

**Woodstock Livable Centers
Initiative Plan**

City of Woodstock

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City of Woodstock

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1. Introduction

The city of Woodstock, originally a small crossroads trading community, is the southernmost city in Cherokee County. Conveniently located 30 miles north of Atlanta and serving as a gateway to the North Georgia Mountains, the city of Woodstock has experienced a growth rate of over 60 percent in the past 10 years. While this growth provides many economic opportunities, the city is concerned with how to preserve its small-town atmosphere and quality of life, which makes Woodstock a desirable place to live, work, and play.

The historic “Olde Towne” is the heart of the city, and includes the city’s municipal facilities, streetscaping with brick paved sidewalks and decorative lighting, the city park, historic buildings dating back to 1879, and a strong residential community. Vacant land and underutilized parcels within the study area provide opportunities for new pedestrian-oriented mixed-use development or redevelopment. Nearby creeks and recreational facilities provide alternative transportation and recreation options. In addition, the Georgia Northeastern Railroad parallels Main Street, defining the downtown area, and provides future entertainment and commuting opportunities.

The city of Woodstock applied for a Livable Centers Initiative (LCI) grant to further promote innovative planning and development within “Olde Towne” Woodstock. The LCI program is intended to support greater livability, mobility, and residential and commercial development alternatives in existing employment and town centers throughout the Atlanta region. The LCI study is part of an overall program sponsored by the Atlanta Regional Commission (ARC), metropolitan Atlanta’s regional government. The city of Woodstock received one of the 12 grants awarded in 2002.

The purpose of the city of Woodstock LCI study was to identify projects, policies, and programs that will promote quality pedestrian-oriented development, identify economic opportunities, and improve multi-modal accessibility and connectivity within and between the town center and the surrounding area, including the Towne Lake community.

The LCI study, developed for the city by ARCADIS with assistance from jon Benson + associates, Inc., and Marketek, Inc., identifies development/redevelopment and revitalization opportunities and improvements that increase the transportation connectivity for all users. Recommendations include the public and private actions needed to implement the plan, including zoning and future land use plan changes, public infrastructure investments, public policy modifications, and appropriate redevelopment projects and incentives.

Table 1: Overview of Firm Responsibilities

ARCADIS	Transportation and land use analysis, public involvement, and plan development
jon Benson + associates, Inc.	Urban design and landscape architecture
Marketek, Inc.	Market analysis and development of business cluster plan



1.1 Study Area

The Woodstock LCI study area centers around the historic core of Woodstock and a typical Georgia Main Street and extends west to I-575, east to the intersection of Arnold Mill Road and Arnold Mill Way, north along Main Street (almost to Haney Road), south along Main Street just past Serenade Lane, and encompasses all the area in between. The study area contains a historic row of commercial buildings fronting the Northeastern Railroad line surrounded by several residential neighborhoods. The city selected the LCI study area based on complementary land uses, development opportunities, and connectivity possibilities. See Figure 1 for the location of the LCI study area.

1.2 Overview of the Planning Process

The city of Woodstock Livable Centers Initiative (LCI) Plan establishes guidelines and structures to encourage and support actions, both public and private, that are consistent with the vision and objectives of the LCI study. ARCADIS led a comprehensive planning process resulting in a consensus-driven action plan with recommendations for implementation—who will do what, where, and at what cost to the city and to the community. The underlying philosophy of this process was to provide opportunities for detailed public input in order to vest the public in the outcome and implementation of this project; base goals and objectives on realistic, yet innovative methods; and provide the framework for continued success.

The plan was initiated in May 2002 and adopted by the mayor and city council on November 26, 2002. The plan was developed through a planning process consisting of the following components:

- A comprehensive public involvement program.
- Collection and review of data.
- Analysis of existing conditions and studies.
- Market retail and residential analysis.
- Development of goals and objectives.
- Development of a final plan.

A downtown core team of stakeholders was essential to the success of the plan. The Downtown Core Committee represented many of the property and business owners in the study area, neighborhood associations, and community organizations. Public meetings, presentations to business and community group members, interviews, and other outreach activities were also conducted to ensure that the community was informed and had an opportunity to comment on the plan as it was developed. (See Section 2 for additional information on the planning and public involvement process.)



1.3 Plan Organization

The plan is divided into six sections, with supporting documents located in the appendices. The remaining sections include:

Section 2: Plan Development—Provides a summary of the planning process and the public participation that occurred during plan development. The vision of the mayor and city council for Woodstock and community-based goals and objectives are also included.

Section 3: Existing Conditions Analysis—Provides an overview of the community resources, land use and zoning characteristics, infrastructure resources, a summary of previous plans, and market conditions within the study area.

Section 4: Market Analysis—Provides a detailed analysis of the retail and residential market that can be supported by the Woodstock trade area.

Section 5: Recommendations—Outlines the strategies needed to achieve the city's vision and the community-based goals and objectives.

Section 6: Strategic Action Plan—Details specific recommendations and supporting action steps to be taken to achieve a livable center. These include public/private responsibilities, estimated costs, and time frames.



2. Planning Process

The city of Woodstock LCI plan is based on a comprehensive and innovative public involvement program; a review of socioeconomic conditions, land use, and zoning patterns; the existing and planned infrastructure network within the study area; and an analysis of the retail and residential markets. The development of goals and objectives, recommendations, and implementation strategies is based on the compilation of these efforts.

2.1 Public Involvement Overview

The public involvement process was designed to involve and inform a multitude of interested and impacted parties, including local businesses, residents, community leaders, and government officials. The public involvement program included a combination of methods designed to interest and engage the public throughout the planning process: interviews, community meetings, an informational project brochure, a bookmark detailing community meeting dates, forum displays, media outreach, and timely updates to the city's web site.

2.1.1 Interviews

The project team conducted interviews with key business leaders, residents, and government, institutional and civic leaders in conjunction with the market analysis. Interview results provided an understanding of local opportunities and challenges facing the community and the study area. The interviews also provided an opportunity to distribute information about the project, scope, timelines, and events.

2.1.2 Stakeholder Involvement

2.1.2.1 Mayor and City Council

The LCI study began with a city-sponsored tour of select Georgia downtowns to determine the issues and opportunities that similar cities face regarding downtown development and revitalization. The cities included Rome, Newnan, and Cedartown. The mayor and council members discussed downtown concerns with elected officials, city managers, and Main Street coordinators. After the tour, the mayor and council met informally May 15, 2002, to discuss the goals and objectives for the study. At this meeting, participants discussed current strengths and weaknesses, as well as threats to and opportunities for future success in downtown Woodstock. The participants also discussed goals for the LCI study. This information was used to guide the planning process. Tables 2 and 3 summarize their comments and top priorities for the LCI study. The mayor and council also responded to a questionnaire. See Appendix A for a summary of their responses.



Table 2: Issues and Opportunities for the Study Area

Current Strengths	Current Weaknesses	Threats to Future Success	Opportunities for Future Success
Park History Officials/staff People coming to the downtown Period street lighting The downtown merchants' association Old timers Dean's store Train depot Existing streetscaping Specialty shops/antiques shops Churches Community pride Parking in the downtown area Old buildings Events in the park (concerts) Senior center Residential adjacent to downtown Vacant tracts available for development	Inadequate parking directly in front of stores Railroad cuts town in half Downtown merchants parking in front of their own businesses Unsafe to cross streets Litter Limited routes through town Funding Buildings and homes in disrepair No historic preservation society Not enough downtown housing Lack of communication among government entities Lack of Main Street manager Traffic Core area is restricted/limited Limited entertainment venues Downtown is physically small Nothing to do after 5:30 p.m. Limited "out of the box" ideas	Continuing the way we are Lack of communication between the city and businesses Not enough parking Too much through traffic Competition with other areas of city/county Businesses leaving	YMCA Vacant tracts of land available for residential development that can be connected to the downtown by sidewalks Connecting the downtown to areas outside and within the CBD Getting developers interested in revitalizing downtown area (e.g., Bob Grove) Elementary school conversion to magnet school Underutilized area to the rear of downtown businesses Commuter rail Dinner train Community center Community groups such as Kiwanis, Optimists, Lions, Jaycees, and Rotary Club Serenade development behind train depot City-owned acreage adjacent to Serenade

**Table 3: Goals and Priorities for the LCI Study**

Five-Year Goals	10-Year Goals	Priorities
Create a pedestrian-friendly environment Create an active historic preservation committee Create an active DDA Be recognized as a Livable City (#1 in Atlanta magazine) Increase pedestrian safety Increase connectivity Increase signage Sidewalks throughout downtown under development Increase foot traffic Promote construction of new buildings Have existing building improvements underway Market specialty shops to draw people downtown Have traffic moving practically Increase residential population downtown Identify visible steps for implementation	Arts school (magnet school) East/west route through town (possibly as one-way pair) Reduce commuter traffic through downtown Conference center No sewer problems Adequate greenspace/parks New I-575 interchange Double the size of downtown An attractive parking deck for downtown businesses and city events	Enhance the residential population Restore historic homes/buildings Create a pedestrian-friendly downtown Build infrastructure to support development Construct sidewalks Develop back streets (alternate routes) Develop plan, stick with it, and get it done!

2.1.2.2 City Staff

The project team facilitated a meeting with 15 city staff members from building, planning, and economic development, GIS, business license, administration, and engineering and public works to discuss their perceptions of the study and the future of the study area. See Appendix A for a summary of their comments.

2.1.2.3 Downtown Core Committee

The Downtown Core Committee, representing key community members, participated in three facilitated work sessions and several assignments, including a take-home photo assignment. The photographs and work sessions assisted in the further identification of issues and opportunities for the study area (see Table 4), development of draft goals and objectives, and the identification of preferred land uses. The Core Committee also analyzed draft recommendations, strategies, and projects before they were presented for public review.



Sample Downtown Core Committee Photographs:

Favorite Public Spaces



Table 4: Threats and Opportunities for the Study Area

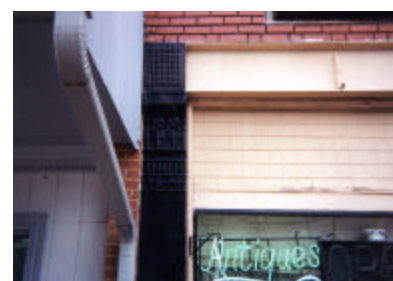
Threats	Opportunities
Business Vitality	
Limited restaurants and limited restaurant hours	Business directories/marketing materials
Current liquor law restrictions with respect to location near churches	Development in Highway 5 (may cause more people to travel downtown)
Competing marketplaces (Highway 5, Canton, East Cherokee, Highway 92)	Establish an active group to implement the ideas/plan (chamber, association, something with a structure on behalf of businesses)
No people living downtown to attract new business and restaurants	Coordinate or combine efforts of various community and business organizations (especially with Towne Lake groups)
Irregular business hours	
Nothing to stop the through traffic	
Railroad	
Train cuts town in half	Expansion on other side of the railroad (roads, shops, living, restaurant row)
	Turn railroad into a grand boulevard in city (landscaping, vertical parking)
Parking	
Lack of public parking and/or shared parking (fear of being towed)	Convert turn lane into parking area
	Turn horizontal parking into vertical
	Shared parking with signage (work with the churches for a cooperative agreement to increase parking downtown)



Threats	Opportunities
Community Identity	
Nothing special or unique in the downtown area	Retail entryways to focus downtown
No identity	Gateways on Highway 5, Arnold Mill, Interstate 575, and Towne Lake Parkway
Losing the atmosphere/current feel	Historic Preservation – bringing the facades back
Losing the small-town customer service	Expand downtown redevelopment
Losing its southern charm	Welcome Center
Misconception of what is in the downtown area	
Mobility and accessibility	
Traffic	Sidewalks
Current trend is auto-oriented	Pedestrian walkway over railroad tracks
Lack of connectivity; downtown is spread out	Develop new road to relieve traffic on Main Street (i.e. one-way pairs)
Businesses do not appear to be easily accessible	
Downtown Development	
Limited tax base	Concerts/events attract businesses
Government offices located downtown	Roof-top gardens (with restaurant on top)
Elementary school is moving (vacant building)	Train depot as a restaurant
Lack of storefronts	Entertainment venues (playhouse theater)
Lack of land for development	Educational center (similar to the Appalachian Arts and Crafts Center)
Lack of vacant structures for redevelopment	Mixed-use redevelopment (at school)
Structures in disrepair	
Service-oriented property along the front streets instead of retail	

Sample Downtown Core Committee Photographs:

Favorite Architectural Details





2.1.3 Community Forums and Design Workshop

A series of community meetings and a design workshop were held as part of the planning process. The community-wide meetings were held to increase the level of understanding of the project, provide opportunities for the general public to guide the outcome of the project, and develop a plan based on the community's vision for the future. See Appendix A for a full summary of the community meetings.

2.1.3.1 Community Kickoff Event

A community kickoff event was held June 5, 2002 at city hall. Sixty-eight community members, city staff, and media attended the event. The goals of the community forum were to:

- Educate the community about the LCI goals and vision
- Describe the LCI planning process
- Gather input about a future vision for the community through the use of a community image survey.

The community image survey consisted of local, regional, and national photo examples. Participants were asked to rate the photos on a scale from "really like" to "really dislike." The participants were then asked to provide specific comments regarding the photos.

Sample Community Preference Results

Liked:

Covered, shaded sidewalk

Sidewalks separated from street

Trees

Consistent design

Standard fencing



Disliked:

No trees

Broken sidewalk

Sign code

Parking in front



2.1.3.2 Design Workshop

The Design Workshop was held August 10, 2002 at the Woodstock Community Church. Forty-three community and staff members signed in for this six-hour event, which included a series of five design



stations. The purpose of this workshop was to identify gateway locations and designs, preferred linkages and connections, locations for public places, and preferred land uses for the study area and for the downtown. Draft goals and objectives were provided for review.

2.1.3.3 Final Community Meeting

The final community meeting was held on October 10, 2002 at the Woodstock Community Church. Thirty community members, city staff, and media attended the event. The goals of the community forum were to:

- Present final goals and objectives and market study results
- Present information regarding draft recommendations, strategies, and projects
- Gather comments and prioritize draft recommendations, strategies, and projects.

2.1.4 Outreach Materials

Several outreach materials were developed to increase awareness of the study and to generate interest. Customized bookmarks and brochures were distributed at the first community meeting to introduce the project and advertise the web site to create interest in the plan. Fliers announcing community meetings were displayed in business windows and on bulletin boards. Press releases were provided continuously to local media sources throughout the community including the *Cherokee Tribune*, the Cherokee section of the *Atlanta Journal-Constitution*, and the *Cherokee Ledger News*.

In addition, the city's web site was periodically updated throughout the study process in an effort to provide timely information. Community meeting dates, stakeholder and community meeting summaries, draft goals and objectives, and the existing conditions report were posted on the web site for public review. It is anticipated that the final plan and each implementation success will be posted on the web site to encourage continued awareness and interest in the study.

2.1.5 Meeting Evaluation

Meeting evaluation surveys were provided to participants at each of the stakeholder meetings and community meetings to evaluate the effectiveness of public involvement efforts. Information from these surveys was used to refine subsequent meetings.

2.2 Goals and Objectives

Goals and objectives provide a framework for the identification and support of specific strategies, activities, and projects that will achieve the overall vision of a community. The following goals and objectives were based on issues and opportunities identified by the Downtown Core Committee, city staff, the mayor and council, stakeholder interview results, and comments from the first community meeting.



Goal One: Increase transportation accessibility and mobility options and improve traffic flow in and around the downtown area.

Objectives

- Increase bicycle and pedestrian options within the downtown area.
- Expand and develop safe, attractive, and convenient parking within the downtown area.
- Provide safe and convenient railroad crossings for vehicles, bicyclists, and pedestrians.
- Provide additional linkages between the historic downtown core and the surrounding area for all modes of transportation.
- Ensure that new development is bike, pedestrian, and visitor friendly.

Goal Two: Expand and strengthen the downtown by building on its current successes and small-town atmosphere.

Objectives

- Encourage facade restoration, rehabilitation, and reuse of buildings within the downtown area.
- Encourage infill development, redevelopment, and mixed-use development in the downtown that is compatible with the historic core.
- Promote the expansion of the downtown area to meet market potential.
- Encourage consistent architectural design standards in commercial and residential areas.
- Accentuate the character of the downtown with landscaping, streetscaping, signage, and regular maintenance.
- Establish appropriate mechanisms for implementation of downtown initiatives (i.e., Downtown Development Authority, Main Street coordinator, etc.).
- Encourage independent and unique businesses with consistent operating hours in a customer-friendly environment.



Goal Three: Increase the viability of live, work, and entertainment choices within the downtown area.

Objectives

- Encourage additional community-oriented activities downtown, including arts, entertainment, festivals, and recreation.
- Encourage the reuse of vacant or underutilized parcels for community events; civic uses; and the expansion of restaurant, service, and retail.
- Encourage mutual support of and communication between downtown businesses and the surrounding commercial corridors, city hall, the downtown religious community, and area residents.
- Preserve, strengthen, and expand downtown residential areas.
- Promote an active village center environment with after-hours options, including entertainment and restaurants, with adequate parking.



3. Existing Conditions

3.1 Overview

The city of Woodstock, located in the southern portion of rapidly growing Cherokee County, is situated at the base of the North Georgia mountains only 30 miles north of downtown Atlanta. Woodstock is one of the fastest growing cities in Cherokee County because of its location, the availability of businesses and professional services, and low housing costs.

The area of Woodstock was once part of the Cherokee nation. Settlement started in 1831 when the area became a trading community with cotton as its primary commodity. Mills in the city processed grains and textiles of local farmers. Mining was another prominent activity because of Woodstock's location in Georgia's Gold Belt. Gold, mica, and kaolin were found in nearby areas, and the old Kellogg Gold Mine is within a few miles of Woodstock. However, Woodstock remained primarily an agricultural town. The town was founded in 1897 with a population of 300. Population slowly increased to 870 in 1970. Since the 1970s, population has dramatically increased to a current population estimate of 10,050.

The railroad played an instrumental role in the development of the city. Originally, the city boundaries were set within a ½ mile east and west of the tracks and ¾ mile north and south from the railroad depot, and lots were carved with orientation to the railroad. The Central Business District (CBD) extended 10 blocks along Main Street from Kyle Street to Dupree Road and two blocks along West Mill Street and Arnold Mill Road. This land use pattern can still be seen today in the row of historic buildings along the east side of the railroad.

3.2 City Government

A mayor and six council members govern the city. These officials are elected by wards with the exception of the mayor, who is elected at large. A city manager oversees daily operations. City services include water and sewer, street light installation and maintenance, land use planning, zoning, site development review, community development, business recruitment and retention, code enforcement, erosion and sediment control, building inspections, street maintenance and repair, recreation and community services, and public safety. City hall, which houses most city departments, is located within the LCI study area and is a former hospital constructed in 1969.

According to city questionnaires taken in both 1998 and 2000, the residents of Woodstock seem pleased with the services received. This survey was updated in 2002 to determine how the community rated the quality of life in Woodstock and the quality of service. Respondents again affirmed that the quality of life was high in Woodstock and the majority were pleased with current services. See Appendix B for a full summary of the survey results.



3.3 Community and Civic Organizations/Programs

The following local organizations and programs could assist with implementing projects and/or programs identified in the final LCI Action Plan:

3.3.1 Woodstock Parks and Recreation Commission

The Woodstock Parks and Recreation Commission is a seven-member board that administers Dupree Park and organizes recreational and cultural activities for city residents.

3.3.2 Cherokee County Chamber of Commerce

The Cherokee County Chamber of Commerce's mission is "To direct the common interest of its members for the purpose of achieving the highest quality of life through quality education, health care, and economic development for a diversified tax base and job creation." The chamber provides support for retail and small business owners and runs a "Shop Cherokee" program that promotes local buying.

3.3.3 Downtown Merchants Association

The Downtown Merchants Association is a loosely based organization of downtown business owners over 20 years old. This group meets informally for specially called meetings.

3.3.4 Woodstock Downtown Development Authority

A Woodstock Downtown Development Authority (DDA) was created to assist in the redevelopment and/or revitalization of the downtown area. This organization has been inactive for several years, but has been reinstated to support the LCI program. The DDA should consist of seven members, all city taxpayers and residents. No less than four of the members should represent a party that has an economic interest in the redevelopment and revitalization of the downtown development area.

3.3.5 Community and Economic Development Committee

The Community and Economic Development Committee is intended to represent private citizens, businesses, professionals, and civic groups and is the only committee that the city council recognizes as the official citizens' spokesperson on community and economic development. This group should provide a forum for other groups in the community to let their concerns and views be known.

3.3.6 Towne Lake Parkway Business Association

The Towne Lake Parkway Business Association is a nonprofit organization dedicated to promoting business within the Towne Lake Parkway area and serves as a support system for the business community. This organization currently hosts Lunch N Learn workshops designed to assist small businesses by providing a forum to share ideas.



3.3.7 Cherokee Arts Council

The Cherokee County Arts Council, Inc., is an organization committed to promoting arts in Cherokee County. It manages the Grassroots Arts Program, which is a state-sponsored funding program that supports local arts events.

3.4 Infrastructure

3.4.1 Water and Sewer

Water and sewer services are provided throughout the majority of the city. Most water is purchased from the Cobb County-Marietta Water Authority, with occasional purchases from the Cherokee County Water Authority. Within the study area, the main water lines stretch along Highway 5. A 1999 Water Distribution Study evaluated the city's ability to meet current and future water demands. In the study area the majority of pipe in the historic downtown is old and is speculated to be cast-iron pipe with leaded joints, causing reduced flows and increased pressure losses within the area. In addition, much of the piping through the downtown is 6 inches in diameter. Larger pipes may be needed to support additional development.

Sewage is treated by a 500,000 gallon per day wastewater treatment plant. The LCI study area lies in two sewer service areas: Noonday Creek and Rubes Creek drainage basins. In 1996, a Wastewater Management Master Plan identified wastewater collection and treatment needs and provided recommendations based on an analysis of alternative solutions, indicating that the city may need to further prepare for long-term sewer needs.

The city charges connection and system development fees for water and wastewater. The water development fee is determined by the size of water meter required for the project (for apartments the fee increases based on the number of bedrooms per unit). Wastewater development fees are based on the estimated gallons per day calculation. These fees were recently reduced, resulting in a cost reduction for applicants.

3.4.2 Transportation Network

3.4.2.1 Roadways

The study area is intersected by two major corridors, including Main Street (formally State Highway 5) and Towne Lake Parkway/Arnold Mill Road; several minor corridors; and narrow residential access roads. The major corridors serve both local and commuter traffic. The primary downtown intersection is Main Street at Towne Lake Parkway/Arnold Mill Road.

Main Street is a north/south corridor extending from Cobb County to the city of Canton. Access to I-575 is reached via Highway 92 or Towne Lake Parkway. Within the study area, Main Street is a two-lane road with turn lanes provided at Mill Street, Serenity Lane, Dupree Road, and the intersection with Towne Lake Parkway/Arnold Mill Road. Within the study area, the road is paralleled by the railroad on the east.



Widening of the road near the downtown core, where development is close to the right-of-way, would be difficult.

Towne Lake Parkway/Arnold Mill Road provides the only east and west connector within the study area. Towne Lake Parkway provides access to I-575 and the Towne Lake developments west of the downtown area. Arnold Mill Road, which starts at Main Street, continues east and becomes SR 140. Both of these roadways are two lanes with limited turning lanes at Mill Street (Towne Lake Parkway) and Main Street. Residential subdivision development has increased traffic flow on these corridors. The Georgia Department of Transportation (GDOT) has planned construction in 2004 for auxiliary lanes from the interchange of I-575 at SR 92 to the interchange of I-575 at Towne Lake Parkway.

There are several other major corridors in the LCI study area: Dupree Road, Mill Street, Woodstock Parkway, and Rope Mill Road. These roads mainly provide access to the residential areas in the study area and connections to the surrounding areas. Interior roads are mainly residential and are extremely narrow. Property lines appear to extend all the way to the roadway pavement.

- Dupree Road is a narrow east/west road that provides two lanes of access from Main Street to the area west of I-575; however, there is no access to I-575. This road experiences a high volume of traffic because of the large number of multifamily units with Dupree Road as their only access.
- Mill Street provides a second entrance to the historic downtown from the west, and in fact, vehicles turning north on Main Street (Highway 5) are required to take Mill Street to Main Street rather than Towne Lake Parkway. Access to Mill Street from Main Street is restricted because Mill Street is an eastward one-way street.
- Woodstock Parkway, a recently constructed road, provides alternate access from Towne Lake Parkway to the north end of town to either Rope Mill Road or North Main Street. In addition, the parkway opens up the undeveloped area along the east side of I-575, north of Towne Lake Parkway.
- Rope Mill Road is also a two-lane minor collector that provides access to the residential area directly north of the study area. The “Y” intersection of Rope Mill Road and Main Street is in close proximity to the rail line. An interchange is proposed at Rope Mill Way and I-575 to provide relief to vehicles traveling to the Sixes and Towne Lake Parkway interchanges.

In November 2001, the city conducted a traffic study of the downtown area. This study provides an analysis of traffic flow and improvements in the downtown area; a capacity analysis of the major signalized intersections, including Mill Street/Main Street, Towne Lake Parkway/Main Street, and Dupree Road/Main Street; and a review of planned or recently completed roadway improvement projects. Select traffic volumes are included in Table 5. The city of Woodstock also developed a signal timing study for Towne Lake Parkway south of the study area.



Table 5: Traffic Volumes

Location	Traffic Volumes (for two-way trips)
I-575 south of SR 92	72,000
Towne Lake Parkway	23,022
Main Street	20,626
Dupree Road	19,700

The city included the following projects in the Regional Transportation Plan:

- Turn lanes, shoulders, and sidewalks on Arnold Mill Road from Main Street to Neese Road.
- New interchange at Old Rope Mill Road and I-575.

3.4.2.2 Railroad

The railroad, currently leased by Georgia Northeastern Railroad, has long contributed to the development of Woodstock in both its population and development patterns. The railroad opened in 1879 and served as a passenger and freight depot. It is believed that the first Woodstock depot was constructed that same year. The depot also served as a commuter transit station by Canton and Marietta school students. Today the rail line provides service to approximately two trains per day, yet the railroad still acts as a physical barrier between the two sides of the downtown core. Pedestrian access is restricted to three to four points in the historic core area, and existing development on the west side of the line is limited except in the core area. There are six vehicular access points: the “Y” interchange of North Main Street and Rope Mill Road, Arnold Mill Road, East Main Street/Fowler Street, across from Barnesdale Drive, Bowles Drive (a private drive for two residential lots), and Serenade Lane.

3.4.2.3 Bicycle and Pedestrian Facilities

Sidewalks exist along Main Street and the Arnold Mill /Towne Lake Parkway. Most sidewalks are in good condition; however, their maximum widths outside of the immediate historic core area are less than 3 feet. Along Main Street within the historic core, sidewalks are red brick. Crosswalks exist at the Main Street/Towne Lake Parkway Arnold Mill intersection; however, markings appear old and faded. Few crosswalks exist elsewhere in the study area and no pedestrian cross signals are present.

The following bicycle and pedestrian projects are programmed in the Regional Transportation Plan.

- Main Street from Dupree Road to Ingram Street
- Old Rope Mill Road from Main Street to city limits
- Towne Lake Parkway from Main Street to I-575



3.4.2.4 Parking

Parking is a significant issue in the city. Within the historic core area public parking availability exceeds 100 spaces, and joint customer and church parking exceeds 285 spaces. Parking outside the historic core area is private and provided by individual businesses.

See Figure 2 for parking availability locations within the historic core area and the transportation network for the study area.

3.4.3 Street Lighting

The city of Woodstock provides streetlights to all residents within the city limits with Georgia Power Company and/or the Cobb EMC providing power. Streetlights within the historic core area have a consistent decorative design, are pedestrian oriented, and are located on both sides of the road.

3.4.4 Streetscaping and Signage

The majority of existing streetscaping is located close to the historic core. In May 2002, the city adopted a gateway overlay district that regulates architectural design and streetscaping for properties that abut Main Street, Towne Lake Parkway, and Arnold Mill Road (properties along Eagle Drive are also included; however they are outside the study area). This district requires properties to resemble 18th - and 19th -century architectural styles with the exception of single-family detached structures. Specifically, structures are required to achieve a village appearance through the following mechanisms:

- Disconglomeration of buildings
- Window space and mirror restrictions
- Exterior paint and material requirements
- Roofline standards
- Signage requirements
- Landscaping requirements
- Restricted uses

The city of Woodstock also regulates signage to encourage the most effective use of signs as communication, to enhance the aesthetic and economic attractiveness of an area, to improve safety, and to minimize adverse impacts on adjoining or nearby property. The sign ordinance regulates size, location, and style of signs on both public and private property. The study area is within a downtown business district as



defined by the sign ordinance, which is stated to serve as a development standard for all of Olde Towne Woodstock. Reduced requirements that supersede all other regulations apply within this district, including:

- Permitted signs
- Duration sign is allowed on property
- Reduced lighting restrictions
- Increased area allowances

3.5 Historic Preservation

The preservation of historic resources can provide economic benefits to the local community. Preservation and restoration of historic properties can increase tourism and provide a variety of economic benefits, and are often viewed as critical steps in the revitalization of downtown commercial areas. Recognition of the historic nature of structures can lead to their preservation and restoration. In 1989, a survey identified 36 structures in the city as significant historic resources.

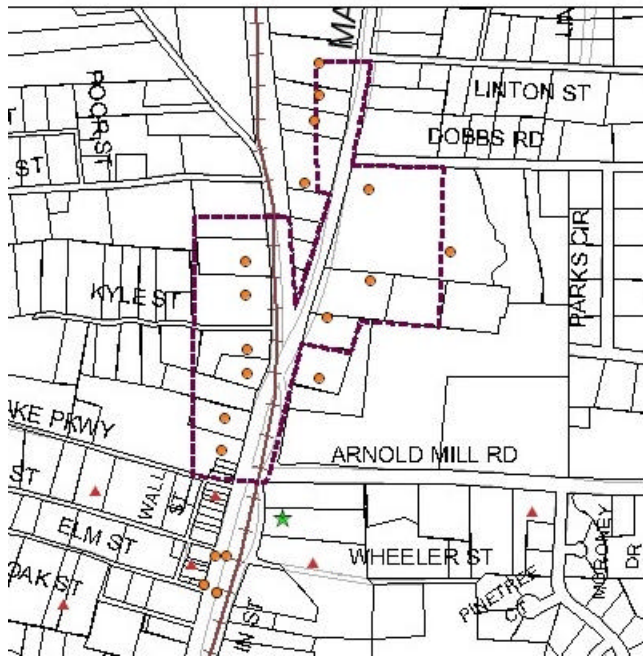


Figure 3: Proposed Historic District

Most of the city of Woodstock's historic resources lie along major roadways (Main Street) or within a one-block radius of the railroad. Although the historic commercial core was built in the 1800s, many of the buildings have been modified and/or altered, losing their historical integrity with stucco and aluminum facades. Some of these buildings may retain the original brick facades under alterations. Several historic homes still exist north of the commercial core and are potential National Register properties. The Woodstock Comprehensive Land Use Plan identifies this residential area as a possible residential historic district.

The city does not have specific regulations for the preservation and restoration of historic properties beyond those applicable to any property within the city. Current preservation efforts have mostly been on the part of private individuals. Figure 3 shows proposed boundaries for this residential historic district.



3.6 Land Use and Development Patterns

A land use survey was prepared to provide an accurate picture of existing conditions within the study area. Parcel boundary, roadway, and hydrologic data in the Geographic Information System (GIS) were provided by the city of Woodstock, forming the basis of a survey of actual land use development. The field survey was further verified with aerial data. The land use is compared with zoning and other applicable development regulations to provide an analysis of development and redevelopment opportunities.

3.6.1 Existing Land Use

The Woodstock LCI study area is comprised of approximately 860 acres and contains a wide variety of land uses, including single family, multifamily, commercial, office, public/institutional, and vacant. For the purposes of the land use survey, public/institutional includes government, institutions, parks, and churches. (Please see Figure 4 for the spatial distribution of land uses.)

The existing land use pattern reflects a typical development pattern as seen in many southeastern cities in the United States. The historic core contains the most variety of uses, including both residential and nonresidential development. Commercial development extends along major transportation corridors with the most intense commercial development occurring along Main Street one block or less from the railroad, and within the historic core. Residential development occurs predominantly along secondary roads (outside the historic core). As expected, the age of buildings increases with proximity to the historic core, with the exception of historic homesteads along Main Street. The western side of the railroad contains some historic structures, but is mostly recent construction. Overall, the housing stock throughout the study area is in good shape and is well maintained with a few structures in disrepair. Likewise, the commercial structures appear to be sound. Some of the buildings within the historic core are in need of restoration or rehabilitation. The area has a moderate amount of relatively new development, as well as a large number of late 1800s and early 1900s structures. The area continues to experience development activity, with new single-family dwelling units currently under construction.

Fifty two percent of the study area is under construction or developed with single-family subdivisions. Subdivisions to the north of the study area appear to have been built during the 1960s, 1970s, and 1980s, while residential subdivisions in the southern boundary, including the newly subdivided Serenade, have mostly been built since the 1990s. The recent construction in the southern end of the study area is probably because of the proximity to Highway 92 south of the study area. See Table 6 for a summary of land use distribution.

Commercial and office uses occupy 9 percent of the land uses and occur as attached buildings within the downtown core area and as standalone businesses. This type of development occurs primarily along the major corridors: Arnold Mill Road, Towne Lake

**Table 6:
Land Use Distribution**

Land Use	Area (acres)	Percent of Total Area
Single Family	445	52%
Two or More Family	61	7%
Commercial	61	8%
Office	12	1%
Public/Institutional	73	8%
Agricultural	76	9%
Vacant	132	15%



Parkway, and Main Street. Office development is primarily located along the southern leg of Main Street, with a few exceptions.

Multifamily constitutes approximately 7 percent of the study area and occurs in two distinct areas of town. On the east side of Main Street along Arnold Mill Road is a subdivision intermixed with both single-family and townhome-style apartments, and an apartment complex has recently been constructed adjacent to this subdivision. Both developments are accessed from Arnold Mill Road. Additional townhome-style apartments are located along Dupree Road.

Vacant land is scattered throughout the study area and comprises the second-largest land use at 15 percent. Several vacant lots in the downtown area are located east of the depot on the corner of East Main Street and Wheeler Street close enough to the depot to be linked to it, which would in turn link it to the downtown/Main Street area. The site is periodically disturbed by the sound of trains on the adjacent railroad track. Of particular note is the agricultural land use in the southern end of the study area. This property is currently used as a horse farm, which explains the agricultural designation, but it could also be viewed as large vacant land.

3.6.1.1 Open Space

Open space can be habitable, like a park that one can visit or play in, or it can be visual, meant to enhance the experience of being adjacent to it or passing by it. In the case of the existing linear open spaces in the Woodstock LCI study area, there are opportunities for both.

One of the linear open-space opportunities in the Woodstock LCI study area is located along Rubes Creek at the back of the new single-family development located off Main Street in the southeast corner of the study area. The eastern edge of this development includes a stream basin that passes through the area and continues on to Little River. State requirements provide for a buffer along this stream, but adjacent to that buffer, land could be used to create a pathway or trail connecting this neighborhood to the other features along the stream and onto Little River. The opportunities range from a dirt footpath to a major multiuse greenway, depending on the availability of land along the stream basin.

A second linear open-space opportunity, the railroad corridor, actually bisects the study area and is a visual open space that plays a distinct role in the character of the downtown area and the Main Street corridor. Every effort should be made to turn this element of the downtown area in to a transportation enhancement opportunity. Short-term enhancements should be considered, but long-term improvements should not be overlooked because the railroad will still be there in the distant future. A 20-, 50- or 100-year plan is not unreasonable.

An existing horse farm provides another open-space opportunity. The horse farm represents a green gateway to the downtown on Main Street and a greenway link to Noonday Creek. Every effort should be made to preserve this important gateway feature. Furthermore, the rear of the property along Noonday Creek should be evaluated for a possible trailhead for the Noonday Creek Trail.



3.6.1.1.1 Natural Resources

The city of Woodstock lies in the Little River Watershed. Little River, which is located west of I-575, is part of the Lake Allatoona reservoir. Although Lake Allatoona is a water supply watershed, it is exempt from state-required water supply watershed regulations because it is a multipurpose reservoir owned by the Corps of Engineers. However, if the city places a water supply intake on any of the waterways upstream from Lake Allatoona, development patterns will be regulated by a required watershed protection plan.

Significant streams that run through the study area include Noonday Creek, Rubes Creek, and Mill Creek. The study area is generally divided by a ridgeline, which follows the rail line. Rubes Creek is the primary drainage system on the eastern side of the study area and has a drainage area of 14 miles. Noonday Creek is the primary drainage system on the western side of the study area and has a drainage area of 43 miles.

Both Rubes Creek and Noonday Creek have large areas of floodplains that extend into the study area, and the city has adopted a floodplain damage prevention ordinance to regulate development in floodplain areas.

3.6.2 Development Constraints

The redevelopment of a property, as well as new development on a vacant parcel, is necessarily constrained by the regulations and requirements of the jurisdiction. A review of zoning and typical development constraints provides some of the necessary information needed to understand the regulatory impacts and/or restrictions on developing property within the study area. While regulatory control is necessary to promote the health, welfare, and safety of the public, too much regulation can restrict development or redirect it to other areas with less restrictions. The existing constraints on development do not appear to be unduly restrictive, nor are they too permissive. The study area enjoys many advantages with few constraints for development and redevelopment.



3.6.2.1 Zoning Patterns

In the study area, a variety of land uses is allowable under the zoning ordinance. The CBD, which is intended to allow the continuation of traditional development patterns and to promote a pedestrian environment, allows office, commercial, retail, and public uses. Two notable land uses missing from the CBD permitted use section are residential uses and hotels. The remaining zoning categories appear to offer a wide variety of land use choices that are appropriate to the area. Table 7 provides a summary of the zoning districts within the study area and Figure 5 provides the spatial distribution.

**Table 7:
Zoning District Summary**

District	Description
R-1 Single-Family Residential	Detached residential development at the lowest density and moderately high minimum heating area requirements with or without a central sewer system.
R-2 Single-Family Residential	Residential development at a low density and moderately low minimum heating area requirements. Central sewer system is required.
R-3 Medium-Density Residential	Residential development at a moderate density and moderately low minimum heating area requirements. Central sewer system is required.
Planned Unit Development (PUD)	Classification discontinued for future rezoning.
Central Business District (CBD)	Intended to allow for traditional development patterns that will benefit from a close proximity of uses and foster a pedestrian-oriented environment.
General Commercial (GC)	Intended to provide suitable areas for a variety of commercial sales and service activities that generally serve the wide area, located along major thoroughfares to concentrate commercial activities. Strip development is discouraged.
Neighborhood Commercial (NC)	Intended to provide limited retail activities. Personal services and professional offices encouraged to serve the general needs of residential neighborhoods. Strip development discouraged.
Light Industrial (LI)	Development limited to business parks and warehouses, prohibiting residential uses. Limited manufacturing that does not use large quantities of water or produce excessive noise, dust or fumes.
Heavy Industrial (HI)	Development limited to industrial operations of all types that do not pose community harm, and are accessible to railroads and highways. Residential and retail uses are prohibited. Natural barriers and buffers required to separate uses from others.

3.6.2.2 Nonconforming Uses and Substandard Lots

Differences in current zoning and existing land use are expected, and a comparison between the two provides insight regarding future infill opportunities for underutilized parcels and redevelopment possibilities for nonconforming and/or substandard lots.

A nonconforming land use is when a lot has a use that is not permitted under its current zoning designation. This often happens when land is already developed and the zoning district is applied after development.

Within the study area, the majority of nonconforming uses occur in the historic core area. This is not surprising as most of this area was developed before zoning existed anywhere in the United States. The nonconforming uses are mainly residential structures that were constructed long before zoning was enacted in Woodstock. The horse farm on the southern end of the study area is also classified as a nonconforming use. The property is zoned R-3, which does not list a horse farm as a permitted use.



The general purpose behind creating a nonconforming use is to encourage the redevelopment of the property through regulation that is more in character with the surrounding area. The Woodstock zoning ordinance regulates the nonconforming lots by regulating the change in uses, enlargements, and vacancies. According to the zoning ordinance, an existing nonconforming use of a building may only be changed to a conforming use, or to another nonconforming use of the same or higher classification, with approval from the Board of Zoning Appeals. The enlargement of a building on a nonconforming lot is prohibited, and immediately upon removal or vacation of a structure, a nonconforming use may not be re-established. If damage to a building is more than 60 percent of fair market value (prior to damage), repair for the nonconforming use is not permitted.

3.6.2.3 Substandard Lots

The Woodstock zoning ordinance also regulates property dimensions for the purpose of regulating density. A small parcel size can be a deterrent for a future, higher intensity mixed use, or infill residential zoning development opportunities, because of the increased costs associated with the necessary aggregation of parcels.

Most substandard lots are located within the CBD. This is not surprising since most development occurred in this area before the enactment of any zoning regulation. The zoning ordinance does allow for development on lots below the minimum lot size requirements as long as the requirements are not reduced by more than 20 percent below the minimum standards. Of particular note in the zoning ordinance, the minimum lot size for hotels is 2 acres, eliminating the possibility of a newly constructed hotel within the CBD.

The ordinance also includes building setback standards. Front-yard setbacks are designed mainly to protect public rights-of-way, and side and rear setbacks are mainly to provide protection against adjoining use. While the Woodstock zoning ordinance does require minimum setbacks, these can be varied through the Board of Appeals. In addition, front setback requirements do not apply when the front-yard setback on a developed lot surrounding an undeveloped property is below the minimum requirement. In such cases, the front-yard setback may be less than the required setback, but not less than the average setbacks on the developed lots and not less than 12 feet from the public right-of-way.

3.6.2.4 Underutilized Properties

Developed lots with little actual building construction or improvements on site can be viewed as opportunities for development as well as open-space connections. However, these parcels must compete with vacant land that carries no cost for existing improvements. For the purpose of this study, underutilized lots are classified as developed parcels that contain twice the required minimum lot acreage. Parcels within the CBD are also included, as there is no minimum lot size requirement. Underutilized parcels are scattered throughout the study area. The pattern of land use in the southern part of the study area, with the amount of large underutilized lots, suggests that it is the most probable large-scale development opportunity. Table 8 shows the distribution of zoning according to acreage, vacant, nonconforming status, and underutilization.



**Table 8:
Zoning Distribution**

Zoning	Acreage	Percent of Total Area	Percent Vacant	Percent Non- conforming	Percent Underutilized
CBD	95.65	11	12	15.1	0
GC	92.38	11	27	0	28
HI	4.10	0	0	0	1
LI	.56	0	0	0	0
NC	26.80	3	0	0	8
PUD	20.10	2	4	0	0
R-1	297.03	35	29	15.1	38
R-2	121.69	14	17	0	25
R-3	202.15	23	10	69.8	0
Total	860.40	100	100	100	100

3.6.2.5 Purpose and Intent Statements

Purpose and intent statements in land use codes are important from both a legal and a policy standpoint. The statements provide guidelines for decision makers in interpreting codes and making discretionary decisions. Clear purpose and intent statements can also help clarify legal and policy bases for land use decisions when they are challenged. The city of Woodstock ordinance contains one purpose statement for the ordinance, but does not provide further guidance with regard to the specific zoning classifications.

3.6.2.6 Building Codes

While this study does not include a review of Woodstock's building code, it is still important to consider as building codes can be barriers to the restoration or reuse of older buildings. Generally, building codes deal with new construction, but their provisions can increase the cost to renovate older structures or to mix uses in existing buildings. It is important for a city to keep its building code current because building technology changes frequently, and the state building code is constantly being revised in light of new technologies. While precise enforcement of the building code is critical for fire and life safety reasons, the overzealous application of the building code can be a detriment when dealing with an older structure that was not constructed to code and when converting residential to nonresidential use. This is most often a concern in historic structure rehabbing and reuse. Small business and property owners, who are more likely to be involved in reusing older structures, work on thin profit margins, and any delay or unanticipated cost generated by building code enforcement can ruin a project. Appropriate building code enforcement and flexibility in interpretation are critical to promoting continued use of older but structurally sound buildings. Additional codes and regulations in Woodstock include:



- Standard Amusement Device Code
- Standard Existing Building Code
- Standard Fire Prevention Code
- Standard Gas Code
- Standard Housing Code
- Standard Unsafe Building Abatement Code
- State Minimum Fire Safety Standards

3.6.2.7 Business and Occupational Fees

3.6.2.7.1 Occupation Tax

Each person engaging in any business, trade, profession, or occupation in Woodstock is required to pay a tax for said business, trade, or profession. Businesses not covered by this tax include:

- Those businesses regulated by the Georgia Public Service Commission.
- Those electrical service businesses organized under Chapter 3 of Title 46 of the Official Code of Georgia Annotated (OCGA).
- Any farm operation for the production from or on the land of agricultural products, but not including agribusiness.
- Cooperative marketing associations governed by OCGA.
- Insurance companies governed by OCGA.
- Motor common carriers governed by OCGA.
- Businesses that purchase carload lots of guano, meats, meal, flour, bran, cottonseed, or cottonseed meal and hulls.
- Agricultural products and livestock raised in the state of Georgia governed by OCGA.
- Depository financial institutions governed by OCGA.
- Facilities operated by a charitable trust governed by OCGA.



3.6.2.7.2 Alcoholic Beverage License and Location Requirements

The city of Woodstock regulates the licensing and sale of alcoholic beverages through fees and zoning to “protect and preserve schools and churches and to give effect to existing land use and to preserve certain residential area, with reasonable consideration being given, among others, to the character of the areas and their peculiar suitability for particular uses, the congestion in the roads and streets, and with a general view of promoting desirable living conditions and sustaining stability of neighborhoods and property values, and to protect against the evils of concentration of the retail outlets for alcoholic beverages in one area or ownership or to prevent undesirable persons from engaging in or having any interest in alcoholic beverages.”¹ Distance is measured in linear feet from any door of customer entry of the proposed premises of a license by the shortest route along a public thoroughfare to the nearest door of entry of any school, church, daycare center, hospital, nursing home, or property zoned for private residences. See Table 9 for distance requirements.

**Table 9:
Alcoholic Beverage Location Requirements**

Use	Restaurant	Bar/Lounge	Liquor/Package	Convenience Store	Grocery Store	Restaurants in CBD
School	600	1,000	1,000	600	300	300
Church	600	1,000	1,000	600	300	300
Daycare	600	1,000	1,000	600	300	300
Hospital	600	1,000	1,000	600	300	300
Nursing home	600	1,000	600	300	300	300
Residentially zoned property	600	1,000	600	300	300	300

3.7 Recreation and Community Services

3.7.1 Parks

The city boasts two public parks, Dupree Park and City Park. Dupree Park, outside the study area, contains a pond, lighted tennis courts and ball fields, a pavilion, picnic tables, grills, and playground equipment. This park is partially accessible via a sidewalk that runs along Arnold Mill Road. However, the park is located on the far east side of the city, making the park less accessible to residents of the west side of Woodstock.

The Woodstock City Park is located in the center of downtown Woodstock at the corner of Arnold Mill Road and East Main Street, adjacent to the city hall complex. This park is a formal traditional configuration

¹ Official Code of Woodstock



with pathways lined with benches and focused on a central tiered ornamental fountain. This space functions as a resting place for individuals or small groups when no events are occurring in the downtown area.

The city hosts several monthly events at this park, including the Brown Bag Concert Series and the Concert in the Park. When there is an event in the downtown area, this park is positioned so that it can serve as the focal point for the event. The only drawback to the location of this park is that it is not located directly on Main Street. Any means of visually or physically enhancing the link between this park and Main Street would benefit the livability of Main Street and the usefulness of the park.

In recognition of the need for additional recreation, the city added a requirement to the land development ordinance indicating residential developments must include recreational and/or open-space areas. According to the land development ordinance, all subdivisions of land with 25 lots or more and all planned unit developments and apartment developments with 10 units or more must set aside land for recreational areas.

3.7.2 Senior Services

The city of Woodstock operates a senior activity center in downtown Woodstock which offers arts and crafts, bowling, ceramics, computer classes, and bridge.

3.7.3 Library

The Woodstock Public Library is located in a 10,000 square foot facility a half-mile north of the historic core of Woodstock, and is scheduled to be replaced by a 20,000 square foot facility on property adjacent to the current location. Although the library is outside of the LCI study area, pedestrian and bicycle access is provided via a narrow sidewalk that runs along Main Street.

3.7.4 Lake Allatoona

Lake Allatoona provides many recreational activities to Woodstock residents. It has campgrounds, beaches, boat ramps, picnic areas, and fishing and hunting areas. The recreational area is about 2 miles north of the city and is owned and managed by the Corps of Engineers.

3.8 Market Conditions and Demographics

3.8.1 Woodstock Market Trade Area

Socioeconomic characteristics and trends for a trade area provide a basis for market analysis. The trade area for the Woodstock LCI study is comprised of an 8-mile radius from the intersection of Arnold Mill Road and Main Street and is defined as the geographic area from which the large majority of potential customers who are residents originate. The delineation of the Woodstock trade area (shown below) is not meant to suggest that prospective customers of downtown Woodstock businesses will be drawn only from this geographic area. Because of Woodstock's location, historic resources, and mix of new and existing businesses, it is expected that prospective customers will also be attracted to downtown Woodstock from outside of the trade area.



Comparisons with the city of Woodstock, Cherokee County, the Atlanta Metropolitan Statistical Area (MSA), and the state of Georgia are made where appropriate. Demographic and economic trends are analyzed for the 1990 to 2006 time frame.



Figure 6: Woodstock Market Trade Area

3.8.2 Population and Household Growth

Table 10 shows a decade of strong growth within the Woodstock trade area. In 2001, the trade area population was estimated at 269,478, representing an average annual increase of 9,354 persons per year or a 5.62 percent average annual rate of increase since 1990. Forecasts for 2001 to 2006 show a slowing in growth as the population growth rate is expected to increase by 4.02 percent annually. Numerically, however, population growth is expected to increase by 10,844 persons per year.



Table 10: Population Growth
City of Woodstock, Cherokee County, Woodstock Trade Area, Atlanta MSA, and State of Georgia
1990 to 2006

		Average Annual Change 1990 to 2001			Average Annual Change 2001 to 2006		
	1990	2001	Number	Percent	2006	Number	Percent
		(Estimate)			(Forecast)		
<i>City of Woodstock</i>							
Population	4,361	10,760	582	13.34%	13,856	619	5.75%
Households	1,522	4,158	240	15.74%	5,433	255	6.13%
Average Household Size	2.78	2.57	-0.019		2.53	-0.008	
<i>Cherokee County</i>							
Population	90,204	150,030	5,439	6.03%	185,489	7,092	4.73%
Households	31,404	52,432	1,912	6.09%	65,407	2,595	4.95%
Average Household Size	2.86	2.84	-0.002		2.82	-0.004	
<i>Trade Area</i>							
Population	166,585	269,478	9,354	5.62%	323,698	10,844	4.02%
Households	57,443	94,837	3,399	5.92%	115,386	4,110	4.33%
Average Household Size	2.90	2.84	-0.005		2.80	-0.008	
<i>Atlanta MSA</i>							
Population	2,959,950	4,285,271	120,484	4.07%	5,016,695	146,285	3.41%
Households	1,102,578	1,569,630	42,459	3.85%	1,847,186	55,511	3.54%
Average Household Size	2.64	2.68	0.004		2.67	-0.002	
<i>Georgia</i>							
Population	6,478,216	8,423,422	176,837	2.73%	9,429,549	201,225	2.39%
Households	2,366,615	3,100,551	66,721	2.82%	3,504,217	80,733	2.60%
Average Household Size	2.66	2.64	-0.002		2.62	-0.004	

Source: ESRI BIS; U.S. Bureau of the Census; Marketek, Inc.

From 1990 to 2001, the household growth rate within the Woodstock trade area outpaced population growth, increasing by 5.92 percent annually. The household growth rate is expected to continue to exceed the population growth rate during the 2001 to 2006 period, with a projected annual growth rate of 4.33 percent.

Within the city of Woodstock, population more than doubled during the 1990s, making it the fastest growing city in Cherokee County. From 1990 to 2001, Woodstock's population grew at an average annual growth rate of 13.34 percent, and numerically population soared from 4,361 in 1990 to an estimated 10,760 in 2001 (582 persons per year). Between 2001 and 2006, the city of Woodstock's annual population growth rate is expected to slow to 5.75 percent, but will increase numerically to 619 persons per year. Similar to the trade



area, household growth outpaced population growth during the 1990s (15.74 percent annually), which is expected to continue during the 2001 to 2006 period (6.13 percent annually).

Population growth within Cherokee County was strong during the 1990s, increasing by 6.03 percent from 1990 to 2001. In 1990, Cherokee County's population was 90,204, and in 2001 it was estimated at 150,030. By 2006, Cherokee County's population is expected to reach 185,489, resulting in a 4.73 percent average annual growth rate from 2001 to 2006.

Between 1990 and 2001, the rate at which population grew within the Atlanta MSA was below trade area levels (4.07 percent versus 5.62 percent annually). In the 1990s, population growth within the Atlanta MSA was largely fueled by a booming economy. Between 2001 and 2006, population growth in the Atlanta MSA is expected to remain strong but decrease to 3.41 percent.

Population and household growth in the state of Georgia during the 1990s was below growth within the trade area, Cherokee County, and the Atlanta MSA. In 2000, the state of Georgia ranked fourth nationally in terms of its numeric growth rate, as its population increased 26.4 percent from 1990 to 2000; the national average was 13.2 percent. California, Texas, and Florida experienced more total growth than Georgia, but much of the growth in those three states has been due to immigration. Projections for the state of Georgia for the next five years reveal some slowing in the average annual growth rate to 2.39 percent.

In line with national trends, average household size within all but one of the geographic areas (the Atlanta MSA) decreased between 1990 and 2001. Within the trade area, average household size fell from 2.90 persons per household to 2.84, with more of a decrease expected by the year 2006 (2.80 persons per household). Among the five geographic areas, household size is expected to continue to be the highest in Cherokee County, followed by the city of Woodstock, the Woodstock trade area, the Atlanta MSA, and the state of Georgia. Nationwide, declines in household size have resulted from an increased number of elderly, fewer children (persons under 18), an increase in young, single persons representing new households formed of persons born during the "baby boom" years, and an increase in single-parent households. The above-average size of Cherokee County and trade area households reflects the suburban character of these areas.

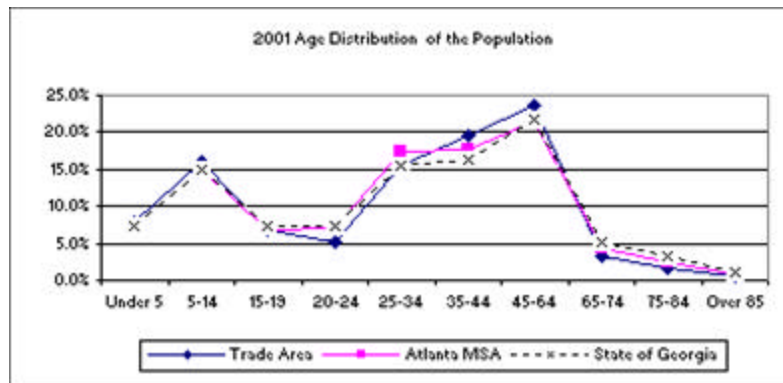
3.8.3 Age Distribution

The age distribution of the population within the trade area reveals a population with a high proportion of middle-age residents with young children relative to the Atlanta MSA and Georgia. In 2001, the median age within the trade area was 34.8 years compared to 33.1 years within the Atlanta MSA and 33.6 years in the state of Georgia. See Table 11.



Table 11:
Population by Age
Woodstock Trade Area, Atlanta MSA, and State of Georgia
2001

Age Category	Trade Area		Atlanta MSA		State of Georgia	
	Number	Percent	Number	Percent	Number	Percent
Under 5	21,048	7.8%	319,191	7.4%	606,901	7.2%
5-14	43,413	16.1%	639,073	14.9%	1,248,599	14.8%
15-19	18,167	6.7%	289,151	6.7%	608,049	7.2%
20-24	13,989	5.2%	298,705	7.0%	621,374	7.4%
25-34	41,619	15.4%	740,264	17.3%	1,310,176	15.6%
35-44	52,662	19.5%	755,985	17.6%	1,379,250	16.4%
45-64	63,799	23.7%	916,826	21.4%	1,837,892	21.8%
65-74	8,935	3.3%	180,974	4.2%	444,379	5.3%
75-84	4,647	1.7%	107,357	2.5%	271,755	3.2%
Over 85	1,199	0.4%	37,745	0.9%	95,047	1.1%
Total	269,478	100.0%	4,285,271	100.0%	8,423,422	100.0%
Median Age	34.8		33.1		33.6	



Source: ESRI BIS

Within the trade area, the proportion of the population under the age of 15 in 2001 was 24 percent, compared to 22 percent within the MSA and the state of Georgia. Twelve percent of the trade area population was age 15 to 24, below the MSA (14 percent) and the state (15 percent). Prime consumer age categories, 25 to 64, made up 59 percent of the trade area population, above the Atlanta MSA (56 percent) and statewide (54



percent) proportions. Five percent (5 percent) of trade area residents were over 65 years of age, below MSA (8 percent) and state (10 percent) proportions.

3.8.4 Household Income Distribution

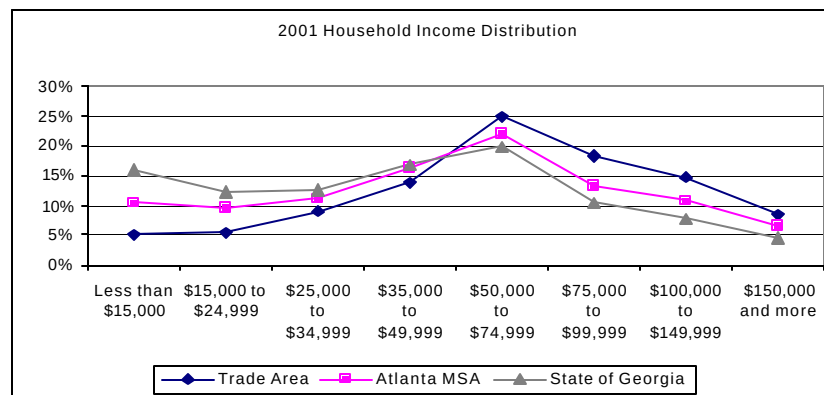
Trade area residents are more affluent than households within the Atlanta MSA and the state. The estimated 2001 trade area median household income was \$66,863, above the MSA (\$51,740) and statewide (\$43,528) median income. See Table 12.

In 2001, the estimated income distribution for households residing within the Woodstock LCI trade area shows that only 11 percent of the households had annual incomes of less than \$25,000, compared to 20 percent in the Atlanta MSA and 28 percent in the state of Georgia. Twenty-three percent of the households in the trade area had incomes from \$25,000 to \$49,999, below the MSA (27 percent) and the state proportion (28 percent). Forty-three percent of trade area households had annual incomes between \$50,000 and \$99,999, compared to 35 percent within the Atlanta MSA and 30 percent statewide. An estimated 23 percent of trade area households had incomes exceeding \$100,000, far above 17 percent in the MSA and 12 percent statewide.



Table 12:
Household Income
Woodstock Trade Area, Atlanta MSA, and State of Georgia
2001

Income	Trade Area		Atlanta MSA		State of Georgia	
	Number	Percent	Number	Percent	Number	Percent
Less than \$15,000	4,873	5.1%	166,381	10.6%	496,088	16.0%
\$15,000 to \$24,999	5,240	5.5%	149,115	9.5%	381,368	12.3%
\$25,000 to \$34,999	8,659	9.1%	174,229	11.1%	390,669	12.6%
\$35,000 to \$49,999	13,022	13.7%	255,850	16.3%	516,242	16.7%
\$50,000 to \$74,999	23,672	25.0%	343,749	21.9%	609,258	19.7%
\$75,000 to \$99,999	17,482	18.4%	205,622	13.1%	322,457	10.4%
\$100,000 to \$149,999	14,015	14.8%	171,090	10.9%	241,843	7.8%
\$150,000 and more	7,874	8.3%	103,596	6.6%	142,625	4.6%
Less than \$15,000	4,873	5.1%	166,381	10.6%	496,088	16.0%
\$15,000 to \$24,999	5,240	5.5%	149,115	9.5%	381,368	12.3%
\$25,000 to \$34,999	8,659	9.1%	174,229	11.1%	390,669	12.6%
\$35,000 to \$49,999	13,022	13.7%	255,850	16.3%	516,242	16.7%



Source: ESRI BIS

3.8.5 Racial Composition

The 2001, estimated racial distribution for the Woodstock LCI trade area reveals a population that is relatively homogenous: 87 percent white, 6 percent black or African-American, 3 percent Asian/Pacific Islander, and 4 percent categorized within “other” racial groups (please see Table 13). Over the next few years, the trade area’s population is expected to become slightly more diverse with a growing proportion of residents who are black or African-American, Asian/Pacific Islander, Hispanic, or fall within “other” racial groups.

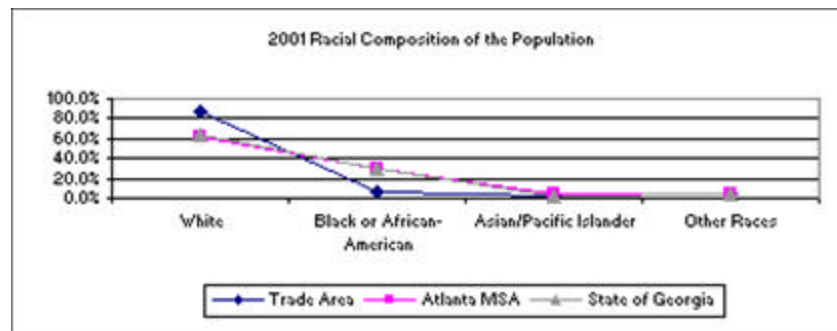


**Table 13:
Racial Composition**

Woodstock Trade Area, Atlanta MSA, and State of Georgia

2001

Race	Trade Area		Atlanta MSA		State of Georgia	
	Number	Percent	Number	Percent	Number	Percent
White	234,181	86.9%	2,663,162	62.1%	5,433,177	64.5%
Black or African-American	17,316	6.4%	1,252,909	29.2%	2,430,008	28.8%
Asian/Pacific Islander	7,309	2.7%	150,635	3.5%	192,397	2.3%
Other Races	10,672	4.0%	218,565	5.1%	367,840	4.4%
Total	269,478	100.0%	4,285,271	100.0%	8,423,422	100.0%
Hispanic (any race)	13,443	5.0%	305,479	7.1%	489,342	5.8%



Source: ESRI BIS

At the MSA and state levels, the racial distribution of the population is slightly more diverse. Within the MSA in 2001, an estimated 62 percent of the population was white, 29 percent was black or African-American, 4 percent was Asian/Pacific, and 5 percent fell into “other” racial or ethnic groups. Statewide, the distribution was 65 percent, 29 percent, 3 percent, and 4 percent, respectively. The proportion of the trade area population that is Hispanic (5 percent) is below the MSA (7 percent) and statewide (6 percent) proportions.

3.8.6 Lifestyle Characteristics

A Classification of Residential Neighborhoods (ACORN) categorizes neighborhoods throughout the nation into specific consumer groups or market segments. Neighborhoods are geographically defined by census blocks, which are analyzed and sorted by more than 60 characteristics including income, occupation, household type, age, and other determinants of consumer behavior. People who share the same demographic characteristics may have widely divergent desires and preferences.

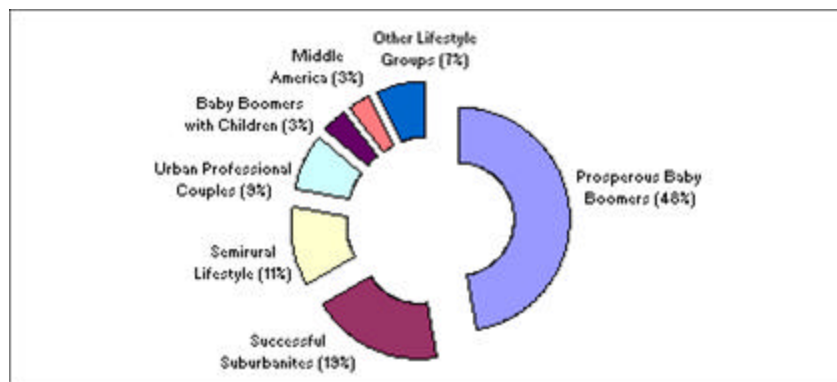
Households within the Woodstock trade area have been grouped into clusters or segments that bear descriptive names meant to convey a type of neighborhood or lifestyle as noted in Table 14. The



characteristics of each of these groups are provided in Appendix C. ACORN Lifestyle Reports are provided by ESRI Business Information Solutions (ESRI BIS).

Table 14:
Households by Primary Lifestyle Group
Woodstock Trade Area
2001

Lifestyle Group	Number	Percent of Households
Prosperous Baby Boomers	44,943	47.4%
Successful Suburbanites	17,882	18.9%
Semirural Lifestyle	10,683	11.3%
Urban Professional Couples	8,059	8.5%
Baby Boomers with Children	3,216	3.4%
Middle America	3,191	3.4%
Total	87,974	92.8%



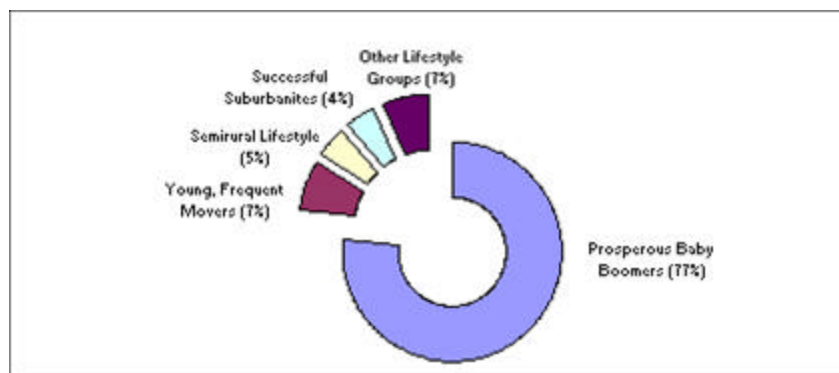
Note: The above information includes 93 percent of the households located in the Woodstock Trade Area because the remaining 7 percent of the households are grouped into categories that are less than 3 percent of total households, and therefore, are considered negligible.

Source: ESRI BIS



Table 15:
Households by Primary Lifestyle Group
4-Mile Radius
2001

Lifestyle Group	Number	Percent of Households
Prosperous Baby Boomers	22,138	77.1%
Young, Frequent Movers	2,130	7.4%
Semirural Lifestyle	1,315	4.6%
Successful Suburbanites	1,233	4.3%
Total	26,816	93.4%



Note: The above information includes 93 percent of the house holds located within four-miles of downtown Woodstock because the remaining 7 percent of the households are grouped into categories that are less than 3 percent of total households, and therefore, are considered negligible.

Source: ESRI BIS

While the characteristics of each of the groups vary, generally households within the trade area are families with young to school age children earning above-average incomes, often with both heads of the household working. Single-family homes are the predominant housing type, typically with above-average values. Households tend to lead active lifestyles, purchase various types of merchandise and services, and dine out frequently. As prosperous baby boomers account for 47 percent of trade area households, their characteristics should be closely evaluated.

3.8.6.1 Lifestyle Report

To gain a better understanding of the characteristics of households located within close proximity to downtown Woodstock, a lifestyle report was prepared for households within a 4-mile radius of downtown



The characteristics of the primary lifestyle groups within the 4-mile area are similar to those within the larger trade area, with the exception of an even larger proportion of Prosperous Baby Boomers (77 percent).

It is important to understand the characteristics of this market, as these households will rely greatly on Woodstock for convenience goods. Table 15 on the previous page displays the top four lifestyle groups within the 4-mile area, accounting for 93 percent of all households. All but one of the primary lifestyle groups (young frequent movers) within the 4-mile area are also primary lifestyle groups within the larger trade area (see Appendix C).



Table 16:
Households by Lifestyle Group and Type
4-Mile Radius and Woodstock Trade Area
2001

Lifestyle Group	Four-Mile Radius		Trade Area		Socio-Econ Rank (1-40)	Housing Type	Household Type	Median Age
	Number	Percent of HHS	Number	Percent of HHS				
<i>Affluent Families</i>	24,686	86.0%	73,508	77.5%				
Successful Suburbanites	1,233	4.3%	17,882	18.9%	2	Single-Family	Married w/Children	37.1
Prosperous Baby Boomers	22,138	77.1%	44,943	47.4%	6	Single-Family	Married w/Children	31.1
Semirural Lifestyle	1,315	4.6%	10,683	11.3%	7	Single-Family	Married w/Children	36.8
<i>Upscale Households</i>	801	2.8%	12,362	13.0%				
Urban Professional Couples	0	0.0%	8,059	8.5%	8	Single-Family	Married Couples	37.8
Baby Boomers with Children	733	2.6%	3,216	3.4%	16	Single-Family	Married w/Children	31.2
Older, Settled Married Couples	68	0.2%	1,087	1.1%	15	Single-Family	Married Couples	37.2
<i>Up and Coming Singles</i>	380	1.3%	1,936	2.0%				
Enterprising, Young Singles	380	1.3%	1,936	2.0%	9	Multi-Unit	Single Person	30.1
<i>Retirement Styles</i>	0	0.0%	207	0.2%				
Prosperous Older Couples	0	0.0%	207	0.2%	11	Single-Family	Married, No Children	43.2
<i>City Dwellers</i>	402	1.4%	405	0.4%				
Newly Formed Households	402	1.4%	405	0.4%	19	Single-Family	Family HH	33.9
<i>Factory and Farm Communities</i>	2,428	8.5%	6,419	6.8%				
Middle America	298	1.0%	3,191	3.4%	18	Single-Family	Married Couples	36.8
Young, Frequent Movers	2,130	7.4%	2,684	2.8%	22	Mobile Homes	Married w/Children	33.0
Small Town Working Families	0	0.0%	544	0.6%	24	Single-Family	Married Couples	35.8
Total	28,697	100%	94,837	100%				

Source: ESRI BIS



3.8.7 Employment Trends

3.8.7.1 Nationwide

Following the nation's longest and most aggressive expansion in history, the U.S. economy's growth essentially halted in 2001 and was further weakened by the September 11 terrorist attacks. While there have been some signs of rebound, the current recession is expected to continue through the first half of 2002 with some industries remaining in recession longer. The structural weaknesses inherent in the economy resulting from an overemphasis on expanding production capacity, over staffing, and an inflated stock market, all characteristic of the late 1990s, came to a head after September 11. To some extent, these weaknesses have been resolved through much-needed downsizing and cost reduction measures, but they continue to slow the recovery. The Selig Center for Economic Growth at the University of Georgia predicts that the nation's economic recovery will resemble an "elongated U," an immediate drop, followed by a bottoming out period and then a sharp upturn in economic activity.

In the first part of 2001, job losses were concentrated in manufacturing, labor supply services, corporate overseas operations, and technology. As the year progressed, companies were increasingly laying off workers in all fields, resulting in a jump in unemployment. The Selig Center predicts that in 2002, total civilian employment nationwide will fall by 1.2 percent or 1.6 million jobs (an average of 133,000 jobs per month). A combination of limited venture capital and moderate growth in domestic and global demand for goods and services will result in a gradual increase in employment. Service jobs are expected to climb in 2002 with more outsourcing by businesses, household growth, and a greater reliance on personal services and household help. Government jobs are also expected to increase slightly with a greater demand for services. Transportation, communications, and public utilities (TCU) and manufacturing should both experience employment losses.

3.8.7.2 Statewide

Similar to the nation, the state of Georgia experienced a sharp economic downturn in 2001 after years of strong growth. The Georgia economy maintained the same structural weaknesses as the U.S. economy, and in the third quarter of 2001, was officially in a recession. Although Georgia's economy is expected to rebound in the second half of 2002, the recovery has been hampered by the state's strong reliance on air transportation, hospitality, and information technology – all of which have experienced recent downturns. In addition, "Operation Endure" will not only drain consumer expenditures at local military bases while troops are deployed overseas, but their dependents left behind will be less eager to spend money on shopping and entertainment in their absence. Finally, following the September 11 attacks there has been an increasing desire, which will more than likely be short lived, to conduct business with U.S. companies. This recent trend has backfired against Georgia's efforts over the past decade to become increasingly integrated with the global economy.

Georgia's Gross State Product (GSP) shrank to 1.6 percent in 2001 from 6.4 percent in 1998, 5.7 percent in 1999, and 4.7 percent in 2000. In 2002, Georgia's GSP is expected to decrease to 0.9 percent, with end-of-the-year gains offsetting early losses. From 1990 to 2000, employment within the state of Georgia increased



by 32.0 percent, from 2.9 million to 3.9 million (Table 18). In line with national trends, the services sector employed the most people (accounting for 25.6 percent of all jobs in the state in 2000) and grew at the fastest rate (69.3 percent) with business services and social services increasing the most. Agriculture also increased rapidly, but employed and continues to employ a small share of workers. Retail trade, the second largest employer, grew at a healthy rate, increasing 35.4 percent during the 1990s. Only two sectors – mining and the federal government – lost jobs from 1990 to 2000.

The Selig Center is predicting that 33,000 jobs will be lost statewide in 2002, which represents a loss of 0.9 percent (below 1.2 percent nationwide). Unemployment is expected to increase by as much as two percentage points, which will loosen what was once a fairly tight labor market. The strongest employment growth will occur in the services sector with above-average gains in medical, educational, and security services. The services sector will be somewhat impeded with losses in hospitality and lodging industries. A drop in new car sales (due to an artificial boost in 2001 caused by zero percent financing, which weakens future sales), big-ticket consumer durables, and discretionary goods will negatively impact the retail sector. Local and federal government jobs are expected to increase slightly by 0.1 percent, while state government jobs will likely decline due to decreasing personal income tax revenue. Construction jobs are expected to drop significantly (9 percent) as new home construction – single-family and multifamily – slows after years of record growth. Other sectors expected to lose jobs in 2002 are manufacturing, TCU (largely due to air travel cutbacks), and finance, insurance, and real estate (FIRE).

3.8.7.3 Atlanta Metropolitan Area

The Atlanta MSA is expected to see a 1 percent decline in employment in 2002 (below expected losses at the national level but above the state level) with the greatest losses in high tech, air transportation, and hospitality (Selig Center). Clearly, Atlanta's technology-driven economy is, at present, a disadvantage. Despite these losses, the Atlanta MSA remains an excellent choice for businesses to locate because of Hartsfield International Airport (the second-busiest passenger airport in the world), a large pool of talented workers, a diversified economy, several renowned academic institutions, and an excellent transportation system (e.g., interstate system, rail, transit, etc.). However, growing traffic congestion and sprawl threaten the desirability of the MSA.

The Atlanta MSA has the largest economy among Georgia MSAs with an estimated 2,134,000 employees in 2000 (Table 17). Between 1995 and 2000, employment within the Atlanta MSA increased at an average annual rate of 3.9 percent with the services sector increasing most rapidly (5.8 percent annually). Services had 29.2 percent of employment in the Atlanta MSA in 2000, with business services, health services, and engineering and management services being the largest employers within the sector. Only one employment sector, federal government, experienced a loss in jobs from 1995 to 2000.

The wholesale and retail trade sector held a 26.6 percent share of total employment in the Atlanta metro area in 2000. Retail trade supplied more than two-thirds of the sector's jobs. TCU provided 8.8 percent of the region's jobs in 2000. The TCU sector grew at an average annual rate of 5.4 percent during the years 1990 to 2000, which can be attributed to Atlanta's position as a telecommunications center.



**Table 17:
Employment Growth
Atlanta MSA
1995 to 2000**

	1995		2000		Annual	
	Number	Percent	Number	Percent	Number	Percent
Agriculture	12,393	0.7%	16,141	0.8%	750	6.0%
Mining	1,581	0.1%	1,878	0.1%	59	3.8%
Construction	82,374	4.6%	118,962	5.6%	7,318	8.9%
Manufacturing	213,764	12.0%	219,730	10.3%	1,193	0.6%
TCU	148,264	8.3%	187,943	8.8%	7,936	5.4%
Wholesale Trade	150,417	8.4%	175,832	8.2%	5,083	3.4%
Retail Trade	333,115	18.7%	391,761	18.4%	11,729	3.5%
FIRE	115,063	6.4%	135,269	6.3%	4,041	3.5%
Services	482,770	27.0%	623,093	29.2%	28,065	5.8%
Government	245,797	13.8%	262,988	12.3%	3,438	1.4%
State	49,584	2.8%	51,109	2.4%	305	0.6%
Local	146,409	8.2%	164,472	7.7%	3,613	2.5%
Federal	49,804	2.8%	47,407	2.2%	-479	-1.0%
NEC	75	0.0%	NA	NA	NA	NA
TOTAL	1,785,613	100.0%	2,134,000	100.0%	69,677	3.9%

Employment categories within which there are few jobs are accounted for in total employment but not by individual sector to ensure confidentiality.

Source: Georgia Department of Labor

In 2000, the government sector supplied 12.3 percent of the region's jobs and manufacturing held a 10.3 percent market share. During the 1995 to 2000 period, both sectors displayed the region's slowest rates of growth. Construction, responsible for 5.6 percent of the region's jobs in 2000, grew by 8.9 percent between 1990 and 2000; however, this sector will likely experience a loss of employment in 2002. Agriculture, which made up only 0.8 percent of jobs in 2000, grew by 6.0 percent from 1995 to 2000.

Long term, the Atlanta Regional Commission predicts that the metro area will see vigorous population and job growth during the next 30 years. Population is projected to grow by 63 percent over the 30-year period and jobs are expected to grow by 73 percent. Service jobs will continue to be a driving force in the region's economy over the next 30 years.



3.8.7.4 Cherokee County

During the 1990s, employment in Cherokee County more than doubled from 16,041 to 33,161, making it the 21st largest employer (as opposed to 31st in 1990) among counties in Georgia. While an estimated 60 percent of Cherokee County residents commute south to work – easily accessed by I-575 – Cherokee County is working to expand its own employment base (e.g., the city of Woodstock's industrial park).

In terms of wages, the average weekly wage in Cherokee County was \$533 in 2000, ranking it 29th among Georgia counties. While ranked 29th, Cherokee County's average weekly wage jumped from 73rd in 1990. Cherokee County's unemployment rate in 2001 was just 2.3 percent, below 3.5 percent in the Atlanta MSA.

Table 19 shows employment by major industrial sector for the years 1995 to 2000. During this period, employment in Cherokee County increased from 23,208 to 33,161 at an average annual rate of 8.6 percent, far above the Atlanta MSA (3.9 percent). The largest percentage gains were in the state government (16.1 percent) and services sectors (14.1 percent). Numerically, the services and retail trade sectors experienced the greatest increases. TCU was the county's only major industrial sector to experience a loss (-0.5 percent annually) in employment from 1995 to 2000.

Table 18 shows that in 2000, 25.3 percent of Cherokee County jobs fell within the retail trade category (compared to 18.4 percent within the Atlanta MSA), while the services sector provided 20.5 percent of all jobs (compared to 29.2 percent within the MSA). Business and health services were the largest employers within the services sector in 2000, providing 52 percent of all jobs.

The Atlanta Regional Commission predicts that Cherokee County will gain 52,351 jobs between 1998 and 2025, representing an increase of 176 percent. Cherokee County's largest employers include General Electric Credit Corporation, Kroger Company, Publix Supermarkets, Seaboard Farms, and Wal-Mart Associates.



**Table 18:
Employment Growth
Cherokee County
1995 to 2000**

	1995		2000		Annual	
	Number	Percent	Number	Percent	Number	Percent
Agriculture	553	2.4%	911	2.7%	72	12.9%
Mining	NA	NA	NA	NA	NA	NA
Construction	2,083	9.0%	3,264	9.8%	236	11.3%
Manufacturing	3,453	14.9%	4,432	13.4%	196	5.7%
TCU	918	4.0%	898	2.7%	-4	-0.4%
Wholesale Trade	1,468	6.3%	1,857	5.6%	78	5.3%
Retail Trade	5,611	24.2%	8,384	25.3%	555	9.9%
FIRE	954	4.1%	1,223	3.7%	54	5.6%
Services	3,985	17.2%	6,792	20.5%	561	14.1%
Government	4,157	17.9%	5,360	16.2%	241	5.8%
State	227	1.0%	410	1.2%	37	16.1%
Local	3,716	16.0%	4,676	14.1%	192	5.2%
Federal	214	0.9%	274	0.8%	12	5.6%
NEC	NA	NA	NA	NA	NA	NA
TOTAL	23,208	99.9%	33,161	99.9%	1,991	8.6%

Employment categories within which there are few jobs are accounted for in total employment but not by individual sector to ensure confidentiality.

Source: Georgia Department of Labor



4. Market Analysis

4.1 Retail Market Analysis

The city of Woodstock LCI study is intended to enhance the study area's position as a commercial center for trade area residents. This section provides estimates of market support for retail uses in both the trade area and in the Woodstock study area. The retail trade area designated for this research, as shown in the Conditions and Demographics, is based on drive time estimates from downtown Woodstock and research regarding where customers of Woodstock businesses originate.

4.1.1 Competitive Retail Market

Although the boundaries of the trade area are not identical to Cherokee County, sales data for Cherokee County for the years 1992 through 2001 provide an indication of the growth in retail activity during this decade. By the year 2001, retail sales in Cherokee County had reached \$2.0 billion, increasing 542 percent from \$306.8 million in 1992. Retail sales in the state of Georgia increased 135 percent during these years, from \$49.9 billion to \$110.1 billion.

Dorey's Retail Guide reports that the average occupancy rate in the Cherokee County submarket is 96 percent, with an estimated supply of 3.2 million square feet of retail space, up from 2.1 million in 1999. The number of shopping centers in the Cherokee County submarket almost doubled from 1999 to 2002, from 27 to 49 centers. There is an estimated 143,489 square feet of available retail space in the Cherokee County submarket, with an additional 307,547 square feet of space under construction.

Much of Woodstock's retail development is concentrated on Highway 92 and Towne Lake Parkway, mostly in strip center formats and dominated by big-box stores. To obtain insight into the supply and quality of retail businesses in Woodstock, as well as average rents and occupancy rates, Marketek conducted a survey of shopping centers near the study area, all of which are located on Highway 92 and Towne Lake Parkway.

Among the eight shopping centers surveyed, only three were built within the last 10 years. A strong majority of the more recently developed shopping centers are located to the north of I-575 on Highway 92 and Towne Lake Parkway. The most recently developed center surveyed (Woodstock Square) opened in 2001 and is 99 percent occupied. Notable big-box anchors at Woodstock Square include a Super Target, Kohl's, Old Navy, PetSmart, and Office Max. The shopping centers immediately to the south of I-575 generally have anchors with less drawing power (with the exception of Wal-Mart at Woodstock Place), are older, may have major vacancies, and command lower rents. Overall, newer, more appealing big-box development is occurring to the west of I-575.

The median occupancy rate of the shopping centers surveyed is strong at 98 percent. The average occupancy rate is lower (91 percent), skewed by a large vacancy at Woodstock Commons. Base rents among the shopping centers surveyed average \$14 per square foot at the present time. Rents range from as low as \$10 per square foot to as high as \$21 per square foot (at the recently developed Woodstock Square). See Appendix C for complete survey results.



4.1.2 Retail Sales Potential and Supportable Space

The methodology for estimating statistical market support for retail space in the Woodstock trade area is displayed in Tables 19 through 23. This methodology applies expenditure potential² by type of merchandise to trade area population figures in order to obtain potential sales volume for trade area residents.

Potential sales are divided among six merchandise and service categories: shopper's goods, convenience goods, food and beverages, automotive products, personal services, and other retail expenditures. Table 19 specifies the types of goods and services within several of these categories. For instance, "apparel" includes women's apparel, men's apparel, children/infant's apparel, footwear, watches, and jewelry.

Estimates of sales per square foot of store space derived from the Urban Land Institute's *Dollars and Cents of Shopping Centers* are used to convert adjusted potential sales to supportable space estimates. In Table 20, for example, in the case of apparel, potential sales of \$317,703,950 at sales per square foot of \$194 will support 1,637,649 square feet devoted to this type of merchandise.

Table 19: Summary of Merchandise and Service Categories

Merchandise/Service Categories	Types of Goods/Services
Apparel	Women's Apparel, Children's/Infant's, Footwear, Watches, and Jewelry
Home Furnishings	Furniture, Floor Coverings, Major and Small Appliances, Household Textiles, Floor Coverings, PC Software and Hardware, Housewares, Dinnerware, Glassware, Lighting
Miscellaneous Specialty Retail	Pet Care, Books and Periodicals, Sporting Equipment, Toys and Hobbies, Video Cassettes and Games, TV/VCR/Cameras, Audio Equipment
Food and Beverages	Food Away From Home, Alcoholic Beverages
Automotive Products	Gasoline, Motor Oil and Auto Fluids, Tires, Accessories, Parts and Equipment
Personal Services	Personal Care Services, Shoe Repair, Video Rental, Laundry and Dry Cleaning, Alterations, Clothing Rental and Storage, Watch and Jewelry Repair, Photo Processing and Supplies

Source: ESRI BIS

Table 20 shows that in 2001, there was the potential for approximately 11.2 million square feet of retail space based on potential expenditures of residents who reside in the Woodstock trade area. That is, trade area residents have the potential to generate sales demand that will support 11.2 million square feet of retail

² Consumer spending is estimated from the Bureau of Labor Statistics Consumer Expenditure Surveys (CEX). The CEX surveys have been used for over a century to provide data to study consumer spending and its effect on gross domestic product.



space. However, these potential expenditures by residents may occur outside of the Woodstock trade area if desirable goods and services are not offered within the trade area.

**Table 20: 2001 Retail Expenditure Potential
Woodstock Trade Area**

Merchandise or Service Category	Per Household Expenditure	Potential Sales Volume	Target *Sales (\$/sq.ft.)	Potential Supportable Space(Sq. Ft.)
Apparel	\$3,350	\$317,703,950	\$194	1,637,649
Home Furnishings	\$3,855	\$365,596,635	\$189	1,934,374
Home Improvement	\$926	\$87,819,062	\$199	441,302
Misc. Specialty Retail	\$3,764	\$356,966,468	\$179	1,994,226
Shoppers Goods		\$1,128,086,115		6,007,551
Grocery	\$5,367	\$508,990,179	\$375	1,357,307
Pharmacy /Pers. Care Products	\$1,193	\$113,140,541	\$319	354,673
Convenience Goods		\$622,130,720		1,711,980
Food & Beverages	\$3,940	\$373,657,780	\$227	1,646,070
Automotive Products	\$2,244	\$212,814,228	\$231	921,274
Personal Services	\$1,020	\$96,733,740	\$136	711,278
Other Retail Expenditures	\$521	\$49,410,077	\$201	245,821
Total		\$2,482,832,660		11,243,973
Potential Supportable Retail Space				11,243,973

Note: Target sales are based on the Urban Land Institute, *Dollars and Cents of Shopping Centers*. Data presented in 2001 dollars.

Sources: ESRI BIS 2002; Urban Land Institute; Marketek, Inc.

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Table 21 displays projected retail expenditure potential for the trade area by the year 2006. Based on population growth and increases in retail sales for the years 2001 to 2006, total supportable retail space in the trade area will have increased to 13.7 million square feet by the year 2006. Table 22 provides the same type of analysis for the year 2011, when supportable space will have increased to approximately 16.6 million square feet.

Table 23 distributes increases in sales and supportable retail space among the various retail categories for the years 2001, 2006, and 2011. Table 23 also provides an estimate of the study area's capture of the increase in potential sales and demand for space for the years 2006 and for 2011.



Table 21: 2006 Retail Expenditure Potential - Woodstock Trade Area

Merchandise or Service Category	Per Household Expenditure	Potential Sales Volume	Target *Sales (\$/sq.ft.)	Potential Supportable Space(Sq. Ft.)
Apparel	\$3,350	\$386,543,100	\$194	1,992,490
Home Furnishings	\$3,855	\$444,813,030	\$189	2,353,508
Home Improvement	\$926	\$106,847,436	\$199	536,922
Misc. Specialty Retail	\$3,764	\$434,312,904	\$179	2,426,329
Shoppers Goods		\$1,372,516,470		7,309,249
Grocery	\$5,367	\$619,276,662	\$375	1,651,404
Pharmacy /Pers. Care Products	\$1,193	\$137,655,498	\$319	431,522
Convenience Goods		\$756,932,160		2,082,926
Food & Beverages	\$3,940	\$454,620,840	\$227	2,002,735
Automotive Products	\$2,244	\$258,926,184	\$231	1,120,893
Personal Services	\$1,020	\$117,693,720	\$136	865,395
Other Retail Expenditures	\$521	\$60,116,106	\$201	299,085
Total		\$3,020,805,480		13,680,283

Potential Supportable Retail Space

13,680,283

Note: Target sales are based on the Urban Land Institute, *Dollars and Cents of Shopping Centers*. Data presented in 2001 dollars.

Sources: ESRI BIS 2002; Urban Land Institute; Marketek, Inc.

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Table 22: 2011 Retail Expenditure Potential - Woodstock Trade Area

Merchandise or Service Category	Per Household Expenditure	Potential Sales Volume	Target *Sales (\$/sq.ft.)	Potential Supportable Space(Sq. Ft.)
Apparel	\$3,350	\$470,229,450	\$194	2,423,863
Home Furnishings	\$3,855	\$541,114,785	\$189	2,863,041
Home Improvement	\$926	\$129,979,842	\$199	653,165
Misc. Specialty Retail	\$3,764	\$528,341,388	\$179	2,951,628
Shoppers Goods		\$1,669,665,465		8,891,697
Grocery	\$5,367	\$753,349,689	\$375	2,008,933
Pharmacy /Pers. Care Products	\$1,193	\$167,457,831	\$319	524,946
Convenience Goods		\$920,807,520		2,533,879
Food & Beverages	\$3,940	\$553,045,980	\$227	2,436,326
Automotive Products	\$2,244	\$314,983,548	\$231	1,363,565
Personal Services	\$1,020	\$143,174,340	\$136	1,052,753
Other Retail Expenditures	\$521	\$73,131,207	\$201	363,837
Total		\$3,674,808,060		16,642,056

Potential Supportable Retail Space

16,642,056

Note: Target sales are based on the Urban Land Institute, *Dollars and Cents of Shopping Centers*. " Data presented in 2001 dollars.

Sources: ESRI BIS 2002; Urban Land Institute; Marketek, Inc.

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Table 23: Potential Supportable Retail Space - Woodstock Trade Area and Study Area Capture

Merchandise or Service Category	2001	2006			2011			Total Study Area Capture
	Woodstock Trade Area	Woodstock Trade Area	Numeric Increase	Study Area Capture	Woodstock Trade Area	Numeric Increase	Study Area Capture	
<i>Shoppers Goods</i>				5%			6%	
Apparel								
Potential Sales	\$317,703,950	\$386,543,100	\$68,839,150	\$3,055,379	\$470,229,450	\$83,686,350	\$4,457,235	\$7,512,614
Supportable SF	1,637,649	1,992,490	354,841	15,749	2,423,863	431,373	22,975	38,725
Home/Furniture								
Potential Sales	\$365,596,635	\$444,813,030	\$79,216,395	\$3,960,820	\$541,114,785	\$96,301,755	\$5,778,105	\$9,738,925
Supportable SF	1,934,374	2,353,508	419,134	20,957	2,863,041	509,533	30,572	51,529
Home Improvement								
Potential Sales	\$87,819,062	\$106,847,436	\$19,028,374	\$1,344,367	\$129,979,842	\$23,132,406	\$1,961,183	\$3,305,550
Supportable SF	441,302	536,922	95,620	6,756	653,165	116,243	9,855	16,611
Misc. Retail								
Potential Sales	\$356,966,468	\$434,312,904	\$77,346,436	\$3,867,322	\$528,341,388	\$94,028,484	\$5,641,709	\$9,509,031
Supportable SF	1,994,226	2,426,329	432,103	21,605	2,951,628	525,299	31,518	53,123
Total								
Potential Sales	\$1,128,086,115	\$1,372,516,470	\$244,430,355	\$12,227,888	\$1,669,665,465	\$297,148,995	\$17,838,233	\$30,066,121
Supportable SF	6,007,551	7,309,249	1,301,698	65,067	8,891,697	1,582,448	94,921	159,987
<i>Convenience Goods</i>				5%			7%	
Grocery								
Potential Sales	\$508,990,179	\$619,276,662	\$110,286,483	\$5,514,324	\$753,349,689	\$134,073,027	\$9,385,112	\$14,899,436
Supportable SF	1,357,307	1,651,404	294,097	14,705	2,008,933	357,528	25,027	39,732
Pharmacy/								
Personal Care Prod								
Potential Sales	\$113,140,541	\$137,655,498	\$24,514,957	\$1,225,748	\$167,457,831	\$29,802,333	\$2,086,163	\$3,311,911
Supportable SF	354,673	431,522	76,849	3,842	524,946	93,424	6,540	10,382
Total								
Potential Sales	\$622,130,720	\$756,932,160	\$134,801,440	\$6,740,072	\$920,807,520	\$163,875,360	\$11,471,275	\$18,211,347
Supportable SF	1,711,980	2,082,926	370,947	18,547	2,533,879	450,952	31,567	50,114
<i>Food & Beverages</i>				5%			6%	
Potential Sales	\$373,657,780	\$454,620,840	\$80,963,060	\$4,048,153	\$553,045,980	\$98,425,140	\$5,905,508	\$9,953,661
Supportable SF	1,646,070	2,002,735	356,665	17,833	2,436,326	433,591	26,015	43,849
<i>Automotive Products</i>				4%			4%	
Potential Sales	\$212,814,228	\$258,926,184	\$46,111,956	\$1,844,478	\$314,983,548	\$56,057,364	\$2,242,295	\$4,086,773
Supportable SF	921,274	1,120,893	199,619	7,985	1,363,565	242,673	9,707	17,692
<i>Personal Services</i>				5%			7%	
Potential Sales	\$96,733,740	\$117,693,720	\$20,959,980	\$1,047,999	\$143,174,340	\$25,480,620	\$1,783,643	\$2,831,642
Supportable SF	711,278	865,395	154,118	7,706	1,052,753	187,358	13,115	20,821
<i>Other Retail Expenditures</i>				5%			5%	
Potential Sales	\$49,410,077	\$60,116,106	\$10,706,029	\$535,301	\$73,131,207	\$13,015,101	\$650,755	\$1,186,057
Supportable SF	245,821	299,085	53,264	2,663	363,837	64,752	3,238	5,901
Total								
Potential Sales	\$2,482,832,660	\$3,020,805,480	\$537,972,820	\$26,443,892	\$3,674,808,060	\$654,002,580	\$39,891,709	\$66,335,601
Supportable SF	11,243,973	13,680,283	2,436,311	119,801	16,642,056	2,961,773	178,562	298,363

Note: This exhibit represents the estimated potential demand for new retail sales and space in the Woodstock trade area in the years 2006 and 2011. This potential demand estimate is based on the projected expenditure potential of Woodstock trade area households by type of merchandise or service and projected household growth.

Source: Marketek, Inc.

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Based on this analysis, sales of selected shoppers goods by trade area retailers have a potential to reach \$1.1 billion in 2001, \$1.4 billion by 2006, and \$1.7 billion by 2011. In 2001, this sales level would support 6.0 million square feet devoted to shopper's goods. By 2006, supportable space for shopper's goods is projected to reach 7.3 million square feet of space, and by 2011, supportable space will potentially have increased to 8.9 million square feet.

Utilizing the assumption that the majority of space devoted to shoppers goods will continue to be concentrated in the major shopping centers located in the trade area, the study area's projected capture of the potential increase in total trade area demand for shoppers goods during the study period 2001 to 2011 is conservative. The projection shows that the study area has the potential to capture 5 percent of the increase in total sales generated by trade area residents by 2006 and 6 percent by 2011. The study area's capture rates for shoppers goods and other retail categories are primarily based on the project team's experience in similar shopping districts throughout the nation (i.e., the proportion of sales comparable shopping districts have been able to capture), the study area's current retail potential relative to the trade area, and the study area's competitive advantages.

Based on these capture rates, the study area has the potential of drawing an additional \$12.2 million in shoppers goods sales by 2006 and \$17.8 million by 2011. These increases in sales translate into 65,067 square feet of supportable retail space by 2006 and an additional 94,921 square feet by 2011. Shoppers goods that would appeal to the target markets of area employees, residents, and visitors include: books, music/tapes/CDs, computers/software, card/stationery/gifts, camera equipment, electronics, flowers, sporting goods, pet supplies, art and craft galleries, jewelry, and men's and women's apparel.

The primary target market for convenience goods in the study area will be nearby residents. By 2006, Table 23 estimates that the study area should be able to capture at least 5 percent of the trade area's potential increase in convenience store sales to produce additional sales of approximately \$6.7 million or demand for 18,547 square feet of additional convenience store space. By the year 2011, additional sales of \$11.5 million could potentially support approximately 31,567 square feet of new convenience store space in the study area.

Target markets for restaurants and other eating places (which fall within the food and beverages category) are trade area residents, visitors, and people who work in the area. By 2006, Woodstock should be able to capture at least 5 percent of the increase in the sales of food and beverages in the trade area, resulting in additional demand of approximately 17,833 square feet of such space in the study area.

By the year 2011, the study area should be able to expand its offering of food and beverage businesses that will result in an increase of \$5.9 million in sales or demand for 26,015 square feet of additional space. This sales level represents 6 percent of the increase in total trade area potential demand for food and beverage businesses from 2006 to 2011. This is based upon the assumption that by the year 2011, the study area should have established itself as an expanded mixed-use business district with a wide variety of specialty shopping, restaurants, new housing, and office uses.

Woodstock has the potential to capture 4 percent of the trade area's automotive product sales in 2006 and 2011, translating into sales of \$1.8 million in 2006 and \$2.2 million in 2011. The increase in potential sales



of automotive products will support an additional 7,985 square feet of space in 2006 and another 9,707 square feet in 2011.

The increase in personal services sales for the trade area is projected at \$21.0 million by the year 2006, increasing by an additional \$25.5 million by the year 2011. A 5 percent capture of increased sales for the trade area would justify an increase of more than 7,706 square feet of space devoted to personal services by the year 2006. By the year 2011, market support for personal services space in the study area will have increased by another 13,115 square feet.

The types of personal services that might be considered in the retail mix include: laundry/dry cleaners, beauty/barber shops, repair shops for shoes and bicycles, and film processing. Types of services that will be in demand by area employees and residents of the surrounding neighborhoods might include: banks and financial services, shipping/packing services, and copy centers.

Table 23 shows that Woodstock should be able to capture 5 percent of other retail sales within the trade area in 2006 and 2011, which would result in 2,663 square feet of retail space in 2006 and 3,238 square feet of space in 2011.

The estimate for new potential demand for retail space in the study area should be considered conservative because employee and visitor/tourism expenditures are not factored into the estimate.

It is our opinion that with aggressive marketing and various types of incentives, new retail businesses that choose to locate in the study area will be willing to pay lease rates comparable to those paid by small shop tenants in more successful shopping centers throughout the trade area. Experience has shown that successful town center developments tend to have trade areas beyond those of conventional retail developments and as they mature, rents and land prices (retail, office, and residential) also escalate.

4.1.3 Retail Purchasing Activity by Lifestyle Group

The Purchase Potential Index (PPI) is a measure of market activity developed by ESRI BIS that denotes consumers' tendency to buy certain goods and services. When the PPI is equal to 100, consumers' demand or purchasing activity is at a rate equal to the national average. A PPI greater than 100 indicates that consumers purchase or demand goods and services at a rate above the national average. For example, when the PPI for women's apparel is 123, consumers demand or purchase goods at a rate 23 times the national average.

Table 24 displays the PPI for various types of merchandise among the primary lifestyle groups within the trade area and should be used to gauge the types of businesses that would appeal to certain markets in the trade area – e.g., Prosperous Baby Boomers versus Semirural Lifestyle. In many instances, there is high demand for merchandise among multiple lifestyle groups.

Table 24 shows that the primary lifestyle groups within the trade area are active consumers with above-average demand in almost all service and merchandise categories. In particular, the trade area's primary



lifestyle groups most often demand men's apparel, shoes (all types), children's apparel, jewelry, gardening supplies, electronics (TVs, VCRs/DVDs, camcorders, PCs), books, pet supplies, household furnishings, and home improvement items. Lifestyle groups within the trade area enjoy dining out at several types of restaurants, particularly ethnic (Mexican, Italian, Asian), family, and home-cooking restaurants. Frequent hobbies include listening to music, needlework, cooking, bars/nightclubs, and photography.

The data presented in Table 24 should not be used solely to identify businesses that will be "all things to all markets." Attracting niche businesses that serve specific target markets will be the key to a successful business recruitment and retention program in the Woodstock study area.



Table 24: Purchase Potential Index of Selected Goods Among Primary Lifestyle Groups

Merchandise or Service Category	Primary Lifestyle Groups					
	Prosperous Baby Boomers	Successful Suburbanites	Semirural Lifestyle	Urban Professional Couples	Baby Boomers with Children	Middle America
	47%	19%	11%	9%	3%	3%
Apparel						
Purchased women's apparel	107	99	106	89	103	101
Purchased men's apparel	110	113	107	109	102	101
Purchased adult dress shoes	123	138	114	112	103	78
Purchased adult casual shoes	120	120	121	105	98	95
Purchased adult athletic shoes	106	104	106	98	105	99
Purchased children's apparel: 1-5 yrs	117	103	101	99	103	106
Purchased children's apparel: 6-12 yrs	113	115	111	95	114	106
Purchased fine jewelry	109	122	121	94	104	96
Purchased costume jewelry	116	116	116	100	103	97
Purchased watch	108	89	101	83	103	108
Restaurants						
Eat at family restaurants 6+/month	119	119	110	108	114	104
Eat at family restaurants 2-5/month	108	105	104	111	99	103
Eat at family restaurants <2/month	102	80	111	72	105	119
Take out: Pizza	117	115	113	94	112	94
Take out: Mexican	128	128	107	99	111	77
Take out: Chicken	123	132	117	83	92	64
Take out: Chinese	115	106	99	86	92	86
Enjoy foreign food	120	125	114	107	105	86
Electronics						
Purchased separate components	89	82	94	106	119	103
Purchased compact/console stereo	116	99	103	68	103	97
Own 4+ televisions	124	171	138	85	112	97
Own 2+ VCRs	128	144	130	93	116	94
Own camcorder	150	180	149	103	124	115
Rent 31+ video cassettes	128	124	123	85	135	99
Purchased PC/software/peripherals	153	196	147	110	117	85
Gardening						
Indoor gardening/plants	119	116	117	98	101	112
Outdoor flower gardening	115	130	131	117	114	116
Outdoor vegetable gardening	96	105	124	103	129	144
Books						
Purchased paperback book	129	142	121	113	101	87
Purchased hardcover book	131	155	128	102	101	85
Purchased travel book	147	196	135	135	73	57
Purchased children's book	116	130	122	107	100	98
Purchased cook book	128	135	120	81	113	108
Baby Products						
Purchased infant toys	128	105	118	101	122	100
Purchased infant clothing	119	108	111	91	111	101
Purchased infant sleepwear	121	116	106	92	124	95
Pets						
Own dog	117	108	122	82	119	135
Own cat	106	110	119	70	109	132
Use dog/cat treats	130	111	131	87	123	122
PC Usage						
Own PC at home	150	189	145	110	117	87
Use PC at home 10+ hrs/wk	147	222	148	114	114	84
Use/subscribe to Internet	155	211	137	99	113	63
Hobbies/Interests						
Cooking	112	123	119	112	105	92
Bars/nightclubs	111	102	118	123	103	82
Dancing	92	90	103	100	115	74
Needlework	111	108	102	118	103	127
Listening to music	115	122	114	107	105	92
Photography	114	132	112	123	112	97
Household Furnishings						
Purchased household furniture	116	109	113	96	114	98
Purchased tableware/dinnerware	115	117	107	100	96	85
Purchased bedding/bath/linens	111	107	113	100	104	99
Home Improvements						
Made home improvements	113	122	124	91	115	108
Did home remodeling	195	121	134	92	117	126

Note: The Purchase Potential Index (PPI) is household-based and represents the propensity to purchase a product or service relative to the national average of 100. The above data represents how often various lifestyle group households throughout the nation purchase goods and services.

Source: ESRI BIS



4.1.4 Target Markets for Retail Development

To optimize chances for redeveloping the study area as a vibrant mixed-use district, the future business mix should cater to the needs and preferences of its primary target markets. Primary target markets for retail development in the Woodstock study area are trade area residents, employees that work at nearby businesses, and visitors. The following summarizes the characteristics and preferences of each.

4.1.4.1 Trade Area Residents

The demographic characteristics of trade area residents are presented in the Conditions and Demographics. In 2001, almost 270,000 people lived within an 8-mile radius of the study area, which is expected to increase to almost 324,000 by 2006. The age distribution of residents of the rapidly growing trade area is comparable to the Atlanta MSA and the state of Georgia but with a slightly higher proportion of residents within the “prime consumer age category” (i.e., age 25 to 64). In terms of income, trade area households are increasingly affluent, with median incomes above households within the MSA and the state. As discussed later in this section, new upscale golf communities in the southeastern portion of Cherokee County will likely attract additional affluent households to the area. In terms of racial and ethnic composition, the trade area population is relatively homogeneous with 87 percent of the population white and only 5 percent Hispanic (compared to 7 percent within the Atlanta MSA and 6 percent statewide).

The Conditions and Demographics also expands the analysis of resident demand with detailed lifestyle profiles of trade area residents. Primary lifestyle groups within the trade area are by and large affluent young families, many with school-age children. Dual-income households are common, which contributes to above-average purchasing activity. Primary lifestyle group households tend to be active consumers, purchasing various types of merchandise and services at above-average rates, and who lead active lifestyles including exercise, dining out, and participating in civic and cultural activities. With almost one-half (47 percent) of trade area households categorized as Prosperous Baby Boomers, the types of goods and services demanded by this group should be closely evaluated.

Reflecting their success and youth, Prosperous Baby Boomers are active consumers, centering their purchases on home and family. With incomes well above the national average, these households purchase a variety of goods above the national average, including: home furnishings, children’s apparel and toys, electronics, sports equipment, books, gardening supplies, shoes, men’s apparel, women’s apparel, and PCs. Prosperous Baby Boomers enjoy physical activities and dining out, especially at family restaurants and restaurants that serve foreign food.

Based on demographic and lifestyle characteristics of trade area households, as well as feedback from Woodstock residents and stakeholders, the types of goods that would be most appealing to area residents include: home furnishings and accessories; architectural antiques; gardening supplies; antiques; casual and dress shoes; men’s, women’s, and children’s apparel; sports equipment; outdoor gear; gifts/cards; jewelry and accessories; and children’s toys. The types of convenience goods and services that would appeal to residents (particularly those living within close proximity to the study area) include: a bakery, take-



home/prepared meals, a specialty market, upholstery/furniture repair, shoe repair, and dry cleaner/alterations.

Woodstock residents and stakeholders consistently expressed a strong desire for additional restaurants and entertainment activities downtown, which is also supported by lifestyle data. One-of-a-kind restaurants (e.g., ethnic cuisine, deli, sidewalk cafes, pizza, family restaurants, dessert/coffee) that give area residents, employees, and visitors a reason to travel to the study area should be targeted. Expanded entertainment options, especially those centered in the park (e.g., outdoor theater, concerts, and community events), were repeatedly noted as being needed in the study area.

4.1.4.2 Employees

Employees who work within the immediate vicinity of Woodstock are a captive market in the sense that they are in the area for at least eight hours a day, five days a week and, consequently, would be likely to shop, run errands, and eat out in the study area if the appropriate businesses were present. Based on ARC employment estimates and projections, 13,054 employees work within the six census tracts that immediately surround the study area.³ In other words, an additional 13,054 people are within a short drive or walk from the study area five days a week, most of whom represent a significant market for new retail development.

Also a valuable target market are commuters who rely on Highway 92 to get to and from work and may look to study area businesses to satisfy a portion of their daily needs (e.g., bakery, take-home food, dry cleaner/tailor, shoe repair, daycare) if quality businesses were present.

General information on workday shopping behavior from surveys conducted by the International Council of Shopping Centers and other organizations follows:

- The major advantage of shopping close to the workplace is convenience.
- The items purchased most frequently by workers include cards, stationery, gifts, drugstore items, books and magazines, music/CDs, and video rentals.
- With lesser frequency, workers buy office supplies, jewelry, apparel and accessories, linens, housewares, cosmetics and perfume, sporting goods, and arts and crafts.
- The types of convenience goods perceived as being most needed by the daytime population are baked goods, take-home dinners, and groceries.

³ Includes Census tracts 909.03, 910.01, 910.03, 910.04, 910.05, and 910.06.



- Workers will stop for after-work activities (e.g., drinks, dinner, and shopping) from time to time when such opportunities are available. Some will be inclined to come back to the business district to eat and shop on weekends.
- The most desired leisure/entertainment services are restaurants/bars and movie theaters. Banks and financial services, exercise studios, dry cleaners/alterations, film processing, office supply, mail/packaging and copy centers are perceived as being desired types of personal or business services.

4.1.4.3 Visitors

As Woodstock continues to grow and progress with its physical improvements and business expansion programs, the study area will be well positioned to attract visitors from surrounding counties, the Atlanta MSA, and from throughout the state and elsewhere.

Woodstock's location along I-575 and Highway 92 makes it accessible to the visitor market. Creating a "reason" for visitors to make a special trip to Woodstock or pull off I-575 on the way to or from the Georgia Mountains, however, will be key. Physical improvements that contribute to Woodstock's historic, small-town image (e.g., façade improvements, streetscaping, the creation of a town square, pedestrian linkages, etc.) will help draw the heritage tourist market as well as residents of the metro area who are looking for a unique experience. Visitors will also be willing to travel to Woodstock to shop and eat out at one-of-a-kind businesses.

Apart from Woodstock's position as a "Gateway to the Georgia Mountains," other nearby tourist attractions such as Lake Allatoona, Red Top Mountain, and Kennesaw National Park are valuable resources in terms of Woodstock's ability to capture the visitor market. Visitors of these attractions may be willing to travel just a little farther to downtown Woodstock if they are aware that a unique and exciting shopping and entertainment district is within a short drive. Woodstock will be able to increase the number of visitors through the continued development of tourist attractions and joint marketing programs with local, regional, and state level tourism organizations. Travel and tourism are major components of the economy of Georgia and the Atlanta MSA, making visitors a potentially significant market for Woodstock. The Georgia Department of Industry, Trade and Tourism estimates that in fiscal year 2001, tourism generated more than \$16 billion throughout the state, increasing 1 percent from fiscal year 2000. In fiscal year 2001, tourist expenditures directly supported approximately 200,000 jobs⁴ in the state, a majority of which was spent in the food and drink industry. Tourist expenditures in Georgia directly supported \$3.3 billion in resident wages (a 2 percent increase from fiscal year 2000) and generated almost \$645 million in state tax revenue. Thirty percent of expenditures were spent on shopping and 29 percent were spent on food and drink.

⁴ Estimate includes total jobs regardless of hours worked rather than full-time equivalent jobs.



The following types of businesses and services serve the visitor/tourist market:

- Restaurants and eating places representing a variety of cuisine and prices (one-of-a-kind restaurants making downtown Woodstock worth the trip)
- Cultural activities (music, theater, dance)
- Nightclubs and bars
- Nonmanufactured goods such as arts, crafts, and building arts
- Unique gift shops
- Antiques and architectural antiques
- Convenience goods
- Recreational/sporting goods and services
- Apparel

4.1.5 Retail Development Guidelines

The single most important competitive advantage of retail development throughout the study area will be its ability to provide residents, area employees, and visitors with a variety of shopping and entertainment options that are not only convenient but unlike what they can find elsewhere in the Woodstock area. A large share of Woodstock's major commercial development is concentrated along Towne Lake Parkway and Highway 92, much of which is comprised of national retail chains in a ubiquitous commercial strip setting. The end result is that existing retail development along Towne Lake Parkway and Highway 92 offers nearby residents convenience, ample choices, and an experience almost identical to hundreds of commercial areas throughout the nation: "Anywhere USA."

Businesses in downtown Woodstock will be able to compete with retail development along these corridors by crafting a town center that incorporates housing, shopping, employment, and community life in a small-town setting. Not only will Woodstock further develop into a place where people want to live and work, but also a place where residents from within and from outside the area will want to travel to shop and enjoy themselves. As Woodstock's town center begins to materialize, it is imperative to its future success that it adhere to several guiding principles to reinforce and enhance its distinct identity. These principles are reflected in the following guidelines:

Work to promote business clustering. A critical component of retail development is the creation of a unified district with complementary businesses that benefit from each other's sales, customers, and markets. The primary vehicle for developing unified groups of stores and businesses is



clustering – creating mutual advantages in terms of pedestrian flow and shared markets between businesses. Successful clustering is dependent upon having the appropriate mix of businesses that will create market synergies and an uninterrupted grouping of businesses that draw customers to and through the entire district. A direct result of successful clustering is that it creates a critical mass of businesses that encourages customer traffic. When compatible or complementary businesses are clustered together, the likelihood increases that customers will go to more than one business and spend more money by making multiple purchases. “One purchase leads to another” is a time-tested, fundamental principle of consumer behavior. Educating business owners, property owners, and real estate professionals about the importance of using this business development tool is critical.

Look beyond strip development. Strip development is one-dimensional, encouraging customers to complete their tasks and leave as quickly as possible without any interaction with the community itself. Shopping centers that lack a sense of place, that fail to connect with other aspects of daily life, and that do not heighten the joy/experience of shopping are ones that will lose in the long run, which is the case of much of the development along Highway 92 and Towne Lake Parkway.

Provide a mix of uses. The most successful town center developments are ones that incorporate residential, office, institutional, services, restaurant, entertainment, and retail uses. This mix of land uses will help stimulate and sustain the study area’s economic vitality.

Minimize the use of the automobile. A safe, pleasant, and convenient atmosphere for pedestrians and bicyclists will encourage shoppers and residents to “branch out,” encouraging shoppers to move between the two focus areas. Although customers will more often than not use their cars to reach the town center area, using design and land use planning to encouraging pedestrian activity throughout the study area will enliven the overall area, reduce traffic, and reinforce Woodstock’s small-town charm.

Incorporate Woodstock’s existing architectural scale and style. Honoring the historic character of the community through consistent design and scale will elevate local residents’ comfort level with new development and provide shoppers with modern day goods and services in a historic, small-town setting, which is increasingly hard to find.

Focus on attracting unique businesses and activities. Offering unique goods and services is the best way to draw multiple target markets – area employees, residents, and visitors – to Woodstock. One-of-a-kind mom-and-pop restaurants (e.g., sidewalk cafes, dessert shops, home cooking, ethnic cuisine, etc.) or shops that focus on customer service and, perhaps, have ties to the community will be the easiest to attract to the study area and will contribute to the its sense of place (i.e., “place making” businesses). While national retailers can act as anchors, they should be few in number and dispersed among a majority of smaller, unique stores.

Use land resources efficiently. Work to reuse existing sites (e.g., upper story space and surface parking) and encourage infill development. Ultimately, the study area should be a densely developed core area with a mix of residential, commercial, cultural, and office uses.



4.2 Residential Market Analysis

The residential market analysis is focused on the for-sale market in the Woodstock area. The market area defined for the residential market analysis coincides with the boundaries of the 8-mile Woodstock trade area. Using demographic data presented in the Conditions and Demographics (e.g., population growth, household income data) and 2000 Census housing data, estimates of potential demand for the for-sale sector for the 2002 to 2007 period are provided. Estimated potential demand for for-sale housing is then calibrated with lifestyle data to help determine the proportion of households in the market area that are realistic target markets for residential development in the study area.

In addition to the statistical demand analysis, the supply-side of the housing market in the Woodstock area is reviewed and analyzed, including total residential sales in the Woodstock area and characteristics and absorption histories of a sample of nearby active for-sale medium-density developments (i.e. townhouses and cluster homes). While the number of such communities is limited in the Woodstock area, the supply-side analysis provides insight into the strength of the overall housing market.

4.2.1 Housing Characteristics

In an effort to enhance the housing profile of the market area, selected 2000 Census housing data are provided for the market area, Cherokee County, and the city of Woodstock .

- In 2000, a large majority (84 percent) of occupied housing units in the Woodstock market area were owner-occupied, equal to the proportion in Cherokee County and higher than the proportion within the city of Woodstock (73 percent).
- The median value of specified owner-occupied units in the market area was \$167,444 in 2001 (ESRI BIS).
- Among owner-occupied homes in Cherokee County in 2000, 94 percent were single-family detached units and 6 percent were mobile homes. Within the city of Woodstock, 97 percent of owner-occupied units were single-family detached, 2 percent were mobile homes, and 1 percent (34 units) were single-family attached.
- In 2000, the average household size of owner-occupied units was 2.88 persons compared to 2.55 within the city of Woodstock.
- Two-, three- and four-person households were most popular in Cherokee County, accounting for 34 percent, 21 percent, and 20 percent of owner-occupied units, respectively.
- The median number of rooms of owner-occupied units was 6.6 in Cherokee County in 2000, slightly above 6.5 in the city.



- Cherokee County's rapid population growth is demonstrated by the fact that much of the county's housing stock was constructed in the last 30 years. In 2000, more than two-thirds (76 percent) of the county's housing stock was built between 1980 and 2000. The same is true for the city of Woodstock, where 77 percent of owner-occupied housing units have been constructed since 1980.
- In 2000, the median year of construction of owner-occupied units built in Cherokee County was 1989. In the city, the median year was 1994.

4.2.2 Housing Market Overview

Despite the recent recession and the corresponding tightening of the local labor market, the Atlanta metro area housing market has done surprisingly well in 2002. In the first half of the year, building permit activity was down 11 percent from the first half of 2000. While permit activity is down, the entry-level market (homes priced below \$250,000) has remained strong. The market is slowing for higher priced homes (especially those priced above \$350,000), which are staying on the market longer. Low mortgage rates have enabled first-time homebuyers and first-time move-up buyers to afford homes priced below \$250,000. In addition, down payment assistance combined with low mortgages has encouraged renters to become homebuyers. Finally, homeowners who have lost their jobs in the past year are selling their \$400,000 homes to purchase \$250,000 homes. Higher priced homes will remain more difficult to sell until the labor market stabilizes and begins to show strong growth.

John Wieland Homes (the fourth-largest home builder in Atlanta) reported record sales in fiscal year 2001, which ended in September 2002. Wieland Homes reports that sales of homes priced between \$120,000 and \$150,000 have been strong. The company plans to reduce its price points from an average price of \$380,000 to \$330,000 in the next year.

Overall prospects for Cherokee County's housing market remain good. Reflecting the continuing high rate of population growth, housing starts and closings in 392 subdivisions located in Cherokee County increased slightly in the third quarter of 2001, from 689 to 783 starts and from 633 to 696 closings.

A residential niche beginning to take hold in Cherokee County is the development of upscale golf communities. The 18-hole Capital City Crabapple along the Little River (the dividing line between Fulton County and Cherokee County) and the 600-acre, \$66 million Georgia Tech Club are two examples. As north Fulton has been overrun with development, developers are increasingly looking to neighboring Cherokee County for a more "untouched" setting. In an interview with the Atlanta Journal-Constitution, the president of the Capital City Club remarked, "the first time we looked at the property, it felt like a golf course with rolling pastures, wooded hills and flood plain...it was a beautiful piece of property." While residential development will be postponed at the Capital City Crabapple, the development could accommodate home construction for members on the 300 acres of land remaining. Home prices at the Georgia Tech Club will start at \$500,000, with a total of 206 home sites.



Table 25 displays residential sales data in the Woodstock area in 2001. The median sales price of 2,790 home sales in the Woodstock area was \$185,000. The average price was \$202,000. The average time on the market was 84 days.

Almost 70 percent of the sales in the Woodstock area were in the \$100,000 to \$200,000 range. Fifty-four percent of the sales in this category were in the \$100,000 to \$149,999 range. Almost 23 percent of total sales were from \$200,000 to \$299,000, with only 6 percent above this range. There were only 30 homes (1 percent) sold below \$100,000.

Table 25: 2001 Single-Family Sales - Woodstock Area

Price Range	Woodstock Area Home Sales		
	Listings		Days on Market
	Number	Percent	
Less than \$50,000	2	0.1%	8
\$50,000-\$99,999	28	1.0%	40
\$100,000-\$149,999	1,049	37.6%	52
\$150,000-\$199,999	895	32.1%	75
\$200,000-\$249,999	406	14.6%	100
\$250,000-\$299,999	222	8.0%	94
\$300,000-\$349,999	100	3.6%	103
\$350,000-\$399,999	50	1.8%	118
\$400,000-\$449,999	17	0.6%	128
\$450,000-\$499,999	3	0.1%	62
\$500,000-\$599,999	9	0.3%	143
\$600,000-\$699,999	5	0.2%	179
\$700,000-\$799,999	3	0.1%	220
\$800,000-\$899,999	0	0.0%	0
\$900,000-\$999,999	0	0.0%	0
\$1,000,000 and Higher	1	0.0%	7
Average Sales Price	\$202,561		
Median Sales Price	\$185,000		
Highest Price	\$1,100,000		
Lowest Price	\$30,000		
Average Days on Market	84		

Source: Multiple Listing Service

4.2.3 Representative For-Sale Housing in the Woodstock Area

The following residential communities were surveyed for this study to throw light on potential demand for various types of higher density for-sale housing in the Woodstock area:

Serenade

- Type of Development: Fee simple, detached
- Size: 192 units



- Opened: May 2001
- Average Absorption: Eight per month
- Units Remaining: 60
- Acreages: 1/4 to 1/3 acre, estate lots up to 2 acres
- Price: Three major price points:
 - \$200,000 to \$230,000
 - \$220,000 to \$260,000
 - \$250,000 to \$350,000
- Average size: Most have two levels, 2,400 to 3,000 square feet
- Amenities: Swimming and tennis

The Magnolias at Ridgewalk

- Location: Woodstock Parkway
- Type of Development: Townhouses
- Size: 252 units
- Opened: May 2002
- Average Absorption: 10 per month (30 in three months)
- Price Range: \$119,500 to \$138,000
- Average Size: 1,400 to 1,600 square feet, two and three bedrooms
- Comments: One- and two-car garages

Countryside Villas (outside city limits)

- Location: Bells Ferry Road
- Type of Development: Fee simple, four-sided brick ranch, detached with two-car garages. No shared walls.



- Size: 44 units
- Absorption: Eight sold in three months
- Price: \$168,900 (\$2,000 off closing costs)
- Average Size: 1,600 square feet, two and three bedroom
- Comments: \$115 per month association fee

Courtyards at Town Lake (outside city limits)

- Location: Eagle Drive
- Type of Development: Ranch condos
- Size: 35 units, five remaining
- Absorption: Sold 30 in one year (June 2001 to June 2002)
- Average Size: 1,400 to 1,600 square feet
- Price Range: \$155,900 to \$160,000

While there are literally hundreds of other homes for sale in Cherokee County and in the Woodstock area, the above highlights the fact that the housing market continues to be strong in Cherokee County. Based on the survey completed for this assignment, there is a limited supply of new medium density for-sale projects in the area. Real estate agents surveyed for this research indicated that they have frequent requests for townhouses, condominiums, and cluster homes. Real estate agents also noted that the “over 55” market is a growing market of homeowners, many of whom no longer want to mow the lawn or clean the gutters. These homebuyers are active adults who are not ready for a retirement community but are seeking a sense of community. The Census reports that of the 4 million people living in the Atlanta metro area, 613,000 are 55 years and older. The Courtyards at Town Lake and Countryside Villas are successfully targeting this market segment as well as younger, childless professionals.

4.2.4 Potential Demand for For-Sale Housing

A statistical demand analysis was performed for the Woodstock market area to estimate the potential market depth for for-sale housing (Table 26). Even though this analysis uses finite numbers, the end result (i.e., potential market support) should be interpreted as an approximation of market depth that is balanced with the characteristics of the competitive supply.



The geographic base for the demand analysis used in this research is the market area delineated for this study. The two main sources of annual potential demand for housing are new household growth and turnover. New household growth is traditionally used to project market growth and is based on population and household growth projections. The analysis uses the average annual increase in population beginning with the 2002 estimated household base and the projected 2002 to 2007 average annual increase in new households (Conditions and Demographics).

New households that will potentially be owners are qualified by income. Based on the propensity of households in the market area to own rather than rent, 84 percent will be potential homeowners.

In the owner-occupied demand analysis, the more quantitatively significant source of potential demand, turnover, has as a base the estimated number of owner-occupied units that will exist within the market area during the next five years. Projected owner-occupied households are qualified or segmented by owner turnover rates (derived from the U.S. Bureau of the Census, 2000) and income.

**Table 26: Potential 2002 to 2007 Annual Demand for For-Sale Units
Woodstock Market Area**

New Household Demand		Turnover	
Annual New Households (1)	4,110	Total Owner Households in the year 2002 (4)	98,947
Owner Propensity	84%	Turnover Rate (5)	15%
Number	3,452	Number	14,842
Income Qualified (2)	80%	Income Qualified (2)	80%
Number	2,762	Number	11,874
Target Market Adjustment (3)	40%	Target Market Adjustment (3)	40%
Number	1,105	Number	4,749
Sub-total	1,105	Sub-total	4,749
Total Market Demand			
Demand from household growth and owner turnover			5,854

1. From Conditions and Demographics.
2. Proportion of potential owner households with annual incomes of \$35,000 or more.
3. Estimated proportion of households to whom the proposed type of housing would appeal.
4. U.S. Bureau of the Census and ESRI BIS
5. U.S. Bureau of the Census estimate of the number of owner households that turnover in the trade area within a 15-month period.

Source: Marketek, Inc.

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Recognizing that potential demand for housing within the study area will depend on housing preferences of market area households, lifestyle data are used to narrow the estimated potential demand to include households that would be most attracted to new housing developed in the study area (e.g., single-person



**Table 27: Preliminary Five-Year For-Sale Housing Program
Market Area and Study Area Capture**

	Potential Demand (1)	Study Area Capture Rate	Total Units
Year 1	5,854	3%	176
Year 2	5,854	3%	176
Year 3	5,854	4%	234
Year 4	5,854	4%	234
Year 5	5,854	4%	234
Total	29,271	4%	1,054

Source: Marketek, Inc.

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households, empty nesters, professional couples with few or no children). In other words, the appeal of residential development in the study area will vary depending on a household's characteristics or preferences. For instance, a large family may demand a house with a big yard in a suburban setting over a loft-style home in a mixed-use area.

The potential demand analysis completed for this study does not include prospective households from outside the market area that would consider living in the area. As revealed in Table 26, there is annual potential demand in the market area for the years 2002 to 2007 for approximately 5,509 units of market rate for-sale product developed in a mixed-use setting.

Based on an evaluation of the housing market in the Woodstock area, planned and proposed physical improvements in the study area, the expansion of downtown Woodstock's position as a mixed-use center, and experience facilitating residential development in comparable downtowns, Marketek estimates that during the first five years of development, approximately 1,054 units of market rate for-sale housing units could be absorbed in the study area (Table 27). In other words, the study area has the potential to capture 4 percent (or 1,054) of total market area demand for for-sale housing within the 2002 to 2007 period.

The projection for potential housing demand in the study area assumes that marketable for-sale housing product will exist and that a marketing program for new housing will be under way. The housing types would include renovation, adaptive reuse of existing structures, and new construction.

While the conclusion that there is unmet potential demand for housing in the study area is difficult to quantify directly, the following evidence exists to support this conclusion:

- Strong absorption rates at newly developed for-sale developments in the Woodstock area.
- Access to major employment centers via I-575 and Highway 92.



- A growing national trend that reveals a strong demand for live/work/play environments. Consumers are increasingly demanding culture, community, and convenience, something that is typically hard to find in suburban environments.
- An expressed interest in for-sale residential development in the study area by local residents and stakeholders.
- Limited supply of for-sale housing developed in a mixed-use setting within the market area.

Opening price points of new for-sale units in the study area should range from \$150,000 to \$180,000. More affordable units will appeal to young professionals who either work in the area or are willing to commute to jobs in Atlanta in exchange for being part of a vibrant, safe community at more affordable prices than housing in “close in” neighborhoods. Niche projects that have a small number of units and unique architectural styles have been popular in other cities. This will be particularly applicable to the study area, where historic ambiance is a central theme. Strong presale activity was evident among projects surveyed. While many of these projects have sales prices that exceed \$180,000, it is our opinion that when unit prices rise above this level, demand will begin to thin out. However, there is clearly demand for units priced at \$180,000 and up – just a smaller proportion.

As housing development proceeds in the study area and a critical mass of units is created, the absorption of housing units will gain momentum and boost prices. New housing development will act as an anchor that will attract businesses, services, and activities, which in turn will enliven the overall study area.

4.2.5 Target Markets for Residential Development

Early residents of newly developed housing in the study area are likely to be relatively mobile, well educated, active, and somewhat adventuresome. They will have few or no children. Based on experience in other cities, employees working in or close to Woodstock should be an initial target market for new housing in the study area. These prospective residents will primarily include young people, singles and couples with few or no children, empty nesters who are couples, and single persons with grown children. Empty nesters and childless individuals who are in their prime career and pre-elderly years will be significantly more flexible in terms of housing and migration patterns than previous generations at that age. Experience in other cities suggests that these early prospects will have professional, managerial, administrative, and clerical occupations. Table 28 provides a generalized summary of primary target markets for residential development in the study area.

As housing development in the study area gains momentum, the demand for new housing will be augmented by groups outside of the market area such as married couples with and without children, empty nesters, retirees, and professionals that work within commuting distance of their jobs but desire a small-town setting. Increasingly, homeowners are tired of autocratic, cookie-cutter developments that prevail in the suburbs.



Table 28: Target Market Characteristics for Housing in the Woodstock Study Area

	For-Sale Product
Occupation Age Household Size Income Motivations/Preferences	Entry-Level Professionals 25 to 35 1 to 2 persons, few with children \$30,000-\$50,000 Enjoy mixed-use lifestyle Small-town setting but close to I-85 Tired of rentals/first time buyer Investment and resale important Seek urban lifestyle Relatively mobile
Occupation Age Household Size Income Motivations/Preferences	Higher Level Professionals 30 to 50 1 to 2 persons, some with children \$50,000+ Close to work/downtown activities Move-up or move-over buyer Seek urban lifestyle Location with identity/architectural style Investment and resale important Relatively mobile
Occupation Age Household Size Income Motivations/Preferences	Business Owners/Operators 30 to 60 1 to 2 persons, few with children \$40,000+ Close to business/downtown activities Individualized unit Relatively settled
Occupation Age Household Size Income Motivations/Preferences	Retirees 55+ 1 to 2 persons \$35,000 or available equity Close to businesses/services Enjoy community/activities Less maintenance, more security Attractive product conducive to entertaining Location with identity/architectural style Move-over, move-down buyer Highly settled

Note: Table applies to all housing that would be located in the study area, both renovation and new construction.

Source: Marketek, Inc.

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4.2.6 Residential Development Guidelines

While the immediate potential for study area housing appears bright, there are several key factors that need to be considered for the long-term success of new housing. Successful housing programs throughout the nation seem to have the following common elements:

Commitment to Residential Development. Local government needs to make a strong commitment to housing development in the study area with appropriate land use regulatory policies, assistance with land acquisition, creative financing to bridge economic gaps, tax incentives, and adequate



infrastructure. A continuing commitment from the local government to support new housing is critical to nurture developer and resident confidence, as well as to enhance financial feasibility.

Environment. Significant challenges to ensuring a high quality of life are not only economic but also environmental. Environmental issues relate to public image, safety, parking, traffic flow, design and architecture, street life, and a sense of community.

Security. New housing located in the study area – particularly upper level housing – should include security features such as alarm systems, controlled access to parking and interior areas, exterior lighting, intercoms, illumination of all areas where residents circulate, and design features that discourage crime. Housing units that are elevated above retail and parking foster a sense of security. While security features are a prime marketing asset, it is vitally important that they are not so overwhelming that they create a feeling of fortification between the development and the surrounding community.

Parking. Secured, convenient parking is a requirement for housing. Experience in other cities has shown that many prospective residents see a possible lack of parking as a disadvantage of mixed-use living. While parking is a necessity for housing development, it is important that it is well designed and integrated into the community (e.g., underground parking or landscaped surface parking hidden from the street).

Public Relations. Working with the local media to highlight success stories and monitor construction throughout the study area will help convince target markets that new housing in the study area is an attractive and unique lifestyle choice. Other effective forms of communication include newsletters and web sites that keep potential residents up to date on special events and redevelopment activity.

Quality Product. New housing must offer high quality product in terms of design and amenities. The challenge is balancing what consumers can pay with what they want. The most frequently desired unit amenities will likely include: washer/dryer, security system, on-site parking, patio or balcony, storage space, interesting views/architecture, and windows/natural light.

Design Qualities. The design of new construction should relate to the surrounding community. The new residential development should be distinctively “Woodstock” and not “Anywhere USA.” Suburban-style floor plans need to be avoided since this is not what most town center residents are seeking. As mentioned earlier in this report, niche projects that have a small number of units and unique architectural styles have proven popular in other cities, particularly in the for-sale market. In our opinion, design that capitalizes on Woodstock’s historic attributes will sell and reinforce the overall character of the study area.

Support Services. Many activities of daily life should occur within walking distance of residential development, allowing independence for those who choose not to drive. Although study area residents will more than likely use their cars to commute to work, the promise of being able to walk to shop, eat out or do errands is a significant selling point for new housing. In addition to proximity to



restaurants and shopping, study area residents will desire access to groceries and convenience goods, pharmaceutical services, a post office, and a range of services such as dry cleaner/laundry, apparel, footwear repair, video rental, film processing, hairstyling, etc.

Based on research and public involvement, the recommendations and implementation strategies should focus on expanding the study area's position as an historic mixed-use district with a range of housing options, unique goods and services, entertainment, and recreational/cultural opportunities. The major factors that will underlie this opportunity will be: clustered business districts; the preservation/restoration of historic buildings; compact, pedestrian-oriented development; a mix of uses; viable and sustainable businesses; and the continuation of an attractive living environment.



5. Implementing Woodstock's Future

Throughout the planning process, the community continuously stated its desire to preserve and build upon the small-town atmosphere in the downtown area, while increasing the availability of uses to create a more vibrant mixed-use environment with a full range of transportation options. The city of Woodstock is in a position to take advantage of the many opportunities facing the LCI study area including its location, its existing historic environment, and its healthy market trade area to meet the community's vision for its future. The following section discusses recommendations and implementation strategies to achieve the plan's goals and objectives. Section 6 outlines the recommendations in an action plan and includes costs, time frames, and funding options.

To provide a foundation for ongoing success, recommended actions should begin in the next five years. While the success of this plan is not contingent on any one project, it is dependent on the immediate implementation of some of the projects or programs. The public has certain expectations and action is required to continue to generate the excitement and enthusiasm the study has brought to the downtown area.

The implementation and recommendations are organized into the following elements:

- Brand Identity
- Downtown Business Districts
- Land Use Strategies
- Infrastructure Recommendations
- Market Strategies

The city will be primarily responsible for implementing many of the recommendations through dedication of staff time, implementation of land use and zoning changes, the provision of matching funds for grant programs, and support of local policy initiatives. However, the city cannot implement this plan alone. The success of the plan also requires commitments from the private and nonprofit sectors. Support from as many sources as possible has the benefits of pride of participation, community involvement in the implementation process, and ongoing support for the downtown.

5.1 Developing Brand Identity

The redevelopment and revitalization process begins with a clear statement of Woodstock's identity and competitive position in the marketplace. As the Atlanta metropolitan region continues to expand, being the most accessible, the most attractive or even the most affordable community does not guarantee success. Woodstock's town center must be perceived as a product and marketed to compete with other nearby business districts, meeting the needs of its target markets and giving them a unique experience. Business districts and communities that win in the long run are those that create brand personalities that connect with



people, that share values, and that build long-term relationships. Promoting a brand identity or brand position statement will be a key part of this effort, acting as the central organizing principle, the DNA, around which Woodstock communicates its message or story to its target audience. Based on results from the intensive public involvement activities and an assessment of Woodstock's existing conditions and assets, Woodstock's brand identity can be summarized as follows:

A walkable, historic community located between the mountains and Atlanta, where a mix of new housing, jobs, shopping, entertainment, and greenspace creates a modern day village.

An effective brand identity statement should be succinct, emotional, distinctive, truthful, and meaningful. This brand identity statement is not a tagline, but rather the central idea upon which all other initiatives are based – urban design, signage, advertising, business recruitment, web site, etc. The brand identity ties all of these initiatives together, delivering a consistent experience to Woodstock's target audience.

5.2 Downtown Business Districts

A key component of this brand identity is the creation of a mixed-use town center with four distinctive downtown districts: Historic Core District, New Town South District, New Town West District, and New Town East District. While all are part of the study area, each of the four districts should have distinct identities and functions while relating to one another in terms of design, pedestrian flow, and overall character. Figure 7 displays the downtown district boundaries.

The capture rates shown previously demonstrate that statistically the study area can potentially support an additional 119,801 square feet of retail space by the year 2006 and another 178,562 square feet of new space by the year 2011. Please see Table 29.



Table 29: 2006-2011 Potential Supportable Retail Space in the Study Area

Merchandise/ Service Category	Study Area New Supportable Square Feet 2006	Study Area New Supportable Square Feet 2011	Total New Supportable Square Feet 2006-2011
Shoppers Goods			
Apparel	15,749	22,975	38,725
Home Furnishings	20,957	30,572	51,529
Home Improvement	6,756	9,855	16,611
Misc. Specialty Retail	21,605	31,518	53,123
Subtotal	65,067	94,921	159,987
Convenience Goods			
Grocery	14,705	25,027	39,732
Pharmacy/Personal Care	3,842	6,540	10,382
Subtotal	18,547	31,567	50,114
Food & Beverages	17,833	26,015	43,849
Automotive Products	7,985	9,707	17,692
Personal Services	7,706	13,115	20,821
Other Retail Expenditures	2,663	3,238	5,901
Total	119,801	178,562	298,363

*Not cumulative

Source: Marketek, Inc.

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The following sections identify development and redevelopment opportunities for each of the four commercial districts based on existing uses and attractions, linkages among existing businesses, potential pedestrian flow, and business opportunities identified through the market analysis. Recommended types of businesses should be viewed as suggestions and are meant to serve as a guide for recruitment efforts. Over time, varying circumstances will produce changes in the study area's environment – in the types of businesses that should be recruited, new vacancies, and new development opportunities. Those involved in business recruitment should use the ideas expressed in this report as the basis to form their own thinking about business opportunities, individual business prospects, and location strategies.

5.2.1 Historic Core District

A walkable core area centered around the original business district that serves as a destination point and preserves the historic atmosphere.

Acting as the hub to the other three commercial districts, the Historic Core District is physically and metaphorically the heart of the study area. City hall is located in this district. A large majority of Woodstock's historic commercial structures line the west side of Main Street between Elm Street and Arnold Mill Road/Towne Lake Parkway, and are occupied by businesses such as a specialty gift shop, an art gallery, a coffee shop, an antique store, a barber shop, a pharmacy, a printer, and office and institutional uses. In addition, this stretch of Main Street also hosts Dean's Store, a Woodstock landmark, which also



acts as a welcome center. Most of the building facades along this two-block area have been altered over the years and are in need of restoration. Moving south between Elm Street and Noonday Street, commercial uses are generally unrelated in terms of design and use. One of downtown's major retail anchors, Priest Furniture, is located in the southern portion of the Historic Core District, as well as an office building, a commercial strip center, a home accessories store, and an auto-related business. Across the street east of the railroad, land is generally underutilized, partially occupied by dispersed residential and office uses and the depot. The depot is located at the highly visible corner of Arnold Mill Road and Main Street, behind which there is an Ace Hardware store.

Directly to the north of Arnold Mill Road/Towne Lake Parkway on Main Street, retail uses are limited to the fully occupied Parkside Shopping Center on the east side of the street (a mix of office and service uses, a pro shop, and an upscale home furnishings store) and a few specialty businesses on the west side of the street (a tea room, two spas, a transmission shop, and an antique store). Woodstock City Park, one of the focal points of the Historic Core District, is used for community events and recreation.

Initial redevelopment efforts should be concentrated in the Historic Core District. Acting as the heart of the community, this area should be the center from which all development radiates and where community life is grounded. Specialty retail and entertainment-related businesses are most suitable for this area, which will appeal to multiple target markets. Local residents repeatedly identified a need for "something to do after 5:00 p.m." in downtown, especially after special events in the park. The Historic Core District is the perfect location to accommodate this need.

Although there are no vacant buildings on the west side of Main Street south of Arnold Mill Road/Towne Lake Parkway, upper-level space could be converted to residential and office space or used to accommodate rooftop restaurants and bars. Historic facades should be restored to reinforce the historic character of the area. In addition, office and institutional first-story space should be replaced with retail uses. Businesses can also improve the rear space on Wall Street, providing additional outdoor eating spaces and pedestrian walkways, as presented in the following before and after photographs. This project could be facilitated by the city through incentives such as a tax break or reduced sewer tap fees. The city may also consider a demonstration streetscaping project on Wall Street with pavers in the street, new curbs and gutters, decorative lighting, trees and landscaping, planters, trash receptacles, and benches.

Across the street, higher density development should occur with a mix of housing, retail, office, and civic space. This could perhaps incorporate a town square or plaza that embodies the identity of the study area and where local residents, employees, and visitors can connect with each other. Much of the success of town center development is associated with the spaces between buildings and the way in which development is integrated with the surrounding community. Public plazas are an effective way to tie communities together, overcoming the isolation associated with so many suburban environments. New development and city improvements should preserve some of the existing tree canopy, identified as an important feature of the downtown core. The city should conduct a tree inventory to initiate the process of tree protection and preservation along public property. Programs to prepare tree inventories and tree preservation guidelines are available through the Urban and Community Forestry Financial Assistance Program.



Civic initiatives are some of the most effective methods to create a vibrant downtown. Locating civic facilities in the downtown area can have a significant impact on the number of visitors to the area, supporting nearby retail and office uses. If city hall is relocated, a downtown location is strongly recommended, and the primary recommendation is a new city hall site in the town center development, adjacent to the public plaza.



Before



After

Development activity in the northern portion of the Historic Core District (i.e., north of Arnold Mill Road/Towne Lake Parkway) will be somewhat confined by the park, Parkside Shopping Center, and the elementary school. However, there are opportunities for infill development near the park, which should include a mix of housing (especially to the north), specialty retail, and entertainment.

The community made several recommendations regarding an amphitheater, an outdoor theatre, an indoor theatre, and a cultural arts center. The vacating elementary school provides an excellent redevelopment opportunity for cultural activities downtown. The building and site are large enough for a new arts building with meeting space and an outdoor theater/amphitheater located behind the existing building, linking to the existing nature trail.

Recommended types of business throughout the Historic Core District include:

- Restaurants (sidewalk cafes, deli, ice cream/gelato/soda shop, desserts, dinner theater, steakhouse)
- Jewelry and silver shop
- Antique stores
- Art galleries
- Home accessories



- Gifts and cards
- Park-related activities (outdoor theater, concerts, special events, etc.)
- Playhouse (live theater, concerts, dance, etc.)
- Bar/nightclub

Local residents and stakeholders also expressed an interest in establishing a farmer's market/public market in the study area. Public markets are place-making activities that have become tools for revitalization in cities throughout the country. With low start-up costs and virtually no competition, organizing a weekly and/or seasonal morning market in the Historic Core District could be an effective and manageable way to attract area shoppers. Clearly, each of the primary target markets identified in this study would be drawn to a seasonal and/or weekly market. Some of the benefits of markets include:

- Encourages social interaction by providing a location in which people can meet and interact.
- Promotes entrepreneurial activity through low start-up costs.
- Creates a place in which local farmers, craftsmen and artists, and downtown businesses can sell and promote their goods.
- Attracts residents from the larger community, as well as visitors, by offering them a place to buy unique goods such as fresh produce, baked goods, flowers, and crafts.
- Embodies and promotes the history and culture of the surrounding community.

While there are no blueprints for the creation or operation of public markets, the management of the market could be provided by the local government, the DDA, the Chamber of Commerce, a private company or a nonprofit organization. Key success factors for public markets include:

- Hands-on management
- Product diversity (e.g., fresh produce, fresh baked goods, flowers, cheese, meats, crafts, jewelry, hand-made soaps, etc.)
- Complementary and competitive goods
- Shopper amenities
- Reasonable and fixed rents for vendors



- Entertainment and social elements (live music, face painting, cooking demonstrations by local restaurants, pony rides, etc.)
- Attractive and colorful signage
- A clear identity representative of the surrounding community

5.2.2 New Town South District

Transitional district that provides a barrier between the Highway 92 commercial corridor and the Historic Core District.

Just south of the Historic Core District, the New Town South District is currently a mix of office, retail, service, and residential uses. The design of existing structures within this area is, for the most part, unrelated to Woodstock's historic core area, with suburban-style office buildings, a car wash, and a small commercial strip center. There are only a few retail businesses in the New Town South District, including a florist, an antique store, and a home accessories store. A new for-sale residential development, Serenade, is located on the east side of the railroad, as well as a funeral home, office buildings, and low-density residential uses.

The New Town South District represents a unique opportunity to expand the energy and historic character of the Historic Core District southward along Main Street. It is important that the New Town South District be redeveloped in a manner that is distinctively Woodstock, as it will give visitors their first impressions of downtown when entering the study area from Highway 92.

Underutilized land should be densely developed, particularly along the east side of the railroad, with first-story retail and upper-level housing or office space lining Main Street. Unlike the Historic Core District, which should emphasize entertainment and specialty retail, the New Town South District should offer a wider variety of retail and housing options, including businesses that serve the day-to-day needs of nearby residents. The types of businesses that would be most appropriate for this area include:

- Apparel (men's, women's, and children's)
- Unique accessories (one-of-a-kind purses, hats, etc.)
- Sports equipment/outdoor gear (hiking, biking, running, tennis, etc.)
- Book store
- Toy store
- Home furnishings and accessories
- Antique store



- Architectural antique store
- Restaurants
- Shoe store (casual and dress)
- Specialty/gourmet market
- Wine shop
- Bakery
- Dry cleaner/tailor
- Shoe repair
- Pet training, grooming, and supplies
- Upscale garden shop/plant nursery

The existing horse farm at the southern gateway to downtown on Main Street was frequently mentioned as an amenity during public meetings. Community members sited the land as something that gave Woodstock its identity. This property, which fronts on Main Street and extends back to Noonday Creek, provides many opportunities for Woodstock to further the goals of the LCI study. The city should explore options to purchase this property through the governor's greenspace program and permanently protect the land. Not only will this help to protect a key image of Woodstock, it opens the possibility of providing picnic facilities in a natural environment and connections to a regional multiuse trail along Noonday Creek. Purchasing the property also provides the opportunity to spur development in this district. As a large piece of land, the city could offer some of the frontage to development at a reduced purchase price.

5.2.3 New Town West District

An office-, service- and hotel-oriented district to provide a transition between the interstate service area and the historic core.

Traveling eastward from I-575 on Towne Lake Parkway, the New Town West District is a primary gateway to the study area. At present, the area is a combination of office, institutional, retail, and service uses, including Towne Place Shopping Center. Synergies between businesses are weak, resulting in customers driving to a specific business and then leaving the area. Although the New Town West District adjoins the Historic Core District, poor pedestrian linkages and a limited mix of businesses do not encourage downtown shoppers to travel westward. The residential areas that flank Towne Lake Parkway include Elm Street, along which there are historic homes that embody Woodstock's history, some in need of extensive repair.



As a gateway to downtown, it is essential that the New Town West District announce to visitors that they have arrived in a unique and exciting mixed-use district. Compact commercial development (retail, service, and office uses) should be concentrated on Towne Lake Parkway, preserving the residential areas to the north and south, including new townhouse development. Wide sidewalks linking the New Town West District to Main Street should be used to promote movement between the two areas. Architecturally, new development should be consistent with Main Street, unifying the overall area.

Local residents expressed an interest in developing a hotel and meeting facility in the study area. Although the market feasibility of a hotel and meeting facility is beyond the scope of this study, the New Town West District would be an ideal location for this type of development, accessible to I-575 and allowing visitors to easily access Main Street. Historic homes on Elm Street could also be renovated and used as bed and breakfasts to serve the visitor market.

Assuming that much of Towne Lake Parkway is developed to accommodate a hotel and meeting facility, office space, and perhaps some residential uses, retail development should emphasize business services that residents, employees/employers, and visitors would use, including:

- Restaurants⁵
- Financial services (i.e., banks, brokerages, financial advisors, accountants)
- Mail/copy center
- Computer repair/training
- Business machine repair
- Secretarial services

5.2.4 New Town East District

Transitional district that provides a barrier between the residential neighborhoods and the Historic Core District.

There are a limited number of retail and service uses that serve the surrounding community located in the New Town East District. Old Towne Village Shopping Center is located across from City Hall and is occupied by home-related retail and personal service businesses. A beauty salon and a special event

⁵ Based on feedback from the community, lifestyle characteristics of the trade area residents, and our experience in comparable cities, “restaurants” include a range of establishments such as family restaurants, coffee/tea houses, home cooking, deli, seafood, barbeque, and ethnic (Thai, Chinese, Tex-Mex, Mexican, Cajun, Italian/Pizza).



business are also located in this district. Similar to the New Town West District, Main Street customers are generally not compelled to walk eastward through the New Town East District and businesses typically generate single-purpose visits.

Located to the east of Main Street, the New Town East District is slightly isolated from the downtown core area. It is crucial that pedestrian linkages be developed to encourage movement between the New Town East District and the remainder of the study area and that related destination businesses be recruited to give shoppers a reason to travel east of Main Street. Residents and employees will be primary target markets for this district. The retail mix should include convenience-oriented businesses as well as destination retail establishments. The types of businesses that would be best suited for the district include:

- Restaurants
- Exercise studio (small health club, pilates, yoga, personal trainers, etc.)
- Dry cleaners/tailors
- Apparel (men's, women's, and children's)
- VCR/DVD rental
- Shoe repair
- Take-home/prepared meals
- Travel agency
- Dance studio
- Beauty salon/barber
- Film processing

5.3 Land Use Strategies

Development opportunities are usually tied to future use of vacant land, while redevelopment opportunities are tied to the reuse, reconstruction, and increased use of existing structures and developed land. As such, the land use and zoning regulations should be closely coordinated with the recommendations for each downtown business district to promote the desired development and redevelopment. Specifically the regulations regarding land use should correspond to the following objectives:

- Additional residential development, restaurants (with outdoor seating), and small hotels



- Mixed residential and commercial use in appropriate areas (i.e., residential over retail)
- Protection of older residential structures
- Dimensional requirements that foster cohesiveness

Housing, restaurants, and hotels are severely limited options in the downtown business districts. Residential uses and hotels are not permitted uses in the CBD zoning district, which applies to most of the Historic Core District, and restaurant development is limited throughout the study area because of liquor law distance requirements. A proper mix of land uses is further restricted throughout the study area because residential uses are not allowed in the other predominate zoning districts, either as a primary use or as a second-story use. These regulations also restrict the protection of residential uses because existing residential uses are considered nonconforming, and therefore cannot undergo significant reconstruction without applying for a variance or rezoning. Finally, current dimensional requirements limit the pedestrian environment because of large lot size and building setback requirements. The following zoning changes are recommended to overcome these limitations and to facilitate the development of the proposed downtown districts. (Recommended zoning map changes are also reflected in Figure 8.)

- Eliminate the 2-acre minimum lot size requirements for hotels within the downtown business districts to promote hotel establishments downtown.
- Amend the zoning boundaries for the Central Business District to correspond with the Historic Core District and modify to include the following permitted uses:
 - Single-family homes
 - Fee simple cluster homes
 - Fee simple townhomes
 - Second-story residential above commercial and industrial uses
 - Hotels
 - Bars, nightclubs
 - Outdoor entertainment facilities (as a specifically mentioned use)

Develop a New Town West Zoning District to specifically include office, service, hotel, and supporting uses within the area with the following permitted uses and dimensional requirements:

- Restaurants⁶
- Hotels

⁶ Based on feedback from the community, lifestyle characteristics of the trade area residents and our experience in comparable cities, “restaurants” include a range of establishments such as family restaurants, coffee/tea houses, home cooking, deli, seafood, barbeque, and ethnic (Thai, Chinese, Tex-Mex, Mexican, Cajun, Italian/Pizza).



- General office
- Financial services (i.e., banks, brokerages, financial advisors, accountants)
- Mail/copy center
- Computer repair/training
- Business machine repair
- Secretarial services

Table 30: Dimensional Requirements

Minimum lot size	7,500 square foot
Front setback	20 feet
Side setbacks	6 feet
Rear setbacks	25 feet

The areas designated as New Town South and New Town East will also require the creation of a new zoning district modeled after the existing Neighborhood Commercial zoning district with some modifications. Additional permitted uses under this district should include single-family, second-story residential (12 units/acre), and bed and breakfasts. Additionally, the setback requirements in this area should be changed as noted in Table 31.

Table 31: Setback Requirements

Front	Side	Rear
10 feet	6 feet	6 feet

The alcohol license and distance requirements defined in the city's official code also deter restaurant development in downtown Woodstock. With the presence of many churches within the downtown area, the sale of alcohol in restaurants is limited. The city should consider an amendment to its alcohol license and distance requirements to promote restaurants within the downtown business districts. It is recommended that the city designate the downtown business districts as activity centers and reduce the liquor distance requirements, as noted in Table 32.

Table 32: Recommended Alcohol License and Distance Requirements

Use	Distance (in feet) Requirement within Activity Centers
School	100
Church	100
Daycare	300
Hospital	300
Nursing home	300
Residentially zoned property	300



5.3.1 Historic Preservation

Woodstock contains a rich heritage that is visible in many of today's buildings. The city of Woodstock Comprehensive Land Use Plan identified 36 structures in the city as significant historic resources, 34 of which are located in the study area. However, the city does not have specific regulations for the preservation and restoration of historic properties beyond those applicable to any property within the city.

New development must complement and further enhance the character of the downtown historic architecture in terms of style, materials, colors, textures, signage, landscaping, massing, and building placement. The city must ensure that consistent architecture overlay requirements are applied throughout the downtown area that address historic preservation, signage, building façades, and streetscapes to ensure that new development and infill development is compatible with existing structures. The Gateway Overlay District contains adequate provisions for this purpose. However, the city should amend the Gateway Overlay District to include all properties within the downtown business districts instead of those just fronting the main corridors. In addition, the city should consider tax incentives for those properties willing to undergo renovations in accordance with the provisions included in the Gateway Overlay District.

To further promote the preservation of these historic structures, the city should support the creation of a historic preservation committee. Whether as a standalone organization or as a subcommittee of the DDA, this committee would be in a position to establish the mechanisms to protect the existing structures, such as creating a historic district, establishing funding programs for building restorations, and researching the variety of historic preservation grants that are available today. The Georgia Department of Community Affairs has developed a model ordinance for historic preservation that includes provisions to create an historic committee and an historic district.

Most buildings retain the original brick facades under alterations; however, the cost to restore these facades can often be prohibitive. Incentives such as a façade improvement program could alleviate the overwhelming burden and induce property owners to restore their buildings. The recently reestablished DDA is in a unique position in that it can raise the money to administer this program. The city should also consider the establishment of tax breaks for properties undergoing historic restoration.

Additionally, the city needs to continue pursuing Main Street Program status. This competitive statewide program has been very successful in assisting downtowns with their revitalization efforts. The Main Street program is a self-help program designed to organize public and private efforts. Specific resources available through the Main Street Program, either free or at a nominal fee, include:

- Planning and strategy meetings
- Demographic and market analyses
- Community survey instruments



- Business retention and expansion surveys
- Assistance in historic building rehabilitation and tax credits (Historic Preservation Division and Georgia Trust)
- Recruitment of retail and commercial business (University of Georgia's Business Outreach Services)

Specific requirements for a Main Street community include hiring a full-time staff person to function as a downtown manager, and creating a downtown development authority.

5.4 Infrastructure Recommendations

5.4.1 Transportation Network

As is the case with most railroad towns in the Southeast, early development in Woodstock was oriented to the railroad and the existing transportation network is a result of this pattern. The two primary transportation corridors travel north/south and east/west. Alternative corridors are limited due to the railroad, especially east and west. Successfully revitalizing and redeveloping the study area is dependent on ensuring adequate, safe, and accessible routes to and within the study area.

Access to the downtown area is bounded by Fowler Street on the south, Arnold Mill Road on the north, East Main Street on the west, and Towne Lake Parkway on the east. The intersection of Towne Lake Parkway/Arnold Mill Road with Main Street is at the center of Woodstock and attracts a high volume of traffic, with few opportunities for improvement. As development and redevelopment in downtown Woodstock occur, the impact of the additional traffic on this intersection must be minimized. The current prohibition of eastbound left-turn movements from Towne Lake Parkway to Main Street is helpful. The intersection of Towne Lake Parkway with Mill Street, however, should be examined to identify possible improvements to operations and safety. Additionally, the traffic signals at Main Street/Towne Lake Parkway/Arnold Mill Road and Main Street/Mill Street need to be connected and programmed to work in coordination with one another.

Additional access to the area should be located away from the intersection of Towne Lake Parkway/Arnold Mill Road and Main Street, preferably at Fowler Street on the west side and Maroney Street. A connection is needed between Cousins Road/Fowler Street to Arnold Mill Road to assist in creating a grid network as development and redevelopment occurs. This would help to alleviate traffic by providing continuous and alternative routes. This grid pattern will also support the Olde Towne District recommendations by opening new areas for development.

The city should proceed with the design of the proposed interchange at Rope Mill Road and I-575, as it will have a positive impact on the access and internal traffic circulation within the city. In conjunction with the interchange, the city should explore the extension of Woodstock Parkway south of Towne Lake Parkway, possibly to Dupree Road. The extension will improve access and circulation and will facilitate development east of I-575.



Dupree Road is a significant route as it provides east-west traffic access between development on the west side of I-575 and downtown Woodstock. To increase safety and ease of travel movement, turn lanes should be provided at Dupree Road and Main Street.

Due to the heavy traffic congestion along major corridors in the study area related to outside destination and origin points, it is recommended that the city conduct a comprehensive transportation plan. A comprehensive transportation plan would be able to address the commuter traffic that travels through the area and identify several options to relieve downtown traffic. Several options that should be considered in the plan are one-way pairs on Towne Lake Parkway/Mill Street and the possibility of extending Woodstock Parkway to SR 92. The comprehensive transportation plan could also address interparcel access on properties being developed directly north of I-575.

5.4.1.1 Railroad Crossings

There are six vehicular access points across the railroad: the “Y” interchange of North Main Street and Rope Mill Road, Arnold Mill Road, East Main Street, Fowler Street, Bowles Drive (a private drive for two residential lots), and Serenade Lane. Three crossings are recommended for improvements, including the “Y” interchange of Main Street and Rope Mill Road, Arnold Mill Road, and Fowler Street Road. These improvements will increase pedestrian safety and facilitate the development of vacant land.

5.4.1.2 Bicycle and Pedestrian Network

A pedestrian network serves to increase transportation choices and to support redevelopment and development within the study area. Sidewalks are an essential element for a pedestrian-friendly environment and will support development within the downtown business districts. A sidewalk network should be developed throughout the study area to serve and connect all downtown destinations. To lessen the public investment costs, development standards should require sidewalks during all new construction.

Different design standards should apply to the sidewalks based on their functionality. Sidewalks within the downtown districts designated for additional development should be wide at least 6 feet wide to accommodate heavier traffic, and should contain streetscaping elements that support a pedestrian-friendly environment. Routes that connect major destinations from residential areas can be standard widths. Because most downtown residential routes are extremely narrow with limited right-of-way, sidewalks are only recommended along one side of the roadway.

Woodstock has developed a well-established base for streetscape elements on Main Street and in the downtown park, and future projects should continue these elements in order to create a consistent theme within the community. The existing enhancements include wide sidewalks finished with red brick pavers, traditional furniture, street lighting, and small trees. Streetlights consist of solid acorn luminaries on black fluted poles with decorative bases and banner arms. The traffic signal arms and pedestrian signal poles match the black light poles. Street furnishings consist of benches and trash receptacles. Benches are wood slates framed with traditional decorative metal legs, arms, and supports. The trash receptacles are coordinated black. Along the front of the shops multitrunk crape myrtles in tree crates provide a low tree



accent. Continued use of the crape myrtle under power lines is advisable. However, the city should consider larger shade trees similar to older varieties downtown where utility lines are not constraints. To further support a pedestrian-friendly environment, pedestrian-oriented signage should be installed and crosswalk visibility should be improved at major intersections including Main Street and Towne Lake Parkway/Arnold Mill Road, Main and Fowler Street, Main at Dupree Road, and the “Y” intersection of Main and Rope Mill Road. These improvements should be coordinated with sidewalk projects.

Bicycle and multiuse trails provide additional transportation options. Signed bicycle routes and a multiuse trail system are proposed to connect an on-road and off-road bicycle network. Multiuse trails also advance opportunities for walking, and include a downtown trail and trails along Noonday and Rube creeks. Multiuse trails alongside creeks are desirable not only for their physical attractiveness, but also because this land is usually located in the floodplain and has limited development potential.

Recommended bicycle and pedestrian facilities are included on Figure 9.



Before



After

5.4.1.3 Parking Strategies

Providing safe, accessible, and easily identifiable parking is a necessity in creating a vibrant town center. Parking alone does not revitalize downtowns, but it does reinforce and augment new development. Existing and new downtown businesses have to compete with the fact that potential visitors can easily park their cars at businesses along Towne Lake Parkway and Highway 92.

To help current parking accessibility, especially during special events, the city should install directional signs for existing parking areas, change ordinances to include landscaping requirements for new parking areas, and landscape and screen existing parking areas through the use of volunteer labor, donations, and city staff.

Assuming that 119,801 square feet of retail space will be in use by the year 2006 and another 178,562 square feet of new space will be developed by the year 2011, an estimated 239 parking spaces will be needed to accommodate the growth by 2006 and an additional 357 parking spaces will be needed by 2011. Unlike



suburban development, factors for estimating parking demand in small downtowns are lower because of multiple-purpose vehicle trips that are typical of downtown visitors.

This formula assumes that shared parking is organized and encouraged for off-peak demand. This practice maximizes parking efficiency by using off-peak parking that is left empty during weekends and evenings. For this reason, square footage for eating and drinking establishments is not included in the estimated demand for new parking because downtown employees that have already parked will be the primary daytime patrons of restaurants, and in the evenings ample off-peak parking will accommodate downtown patrons. Please note that this model provides an estimate only for future parking demand. The existing conditions analysis shows that the number of existing public and private parking spaces currently exceeds the amount necessary, at least in the short run; however, further analysis is recommended. Therefore, it is recommended that the city prepare a parking management study that addresses:

- Future parking requirements including location, density (i.e., parking deck), and fees.
- Cooperative agreements to share parking with downtown churches.

The following parking recommendations are provided to guide the parking management study.

- Design – New and existing parking must be visible, clearly marked, and accessible. Signage clearly identifying and providing directions to visitor parking in the downtown area will improve the perceived convenience and accessibility. Posted signage can also convey a positive image with historic designs. Parking areas can be displayed on maps, brochures, and ads. Landscaping and pedestrian access to the parking areas will also improve public perception of parking, sending the message that the city values its downtown and its patrons. Downtown business owners can assist by reinforcing a positive image about parking availability with their customers.
- Phasing – Parking should be a central component of retail development and should be coordinated with all redevelopment activity to avoid initial parking shortages. Commercial revitalization in downtown Woodstock could be seriously hampered if Woodstock establishes a reputation early on as being a difficult place to find a parking space.
- Location – Parking should be close to retail and entertainment uses (i.e., no more than three blocks away).
- Deck Parking – While deck facilities maximize valuable space in the downtown, they are more expensive than surface lots and are often perceived as inconvenient, inaccessible, and unsafe. The design of new deck facilities should try to minimize these negative factors.
- Safety – Parking must be secured and perceived as safe. This is more difficult to achieve with deck parking because of limited visibility. On-site cashiers, adequate lighting, visible parking spaces, and security patrols will increase the sense of security in deck parking. Surface lots should have adequate lighting, low-lying landscaping, and fencing.



- Enforcement – Parking time limits must be enforced throughout the downtown area for on-street and off-street parking.
- Metered Parking – While downtown customers typically prefer two-hour parking to metered parking, metered parking can be a valuable source of revenue for parking maintenance and development.
- Employee and Long-Term Parking – To ensure that convenient parking is available to downtown customers, long-term lots and employee parking should be located on the edge of the core retail area.
- Cost – Despite popular myths, reasonable parking fees do not discourage downtown shoppers. Woodstock should consider offering parking to retail customers at a nominal fee (e.g., \$0.50 to \$1.00 per hour). Businesses could have the option of validating parking tickets. For downtown employees, parking (at least initially) should not exceed \$20 to \$25 per month.
- Parking Management – There should be a central entity that coordinates parking management and planning. While parking management and planning may not have been a priority for the city in the past, new development will necessitate the centralization and promotion of these responsibilities. Types of organizational structures include a parking advisory committee, a city parking department, a parking authority, or a parking corporation. A public/private partnership, possibly with the DDA, is another possibility to assist with the management of city-owned surface parking lots. In this scenario, the DDA would be in charge of parking management and capital improvements such as fees, signage, welcome packets to new business owners with information on parking and permits, etc.

5.4.1.4 Transit Strategies

The city is currently conducting a study for a shuttle system. The shuttle, if found feasible, could provide connections within the study area and to destinations outside the study area. Service options for the shuttle include regularly scheduled shuttles, event-only shuttles, on-call services, tie-ins with social service and elderly transit needs, and/or fareless alternatives. The shuttle facility should be located downtown in order to facilitate additional uses for the service, including a dinner shopping train and a commuter rail stop. A proposed shuttle route that connects the downtown with the Towne Lake Parkway corridor and that connects the Highway 92 corridor to the historic downtown is shown on Figure 10.

The city should work closely with both the cities of Canton and Holly Springs to promote a roundtrip dinner/shopping train. Although the rail station location is not determined through this study, it should be a component of the comprehensive transportation plan and its location should be within the downtown area to help facilitate revitalization.

5.4.2 Signage

Signage can serve to promote ownership and create a sense of identity for the community. Throughout the public involvement process, community participants stressed the need for additional signage to direct visitors to the study area and to identify the boundaries of the downtown. Directional signage designating the



historic district is recommended at entrances to the downtown off I-575 at the Highway 92 exit and the Towne Lake Parkway exit. Large-scale gateway signage is recommended at Highway 92 and at Main Street, Arnold Mill Road and Arnold Mill Way, and at the “Y” intersection of Main Street and Rope Mill Road.



Before



After

5.5 Market Strategies

In creating a successful town center, Woodstock will need to create an environment that not only offers a unique and memorable experience, but is also authentic. More and more, consumers are demanding authenticity in their purchases, in their activities and in the communities in which they choose to live. Building upon Woodstock’s historic character by implementing consistent design elements, fully integrating development with the surrounding community, and ensuring that no single use dominates will be key factors in creating a genuine and, consequently, sustainable town center.

Developing and implementing a consistent and well-coordinated marketing program will be key in promoting the brand identity, attracting new residents and quality businesses and, ultimately, increasing expenditures in the Woodstock study area. The underlying purpose is to change the attitudes of prospective residents, employers, shoppers, and investors, demonstrating that positive change is occurring with tangible results. At this point in the redevelopment process, Woodstock should focus on marketing to developers and new businesses within the Atlanta metro area as opposed to the general public.

To successfully promote and capitalize on the market opportunities identified in the market analysis, Woodstock will want to conduct an aggressive marketing campaign, which should include the following elements.

5.5.1 Real Estate Preparation

One of the key elements of reshaping downtown Woodstock into a quaint but thriving village will be providing incentives that will attract developers. One of the best strategies for recruiting developers is to be



able to provide an inventory of available real estate, and better yet, to be in the position to bring key properties to the table. Steps in real estate preparation include:

1. Conduct a review of existing sites, buildings, and underutilized/vacant lots for redevelopment and determine infrastructure availability (include residential structures in need of repair that could be converted to office/commercial uses).
2. Document property inventory that includes property specifications and condition, ownership, and the terms of the sale/lease.
3. Based on the property inventory, rank the sites and buildings according to their potential for development or locational importance, categorizing them as short-term or long-term potential initiatives.
4. Select sites and buildings with the greatest potential for immediate or short-term occupancy; secondly, select those with long-term occupancy potential.
5. Identify best uses for sites and buildings.
6. Consider land swaps, land purchases or land assemblies.
7. Prepare collateral specification sheets on each site and building.

5.5.2 Development/Business Relocation Incentives

Potential incentives to attract developers or new businesses to the study area include:⁷

- Local government support of public policy initiatives and economic incentives.
- Flexible building and zoning codes and expedited plan reviews.
- Public land leased or sold at below-market rates.
- Low-interest loans/revolving loan fund.
- Tax increment financing (TIF) to subsidize a project's land cost or for public spaces.
- "Island TIFs" to target individual properties.

⁷ These are market based incentives and should not be viewed as exclusive to public infrastructure investments, which can also be viewed as development incentives.



- Property tax breaks to property owners and developers that build new or rehab old buildings.

5.5.3 Identification of Target Businesses

The centerpiece of a successful redevelopment program is attracting businesses with the greatest chance for survival, particularly in the initial phase of the program. Success stories will be the easiest way to attract developers and investors. Therefore, recruiting the right types and mixes of businesses is crucial.

- Target businesses based on the findings of this study.
- Differentiate between short-term and long-term businesses.
- Businesses that appeal to more than one target market are most likely to succeed.
- Again, target businesses that are unique or focus on customer services to better compete with nearby shopping centers.

5.5.4 Collateral Materials

Collateral materials may include developing multiple packages with variations on the information presented (e.g., prospect packages, media packages, new business packages, etc.). Collateral material should incorporate findings from the market analyses. Types of collateral material include:

- Brochure
- CD-ROM market opportunity presentation
- Market opportunity fact sheets – business-specific fact sheets that outline why specific businesses or market segments (retail or residential) should be located in the study area.
- Prospect package – focus on succinct, attention-getting information, such as demographic highlights, potential market support for retail and residential uses, physical improvements, infrastructure upgrades, success stories, etc.

5.5.5 Web Presence

Woodstock should utilize the Internet to market the study area to developers and target markets. A web site that specifically markets the study area, as opposed to the entire city, would help promote and communicate the study area's brand as well as achieve the following:

- Communicate the experience of living, working, shopping or enjoying Woodstock's town center.



- Inform residents, visitors, employees, and prospective businesses and residents of key information (available sites, new projects, special events, etc.).
- Build community by facilitating a dialogue between citizens, leaders, developers, and stakeholders (discussion forums, e-mail updates, opinion surveys, etc.).
- Minimize operations and marketing costs by delivering information and services online.

5.5.6 Public Relations

Efforts to promote the results of the market analysis should include:

- Press kit
- One-on-one and small group presentations to:
 - Stakeholders – business community, property owners, etc.
 - Referral sources – realtors, business leaders, etc.
 - Developers
 - Business prospects
 - Financial backers
- Large group/public presentations to key partners (including the LCI Development Fair and Urban Land Institute seminars).

A speaker's bureau should be organized together with an ongoing presentation schedule to publicize the efforts, progress, and results of developing Woodstock's town center. These presentations may also be helpful in generating business leads and volunteers to help with the effort.

5.5.7 Business Recruitment Campaign

This effort should focus on recruiting specific employers, developers, retail and/or service businesses to the study area. A business development team should be organized to help carry out the following:

- Direct mail campaign to businesses and developers from within and beyond the Atlanta metro area.
- Advertising campaign
- Referral networks: brokers, other economic development agencies, leasing offices, etc.
- A call program to leads generated from advertising/direct mail campaign.
- Sales program to identify and court prospects.



- Database development to track prospects.

5.5.8 Image Campaign/Ongoing Activities

An image campaign would build upon Woodstock's recommended brand identity and proactively market this image to target markets: visitors, area residents, and workers.

- Image/theme development: Why visit, start a business, work or live in Woodstock's town center?
- Public relations with all local, regional, and state media.
- Special events and promotions.

5.5.9 Implementation Program

Annual priorities will need to be established and a budget set to ensure that the marketing program is implemented. It should be organized with consideration for resources, schedule or timing, and responsible parties (including staff and volunteers/committees). It is recommended that the newly reformed DDA take on the role of marketing the downtown. However, this authority will need to be provided with staff, including a DDA manager and a downtown coordinator, to assist with litter control, maintenance, and special event coordination.

5.6 Population and Employment Estimates

The following tables provide population and employment forecasts for the Woodstock Livable Center Initiative, in accordance with LCI grant requirements. The five-year increment forecasts are based on the "build-out" scenario in the upper portion of the table, which concludes in 2012. These forecasts depend upon certain assumptions including:

1. All nonresidential square footage that can be supported (according to the market analysis) will be built.
2. The zoning district amendments for each of the downtown districts will be adopted.
3. The maximum number of new and redeveloped dwelling units according to the market analysis housing demand results will be built with regard to amount of vacant land and underutilized land available, including second-story levels in the Historic Core District.
4. Vacant properties located in areas currently zoned for residential use and in residential neighborhoods, will be developed as infill single-family dwelling units.
5. Average household size is 2.55 (current Census estimate).
6. Vacancy rates are included only in estimates for the current population.



7. LCI implementation funding or other second party funding will be utilized to spur development/redevelopment.

Table 33: 2002 Private Employment Estimates

	Commercial	Office	Industrial	Total
Acres	119.2	95.66	4.6	219.46
Floor Area/Acre	8,000	21,000	2,600	31,600
Total Floor Area	953,600	2,008,860	11,960	2,974,420
Floor Area per Employee	500	300	600	
Total Employees	1,907	6,696	12	8,616

Table 34: 2007 Private Employment Estimates

	Retail	Food & Beverage	Personal Services	Industrial	Total
New Floor Area	94,262	17,833	7,706	0	119,801
Employees per 1,000 s.f.*	1.82	7.46	3.33	1.67	
New Employees	172	133	26	0	330
Total Employees					8,946

*Derived from *Trip Generation*, 5th Edition, ITE.

Table 35: 2012 Private Employment Estimates

	Retail	Food & Beverage	Personal Services	Industrial	Total
New Floor Area	139,466	26,015	13,115	0	178,563
Employees per 1,000 s.f.*	1.82	7.46	3.33	1.67	
New Employees	254	194	44	0	492
Total Employees					9,438

*Derived from *Trip Generation*, 5th Edition, ITE.



Table 36: Population Estimates

Population Estimates	2002	2007	2012	2017	2022	2027
Single Family	1,847	1,896	1,902	1,947	1,947	1,947
Multifamily	1,222	1,222	1,500	1,500	1,500	1,500
Townhomes	0	950	1,150	1,275	1,275	1,275
Second story	0	225	450	670	892	892
Total	3,069	4,168	4,802	5,222	5,397	5,397



6. Strategic Action Plan

City Council Meeting

The Woodstock Mayor and City Council met informally May 15, 2002, to discuss the goals and objectives for the Livable Centers Initiative (LCI) Study. The following summarizes their comments and identifies top priorities for the LCI Study. The Mayor and Council also responded to a questionnaire. Numbers in parentheses note the number of times a response was given.

Identified Preferred Land Uses

Entertainment	Retail	Residential	Work/Office
Live theater (in existing building)	Sandwich shop	Savannah-style town homes	Telecommunications center
Teen center	Outdoor cafe	Second-story residential (above businesses)	Small business incubator
Inside theater/concert hall	Ice cream parlor	New lofts	
	Book store	Restored historic homes	
	Seated restaurants	Traditional Neighborhood Development (TND)	
	Any kind of restaurant	Maintain downtown feel with a mix of historic and traditional-style homes	
	Specialty stores	Bed/breakfast	
	Antique stores	Workforce housing	
	Centralized civic-related services		
	Bakery		
	Coffee shop		

Strengths and Weaknesses

- What do you like about the city as a whole?
 - Small-town atmosphere (2)
 - The friendly people (old timers)
 - Quality of life
 - History
 - Topography
 - Small-town look
 - The laid back, small-town attitude, uncomfortable with big-city traffic problems
 - Diversity
 - People and atmosphere
 - Neat and clean with a lot of history

2. What do you like about the downtown?

- The city park (4)
- History (2)
- Train depot (2)
- Dean's store
- Brick sidewalks
- Lamps
- Old look
- Historical buildings
- Convenience (we have almost everything with the exception of an ice cream shop)
- All the business buildings with no empty buildings

3. What are the strengths of the downtown?

- Park (2)
- History (2)
- The activities/events – historic buildings
- Train depot
- Businesses
- Still maintaining residential and commercial feel
- Lots of visitors
- New sidewalks and the old utility poles that have been removed

4. What do you recommend to others to visit in the city?

- City park (6)
- Dean's store (3)
- Dupree Park (2)
- Main Street shops (2)
- The depot
- Nice place to live
- The small businesses (Betsy's, antique shops, Tea Room)
- To visit the antique shops, the new tourist center, and city park

5. What do you recommend to others to visit in the downtown?

- Park (2)
- Shops (2)
- Tea Leaves and Thyme (2)
- All but Dupree Park

City Council Meeting

- Coffee shop
- Antique shops
- Dean's store
- Train depot
- Walk, do not drive
- City park concerts
- Woodstock Drugs
- Everything

6. What do you like about the physical surroundings downtown?

- Trees (2)
- The historic buildings
- Heritage
- Mountains
- Small town
- Old-time feeling
- Park
- Street lamps
- Start of a motif (needs to be completed)
- Most everything is within walking distance to Olde Towne Woodstock

7. What do you dislike about the physical surroundings downtown?

- Dilapidation of store fronts
- Traffic
- Need more sidewalks
- Lack of parking
- Run-down buildings – no sense of historical pride
- Cramped
- Lack of historic feel/remove façades
- Most buildings could use a new front

Issues and Opportunities in the Downtown Area

1. What are the issues in the downtown area?

- Traffic (5)
- No parking (4)
- No clear-cut vision/plan for what it should look like
- Better crosswalks
- Lack of funding/interest by local business owners
- Property owners who do not care about the city

City Council Meeting

- Bottleneck traffic at Arnold Mill and Main Street
2. What is a recent issue?
- Traffic (3)
 - Parking (3)
 - Traffic signals
 - Run-down historic houses
 - Property owners who do not care about the city
3. What is becoming a bigger issue or problem?
- Traffic (2)
 - Buildings getting older
 - Pedestrian safety, run-down houses
 - Parking and sidewalks
 - Sprawl
 - Need restaurant/grill/soda shop desperately – perhaps at Parkside
4. Do you feel there is adequate parking in the downtown area? If not, how would you solve this problem?
- No (4)
 - Yes (3)
 - Need a parking deck (2)
 - Yes, for now, but could become an issue soon
 - Maybe an agreement with the church
 - Purchase some land within walking distance for downtown parking in exchange for cooperation from owners for upgrades
 - Buy the parking lot next to Morgan's and behind the depot and build a parking deck
 - Not enough parking – possibility of parking deck? Something with the historical feel of downtown – buy property for more parking
5. Do you think the downtown area is safe for pedestrians and bicyclists? If not, how would you solve this problem?
- No (4)
 - Yes (2)
 - We need improved pedestrian walks
 - Address traffic flow (diversion) fast, then add sidewalks, off-street parking
 - Try crossing Main Street at Arnold Mill, notice right-turning traffic on Main Street, no time to cross railroad tracks

City Council Meeting

- Need a way to cross ditch to park from Main Street – help from railroad

6. Do you think there is adequate housing in the downtown area?

- No (4)
- Yes (4)
- There is really nowhere else to have housing, loft apartments in the old buildings might be nice
- It could encourage citizens to walk, make it convenient

Downtown Opportunities

Housing	Frequency of Response
Bed and Breakfast	(9)
Loft Residences	(6)
Upscale Housing Single Family	(3)

Retail	Frequency of Response
Book Store	(7)
General Store	(6)
Farmers Market	(6)
Restaurant (Traditional)	(6)
Restaurant (Specialty)	(6)
Drug Store	(4)
Bank	(4)
Card Shop	(4)
Antiques	(4)
Specialty	(2)
Novelty	(1)
Clothing	(1)
Imported Goods Store	(1)

City Council Meeting

Entertainment	Frequency of Response
Welcome Center	(5)
Live Theater	(5)
Concert (Outdoor)	(5)
Senior Center	(4)
Parades	(3)
Movie Theater	(2)
Concert (Indoor)	(2)
Picnics	(2)
Festivals	(2)
Amphitheater	(1)

Work	Frequency of Response
Professional Offices	(5)
Library	(4)
Offices	(3)
Medical Services	(3)
Interior Decorators	(1)
Office Supplies	(1)

Additional Comments:

- Regarding retail any and everything would be great
- Regarding entertainment – all
- An elementary school would create traffic problems
- I love trees and flowers – they make a city look pleasant and peaceful
- We need a good family doctor downtown

City Staff Meeting

City Staff Meeting

The Woodstock city staff met informally August 10, 2002, to discuss the LCI study. Fifteen city staff from building, planning and economic development, GIS, business license, administration and engineering and public works, attended this meeting. City staff identified the following information regarding work time actually spent on downtown issues, and strengths and weaknesses, as well as threats to and opportunities for future success in downtown Woodstock during the meeting and by completing a questionnaire.

Department	Percent of Time Spent Currently Spent on Downtown Activities*
Building	Once/Month
Engineering (traffic)	Once/Week
Public Works (water)	Once/Two Months
Police	1 –2%/Year
Business License	Once/Year
Administration	3% of their time
GIS	20-30% of their time
Planning and Economic Development	5% of their time

*Amount of time is reported in both number of times per time period and percent of overall time per year.

Services Missing Downtown
- Deli - Good Restaurants - Farmers Market - Entertainment - Better Specialty Shops - More Festivals

City of Woodstock Livable Centers Initiative

Appendix A
Public Involvement

City Staff Meeting

City Needs
Buy in from community
Buy in from the council
Marketing downtown, need DDA and downtown coordinator
City needs to purchase buildings and/or land
Purchase pool- city pool
Build on theme
Implement GIS
Initiative from downtown merchants and property owners
Downtown exempt from code enforcement
More time spent downtown on trash, maintenance, and special events (assist city manager)
More staff is needed to initiate, implement, and coordinate (liaison)

Visits to Downtown
Concerts
Barbershop
Parades
Softball
Gymnasium

Visits to Downtown During Work
Post Office
Hardware
Gym
Barbershop
Library
Sports Shop
Gift Shop

Threats	Opportunities
Lack of cooperation from merchants Funding Existing road system layout (East Main to Wheeler to MYSP Place) Expense of rehabbing old houses Railroad tracks (lack of right-of-way) Perceived threat of connectivity to Atlanta	Grid network of roads Outdoor/pedestrian mall or square with awnings and pedestrian signage Old houses on Main Street, provide rehabilitations incentives as possible restaurants Gas company land for parking garage or land behind the depot Commuter train to Atlanta Reorient buildings to rear Offer more recreational opportunities downtown (playground, theater – dinner, movies, and plays Connectivity to other development modes (trolley)
Weaknesses	Strengths
Lack of interesting features downtown such as shops, functions, and destination points Traffic Parking (especially if there is future business expansion) No after 5:00 p.m. draw to downtown Property owners do not improve façades Lack of business initiative to improve buildings Hodgepodge designs Lack of two-story buildings	Historic buildings Location of public safety Safe downtown (not pedestrian) Big old trees Senior center Concerts in park Parades (twice a year at Christmas, Fourth of July) Welcome center (Dean's store) City park Depot Downtown businesses Density of downtown Façade of Beverly's Day Spa Old houses City Hall downtown (police and courts)

Community Meeting 1: Kickoff Event

The first city of Woodstock LCI Community Forum was held June 5, 2002, at city hall. Sixty-eight community members, city staff, and media attended the event. Sixty-five of the community participants signed in. The goals of the community forum were to:

1. Educate the community about the LCI goals and vision
2. Describe the LCI planning process
3. Gather input about a future vision for the community through the use of a community image survey

The public was notified of the community forum in several ways. A press release was provided to the *Cherokee Tribune*, the Cherokee section of the *Atlanta Journal-Constitution*, and the *Cherokee Ledger News*. Posters were displayed in downtown businesses and government facilities and bookmarks detailing community meeting dates were distributed to community members.

Mayor Bill Derrell and City Manager Tricia Quigley provided an overview of the LCI goals and vision. Joddie Gray provided an overview of the LCI planning process. Handouts included an overview of the meeting format and a LCI grant program fact sheet.

Comment forms included a questionnaire directed at identifying community issues and opportunities within the study area and evaluating the meeting's success.

The community participants at the community kickoff event for the city of Woodstock LCI returned 17 comment sheets. The following is a summary of the comments received. The numbers placed in parentheses indicate the number of like responses received.

1. What do you see as the primary strengths of the downtown area currently?
 - City Park (4)
 - History (3)
 - Character (2)
 - Interesting look (2)
 - Retaining small town feel (2)
 - Gazebo
 - Government activities

Community Kickoff

- Commercial
- Train depot
- Potential for good urban design
- Tea Room
- Betsy's
- Dean's Store
- Stillwater Gallery
- Scheduled activities

2. What do you see as existing problems in the downtown area?

- Lack of parking (10)
- Traffic (6)
- Limited restaurants (3)
- Traffic speeds
- Side streets too congested
- Disjointed
- Lack of residential
- Lack of public attractions
- Downtown should be the "hub" of community
- Unattractive buildings
- Restoration of buildings

3. Why do you currently visit the downtown area?

- Work (4)
- Don't (4)
- Shops (2)
- Park (2)
- Visit friends (2)
- Post office in the pharmacy
- Concerts
- Salon
- City Hall
- Live there

4. What, if anything, would make you spend more time downtown?

- Restaurants (10)
- More shops/stores (4)
- Upscale restaurants (2)
- Benches/outdoor seating (2)
- Loans (2)
- Downtown land owners (as long as they benefit) (2)

Community Kickoff

- Sandwich shops
- Better parking
- Walking areas
- Outdoor public activities
- Art classes
- Areas to socialize
- Trees
- Fountains

5. What changes would you like to occur in the downtown area in the next five years?

- More parking (6)
- Renovate buildings (3)
- Slow traffic down (2)
- Improve traffic flow (2)
- Have the stores with commonly designed storefronts (2)
- Widen Towne Lake Parkway (2)
- Bring in restaurants (2)
- Rerouting of traffic
- Retail shops
- Hidden parking with interconnected walkways and alleys
- Main street rehabilitation – greenery, flowers, “parkway”
- Better sidewalks
- Bike paths
- Design commitment plan of businesses to be allowed and only allow one type
- Railroad area layered and rails brought to level with surrounding ground
- Rails could be landscaped to hide rails (look at downtown around 1903 – trees)
- Fountains
- Benches

6. What change would you make first?

- Signs indicating that the city is pedestrian friendly
- Crosswalk placement

7. How do you think the downtown area improvements should be funded?

- Grants (4)
- Private funding (4)
- City taxes (3)
- Corporate sponsorship
- Donations
- Foundations
- Low interest loans

Community Kickoff

- Federal funding
- ARC funding
- County taxes
- Festival booth rentals
- Fund raisers
- Impact fees
- Special assessments
- Parking
- Don't know
- Market forces

8. Please provide any additional comments in the space below.

- Good job
- Take a look at Virginia Highlands, Downtown Decatur, Saratoga, California, Birmingham, Detroit, etc.
- Don't go for the quick fix
- Look at rerouting traffic to help create a pedestrian path
- City could buy triangular piece of property at Towne Lake Parkway where northbound traffic is rerouted
- Look at other cities for examples

The second half of the meeting involved a community image survey. The survey consisted of a series of slides of photos taken locally, regionally, and nationally. Participants were asked to rank the photos on a scale of 1 to 4 with 1 = Really Liked and 4 = Really Disliked. After all photos were ranked, the participants were asked to discuss what they liked and disliked about the photos.

Community Meeting 2: Design Workshop

The city of Woodstock LCI Design Workshop was held on August 10, 2002 at the Woodstock Community Church. Forty-three community and staff members signed in for this six-hour event, which included a series of five design stations. The station topics included:

- Gateways
- Linkages and Connections
- Public Places
- Land Use
- Downtown Development

Participants were divided into five groups and spent 20 minutes at each design station creating future plans that related to the particular topic at hand.

Gateways Design Station

At the gateways design station, participants were asked to identify gateway locations and design preferences. Most participants liked the existing gateway – the stone sign in front of Serenade – because of the landscaping and its readability, but felt in many areas it could be larger. Collectively, groups identified the following concepts:

- Signage is needed at all entrances to the community including:
 - Main Street (both north and south)
 - Arnold Mill Road (near the fire station)
 - Towne Lake Parkway and West Mill split
 - Rope Mill Road and Canton Road intersection
- A sign is needed on I-575 from both the north and the south that indicates a historic downtown. There was some debate as to whether it should say next three exits or just bring everyone in on Towne Lake Parkway.
- Signage is needed to express a pedestrian- and bike-friendly community, and that is easily readable by both.
- Landscaping should be done at both the Rope Mill Road and Canton Road intersections and the Towne Lake Parkway and West Mill split.

Additional comments included:

- Signs should be front and back, indicating a welcome and a thank you for visiting.
- Entrance markers at trailheads and bike paths should be pedestrian and bike oriented.
- Archway with a water feature and landscaping is needed over Towne Lake Parkway.

Community Design Workshop

- Wayfinding signs are needed downtown.
- A large and sculptural structure is needed at Towne Lake Parkway/I-575.
- Signs should contain a brand identity slogan.
- An activity sign with timely community information is needed downtown.
- The depot needs landscaping and historic signage.
- Granite boulders from the fire station construction should be used in landscapes.
- The largest welcome/identification sign should be on Towne Lake Parkway.
- Signs need to be located in such a manner as to include historic homes.

Linkages Design Station

At the linkages design station, participants were asked to identify how activities and spaces should be connected within the study area. Each group was asked to identify the following:

- Roads
- Greenways
- Sidewalks
- Parade Routes (Parkways)
- Transit
- Bike Routes

Greenways were popular with all of the groups and were identified for recreation as well as transportation purposes. Recreational greenways were placed along both Noonday and Rubes creeks, as well as the Georgia Power lines running north and south along the east side of the study area. Greenways were used to enhance existing transportation corridors along Towne Lake Parkway, from I-575 to the downtown core area, and Main Street from Highway 92 to the downtown core area.

The existing railroad was identified for both recreation and transportation purposes. Recreationally, the rail was identified for use as a dinner train originating in downtown Woodstock with destinations in the North Georgia mountains. Transportation uses for the rail line included commuter rail service connecting to Atlanta and a light rail service that would connect to the Highway 92 corridor, continue east along Highway 92 to I-575, north to Towne Lake Parkway, and east back to the historic core. There was also a suggestion that the rail could link to the Towne Lake commercial district.

Several new roads were suggested in various areas within the district that provided alternate connections to the Towne Lake Parkway/Arnold Mill Road corridor and the Highway 92 corridor, including extending Woodstock Parkway to Highway 92. An additional connection was located to the east of downtown adjacent to the Georgia Power lines. The overwhelming theme was a stronger, more efficient linkage between

the historic downtown area and the Towne Lake Parkway and Highway 92 commercial corridors.

Additional comments included:

Roads

- Create one-way paths that loop around a linear greenspace adjacent to the rail line in the center of town with Main Street splitting north of the funeral home. Northbound traffic would continue north along the east side of the existing railroad tracks to the Towne Lake Parkway/Arnold Mill Road intersection. Southbound traffic would split at the intersection and travel south along the west side of the tracks.
- Widen Arnold Mill Road from the center of town east beyond the edge of the LCI study area.
- Widen Main Street from downtown south to Highway 92.
- Provide a road connecting West Mill Street with Elm Street.
- Extend East Mill Street across Main Street, south of Ace Hardware and connecting to Arnold Mill Road across from the Woodstock Nursing Home.
- Extend Dupree Road east across Main Street between Serenade and Woodstock Station to the south side of the sewer treatment plant and connecting to Arnold Mill Road outside the city limits, with an additional parallel road connecting these two roads.
- Develop a grid network of center city streets that would focus around a proposed “new center” of Woodstock located southeast of the Morgan’s Ace Hardware. Portions of the grid network would extend across Arnold Mill Road and Main Street to the north and the west connecting the adjacent neighborhoods.
- Provide a second access road for the Serenade development to Main Street.
- Provide a frontage road along I-575 connecting the Highway 92 interchange with the Towne Lake Parkway interchange.

Greenways

- Provide a greenway along Dupree Road west, connecting to a north/south greenway along Noonday Creek.
- Provide greenway spines emanating from the “new center” of Woodstock into Serenade and Woodstock Station.
- Provide a greenway/bicycle path from a proposed greenway along Rubes Creek, west between Woodstock Station and Serenade to Dupree Road, continuing along Dupree Road connecting to a proposed greenway along Noonday Creek.
- Provide a greenway connection from the nature center behind city hall north to the library, and south from city hall to the proposed greenway listed above.
- Continue the greenway south through Serenade turning west across Main Street into proposed parkland.

Community Design Workshop

Sidewalks

- Continue sidewalks from the library to the annex.
- Provide sidewalks from the Towne Lake community along Towne Lake Parkway to Woodstock Center.
- Connect neighborhoods south of Arnold Mill Road and east of Main Street with sidewalks.
- Provide sidewalks along West Mill Street.
- Widen existing sidewalks along Main Street from downtown to Highway 92.
- Provide sidewalks to the new elementary school.
- Provide sidewalk underpasses under Arnold Mill Road east of the Arnold Mill Road/Towne Lake Parkway intersection and under Main Street north and south of the same intersection.
- Widen or construct sidewalks (10 feet wide) along Towne Lake Parkway and Arnold Mill Road out to Dupree Park and along Main Street, Rope Mill Road, and Dupree Road.
- Provide additional crosswalks on the north and west sides of the Towne Lake Parkway/Arnold Mill Road intersection.
- Provide a pedestrian bridge over I-575 at the Towne Lake Parkway interchange.
- Provide sidewalks from the Ridge View and Rope Mill Road area to the new elementary school.
- Develop a fitness trail loop along Towne Lake Parkway and West Mill Street.
- Provide sidewalks on both sides of the street on all downtown streets.
- Provide sidewalks wide enough for pedestrians and bicycles.

Parade Routes (Parkways)

- Develop a parade route (parkway) from Towne Lake Parkway at I-575 through downtown along Arnold Mill Road extending to the fire department, and from the Towne Lake Parkway/Main Street intersection north to Dobbs Street.

Transit

- Provide a shuttle service between Towne Lake and downtown Woodstock.

Bike Routes

- Bike routes were typically designated in conjunction with all greenways.
- Provide a bikeway loop emanating from Towne Lake Parkway at Noonday Creek extending south along the creek to Dupree Road, east along Dupree Road to South Main Street, east through Serenade to Rubes Creek, north along Rubes Creek to Arnold Mill Road at Dobbs Road continuing west to Main Street at Rusk Road, through the Rusk and Sherwood neighborhoods, continuing south along

Woodstock Parkway, connecting back to Towne Lake Parkway where it crosses under the I-575 bridge.

Land Use Design Station

At the land use design station, participants were asked to identify desired land use patterns. Participants provided the following input, separated by category.

Transportation

A couple of new connectors were proposed, including a Towne Lake Parkway to Dupree Road connector between I-575 and downtown. Off-street parking lots as close to downtown as possible were suggested. Park-and-ride lots were suggested at new gateways, I-575, and near commercial and office centers. The I-575 corridor was seen as the best location for a mix of retail, office, and apartments. Some sort of shuttle service was seen as important for the approach into downtown from the south.

Housing

Many participants requested minimizing high-density development, except outside I-575 and close to park-and-ride and other transit areas. It was recommended to protect housing areas close to town, and if older housing areas are redeveloped, they should be turned into something like townhomes. More senior communities are needed, mainly on the south side and close to shopping, but there are some areas on the north side (Park Circle/Dobb Street quadrant) that are also suited to quiet senior neighborhoods. The Arnold Mill neighborhoods should be protected as they are. Much more housing (low- and medium-density) is needed within walking distance to downtown to support businesses. Mix parks and schools in with all new residential developments. Allow downtown merchants to have housing on the second level above their businesses.

Municipal

Participants stated the need for another fire station in a good location. Elementary and middle schools should be located in new residential developments. A municipal amphitheater was mentioned as a good use for part of the horse farm on the south side of town. Facilities that expand the availability of water for the town's use were noted by several participants. A public theater or cultural center was seen as something that should be close to downtown. New schools should be located more centrally to residential areas. Municipal maintenance facilities should be located in existing

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industrial areas. Walkways to schools are very important. A senior center would be a good use for the old library.

Commercial

Comments included saving existing homes on Main Street for adaptive reuse as commercial or office. Commercial should be concentrated along main roads into town from I-575 and along the I-575 corridor, where a mix of commercial, office, and more transit-oriented facilities is needed. More restaurants and entertainment venues, as well as more shopping available to the lunchtime crowd, are needed downtown.

Office

Participants felt there is a need for more Class A office near I-575. While attracting bigger corporations was seen as a good thing, it was thought that height limitations on density should be made, and large office buildings should not be allowed in the downtown area as in Marietta. Office use should be mixed with commercial and medium-density housing along Towne Lake Parkway and around the perimeter of the downtown core, to help supply a populace to provide economic support for downtown shops, restaurants, entertainment venues, etc.

Industrial

Most participants recommended limiting industrial to existing areas. Participants did not want more industrial in the city. Maintenance facilities that the city needs should be located in existing industrial areas. No one saw expansion of industrial use as a priority for the city.

Greenspace/Parks

Comments included locating pocket parks within residential neighborhoods downtown. The old horse farm was seen as having much potential for a future park of some kind. Maintain and promote greenways along creeks and rivers. A recreational area is needed closer to downtown.

Additional comments included:

- Need new road from Dupree Road/Main Street intersection to Arnold Mill Road, by way of railroad crossing at funeral home (behind Serenade and Woodstock Station).
- Senior center should be in old library.

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- Turn old horse farm (on south side of town) into park. Turn old horse farm into mixed housing types. Put amphitheater in horse farm.
- Turn old horse farm into mixed-use, medium-density housing and parks, as well as elementary school, with commercial and office mixed along the road frontage.
- Limit multifamily housing.
- More mixed use of high-density/medium-density housing with other things within walking distance of downtown.
- More restaurants and parks mixed closely to residential neighborhoods around downtown.
- Public theater downtown.
- Turn existing apartments off Arnold Mill Road to townhomes.
- Recreation center near downtown.
- Park-and-ride near commerce centers.
- Area off Dupree Road should be redeveloped to more office/commercial in the next 10 years.
- Want more shopping opportunities at lunchtime.
- More reservoirs/water treatment facilities.
- More senior communities in the Park Circle/Dobb Street quadrant.
- Try to attract more major corporations in the I-575 corridor. Limit height of their buildings to five stories.
- Arnold Mill Road needs to have character of the existing neighborhood and street preserved.
- We need more mixed use of retail with housing above.
- Senior housing definition: low-maintenance housing.
- Government maintenance facilities should be located near industrial areas.
- More medium-density housing around downtown so shopping and dining will thrive.
- Green buffers and greenways along creeks and rivers.
- Senior communities should be concentrated in the south and southeast quadrants of the study area.
- Need more “life-cycle” housing.
- Keep intense development around nodes and not sprawled out.
- Need shuttles, utilizing railroad tracks if possible, to carry people south of downtown.

Public Places Design Station

At the public places design station, participants provided input on new and/or existing public space arrangements to create a more livable downtown area to work in, live in, or visit. Participants also provided input regarding locations for future gathering spaces for large or small groups and for many different purposes including:

- Active Parks
- Passive Parks

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- Performance/Presentation Spaces
- Civic Spaces
- Outdoor Dining

Collectively, participants identified the following concepts:

- The participants expressed an interest in having a forum for larger outdoor performances than the City Park can currently support.
- The participants expressed an interest in expanding the downtown businesses and attractions, including the possibility of creating a new town center.
- The participants expressed an interest in having more parks near downtown or even at the center of the downtown area.

Common concepts included the following:

- Public places should be strategically interconnected to create an overall system of gathering spaces throughout the study area.
- The existing park next to city hall was considered to be a very positive element for the downtown area. However, this space was not considered to be flexible enough or large enough to host large concerts, performances, or festivals.
- Create a new amphitheater located in association with a town square or civic uses.
- Both passive and active parkland should be incorporated into the downtown area.
- Land along Noonday Creek was identified as appropriate for passive recreation facilities in conjunction with a greenway along the creek.
- The horse farm was incorporated into a community park, which included active recreation facilities, though it was pointed out that it should maintain the pastoral feel as viewed from Main Street.
- Expand the civic and business uses by creating a new town center. This new center would still focus on city hall and incorporate the site of the existing elementary school with connections through the swimming pool complex and into City Park. It would also extend across Arnold Mill Road and into the area surrounding Wheeler Road. Mixed-use development would be developed along Wheeler Road and connect to Main Street, with the depot as a common focal point between the existing Main Street businesses and the new developments.

Additional comments included:

Park Space

- Parking garage in downtown will complement a ballpark.
- Gravel parking within the trees instead of tearing them down.
- Ballpark by homes a concern (property values).

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- Ballpark will be reason for families to go downtown—or park with a playground and picnic area.
- Active park with picnic areas at the horse park.
- Leave horse stables out front at the new active park.
- Destination park – on the way rest stops are needed, e.g., benches, water, food.
- Active park at horse farm connected to Noonday Creek greenway.
- Park needed on frontage road across from car dealership.
- Passive open space in wetlands/floodplain near horse farm.
- Community gardens near living spaces.
- Parks should include “alternative facilities” for teens such as skate parks.

Pedestrian Oriented

- Surround park with trails to bring people downtown.
- Trailhead outside of study area on Noonday Creek near Towne Lake.
- Develop promenades along Towne Lake Parkway and Main Street and pedestrian-only alleyways.
- Construct arterial spines
- (Primary north-south routes): Noonday Creek greenway, pedestrian-oriented Main Street, and Rubes Creek greenway.
- (Secondary east-west routes): Towne Lake Parkway, Dupree Road.
- Place amphitheater (mega trailhead) at Rubes Creek greenway.
- Use Main Street as a “green” spine, pedestrian oriented.
- Need promenades/linkages across from Main Street.

Expand Downtown/New Town Center

- Outdoor dining at intervals to draw people down the Main Street. (3)
- Elementary school to become city facility.
- Civic center/sports complex at old elementary school.
- Extension of retail from Main Street along Wheeler Street toward a passive park near residential area.
- Development codes are cost restrictive.
- New town center across from city hall, straddling Arnold Mill Road.
- Civic spaces along rail corridor (shuttle and commuter rail).

Arts/Performance Center

- Amphitheater in place of the elementary school and connected to city hall and City Park through pool area. (2)
- We’re outgrowing the concert center in the park, need an amphitheater nearby.
- Amphitheater should include arts center.
- Amphitheater would need to be supported by road large enough to handle the traffic.

Downtown Development Design Station

At the downtown development design station, groups were asked to identify the land uses and facilities they wanted within the historic core area. The following are common concepts from each of the groups:

- The city of Woodstock needs some new connectivity of streets and roads. Many of the existing streets are dead ends and do not connect to others. Connecting streets would relieve some of the traffic from Main Street. Some suggestions from the public included:
 - Connect the ends of Fowler Street and Wheeler Street into a new city block that connects to Arnold Mill Road near city hall.
 - Widen the roads in town and add more lanes.
 - Change Main Street and Railroad Street to one-way pairs on each side of the tracks.
 - Widen Main Street to additional lanes by removing parking. Shop owners did not favor this idea.
 - Connect Dupree Road to Towne Lake Parkway
- Add additional parking downtown, especially for major events. Suggestions included:
 - Almost everyone suggested a parking lot or a parking deck along Railroad Street near Ace Hardware and Wheeler Street.
 - Improve the existing parking lots and future lots with parking lot trees, screen buffers, and landscape edges and islands.
 - Improve signage so people know where they are allowed to park.
- Add more restaurants downtown.
- Preserve the historic buildings and maintain the existing architectural character of the downtown area. Maintain the village environment. Suggested new buildings be required to be built with similar “Woodstock” architecture to blend with existing structures.
- Maintain the pedestrian-friendly community with additional sidewalks, lighting, benches, trees, landscaping, and other streetscape enhancements. Extend the existing streetscape to other areas of the downtown. Provide a safer pedestrian crossing at the intersection of Towne Lake Parkway, Arnold Mill Road, Main Street, and Railroad Street. Several people suggested improving the street crossing at the “Y” intersection of Main Street and Rope Mill Road. Extend sidewalks up Rope Mill Road to the new school. Improve pedestrian signage (directional, informational, and public safety signs). Public restrooms would help pedestrians walking downtown, especially during city events. Several suggested they be located in or near the existing downtown park.
- Most people recommended a new downtown civic space or city center in the area east of Railroad Street between Fowler Street and Arnold Mill Road. These new facilities and urban open spaces would be across from city hall and link pedestrians and vehicles between city hall and the historic building shops on Main Street. Several facilities were discussed in this mixed-use area.
- Develop a new town square as a center point to link everything downtown and to link to the existing downtown park.
- Provide interconnectivity of roads as discussed above.

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- Provide additional parking for downtown events and the new facilities.
- Retail shops and restaurants to line the streets around the new town center with parking in the rear.
- Need small office buildings for professionals such as attorneys, doctors, dentists, real estate agents, travel agents, etc.
- To the east of the new retail buildings would be townhomes or zero lot line housing. This would put intown living adjacent to retail, restaurants, and the town square.
- Most people suggested the city take over the elementary school building and adapt a community reuse for the building and the grounds. Some suggested ideas included:
 - Develop a conference, convention, and special function facility.
 - Convert to city offices and link with vehicular and pedestrian access to the existing city hall.
 - Housing for the elderly.
 - Youth facility with sports programs, art classes, and after-school opportunities. A safer facility for teenagers.
 - Stage theater entertainment in the auditorium or amphitheater near the school.
- It was suggested that a promenade or physical link of pedestrians, bicycles, and automobiles be made from the school to city hall to the proposed new town square. This could also have the advantage of providing another north/south traffic link from Fowler Street to Wheeler Street to Arnold Mill Road to Dobbs Road.
- Most groups proposed a passenger train depot outside the historic downtown. Some suggested locations for an active train depot included the intersection of Rope Mill Road and Main Street, the existing historic train depot location, and south on Main Street closer to the shopping centers at Highway 92. All agreed significant parking would be required around the transit station. A shuttle bus was also suggested to move people from the transit station to downtown and to the neighborhoods.
- Most participants agreed with loft housing above shops and offices in the downtown area. No one wanted high-density multifamily housing close to the downtown area. Most wanted no apartments in the city but agreed to townhomes, cluster houses, or loft housing for increased density. Many thought it would be important to have higher-density senior housing within walking distance of the downtown.
- Expand retail south along Main Street.
- Office buildings were encouraged between Towne Lake Parkway and West Mill and the area around Railroad Street and Fowler Street.
- Provide a small shuttle bus around town, especially for large events and times when downtown is busy.
- Close East Main Street in front of the city park and provide restrooms and a concession stand.
- Double-deck parking structure along Railroad Street near Ace Hardware. Two levels of parking with park and gardens on top like in Savannah, Georgia.
- Some said widen Main Street while others said do not get rid of the parking on Main Street.

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- More trees on Main Street. Remove Bradford pears and replant the railroad side of Main Street. Add trees up and down Main Street.

Written Comments

Participants were asked to complete a comment form to provide additional information regarding the results of the workshop. The following comments were received after the meeting participants were presented with each of the group's concepts:

Public Places Written Comments

1. What are your favorite elements presented in the public space design concepts?

- Amphitheater is a great idea. (2)
- Diverse uses well dispersed throughout city.
- Don't like organized sports areas as a dominant feature – it excludes the general public.
- Dog/stable areas, power line easements used as greenspace, bike trails, promenades, civic center.
- Amphitheater/art.
- Towne Lake Parkway as a main promenade.
- Couldn't see.
- Public space with amphitheater, pocket park.

2. What do you feel is the most important design element represented in the public space design concepts?

- Green spaces, small parks, roof gardens, use rivers/streams, bike/walking trails. (3)
- Separate greenway with bike paths to connect all parts of town and to Towne Lake. Large, active recreation area in horse farm area, ball fields, playgrounds, jogging trails. (2)
- Community garden is a great idea. (2)
- Accessibility by all – greenspace throughout, tram for transport.
- Pedestrian connection of trails and paths.

3. Additional comments

- Would love to incorporate a community playground (like those in Alpharetta).
- Small parks, plantings.
- Trails around through the parks would be nice.
- Like outdoor dining.
- Community gardens would not work at current densities.

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- Use of the train track for commuter connection or intown trolley.
- Work with Cobb County on tying bike paths together. They have plans in the works to run path from Silver Comet to Kennesaw Mountain, to Town Center and north along Noonday Creek.

Downtown Development Written Comments

1. What are your favorite elements presented in the downtown design concepts?
 - Any that created a Town Center within walking distance to Main with green area as center and parking behind.
 - Provide contemporary necessities.
2. What do you feel is the most important design element represented in the downtown design concepts?
 - Maintain historic architecture and feel. (4)
 - Trees. (3)
 - Pedestrian friendly. (2)
 - Trees in parking lots, grassy medians.
 - Small parking lots, scattered with trees.
 - Car-free shopping district, maybe the current alley behind Main Street shop.
 - Parking and use associated.
 - Parking behind depot, but do it in a way that will preserve historic aspects of downtown.
 - Green spaces, roof gardens, hanging baskets, consistent design/redesign.
3. What do you feel is the most important change that could occur in the downtown area?
 - Slow down traffic. (3)
 - Parking (3).
 - High-density living downtown. (2)
 - Green everywhere from parks to hanging baskets.
 - Entertainment center at old school.
 - Parking being discrete enough to make downtown area a draw for residents/tourists (visitors).
 - Restore Main Street facades.
 - Commercial on both sides of Main Street.
 - Mixed-use development.
 - More dining, mass transit, public gathering.
 - Restaurants.
 - Play up shopping opportunities.

4. Additional comments

- Not sure current buildings are historic enough to save. Start over with new 3-2 story well-designed mixed-use all up and down Main Street. You can create something better from a new start. People haven't seen it done so assumed "old" is always better. Wrong.
- Our group would not tear down old school. Restore and beautify street appeal and use as intermediate school or community center.
- The addition of housing and parking will spur downtown development.
- Use Main Street as a synergistic spine to develop and restore downtown.
- Make it so the housing that exists in the area has sidewalks and safe pedestrian access to downtown areas.

Land Use Design Written Comments

1. What do you feel is the most important design element represented in the study area design concepts?

- Incorporation of residential and commercial in relation to the downtown.
- Limit building height.
- Cars and vehicles used for short trips.
- Some old homes for office/restaurant.
- Create a new look and stay with it.
- Consistent throughout.
- Mix in greenspace – pocket parks.
- No industrial townhomes front on street (brownstone-like presence).
- Incorporating schools with neighborhoods and pocket parks with sidewalks to promote pedestrian traffic and decrease vehicle use for short trips.

2. What do you feel is the most important land use change that could occur in the study area?

- Park-and-ride facility.
- Limit office development to three-story to preserve historic district.
- Control sprawl.
- Move wastewater.
- Add access streets and parking.
- Make a traffic connection around downtown.
- High-density, mixed-use walking district downtown.
- Create a downtown area around greenspace close to Main Street with lofts, apartments, condos, and restaurant.
- Keep stables park where stables are now.

3. Please provide any additional comments on the study area design concepts.

- Don't use horse farm as office space. Keep it greenspace.
- Commercial/park-ride near I-575 – get a shuttle to airport four times daily.
- Transportation and package, need more package, create a dock behind retail.
- Water treatment to ensure enough water and sewer plants.
- Keep large commercial/office areas on the I-575 side of town.
- A connector between downtown and Dupree Road would have to be limited use or commuters would turn it into a speed zone.

Linkages Written Comments

1. What are your favorite elements presented in the linkages design concept?

- Bike/walking along streams, down main link to Towne Lake link to parks.
- Link to Towne Lake downtown.

2. What do you feel is the most important linkage or connection represented in the linkages design concepts?

- Greenspace (4), bike, walking trails from Highway 92 to downtown; I-575 link Towne Lake to downtown, greenway parkway/Towne Lake to downtown.
 - Greenways along the creeks and to connect the downtown.
 - Greenways linking park, city hall.
- The ability to get people (pedestrians and drivers) to, through, and around the city of Woodstock.
- Tram.
- Safe linkages that are family friendly so our community is truly a livable center.
- Linking residential areas to greenspace and downstream and connecting it to Cobb County's future plans.

3. Additional comments on the linkages design concepts.

- Use of rail to ease commuter congestion is a great deal.
- Suggest bike/pedestrian trail along Noonday Creek in that area. Not only more scenic but much safer.
- Must use the railroad right-of-way – we can work around two trains/day.
- I like the idea of having bike storage at transit station.
- Greenways – all streams down power lines.
- Weekend and p.m. railroad dinner train to north Georgia.
- Commuter train link to MARTA and airport.
- Later get a rail, one to Chattanooga for Atlanta's second airport, hook to high-speed future train.

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Gateways Written Comments

1. What are your favorite elements presented in the gateways design concept?
 - Need consistent gateway elements at each major intersection, I-575, Highway 92, Arnold Mill Fire Station, Rope Mill Road, and Main Street about a mile out.
2. What do you feel is the most important design element represented in the gateways design concepts?
 - Signs that emphasize historic Olde Towne atmosphere.
 - To get people to Woodstock with signage.
 - Like Serenade sign best.
 - Clear sense of entrance and passage.
 - Does not need to be expensive – maybe no more than a simple sign followed by an alley of trees.
 - Keep signage classy.
 - Pedestrian friendly.
 - Preserve historic district.
 - Like idea of distinctive entry.
 - Pedestrian friendly.
 - Be sensitive to preserving historic quality of the downtown district.
3. Additional comments regarding the gateway design concepts.
 - Tasteful in design to scale local materials to artisans.
 - Simple, clear, uniform.
 - Need directions to various venues.
 - I think it's nice when there is an indication you are entering a town.

Goals and Objectives Written Comments

1. Do you feel the goals and objectives adequately address where you would like the study area to be in 5 to 10 years?

Yes	No
7	0

2. What changes would you make to the goals and objectives?

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- Make this an annual event.
 - Need to be more realistic about high density near or in downtown to keep business alive.
 - See Post River, Baltimore Place by Post for mixed-use development. Consider lofts above retail on Main. Keep stables as a part of a park. Seek anchor tenants such as Borders, Barnes & Noble and perhaps a name brand restaurant downtown.
3. Please discuss one project that you would like to come out of this process in the space provided below.
- Add parking.
 - Need anchor tenants.
 - Greenspace, bike/pedestrian trails.
 - Greenway/bike path along railroad tracks.
 - Double-sided Main Street.
 - More pedestrian trails on the outskirts of the city.

Community Meeting 3: Open House

The city of Woodstock LCI final community meeting was held on October 10, 2002 at the Woodstock Community Church. Thirty community members, city staff, and media attended the event. Twenty-seven of the community participants signed in. The goals of the community forum were to:

1. Present final goals and objectives and market study results
2. Present information regarding draft recommendations, strategies, and projects
3. Gather comments and prioritize draft recommendations, strategies, and projects

The public was notified of the community forum in several ways. A press release was provided to the *Cherokee Tribune*, the Cherokee section of the *Atlanta Journal-Constitution*, and the *Cherokee Ledger News*. Posters were displayed in downtown businesses and government facilities and an information board was displayed at the October festival detailing the community meeting date, location, and time.

A sign-in table and several stations were set up in the Woodstock Community Church to provide information and to gather input from the participants. Stations included: Goals and Objectives, Market Study Results, Downtown Identity and Development, and Access and Mobility.

Community participants were asked to visit each station and identify their priorities by using color dots. A comment booklet was provided to each participant. Handouts describing all recommendations were also provided at each station.

The following is a summary of material presented at the meeting and the comments received. Numbers in parentheses indicate priority votes by participants.

Goals and Objectives

Goal One: Increase transportation accessibility and mobility options and improve traffic flow in and around the downtown area.

Objectives:

- Expand and develop safe, attractive, and convenient parking within the downtown area. (22)
- Provide additional linkages between the historic downtown core and the surrounding area for all modes of transportation. (14)
- Increase bicycle and pedestrian options within the downtown area. (7)
- Provide safe and convenient railroad crossings for vehicles, bicyclists, and pedestrians. (7)
- Ensure new development is bike, pedestrian, and visitor friendly.

Goal Two: Expand and strengthen the downtown by building on its current successes and small-town atmosphere.

Objectives:

- Encourage facade restoration, rehabilitation, and reuse of buildings within the downtown area. (20)
- Accentuate the character of the downtown with landscaping, streetscaping, signage, and regular maintenance. (16)
- Promote the expansion of the downtown area to meet market potential. (6)
- Encourage consistent architectural design standards in commercial and residential areas. (3)
- Establish appropriate mechanisms for implementation of downtown initiatives (i.e., Downtown Development Authority, Main Street coordinator, etc.). (2)
- Encourage infill development, redevelopment, and mixed-use development in the downtown that is compatible with the historic core. (1)
- Encourage independent and unique businesses with consistent operating hours in a customer-friendly environment.

Goal Three: Increase the viability of live, work, and entertainment choices within the downtown area.

Objectives:

- Promote an active village center environment with after-hours options, including entertainment and restaurants, with adequate parking. (20)

Community Open House

- Encourage additional community-oriented activities downtown, including arts, entertainment, festivals, and recreation. (13)
- Encourage the reuse of vacant or underutilized parcels for community events; civic uses; and the expansion of restaurant, service, and retail. (9)
- Encourage mutual support of and communication between downtown businesses and the surrounding commercial corridors, city hall, the downtown religious community, and area residents. (5)
- Preserve, strengthen, and expand downtown residential areas. (2)

Additional comments:

- Merchants need to work closer with the city to ensure the downtown events work in a more successful way.
- As a merchant we have not always known what is going on. We need to work together.
- In trying to “improve” a city – a downtown – and bringing in new commerce to revitalize a downtown, this is changing a community. Does this community want cultural change?
- Currently Woodstock does not have an ARTS council grown from citizens. It does not have a theatre. The planner may want Woodstock to have these but the community has not already grown one. These efforts take groups to form and create them.
- Now events and festivals planned by government can be well done or well attended without nonprofit groups to present them and they can be well attended.
- Could the city sponsor workshops on forming a nonprofit theater group or could the city provide technical assistance to create new groups?
- Maybe treat this development like you would to attract new business and new restaurants to area - offer deals, tax, or space to new groups. This is the challenge.

Market Study Results

Over the next five years, downtown Woodstock can support 119,801 additional square feet of retail and 1,054 additional units of housing.

Downtown Identity and Development

Business Development Recommendations

- Restore the Downtown Development Authority (DDA) and provide a downtown manager to: (17)
 - Support existing businesses and recruit new businesses.
 - Encourage new and redevelopment.

Community Open House

- Initiate additional city-sponsored events downtown.
- Manage parking and administer downtown incentive programs.
- Apply for and manage Main Street program.
- Amend liquor license distance requirements to encourage additional restaurants in study area. (6)
- Initiate a dinner/shopping train that uses the railroad to connect to other cities. (3)
- Provide for additional city staff to act as a downtown coordinator and to assist the downtown manager with beautification, maintenance, and special event coordination.

Urban Design Recommendations

- Establish consistent architectural overlay requirements (address historic preservation, signage, building height and façades, and streetscape standards). (8)
- Provide incentives to initiate façade improvements (DDA). (6)
- Extend existing streetscaping and street lighting program throughout the study area. (5)
- Provide gateway signage at primary intersections. (4)
- Provide tax incentives for the rehabilitation of existing structures and new businesses in the study area. (4)

Land Use Recommendations

- Create downtown districts to focus and group new development and redevelopment in the study area.
 - Historic District (15)
 - New Town South (13)
 - New Town East (4)
 - New Town West (4)
- Revise land use/zoning regulations to support: (12)
 - Protection of historic structures.
 - Conversion of older homes to nonresidential uses.
 - Mixed residential and commercial uses.
 - Bed and breakfasts and small hotels.
- Establish incentives to improve rear facades of the historic row of buildings on Wall Street and create a pedestrian-oriented alleyway. (8)
- Facilitate the development of a town focal point in the area behind the train depot with a mixture of uses including residential, service-oriented commercial, office, and civic uses. (8)
- Designate existing elementary school (if relocated) as a community/cultural arts center with meeting and event facilities. (4)
- Protect horse farm as open space with picnic facilities and a Noonday Creek trailhead. (4)

Community Open House

Participants were asked to indicate which category of recommendations they feel will be most effective in achieving the goals and objectives. The following table summarizes the results.

Category	Votes
Business Development	4
Urban Design	3
Land Use	2

Additional comments:

- Don't develop new land by cutting trees that are a beautiful backdrop to our city.
 - Keep old growth trees.
 - The "behind the depot" would have to be planned carefully so the town does not lose too much greenspace and old growth trees (2).
- Do not develop new downtown focal point until the older and less attractive areas are revitalized first.
- If the town focal point becomes reality, the design would have to be carefully drawn as not to look cheesy.
- Encourage a larger visible downtown area.
- I don't think the architectural standards should include 18th century, since 19th century is more appropriate.
- Character of downtown is very important; we need to stress historic significance.
- Give incentives to potential buyers and developers for underutilized parcels and buildings.
- North area toward the library.
- Expand Main Street to a Town Square east of Main Street.
- The city should have a historic preservation committee or director to coordinate events/signage/facades/décor.
- Towne Lake Parkway/Mill Street loop could be an awesome walking, shopping, dining experience with appropriate parking and sidewalks. Need to put in a good sidewalk system, nice retail at fork with attractive parking and trees.
- Revitalize and reuse properties on Mill Street, including a sandwich shop or nice restaurant.

Community Open House

Access and Mobility

Parking Recommendations

- Prepare parking management study that addresses: (17)
 - Future parking requirements including location, density (i.e., parking deck), and fees.
 - Cooperative agreements to share parking with downtown churches.
- Use volunteer labor, donations, and city staff to provide landscaping and screening in existing parking areas. (8)
- Ensure regulations continue to include landscaping requirements. (3)
- Install directional signs for existing parking areas. (1)

Transportation Network Recommendations

- Improve grid network of streets as development occurs. (13)
- Prepare citywide comprehensive transportation plan. (8)
- Improve key intersections and railroad crossings. (8)

Bicycle and Pedestrian Recommendations

- Provide a connected sidewalk and bicycle route network. (9)
- Purchase land to provide connecting greenway/multiuse corridors throughout study area. (8)
- Install pedestrian-oriented signage, visible crosswalks, and pedestrian signals. (6)
- Widen existing sidewalks in downtown core area.
- Amend development standards to require sidewalks.

Transit Recommendations

- Initiate trolley/shuttle service to connect downtown with other development nodes/activity centers. (12)
- Locate transit facility downtown (location to be determined) to:
 - Facilitate a commuter rail stop in downtown. (4)
 - Support feasibility of dinner/shopping train stop. (2)
 - Provide trolley/shuttle transfer area.

Participants were asked to indicate which category of recommendations they feel will be most effective in achieving the goals and objectives. The following table summarizes the results.

Community Open House

Category	Votes
Parking	7
Transportation Network	3
Bicycle and Pedestrian	2

Additional comments:

- I think a comprehensive transportation study should be prepared in the city. The transportation issue needs organization.
- Safer street crossings/crosswalks (3)
- New sidewalks are listed for Towne Lake Parkway and for Mill Street, but they do not connect on Figure 2. We need to complete the loop with Main Street.
- Do a land lease with the Community Church and build a parking deck for downtown use.
 - The character of the city should influence parking deck design.
- Provide parking without paving over everything
- Develop parking behind depot.
- In Savannah, there is an award-winning parking deck whose design was influenced by the city's historic structures.

**City of Woodstock
Livable Centers
Initiative**

Appendix B
Civic Questionnaire
Results

1998 and 2000 City of Woodstock Civic Questionnaire Results

Woodstock Services Questionnaire Results				
Question	1998 Majority Response (502 Participants)	Percentage	2000 Majority Response (481 Participants)	Percentage
Quality of life	High	60.16	High	60.08
Quality of neighborhood	High	50.40	High	51.14
Government operations	Well	49.60	Well	43.36
Woodstock Services				
Question	1998 Majority Response (502 Participants)	Percentage	2000 Majority Response (481 Participants)	Percentage
Street repair	Good	42.63	Good	47.61
Street lighting	Good	54.58	Good	55.51
Ease of travel by car	Good	28.29	Good	24.32
Ease of pedestrian travel	Good	29.88	Good	26.61
Police traffic enforcement	Good	53.39	Good	48.02
Parks	Good	46.81	Good	48.65
Fire protection	Good	48.21	Good	50.52
Trash collection	Good	49.80	Good	47.82
Water service	Good	41.24	Good	49.48
City as place to live	High	54.98	High	51.77
Walking alone at night	Safe	45.22	Safe	39.50
Place to raise children	Good	54.18	Good	56.76
Pay raise for mayor and council	N/A	-	Yes	41.79

2002 Citizen Questionnaire Results

Approximately 4,000 questionnaires were mailed out in the water bill, and 789 people responded, a response rate of approximately 20 percent. For each question, the total respondents were used to determine the percentages.

How would you rate the quality of life in Woodstock? 1-5 with 1 being very high and 5 being very low: 1.83

Do you currently utilize a garbage hauler?

Yes: 58 percent

No: 38 percent

N/A: 4 percent

Do you currently participate in a recycling program?

Yes: 35 percent

No: 61 percent

N/A: 4 percent

Does your neighborhood/street utilize the same hauler?

Yes: 42 percent

No: 52 percent

N/A: 5 percent

If the city could provide a hauler, would you be willing to participate if the rates stayed the same or went down?

Yes: 86 percent

No: 11 percent

N/A: 3 percent

Do you attend the special events hosted by the city?

Yes: 53 percent

No: 44 percent

N/A: 3 percent

Would you like to see the city continue the Concerts in the Park series with the same type of entertainment?

Yes: 79 percent

No: 6 percent

N/A: 15 percent

2002 Citizen Questionnaire Results

Do you utilize the Woodstock Parkway?

Yes: 44 percent

No: 44 percent

N/A: 12 percent

Overall, have you seen an improvement in traffic at Towne Lake Parkway and Main Street?

Yes: 44 percent

No: 21 percent

N/A: 35 percent

Would you purchase a residential irrigation system if the cost was under \$100?

Yes: 18 percent

No: 64 percent

N/A: 18 percent

Is there adequate street lighting in your neighborhood/business district?

Yes: 86 percent

No: 13 percent

N/A: 0.3 percent

Is there a speeding or parking problem in your neighborhood?

Yes: 41 percent

No: 58 percent

N/A: 0.5 percent

If yes to speeding problem, would you support speed humps if put in at small cost to you?

Yes: 24 percent

No: 49 percent

N/A: 27 percent

Do you have adequate water pressure?

Yes: 90 percent

No: 9 percent

N/A: 0.1 percent

2002 Citizen Questionnaire Results

Do you feel you live in a safe neighborhood with adequate police patrol?

Yes: 91 percent

No: 8 percent

N/A: 1 percent

Demographic Information:

Male: 233

Female: 340

Age:

18–25: 30

26–35: 191

36–45: 166

46–55: 159

56–65: 104

over 65: 113

Acorn Lifestyles

Acorn Lifestyle Classifications

Prosperous Baby Boomers: 47 Percent of Trade Area Households

Socioeconomic

- Mobile families headed by baby boomers.
- Have preschool and grade school age children.
- Median income is 50 percent above the national median.
- Typically double-income families.
- Two-thirds have earned a college degree.

Residential

- Own their home, most likely built after 1980.
- Median home value 25 percent above the national median.
- Typically live in suburban communities and commute to work.

Preferences

- Enjoy physical activities such as lifting weights, tennis, racquetball, aerobics and golf.
- Use their PCs for playing games, doing finances, and surfing the Internet.
- Buy electronics, camcorders, PCs, sports equipment, children's toys, and home furnishings.
- Like to dine at family restaurants for dinner, order takeout pizza, and go to the movies.

Successful Suburbanites: 19 Percent of Trade Area Households

Socioeconomic

- Family households, most with school-age children.
- Median age is slightly above average.
- Median income twice the national level, largely due to dual incomes and investments.
- Well educated, mobile, and typically work in professional positions.
- Predominantly white with a disproportionate share of Asian and Pacific Islanders.

Residential

- Tend to live in newer suburbs in homes valued at twice the national average.
- Single-family homes predominate.

Acorn Lifestyles

- Have traded convenience for suburban lifestyle and consequently endure long commutes.

Preferences

- Splurge on home furnishings/improvements, electronics, apparel, and travel.
- Own pools and PCs and belong to country clubs.
- Enjoy concerts and movies.
- Play golf and tennis.

Semi-rural Lifestyle: 11 Percent of Trade Area Households

Socioeconomic

- Affluent, middle-age (35 to 54) couples with and without children living at home.
- Approximately 35 percent of households are empty-nester, and 40 percent have school-age children living at home.
- Median age is slightly above the national median: 36.8 years compared to 35.5 years.
- Predominantly white with a median income of \$61,500.
- While unemployment is low, many are self-employed and earn interest and dividend income.

Residential

- Often live in “semi-rural” communities just outside of metropolitan areas.
- Live in homes with above-average values that were generally built after 1970.

Preferences

- Enjoy spending time around the house, swimming in their pools, working on home projects, gardening, reading, and using their PCs.
- Also enjoy golf, going to the movies, and participating in civic and political groups.
- Buy electronic gadgets, PCs, cameras, camcorders, home furnishings, and tools.

Urban Professional Couples: 9 Percent of Trade Area Households

Socioeconomic

- Slightly older than average (median age of 37.8 years).
- Mostly married couples with few children, but also many single-person and shared households.

Acorn Lifestyles

- Median income is 25 percent above the national median.
- Well educated with good jobs, mainly professional and managerial positions.

Residential

- Owner-occupancy prevails with a mix of single-family homes and townhouses.
- Homes are valued above average.

Preferences

- One of the top groups for drinking imported wine, listening to classical music, traveling domestically and abroad, and visiting museums.
- Spend a great deal on home furnishings and improvements.
- Prefer to dine out as opposed to entertaining.
- Sports enthusiasts; play golf, bicycle, jog, and play tennis.
- Belong to AAA, health clubs, and frequent flyer clubs.
- Read two or more newspapers per day and a variety of magazines.

Baby boomers with children: 3 percent of the trade area households.

Socioeconomic

- Married with children and often mobile.
- Median age is 31.2 years although 35 percent are under the age of 20; 34 percent are between the ages of 25 and 44.
- Above-average incomes, largely due to double-income families.
- Tend to be mobile, seeking the best jobs and locations.
- Well educated.

Residential

- Single-family homes predominate, many of which were built during the 1970s.
- Most are owner-occupied and are valued slightly below the national average.

Preferences

- Spend time and money on home- and family-oriented activities and goods.
- Enjoy outdoor activities such as camping, fishing, and hunting.
- Indoor activities include gardening, using PCs, renting videos, and going to the museum.
- Like fast food, takeout, and delivery.
- Own pets.
- Spend money on swimming pools, outdoor grills, campers, and multiple vehicles.

Acorn Lifestyles

Middle America: 3 Percent of Trade Area Households

Socioeconomic

- Middle America households are representative of the nation – just a little older, more family oriented, and predominantly white.
- Large group, representing almost 8 percent of the U.S. population.
- More than 70 percent are married couples, compared to 55 percent nationwide, but children are fewer in number as household size is equal to the rest of the nation.
- The median age is slightly above the national median, with more households aged 45 to 64 than below 35.
- Income is slightly above the national average.
- Labor force participation is average with many working in the manufacturing or farming sectors.

Residential

- Typically live in single-family homes, 15 percent of which are mobile homes – twice the national proportion.
- Most of the homes were built after 1970.
- Homes are valued at approximately 20 percent below the national average.

Preferences

- This group tends to center its purchases and entertainment activities around the home and outdoors.
- Outdoor activities include hunting, fishing, and gardening.
- Indoor activities include reading (especially family and hunting magazines), needlework, and listening to country music.
- Like taking domestic car trips.
- Buy home improvement goods, chain saws and other tools, children's apparel and toys, shoes, videos, gardening supplies, and camping equipment.
- Own powerboats, satellite dishes, campers, and pets.

Prosperous Baby Boomers: 77 Percent of 4-Mile Households

Young Frequent Movers: 7 Percent of 4-Mile Households

Socioeconomic

- Young families with children.
- Tend to move frequently.

Acorn Lifestyles

- Earn low to moderate incomes, with a median income of \$35,900 (below the national median of \$41,914).
- High employment rates with many working in skilled and unskilled blue-collar jobs (farming, manufacturing, mining and construction).
- Racially diverse.

Residential

- Frequently live in mobile homes, six times the national average.
- Homes are valued below the national average and are usually newer and owner-occupied.

Preferences

- Enjoy outdoor activities such as hunting and fishing.
- Own trucks and SUVs.
- Top ranked for owning pets.
- Like to rent videos, listen to country music, and read.

Semi-rural Lifestyle: 5 Percent of 4-Mile Households

Successful Suburbanites: 4 Percent of 4-Mile Households

Retail Survey Results

Retail Survey Results

Woodstock Square

Highway 92 North of I-575 Woodstock, Georgia



- GLA: 292,819 square feet
- Type: Community Strip Center
- Average Rent Range: \$19–\$21/square foot
- Occupancy: 99 percent
- Anchors: Super Target, Kohl's, Old Navy, Office Max, Petsmart
- Tenants¹:
 - Mattress Expo
 - Supercuts
 - GNC
 - Friedman's Jewelry
 - Bath & Body Works
 - Atlanta Bread Company
 - Hang Up Interiors and Blinds
 - Sun City Tan
 - Dress Barn
 - Hallmark
 - Clothes Time
 - Payless Shoes
 - Lane Bryant
 - Famous Footwear
 - Family Christian Store
 - Maggie's Closet
 - Hollywood Hair
 - Country Wide Loans
 - Nextel
 - Happy Trails
 - Taco Mac
 - B.J.'s Wholesale Club*
 - Big K*
 - Roadside Grille*

¹ * Denotes outparcel.

Retail Survey Results

- Enterprise Car Rental*
- Wachovia Bank*
- Year Opened: 2001

Woodstock Square

1515 Highway 92

Woodstock, Georgia



- GLA: 77,100 square feet
- Type: Neighborhood Strip Center
- Average Rent range: \$10/square foot
- Occupancy: 96 percent
- Anchors: Ingles, Goodyear & CVS
- Tenants:
 - Steve B's Pizza
 - Slopes BBQ
 - Chiro
 - Cleaners
 - Saloon 92
 - Woodstock Family Dentist
 - Philly Connection
 - Loa Sauces
 - Liberty Mutual
 - Tailor
 - CVS
 - Olan Mills
 - Southern Satellites
 - Kessler's Team Sports
 - Qwick Pak
- Year Opened: 1988

Retail Survey Results

Woodstock Commons

1624 Highway 92 (South of I-525)

Woodstock, Georgia



- GLA: 84,608 square feet
- Type: Neighborhood Strip Center
- Average Rent Range: \$12–\$16/square foot
- Occupancy: 50 percent
- Anchors: Pet Supermarket & Firestone (outparcel)
- Tenants:
 - Kim Nails
 - Rock & Roll
 - Wine Craft
 - Avis
 - Computers & Gaming
 - Sign-a-Rama
 - Framing
 - Mexican Restaurant
 - Cleaners
 - Woodstock Restaurant
- Year Opened: 1988
- Comments:
 - High vacancy due to loss of its major anchor (Winn-Dixie)

Woodstock Place

Highway 92 and Highway 5

Woodstock, Georgia



Retail Survey Results

- GLA: 170,942 square feet
- Type: Community Strip Center
- Average Rent: \$14/square foot
- Occupancy: 98 percent
- Anchors: Wal-Mart & Fashion Bug
- Tenants:
 - Sally Beauty Supply
 - Dollar Tree
 - Insurance
 - Hair Cuttery
 - Radio Shack
 - Blimpie
 - Gondolier Pizza
 - Mail Exchange
 - Honey Baked Ham
 - Rent Way
 - Pay Day
 - Nails
 - Cleaners
 - O'Charley's *
 - McDonalds*
- Year Opened: 1984

Woodstock Village II

Highway 92 and Highway 5

Woodstock, Georgia



- GLA: 40,000 square feet
- Type: Neighborhood Strip Center
- Average Rent Range: \$12/square foot
- Occupancy: 87 percent
- Anchors: Dollar General & Big Lots
- Tenants:
 - Dollar Whispers Pub
 - Stone Mountain Power Tools
 - WATC
 - Medical Equipment

Retail Survey Results

- Illusions Hair & Nail
- Optical Eyeglass
- Animal Grooming
- The Flea Emporium
- Hope Center
- Loans
- Verdi's Boutique
- Country Cottage (Restaurant)
- Laundry
- TV/PC
- El Tepeyac
- Year Opened: 1979
- Comments:
 - Dated shopping center.

Towne Lake Commons

2340 Towne Lake Parkway
Woodstock, Georgia



- GLA: 15,000 square feet
- Type: Neighborhood Strip Center
- Average Rent: \$10/square foot
- Occupancy: 100 percent
- Anchor: Harry Norman Realtors
- Tenants:
 - Jersey Mike's Subs
 - Cleaners
 - Salon Allure & Spa
 - Golf Discount
 - Your Turn (Kid's Consignment)
- Year Opened: 1989

Retail Survey Results

Rosecreek Shopping Center

4403 Towne Lake Parkway
Woodstock, Georgia



- GLA: 69,808 square feet
- Type: Neighborhood Strip Center
- Average Rent Range: \$10–\$13/square foot
- Occupancy: 100 percent
- Anchors: Publix
- Tenants:
 - Baskin Robbins
 - State Farm
 - Hair Cuttery
 - Pizza Hut
 - Nail Salon
 - Tanning
 - Cleaners
 - Beef O'Brady Restaurant
 - Chinese Restaurant
 - South Trust Bank*
- Year Opened: 1994

Towne Lake Square

2296 Towne Lake Parkway
Woodstock, Georgia



- GLA: 105,662 square feet

Retail Survey Results

- Type: Community Strip Center
- Average Rent Range: \$20/square foot
- Occupancy: 99 percent
- Anchors: Kroger
- Tenants:
 - Hallmark
 - The Wild Honeysuckle
 - Tanning salon
 - Frames
 - El Rodeo
 - Blockbuster
 - Domino's
 - Joe Muggs
 - GNC
 - Mail Boxes, Etc.
 - Subway
 - A.J. Nails
 - Great Clips
 - Haynes Pet Center
 - First Union*
 - Japanese Restaurant*
 - Pikes*
- Year Opened: 1994