attractive environment. The “story” should also affirm that Woodstock is a place where residential choices are abundant—adding to the energy of the downtown—and where residents can find plenty of recreational options in the Greenprints trail and City Park. Social and cultural events, such as the farmer's market, Friday Night Live, festivals, evening art walks, and live music draw visitors and residents to the Town Center. The illustrations and images provided throughout this plan should be used to produce new collateral and marketing packages to stimulate development. As projects outlined in this plan are accomplished, highlighting

even the smallest successes will help to spur interest and build momentum for all components of the plan.

- **Strategies for Lifelong Living:** Cities that provide residential options for a variety of household types will appeal to the Atlanta metropolitan area's growing and aging population. Woodstock must continue to appeal to families, the millennials and the baby boomers to ensure the sustainability of the downtown and the support of the plan's implementation. Downtown Woodstock is already walkable with many destinations, gathering places, and homes in a mixed use environment, making it a very attractive option for individuals who wish to age in place. Attracting neighborhood-serving retail (like a grocery, market, or drug store) and encouraging affordable housing development will ensure that Woodstock grows as a Lifelong Community, a place where individuals of all ages can thrive.
- **Transportation Management Strategies:** Providing for alternative modes, rather than solely vehicular travel, in the Town Center will guide the success of the plan's implementation. All efforts for realizing the recommendations should promote walking, biking and alternative transportation choices and de-emphasize development patterns that are auto-centric. Importantly, initiatives and policies must support transit accessibility, connectivity and overall access to alternative transportation modes. Programs such as bike and car sharing, projects that implement sidewalks, and zoning that reduces parking minimums for off-street requirements are all examples of successful transportation management strategies.

FUNDING

Funding for implementation of a mixed use and mixed-income downtown is complex. The costs associated with the planning, financing, marketing and communication require a patchwork of sources, public and private, local and federal.

The pursuit of infrastructure and planning grants are a fundamental component of the City of Woodstock's ability to positively affect change in the Town Center study area. The real goal when considering funding any planning or infrastructure project is to successfully leverage limited funds. Most often the public sector needs to make targeted investments in an area first, in order to spur further private development. The City of Woodstock and the Downtown Development Authority will need to continue to undertake various improvements in the areas of land use, housing, economic development, infrastructure, and marketing to attract the interest of private developers, and new residents and businesses.

Locating and accessing sources of funding and financing for community improvements in Woodstock will be a long-term endeavor. Cooperation among the City of Woodstock community residents, businesses, stakeholders and local government is required to successfully fund public improvements as well as to recruit private investment.

FEDERAL

Atlanta Regional Commission LCI Transportation Project Funding for Implementation

The Atlanta Regional Commission (ARC) has committed to making federal funding available for the implementation of transportation-related plan recommendations and to pre-qualify a limited number of transportation projects for funding. Since the program's inception in March 2000, the ARC has approved over \$600 million for project funding of transportation projects from LCI Studies. The City of Woodstock should work with the ARC to ensure that projects requiring transportation funds are included in future Regional Transportation Plans, which are revised every five years. Most funds administered via the ARC using federal dollars require a twenty percent local match, which would likely be from the City's general fund, or from Special Purpose Local Option Sales Tax (SPLOST) revenues. The local sponsor is to acquire the right-of-way with one-hundred percent local funds. Other sources for this match could include development impact fees and private funding opportunities.

Only two projects per LCI study area may be accepted in any given funding cycle. The projects selected from the local sponsor and submitted to ARC must originate from the Action Plan. The minimum total project cost for LCI funding is \$500,000 and the maximum is \$4 million with a 20% local match. Eligible projects are identified in the Five-Year Action Plan and provide improved safety and

accessibility for pedestrians and bicyclists. The application process involves three stages: project pre-qualification; project refinement (concept studies); and the Transportation Improvement Program (TIP) funding commitments by ARC, GDOT and local sponsors (city and/or county).

LCI Implementation funding grants are very competitive, as LCI sponsors from throughout Metro Atlanta compete for the same funding. The City may choose to fully fund any of the projects in the Five Year Action Plan. However, when applying for LCI implementation funding, it is recommended that the City maximize the number of projects included in each application for funding. As the maximum total project cost is \$5 million (\$4 million LCI grant plus \$1 million local match), it is recommended that the following groups of projects be combined when applying for LCI implementation funding.

**Implementation Application 1, Total
Estimated Cost \$ 3,478,980**

- **T-1A:** Elm Street
- **T-1B:** Mill Street Conversion
- **T-4:** Intersection Improvements
- **T-5:** Multi-Use Trail on Main Street
- **T-7:** Trolley Feasibility Study
- **T-12:** Main Street/Rope Mill Road Roundabout

**Implementation Application 2, Total
Estimated Cost \$3,049,000**

- **T-10:** Market Street. *To qualify for federal funding, this road must be either a collector or arterial. This street must function as and be classified as a collector road in order to obtain ARC approval and federal funding. Collector roads connect local roads, such as residential neighborhood streets, to arterial roads, which move cars from collectors to higher-capacity routes like freeways. Main Street and Towne Lake Parkway are minor arterials, and Market Street will likely act as a collector street. Many new residential developments, including Garden Street, Woodstock West, and the Southgate development will be located along Market Street, with Market Street serving as their primary access route to local arterials. The City will need to show that all criteria defining a collector road are met in order to gain approval of this project.*

**Implementation Application 3, Total
Estimated Cost \$3,800,000**

- **T-13:** South Main Street Boulevard. *The City may find it easier to obtain funding for this project if there are concrete plans for the redevelopment of Cornerstone Village, the old Walmart site.*

The projects were combined into these applications based on the project location and type. As conditions and priorities change in the future, the City may want to adjust the projects that are included in each application to meet their current needs.

Atlanta Regional Commission LCI Supplemental Study Grant

The LCI Supplemental Study grant provides LCI award-recipient communities with federal funds (80/20 match) for additional planning studies that help to refine or extend the original LCI study to advance continued, successful implementation. Examples of these include zoning code updates, wayfinding studies, or projects targeted to serve the aging population. Projects eligible for LCI supplemental grant funds are identified in the 5-Year Action Plan.

Freight Operations and Safety Program

The Freight Operations and Safety Program consists of a \$60 million federal set-aside plus a 20% state/local match. This is a jointly-funded ARC/GDOT program with a total of \$75 million in expected funding in the FY 2012-2017 TIP. According to the ARC, the goal of this program “is to enhance, as quickly and efficiently as possible, the regional freight transportation network that serves the regional economy.” This is a potential funding source for project T-12, the roundabout at Main Street, Rope Mill Road, Kyle Street, and E. Main Street, if it can be demonstrated that the project will benefit the movement of goods.

Multi-Family Housing Finance and Development Programs: Low-Income Housing Tax Credit (LIHTC) and HOME Investment Partnership Program (HOME)

The State of Georgia’s Department of Community Affairs (DCA) Office of Affordable Housing (OAH) administers funding to for-

profit and non-profit developers for the construction and/or renovation of affordable multifamily rental housing in communities across Georgia.

DCA’s process for allocating funds is outlined in Georgia’s Qualified Allocation Plan. This document describes (1) the federal and state resources available for financing rental housing through the plan, (2) the legislative requirements for distributing these resources, (3) the State’s preference for the location and type of such housing, (4) the process used for evaluating applications and awarding these resources, and (5) program compliance requirements and procedures. Financing sources available through DCA include the Low Income Housing Tax Credit (LIHTC) and the HOME Investment Partnership Program (HOME).

The Low-Income Housing Tax Credit (LIHTC) program provides tax credits that developers can use to raise capital for the acquisition, rehabilitation or construction for affordable housing (by reserving all or a portion of their units for occupancy for low income tenants). The application process occurs in the spring annually to DCA.

Tax Credits can be used to bring high quality, well managed affordable units to the area, but the use of the credits should be integrated within a market rate project. The key to successful implementation will be selection of a highly qualified, well respected development company that has built projects that have been around for twenty years or more.

Participating jurisdictions may use HOME Investment Partnership Program (HOME) funds for a variety of housing activities, according to local housing needs. Eligible uses of funds include tenant-based rental assistance; housing rehabilitation; assistance to homebuyers; and new construction of housing. HOME funding may also be used for site acquisition, site improvements, demolition, relocation, and other necessary and reasonable activities related to the development of non-luxury housing. All housing developed with HOME funds must serve low- and very low-income families. For rental housing, at least 90 percent of the families benefited must have incomes at or below 60 percent of the area median income; the remaining 10 percent of the families benefited must have incomes at or below 80 percent of area median income. Homeownership assistance must be to families with incomes at or below 80 percent of the area median income.

New Markets Tax Credit Program

The New Markets Tax Credit Program (NMTC Program) was established by Congress in 2000 to spur new or increased investments into operating businesses and real estate projects located in low-income communities. The NMTC Program attracts investment capital to low-income communities by permitting individual and corporate investors to receive a tax credit against their Federal income tax return in exchange for making equity investments in specialized financial institutions called Community Development Entities (CDEs). The credit totals 39 percent

of the original investment amount and is claimed over a period of seven years (five percent for each of the first three years, and six percent for each of the remaining four years). The investment in the CDE cannot be redeemed before the end of the seven-year period.

One of the two census tracts in which the LCI Study Area is located qualify for New Market Tax Credits as a Housing Hot Zone and an Investment Area. Unfortunately, the NMTC program expired at the end of 2011 and is currently waiting reauthorization.

Federal Historic Preservation Tax Credits

20% Tax Credit. A 20% income tax credit is available for the rehabilitation of historic, income-producing buildings that are determined by the Secretary of the Interior, through the National Park Service, to be "certified historic structures." The State Historic Preservation Offices and the National Park Service review the rehabilitation work to ensure that it complies with the *Secretary's Standards for Rehabilitation*. The Internal Revenue Service defines qualified rehabilitation expenses on which the credit may be taken. Owner-occupied residential properties do not qualify for the federal rehabilitation tax credit. Each year, Technical Preservation Services approves approximately 1000 projects, leveraging nearly \$4 billion annually in private investment in the rehabilitation of historic buildings across the country.

10% Tax Credit. The 10% tax credit is available for the rehabilitation of non-historic buildings

placed in service before 1936. The building must be rehabilitated for non-residential use. In order to qualify for the tax credit, the rehabilitation must meet three criteria: at least 50% of the existing external walls must remain in place as external walls, at least 75% of the existing external walls must remain in place as either external or internal walls, and at least 75% of the internal structural framework must remain in place. There is no formal review process for rehabilitations of non-historic buildings. This may be a significant source of funds to spur the redevelopment of the historic buildings on the west side of Main Street as one large implementation project.

STATE AND LOCAL PROGRAMS

State and local budgets are increasingly constrained in this economic climate. However, the commitment by local governments can leverage additional, larger funds. Following are funding sources appropriate for the Town Center LCI implementation.

Transportation Enhancements (TE)

These federal government funds are explicitly for projects that expand travel choice, strengthen the local economy, improve the quality of life, and protect the environment. Streetscape, pedestrian and bicycle facilities, and gateways are examples of projects that qualify for TE funds. TE funds cover a maximum of 80% of the total project cost, and the City's local match must be at least 20% of the total project cost. The local match may be cash, in-kind services, or donated services, materials, or real property. The federal TE funding award may be used

in any or all of the three project phases of preliminary engineering, right-of-way, and/or construction.

Woodstock Tax Allocation District (TAD): Infrastructure Improvements

A Tax Allocation District, also known as tax increment financing or "TIF district," is simply a public finance tool used by local governments to attract private redevelopment to substandard, deteriorated, distressed, obsolete, defective or otherwise blighted property. Created in response to the many challenging conditions that face local governments attempting to revitalize such an area, a TAD is often the best choice among all public financing options available.

Nationally, tax increment financing is the most popular form of public finance for economic development projects, according to the Council of Development Finance Agencies. A Tax Allocation District finances public and other strategic improvements within the TAD that attract private investment. As investment occurs and property values within the TAD begin to rise, any property tax revenues that are generated above the TAD's original certified revenue base, called the TAD increment, are used to pay for these public improvements.

Woodstock established its Tax Allocation District in 2012. The following includes improvement costs a TAD may support: sewer expansion and repair; storm drainage; street construction and expansion; water supply; parks, paths and green spaces; bridge construction and repair; curbs and sidewalks; traffic control; street lighting; landscaping;

property acquisition; building acquisition; demolition and clearance work; parking structures; environmental remediation; historic preservation and remediation.

Community (or Downtown) Improvement District

A Community Improvement District (CID) is an excellent means for a community of businesses to augment the local government services it receives. It also allows a CID entity, with its own Board of Directors and staff, to specify how the funds it generates can be used. A CID is a special self-taxing district. The only funds it raises come from a millage assessment on real property owned by CID members/participants—any amount from \$1/8 million to a State maximum of \$5.0 million, with most CIDs in Georgia assessing an additional \$1.25 to \$1.75 million.

Georgia law authorizes property owners in commercial areas to establish special tax districts to pay for infrastructure enhancement. These CIDs do not replace traditional city and county infrastructure improvement programs, yet instead supplement them. Projects which can be funded by a CID include street and road construction and maintenance, sidewalks and streetlights, parking facilities, water systems, sewage systems, terminal and dock facilities, public transportation, and parks and recreational areas.

Woodstock does not have a CID, but local businesses could consider founding one in order to raise funds for projects such as increased parking and a circulator trolley.

Public–Private Partnership

A public-private partnership (PPP) is a government service or private business venture which is funded and operated through a partnership of government and one or more private sector companies. PPP involves a contract between a **public sector** authority (example being the DDA) and a private party, in which the private party provides a public service or project and assumes substantial financial, technical and operational risk in the project. In some types of PPP, the cost of using the service is borne exclusively by the users of the service and not by the taxpayer (for example, a fee for use parking garage). In other types (notably the **private finance initiative**), capital investment is made by the private sector for funding of public infrastructure projects with the government implementing the services and costs (for example, financing a centralized sewer or stormwater system for a community whereas the government implements the service and bills for the costs). Government contributions to a PPP may also be in kind (notably the transfer of existing assets, most often in the form of land). In projects that are aimed at creating public good the government may provide a capital subsidy in the form of a one-time grant, so as to make it more attractive to the private investors. In some other cases, the government may support the project by providing revenue subsidies, including tax breaks or by providing guaranteed annual revenues for a fixed period.

Downtown Development Authority

Established in 2002, the Downtown Development Authority (DDA) is dedicated to the development, growth, and preservation of historic downtown Woodstock. The DDA plans programming, financial incentives, and outreach to encourage development and job growth in downtown Woodstock. The DDA has been involved in assisting downtown businesses secure financing for relocations, expansions, and operations in the downtown area. Specifically, they have worked on a Façade improvement Grant Program and partially funded the Elm Street Arts Cultural Village concept. In accordance with Chapter 42, Section 36-42-1 of the Georgia Code, the DDA has the authority to finance projects (through the issuance of bonds) within the central business districts that will develop and promote the public good and general welfare.

Opportunity Zone

Local governments which undertake redevelopment and revitalization efforts in certain older commercial and industrial areas can now qualify those areas for the State's maximum state job tax credit of \$3,500 per job. The incentive which is available for new or existing businesses which create two or more jobs are "credits" that can be taken against the business's income tax liability and state payroll withholding. The credits are available for areas designated by DCA as "Opportunity Zones".

While the City of Woodstock does not have an existing Opportunity Zone, they could

apply to create one. Areas that are within or adjacent to census block groups with a poverty rate of 15 percent may be designated as an opportunity zone, if other criteria are met. The block group that encompasses the area from Main Street to I-575 and from Arnold Mill Road to I-92 has a poverty rate of 24.9% (the southwest "quadrant") and the southeast and northwest quadrants are entirely encompassed in adjacent block groups. Application of the Opportunity Zone would be appropriate for incentivizing redevelopment in the entire Town Center area. More information about how to apply for Opportunity Zone designation can be found on the DCA's website: <http://www.dca.state.ga.us/economic/DevelopmentTools/programs/communityAssistance.asp>.

DCA Downtown Development Revolving Loan (DDRLF)

The purpose of the Downtown Development Revolving Loan Fund (DD RLF) is to assist cities, counties and development authorities in their efforts to revitalize and enhance downtown areas by providing below-market rate financing to fund capital projects in core historic downtown areas and adjacent historic neighborhoods where DD RLF will spur commercial redevelopment.

GA Cities Foundation Revolving Loan Fund (GCFRLF)

Applications are evaluated based on leadership, accountability, long-term sustainability, and potential for private investment. Projects should encourage spin-off development, add jobs, promote

downtown housing, or add to the cultural enrichment of the community. Each application must also undergo credit underwriting. Eligible projects include real estate acquisition, building rehabilitation, new construction, green space and parks. Ineligible uses of funds are operating expenses and administration, local revolving loan funds, public infrastructure projects, streetscapes, and facade projects.

Local Revolving Loan Funds (RLF)

Local Revolving Loan Funds (RLF) are potential sources of funding for new or expanding businesses in select areas throughout Georgia. The goal of each RLF is the creation of job opportunities, primarily for low- and moderate-income persons. Funds for each RLF are capitalized with a Community Development Block Grant (CDBG) Employment Incentive Program (EIP) grant that is loaned to a private business or a Redevelopment Fund (RDF) loan(s). As loan repayments are made, the RLF is capitalized by the local government that was the recipient of the initial CDBG EIP or RDF award. RLF loan applications are received and reviewed by the local RLF committee and government that operate the RLF.

Equity Fund (One GA)

The purpose of the Equity Fund is to provide a program of financial assistance that includes grants, loans and any other forms of assistance authorized by (O.C.G.A.50-34-1 et seq.) to finance activities that will assist applicants in promoting the health, welfare, safety, and economic security of the citizens

of the state through the development and retention of employment opportunities in areas of greater need as defined by the Georgia Business Expansion and Support Act of 1994, as amended (O.C.G.A.48-7-40).

GA Environmental Facilities Authority (GEFA)

GEFA is a state agency that administers a wide variety of programs that provide financial assistance and other support services to improve Georgia's environment. GEFA's program focus areas are water, wastewater, solid waste, recycling, land conservation, energy efficiency and fuel storage tanks for local governments, other state agencies and non-profit organizations. GEFA funds can be used to implement the Environment & Open Space policies and best management practices for stormwater.

Redevelopment Fund

Redevelopment projects can be the most challenging economic and community development projects a local government undertakes. The Redevelopment Fund gives local governments access to flexible financial assistance to help them implement projects that cannot be undertaken with the usual public sector grant and loan programs. The Redevelopment Fund finances locally initiated public/private partnerships to leverage investments in commercial, downtown and industrial redevelopment and revitalization projects that wouldn't proceed otherwise; it can be used for implementation in the Crossroads Village focus area or of the proposed office incubator space.

Community Development Block Grant Loan Guarantee Program (Section 108 Program)

The CDBG Loan Guarantee Program (Section 108 Program) is an economic and community development financing tool authorized under Section 108 of Title I of the Housing and Community Development Act of 1974, as amended. The program is a method of assisting non-entitlement local governments with certain unique and large-scale economic development projects that cannot proceed without the loan guarantee. In order to be eligible, a project must meet all applicable CDBG requirements and result in significant employment and/or benefit for low and moderate income persons. Projects that are eligible for financing under existing federal, state, regional or local programs will generally not be considered for guarantee assistance unless the programs would fail to fully meet a project's need.

State Historic Preservation Tax Incentives

The Georgia State Income Tax Credit Program for Rehabilitated Historic Property allows eligible participants to apply for a state income tax credit equaling 25% of qualifying rehabilitation expenses capped at \$100,000 for personal, residential properties, and \$300,000 for income-producing properties. The credit is a dollar for dollar reduction in taxes owed to the State of Georgia and is meant to serve as an incentive to those who own historic properties and wish to complete rehabilitation. The Georgia Preferential Property Tax Assessment Program for Rehabilitated Historic Property allows eligible participants to apply for an 8-year property

tax assessment freeze. This incentive program is designed to encourage rehabilitation of both residential and commercial historic buildings by freezing property tax assessments for eight and one-half years.

Community Choices Program

The ARC's Community Choices Program provides **free** technical assistance to local governments who wish to pursue implementation of quality growth practices. Several awards are made to local jurisdictions each year on a competitive basis. Examples of project types include design guidelines, updates to zoning ordinances, quality growth audits, overlay districts, and assistance with development review procedures. For more information, visit the ARC's website: <http://www.atlantaregional.com/local-government/implementation-assistance>.

CONSISTENCY WITH LCI COMPONENTS

The Atlanta Regional Commission's Livable Centers Initiative Program "encourages local jurisdictions to plan and implement strategies that link transportation improvements with land use development strategies to create sustainable, livable communities consistent with regional development policies."

The Woodstock Town Center LCI 10-Year Update planning process and final report documents fulfill the standards and goals set forth for the LCI Program. The summary below demonstrated how the supplemental LCI study addressed each of these 10 study requirements:

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

- Primary inputs for the Woodstock Town Center LCI Plan land use decisions include community feedback, the economic and market analysis completed as part of the study, the parking study, the existing conditions inventory and analysis, and previous studies and projects already in progress.
- The Woodstock Town Center Plan's four focus areas provide a diverse balance of land uses, including commercial, residential, office, and mixed use within the Town Center study area. These focus areas help create a sense of place in the Woodstock Town Center by contributing these land uses at the appropriate scale and of high-quality design. A mix of land uses also encourages walkability and the use of alternative modes of transportation, so more connectivity for pedestrians is included in the plan. Increased densities over time will create the "critical mass" necessary for a dynamic retail environment and allow for housing opportunities for all residents' needs. See Chapter 5: Concept Plan for a more detailed description of each focus area.
- The plan proposes changes to the City of Woodstock's Future Land Use Plan and Comprehensive Plan recommended for plan implementation. See Table 11: Other Projects Action Plan for more information.

2. Transportation demand reduction measures.

- The Woodstock Town Center Plan includes an extensive pedestrian and bicycle network consisting of sharrows, multi-use trails, and sidewalks, connecting surrounding neighborhoods to downtown. These improvements will reduce auto demand by shifting some auto trips to pedestrian and bicycle trips, reducing trips along streets in Woodstock's Town Center and improving pedestrian and bicyclist safety.
- Encouraging mixed use developments that offer opportunities to live, work, shop, and play will further reduce demand for motor vehicle trips in the Woodstock Town Center, improving traffic flow and increasing pedestrian activity.
- The Woodstock Town Center 10-Year LCI Update includes a separate parking study with numerous recommendations to improve the availability, both perceived and actual, of parking in the town center. Shifting more trips to pedestrian and bicycle will help alleviate some of the stress on the existing parking downtown. Additionally, some of the strategies may encourage individuals who can to walk or bike downtown instead of drive.

3. Internal mobility requirements (including safety and security of pedestrians), such as traffic calming, pedestrian circulation, transit circulation, and bicycle circulation.

- The plan recommends streetscape and intersection improvements to promote pedestrian accessibility and safety. Enhancements such as signalized pedestrian crossings,

bulbouts, and wider sidewalks located throughout the study area (particularly in downtown Woodstock) will serve to manage traffic speeds and improve the pedestrian environment, leading to a safer walking experience.

- An extensive bicycle and pedestrian network in the study area, including sharrows, multi-use trails, and sidewalks, will provide more opportunities for walking and biking through the study area, improving overall traffic flow for all modes of travel. Dedicated bike/ped facilities improve safety on high-traffic volume roads. See Chapter 5: Concept Plan and Table 9: Short-Term Transportation Projects Action Plan for more information.

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

- The market analysis completed as a part of this study identified a demand for rental apartments, appealing to the millennial generation (that does not purchase a home until later in life) and the aging population. The Woodstock Town Center Plan identifies locations for expanded housing types that will support these demand projections within the study area at a density that is compatible with existing surrounding neighborhoods.
- The Plan proposes a variety of other residential opportunities, including single-family homes, traditional in-town neighborhood design, townhouses, and stacked flats, to strengthen the appeal of the community to many income levels and age groups. The addition of these housing types also strengthens the jobs/housing balance. Further,

sidewalk and trails will facilitate the ability to live and work in or near downtown Woodstock. See Chapter 5: Concept Plan.

- The Woodstock Town Center Plan proposes a mixed use destination with varied retail and residential opportunities, offering diversity in residential options and retail space that will enhance and support the surrounding existing single-family neighborhoods, which will continue to attract families to the community.

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

- The Woodstock Town Center Plan makes a particularly concerted effort to create new roadway connections to expand the street grid network and improve connectivity. Constructing a grid network of streets within large new development areas is also encouraged to further enhance connectivity.
- As the railroad affects overall connectivity through the Woodstock study area, the plan recommends further study of connectivity and safety issues related to vehicle and pedestrian crossings of the railroad tracks. New crossings may become necessary, improving the mobility of cars, cyclists, and pedestrians.

6. Need/identification of future transit circulation systems.

- The Woodstock Town Center plan explores the possibility of using a circulator trolley or shuttle to improve connectivity within the study area and to other nearby destinations,

such as the Outlet Shoppes of Atlanta and GRTA Xpress commuter bus pick-up location.

- For long-range future transit needs, the Woodstock Town Center study area includes transit-oriented development patterns on the existing freight rail line. ARC's long-range transit plan envisions commuter rail on this route, so the Town Center plan prepares for the types of development patterns that will capitalize on this use.

7. Connectivity of transportation system to other centers.

- Access to jobs is an important factor as individuals chose where to live. The Woodstock Town Center currently offers excellent connectivity to downtown Atlanta and to Hartsfield-Jackson Atlanta International Airport through its close proximity to I-575/I-75. Additionally, the GRTA Xpress bus service provides connection to midtown and downtown. The Town Center Plan includes recommendations that would improve connectivity throughout the study area and to regional connections via improved traffic flow throughout the study area and enhanced facilities for non-motorized transportation.

8. Community organization, management, promotion, and economic restructuring to ensure implementation.

- The Woodstock Town Center plan identifies opportunities for numerous economic development initiatives for implementing the plan, such as strengthening the identity of downtown Woodstock, increasing

available public gathering space, and continuing to attract high quality restaurants and retail to the Town Center. See Chapter 5: Concept Plan for a discussion of all proposed economic development policies and projects.

- Successful retail is critical to ensuring the sustainability of the Woodstock Town Center, and an improved parking plan will play a significant role in keeping retail strong. Implementing some of the parking management strategies recommended in the Parking Study (attached) will enhance access to parking downtown.
- The City of Woodstock will work collaboratively with the development community and surrounding property owners to ensure that future development adheres to the land use, mobility, and urban design recommendations with the plan. Specifically, the key catalyst projects identified in the four focus areas can become drivers of future development, and the City will work to seek opportunities for their implementation.

9. Stakeholder participation and support.

- The creation of this Plan was guided by feedback from the Project Management Team (comprised of the City of Woodstock and the Atlanta Regional Commission) and a Core Team that included property owners, developers, businesses, study area residents, and representatives from the planning commission, Greenprints Alliance, Elm Street Cultural Arts Center, Chattahoochee Technical College, and Woodstock Elementary School. The Core Team was established exclusively

to review and guide planning activities and recommendations. A design charrette/workshop was conducted with the Core Team and community members for the creation of alternative concepts; a business owner roundtable meeting allowed one-on-one conversation with the affected businesses; and an online community survey and project website facilitated awareness and communication, providing crucial feedback throughout the project at key milestones. Complementing this involvement were three additional community meetings and an open house, each with interactive exercises for improved dialogue. The Plan established a vision and set of goals in the areas of land use, circulation, and urban design and identified key placemaking elements to integrate land use and transportation recommendations throughout the study area. See Chapter 3: Methodology for additional information.

10. Public and private investment policy.

- Investment in the study area by public-private partnerships, especially those facilitated and/or led by the City of Woodstock, will guide the successful implementation of the plan concept and associated recommendations. Communication and collaboration between the City of Woodstock and development authorities on the focus area redevelopment projects will ensure their success as walkable, sustainable communities to residents and employers. Recommendations for future land use, zoning, and overlay district revisions to be conducted by the City of Woodstock Community Development Department (with

City Council approval) will advance the goal of redevelopment that is mixed use, pedestrian-friendly, and sustainable for the long term future. See Chapter 5: Concept Plan.

CONSISTENCY WITH THE LIFELONG COMMUNITY INITIATIVE

The Lifelong Communities Initiative at the ARC strives to create places in metropolitan Atlanta where individuals can live throughout their lifetime. As the older adult population is growing, our cities need to adapt to meet their needs. The goals of the Lifelong Communities Initiative are:

- Promoting Housing and Transportation Options
- Encouraging Healthy Lifestyles
- Expanding Information and Access to Services

The Woodstock Town Center LCI meets the goals of the Lifelong Communities (LLC) as described below:

Promoting Housing and Transportation Options

The Woodstock Town Center Plan identifies locations for a mix of uses throughout downtown Woodstock to allow for residential units to develop in close proximity to services. These residential units will include a variety of housing types and densities, expanding options and allowing for a diverse mix of age and socioeconomic groups to live

and work in the study area. An enhanced pedestrian and bicycle network will improve connectivity and safety for non-motorized travel. Extending the sidewalk network and improving safety at primary street crossings, as well as adding streetscaping and traffic calming measures, will contribute to an easier, more comfortable walking experience for users of all ages.

Encouraging Healthy Lifestyles

The City of Woodstock has numerous places for gathering and socializing within the downtown area. The Town Center plan focuses on expanding these opportunities through the creation of additional open spaces and multi-use trails downtown and enhancing programming in existing open spaces to create a lively and dynamic social environment for all residents. Additional open space throughout the study area, not just in the downtown, is recommended as redevelopment occurs, especially in close proximity to future multi-family and lifelong housing. A network of multi-use trails, sharrows, and sidewalks provide opportunities for walkers and cyclists to access downtown and to engage in physical activity. Supporting the growing local food movement with community gardens and the Woodstock farmers' market provides residents easy access to fresh, healthy food.

Expand Information and Access to Services

The Woodstock Town Center Plan study area includes a variety of government services and religious institutions, many of which provide additional services to the

community. Enhanced programming at civic spaces will provide outreach opportunities and expand residents' knowledge of other local services. Careful consideration of the needs of older adults will be a vital element of future redevelopment efforts.

FIVE-YEAR ACTION PLAN

The five-year action plan provides the City with a checklist for plan implementation. The plan vision and goals have been translated into actionable projects, each of which is listed in the action plan. In order to simplify completion, the list identifies the year the project should be pursued, estimated project costs, responsible party, and funding source. It is broken into two parts, the short-term transportation action plan (Table 9) and the other project action plan (Table 11). The City Council should review this action plan and use it to develop its short-term work program.

Not all of the projects envisioned in the Woodstock Town Center plan will be accomplished in the next five years. Some will depend on market changes and developer investment to take shape. They are included in the long-term transportation action plan (Table 10) so that the City can continue to evaluate the feasibility of these projects with plan updates and market changes.

Table 9. Short-Term Transportation Action Plan

ID	Description	Type of Improvement	Engineering Year	Engineering Costs	ROW Year	ROW Costs	Construction Fiscal Year	Construction Costs	Total Project Costs	Responsible Party	Funding Source	Local Source	Match Amount
T-1A	<p>Elm Street - addition of pedestrian promenade with the following features and improvements (800’):</p> <ul style="list-style-type: none"> • multi-use trail • benches every 50 feet • pedestrian hybrid beacon at Main Street • bulbouts and streetscaping at Main Street • landscaped park spaces • public art every 50 feet 	Bike/Ped; Multi-Use Trail; Roadway Operation	2013	\$41,440	2014	\$41,440	2015	\$414,400	\$497,280	City	City, LCI, TAP	General Fund	\$99,456
T-1B	Mill Street conversion from one-way to two-way street (1300’)	Roadway Operation	2013	\$5,000	2013	\$0	2013	\$45,500	\$50,500	City	City	General Fund	\$10,100
T-2A	<p>Parking management program:</p> <ul style="list-style-type: none"> • employee parking sticker program • parking meter test program on East Main Street and Chambers Street in 30 highest-demand spaces • ambassador program to provide security and visitor assistance 	Parking	2013	\$11,000	2013	\$0	2013	\$75,000	\$86,000	City	City	General Fund	\$17,200
T-2B	<p>Gateway markers at the following locations:</p> <ul style="list-style-type: none"> • Towne Lake Parkway at the ramp from I-575 • Arnold Mill Road and east study area boundary 	Signage	2013	\$700	2014	\$2,100	2014	\$14,000	\$16,800	City	City, LCI	General Fund	\$3,360

Table 9. Short-Term Transportation Action Plan (continued)

ID	Description	Type of Improvement	Engineering Year	Engineering Costs	ROW Year	ROW Costs	Construction Fiscal Year	Construction Costs	Total Project Costs	Responsible Party	Funding Source	Local Source	Match Amount
T-2C	Kiosks for visitors at the following tour bus stops: <ul style="list-style-type: none"> the outlet malls the tour bus parking area the Woodstock Visitor's Center 	Parking: Signage	2013	\$1,500	2014	\$1,500	2014	\$15,000	\$18,000	City	City, LCI	General Fund	\$3,600
T-3	Fowler Street and connections: <ul style="list-style-type: none"> Parking Lot (future deck location, see long term project list unless public/private partnership happens sooner) 	Parking	2013	\$10,000	2014	\$310,000	2015	\$60,000	\$380,000	City	City	General Fund	\$380,000
T-4	Intersection improvements: <ul style="list-style-type: none"> Fowler Street and Main Street: bulbouts, streetscape, and traffic signal Dupree Road and Main Street: bulbouts and streetscape Towne Lake Parkway and Main Street: bulbouts and streetscape Arnold Mill Road and Hubbard Road: bulbouts, streetscape, and traffic signal 	Bike/Ped Facility	2013	\$34,600	2014	\$34,600	2014	\$346,000	\$415,200	City	City, LCI, Roadway safety ops., TAP	General Fund	\$83,040

Table 9. Short-Term Transportation Action Plan (continued)

ID	Description	Type of Improvement	Engineering Year	Engineering Costs	ROW Year	ROW Costs	Construction Fiscal Year	Construction Costs	Total Project Costs	Responsible Party	Funding Source	Local Source	Match Amount
T-5	<p>Multi-use trails through Main Street / Rope Mill Road corridor (total: 9200'):</p> <ul style="list-style-type: none"> • Along railroad tracks from Highway 92 to northern study area boundary (8400') • Along Main street from Rope Mill Road to Dobbs Road (800') 	Multi-Use Trail	2013	\$184,000	2014	\$184,000	2015	\$1,840,000	\$1,840,000	City	City, LCI, TAP	General Fund	\$368,000
T-6	Multi-use trail from Highway 92 north running north along Noonday Creek to planned park on Dupree Road (4400') and then northeast to Elm Street Promenade (2800') (total: 7200')	Multi-Use Trail	2013	\$144,000	2014	\$144,000	2015	\$1,440,000	\$1,728,000	City	City, TAP	General Fund	\$345,600
T-7	Trolley feasibility study: study to determine service area, optimal management, and sources of public funding for a trolley route that might stop at Towne Lake Parkway and Market Street, Main Street and new street between Oak and Noonday Streets, Main Street in front of Southgate development, and Walmart site	Transit	2013	\$0	2013	\$0	2013	\$30,000	\$30,000	City/DDA	City, LCI, TAP	General Fund	\$6,000

Table 9. Short-Term Transportation Action Plan (continued)

ID	Description	Type of Improvement	Engineering Year	Engineering Costs	ROW Year	ROW Costs	Construction Fiscal Year	Construction Costs	Total Project Costs	Responsible Party	Funding Source	Local Source	Match Amount
T-8	Following successful test implementation of project T-2A from the short term work program, complete implementation of Parking meters along East Main Street and Chambers Street from Wheeler Street to Fowler Street and along Main Street From Fowler Street to Rope Mill Road (approximately 300 locations)	Parking	2014	\$27,000	2014	\$0	2014	\$270,000	\$297,000	City	City, LCI	General Fund	\$59,400
T-9	Multi-use trails northeast of the city center (7950' total): <ul style="list-style-type: none"> • On Dobbs Road from Main Street east to utility corridor outside study area (2600') • Through Chattahoochee Technical College and behind, from Dobbs Road to Arnold Mill Road (1600') • On Arnold Mill Road from Main Street east to outside study area (3900') 	Multi-Use Trail	2014	\$119,250	2015	\$119,250	2016	\$1,192,500	\$1,431,000	City	City, LCI, TAP	General Fund	\$286,200

Table 9. Short-Term Transportation Action Plan (continued)

ID	Description	Type of Improvement	Engineering Year	Engineering Costs	ROW Year	ROW Costs	Construction Fiscal Year	Construction Costs	Total Project Costs	Responsible Party	Funding Source	Local Source	Match Amount
T-10	<p>[GRID NETWORK] Market Street:</p> <ul style="list-style-type: none"> new street with two drive lanes, sidewalks, streetscaping, and on-street parking between Towne Lake Parkway and the Garden Street development through Kyle Street (900') new street with two drive lanes, sidewalks, streetscaping, and on-street parking between Towne Lake Parkway and Mill Street with on-street parking (300') 	Roadway Operations; Bike/Ped	2014	\$247,000	2015	\$330,000	2016	\$2,472,000	\$3,049,000	City	City, LCI, TAP	General Fund	\$610,000
T-11	New street with two drive lanes and multi-use trail between Rope Mill Road and Haney Road (1400')	Roadway Operations	2014	\$290,000	2015	\$390,000	2016	\$3,810,000	\$4,490,000	City	City, LCI, TAP	General Fund	\$898,000
T-12	<p>Roundabout with the following features:</p> <ul style="list-style-type: none"> five legs: two at Main Street and one each at Rope Mill Road, Kyle Street, and E. Main Street railroad crossings with signals landscaped center island pedestrian crossings sidewalks 	Bike/Ped; Roadway Operations	2014	\$53,000	2015	\$53,000	2016	\$535,000	\$646,000	City	City, LCI, Roadway safety ops., TAP	General Fund	\$129,200

Table 9. Short-Term Transportation Action Plan (continued)

ID	Description	Type of Improvement	Engineering Year	Engineering Costs	ROW Year	ROW Costs	Construction Fiscal Year	Construction Costs	Total Project Costs	Responsible Party	Funding Source	Local Source	Match Amount
T-13	<p>South Main Street Boulevard</p> <ul style="list-style-type: none"> • Gateway at Main Street and Highway 92 • Install wide landscaped median between Highway 92 and Serenade Lane (1850') 	<p>Roadway Operations; Pedestrian Facility; Parking</p>	2015	\$200,000	2016	\$400,000	2017	\$3,200,000	\$3,800,000	City	City, LCI, Roadway safety ops., TAP	General Fund	\$760,000
T-14	<p>[GRID NETWORK] New Street Connecting Lyndee Lane, Towne Lake Parkway, and Woodstock West Development:</p> <ul style="list-style-type: none"> • new street with two drive lanes, sidewalks, and on-street parking between existing Lyndee Lane and Towne Lake Parkway (500') • new street with two drive lanes, sidewalks, and on-street parking between Towne Lake Parkway and western street of Woodstock West development (800') • Roundabout with streetscaping at intersection of Lyndee Lane and Towne Lake Parkway 	<p>Roadway Operations; Pedestrian Facility; Parking</p>	2015	\$275,000	2016	\$285,000	2017	\$3,155,000	\$3,715,000	City	City, LCI, Roadway safety ops., TAP	General Fund	\$743,000

Table 9. Short-Term Transportation Action Plan (continued)

ID	Description	Type of Improvement	Engineering Year	Engineering Costs	ROW Year	ROW Costs	Construction Fiscal Year	Construction Costs	Total Project Costs	Responsible Party	Funding Source	Local Source	Match Amount
T-15	<p>Multi-use trails on the east side of the study area (total: 10,750'):</p> <ul style="list-style-type: none"> from northeast trailhead/corner of the study area through the utility corridor south to Springfield Park (8300') from Springfield Park west between Serenade neighborhood and proposed multi-family development to railroad tracks and proposed multi-use trail (2450') 	Multi-Use Trail	2015	\$215,000	2016	\$215,000	2017	\$2,150,000	\$2,580,000	City	City, TAP	General Fund	\$516,000

Indicates priority implementation project.

Notes:

1. All costs are in 2012 dollars. Exact determination of ROW needs will be done after design is complete and may impact projected cost estimates. Costs provided are based on other similar projects.
2. Projects dependent on property acquisition will proceed as willing sellers are discovered.

Table 10. Long-Term Transportation Action Plan

ID	Description	Type of Improvement	Engineering Year	Engineering Costs	ROW Year	ROW Costs	Construction Fiscal Year	Construction Costs	Total Project Costs	Responsible Party	Funding Source	Local Source	Match Amount
NOTE: Transportation Projects T-1 - T-3A are short term projects and are listed on the Short-Term Transportation Action Plan													
T-3B	Fowler Street Parking Deck and Connection to Dupree Road intersection <ul style="list-style-type: none"> Fowler Street Parking Deck for 220 general use spaces and additional spaces for new developing site New street connecting Dupree Road and Fowler Street east of Main Street, with details of design to be determined with attention to new parking deck dimensions (800') 	parking and new street connection	2016	\$507,000	2017	\$250,000	2018	\$5,073,000	\$5,830,000	City/Private	City/ Private	General Fund/LCI	n/a
NOTE: Transportation Projects T-4 - T-15 are short term projects and are listed on the Short-Term Transportation Action Plan													
T-16	Redignment of East Main Street between Wheeler Street and Arnold Mill Road (300')	roadway operation; pedestrian facility; parking	2017	\$35,000	2018	\$100,000	2019	\$340,000	\$475,000	City	City, LCI, TAP	General Fund	\$95,000
T-17	Reconstruction and expansion of parking lot OR construction of structured parking deck behind the Chambers at City Center, as government services move to Main Street (cost based on 120 space parking deck directly accessible from its two levels)	parking	2017	\$150,000	2018	\$150,000	2020	\$1,440,000	\$1,740,000	City	City, LCI	General Fund	\$348,000

Table 10. Long-Term Transportation Action Plan (continued)

ID	Description	Type of Improvement	Engineering Year	Engineering Costs	ROW Year	ROW Costs	Construction Fiscal Year	Construction Costs	Total Project Costs	Responsible Party	Funding Source	Local Source	Match Amount
T-18	Multi-use trail running east-west from the railroad track and proposed multi-use trail to the eastern edge of the study area, between Serenade and Woodstock Station neighborhoods. (2900')	multi-use trail	2018	\$80,000	2019	\$500,000	2020	\$580,000	\$1,160,000	City	City, LCI, TAP	General Fund	\$232,000
T-19	[GRID NETWORK] New road segment completing Kyle Street west to Lyndee Lane (200')	roadway operation	2019	\$35,000	2020	\$100,000	2021	\$230,000	\$365,000	City	City, LCI	General Fund	\$73,000
T-20	[GRID NETWORK] New extension of Market Street, roughly parallel to Main Street from Dupree Road to SR 92, with on-street parking, and sidewalks, as development occurs.	roadway operation; pedestrian facility; bicycle facility; parking	Coordinate with property owners as part of redevelopment plans										
T-21	Sharrows along east side route from Arnold Mill Road along Bentley Parkway, Cousins Road, Songbird Way, Windsong Way, Serenade Lane, Woodsong Drive, and a new alignment south to Highway 92 (as future grid connections are developed)	bicycle facility	2021	\$1,000	2022	\$0	2023	\$10,000	\$11,000	City	City, LCI, TAP	General Fund	\$2,200

Table 10. Long-Term Transportation Action Plan (continued)

ID	Description	Type of Improvement	Engineering Year	Engineering Costs	ROW Year	ROW Costs	Construction Fiscal Year	Construction Costs	Total Project Costs	Responsible Party	Funding Source	Local Source	Match Amount
T-22	New sidewalks and on-street parking on the following streets, as development occurs <ul style="list-style-type: none"> • Kyle Street • Clay Street • Poor Street from Clay Street to Rusk Street • on new street in Garden Street development 	pedestrian facility; parking	Coordinate with property owners as part of redevelopment plans							City	City, LCI, TAP	General Fund	n/a
T-23	[GRID NETWORK] Connective streets that form small blocks at old Walmart site at Main Street and Highway 92, as development occurs	roadway operation; pedestrian facility	Coordinate with property owners as part of redevelopment plans							City	City	General Fund	n/a
T-24	Multi-use trail between Main Street and the western multi-use trail that runs north south, along the southern edge of the Southgate development (2300')	multi-use trail	2023	\$40,000	2024	\$50,000	2025	\$500,000	\$590,000	City	City, LCI, TAP	General Fund	\$118,000
T-25	Multi-modal transit facility at Main Street and Highway 92 that includes commuter rail stop and parking deck	transit facility; parking	Coordinate with state or federal government; this project will be primarily state or federally led							City, State, Federal	City, State, Federal	General Fund	\$960,000

Note: All costs are in 2012 dollars. Exact determination of ROW needs will be done after design is complete and may impact projected cost estimates. Costs provided are based on other similar projects.

Table 11. Other Projects Action Plan

ID	Project Name/Description	Start Date	Responsible Party	Estimated Cost	Potential Funding Source
Land Use					
O-1	Update zoning and comprehensive plans per LCI Plan recommendations	2013	City of Woodstock	Staff time	City of Woodstock
O-2	Promote and partner on catalyst projects including mixed-use projects at southeast corner of Main Street and Arnold Mill Road and west of Main Street between Elm Street and Oak Street, new office space above historic storefronts on Main Street, and an incubator office / sustainability center on Rope Mill Road	2013	City of Woodstock	Staff time	City of Woodstock, Developers, Federal Historic Preservation Tax Credit
Economic Development					
O-3	Implement a parking management plan for downtown employees in coordination with an ambassador program for enforcement	2013	City of Woodstock, DDA, Businesses	Staff time	City of Woodstock, ARC
O-4	Develop inclusionary housing zoning	2013	City of Woodstock	Staff time	City of Woodstock
O-5	Create redevelopment guide for downtown that includes boutique hotel, shopping and dining options, and residential infill housing	2013	City of Woodstock	\$15,000	City of Woodstock, DDA
O-6	Pursue a hotel to locate in the Town Center	2015	City of Woodstock	Staff time	City of Woodstock
O-7	Request development proposals for projects within the downtown core. City to acquire key properties or partner with current owners to market to developers	2015	City of Woodstock	Staff time	City of Woodstock
O-8	Consider opportunity zone designation to spur job creation and development incentives in the study area. If desired, complete redevelopment plan for Opportunity Zone area	2013	City of Woodstock	Staff time	DCA
Urban Design					
O-9	Strengthen zoning code to maintain Main Street as site of focused development rather than a sprawled out commercial corridor	2013	City of Woodstock	Staff time	City of Woodstock
O-10	Implement public art program along Elm Street Promenade	2014	City of Woodstock, Elm Street Cultural Arts Center	Staff time	City of Woodstock, DDA
O-11	Survey historic resources and designate more buildings as historic	2014	City of Woodstock	Staff time	City of Woodstock

Table 11. Other Projects Action Plan (continued)

ID	Project Name/Description	Start Date	Responsible Party	Estimated Cost	Potential Funding Source
Community Facilities					
O-12	Move government services from Town Hall to Main Street north of Towne Lake Parkway		City of Woodstock	TBD	City of Woodstock
O-13	Expand promotion and marketing of Visitor's Center and maintain its storefront presence on Main Street to increase its visibility	2013	City of Woodstock, Visitor's Center	TBD	City of Woodstock
Environment & Open Space					
O-14	Institute transferable development rights for vacant properties to preserve undeveloped land	2013	City of Woodstock	Staff time	City of Woodstock
O-15	Create a bike share program	2014	City of Woodstock	TBD	ARC
O-16	Explore relocation of Campers World, acquisition of Campers World property, and environmental restoration of site's wetlands	2020	City of Woodstock	Staff time	FEMA
O-17	Create stormwater/stream feature west of Elm Street Cultural Arts Center	2014	City of Woodstock	TBD	CDBG
O-18	Deed back public space to the city with redevelopment projects or grant perpetual easements	2013	City of Woodstock, Developers	Staff time	City of Woodstock
Infrastructure					
O-19	Require parking with new development, but evaluate parking requirements to determine if a reduction is possible. Or, pursue adopting an in-lieu fee instead.	2013	City of Woodstock, Developers	TBD	City of Woodstock



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