REIMAGINING

Highway 92

LIVABLE CENTERS INITIATIVE

August 15, 2025

LORD AECK SARGENT

Aspiration

This study focuses on a unique area of the City of Woodstock, one defined, shaped, and constrained by Highway 92. So, what is the Highway 92 Study Area, exactly? It is many things: a regional vehicular workhorse, a suburban commercial corridor, home to hundreds of businesses both large and small, a hub of hotels, light industrial facilities, and offices, a collection of residential communities, and a gateway to Downtown Woodstock. It is all of these things. And yet, it is not quite a cohesive “place.”

This study embraces the challenge of imagining what this area *could* become. It does so through a practical and focused lens: recommending changes to the regulatory framework that can make future redevelopment not just easier, but more connected, more intentional, and, above all, transformative. As the southern gateway to Downtown, this district holds the potential to complement Downtown’s character without directly replicating it.

The study acknowledges that the most significant opportunities for placemaking - new walkable streets, public gathering spaces, expanded housing options, and a more urban development pattern - will likely occur not directly along Highway 92, but just beyond it. These areas offer more flexibility and greater potential for creating vibrant, pedestrian-oriented environments.

At the same time, the study recognizes a critical reality: the current economic conditions of the district are relatively healthy. Vacancy rates are low, rents are strong, and most developable land (aside from floodplains) is already in productive use. As a result, meaningful transformation will not come easily or quickly. There is limited immediate incentive to pursue major change.

This is why the vision outlined here calls for more than just revised regulations. It calls for a new kind of partnership, one with developers, landowners, designers and investors who are forward-thinking, collaborative, and committed to quality. Achieving the kind of transformation envisioned here will require seeing opportunity not just in parcels and profit, but in placemaking, sustainability and lasting value.

We invite those who are ready to lead with integrity and ambition to join us in shaping a future that’s not only economically sound, but civically inspired and distinctly ours.

-City of Woodstock, Georgia

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Acknowledgments

CITY OF WOODSTOCK

Michael Caldwell, *Mayor*
Warren Johnson, *City Council Ward 1*
David Potts, *City Council Ward 2*
Colin Ake, *City Council Ward 3*
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Brian Wolfe, *City Council Ward 5*
Rob Usher, *City Council Ward 6*
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ATLANTA REGIONAL COMMISSION

Ranata Mattison

Funding provided by the Atlanta Regional Commission with a local match from the City of Woodstock.

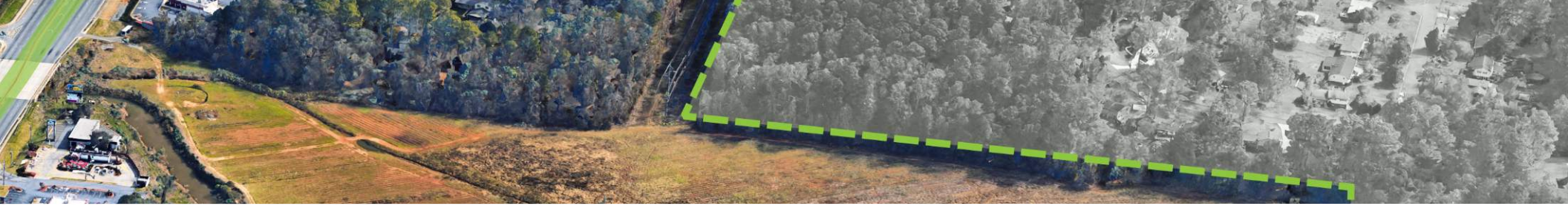


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Project Introduction

INTRODUCTION

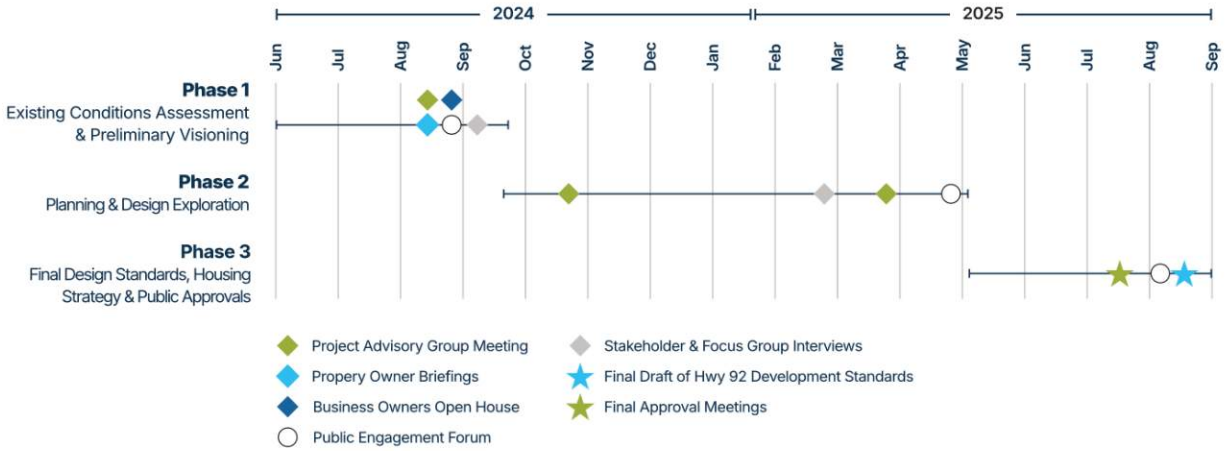
The City of Woodstock, Georgia, located in the Metropolitan Atlanta area, is a quickly expanding, dynamic City which has, in the last 17 years, grown from 10,050 residents in 2000 to 35,065 in 2020. The population has continued to explode, with nearly 2,500 residential units constructed since 2011 and hundreds more underway within the 13 square miles that comprise the City of Woodstock, Georgia.

The City of Woodstock adopted its Town Center & Highway 92 LCI Update in 2022. This updated plan included "7 Big Ideas" based on results from community outreach. The plan includes building to standards of the authentic qualities of Downtown Woodstock and Highway 92, unlocking future economic growth, and building long-term value with key investments in the public space. The plan also seeks to attract the market through signature creative placemaking initiatives and leveraging catalytic sites investment and development that align with the community's vision. The number one "Big Idea" from the 2022 plan update is building on strengths. It is recommended that based on the unique conditions of Highway 92, there is an opportunity to better integrate the corridor into the fabric of Downtown.

Building off the 2022 LCI study, the new Highway 92 Regulatory Framework envisioned in Sections 5.0 and 6.0 aims to be user-friendly, with clear, illustrative examples that address the district's unique challenges, such as high traffic volume and auto-centric usage. This initiative will not only provide more zoning flexibility and ease of use, but will also improve walkability and architectural appeal. By doing so, it aligns with Woodstock's strategic goals to stimulate long-term economic growth, enhance public spaces, and ensure sustainable development.

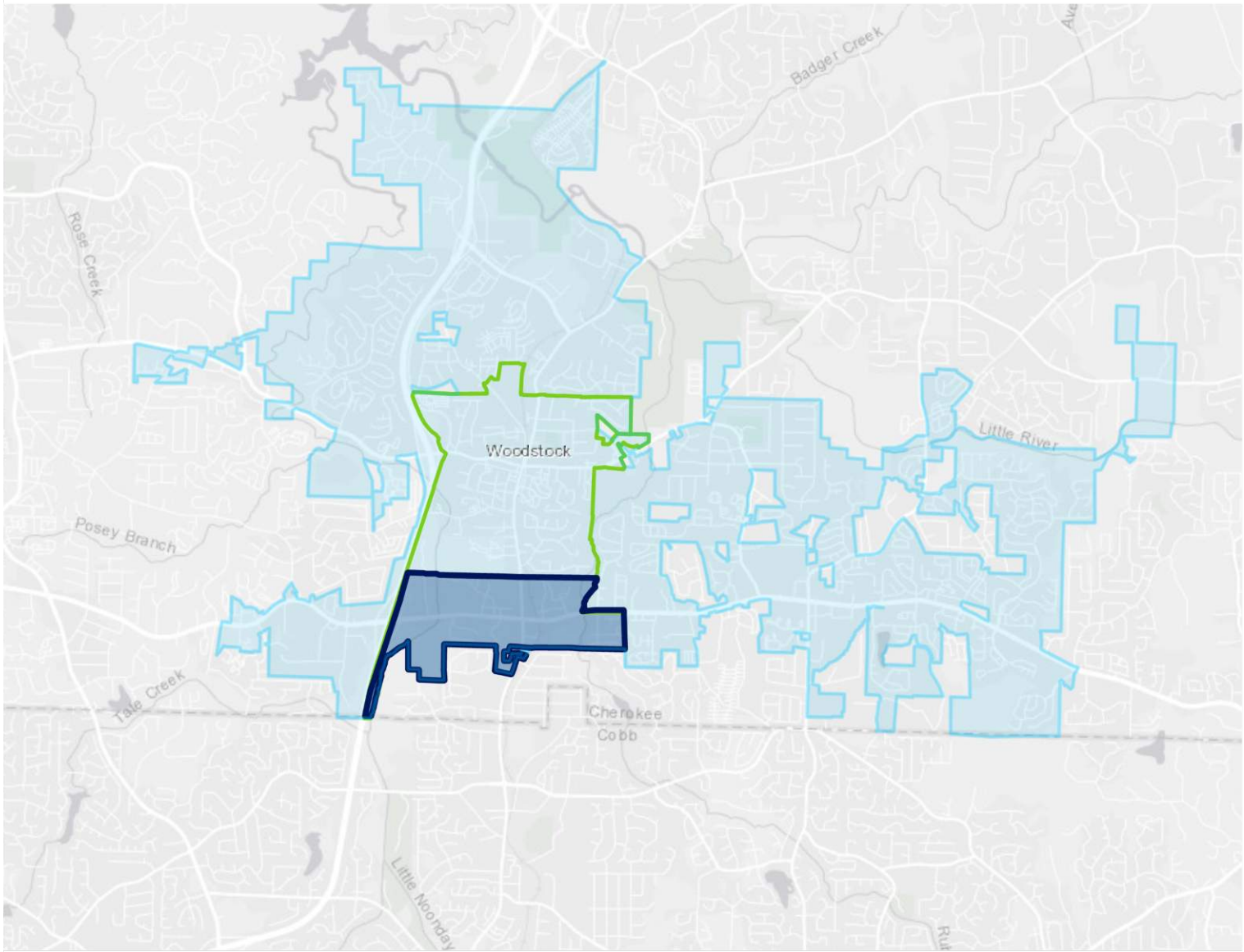
The public planning process for this study began in mid 2024 and extended into 2025. The process included a series of public engagement forums, a Project Advisory Group of stakeholders, several property and business owner interviews and countless hours of participation from City staff.

This plan is funded through a Livable Centers Initiative (LCI) planning grant from the Atlanta Regional Commission (ARC) along with matching funds from the City of Woodstock.



CONTEXT MAP

The 2023 Highway 92 LCI boundary builds off the previous 2021 Town Center and Highway 92 LCI study. This Reimagine Highway 92 LCI will be focused on the Highway 92 corridor between I-575 and Rubes Creek.



LEGEND

- Highway 92 LCI Study Area Boundary
- Town Center and Hwy 92 LCI Boundary
- City of Woodstock Boundary

01 Background & Existing Conditions

History

The area, now known as Woodstock, was settled as early as the 1830s with pioneers settling along key waterways. During the Civil War, the area escaped major destruction due to the absence of a railroad. The addition of the rail line in 1879 provided a lifeline for new industry. With new opportunity for commerce, the city continued to grow. The City of Woodstock was established nearly 20 years later in 1897.

Highway 92, the main spine and focus of our study area, was developed in the Woodstock area in the early 1950s. This addition would complete the 97 mile state route connecting Roswell to Griffin. This route is considered a western bypass to Atlanta, servicing three different counties.

With its unique position and connectivity, the City of Woodstock Highway 92 corridor has many opportunities as we look to create a unified vision.



Existing Site Conditions

An existing site coditions report was assembled through online GIS and County data as well as in-person site visits to the corridor. The following images and maps are a summary of the existing conditions data collected.










North
Georgia
Autism
Center




SUBWAY

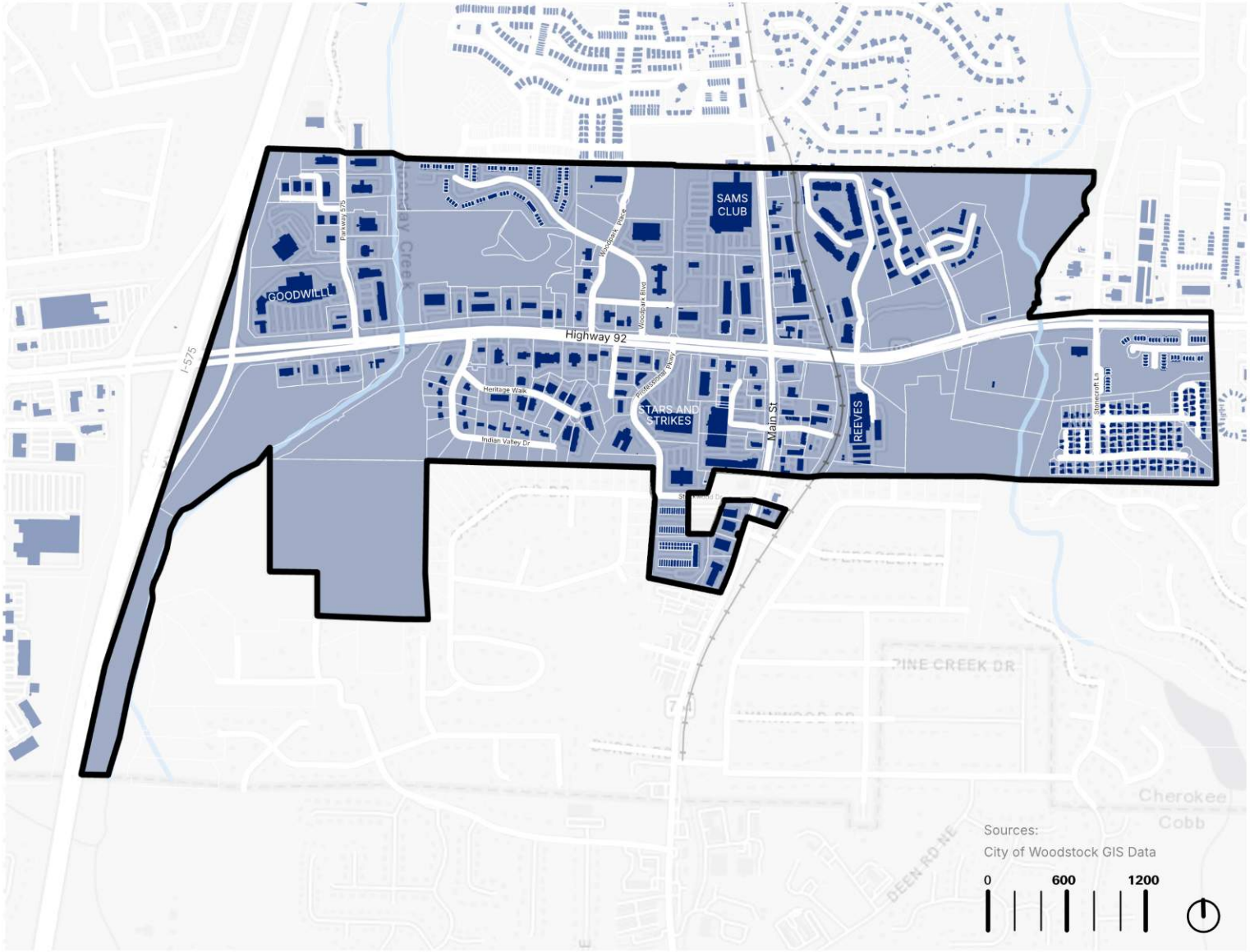






STUDY AREA

The Highway 92 LCI Study Area is a subset within the recently updated Town Center & Highway 92 LCI plan (2021). The Study area extends from I-575 on the west to just past Stonecroft Lane on the east. It is bounded on the south by the city limits and on the north by a series of property lines approximately 1200 feet north of Highway 92.



METRICS

Study Area : 538 Acres

Of Properties: 524

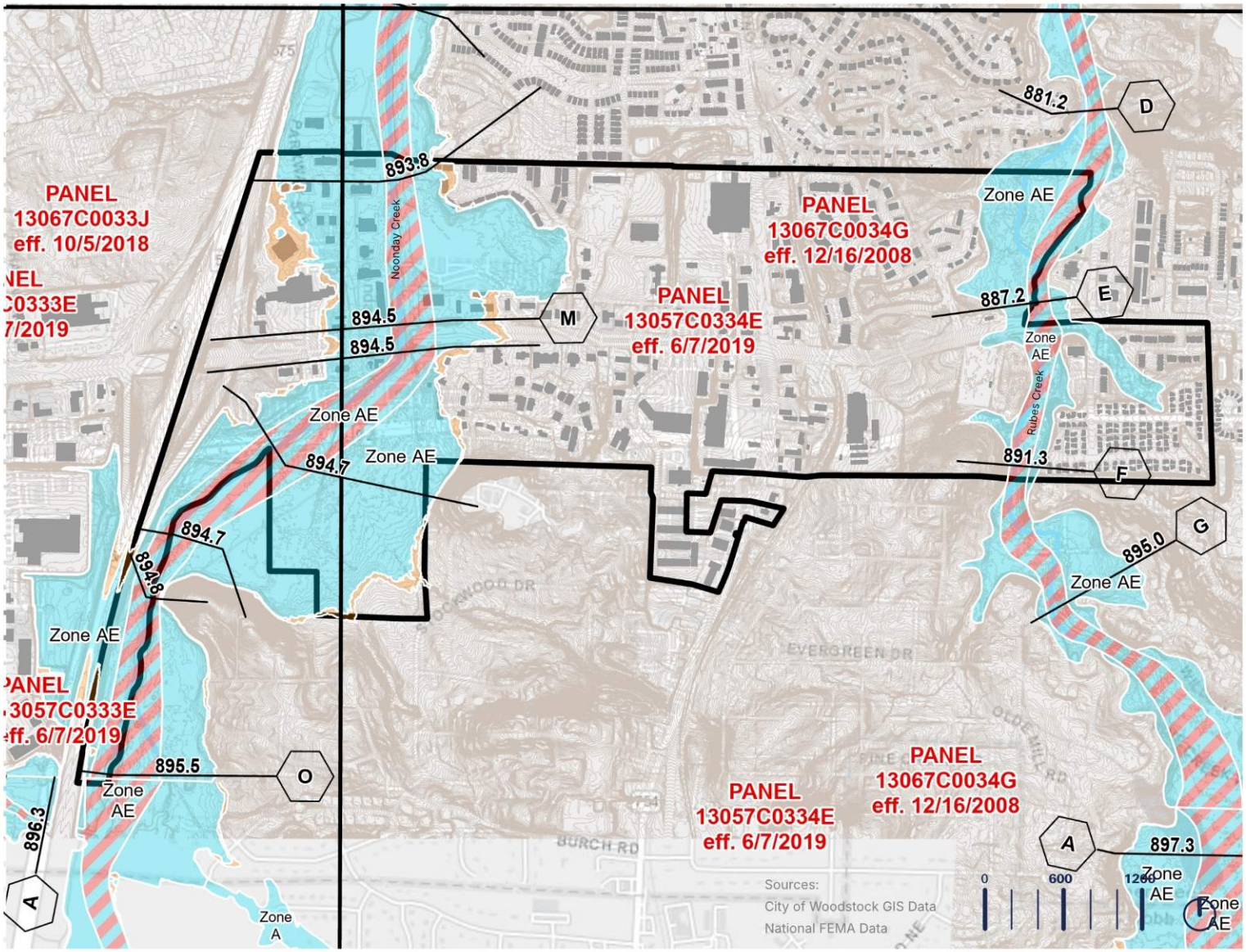
LEGEND

Highway 92 LCI Study Area Boundary

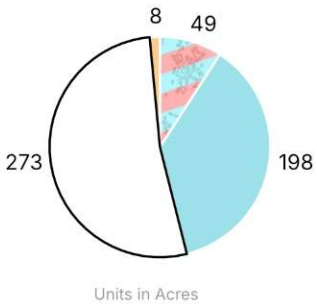
NATURAL FORM

Comprised of 538 acres, the study area includes a large amount of topographical changes.

Noonday Creek (on the West) and Rubes Creek (on the East) pass through the study area. These creeks result in almost half of the entire study area being under FEMA Flood Hazard regulations. This natural feature restricts the development ability of these areas.



METRICS

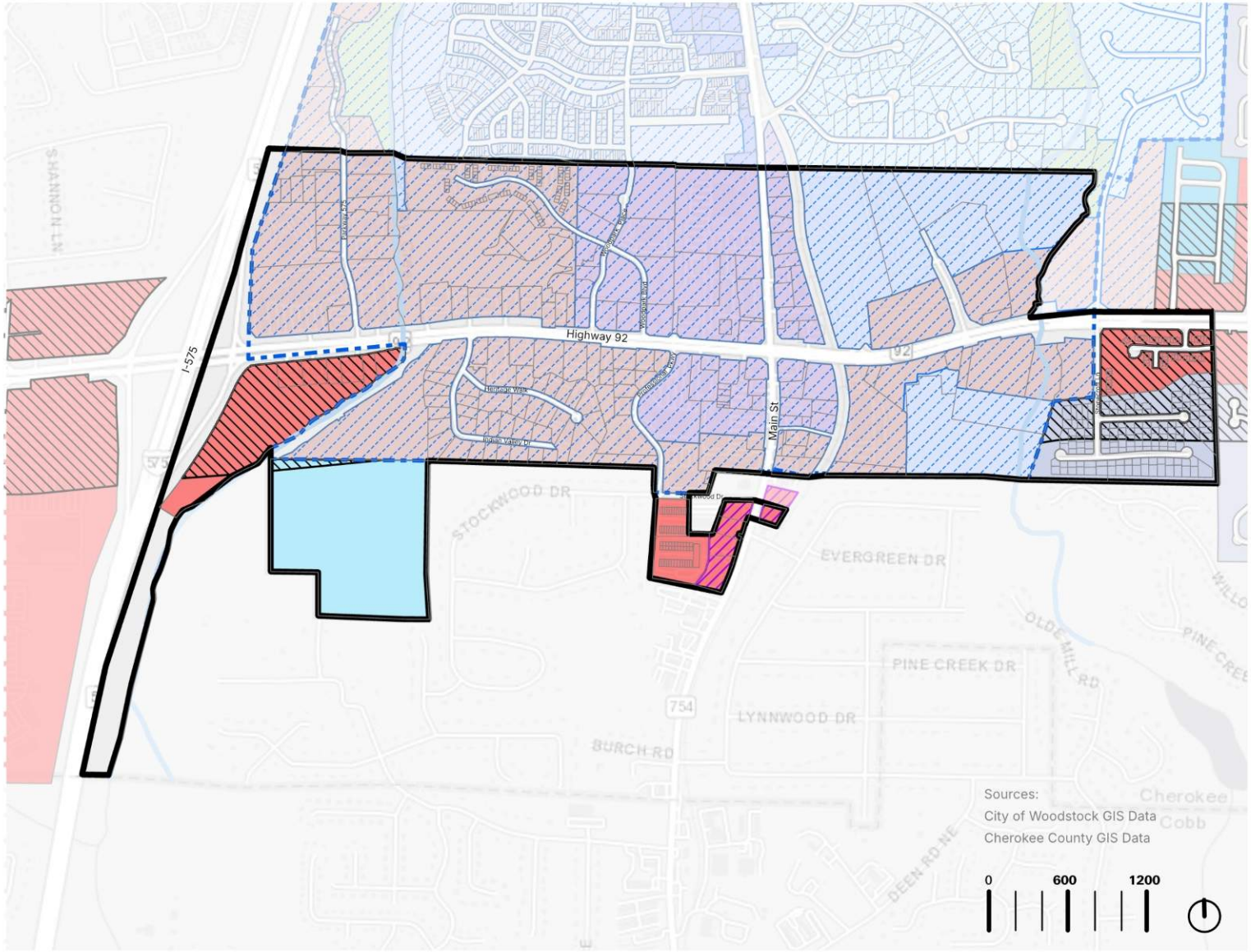


LEGEND

- Regulatory Floodway
- 1% Chance Annual Flood Hazard (100-year)
- 0.2% Chance Annual Flood Hazard (500-year)
- 1' Contours
- Highway 92 LCI Study Area Boundary

ZONING / DISTRICTS

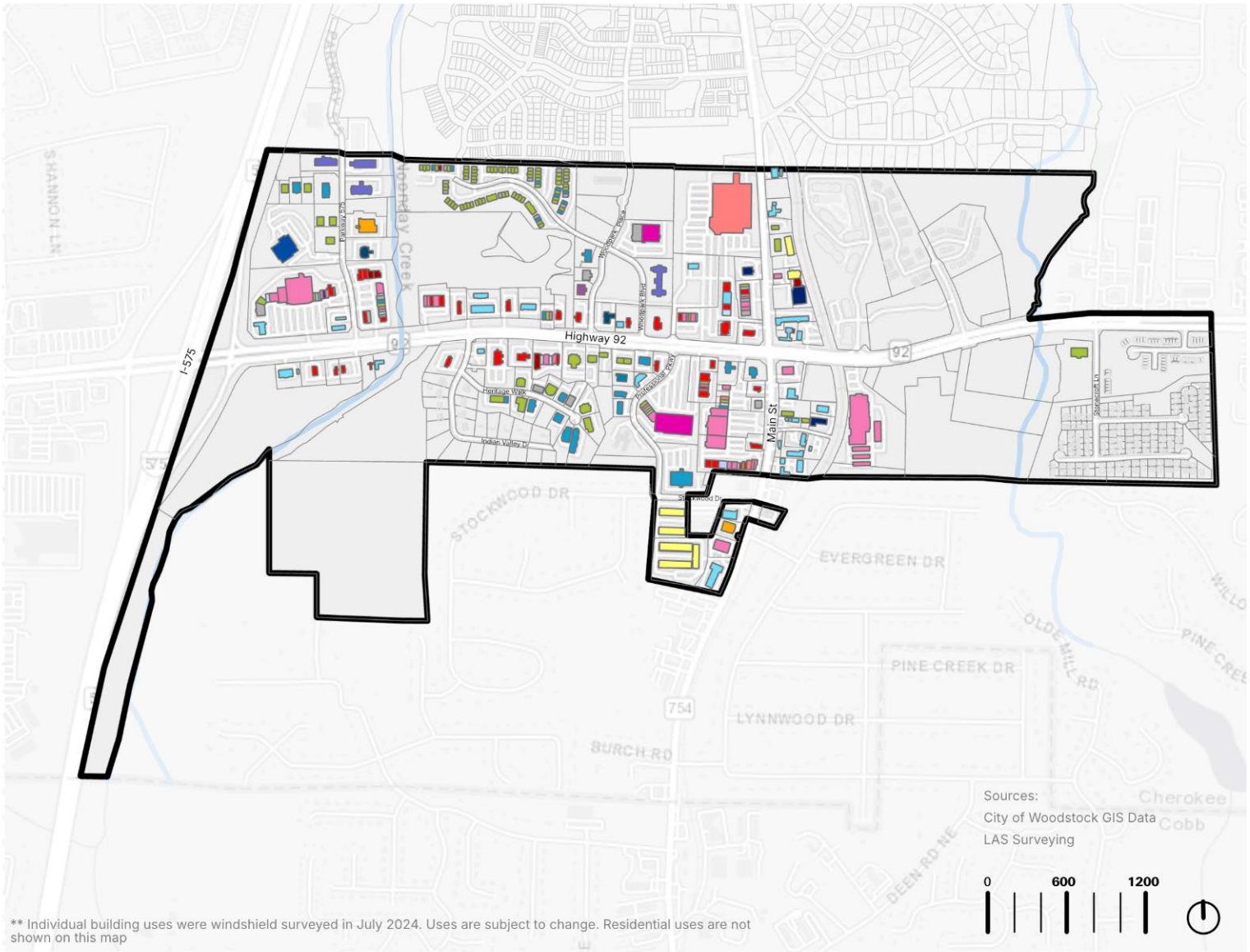
Although the Highway 92 corridor exhibits a fairly consistent commercial development style and scale, the study area actually includes multiple base zoning districts and three Overlay Districts: Parkway Overlay District, Gateway Overlay District, and Downtown District.



BUILDING USE

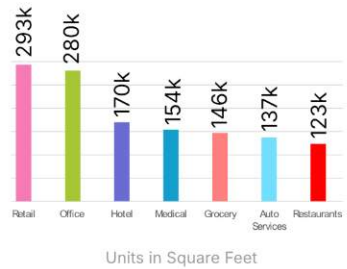
As a primarily commercial corridor, the study area hosts a wide variety of uses. Surveying was conducted to provide more aggregated insight on what these commercial uses are.

The largest use (by square footage) within the boundary is traditional retail, including uses such as thrift stores, boutiques, dollar stores, etc. The second highest use (by square footage) is office space.



** Individual building uses were windshield surveyed in July 2024. Uses are subject to change. Residential uses are not shown on this map

TOP 7 USES



Units in Square Feet

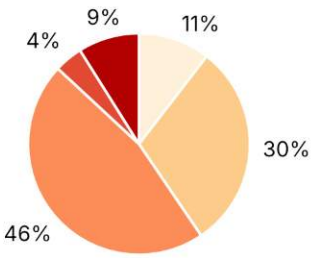
LEGEND

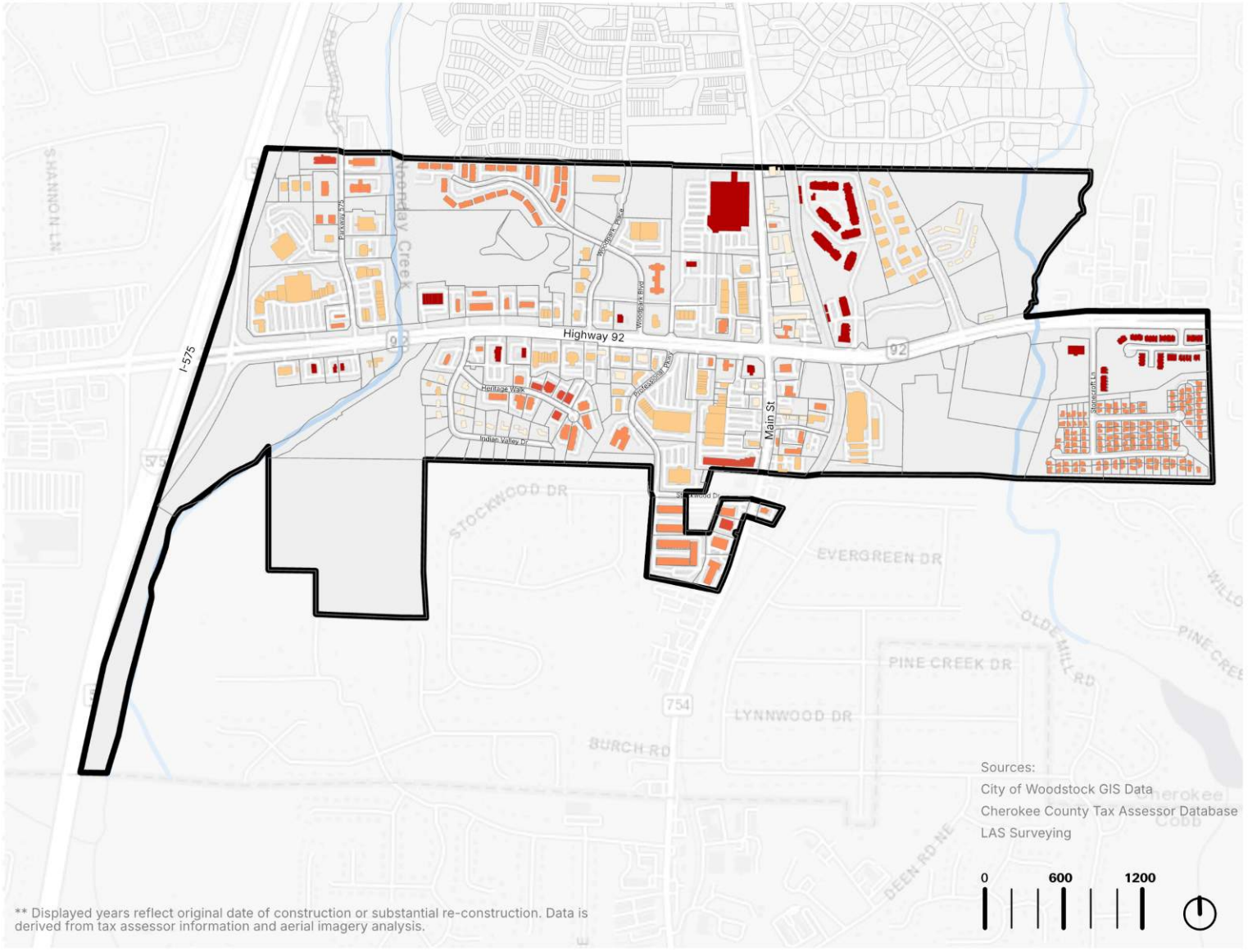
- Retail
- Restaurants
- Grocery Stores
- Fitness / Dance
- Entertainment
- Personal Services
- Public Services
- Auto Services
- Child Care
- Banks
- Event Space
- Veterinary Services
- Health / Medical Services
- Hotel
- Office
- Educational
- Religious
- Light Industrial
- Vacant

AGE OF DEVELOPMENT/ MAJOR RENOVATION

The corridor largely developed between 1971 and 1994. The buildings along Highway 92 tended to develop before the periphery of the corridor. Although over 80% of the corridor developed more than 20 years ago, this is still a bustling and well-established commercial corridor.

By analyzing the age of development or major renovation, we can determine what areas may be less susceptible to new development. Buildings that are new or recently underwent substantial renovations are less likely candidates for redevelopment.



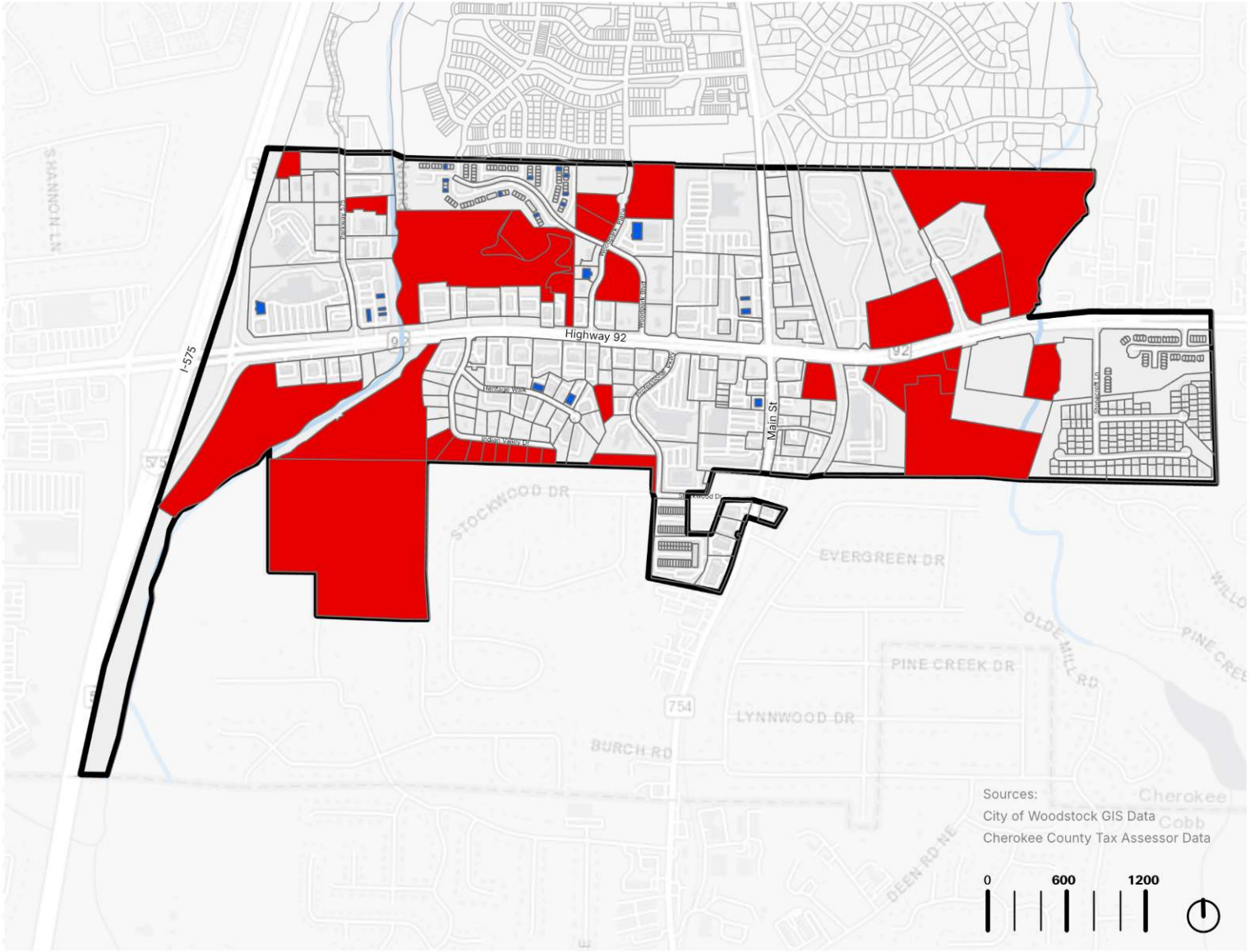




VACANCY

Although the corridor is well-established and largely developed, there are a significant number of vacant parcels (no buildings) equating to approximately 165 acres. Many of these vacant parcels are located in flood hazard areas and subject to development restrictions.

With over 450 building or tenant spaces, the corridor is over 95% occupied.



METRICS

Vacant Parcels: 165 Acres

Vacant Buildings/Tenant Spaces: 22

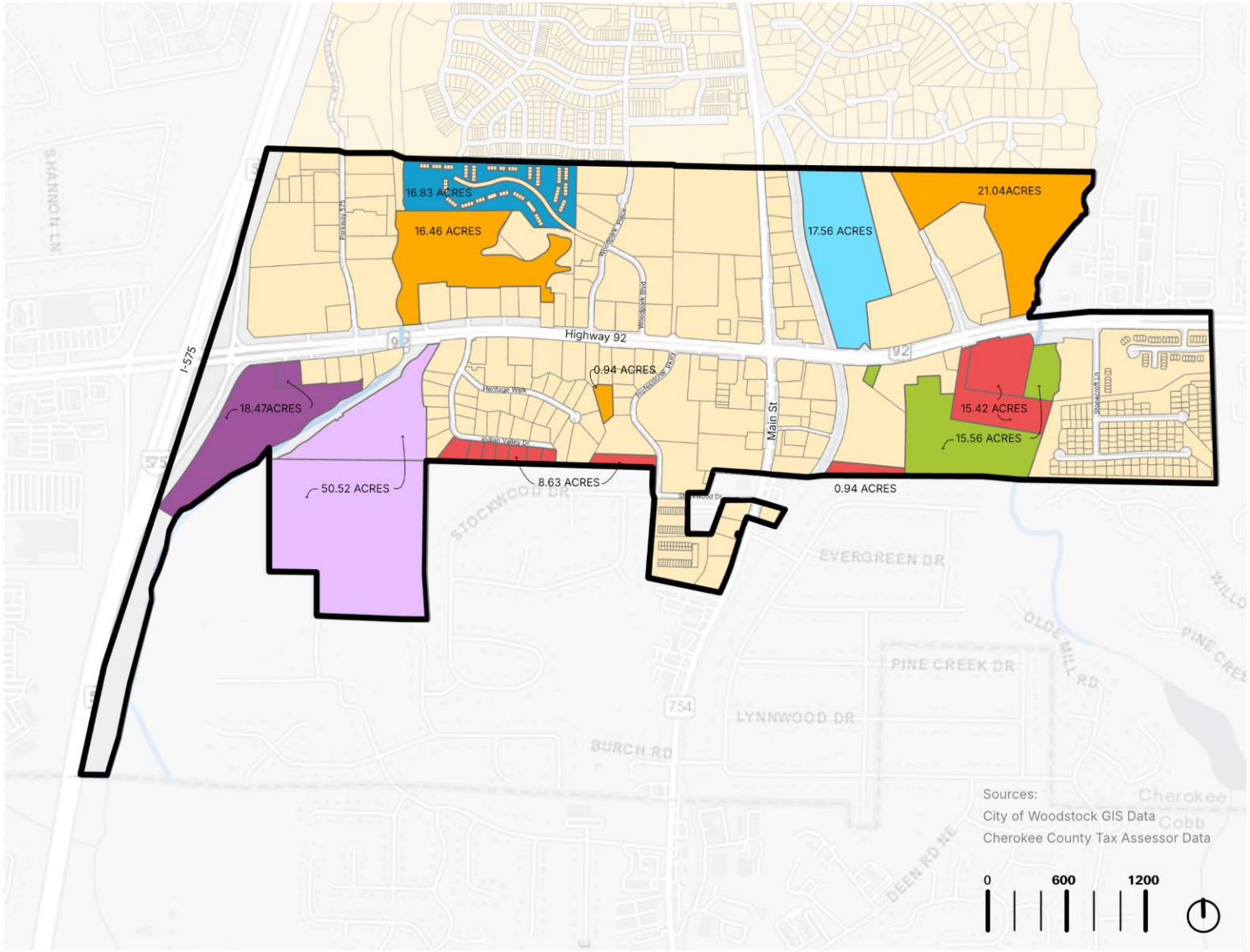
LEGEND

Vacant Parcels

Vacant Buildings

OWNERSHIP

The map highlights the top seven property owners within the study area by acres owned. Although there are some larger property holders, there does not appear to be any one significant holder within the corridor.



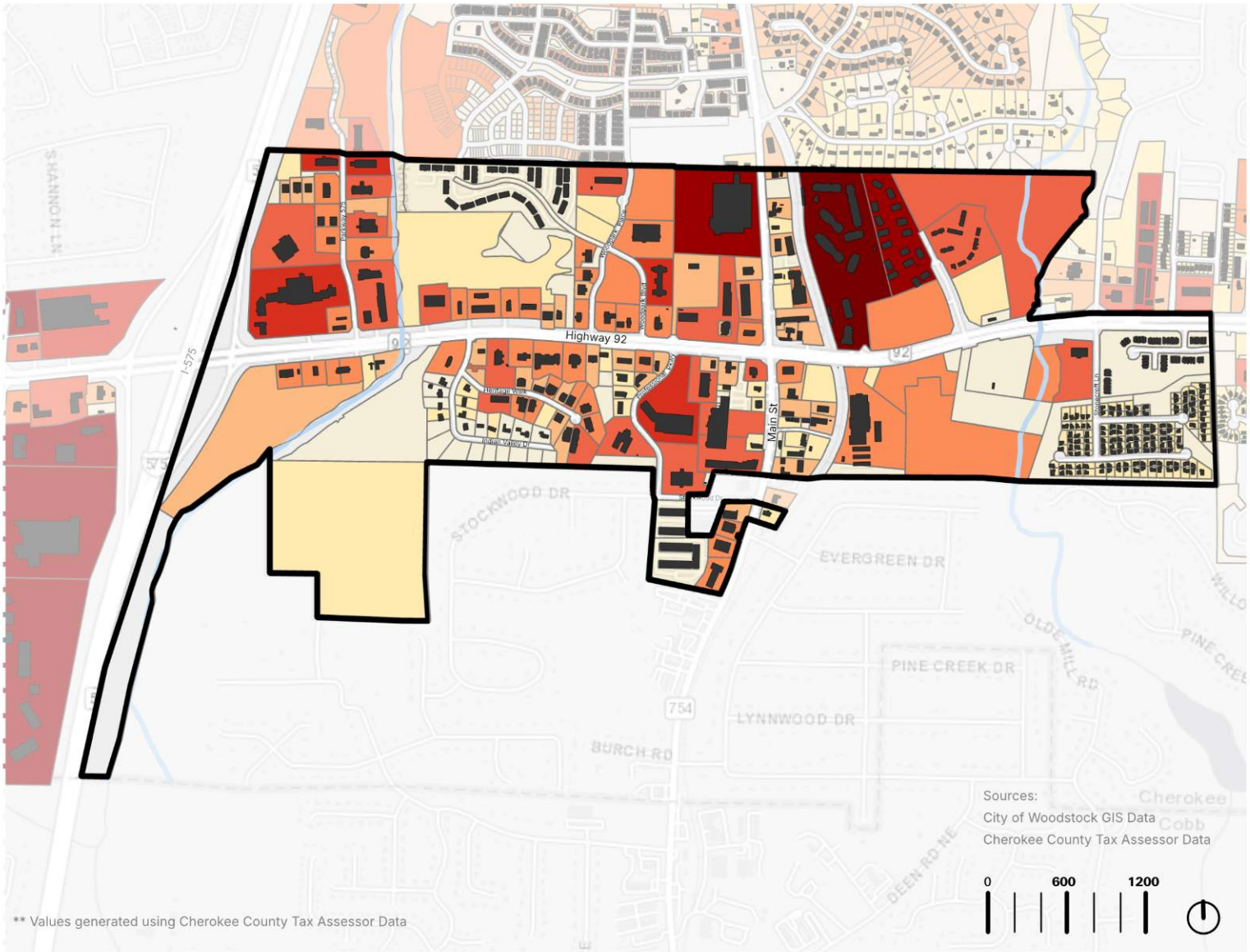
LEGEND

- City of Woodstock
- Georgia Trasmission Corp
- Manor Restorations LLC
- Cherokee Ninety Two
- Creekstone Office POA
- Scobb LLC
- Breit MF Laurelwood Drive
- All Other Property Owners

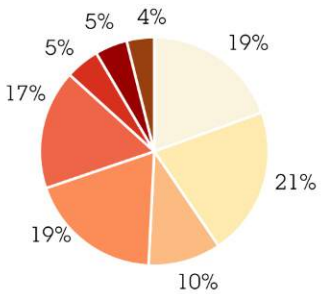
TOTAL VALUE

Property value analysis was conducted using Cherokee County Tax Assessor information. This analysis is intended to be a snapshot as tax assessor value is not always equivalent to true market value.

This map shows total property value, including land and structures.



PERCENTAGE BY ACRES



LEGEND

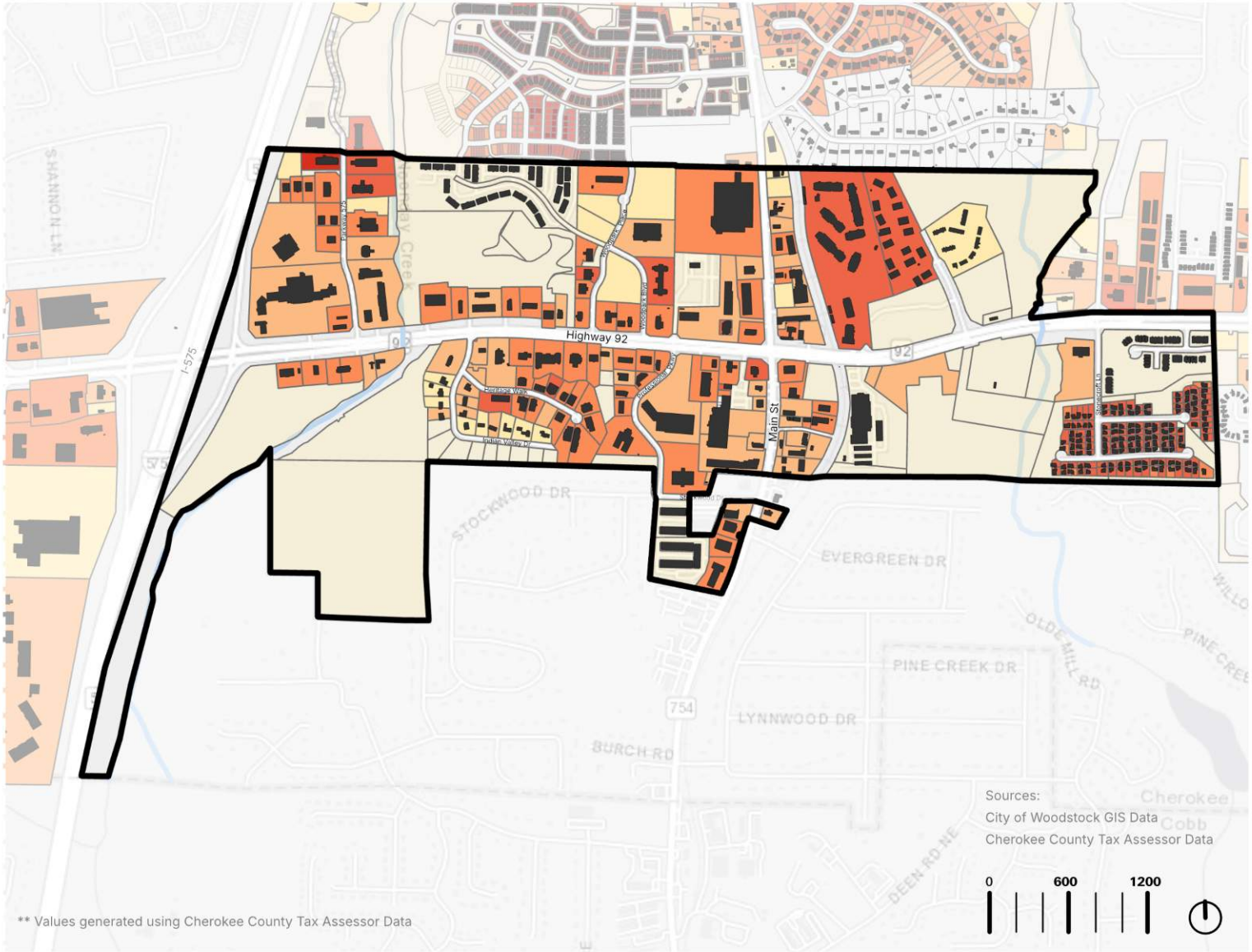
- Less than $250,000
- $250,000 - $500,000
- $500,001 - $1 million
- $1 million - $2 million
- $2 million - $5 million
- $5 million - $10 million
- $10 million - $50 million
- Over $50 million
- Highway 92 LCI Study Area Boundary

TOTAL VALUE BY ACRE

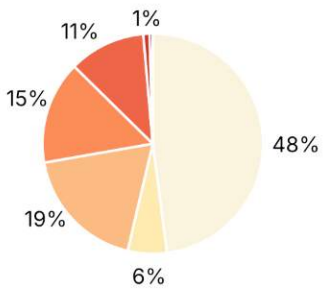
This map shows property value per acre.

It is important to note the larger properties appear to have higher overall property values (map on right) but when looked at on a per acre basis, it is not necessarily the same scenario.

Properties with frontage on Highway 92 tend to have higher per acre property values than periphery parcels. Parcels with flood hazard areas tend to have lower per acre property values.



PERCENTAGE BY ACRES



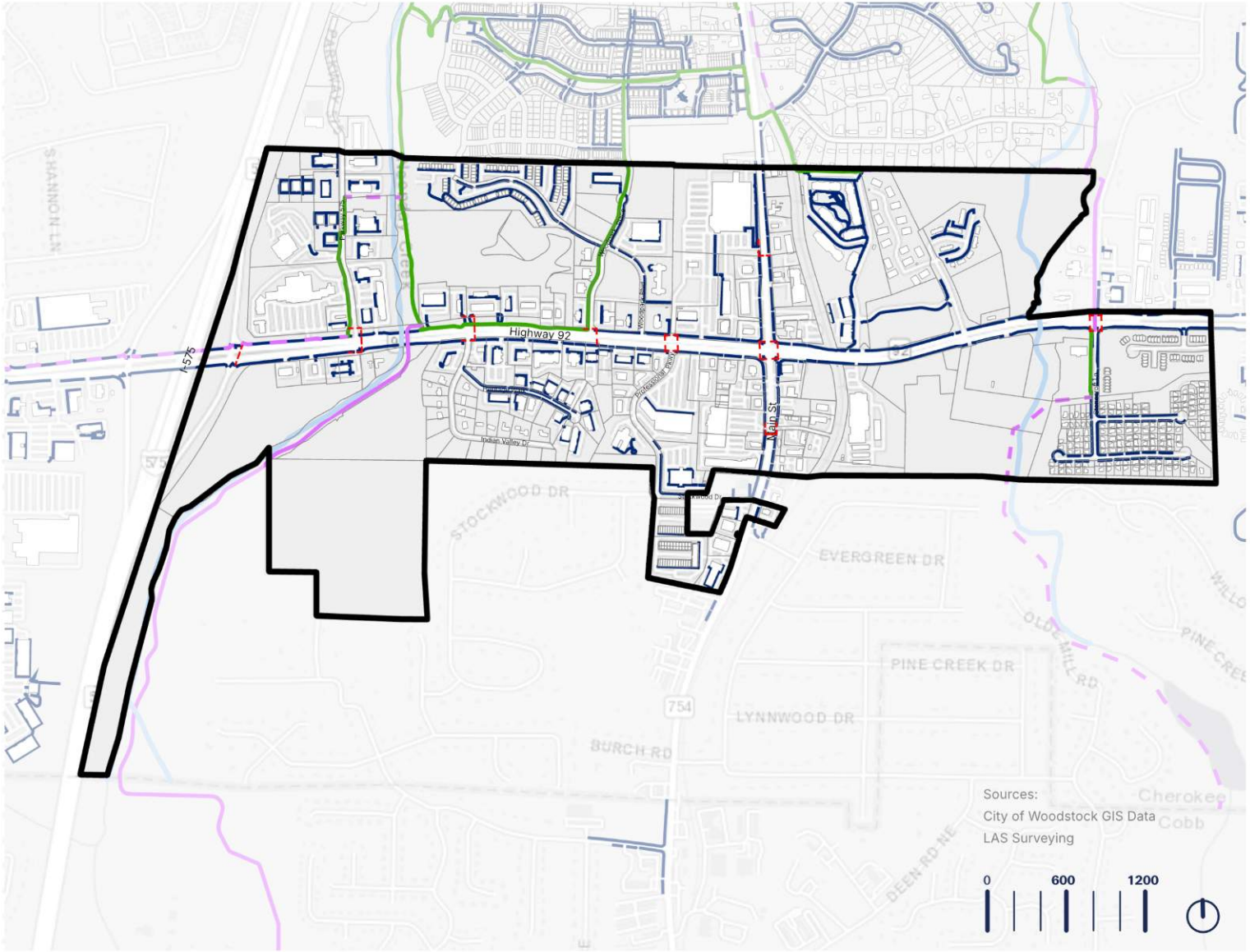
LEGEND

- Less than $250,000
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- $500,001 - $1 million
- $1 million - $2 million
- $2 million - $5 million
- $5 million - $10 million
- $10 million - $50 million
- Over $50 million
- Highway 92 LCI Study Area Boundary

PEDESTRIAN INFRASTRUCTURE

In a vehicular dominant corridor, it is important to understand existing pedestrian infrastructure. There is a well-established sidewalk system along the north and south side of Highway 92 (with varying degrees of safety). Within this segment of Highway 92, there are seven signalized intersections, each of which contain at least one crosswalk. However, these crosswalks require the pedestrian to cross 7-8 lanes of traffic (average distance of 120 feet) with no refuge. NACTO's Urban Street Design Guide recommends pedestrian refuge islands where a pedestrian must cross three or more lanes of traffic.

There is an extensive existing and proposed trail system within the study area. This asset creates a link between downtown and the Highway 92 corridor. A proposed trail head along Noonday Creek Trail will bring signifigant future bike and foot traffic to this corridor.



LEGEND

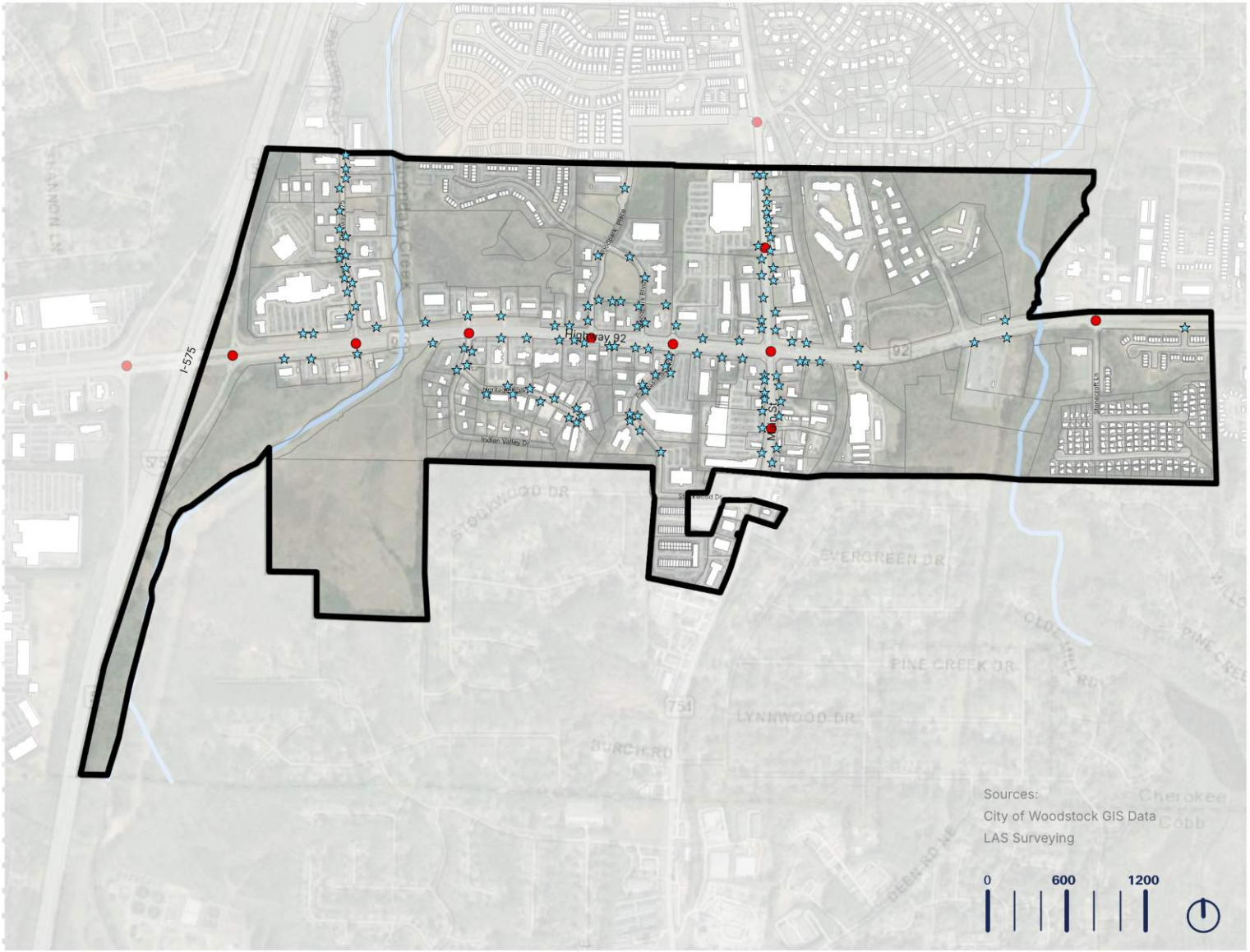
- Major Crosswalks
- Sidewalks
- Greenprints Trails - Completed
- Greenprints Trails - Funded
- Greenprints Trails - Proposed
- Highway 92 LCI Study Area Boundary

METRICS

Completed Trail: 5800 LF
Funded Trail: 1900 LF
Proposed Trail: 2900 LF
Average Crosswalk Distance: 120 Feet

VEHICULAR INFRASTRUCTURE

The Highway 92 corridor is primarily focused on vehicular travel. With an average distance of 900 Linear Feet between each signalized intersection, vehicles are able to gain a significant speed. Within this highly developed corridor, there are a significant number of curb cuts. These access points allow vehicles to move efficiently through establishments but provide an inherent risk for pedestrians.



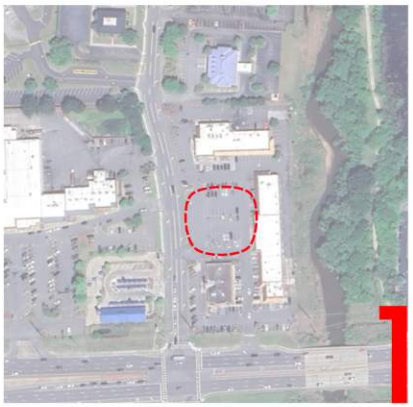
LEGEND

- Stop Light
- Curb Cut
- Highway 92 LCI Study Area Boundary

UNDERUTILIZED PARKING

A subjective parking analysis was conducted using historical aerial imagery of various dates in tandem with on-site photography at various days of the week and times. The analysis resulted in five potentially underutilized parking areas. These areas may be a result of over parking for tenant mix and use, poor configuration, or undesirable locations. These underutilized areas may be opportunities for new infill developments.

See appendix for on-site photos over various times.



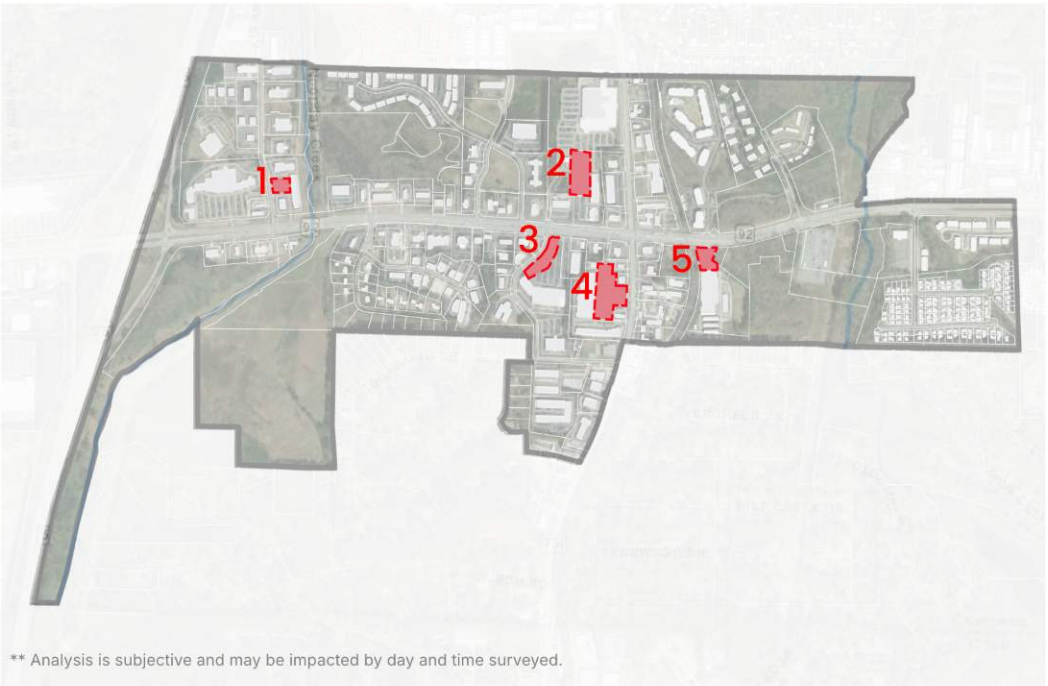
St. Thomas Square



Woodstock Place



Woodstock Square





Woodstock Village



Reeves Floral

LEGEND

Underutilized Parking Areas

Highway 92 LCI Study Area Boundary

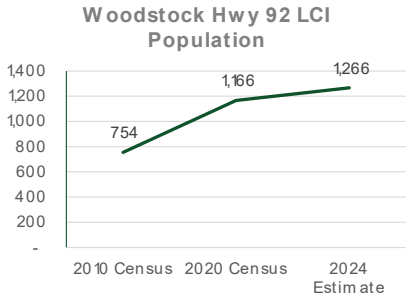
Housing + Market Summary

In November 2024, KB Advisory Group completed a demographic, economic, and real estate assessment. The key findings are summarized below, with the full report available in the appendix.

DEMOGRAPHIC ASSESSMENT

POPULATION AND HOUSEHOLDS

The population growth rate of the Hwy 92 LCI has grown faster than that of the City and County at approximately 68% from 2010-2024.



HOUSEHOLD INCOME

The Hwy 92 LCI's median household income is roughly $89,000 while the City's is slightly higher at $99,000. The Hwy 92 LCI has a higher percentage of low-income residents (<$35k) than the other two areas individually.

AGE AND GENERATIONS

Median age in the Hwy 92 LCI (37.8) is slightly younger than that of the City (39.2) and County (40.3).

HOUSEHOLD CHARACTERISTICS AND TENURE

The Hwy 92 LCI has a higher percentage of small households. The LCI's median home value is higher at $615,646 than that of the City and County. The LCI has the lowest percentage of owner-occupied housing (44%).

RACE AND ETHNICITY

The Hwy 92 LCI, City, and County are racially similar.

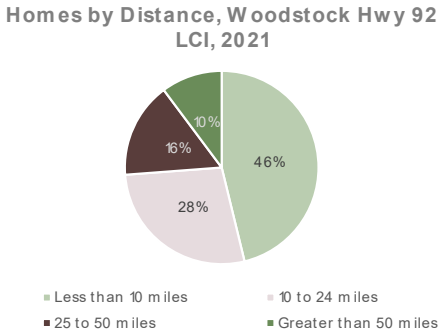
EDUCATIONAL ATTAINMENT

The Hwy 92 LCI, City, and County are similar in terms of educational attainment.

ECONOMIC ASSESSMENT

EMPLOYMENT AND WORKFORCE

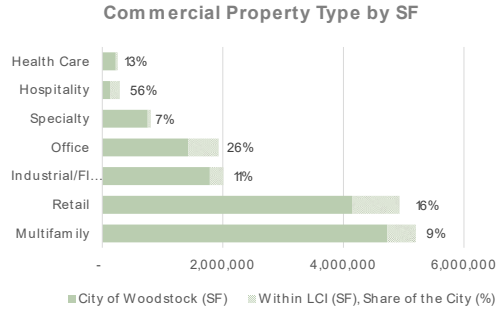
There are more workers that commute into the Woodstock Hwy 92 LCI (1,454) than there are residents of the area who are employed elsewhere (494), with extremely few people living and working in the area (4). Accommodations and Food Services represent the largest industry by employment for workers within the LCI area. Among the those employed within the LCI, many live locally.



REAL ESTATE ASSESSMENT

COMMERCIAL INVENTORY

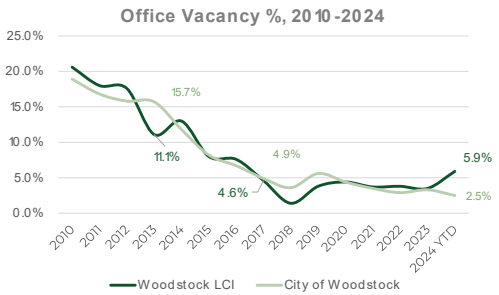
Retail space, in terms of square footage, represents over a third of the LCI's existing inventory. This is in line with the proportional makeup of retail within the City overall.



OFFICE INVENTORY

Offices comprise 22% of the Woodstock LCI's commercial space.

The Woodstock LCI Office vacancy currently sits at 5.9%.



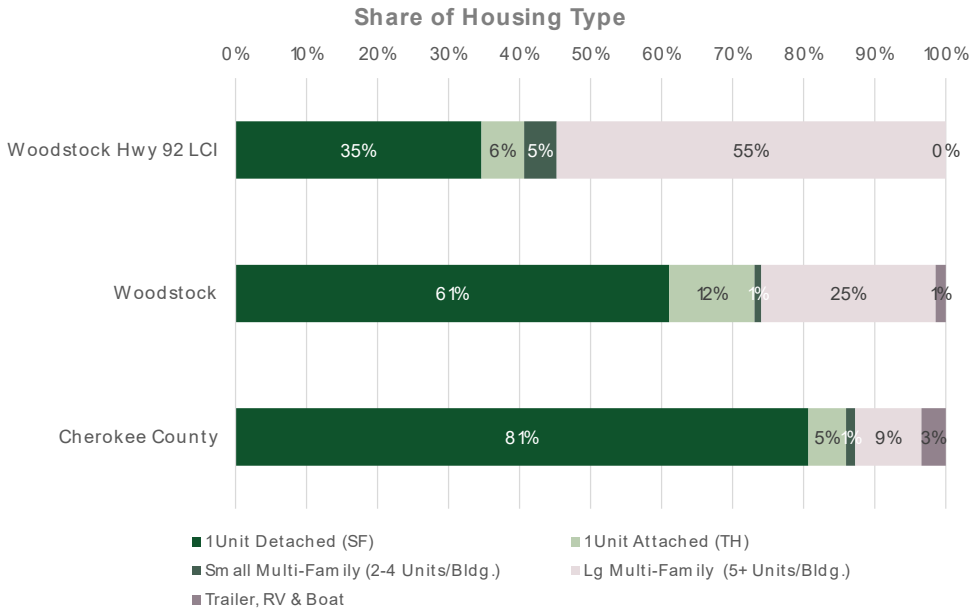
RETAIL INVENTORY

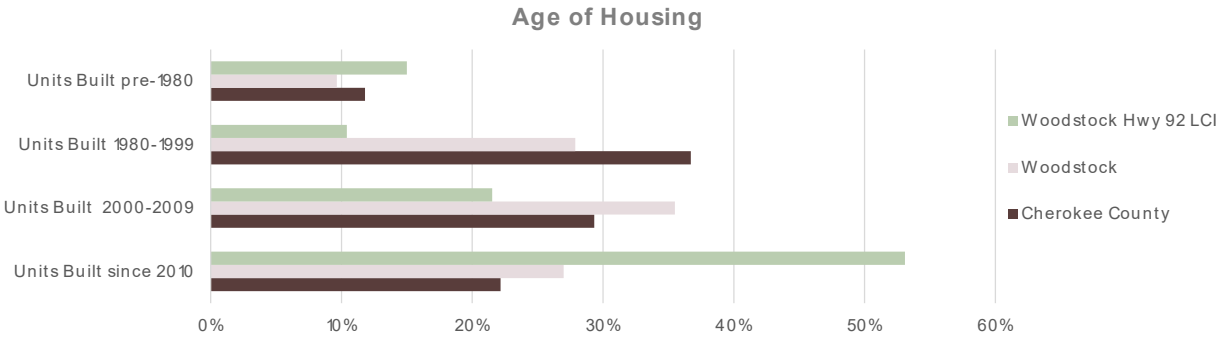
Retail comprises 35% of the Woodstock LCI's commercial space. Retail rent in the LCI currently sits at $17.67. Retail vacancy is low within the LCI and City.



RESIDENTIAL

Over half of housing units within the LCI were built since 2010. This is in contrast with the City and County overall. Within the City of Woodstock, nearly 40% of housing was built prior to 2000. Within the county, 49% of housing is more the 25 years old. There are 4 Multi-Family properties within the LCI. New, for-sale townhomes represent the only new for-sale housing delivered within the LCI in the past 7 years. Within the LCI, rental housing costs are generally affordable for those earning 100% to 80% of the Atlanta MSA median income. For-sale housing costs, on average, are not affordable for those earning less than 100% AMI.





02 Community Engagement

Community Engagement Summary

Early in the planning process, Contente Consulting established a Public Improvement Plan (PIP). This Public Involvement Plan (PIP) for Woodstock's Re-imagining Highway 92 LCI Study is designed to define the overall engagement strategy to support the planning efforts that identified development opportunities and development standards for Highway 92. Our engagement efforts sought input from a host of stakeholders including residents, business owners, Highway 92 property owners, developers/ real estate interests, visitors, City of Woodstock elected officials, city departments and community partners and agencies via multiple touch points throughout the process. A variety of engagement tools were used including:

PROJECT MANAGEMENT TEAM

The LCI process and stakeholder engagement efforts were managed by the Project Management Team (PMT) comprised of the City of Woodstock, Lord Aeck Sargent (LAS), Contente Consulting, KB Advisory Group, and the Atlanta Regional Commission (ARC). The PMT also included a local art consultant, Harmony Reid, to leverage arts and culture and help the planning team to better engage the arts community.

PUBLIC ADVISORY GROUP

The Public Advisory Group (PAG), a group of approximately 12 individual representing key community partners and organizations, assembled for a series of virtual meetings in which their individual expertise provided focused insight. This group included members from organizations such as Woodstock Arts, Woodstock Downtown Development Authority, Cherokee County Department of Transportation, and many others.

STAKEHOLDER INTERVIEWS

Key stakeholders within the corridor were invited to 30-minute online interviews. This stakeholder list included Community Leaders, Property Owners, Developers, etc.

PROPERTY AND BUSINESS OWNER ENGAGEMENT

Major property owners along the corridor were invited to property owner briefings. These virtual briefings were intended to update property owners on the overall project goals and gain insightful knowledge on current tenants and property owners' visions. In August 2024, a Business Owner Open House was hosted at Woodstock Coffee Co. This event invited local business owners to come voice their opinion on the future of the Highway 92 corridor.

PUBLIC WORKSHOPS / FORUMS

In order to hear the thoughts of local community members, a series of public engagement events were hosted throughout the process.

Public Forum #1 (August 2024): The LCI planning team joined the community at the Woodstock Arts Jazz Night, located at the Reeves House garden. Community members weighed in on a visual preference survey and provided thoughtful comments on the needs of the corridor.

Public Forum #2 (April 2025): The public was invited to provide comment son initial development scenarios at the Georgia Cities Week Towne Hall Open House in April. The design team hosted a table in the pre-meeting town hall followed by a presentation to Council.

Public Forum #3 (August 2025): This forum included a presentation to a joint session of City Council and the Planning Commission, including opportunity for public comment.

ONLINE WEBSITE

An online website was created to keep community members continually engaged in the project process. The website hosted numerous project resources such as reports, meeting updates, maps, video presentations, and project timelines. This platform also allowed community members to provide comment directly to the planning team at any time.

www.woodstockhwy92.com

ONLINE SURVEY

An online survey was released allowing community members to voice their opinion. Survey questions included how each individual uses the corridor, how often, and the strengths and weaknesses of the corridor. Specific questions were available for business owners to weigh in on current property ownership and the challenges they may be facing.



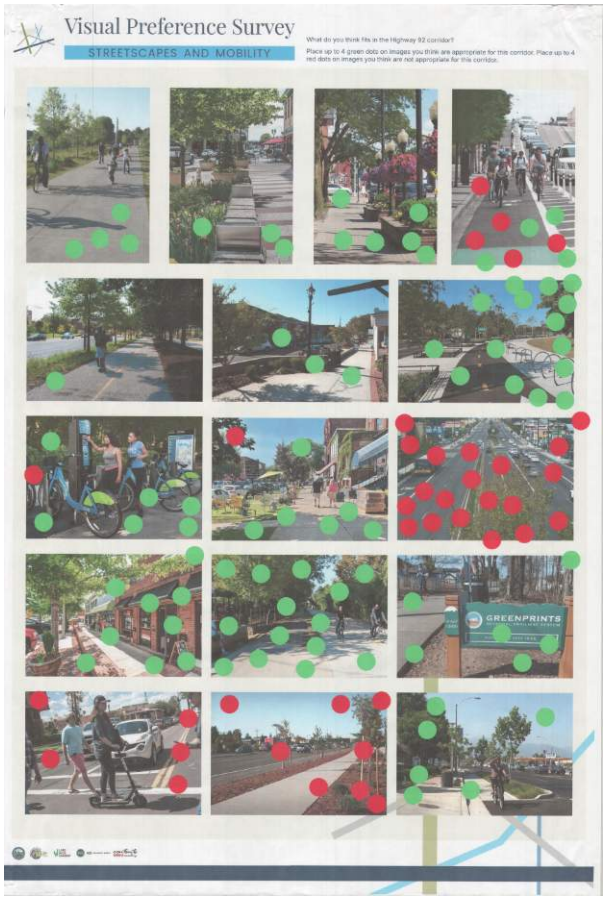
WHAT DID WE HEAR?

- ***A desire for additional greenspace / open spaces*** for social gatherings and community events
- ***A desire to expand the trail system***, both Noonday Creek and Rubes Creek and connections between the two
- ***A desire for infrastructure that supports alternative mobility***, including extension of the golf cart district, bike lanes, etc.
- ***A desire to see a more visually cohesive corridor*** that reflects the aesthetics of Downtown
- ***A desire to see improved connectivity in the study area*** including ways to move through and between destinations without having to use Highway 92

See Appendix for a complete summary of community engagement activities and results









03 Vision & Opportunity Framework

Vision

The Highway 92 district presents both significant opportunities and complex challenges. As planning efforts move forward, they must address its current car-centric, unwalkable character while leveraging the strengths of this highly developed and heavily utilized area. With its close proximity to the vibrant Downtown Woodstock, the key question becomes: how can we harness that energy and reflect the community's values to transform the Highway 92 district into a more welcoming, desirable place?

VISION STATEMENT

We're working towards an more ***integrated***, ***appealing***, and ***pedestrian-friendly*** Highway 92 district, acknowledging its role as a vital gateway to the City of Woodstock and establishing a regulatory framework to ***support desired future developments***.

The following four goals serve as a foundation for how we may achieve the Highway 92 vision:

Create a more integrated district by linking Downtown, expanding trails (Noonday and Rubes Creek), incorporating complementary uses, and adding internal circulation, all while preserving the essential vehicular flow of Highway 92

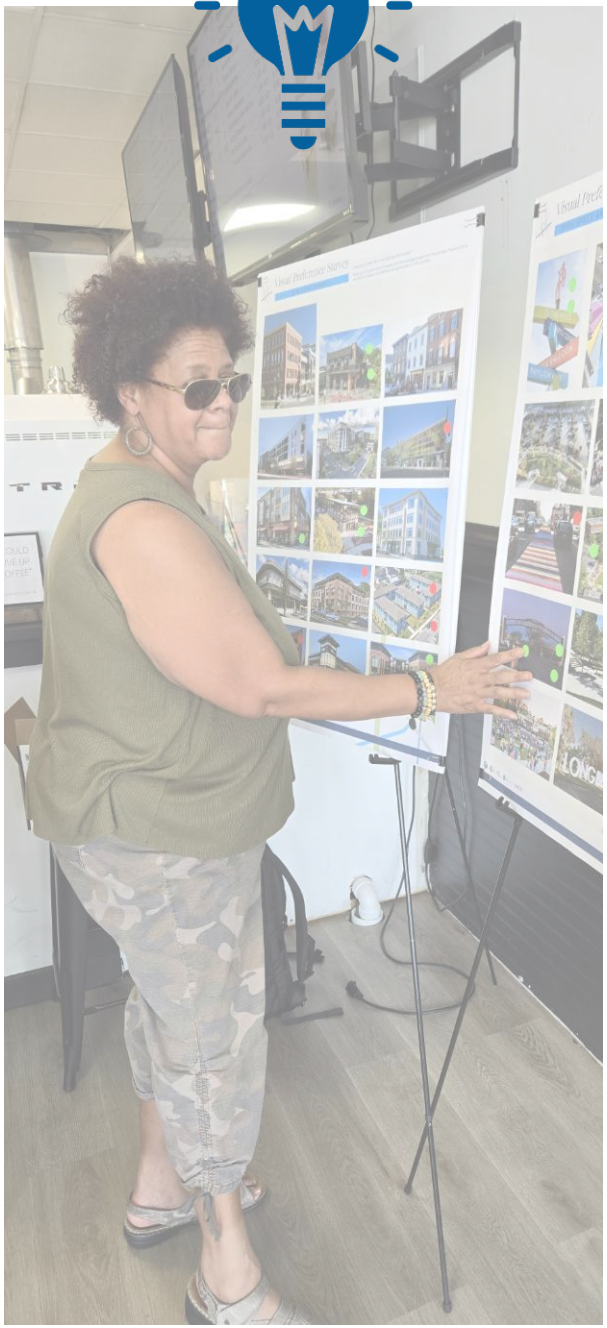
Create a more appealing district by designing around experiences rather than purely utilitarian needs, establishing public open spaces, and developing people-oriented destinations

Create a more pedestrian-friendly district through improved streetscaping, internalized forms of movement, connections to trail systems, safe crossings, and other methods to support a park-once-and-walk environment

Create expanded housing options by easing current regulatory restrictions to density and site layout in ways that encourage creative, mixed-use redevelopment

Create a regulatory framework to support desired future developments, incorporating land use, zoning, density, and housing access considerations that balance feasibility, flexibility, and creativity with the community's vision for sustainable economic growth









Opportunity Framework

Building on the existing conditions assessment and stakeholder input, the Opportunity Framework Plan outlines key opportunities for future public and private investment. It highlights sites with high redevelopment potential, future trail connections, and recommended street enhancements. This framework serves as a road map to guide more detailed development scenarios (see Section 4).

ROADWAY ENHANCEMENTS

REGIONAL CORRIDOR IMPROVEMENTS

Highway 92 and the southern portion of Main Street serve as key regional transportation corridors. While primarily vehicle-oriented and subject to GDOT regulations that may limit walkability improvements, these corridors can benefit from targeted placemaking efforts. Streetscape enhancements, public art, signage, and landscaping should be prioritized to improve aesthetics and create a more welcoming experience.

PEDESTRIAN - ORIENTED STREETS

Smaller streets branching off Highway 92 (solid blue lines) provide local access but sometimes lack walkable infrastructure. Near-term efforts should focus on adding sidewalks, streetscape elements, and stronger pedestrian connections to buildings. Over time, new walkable streets (dashed blue lines) should emerge through redevelopment and can be implemented privately or via public-private partnerships. When coordinated carefully, these streets can form a more connected, human-scaled street network across the entire district.

TRAILS & OPEN SPACE

EXISTING & FUTURE TRAILS

The Highway 92 District is anchored by an expanding trail system along Noonday and Rubes Creeks (solid green lines). These completed or planned trails offer critical north-south connectivity and support active transportation and recreation along the district's edges.

POTENTIAL TRAIL EXTENSIONS

New lateral trail connections (dashed green lines) are recommended to span the district east to west, linking the Noonday Creek Trail with Rubes Creek Trail and other key destinations. These connections could be integrated into future redevelopment efforts as well as developed on underutilized public land, further enhancing district-wide mobility and access.

POTENTIAL OPEN SPACES

As redevelopment occurs, projects should incorporate a range of accessible open spaces such as plazas, greens, and courtyards that may be privately owned but publicly usable. Over time, these open spaces can connect to form a district-wide network of green and civic spaces that enrich the public realm and improve quality of life.

REINVESTMENT OPPORTUNITIES

POTENTIAL PRIVATE REINVESTMENT

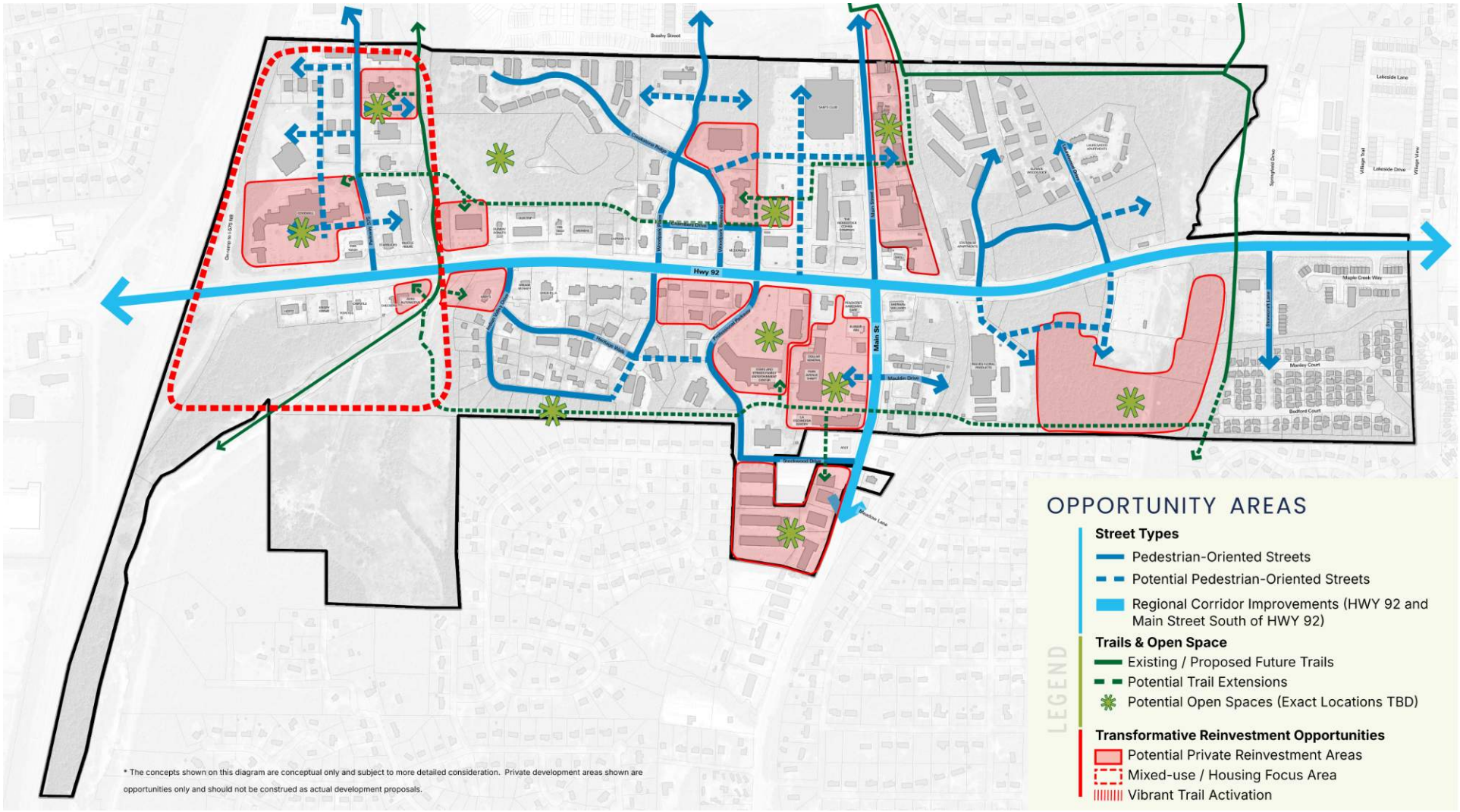
Several sites have been identified as having strong redevelopment potential based on factors such as vacancies, ownership, underutilized parking areas, and the age or condition of existing development. These locations represent opportunities for reinvestment and transformation, although their inclusion does not necessarily reflect the intentions of current property owners.

HOUSING FOCUS AREA

While many areas could support new housing, the area generally between Interstate-575 and Noonday Creek is particularly well-suited for higher-density housing or mixed-use. As Woodstock continues to face housing demand, encouraging growth in locations along major corridors - while protecting the character of surrounding low-density neighborhoods - offers a balanced strategy for accommodating future residents and increased housing choices.

VIBRANT TRAIL ACTIVATION

Noonday and Rubes Creek provide ecological and recreational assets at both ends of the district. Properties adjacent to these trails, along with potential future east-west trail connections, present strong opportunities for activation, transforming into lively, inviting public spaces that blend recreation, private development, and natural landscapes.


Hwy 92
Main St
OPPORTUNITY AREAS
LEGEND
Street Types
Pedestrian-Oriented Streets
Potential Pedestrian-Oriented Streets
Regional Corridor Improvements (HWY 92 and Main Street South of HWY 92)
Trails & Open Space
Existing / Proposed Future Trails
Potential Trail Extensions
Potential Open Spaces (Exact Locations TBD)
Transformative Reinvestment Opportunities
Potential Private Reinvestment Areas
Mixed-use / Housing Focus Area
Vibrant Trail Activation
* The concepts shown on this diagram are conceptual only and subject to more detailed consideration. Private development areas shown are opportunities only and should not be construed as actual development proposals.

04 Development Scenarios

Development Scenarios

On the pages that follow are several conceptual explorations of redevelopment scenarios on various opportunity sites within the Highway 92 LCI Study Area.

WHAT IS THE INTENT OF THESE EXPLORATIONS?

These conceptual-level case studies are intended to explore various types of redevelopment scenarios that may occur in the future based on the array of market, physical and real estate conditions in the Study Area. Each scenario explores various levels of future land uses, development typologies, physical layouts, density and massing. Each scenario is roughly evaluated on quantity/density of development achieved, their relationship to the 2021 "Town Center and Highway 92 LCI Update," and an estimate of relative economic viability. By roughly exploring potential futures in this way, various insights can be used to help create a visionary, yet realistic set of future Development Scenarios. In some cases, multiple scenarios are explored on the same site(s).



These explorations ARE....

- only what MIGHT BE, not necessarily what WILL BE.
- at a conceptual level of study only.
- in some cases, intentionally pushing boundaries, particularly densities, some of which are higher than currently allowed.
- intended to generally fit within typical real estate typologies and best practices.
- trying to look into many potential futures, not necessarily the only or most likely potential future.

These explorations ARE NOT....

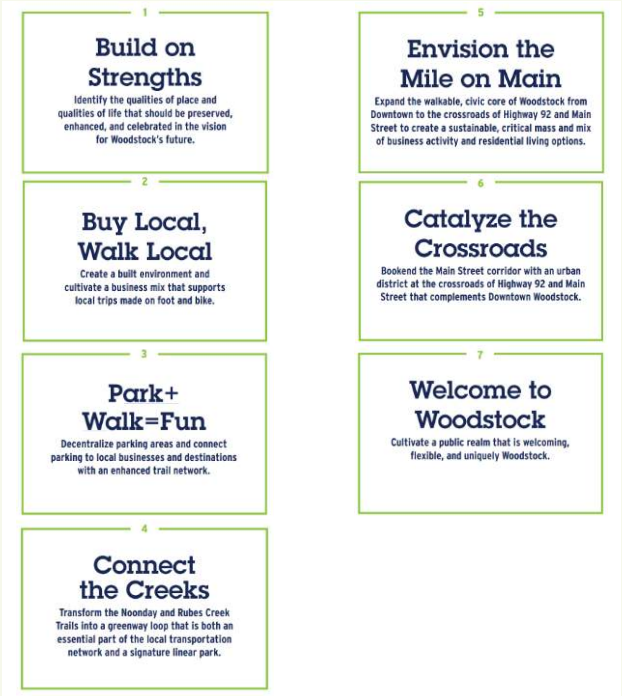
- necessarily what WILL BE, and are merely what MIGHT BE.
- at a detailed or engineered level.
- intended to convey actual development proposals by existing property owners.
- prescriptive or intended to bind any parties or dictate policy.
- done for every site in the corridor. These are just representative only.
- architectural. They are merely intended to convey generalized use, massing and density.
- all equally viable from a private real-estate perspective. Some are more likely than others.

HOW DO THESE EXPLORATIONS SUPPORT THE 2021 TOWN CENTER & HIGHWAY 92 LCI UPDATE?

To varying degrees, the scenarios on the pages that follow each support aspects of the City's 2021 LCI plan. In particular, the 2021 plan envisions SEVEN BIG IDEAS For the Future of Downtown Woodstock. Each of the Big Ideas outlined below contain several recommendations relative to Infrastructure Projects, Policy Recommendations, and Placemaking Initiatives. See completed plan for a full list of recommendations in each Big Idea area:

https://www.woodstockga.gov/your_government/departments/community_development/lci2021.php

While many of the Big Ideas relate across the board, only those most relevant are listed under individual scenarios on the pages that follow.



WHAT TYPES OF SCENARIOS WERE EXPLORED?

To reflect various redevelopment scenarios across a wide variety of parcel configurations in the Study Area, multiple prototypical redevelopment conditions were explored as follows:

Large Site – Minor Infill Redevelopment

There are several larger (i.e, over 10 acres), multi-tenant commercial centers, that if redeveloped could have a significant impact on the corridor. One scenario includes adding small-scale commercial infill development by utilizing large surface parking lots that are currently somewhat underutilized. These types of enhancements have been successful in other parts of Metro Atlanta as a means of modestly increasing rentable area/income, while simultaneously providing small place-making opportunities, including gathering areas and activity plazas.

Large Site – Major Infill Redevelopment

A more aggressive scenario on large sites includes selective demolition of existing smaller retail areas in favor of significant new commercial development. Given the high increase in leasable square footage and corresponding parking demand, this strategy typically relies on providing a strategically placed infill parking deck. Given the significant increase in commercial density enabled by increased parking supply, this scenario is ideal for adding upper-level office space.

Large Site – Full Redevelopment

The most aggressive scenario on large sites is full-scale redevelopment in which the site is completely reconceived. Scenarios such as these provide opportunities to add significant quantities of new housing in denser, urban formats, sometimes with modest amounts of associated mixed-use retail. This type of scenario seeks to fundamentally change the physical character of the site away from an auto-oriented commercial center into a walkable, urban mixed-use. Due to the costs associated with redevelopment, this type of scenario typically requires relatively high residential densities.

Small Site - Incremental District-Level Redevelopment

Many of the sites in the Study Area are smaller, "out-parcel" size lots (e.g., 1-2 acres). In general, these sites are harder to redevelop in ways that fundamentally change the character of an area, other than aesthetically. One approach is to create district-level development standards that require a different layout (e.g., creating a store-front/stoop site plan instead of reinforcing auto-oriented outparcels). In this scenario a change in character for the district is achieved over time through incremental redevelopment on individual lots. Given small lot sizes, these scenarios typically don't yield significant increases in density and therefore work best in environments where the new development format can achieve much higher values, thus incentivizing redevelopment.

Small Site – Property Assembly Redevelopment

Another way in which small lots can be redeveloped in a meaningful way is through private assembly of multiple adjacent properties. By consolidating land area, this type of scenario can sometimes create opportunities for more efficient development at a somewhat higher density and, therefore, greater economic return. However, in high performing markets, land assembly can be challenging either by driving up purchase costs or by having hold-out lots that counter the effort to create efficient development patterns.

Small Site – Amenity-Based Redevelopment

While individual small sites can be very hard to redevelop in meaningful ways other than aesthetically, in some cases an external, game-changing amenity can create opportunities. In the case of the Highway 92 corridor area, the advent of the Noonday Creek Trail creates a highly unique asset that was not present during this area's initial era of development. Initially, the corridor developed as a commercial district highly focused on automobile access and form of development. The trail, however, is a unique pedestrian and bicycle experience that connects to Downtown Woodstock and will ultimately expand all the way through the Town Center area and to Kennesaw Mountain. Redevelopment – most likely food and beverage oriented – that faces and interacts with the trail may create heretofore unrealized opportunities for increased value and revenue as well as higher density unlocked by lower parking demand (bike-ped trail access).

WHAT IS THE “RULE OF THREE” EVALUATION?

In the context of redevelopment feasibility, the "Rule of Three" serves as a quick benchmark for determining whether reinvestment in a property is financially justifiable. This rule supports that redevelopment is feasible if the post-redevelopment net operating income (NOI) is at least three times greater than the current income being generated by the property. The reasoning behind this multiplier is that redevelopment typically involves significant upfront capital and debt, including demolition, site preparation, construction, and tenant relocation, along with the temporary loss of income during the redevelopment process. Therefore, a tripling of income is considered a necessary threshold to attract investment and compensate for these risks. Three metro Atlanta case studies support this methodology, drawing from examples in Roswell, Norcross, and Sandy Springs, which achieved 3 to 5 times NOI after redevelopment.

This rule also reflects investor expectations and capital market realities. Most underutilized commercial properties, such as aging shopping centers or low-density developments, continue to operate under a “buy and hold” model, where owners collect modest but steady revenue with minimal reinvestment. These properties often remain in a stagnant state unless a substantial increase in return can be demonstrated. The Rule of Three is a conservative assessment that ensures only projects with strong income-generating potential move forward and provides a clear, quantitative test of feasibility that aligns with investor and lender priorities.

In practice, applying the Rule of Three involves detailed analysis of existing and future revenue and operational costs, comparing current inventory and potential new uses, density increases, or tenant repositioning. For example, if a property currently generates $800,000 in net revenue annually, redevelopment would need to support $2.4 million in net new income to be considered feasible. This tool simplifies initial screening of redevelopment opportunities while identifying where the public might have an opportunity to incentivize development that is not yet demonstrated within the market, therefore absorbing risk.

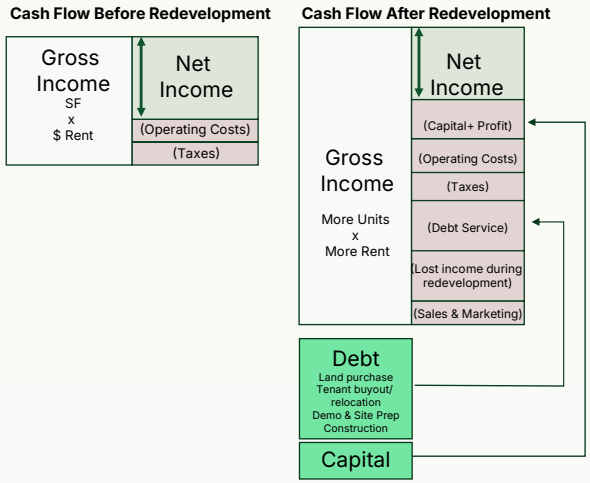
Why do aging shopping centers and apartments stay that way?

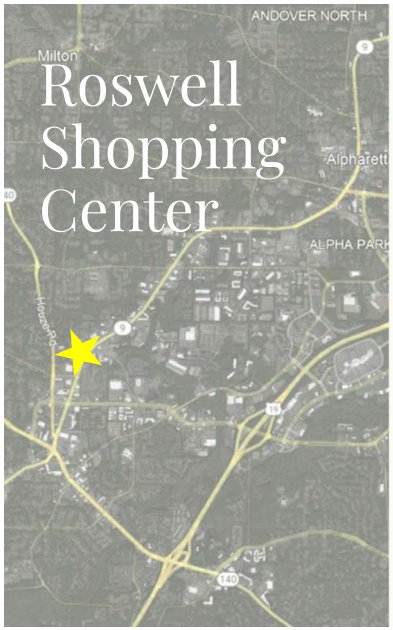
Investment goal is cash flow.
- Not redevelopment (buy and hold).
- Not public service or community building.
- Part of an investment portfolio.

Low operating costs:
- Property taxes
- Operating & management costs
- Minimal maintenance & repair
- No debt Service

Modest but steady revenue flow:
- Tenants paying rent
- Manageable vacancy rate

As long as **revenue > operating costs**, the owner is making money with low risk and low effort.







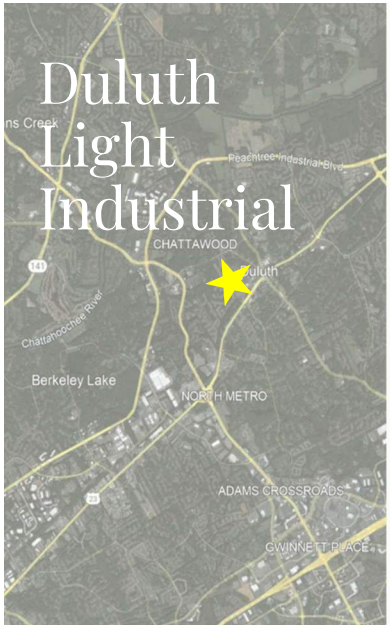
Roswell Shopping Center

SF	153,892
Rent	$ 15
Occ.	85%
Income	$ 2,308,380
Income with vacancy	$ 1,962,123.00
Operating Expenses/SF	$5
Expenses	$ 769,460
NOI	$ 1,192,663
Units per Acre	0

The Catherine

Avg SF	923
Units	300
$/SF	$ 2.08
Occ.	90%
Income	$ 6,911,424
Income with vacancy	$ 6,220,282
Operating Expenses/Unit	$ 6,415
Expenses	$ 1,924,494
NOI	$ 4,295,788
Units per Acre	33

NOI was 3.6x higher after redevelopment.









Light Distribution & Warehousing

SF	60,250
Rent	$ 10
Occ.	100%
Income	$ 602,500
Income with vacancy	$ 602,500.00
Operating Expenses/SF	$2
Expenses	$ 116,885
NOI	$ 485,615
Units per Acre	0

Everleigh Duluth

Avg SF	1034
Units	180
$/SF	$ 2.15
Occ.	85%
Income	$ 4,801,896.00
Income with vacancy	$ 4,081,611.60
Operating Expenses/Unit	$ 8,314.00
Expenses	$ 1,496,520.00
NOI	$ 2,585,091.60
Units per Acre	40

NOI was 5.3x higher after redevelopment.









North Springs Shopping Center

SF	100,859
Rent	$ 25
Occ.	90%
Income	$ 2,521,475
Income with vacancy	$ 2,269,327.50
Operating Expenses/SF	$ 4
Expenses	$ 365,110
NOI	$ 1,904,218
Units per Acre	0

Wayfern Apartments

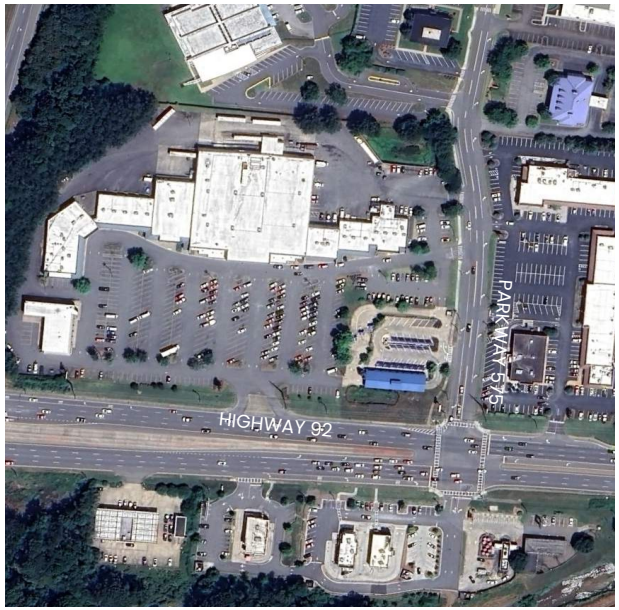
Avg SF	1,000
Units	286
$/SF	2.59
Occ.	90%
Income	$ 8,888,880
Income with vacancy	$ 7,999,992
Operating Expenses/Unit	$ 8,099
Expenses	$ 2,316,314
NOI	$ 5,683,678
Units per Acre	32

NOI expected to be 3.0x higher after redevelopment.

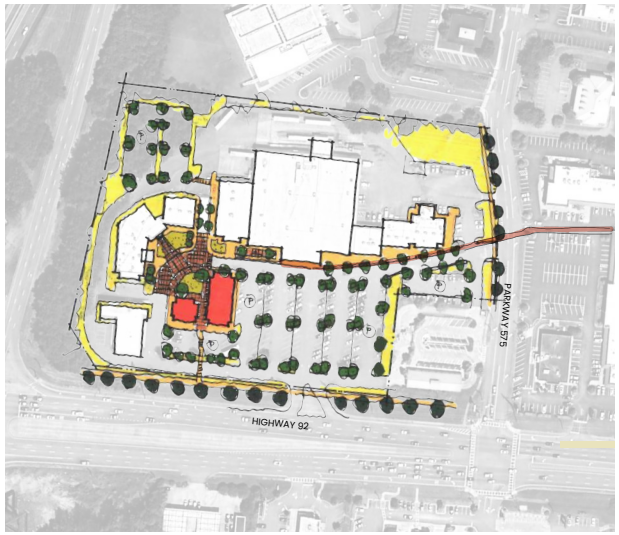
Site 1 - Woodstock Commons

SCENARIO A

EXISTING



POTENTIAL SCENARIO



*FAR = Floor Area Ratio (Ratio of Building Area to Lot Area)

EXISTING METRICS

TOTAL SITE ACRES: **10.18 Acres**

STAND-ALONE RETAIL: **+/- 5,500 Sq.Ft.**

MIXED-USE RETAIL: **N/A**

BIG BOX/ IN-LINE RETAIL: **+/- 92,000 Sq.Ft.**

MIXED-USE OFFICE: **N/A**

RESIDENTIAL: **N/A**

BUILD-OUT DENSITY:

RESIDENTIAL: **N/A**

COMMERCIAL: **0.22 FAR***

SCENARIO METRICS

TOTAL SITE ACRES: **10.18 Acres**

STAND-ALONE RETAIL: **+/- 13,000 Sq.Ft.**

MIXED-USE RETAIL: **N/A**

BIG BOX/ IN-LINE RETAIL: **+/- 91,000 Sq.Ft.**

MIXED-USE OFFICE: **N/A**

RESIDENTIAL: **N/A**

BUILD-OUT DENSITY:

RESIDENTIAL: **N/A**

COMMERCIAL: **+ / - 0.23 FAR**

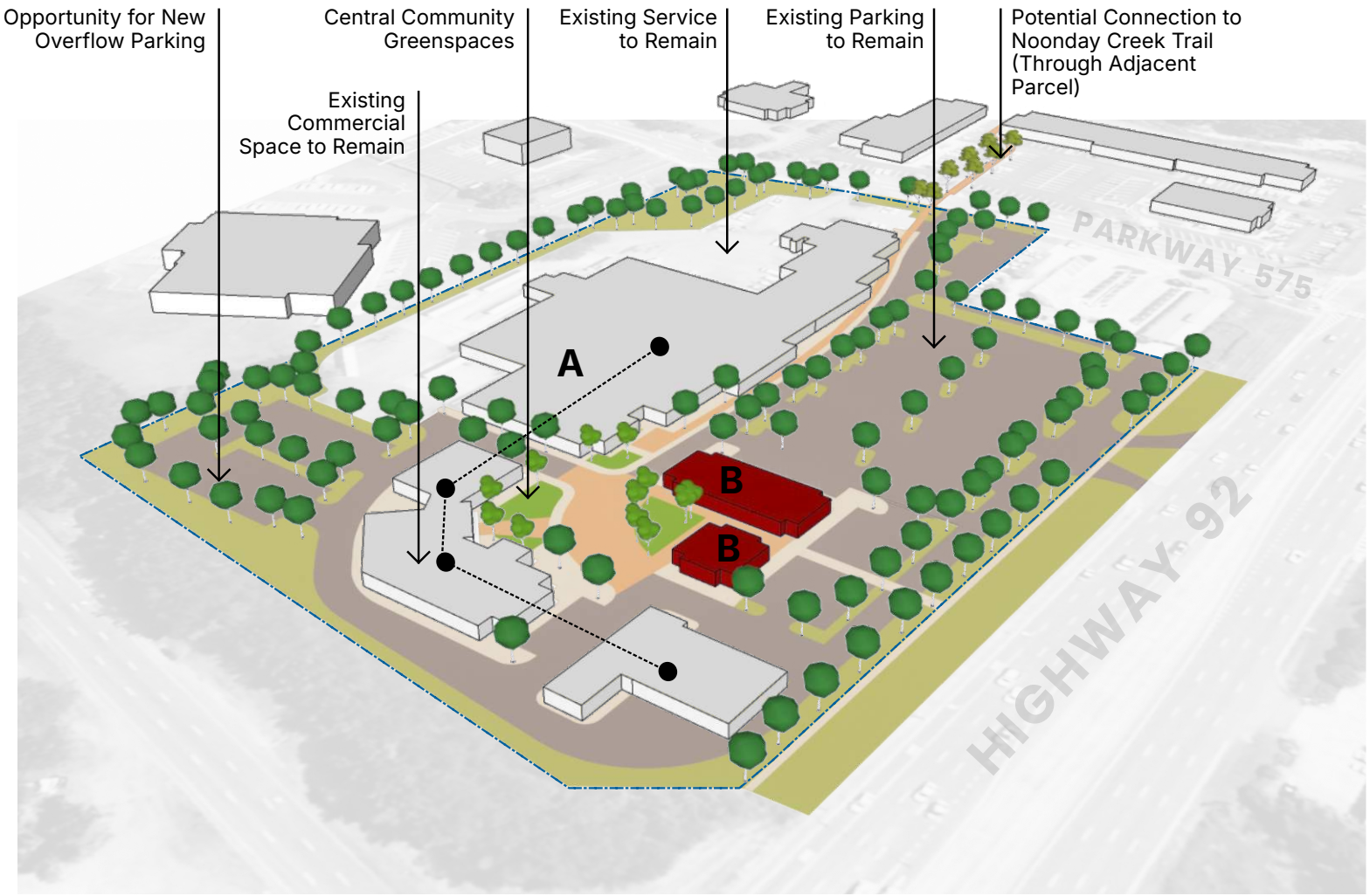
"SEVEN BIG IDEAS" APPLICATION

For full description of Seven Big Ideas and associated recommendations, see 2021 "Town Center & Highway 92 LCI Update" plan (https://www.woodstockga.gov/your_government/departments/community_development/lci2021.php).



RULE OF THREE

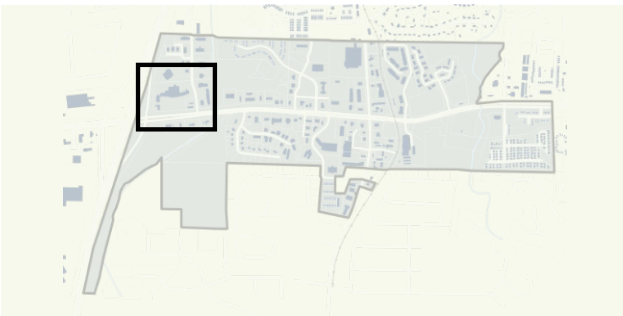
SCENARIO	FEASIBILITY	JUSTIFICATION
A	1.12x Revenue	The Rule of Three is not satisfied until future rents are 2.5x that of the existing retail rates. The ability to achieve these rents in today's market is unlikely.
B	3.2x Revenue	Additional infill office which achieves market rate rents for the City of Woodstock could support new development. This also assumes a 20% rent increase of existing retail.
C	5.5x Revenue	Considering market rent rates are achieved, both residential redevelopment scenarios exceed the Rule of Three threshold. Given that both scenarios include structured parking, higher revenues are needed to support construction costs.
D	7.4x Revenue	



REDEVELOPMENT TYPOLOGY

Large Site – Minor Infill Redevelopment

There are several larger (e.g., over 10 acres), multi-tenant commercial centers, that if redeveloped could have a significant impact on the corridor. One scenario includes adding small-scale commercial infill development by utilizing large surface parking lots that are currently somewhat underutilized. These types of enhancements have been successful in other parts of Metro Atlanta as a means of modestly increasing rentable area/income, while simultaneously providing small place-making opportunities, including gathering areas and activity plazas.



Uses

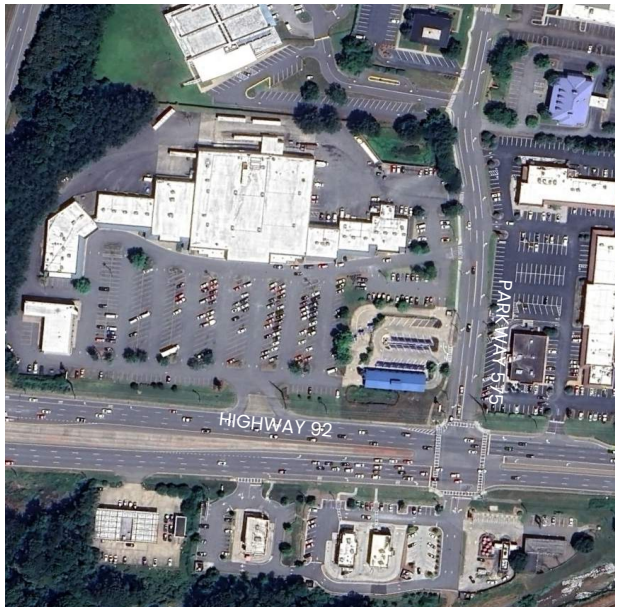
Buildings	Urban Residential	Walk-Up Residential	Townhomes	Retail	Office
A	N / A	N / A	N / A	**+/- 97,500 SQ FT**	N / A
B	N / A	N / A	N / A	**+/- 7,500 SQ FT**	N / A

*Redevelopment Scenario shown is conceptual and hypothetical for study purposes only. It is not an actual development proposal or policy recommendation.

Site 1 - Woodstock Commons

SCENARIO B

EXISTING



POTENTIAL SCENARIO



*FAR = Floor Area Ratio (Ratio of Building Area to Lot Area)

EXISTING METRICS

TOTAL SITE ACRES: **10.18 Acres**

STAND-ALONE RETAIL: **+/- 5,500 Sq.Ft.**

MIXED-USE RETAIL: **N/A**

BIG BOX/ IN-LINE RETAIL: **+/- 92,000 Sq.Ft.**

MIXED-USE OFFICE: **N/A**

RESIDENTIAL: **N/A**

BUILD-OUT DENSITY:

RESIDENTIAL: **N/A**

COMMERCIAL: **0.22 FAR***

SCENARIO METRICS

TOTAL SITE ACRES: **10.18 Acres**

STAND-ALONE RETAIL: **+/- 12,000 Sq.Ft.**

MIXED-USE RETAIL: **+/- 30,000 Sq.Ft.**

BIG BOX/ IN-LINE RETAIL: **+/- 83,500 Sq.Ft.**

MIXED-USE OFFICE: **+/- 60,0000 Sq.Ft.**

RESIDENTIAL: **N/A**

BUILD-OUT DENSITY:

RESIDENTIAL: **N/A**

COMMERCIAL: **0.40 - 0.45 FAR***

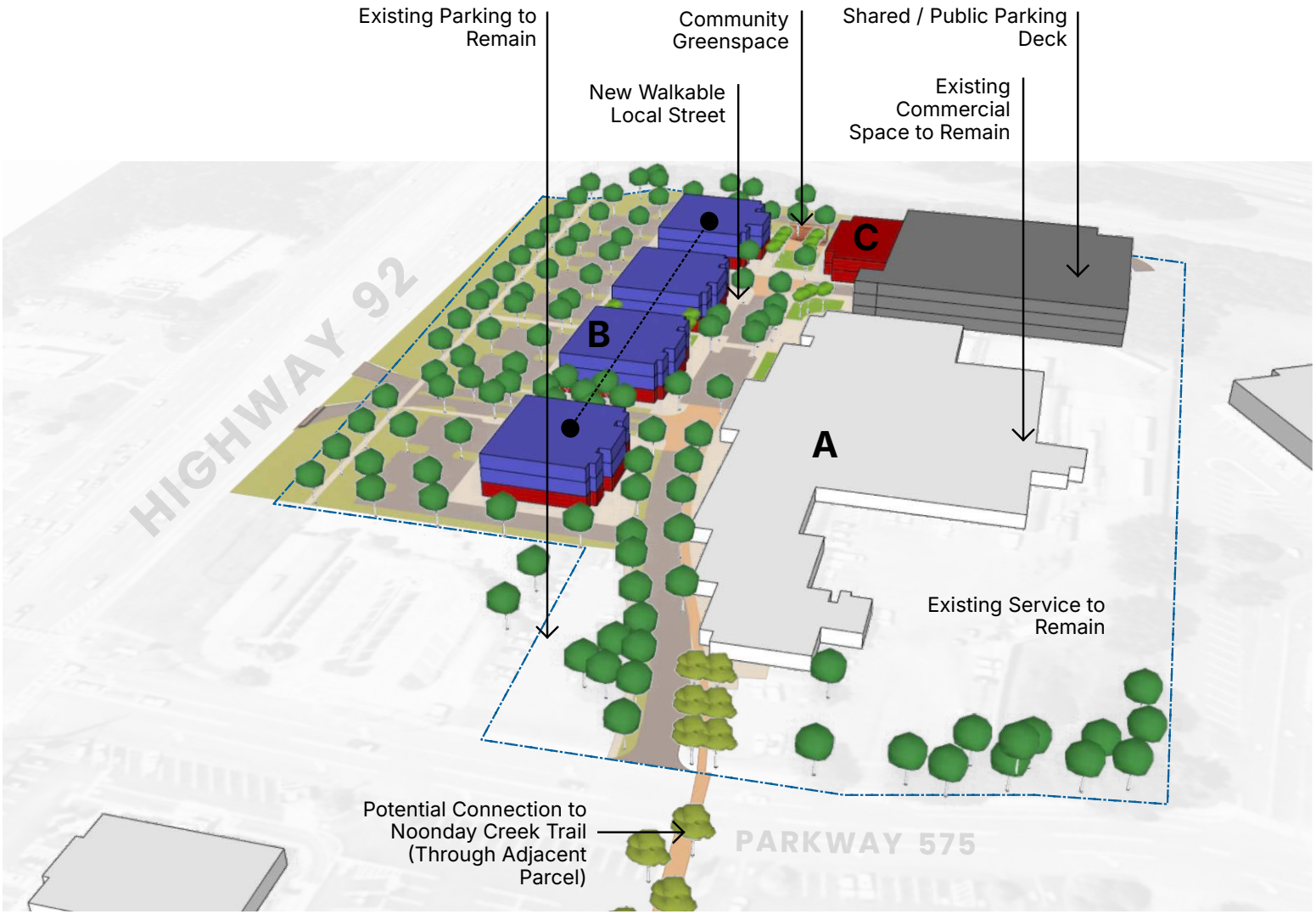
"SEVEN BIG IDEAS" APPLICATION

For full description of Seven Big Ideas and associated recommendations, see 2021 "Town Center & Highway 92 LCI Update" plan (https://www.woodstockga.gov/your_government/departments/community_development/lci2021.php).



RULE OF THREE

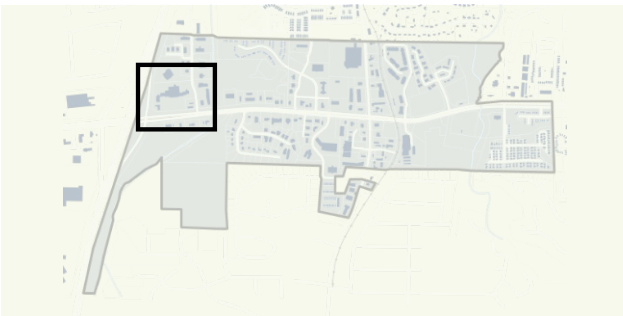
SCENARIO	FEASIBILITY	JUSTIFICATION
A	1.12x Revenue	The Rule of Three is not satisfied until future rents are 2.5x that of the existing retail rates. The ability to achieve these rents in today's market is unlikely.
B	3.2x Revenue	Additional infill office which achieves market rate rents for the City of Woodstock could support new development. This also assumes a 20% rent increase of existing retail.
C	5.5x Revenue	Considering market rent rates are achieved, both residential redevelopment scenarios exceed the Rule of Three threshold. Given that both scenarios include structured parking, higher revenues are needed to support construction costs.
D	7.4x Revenue	



REDEVELOPMENT TYPOLOGY

Large Site – Major Infill Redevelopment

A more aggressive scenario on large sites includes selective demolition of existing smaller retail areas in favor of significant new commercial development. Given the high increase in leasable square footage and corresponding parking demand, this strategy typically relies on providing a strategically placed infill parking deck. Given the significant increase in commercial density enabled by increased parking supply, this scenario is ideal for adding upper-level office space.



Uses

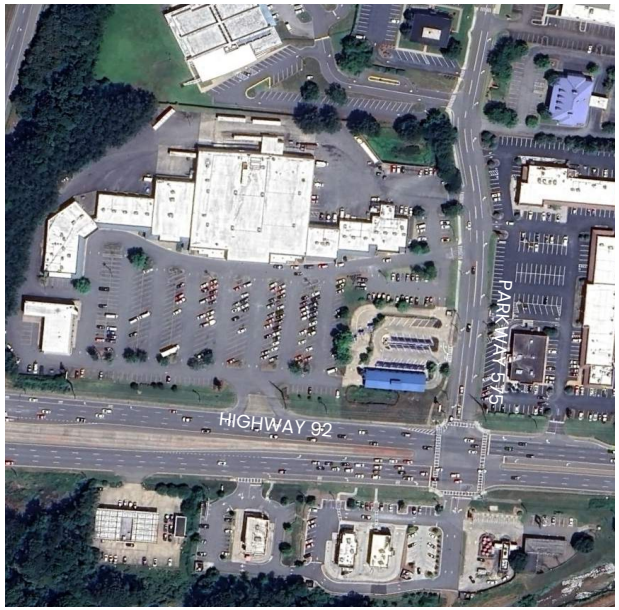
Buildings	Urban Residential	Walk-Up Residential	Townhomes	Retail	Office
A	N / A	N / A	N / A	+/- 83,500 SQ FT	N / A
B	N / A	N / A	N / A	+/- 30,00 SQ FT	+/- 60,000 SQ FT
C	N / A	N / A	N / A	+/- 12,00 SQ FT	N / A

*Redevelopment Scenario shown is conceptual and hypothetical for study purposes only. It is not an actual development proposal or policy recommendation.

Site 1 - Woodstock Commons

SCENARIO C

EXISTING



POTENTIAL SCENARIO



*FAR = Floor Area Ratio (Ratio of Building Area to Lot Area)

EXISTING METRICS

TOTAL SITE ACRES: **10.18 Acres**

STAND-ALONE RETAIL: **+/- 5,500 Sq.Ft.**

MIXED-USE RETAIL: **N/A**

BIG BOX/ IN-LINE RETAIL: **+/- 92,000 Sq.Ft.**

MIXED-USE OFFICE: **N/A**

RESIDENTIAL: **N/A**

BUILD-OUT DENSITY:

RESIDENTIAL: **N/A**

COMMERCIAL: **0.22 FAR***

SCENARIO METRICS

TOTAL SITE ACRES: **10.18 Acres**

STAND-ALONE RETAIL: **+/- 6,500 Sq.Ft.**

MIXED-USE RETAIL: **+/- 9,500 Sq.Ft.**

MIXED-USE BIG BOX: **+/- 45,000 Sq.Ft.**

MIXED-USE OFFICE: **+/- 8,000 Sq.Ft.**

RESIDENTIAL: **430 UNITS**

BUILD-OUT DENSITY:

RESIDENTIAL: **40-45 Units/Acre**

COMMERCIAL: **0.12 - 0.17 FAR***

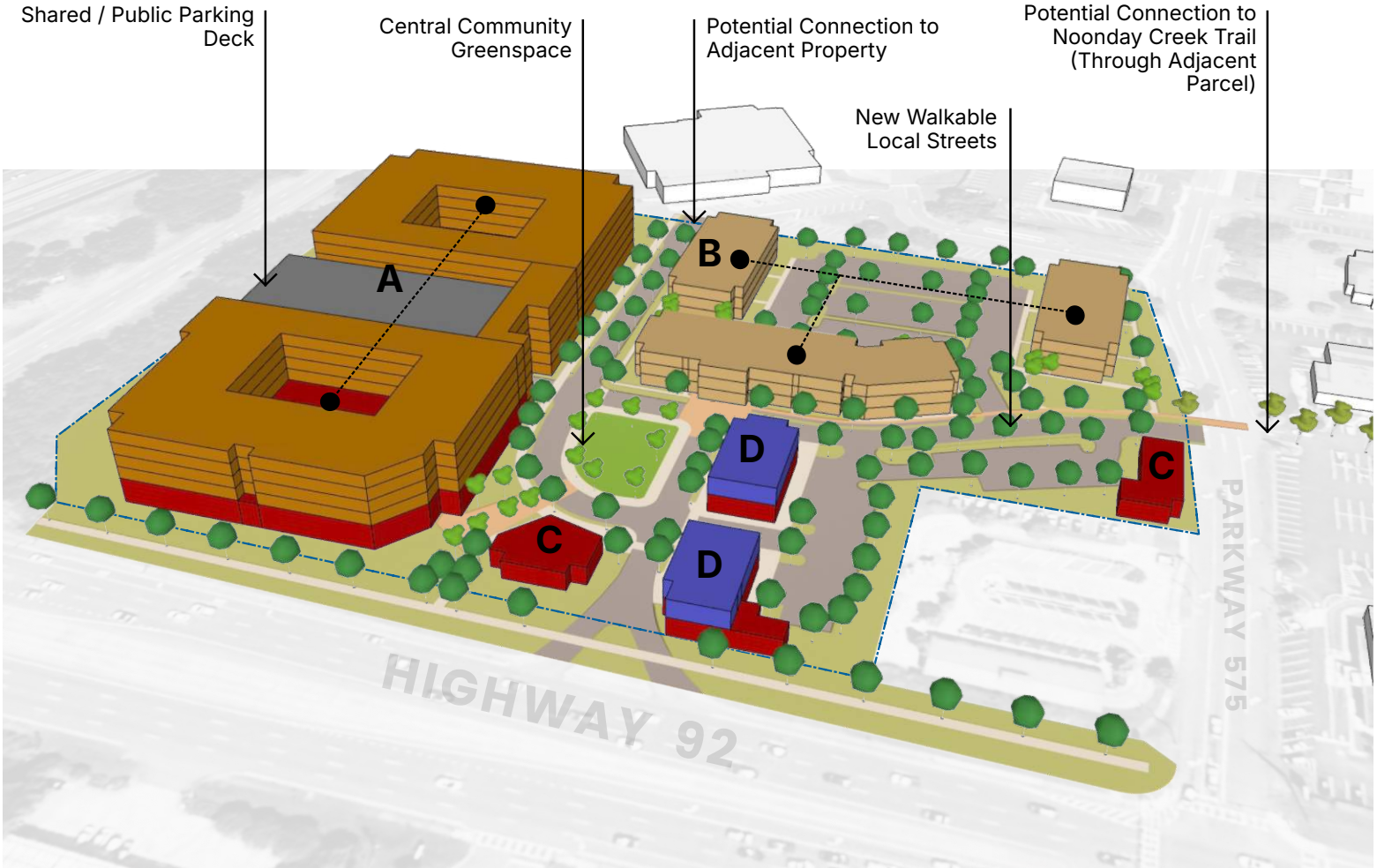
"SEVEN BIG IDEAS" APPLICATION

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RULE OF THREE

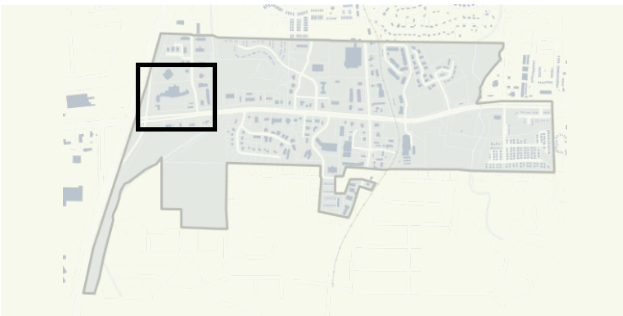
SCENARIO	FEASIBILITY	JUSTIFICATION
A	1.12x Revenue	The Rule of Three is not satisfied until future rents are 2.5x that of the existing retail rates. The ability to achieve these rents in today's market is unlikely.
B	3.2x Revenue	Additional infill office which achieves market rate rents for the City of Woodstock could support new development. This also assumes a 20% rent increase of existing retail.
C	5.5x Revenue	Considering market rent rates are achieved, both residential redevelopment scenarios exceed the Rule of Three threshold. Given that both scenarios include structured parking, higher revenues are needed to support construction costs.
D	7.4x Revenue	



REDEVELOPMENT TYPOLOGY

Large Site – Full Redevelopment

The most aggressive scenario on large sites is full-scale redevelopment in which the site is completely reconceived. Scenarios such as these provide opportunities to add significant quantities of new housing in denser, urban formats, sometimes with modest amounts of associated mixed-use retail. This type of scenario seeks to fundamentally change the physical character of the site away from an auto-oriented commercial center into a walkable, urban mixed-use neighborhood. Due to the costs associated with redevelopment, this type of scenario typically requires relatively high residential densities.



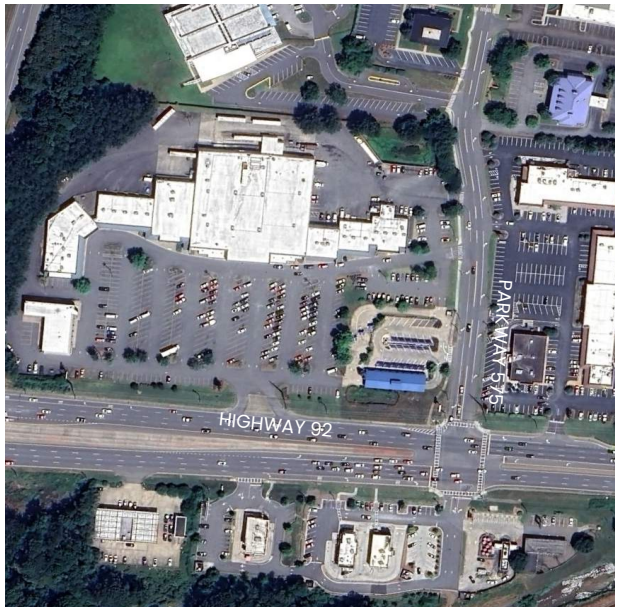
	Uses				
Buildings	Urban Residential	Walk-Up Residential	Townhomes	Retail	Office
A	+/- 340 Units	N / A	N / A	+/- 45,000 SQ FT	N / A
B	N / A	+/- 90 Units	N / A	N / A	N / A
C	N / A	N / A	N / A	+/- 6,500 SQ FT	N / A
D	N / A	N / A	N / A	+/- 9,500 SQ FT	+/- 8,000 SQ FT

*Redevelopment Scenario shown is conceptual and hypothetical for study purposes only. It is not an actual development proposal or policy recommendation.

Site 1 - Woodstock Commons

SCENARIO D

EXISTING



POTENTIAL SCENARIO



*FAR = Floor Area Ratio (Ratio of Building Area to Lot Area)

EXISTING METRICS

TOTAL SITE ACRES: **10.18 Acres**

STAND-ALONE RETAIL: **+/- ,500 Sq.Ft.**

MIXED-USE RETAIL: **N/A**

BIG BOX/ IN-LINE RETAIL: **+/- 92,000 Sq.Ft.**

MIXED-USE OFFICE: **N/A**

RESIDENTIAL: **N/A**

BUILD-OUT DENSITY:

RESIDENTIAL: **N/A**

COMMERCIAL: **0.22 FAR***

SCENARIO METRICS

TOTAL SITE ACRES: **10.18 Acres**

STAND-ALONE RETAIL: **+/- 6,500 Sq.Ft.**

MIXED-USE RETAIL: **+/- 24,500 Sq.Ft.**

BIG BOX/ IN-LINE RETAIL: **+/- 45,000 Sq.Ft.**

MIXED-USE OFFICE: **+/- 8,000 Sq.Ft.**

RESIDENTIAL: **575 UNITS**

BUILD-OUT DENSITY:

RESIDENTIAL: **55-60 Units/Acre**

COMMERCIAL: **0.15 - 0.20 FAR***

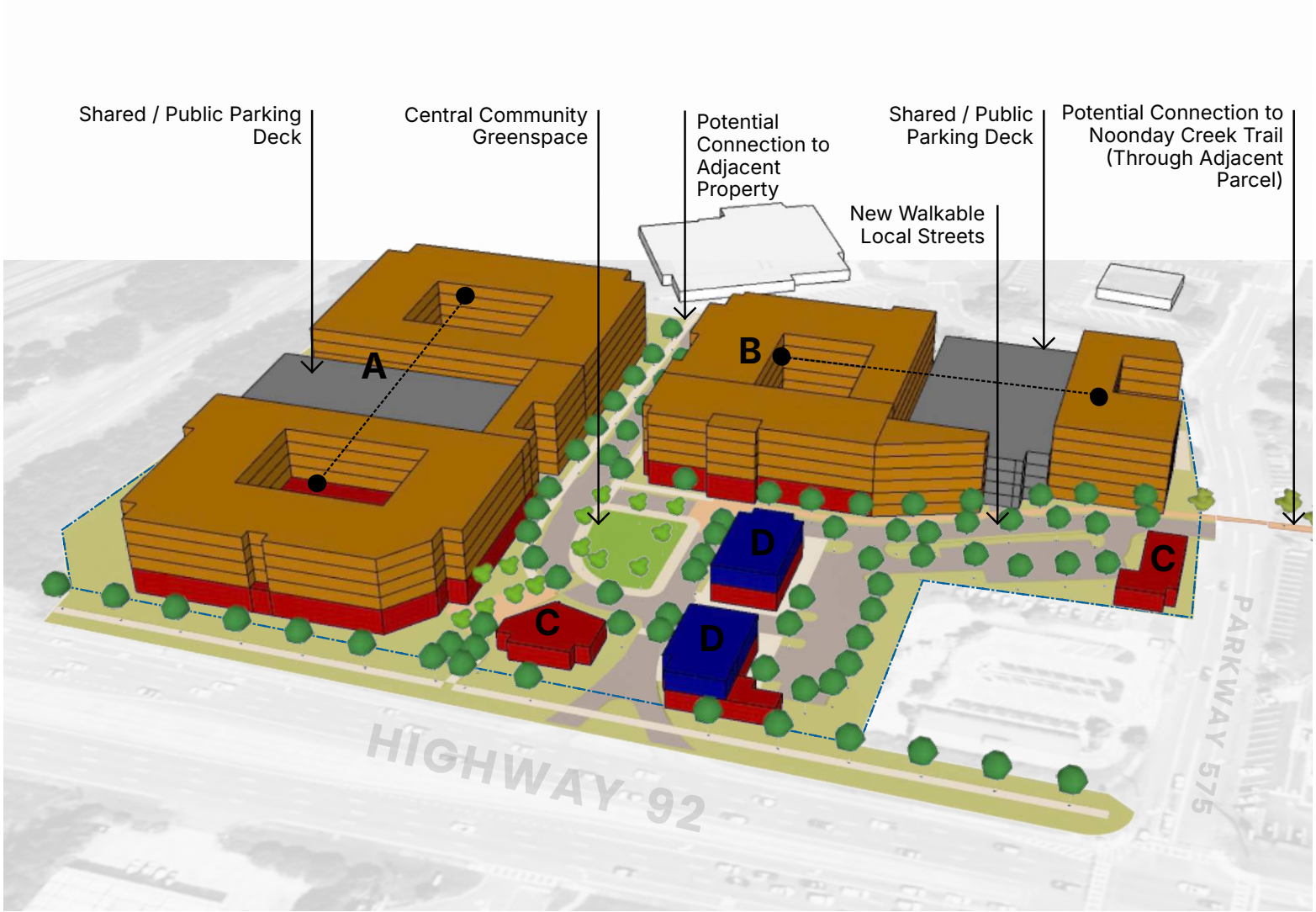
"SEVEN BIG IDEAS" APPLICATION

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RULE OF THREE

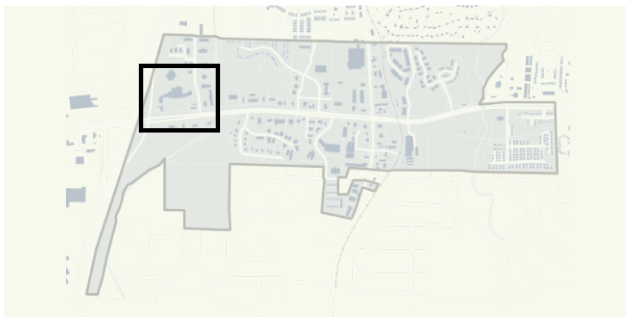
SCENARIO	FEASIBILITY	JUSTIFICATION
A	1.12x Revenue	The Rule of Three is not satisfied until future rents are 2.5x that of the existing retail rates. The ability to achieve these rents in today's market is unlikely.
B	3.2x Revenue	Additional infill office which achieves market rate rents for the City of Woodstock could support new development. This also assumes a 20% rent increase of existing retail.
C	5.5x Revenue	Considering market rent rates are achieved, both residential redevelopment scenarios exceed the Rule of Three threshold. Given that both scenarios include structured parking, higher revenues are needed to support construction costs.
D	7.4x Revenue	



REDEVELOPMENT TYPOLOGY

Large Site – Full Redevelopment

The most aggressive scenario on large sites is full-scale redevelopment in which the site is completely reconceived. Scenarios such as these provide opportunities to add significant quantities of new housing in denser, urban formats, sometimes with modest amounts of associated mixed-use retail. This type of scenario seeks to fundamentally change the physical character of the site away from an auto-oriented commercial center into a walkable, urban mixed-use. Due to the costs associated with redevelopment, this type of scenario typically requires relatively high residential densities.



	Uses				
Buildings	Urban Residential	Walk-Up Residential	Townhomes	Retail	Office
A	+/- 340 Units	N / A	N / A	+/- 45,000 SQ FT	N / A
B	+/- 235 Units	N / A	N / A	+/- 15,000 SQ FT	N / A
C	N / A	N / A	N / A	+/- 6,500 SQ FT	N / A
D	N / A	N / A	N / A	+/- 9,500 SQ FT	+/- 8,000 SQ FT

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WOODSTOCK COMMONS- RULE OF 3



WOODSTOCK COMMONS

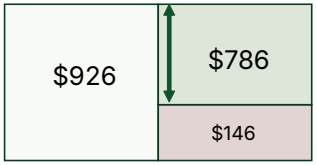
Year Built:	**1988**
Acres:	**10**
GLA (SF):	**88,939**
Effective Rent:	**$16-$22**
Vacancy:	**4.1%**
Zoning:	**GC**

Cash Flow Before Redevelopment

Gross Income
75,000 SF
x
$12.47

Net Income
(Operating Costs)
(Taxes)

Woodstock Commons Est. Cash Flow Before Redevelopment ($1,000s)



Rule of Three:

Redevelopment is feasible if capital investments yield income which is 3x greater than existing income.
$786,000 × 3 = $2,358,000

Residential Redevelopment Example

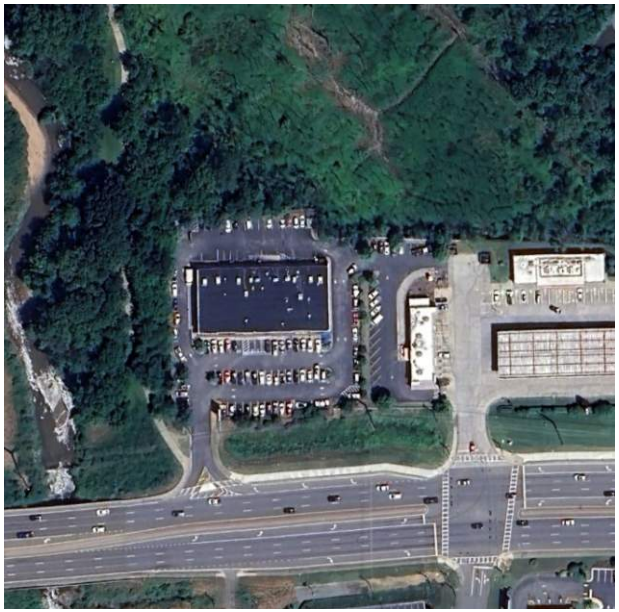
Density (per acre)	Income ($1,000s)	Operational Expenses ($1,000s)	NOI ($1,000s)	Feasible
12	$2,362	$911	$1,451	Unlikely
15	$2,953	$1,139	$1,814	Unlikely
20	$3,937	$1,518	$2,419	Strained
25	$4,921	$1,898	$3,023	Possible
40	$7,873	$3,036	$4,837	Probable

	Scenario	New Commercial	New Residential	NOI ($1,000s)	Feasible	Justification
	A	13,000	0	$1,762	1.12x Revenue	The Rule of Three is not satisfied until future rents are 2.5x that of the existing retail rates. The ability to achieve these rents in today's market is unlikely.
	B	102,000	0	$2,933	3.2x Revenue	Additional infill office which achieves market rate rents for the City of Woodstock could support new development. This assumption also assumes a 20% rent increase of existing retail.
	C	69,000	430	$5,108	5.5x Revenue	Considering market rate rents are achieved, both residential redevelopment scenarios exceed the Rule of Tree threshold. Given that both scenarios include structured parking, higher revenues are needed to support construction costs.
	D	84,000	575	$6,830	7.4x Revenue	

Site 2 - Woodstock Exchange

SCENARIO A

EXISTING



POTENTIAL SCENARIO



*FAR = Floor Area Ratio (Ratio of Building Area to Lot Area)

EXISTING METRICS

TOTAL SITE ACRES: **1.96 Acres**

STAND-ALONE RETAIL: **+/- 15,000 Sq.Ft.**

MIXED-USE RETAIL: **N/A**

BIG BOX/ IN-LINE RETAIL: **N/A**

MIXED-USE OFFICE: **N/A**

RESIDENTIAL: **N/A**

BUILD-OUT DENSITY:

RESIDENTIAL: **N/A**

COMMERCIAL: **0.17 FAR***

SCENARIO METRICS

TOTAL SITE ACRES: **1.96 Acres**

STAND-ALONE RETAIL: **+/- 21,000 Sq.Ft.**

MIXED-USE RETAIL: **N/A**

BIG BOX/ IN-LINE RETAIL: **N/A**

MIXED-USE OFFICE: **N/A**

RESIDENTIAL: **N/A**

BUILD-OUT DENSITY:

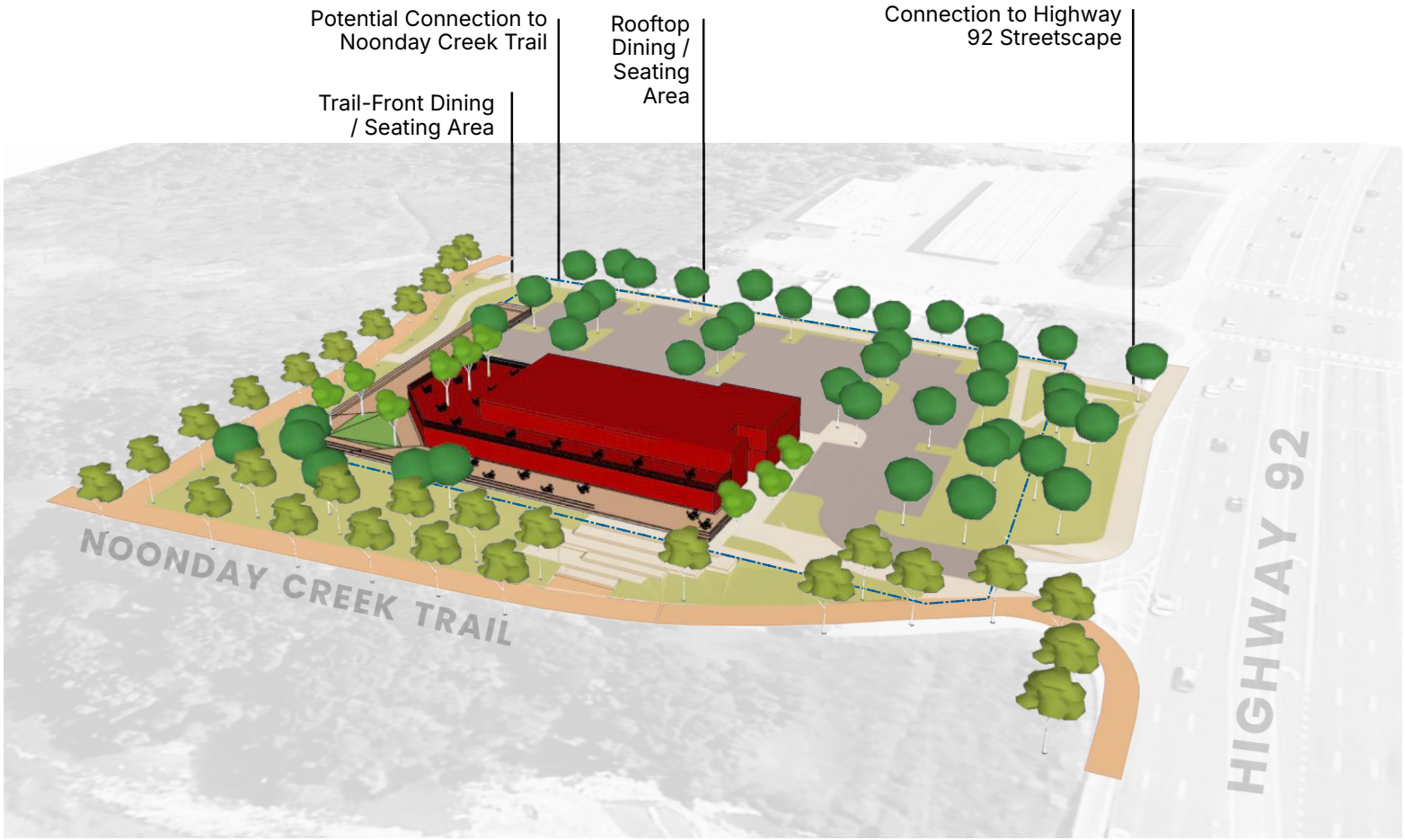
RESIDENTIAL: **N/A**

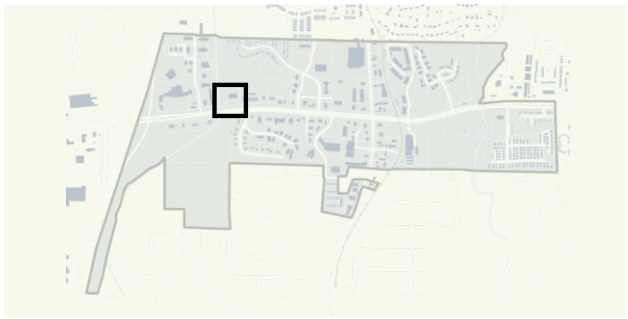
COMMERCIAL: **0.20 - 0.25 FAR***

"SEVEN BIG IDEAS" APPLICATION

For full description of Seven Big Ideas and associated recommendations, see 2021 "Town Center & Highway 92 LCI Update" plan (https://www.woodstockga.gov/your_government/departments/community_development/lci2021.php).







Buildings	Uses				
	Urban Residential	Walk-Up Residential	Townhomes	Retail	Office
A	N / A	N / A	N / A	**+/- 21,000 SQ FT***	N / A

REDEVELOPMENT TYPOLOGY

Small Site – Amenity-Based Redevelopment

While individual small sites can be very hard to redevelop in meaningful ways other than aesthetically, in some cases an external, game-changing amenity can create opportunities. In the case of the Highway 92 corridor area, the advent of the Noonday Creek Trail creates a highly unique asset that was not present during this area's initial era of development. Initially, the corridor developed as a commercial district highly focused on automobile access and form of development. The trail, however, is a unique pedestrian and bicycle experience that connects to Downtown Woodstock and will ultimately expand all the way through the Town Center area and to Kennesaw Mountain. Redevelopment – mostly likely food and beverage oriented – that faces and interacts with the trail may create heretofore unrealized opportunities for increased value and revenue as well as higher density unlocked by lower parking demand (bike-ped trail access).

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WOODSTOCK EXCHANGE- RULE OF 3









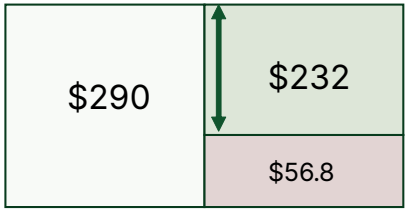
WOODSTOCK EXCHANGE	
Year Built:	2003
Acres:	1.09
GLA (SF):	14,918
Effective Rent:	$18-$25
Vacancy:	0%
Zoning:	GC

Cash Flow Before Redevelopment

Gross Income
15,000 SF
x
$20

Net Income
(Operating Costs)
(Taxes)

Woodstock Exchange Est. Cash Flow Before Redevelopment ($1,000s)



Rule of Three:

Redevelopment is feasible if capital investments yield income which is 3x greater than existing income.

$232,000 × 3 = $695,0000

Retail Redevelopment Example

Rental Retail Rates	Income ($1,000s)	Operational Expenses ($1,000s)	NOI ($1,000s)	Feasible
$24	$504	$82	$422	
$28	$588	$82	$506	
$32	$672	$82	$590	
$36	$756	$82	$674	
$40	$840	$82	$758	

Site 3 - The Mile on Main

SCENARIO A

EXISTING



POTENTIAL SCENARIO



EXISTING METRICS

TOTAL DISTRICT ACRES: **9.71 Acres**

STAND-ALONE COMMERCIAL: **+/- 90,000 Sq.Ft.**

RESIDENTIAL: **N/A**

BUILD-OUT DENSITY:

RESIDENTIAL: **N/A**

COMMERCIAL: **0.21 FAR***

SCENARIO METRICS

TOTAL SITE ACRES: **9.71 Acres**

STAND-ALONE RETAIL: **+/- 3,000 Sq.Ft.**

MIXED-USE RETAIL: **+/- 34,000 Sq.Ft.**

MIXED-USE OFFICE: **+/- 50,500 Sq.Ft.**

RESIDENTIAL: **86 UNITS**

BUILD-OUT DENSITY:

RESIDENTIAL: **8-12 Units/Acre**

COMMERCIAL: **0.20-0.25 FAR***

*FAR = Floor Area Ratio (Ratio of Building Area to Lot Area)

"SEVEN BIG IDEAS" APPLICATION

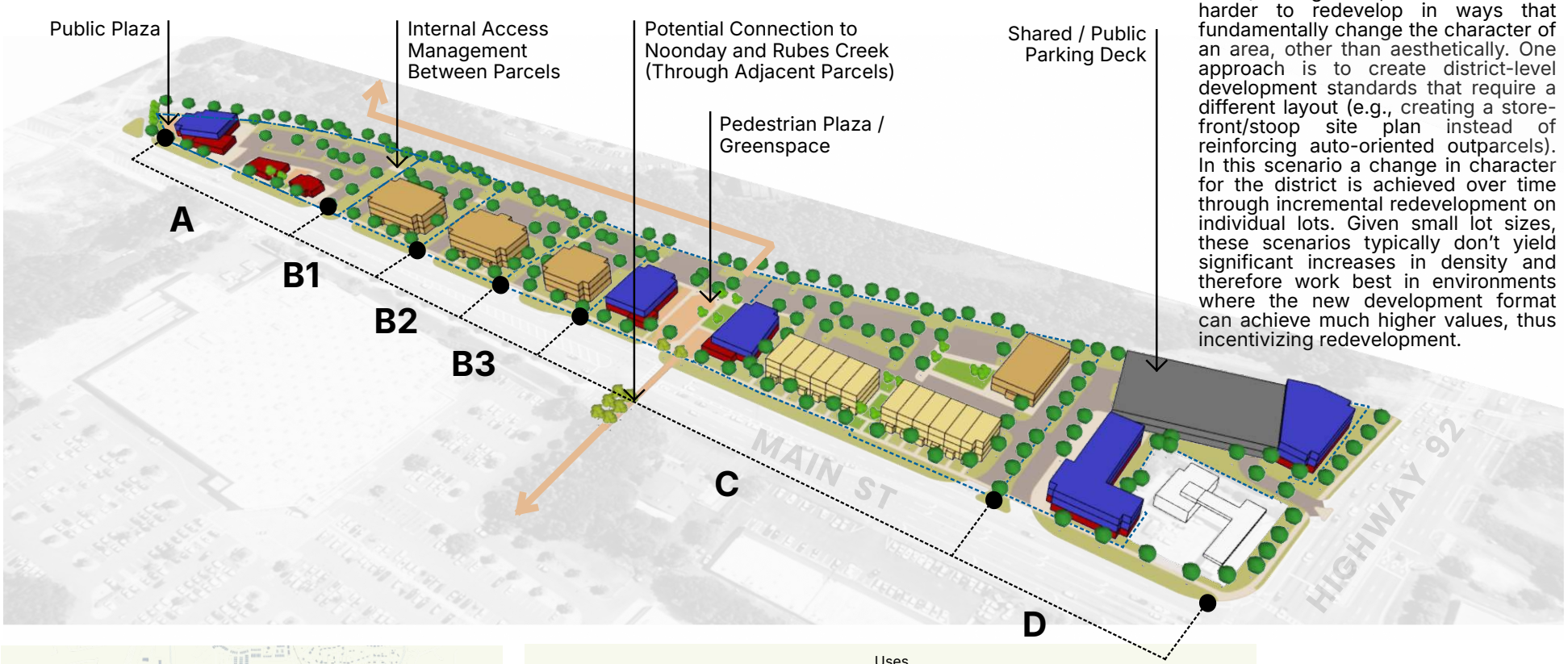
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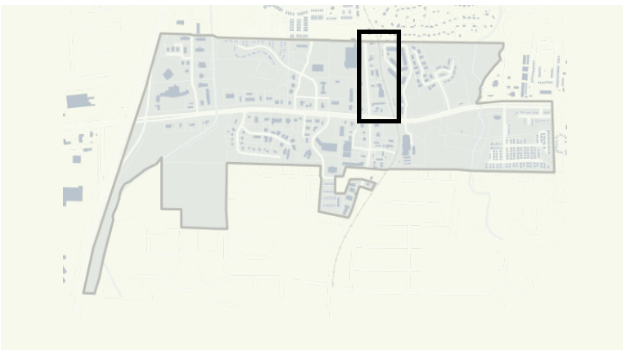


REDEVELOPMENT TYPOLOGY

Small Site - Incremental District-Level Redevelopment

Many of the sites in the Study Area are smaller, "out-parcel" size lots (e.g., 1-2 acres). In general, these sites are harder to redevelop in ways that fundamentally change the character of an area, other than aesthetically. One approach is to create district-level development standards that require a different layout (e.g., creating a store-front/stoop site plan instead of reinforcing auto-oriented outparcels). In this scenario a change in character for the district is achieved over time through incremental redevelopment on individual lots. Given small lot sizes, these scenarios typically don't yield significant increases in density and therefore work best in environments where the new development format can achieve much higher values, thus incentivizing redevelopment.





Sites	Uses				
	Urban Residential	Walk-Up Residential	Townhomes	Retail	Office
A	N / A	N / A	N / A	+/- 9,000 SQ FT	+/- 4,500 SQ FT
B1	N / A	+/- 21 UNITS	N / A	N / A	N / A
B2	N / A	+/- 21 UNITS	N / A	N / A	N / A
B3	N / A	+/- 12 UNITS	N / A	N / A	N / A
C	N / A	+/- 20 UNITS	+/- 12 UNITS	+/- 10,000 SQ FT	+/- 10,000 SQ FT
D	N / A	N / A	N / A	+/- 18,000 SQ FT	+/- 36,000 SQ FT

*Redevelopment Scenario shown is conceptual and hypothetical for study purposes only. It is not an actual development proposal or policy recommendation.

Site 3 - The Mile on Main

SCENARIO B

EXISTING



POTENTIAL SCENARIO



EXISTING METRICS

TOTAL DISTRICT ACRES: **9.71 Acres**

STAND-ALONE COMMERCIAL: **+/- 90,000 Sq.Ft.**

RESIDENTIAL: **N/A**

BUILD-OUT DENSITY:

RESIDENTIAL: **N/A**

COMMERCIAL: **0.21 FAR***

SCENARIO METRICS

TOTAL SITE ACRES: **9.71 Acres**

STAND-ALONE RETAIL: **+/- 10,000 Sq.Ft.**

MIXED-USE RETAIL: **+/- 28,000 Sq.Ft.**

MIXED-USE OFFICE: **+/- 46,000 Sq.Ft.**

RESIDENTIAL: **122 UNITS**

BUILD-OUT DENSITY:

RESIDENTIAL: **10-15 Units/Acre**

COMMERCIAL: **0.18 - 0.22 FAR***

*FAR = Floor Area Ratio (Ratio of Building Area to Lot Area)

"SEVEN BIG IDEAS" APPLICATION

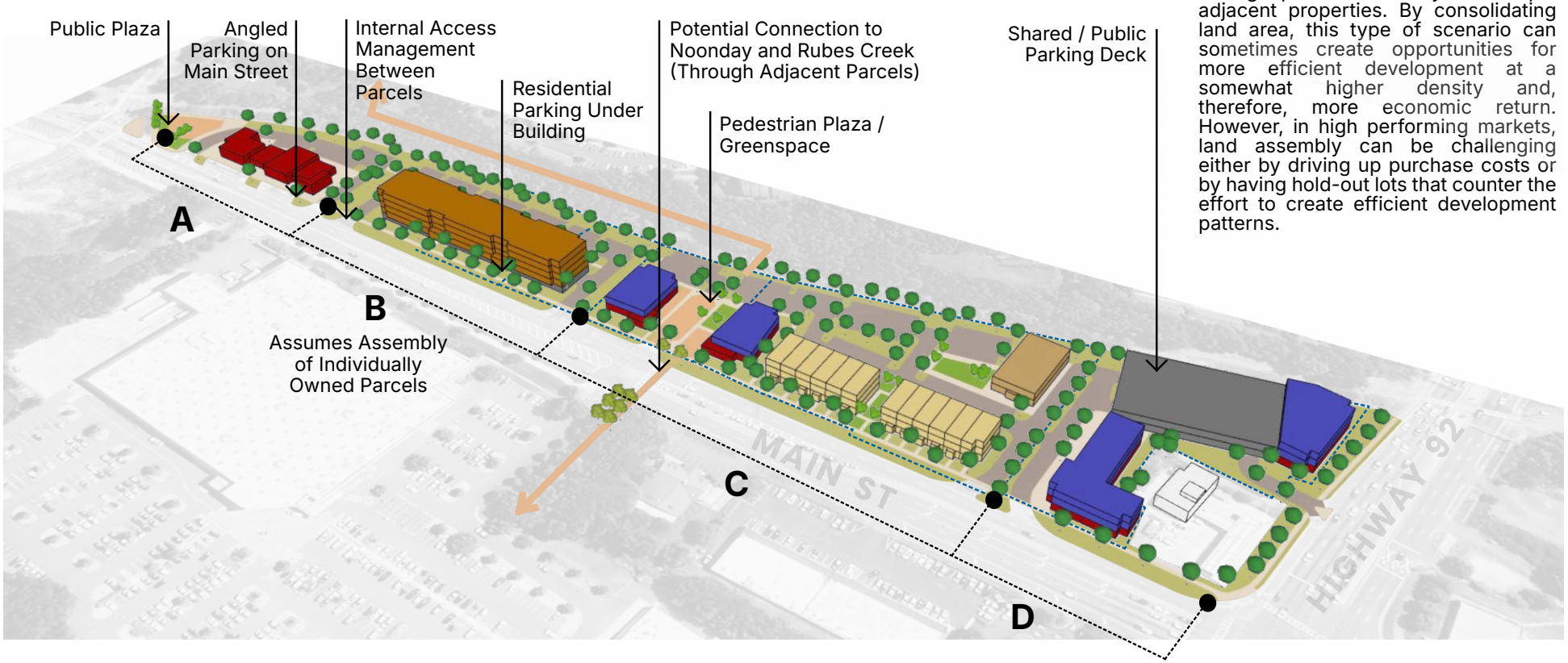
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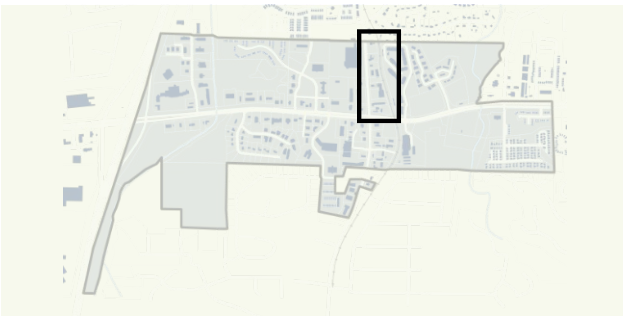


REDEVELOPMENT TYPOLOGY

Small Site – Property Assembly Redevelopment

Another way in which small lots can be redeveloped in a meaningful way is through private assembly of multiple adjacent properties. By consolidating land area, this type of scenario can sometimes create opportunities for more efficient development at a somewhat higher density and, therefore, more economic return. However, in high performing markets, land assembly can be challenging either by driving up purchase costs or by having hold-out lots that counter the effort to create efficient development patterns.





Uses

Sites	Urban Residential	Walk-Up Residential	Townhomes	Retail	Office
A	N / A	N / A	N / A	+/- 10,000 SQ FT	N / A
B	+/- 90 UNITS	N / A	N / A	N / A	N / A
C	N / A	+/- 20 UNITS	+/- 12 UNITS	+/- 10,000 SQ FT	+/- 10,000 SQ FT
D	N / A	N / A	N / A	+/- 18,000 SQ FT	+/- 36,000 SQ FT

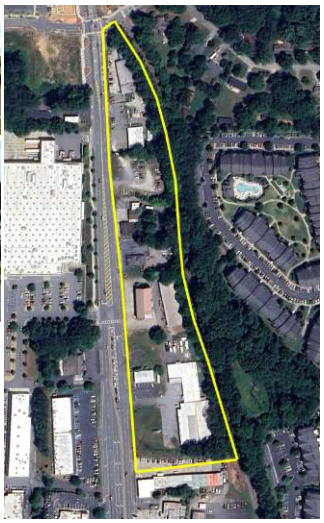
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THE MILE ON MAIN- RULE OF 3









MILE ON MAIN

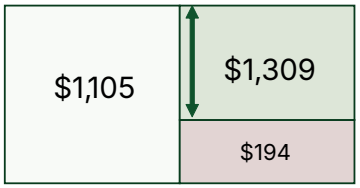
Year Built:	**1968 -1990**
Acres:	**9.71**
GLA (SF):	**103,231**
Effective Rent:	**$10-$17**
Vacancy:	**0%**
Zoning:	**GC**

Cash Flow Before Redevelopment

Gross Income
15,000 SF
x
$20

Net Income
(Operating Costs)
(Taxes)

Mile on Main Est. Cash Flow Before Redevelopment ($1,000s)



Rule of Three:

Redevelopment is feasible if capital investments yield income which is 3x greater than existing income.

$1,105,000 × 3 = $3,316,0000

	Scenario	New Commercial	New Residential	NOI ($1,000s)	Feasible	Justification
	A	87,500	86	$3,395	3.07x Revenue	In order to achieve 3x existing revenue, considering all properties within the area, future rents would need to achieve $30/SF.
	B	84,000	122	$3,486	3.15x Revenue	Greater residential density allows for the Rule of three to be met at slightly lower rates than Scenario A, even with less commercial space. Scenario B is feasible with future rents averaging $27/SF.

WHAT IS THE BOTTOM LINE?

RESIDENTIAL DENSITY

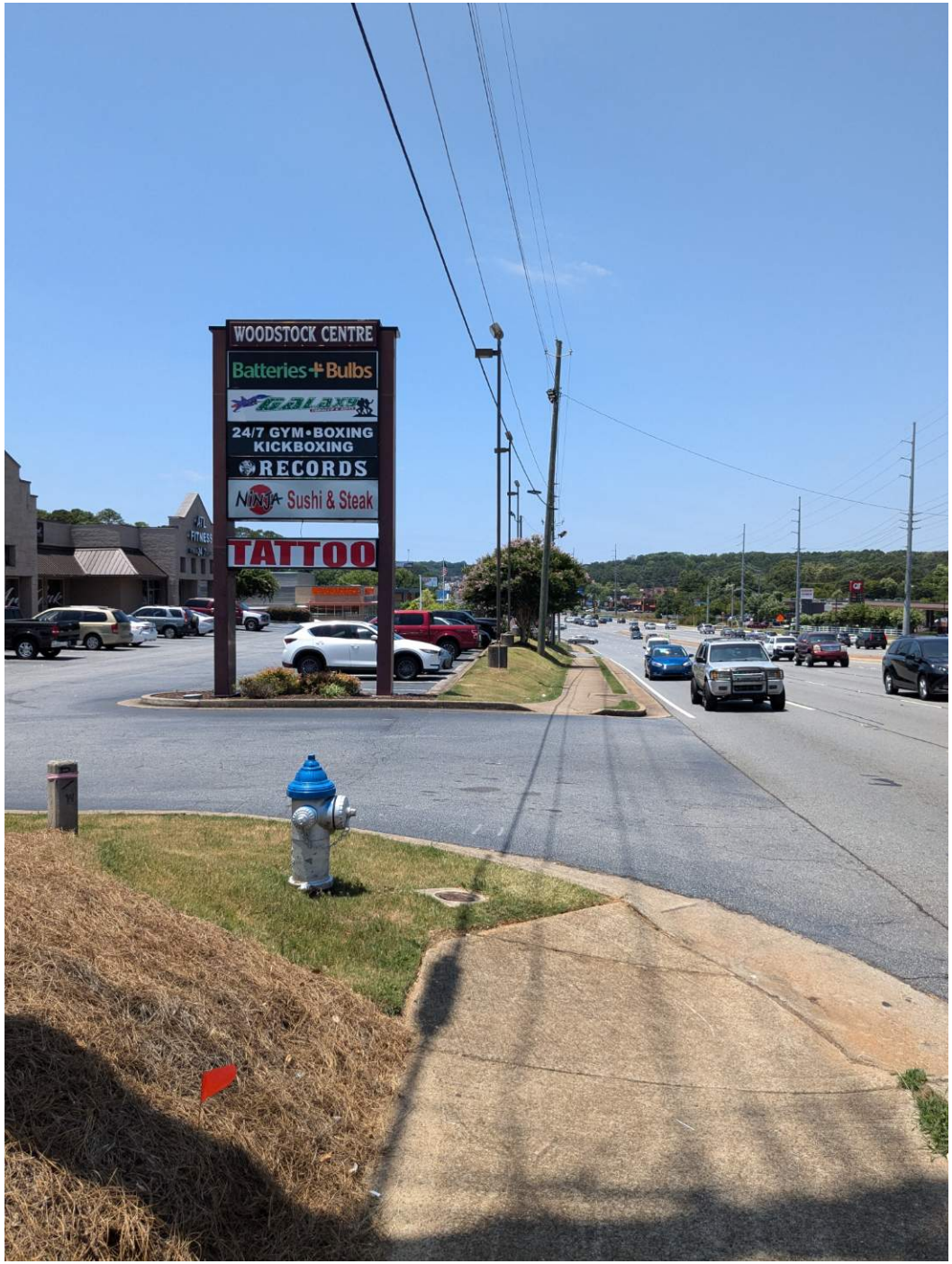
- The current maximum density of 12 units/acre does not support commercial to residential redevelopment along the corridor.
- Though each site will differ in terms of land costs, developability, and assemblage – a density of 25 to 40 units/acre is likely needed to justify residential redevelopment.

RETAIL RENTAL RATES

- Achieving higher retail rates will require both new or renovated commercial spaces as well as re-positioning of retail centers.
- While vacancy within the corridor is low today, increased rents could cause some displacement, particularly of small or legacy businesses.

DEVELOPMENT GUIDELINES

- There is no "one size fits all" approach to guiding new development.
- Different sites require different design solutions to reflect physical and economic realities.
- Consider establishing a new "Planned Development" approach to guide development rather than updating exiting Development Standards (see recommendations in Sections 5 and 6).



05 Regulatory Framework

Planned Development - Mixed-Use Regulatory Framework (PD-MU)

The original primary goal of this study was to update the City's current Downtown District Standards (Zoning Code Chapter VII, Article VII) as they relate to properties within the Highway 92 Corridor Study Area. The overarching objective was to establish standards that are more flexible, user-friendly, and better aligned with the physical conditions in the Study Area, while still being compatible with Downtown.

As demonstrated earlier in this report, the planning and design team explored a variety of hypothetical development scenarios across multiple project types, property sizes, mix of uses, densities, building configurations, and economic realities. These analyses revealed that sites within the corridor could be redeveloped in numerous realistic ways that achieve equally strong urban design outcomes—albeit through very different approaches and configurations.

In short, there does not appear to be a "one-size-fits-all" method by which strict metric- and performance-based standards can be uniformly applied to achieve meaningful results across such diverse development contexts.

Therefore, a Planned Unit Development approach is recommended. This approach is similar to the Planned Unit Development (PUD) model used in many zoning codes nationwide, and previously in Woodstock. It typically requires approval of a site-specific plan detailing land uses, development quantities or ranges, building locations, open space allocations, and community amenities. However, unlike traditional PUDs—often focused on low-density residential subdivisions and eventually governed by HOA regulations—this new PD-MU model is intended to support mixed-use redevelopment of individual sites in accordance with broad "Design Themes" (outlined later in this report).

BENEFITS FOR THE CITY

Control

Compared to "by-right" development, PD zoning offers greater upfront control by requiring a negotiated Master Plan. The City is actively involved from the beginning of the design process rather than waiting to see what they get.

Clarity

The PD process fosters early dialogue between the City and developers/property owners, allowing the City to clearly express goals and preferences, including subjective design priorities that are difficult to codify in traditional zoning.

Flexibility

Traditional "by-right" zoning treats all code requirements equally, often necessitating cumbersome variances for minor and major deviations. The PD process allows for a more tailored, customizable approach, enabling negotiation of key design elements based on site-specific considerations and priorities.

Adaptability

The inherent flexibility of the PD model allows the City to adapt priorities over time in response to changing physical, social, or economic conditions.

Simplicity

By focusing on a limited number of key Design Themes upfront, the PD process streamlines approvals and reduces the need for multiple variances.

BENEFITS FOR DEVELOPERS

Creativity

Freed from rigid quantitative standards, developers/property owners have greater freedom to explore innovative design solutions aligned with the City's design priorities.

Practicality

Early dialogue with the City provides an opportunity to explain and address physical or economic constraints and propose alternative strategies to meet design objectives.

Efficiency

The process includes a pre-application conference with City staff, enabling developers/property owners to receive early feedback before investing heavily in project design. This helps clarify the City's expectations and reduces guesswork in interpreting the zoning code.

KEY RECOMMENDATION: *This study recommends establishing a new "Planned Development – Mixed-Use" (PD-MU) approach to zoning and design standards. This would replace most of the current Downtown District Standards as they apply to this area (or area eventually codified – see District Extents later in this section).*

Implementation Considerations

Given the shift in scope of this study from the original intent—i.e., from updating the City's existing Design Standards to proposing an entirely new zoning mechanism—additional study will be required beyond this LCI effort to refine the associated processes, implementation tools, and legal frameworks. The following considerations are intended to inform the next phase of implementation and definition of potential PD-MU processes.

KEY RECOMMENDATION: *Following the completion of this study, initiate a targeted implementation process to formally establish Planned Development–Mixed Use (PD-MU). This process should include the development of clear application and review procedures, the definition of land use, density and height requirements, and proactive engagement with affected property owners and stakeholders.*

PD-MU SUBMITTAL, REVIEW & PROCEDURES

The application, submittal, review, and approval process for Planned Development–Mixed Use (PD-MU) projects should be straightforward, adaptable, and efficient. Key considerations include:

Timeliness

To the extent feasible, the City should ensure a relatively quick turnaround for staff reviews and final approvals. This helps prevent applicant fatigue from lengthy or overly iterative processes, ultimately encouraging corridor redevelopment by minimizing administrative delays and uncertainty.

Early Engagement

Incorporate an informal Pre-Submittal Design Conference early in the process. This is strongly recommended to align expectations - particularly City priorities - before applicants invest heavily in project design. This also offers applicants the opportunity to communicate site-specific or economic constraints that affect the design. Follow-up conversations, in addition to written comments, can help clarify City feedback before formal submittal, reducing misinterpretations and delays.

Master Plan Clarity

Applicants should provide a Master Plan that identifies project elements, including buildings (existing and new structures), parking locations/counts, pedestrian and bicycle infrastructure (and connections to existing or planned networks), mix of uses, development ranges, open space areas, and other relevant features.

Design Intent

Applicants should submit information, supplemented by simple graphics as needed, demonstrating how the Master Plan meets each of the PD-MU Design Themes (outlined in Section 6 of this document). This is essential to ensure high-quality design that is in keeping with City and public expectations.

Public Transparency and Accountability

Once City staff and the applicant have reached general agreement on a Master Plan, a formal public hearing should be held to allow for community input and review. Given the initial one-on-one nature of PD-MU negotiations, this step is critical for ensuring public transparency and trust. Staff should consider preparing a companion memo (and/or provide an introductory presentation at the hearing) explaining key decisions and trade-offs made during negotiations.

Ideally, the up-front nature of one-on-one negotiations with City staff will reduce contentious issues and significantly limit the need for multiple, iterative hearings. Additionally, conditional approvals can be provided by Council that allow for minor administrative tweaks at the staff level without requiring additional Council approvals or hearings.

Public hearings can be conducted through the Planning Commission and/or City Council, as appropriate to align with existing procedures.

Administrative Flexibility

Following conditional approvals by Council, staff should be provided administrative flexibility to formally approve PD-MU applications based on minor corrections noted at the public hearing. As mentioned above, this will help mitigate the need for an exhaustive, iterative process and multiple rounds of public hearing.

After formal approval of the PD-MU Master Plan, applicants may advance to detailed design and permitting phases. Permits should be evaluated based on the approved plan, with flexibility to vary measurable development elements—such as square footage or unit count—by up to 10% (or another reasonable threshold set by City Council). City staff should be empowered to determine whether the project continues to align with the approved Design Themes as originally proposed. To maintain transparency, staff may be required to provide regular updates to the City Council and/or Planning Commission regarding minor, administratively approved modifications on a project-by-project basis.

DISTRICT EXTENTS

The Highway 92 Study Area currently includes a mix of base zoning districts, such as DT-CMU, DT-GC, DT-LR, DT-MR, and GC. To establish a more cohesive and unified development pattern, the Planned Development – Mixed-Use (PD-MU) framework proposed in this study could be applied to portions of the Study Area—or potentially to the entire Study Area. Depending on the City's desired level of proactive involvement and ease of implementation, there are two primary approaches:

1. **Incremental Implementation:**
   The PD-MU district could be created and applied only as individual properties are redeveloped. This approach is simpler to implement, less likely to generate opposition, and allows property owners to opt in voluntarily.
2. **Comprehensive Rezoning:**
   Alternatively, the City could take a proactive approach by applying PD-MU mechanisms preemptively to large areas within the Study Area at once. While this may be potentially more complex and more contentious, it offers a more unified regulatory framework and a clearer path toward achieving the long-term goals outlined in this study. If this strategy is pursued, the PD-MU designation could apply to the current DT-CMU, DT-GC and GC districts. Alternatively, a PD-MU mechanism could be extended across the entire Study Area to establish a consistent and cohesive development pattern more broadly.

ALLOWABLE LAND USES

To promote a unified, walkable character while allowing a diverse mix of uses, the land use permissions currently allowed under the DT-CMU, DT-GC and GC districts could be merged and extended across the PD-MU area. By allowing a broad mix of allowable land uses the regulation of urban form through Design Themes becomes more determinative of design character than overly restrictive use-based controls.

HOUSING DENSITY

A key objective of this study is to expand housing options within the Study Area, including the integration of "missing middle" housing where feasible. Given the limited availability of undeveloped land, achieving this will rely heavily on creative redevelopment of existing properties.

As discussed in Section 04, several hypothetical redevelopment scenarios were evaluated for specific sites in Highway 92 Study Area. This analysis incorporated property valuation, return-on-investment expectations, and a simplified economic model known as the "Rule of Three" to determine viable redevelopment thresholds.

Findings indicate that to support economically feasible redevelopment of commercial properties into residential or mixed-use developments, housing densities of **at least 25 units per acre** and in some cases, up to **40 units per acre** would be required. This is significantly higher than the current base density limit of 12 units per acre. Although current density bonuses theoretically allow up to 40 units per acre, the process for achieving those bonuses is somewhat cumbersome.

> ***KEY RECOMMENDATION:*** *To align with the economic realities of redevelopment in the Highway 92 Study Area, consideration should be given to increasing maximum housing density to at least 25 units per acre (ideally higher), while eliminating or simplifying overly complex density bonuses.*

A key justification for incentivizing higher-density housing is to concentrate new development in strategic locations with good access. This approach helps accommodate growing regional demand while protecting the character of existing lower-density neighborhoods in other parts of the city. (See Housing Focus Area in Opportunity Framework, Section 4.0)

MINIMUM RESIDENTIAL SIZE

The current zoning regulation, which prohibits residential development on sites smaller than five acres—or requires a conditional use permit—significantly limits the potential for small-scale, infill housing, including "missing middle" housing types. To encourage a more diverse and flexible housing supply, it is recommended that the minimum site size requirement be reduced to 2 acres. The proposed use of Design Themes (as detailed later in this study) can serve as an effective tool to maintain the desired quality and character of development, reducing the need for large parcel requirements.

BUILDING HEIGHTS

Building height limits currently vary significantly across the zoning districts within the Highway 92 Study Area. To promote a more cohesive and consistent development character, it is recommended that the maximum building height standards established for the Downtown Commercial Mixed-Use (DT-CMU) district be adopted for use in the Planned Development–Mixed Use (PD-MU) districts.

ARCHITECTURAL STYLE & STREET DESIGN ELEMENTS

Throughout the planning process, community stakeholders have consistently expressed a desire for architectural consistency along the Highway 92 Corridor, particularly in alignment with the character of Downtown.

While the Design Themes outlined in the following section focus on broad urban design and placemaking principles—including general massing and façade standards—many of the architectural and street furniture details from the current Downtown Design Standards, as well as those adopted by City Council in related policy documents, could be used as an informal resource (or required in part), when evaluating projects against the more conceptual

PD-MU Design Themes (as outlined later in this study). Specific relevant resources may include:

- **Street Façade Requirements** (Article VII, Section 7.729)
- **Building Façade and Materials Requirements Table**, using the requirements of the DT-CMU district. (Article VII, Section 7.729)
- **General Requirements** (Article VII, Section 7.730)
- **Downtown Design Standards Policies** as adopted periodically by City Council (CPM #700-0009)
- **Downtown District Illustrative Graphics**
- **Storefront Treatment Definition Requirements** (Article VII, Section 7.722)

Though no longer mandatory in PD-MU areas, these standards could provide informal guidance and institutional consistency—especially helpful as responsibilities transition between staff over time.

LEGAL NON-CONFORMANCE

The introduction of the new PD-MU zoning mechanism is intended to guide long-term transformation in the character and quality of development. However, it is important to emphasize - and should be clearly codified - that existing properties will not be penalized or subject to new standards for minor renovations, interior improvements, continued operation or changes of use.

These zoning changes are not intended to force immediate compliance or displace current owners. Rather, they provide a framework for future redevelopment when and if property owners choose to reinvest. Clarifying this distinction up front will help alleviate concerns and ensure that existing businesses and property owners can continue with confidence.

LEGAL REVIEW & ONGOING OVERSIGHT

The proposed PD-MU approach allows for greater flexibility and case-by-case negotiation, but this also introduces the risk of inconsistency or over-customization. Ongoing legal oversight—both at the time of regulation adoption and during project review—will be essential to ensure fair and consistent treatment of applicants and to support outcomes aligned with public expectations and community benefits.

Minor procedural or regulatory refinements may also be warranted over time to improve clarity and mitigate risk.

06 Design Themes

Design Themes

INTENT

The following Design Themes establish a guiding framework for future development along the Highway 92 Study Area, specifically for all Planned Development – Mixed Use (PD-MU) districts, once established. These themes provide the City of Woodstock with a consistent foundation for evaluating development proposals, ensuring a cohesive design character that aligns with the overall aesthetic of Downtown while being appropriately tailored to the unique context of the Highway 92 Study Area.

While these themes are intended to be applied comprehensively, they are intentionally flexible in their implementation. Rather than prescribing rigid or overly specific metrics, the guidelines are adaptable to a range of conditions, including site size, redevelopment versus infill, mix of uses, level of investment, and location. This flexibility allows applicants to respond creatively to the physical and economic realities of each project site.

These themes are designed to complement the PD-MU Framework Plan, particularly in relation to street typologies and potential future multi-use trail connections.

All applicants must submit a written narrative—accompanied by simple diagrams or images as necessary—demonstrating how their proposed development aligns with each Design Theme.

DESIGN THEMES

DESIGN THEME 1 : CONNECTIVITY

Establishes the movement network—how streets, paths, and public spaces connect across the area.

DESIGN THEME 2 : WALKABILITY

Focuses on the overall pedestrian experience across the district or site, rooted in the connected framework.

DESIGN THEME 3 : PEDESTRIAN-ORIENTED STREETS

Identifies and defines both existing and newly created internal streets that focus on walkability.

DESIGN THEME 4 : OPEN SPACE & PLACEMAKING

Defines public gathering areas, plazas, greenspaces, and the elements that make them meaningful.

DESIGN THEME 5 : STREETSCAPING & LANDSCAPING

Refines the pedestrian realm with vegetation, lighting, street furniture, and aesthetic detail.

DESIGN THEME 6 : BUILDING ORIENTATION & PLACEMENT

Ensures that buildings frame public spaces, define edges, and support designated Pedestrian-Oriented Streets.

DESIGN THEME 7 : BUILDING MASSING & ARCHITECTURAL DESIGN

Provides direction for the shape, height, articulation, and visual character of buildings.

DESIGN THEME 8 : PARKING

Addresses how parking is provided and integrated without compromising urban form or pedestrian quality.

HOW TO USE THE PD-MU FRAMEWORK PLAN

The PD-MU Framework Plan illustrated here is intended to complement the eight Design Themes presented on the following pages. At its core, the Framework Plan emphasizes the designation of Pedestrian-Oriented Streets as a key driver for shaping future development—particularly the placement and orientation of buildings.

Pedestrian-Oriented Streets may be existing roadways that already support walkability or may be candidates for enhancement to become more pedestrian-friendly over time. Importantly, the Design Themes assume that any significant redevelopment will likely include the creation of new internal Pedestrian-Oriented Streets within project sites. These new connections are not mapped in this plan to allow flexibility for site-specific design and location but should be a fundamental aspect of any development approach.

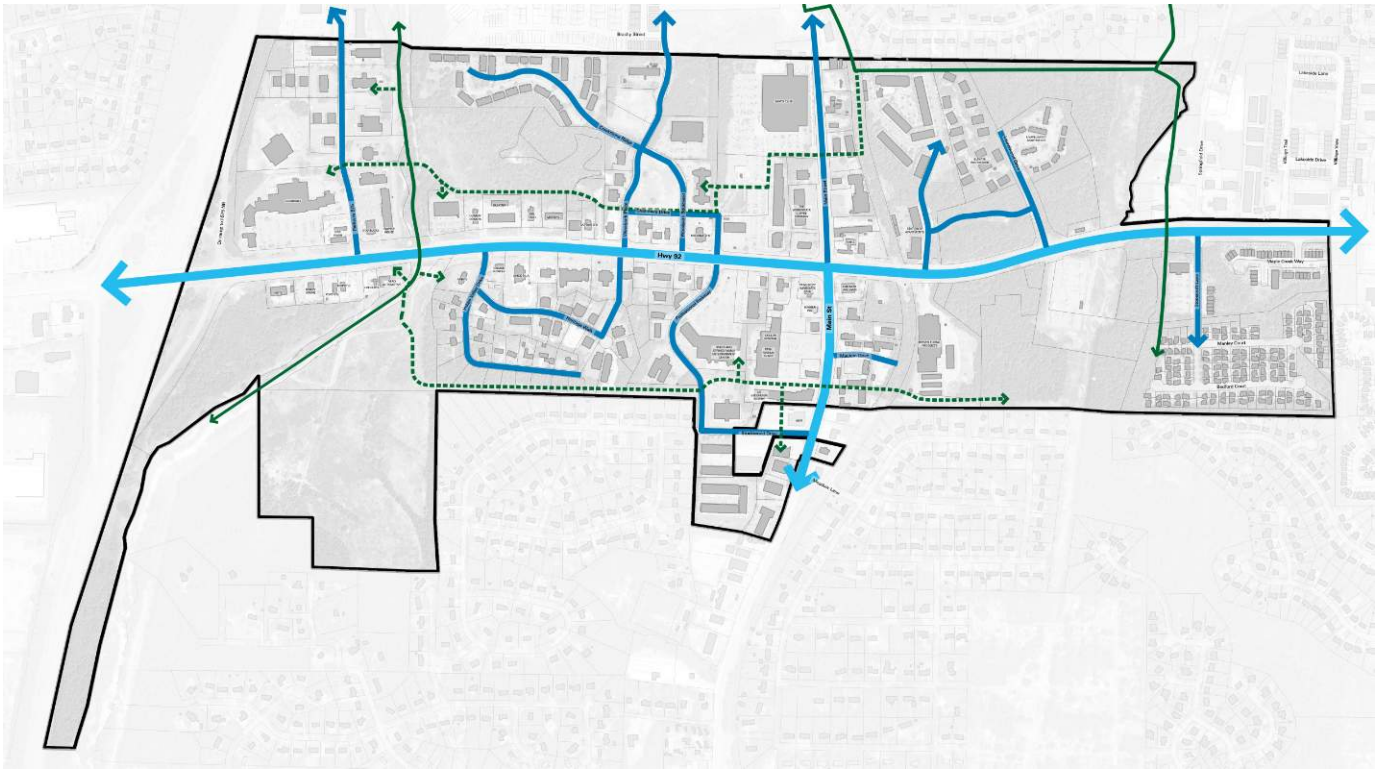
In contrast, Regional Corridors are identified as high-capacity vehicular routes. These streets have a lower level of prioritization for walkable, building-lined frontages due to their traffic function and scale.

Trails—including existing, planned, or potential future routes—are also illustrated as a means of guiding development to respond positively to trail-adjacent sites. Trails should be treated as opportunities for both building orientation and amenity integration. Additionally, the trail network serves as a conceptual framework for long-term connectivity, particularly for establishing east-west trail linkages between Noonday Creek and Rubes Creek through phased private redevelopment.

THE PD-MU FRAMEWORK PLAN

Street Types

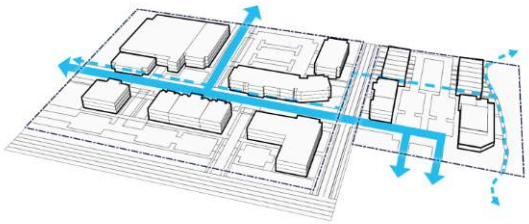
- Pedestrian-Oriented Streets
- Regional Corridors
- Pedestrian Trails



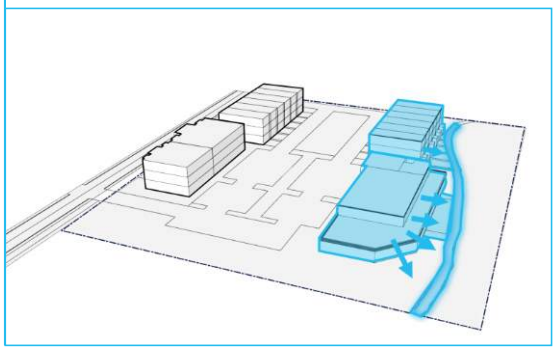
DESIGN THEME 1 : CONNECTIVITY

Projects—regardless of size—should be designed to support a highly interconnected network of streets, sidewalks, and trails, both within the development and in connection with surrounding areas.

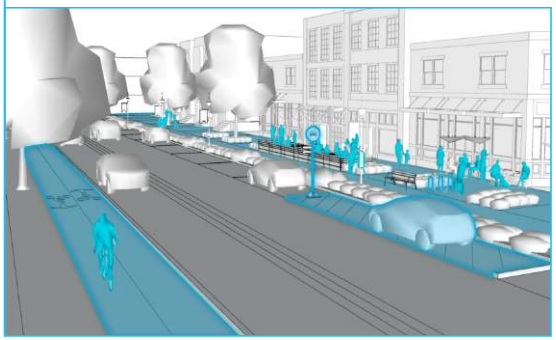
A ***Integrated Circulation Networks:*** Plan for connections to existing vehicular, bicycle, and pedestrian infrastructure on adjacent sites and regional destinations, contributing to a cohesive and well-connected circulation system. Design with flexibility for future off-site vehicular, bike and pedestrian connections, even in locations where they are not currently available. Adjacent properties may eventually redevelop in ways that enable those connections over time.



B ***Trail Integration:*** Where applicable, provide connections to the existing and planned **Noonday Creek Trail** and **Rubes Creek Trail**, and coordinate with the PD-MU Framework Plan to enable future east-west trail linkages. On sites not immediately adjacent to existing, planned or potential future trails, consider opportunities for extended connections through adjacent properties – even if those connections are contingent on future redevelopment and/or improvements of those properties by others.



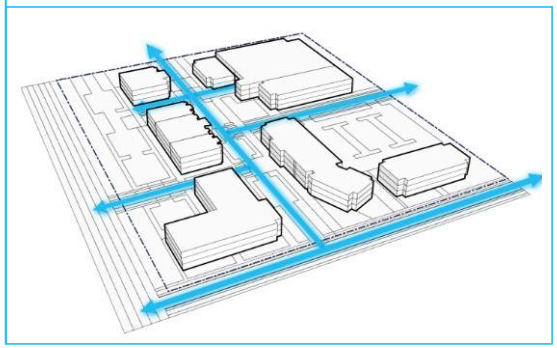
C ***Support Multimodal Transportation:*** Incorporate a range of transportation options—sidewalks, trails, bike infrastructure, ride-share zones, and on-demand transit stops—to encourage accessible and sustainable mobility choices.



D ***Aligned Access Points:*** Align curb cuts and pedestrian access points—both within the site and at connections to neighboring parcels—to improve traffic flow and enhance vehicular and pedestrian safety.



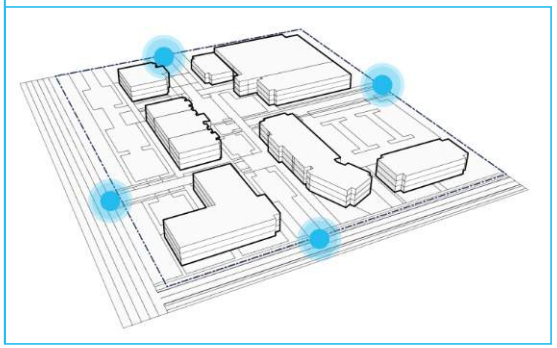
E ***Internal Street Networks:*** On larger sites, incorporate one or more new internal Pedestrian-Oriented Streets to disperse traffic loads and establish a connected block structure that enhances circulation and walkability.(Refer to Design Themes 2 and 3.)



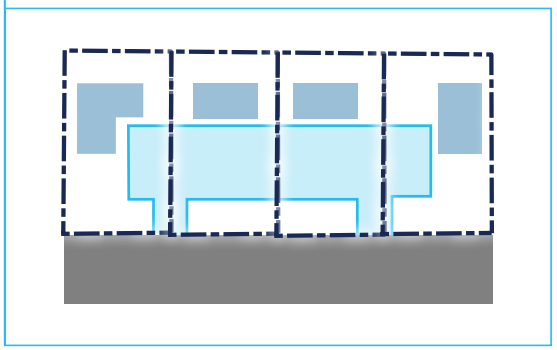
F ***Bicycle Infrastructure:*** Include well-distributed bike parking and dedicated bike infrastructure designed to connect to existing, planned or potential future regional bike networks. Design bike infrastructure to minimize conflict with pedestrians and vehicles. Where possible, avoid shared-traffic lanes such as sharrows in favor of separated or protected bike paths.



G ***Multiple Access Points:*** For large or high-density developments, provide multiple external vehicular access points to reduce congestion and distribute traffic more efficiently.



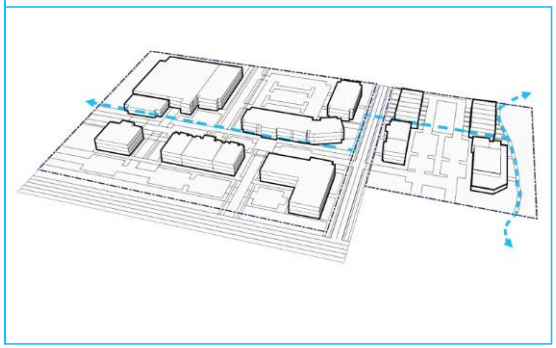
H ***Inter-Parcel Access:*** On sites with frontage along Highway 92, incorporate inter-parcel access management strategies to reduce unnecessary curb cuts along Highway 92 and to enhance connectivity between developments.



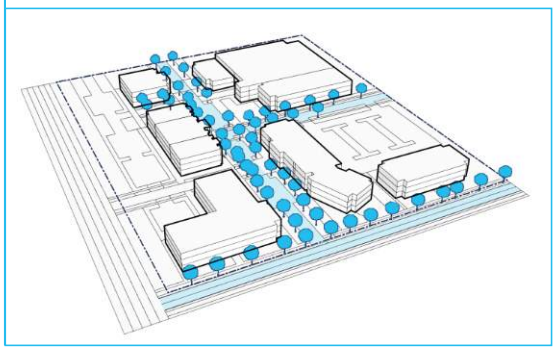
DESIGN THEME 2 : WALKABILITY

Projects – regardless of size - should be designed to encourage and prioritize walkable environments that are accessible, attractive, safe, comfortable, and enjoyable for pedestrians.

A ***Pedestrian Connectivity:*** Establish direct pedestrian connections that integrate with existing, planned, or possible future pedestrian networks on adjacent properties and within public rights-of-way. (Refer to the PD-MU Framework Plan.)



B ***Organizing Streetscapes:*** On larger sites, incorporate one or more Pedestrian-Oriented Streets with significant streetscaping (with 8-10 foot sidewalk clear zones) as the main organizing elements of the development. Secondary sidewalks should be at least 6 feet wide to maintain consistency and usability. (Refer to the PD-MU Framework Plan and Design Themes 3 and 5.)



C ***Pedestrian Priority:*** Design for pedestrian-first environments by slowing vehicular traffic, introducing frequent vehicular stop points, and minimizing pedestrian-vehicle conflicts.



D ***High-Visibility Crosswalks:*** Use clearly marked, high-visibility crosswalks at all pedestrian crossings—including driveways and drive aisles—to enhance pedestrian safety and awareness.



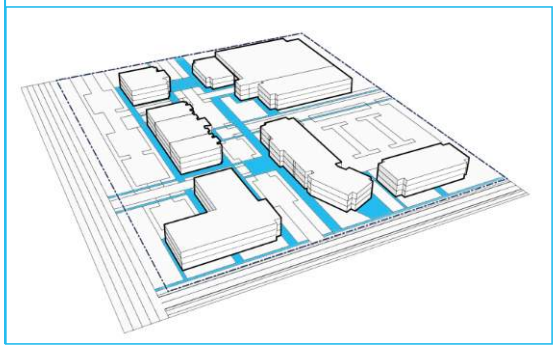
E ***Traffic Calming Features:*** On new internal Pedestrian-Oriented Streets, incorporate traffic calming measures such as parallel parking, landscaped buffers, and furniture zones to separate pedestrian areas from vehicular lanes and enhance comfort. Raised crosswalks/speed tables are desirable in high pedestrian areas. (Refer to Design Theme 3.)



F ***Shade and Comfort:*** Plant shade trees along all sidewalks to enhance the pedestrian experience and provide comfort in varying weather conditions. (Refer to Design Theme 5.)



G ***Internal Circulation:*** Ensure sidewalks connect all parking areas to building entrances and usable open spaces to eliminate the need for pedestrians to navigate through vehicular traffic zones.



H ***Bicycle Integration:*** Bicycle infrastructure is strongly encouraged but should be carefully designed to maximize safety and avoid vehicular and pedestrian conflicts (Refer to Design Theme 1.)

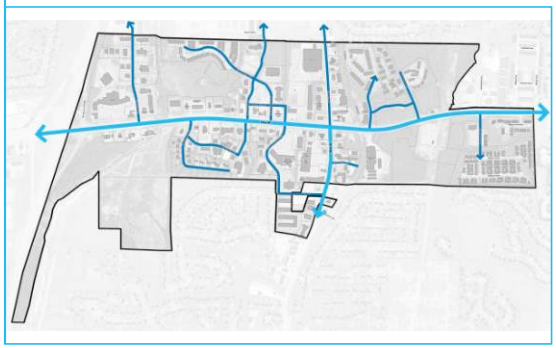


DESIGN THEME 3 : PEDESTRIAN-ORIENTED STREETS

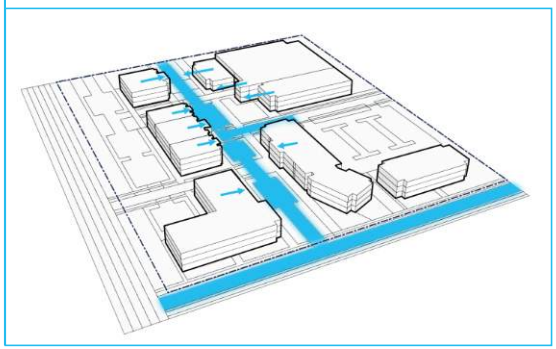
Enhancing existing or creating new internal Pedestrian-Oriented Streets is a key strategy for organizing development and establishing clear areas of focus within the Highway 92 Study Area. (Refer to PD-MU Framework Plan for street designations.)

A ***Defined Street Types:*** The PD-MU Framework Plan identifies (2) types of roads in the Study Area:

1. Pedestrian-Oriented Streets - existing streets to be enhanced for walkability or newly created public or private streets introduced within or through developments
2. Regional Corridors - vehicular workhorses that may warrant a lesser focus on walkability and "urban edge" building orientation (i.e., Highway 92 and Main Street south of Highway 92)



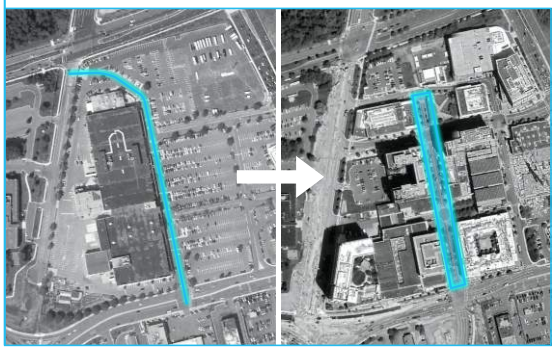
B ***Building Orientation:*** Pedestrian-Oriented Streets help define the layout and orientation of buildings and parking by establishing clear "fronts" and "backs" to development. Buildings should face and activate Pedestrian-Oriented Streets while parking should be placed to the rear. (As mentioned in Design Themes 6 and 8.)



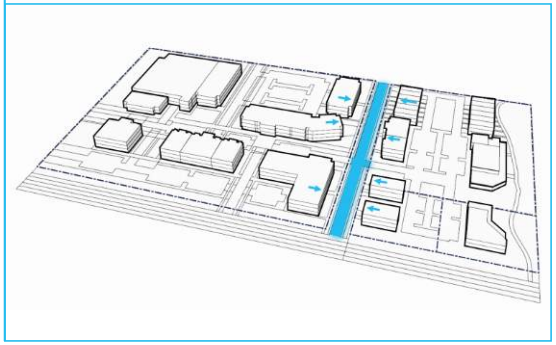
C ***Pedestrian-Oriented Streets for Infill Development:*** On larger sites undergoing infill or renovation, convert select existing drive aisles into new Pedestrian-Oriented Streets to serve as focal points and organizing features.



D ***Pedestrian-Oriented Streets in Large Sites:*** In larger-scale redevelopment or greenfield projects, incorporate new internal Pedestrian-Oriented Streets to structure and subdivide the site. These streets may be public or private but should function and feel like true public streets, rather than internal drive aisles.



E ***Pedestrian-Oriented Streets in Smaller Sites:*** On smaller sites (e.g., less than 2-acres) where introducing new internal streets is challenging, new development should be oriented toward designated Pedestrian-Oriented Streets.



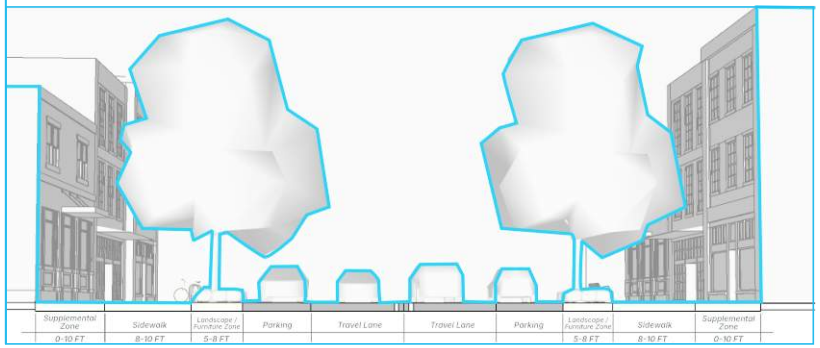
F ***Existing Pedestrian-Oriented Streets:*** Development abutting existing designated Pedestrian-Oriented Streets should enhance those streets using the features and measures described herein.



G ***Street Design Features:*** Typical design characteristics of Pedestrian-Oriented Streets include:

- Narrow, slower-speed travel lanes
- Parallel parking (where space permits)
- Landscaped buffers / Furniture Zones (5–8 feet wide)
- Sidewalks (8–10 feet wide clear zones, depending on adjacent land use)
- Supplemental zones between the sidewalk and building (0–10 feet wide)

(Refer to Design Theme 5.)



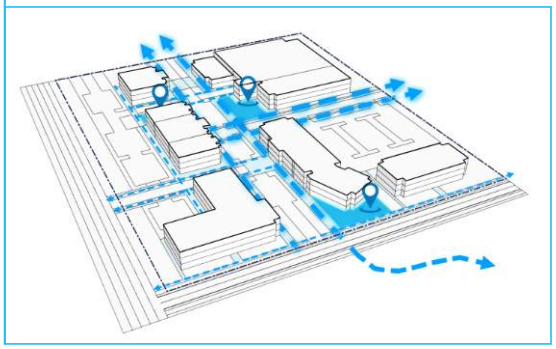
DESIGN THEME 4 : OPEN SPACES & PLACEMAKING

Projects – regardless of size - should incorporate open spaces that are safe, publicly accessible, attractive, and usable in a way that fosters social interaction and community engagement.

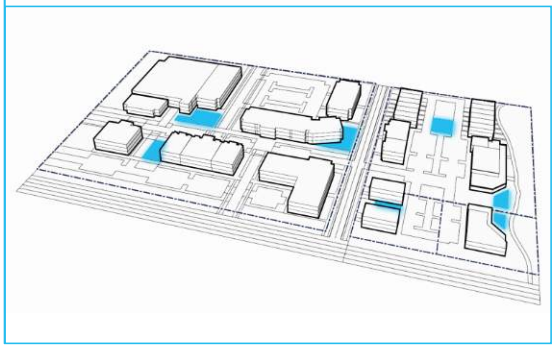
B ***Central Gathering Space:*** Each development should include at least one centrally located, publicly accessible open space that serves as a visual and social focal point.



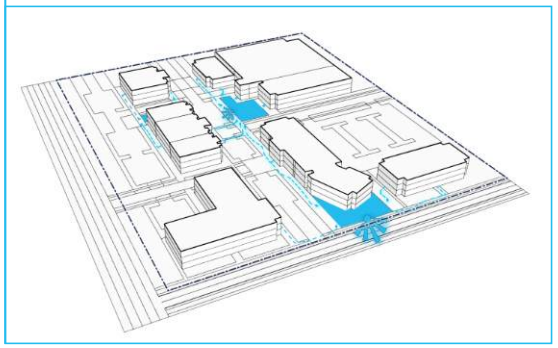
D ***Connectivity:*** Connect open spaces to surrounding areas—both on-site and off-site—via sidewalks, trails, and bike infrastructure. (Refer to Design Themes 1 and 2.)



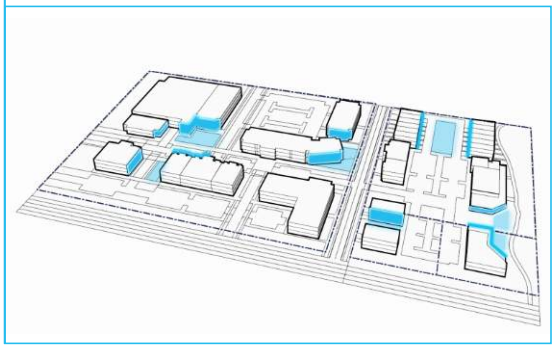
A ***Scale and Quantity:*** The size and number of open spaces should be proportional to the overall development and anticipated daily users.



C ***Visibility and Accessibility:*** Locate open spaces in highly visible and easily accessible areas to promote safety, usability, and wayfinding.



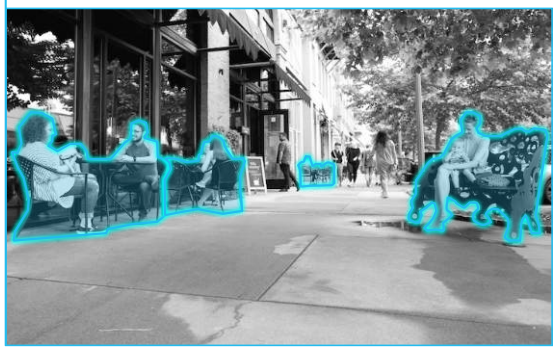
E ***Activated Edges:*** Position open spaces adjacent to active commercial and/or residential uses to ensure they are lively and well-used. Avoid placing them in isolated or inactive areas.



F ***Flexible Design:*** Design open spaces to support a wide variety of functions, including informal gatherings, programmed events, and recreational activities.



G ***Public Seating:*** Incorporate outdoor seating such as benches, movable tables and chairs, and seat walls to encourage lingering and social interaction.



H ***Café Seating:*** Include private outdoor dining areas for food and beverage tenants to enhance street-level vibrancy and economic activity.



I ***Comfort and Shade:*** Provide ample shade using trees and/or architectural structures to improve comfort and usability throughout the year.



J ***Balance of Hardscape and Greenery:*** Use landscaping and planted areas to soften paved spaces and create a welcoming, human-scaled environment. (Refer to Design Theme 6.)



K ***Public Art:*** Integrate public art—such as sculptures, murals, creative signage, branded wayfinding, or artist-designed bike racks—scaled appropriately to the site to enrich visual interest and identity.



DESIGN THEME 5 : STREETSCAPING & LANDSCAPING

Projects—regardless of scale—should create places that are accessible, attractive, safe, comfortable, and enjoyable. Special attention should be given to Pedestrian-Oriented Streets which serve as the primary public realm experience for residents, workers, and visitors. (Refer to PD-MU Framework Plan for designation of street types.)

A *City Requirements:* Landscaping should meet the standards set forth in the Land Development Ordinance(Chapters 7 and 9, where applicable). Street furniture should be consistent with Downtown standards as contained in Downtown Design Standards Policy CPM #700-009 (or as updated by City Council).



B *Streetscaping:* Provide robust streetscaping along all designated, or newly created, Pedestrian-Oriented Streets. Incorporate wide sidewalk clear zones (8-10 feet wide), landscape zones (5-8 feet wide), street trees (40 feet on center or closer), street furniture (benches, lights, trash/recycling bins), hanging plants, and decorative pavers. Use decorative pavers sparingly to avoid excessive expense, maintenance challenges, and visual clutter. Sidewalks in secondary locations should be at least 5 feet wide. (Refer to Design Theme 3.)



C *Tree Planting:* Tree wells should be planted with ground cover and should be at least 5 feet wide by 8 feet long to foster healthy growth. New street trees on both Pedestrian-Oriented Streets and Regional Corridors should be at least 3.5 inch in caliper, limbed up to 7 feet or more, and have a mature canopy height of 40 feet or more.



D *Street Corners:* Treat intersections and street corners as public nodes with enhanced landscaping, public art, widened sidewalks, and small plazas. Be mindful of visual sightlines and safety at crossings.



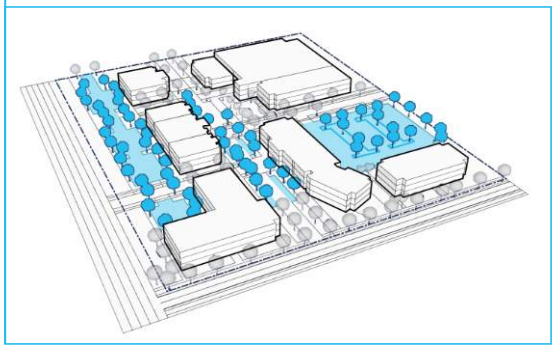
E ***Environmental Sustainability:*** Landscape areas should use native or climate-appropriate vegetation that are easy to maintain. Avoid vegetation that requires excessive irrigation or fertilization.



F ***Green Infrastructure:*** Incorporate green infrastructure elements such as: Bioretention planters, rain gardens, and permeable paving to manage stormwater on-site.



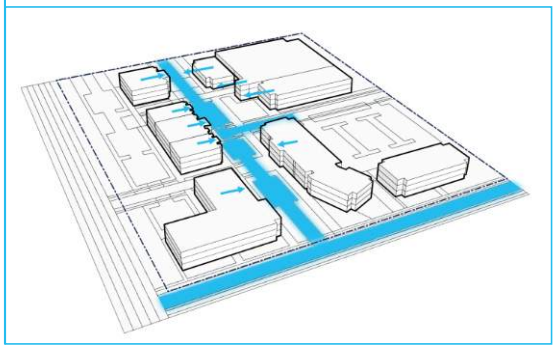
G ***Parking Lot :*** Landscape islands of at least 200 square feet should be included within parking areas, ensuring no row exceeds 12 consecutive spaces without interruption. Landscape islands should include street trees, shrubs, ground-cover or similar. Avoid the use of sod or hardscape. (Refer to Design Theme 8.)



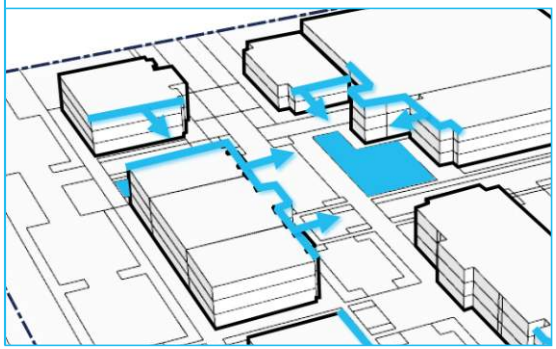
DESIGN THEME 6 : BUILDING ORIENTATION & PLACEMENT

The arrangement and orientation of buildings play a vital role in shaping a people-oriented, walkable environment rather than one dominated by vehicles. Buildings should be intentionally sited to frame Pedestrian-Oriented Streets and open spaces, reinforcing a strong sense of place. (Refer to PD-MU Framework Plan for designation of street types.) Pedestrian-Oriented Streets refers to existing and newly created.

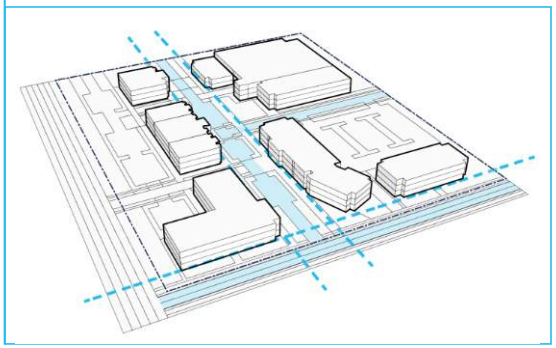
A ***Buildings Along Pedestrian-Oriented Streets:*** Orient buildings to face and engage with Pedestrian-Oriented Streets—either existing or newly created—rather than turning toward expansive surface parking lots. (As mentioned in Design Themes 3 and 8.)



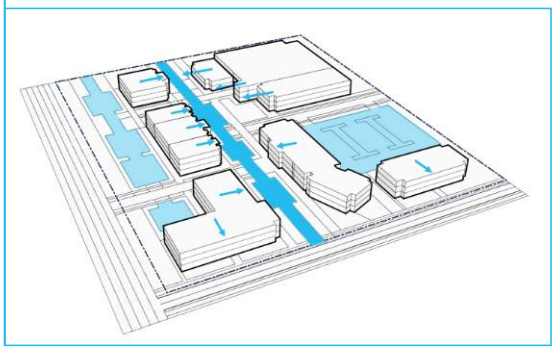
B ***Framing Outdoor Rooms:*** Use the placement of buildings to frame public open spaces, to create vitality, activity and passive surveillance.



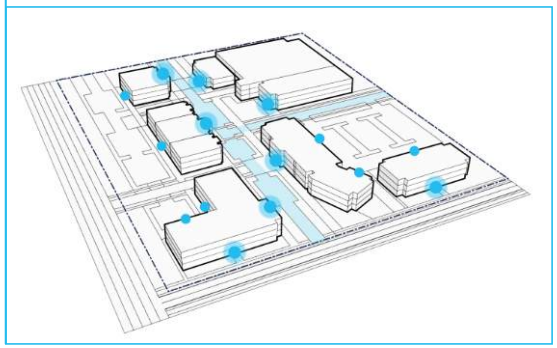
C ***Setbacks on Pedestrian-Oriented Streets:*** Use minimal or modest setbacks along Pedestrian-Oriented Streets (10 feet or less) to define the public realm and promote pedestrian activity. (Refer to Design Theme 3.)



D ***Parking Location:*** Other than on-street parking, surface parking should not be located between buildings and Pedestrian-Oriented Streets. (Refer to Design Themes 3 and 8.)



E ***Primary Entrance :*** Design main building entries—including retail storefronts and residential stoops—to face and be clearly visible from Pedestrian-Oriented Streets. Secondary entrances may face internal parking areas. (Refer to Design Theme 3.)



F ***Anchor Intersections:*** Use architectural corners, taller massing, and prominent entries to anchor critical visual and pedestrian nodes. (Refer to Design Theme 7.)



G ***Greenway Trail Activation:*** On sites adjacent to existing, planned or potential future greenway trails, buildings should be placed to activate and engage the trail, providing access, visibility, and passive surveillance.



H ***Screen Service Areas:*** Place service zones, such as loading areas, trash enclosures, and mechanical equipment at the side or rear of buildings to avoid exposure along the frontages of Pedestrian-Oriented Streets. (Refer to Design Theme 3.)



DESIGN THEME 7: BUILDING MASSING & ARCHITECTURAL DESIGN

Building design should reflect and reinforce the character of Downtown through compatible massing and architectural detailing. Buildings should contribute to an active, engaging experience along adjacent Pedestrian-Oriented Streets, and greenway trails. (Refer to the Downtown Design Standards and Downtown District Illustrative Graphics for guidance.)

A *Pedestrian Activation :* Façades facing Pedestrian-Oriented Streets, trails, or other public frontages should create visual interest and street-level activity. Provide elements such as commercial storefronts, unenclosed residential stoops or porches, significant non-reflective street-level glazing (30% or more), outdoor dining areas, sandwich boards, awnings, window displays, and rooftop decks.



B *Minimize Blank Walls :* Large blank or windowless wall areas should be avoided, particularly on façades that front Pedestrian-Oriented Streets or public spaces.



C *Material Palette :* Utilize a mix of high-quality, durable materials consistent with Downtown District standards. Appropriate materials include brick, cast stone, fiber cement siding (e.g., Hardiplank), natural wood, and stone.



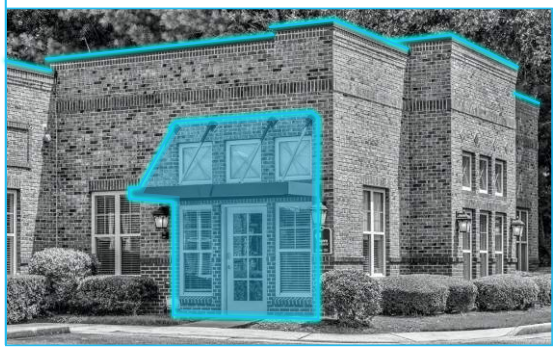
D *Anchor Corners :* Use architectural features—such as taller massing, articulated corners, prominent entrances, and detailed façades—to highlight key visual and pedestrian intersections. (Refer to Design Theme 6.)



E ***Façade Variety on Large Buildings :*** For buildings exceeding 100 feet in length, provide façade articulation through changes in materials, wall projections/recesses, cornice height and style variations, vertical bay expression, and other architectural detailing to avoid visual monotony.



F ***Building Presence :*** Buildings should incorporate visually dominant features to highlight major entrances. Buildings should be at least 18 feet tall to maintain a substantial street presence.



G ***Building Renovation :*** In renovation projects, it may not be possible to incorporate all of the elements listed in this Design Theme. However, a good-faith effort should be made to integrate as many as feasible in order to be consistent with the design intent of these themes.



DESIGN THEME 8: PARKING

Parking should be thoughtfully designed to support accessibility and safety while minimizing its visual and spatial dominance within the site. Emphasis should be placed on integrating parking seamlessly into the overall site design through careful location, screening, and landscape treatment.

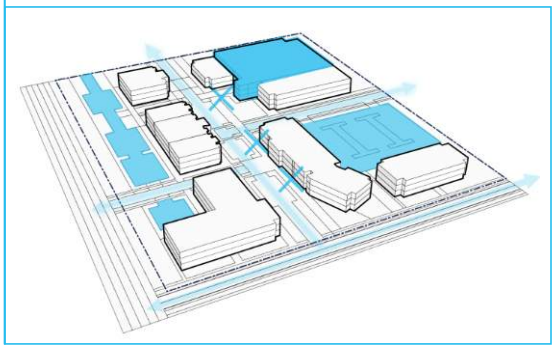
A ***City Requirements :*** All parking should comply with applicable City standards, as outlined in LDO Chapter 7 Article V.



B ***Right-Sized Parking Supply :*** The number of parking spaces should be minimized using strategies such as shared parking agreements, off-site parking, and transportation demand management. Minimum parking requirements may be reduced if applicants demonstrate lower demand through a professional study by a licensed transportation planner.



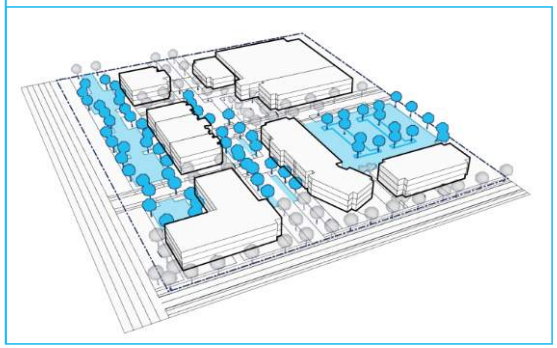
C ***Parking Location :*** Surface lots, parking decks, and garages should not be located between buildings and designated Pedestrian-Oriented Streets (Refer to Design Theme 6.)



D ***Visual Impact Reduction :*** Large surface lots should be broken into smaller, less visually dominant pods using features such as landscape islands, protected pedestrian paths, screening, permeable or decorative pavers, building placement, etc.



E ***Landscaping & Green Infrastructure :***
Landscape islands of at least 200 square feet should be included within parking areas, ensuring no row exceeds 12 consecutive spaces without interruption. Landscape islands should include canopy trees, shrubs, ground-cover or similar. Stormwater management features such as rain gardens are strongly encouraged. Avoid the use of sod or hardscape (Refer to Design Theme 5.)



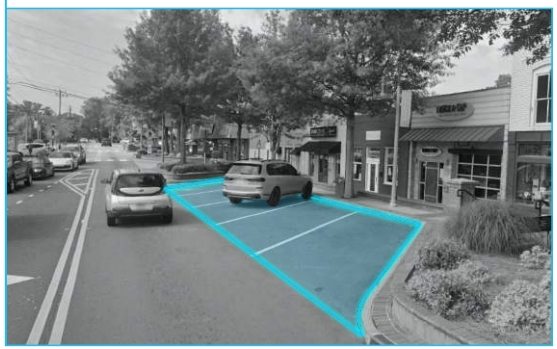
F ***Parking Deck Design :*** Parking structures should be discreetly sited to avoid becoming dominant visual elements. Façades visible from public open spaces or Pedestrian-Oriented Streets should be architecturally treated to screen ramps, vehicles, and blank walls.



G ***Signage & Technology :*** Clear, visible signage should direct users to parking without overwhelming the streetscape. Smart parking technologies are encouraged, such as automated access systems, real-time availability displays, mobile payments, and wayfinding apps.



H ***Angled Parking On Main Street :*** Head-in angled parking designed to be similar to angled parking in Downtown is encouraged along Main Street north of Highway 92 (where appropriate), provided it does not negatively impact traffic flow or safety.



I ***Specialized Parking :*** Diverse parking options should be incorporated, including designated spaces for bicycles, mopeds, golf carts, personal mobility devices, electric vehicle charging, and ride-share services.



J ***Commercial Parking as a Primary Use :***
Standalone commercial parking is discouraged unless it fulfills a demonstrated regional or shared demand across multiple users or properties.



07 Appendix

Sample Design Themes Checklist

While there are many ways to incorporate a "check-list" aspect to the suggested Design Themes contained in this study, the page that follows shows one effective and efficient way that could be handled. The check-list items specifically accompany each guideline and associated visuals so as to minimize having to flip back and forth. Similarly, instructions to applicants (sample instructions provided below) could be repeated on each Design Theme spread.

Design Theme Compliance Instructions:

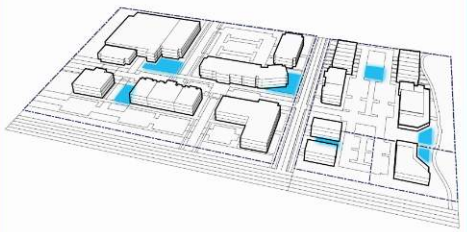
As part of the PD-MU application, applicants must indicate compliance with each element of the Design Themes by checking the appropriate boxes. For all elements marked as "Complies," clearly keynote the corresponding area(s) on the site plan. Each referenced element should include the Design Theme number and letter (e.g., "4C") for clarity. For any element that is not met or only partially met, provide a brief narrative and/or diagrammatic explanation directly on the site plan submittal, using keynotes and the same number-letter reference as appropriate. The City reserves the right to request additional explanation for any elements it determines may not be in compliance.

DESIGN THEME 4 : OPEN SPACES & PLACEMAKING

Projects – regardless of size - should incorporate open spaces that are safe, publicly accessible, attractive, and usable in a way that fosters social interaction and community engagement.

A Scale and Quantity: The size and number of open spaces should be proportional to the overall development and anticipated daily users.

☐ Complies ☐ Does not Comply
☐ Partially Complies ☐ N/A



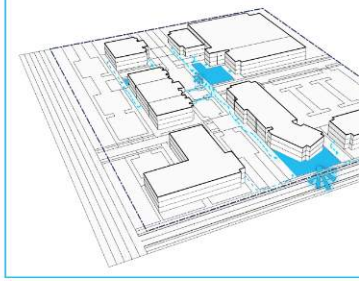
B Central Gathering Space: Each de
should include at least one centrally lo
publicly accessible open space that s
visual and social focal point.

☐ Complies ☐ Does
☐ Partially Complies ☐ N/A



C Visibility and Accessibility: Locat
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☐ Complies ☐ Does
☐ Partially Complies ☐ N/A



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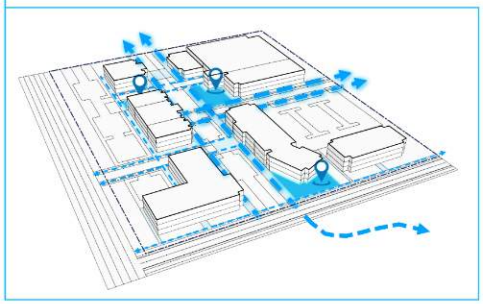
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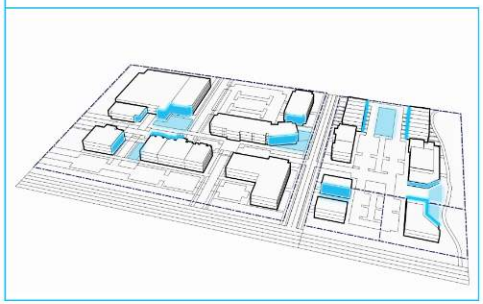
D ***Connectivity:*** Connect open spaces to surrounding areas—both on-site and off-site—via sidewalks, trails, and bike infrastructure. (Refer to Design Themes 1 and 2.)

☐ Complies ☐ Does not Comply
☐ Partially Complies ☐ N/A



E ***Activated Edges:*** Position open spaces adjacent to active commercial and/or residential uses to ensure they are lively and well-used. Avoid placing them in isolated or inactive areas.

☐ Complies ☐ Does not Comply
☐ Partially Complies ☐ N/A



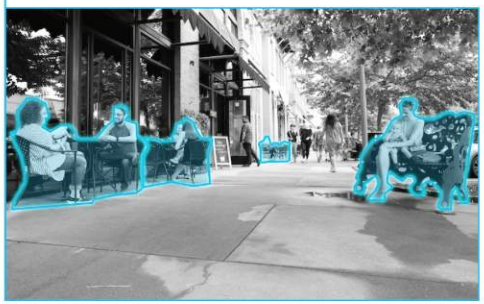
F ***Flexible Design:*** Design open spaces to support a wide variety of functions, including informal gatherings, programmed events, and recreational activities.

☐ Complies ☐ Does not Comply
☐ Partially Complies ☐ N/A



G ***Public Seating:*** Incorporate outdoor seating such as benches, movable tables and chairs, and seat walls to encourage lingering and social interaction.

☐ Complies ☐ Does not Comply
☐ Partially Complies ☐ N/A



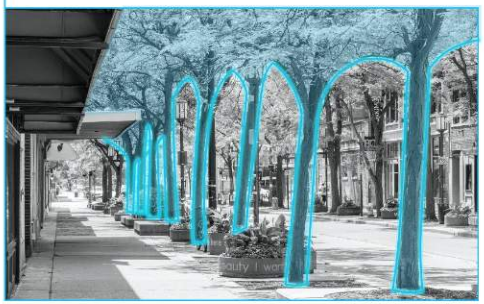
H ***Café Seating:*** Include private outdoor dining areas for food and beverage tenants to enhance street-level vibrancy and economic activity.

☐ Complies ☐ Does not Comply
☐ Partially Complies ☐ N/A



I ***Comfort and Shade:*** Provide ample shade using trees and/or architectural structures to improve comfort and usability throughout the year.

☐ Complies ☐ Does not Comply
☐ Partially Complies ☐ N/A



Community Engagement

OUTREACH SUMMARY REPORT

Woodstock Highway 92 Development Standards LCI Study – Outreach Summary Report

Overview

The Woodstock Highway 92 Development Standards LCI Study aimed to improve development standards, connectivity, and economic opportunity along Highway 92 through extensive community outreach. Several engagement activities took place throughout the planning process, involving a broad range of stakeholders, including local residents, business owners, property owners, elected officials, and city staff. The outreach efforts were designed to gather valuable input, ensure diverse participation, and align the project's recommendations with the community's priorities. In addition to in-person events, a project website and surveys in both English and Spanish were developed to further engage the community.

Public Engagement Activities

Public Advisory Group (PAG)

Comprised of 12 individuals representing key community partners and organizations, a Public Advisory Group (PAG) was assembled serving in an advisory capacity to advance the study process, facilitate future implementation, and offer critical insights to balance the varied needs and concerns of the study area constituency. A series of three (3) 90-minute virtual PAG meetings were held prior to each public forum to foster information exchange, review findings & recommendations, and contribute to outreach techniques.

PAG representatives included the following:

Name	Organization	Title
Tracey Albers	City of Woodstock	Community Development Director
Coty Thigpen	City of Woodstock	Deputy City Manager
Brian Stockton	City of Woodstock	Economic Development Director
Madison Beaulieu	City of Woodstock	Economic Development Operations Manager
Matt McDow	Georgia PD&E Group	VP, Arcadis Engineer
Tim Vacarro	Place Marker Design	Principal
Pam Carnes	Cherokee County Chamber of Commerce	President
Brandon Williams	Woodstock Planning Commission	Chair
Lisa Morton	Keller Willians Realty Partners	Downtown Development Authority
Deanna Gale	Cherokee County Senior Services	Resource Coordinator
Kendall Jones	Must Ministries	Program Director
Todd Semrau	Urban Retails Advisors	President

Woodstock Hwy 92 LCI PAG Meeting #1 Summary (August 5, 2024)

Participants: Tracey Albers, Coty Thigpen, Brian Stockton, Madison Beaulieu, Matt McDow, Tim Vacarro, Pam Carnes, Brandon Williams, Lisa Morton, Deanna Gale, Kendall Jones, Todd Semrau, Peter Drey

Overview of Discussion:

Discussion centered on the role of Livable Communities Initiative (LCI) grants in promoting community investment, with a focus on transportation, walkability, and economic viability.

Participants acknowledged high vehicle traffic and considered strategies for improving the area, such as adding a median with landscaping, implementing traffic control measures, and addressing pedestrian safety with crosswalk murals.

A significant portion of the discussion revolved around the integration of diverse housing options and enhancing the aesthetic quality of the corridor.

The potential for the Noonday Creek Trail to catalyze redevelopment was also explored, alongside ideas for incorporating more office spaces and cultural representation in future developments.

Key Takeaways

Key themes included the need for enhanced walkability, affordable housing options, and the integration of arts and culture. Moving forward, the planning team will continue to refine design concepts, address traffic concerns, and incorporate public feedback into the final development plans. Future outreach will focus on ensuring that the designs meet community expectations and reflect the shared vision for the area's growth.

Woodstock Hwy 92 LCI PAG Meeting #2 Summary (October 21, 2024)

Participants: PAG Members (City of Woodstock, business leaders, and planning staff), Consultants

Overview of Discussion:

The meeting began with an introduction to the study's progress, including updates on public engagement efforts, findings from stakeholder meetings, and key community feedback.

Five redevelopment scenarios were presented, including both small and large parcel redevelopment, with a focus on potential barriers such as traffic, topography, and parcel sizes.

A strong community interest in green spaces, pedestrian-friendly environments, and mixed-use housing was noted, with feedback on the importance of ensuring the corridor maintains a distinct identity from downtown Woodstock while complementing it.

The Noonday Creek Trail was identified as a critical asset for redevelopment, with discussions on how to enhance its connection to the broader community.

Key Takeaways:

Continued emphasis on the need for pedestrian and biking infrastructure improvements, especially given the concerns about traffic safety.

Strong support for integrating more open spaces and parks along the corridor.

Interest in incorporating more diverse housing options and the potential for creating a vibrant, mixed-use corridor.

Woodstock Hwy 92 LCI PAG Meeting #3 Summary (March 27, 2025)

Participants: PAG Members (City of Woodstock, business leaders, and planning staff), Consultants

Overview of Discussion:

The meeting provided an in-depth update on the study and its focus on redevelopment opportunities along the Highway 92 corridor. The team presented conceptual scenarios for three key sites, emphasizing pedestrian-oriented design, mixed-use development, and internal placemaking rather than frontage along the highway. These scenarios are not actual development plans but serve as exploratory models to guide future design guidelines and zoning strategies.

Economic feasibility was a major focus, with the team introducing the "Rule of Three" metric, redevelopment must generate at least three times the current net operating income to be considered viable. Higher residential densities (25–40 units per acre) were shown to be essential for achieving this threshold. The discussion also explored the potential for inclusionary zoning, density bonuses, and flexible entitlement frameworks to support affordable housing and community benefits.

Key Takeaways:

Higher densities (25–40 units/acre) are necessary for feasible redevelopment.

Inclusionary zoning and density bonuses could support affordability and community benefits.

Stakeholder Interviews and Focus Groups

As part of the Highway 92 Development Standards LCI Study, a series of virtual stakeholder interviews and focus groups were conducted with property owners and key stakeholders along the corridor. The purpose of these sessions was to provide an overview of the study's goals, scope, and process; to communicate the City of Woodstock's long-term vision for Highway 92; and to discuss the existing policies that support future growth and development. These conversations served as an opportunity to gather meaningful insights, understand community priorities, and explore ways to align both public and private interests in shaping a more cohesive and functional corridor.

Focus Groups

Community Leader Focus Group Summary (September 18, 2024)

Participants: Sylvia Smith, Kenneth Hare

Overview of Discussion:

Participants highlighted equity in development and concerns about affordability. There was strong support for enhanced public engagement and transparent communication around future zoning and infrastructure investments. Participants emphasized the need for more green spaces, outdoor gathering areas, and the expansion of the Noonday Creek Trail to improve connectivity. The idea of creating a cultural corridor with public art installations was discussed, with suggestions for affordable retail spaces for local artisans and small businesses.

Department Leader Focus Group Summary (September 18, 2024)

Participants: Jamie Palmer, Greg Roach, Janis Steinbrenner, Natalie Faustine, Kelly Cash, Maria Chang, Duane Helton, Tracy Albers, Cameron Dunn, Shana Bowes, Niwana Ray, Bobby Stilson – Fire Marshal, Shane Dobson – Fire Chief

Overview of Discussion:

City staff highlighted the importance of developing unique design guidelines for Highway 92 that reflect its distinct character, separate from the downtown overlay. Key topics of discussion included traffic congestion, pedestrian connectivity, and the need for design flexibility. Fire and police officials stressed the necessity of maintaining emergency access routes and addressing public safety concerns related to increased density. There was also discussion about expanding the Noonday Creek Trail to improve pedestrian and bike

access and exploring golf cart access to connect nearby neighborhoods with businesses along Highway 92. Additionally, alternative parking solutions, such as parking decks, were suggested to alleviate congestion and enhance access for emergency vehicles.

Infrastructure Focus Group Summary (September 18, 2024)

Participants: Brian Borden, Justin Churchwell, Ranata Mattison, Margaret Stallings

Overview of Discussion

The Infrastructure Group gathered to assess the current infrastructure along the Highway 92 corridor and explore opportunities for improvement. The discussion focused on enhancing pedestrian safety and connectivity, expanding multi-use trails, evaluating alternative transit options, and integrating civic spaces into development planning. The team also reviewed zoning tools and overlay strategies to ensure infrastructure development aligns with community goals. There was particular interest in the status of express bus services and how improved transit could help reduce local traffic. The group noted that narrow sidewalks and a lack of landscape buffers along Highway 92 create an unsafe and unwelcoming pedestrian environment. They emphasized the importance of incorporating green space and civic amenities, such as parks or sports fields, into private developments. Addressing the challenges posed by heavy traffic and limited pedestrian infrastructure was also discussed, with solutions like micro-transit, wider sidewalks, and multi-use paths seen as viable options. Expanding the trail network was identified as a key opportunity for non-vehicular connectivity and placemaking. The group also highlighted that the current zoning lacks requirements for civic spaces, limiting opportunities for community-focused amenities. They stressed the need for flexibility from GDOT and collaboration with Parks & Recreation to implement these improvements successfully.

Development Services Focus Group Summary

Date: September 23, 2024

Location: Virtual

Participants: Jamie Palmer, Greg Roach, Janis Steinbrenner, Natalie Faustine, Kelly Cash, Maria Chang Duane Helton, Tracy Albers, Cameron Dunn, Shana Bowes, Niwana Ray

Overview of Discussion

Staff discussed concerns with the current overlay and design requirements, emphasizing the need for tailored standards for Highway 92 to ensure predictability and achieve desirable outcomes. The Highway 92 study area is currently under the Downtown District Overlay, which does not align with the corridor's unique character or land use patterns.

There was broad agreement that Highway 92 should be recognized as a distinct character area. Key topics such as golf cart access, signage flexibility, and the need for corridor cohesiveness were frequently raised. The need for frequent variance requests was linked to architectural and setback requirements that conflict with the corridor's layout and constraints. Current codes mandate wide streetscapes and urban form elements that are not suitable given the area's utility easements and traffic patterns. There was strong support for developing flexible standards for infill development that also enhance the corridor's aesthetics. It was also emphasized that signage, access, and visibility must be considered to ensure commercial viability.

Stakeholder Interviews

Mayor Interview Summary (September 18, 2024)
Participants: Mayor Michael Caldwell

Overview of Discussion

The leadership provided strategic insight into the city's goals and vision for the Highway 92 LCI Study. Emphasizing long-term planning, cohesive design, and equitable development, the focus was placed on ensuring that Highway 92 reflects the same thoughtful planning that defines the city's downtown, while also acknowledging the corridor's unique characteristics and constraints as a state highway. The goal is to develop a corridor that complements downtown but maintains its own distinct character. This vision aligns with creating a more cohesive, accessible, and economically vibrant Highway 92 corridor that serves both residents and businesses. Recommendations should prioritize connectivity, placemaking, urban design consistency, and policies that support incremental, sustainable development.

Council Interview: (September 27, 2024)

Participants: Councilman David Potts

Overview of Discussion

This interview provided valuable insight into policy-level considerations, infrastructure needs, redevelopment opportunities, and corridor aesthetics for the Highway 92 LCI Study. The discussion highlighted feedback on current conditions, future vision, and public priorities based on community engagement and experience. The area was described as a "transit corridor" that is disconnected from the look and feel of downtown. There is support for creating an inviting gateway to the city. Emphasis was placed on the need for separated multi-use trails on the north side of Highway 92 to ensure safety for pedestrians and cyclists. There is also strong support for connecting the Noonday Creek Trail behind

businesses to improve access and reduce traffic conflicts. Enhancing aesthetics, multimodal access, and redevelopment opportunities along Highway 92 is crucial, with zoning reform, coordinated redevelopment, and improved pedestrian infrastructure identified as key elements in addressing both public and policy priorities.

Property Owner Briefings

Similar to the broader stakeholder interviews, the property owner briefings were conducted virtually and tailored specifically for individuals and entities with landholdings along the Highway 92 corridor. These discussions aimed to provide an overview of the Development Standards LCI study's goals and planning process, while also reinforcing the City of Woodstock's long-term vision and development policies for the corridor. Property owners were invited to share their perspectives, current uses, and long-term plans for their parcels, helping to identify opportunities and challenges related to redevelopment and investment. These conversations also served to gather insight into existing tenants, with the goal of enhancing business participation and engagement throughout the study. The following is a list of the major property owners along Highway 92 who participated in this outreach effort.

Property	Contact
Fowler Properties	Hall Fowler
Fowler Properties	Jacob Parker
SK Commercial Realty	Furman Wood
JW Collection	Michelle Horstemeyer

Fowler Properties and SK Commercial Realty Briefing Summary (August 2, 2024)
Participants: Hall Fowler, Jacob Parker, Furman Wood

Overview of Discussion

The project team held a detailed briefing with two major property owners along the Highway 92 corridor to discuss development history, current market conditions, and the objectives of the LCI grant awarded to the City of Woodstock by the Atlanta Regional Commission. The stakeholdesr emphasized Highway 92's importance as an economic driver, highlighting its strong tax contributions, low vacancy rates, and consistent commercial demand, despite rising operational costs and limited land turnover. They expressed concerns about the feasibility of new housing in the area and cited increasing tenant turnover due to higher costs as a barrier to property improvements. They indicated

having significant holdings across the corridor, including St. Thomas Square, the Taco Mac Center, and an office park behind Lowe's, and offered a historical perspective on the corridor's evolution. The conversation highlighted friction between past planning efforts, such as proposed medians and tree planting, and business needs, particularly regarding visibility and access. They noted that while Woodstock is relatively business-friendly, current development processes and regulations often feel burdensome. Proposed changes to development standards were met with cautious interest, with concerns raised about walkability enhancements inadvertently attracting unhoused populations. They encouraged ongoing evaluation of development impacts, support for business visibility, and traffic mitigation strategies to preserve the corridor's commercial viability.

JW Collection Briefing Summary (August 29, 2024)
Participants: Michelle Horstemeyer

Overview of Discussion

The project team conducted a virtual briefing with a representative from JW Collection to gain insights into development opportunities and challenges along the Highway 92 corridor. The conversation focused on JW Collection's recent work in Woodstock, particularly their model of selling commercial condominiums, which appeals to small business owners and fosters local investment. Regulatory barriers—such as density restrictions, parking mandates, and minimum lot size requirements—were identified as major challenges to achieving higher-density, mixed-use development. The company targets empty nesters and local buyers seeking low-maintenance living, with price points for new residential units expected in the low to mid-$400,000s. The discussion emphasized the need for aesthetic improvements, including more greenspace, tree cover, and integration of the Noonday Creek Trail to enhance walkability and pedestrian appeal. Looking ahead, the corridor presents opportunities for gradual redevelopment, with recent upgrades like Raising Cane's and a renovated Dairy Queen serving as examples of how new investment might spur visual and functional improvements without displacing existing businesses that rely on Highway 92's high visibility and traffic volume.

Community Survey

A public visual preference survey and a business owner survey were deployed in English and Spanish to capture feedback on development standards, aesthetic preferences, and desired improvements along the corridor. These surveys will remain live through September 30, 2024.

Business Owner Survey Findings and Themes (Including Spanish Feedback)

The Business Owner Survey collected feedback from a diverse mix of service and retail businesses operating along the Highway 92 corridor, including restaurants, auto services, manufacturing, and office-based enterprises. Most respondents had been operating for over three years, with several running longstanding establishments of over a decade. Many business owners felt their location was advantageous due to high visibility and traffic, though challenges were cited around corridor aesthetics and accessibility. A consistent theme emerged around the need for visual and infrastructure improvements, with business owners noting that an enhanced appearance could positively impact customer traffic and business performance. Parking was generally deemed sufficient, though several owners emphasized the importance of pedestrian safety due to issues like speeding and red-light running. When asked about infrastructure upgrades, respondents showed strong support for expanded sidewalks, bike paths, trails, and green spaces such as pocket parks and plazas. Interest in increased housing was also noted, with business owners viewing residential growth as a potential way to boost vibrancy and customer base. Feedback from Spanish-speaking participants on the Visual Preference Survey was split evenly, suggesting differing opinions on design direction. Overall, business owners called for targeted improvements to circulation, streetscape design, and multimodal access to make Highway 92 a more appealing and functional environment for both businesses and the community.

Visual Preference Survey Findings and Themes (Including Spanish Feedback)

The Visual Preference Survey for the Woodstock Highway 92 LCI Study revealed clear preferences among respondents regarding corridor aesthetics and development patterns. Across all image categories, the majority of participants favored visuals they deemed "Appropriate," particularly those reflecting walkable environments, enhanced landscaping, and mixed-use development styles. While a few images garnered more split opinions, the general trend suggests that the community supports more cohesive, pedestrian-friendly, and visually appealing improvements to the corridor. These findings indicate a strong public interest in design strategies that promote placemaking and functional development, aligning with broader goals for revitalization and community identity along Highway 92.

Business Owner Open House (August 30, 2024)

To engage the business community along Highway 92, the project team organized a Business Owner Open House at Woodstock Coffee Company. Local business owners in the area were invited to drop in and meet with the planning team and City staff to discuss the project. Invitations were sent through a combination of canvassing, email outreach, and phone banking to ensure broad participation.

Participants: Local business owners along Highway 92, City of Woodstock staff, and planning team members

Event Details:

- **August 23, 2024** - Business Canvassing, Hwy 92 Activity Centers: Approx. 50 business
- **August 30, 2024** - Business Open House, Woodstock Coffee Shop: Approx. 6 participants

Overview of Discussion

During the Business Owner Open House, participants voiced concerns about the potential impact of development on local businesses. Many expressed a strong interest in improving connectivity along Highway 92, particularly in enhancing pedestrian access. Business owners emphasized the need for more walkable spaces and better traffic flow, as they believe these improvements would help support and strengthen local commerce.





Community Workshops

The project team organized three Community Workshops to gather input from stakeholders and the public, allowing them to share their needs and priorities while reviewing draft findings and recommendations before finalizing the project deliverables. To maximize attendance and feedback, the workshops were held in conjunction with well-attended citywide community events, which are known to generate valuable input opportunities for participants.

Public Engagement Forum #1 – Woodstock Arts Jazz Night (August 30, 2024)





Public Engagement Forum #2 – Woodstock Arts Jazz Night (November 2024)

Artist Integration and Outreach

Project 1: In this interactive community art project, participants were invited to contribute to a large collaborative banner that explored the question: What images best represent Woodstock? Community members selected photos they felt captured the spirit of Woodstock and added them to the banner. They were also given a variety of stickers, including hand-drawn illustrations of local landmarks, to personalize the space.

In addition to stickers and photos, participants could use markers to write words or create drawings that reflected their personal connection to the town. The result was a vibrant and evolving tapestry of imagery and ideas.

The complete banner provided insight into the places, themes, and values that matter most to the people of Woodstock, serving as both a visual story and a tool for identifying what the community cherishes most.



Project 2: A series of original illustrations were created to help the community visualize future opportunities along Highway 92 in Woodstock. Each illustration depicted a different

potential feature of the development, including walkable streetscapes, local shopping, dining options, public green spaces, and vibrant community gathering areas.

These illustrations were then printed as postcards; each paired with information provided by the committee, to explain the vision behind the imagery. The postcards served as an accessible, engaging way to share the development ideas with the broader community, spark conversation, and gather feedback about what residents hope to see along the Highway 92 corridor.







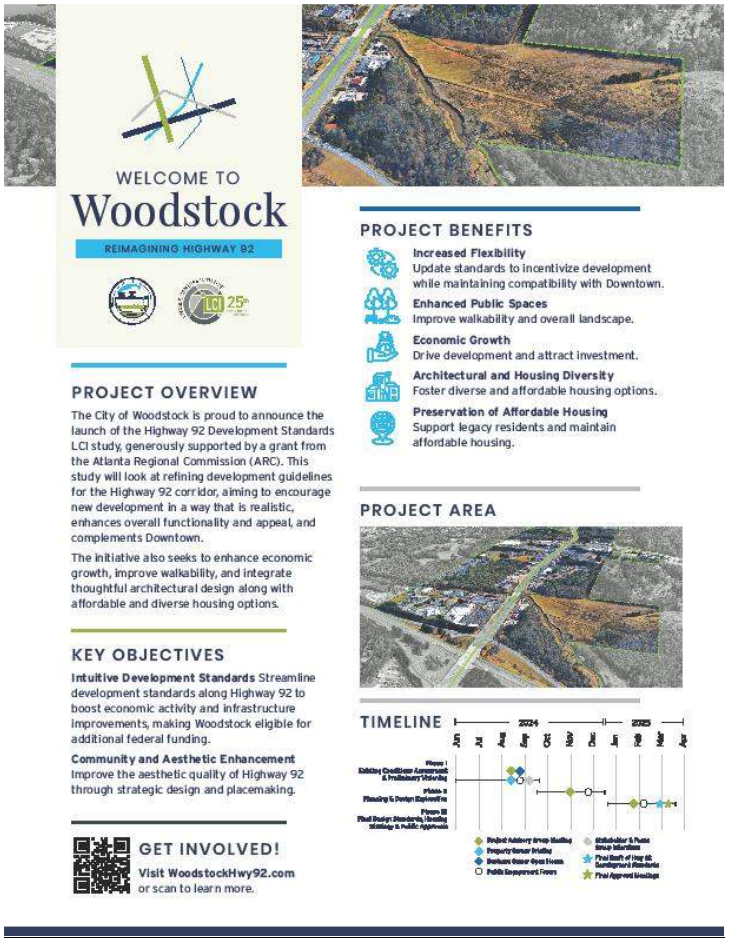
Integrated Communications

A robust communication strategy was implemented to amplify the reach of the project and encourage maximum engagement. The City of Woodstock utilized its social media channels, email newsletters, and project website to keep residents and business owners informed about public meetings, surveys, and other engagement opportunities. Digital assets were shared to promote the project, events, and surveys.

- **Project website:** WoodstockHwy92.com
- **City-managed Social Media Channels:**
  - Facebook: City of Woodstock
  - Instagram: @woodstockgagov
  - X (formerly Twitter): @woodstockgagov
- **Phase I Collateral:**
  - Project Fact Sheet (English and Spanish)
  - Project Surveys

- Project Toolkit
- Business Open House Social Media Assets
- Business Open House Postcard (English and Spanish)
- Public Forum Social Media Assets
- Public Forum Flyer

Project Fact Sheet



Project Surveys

Business Owner Survey

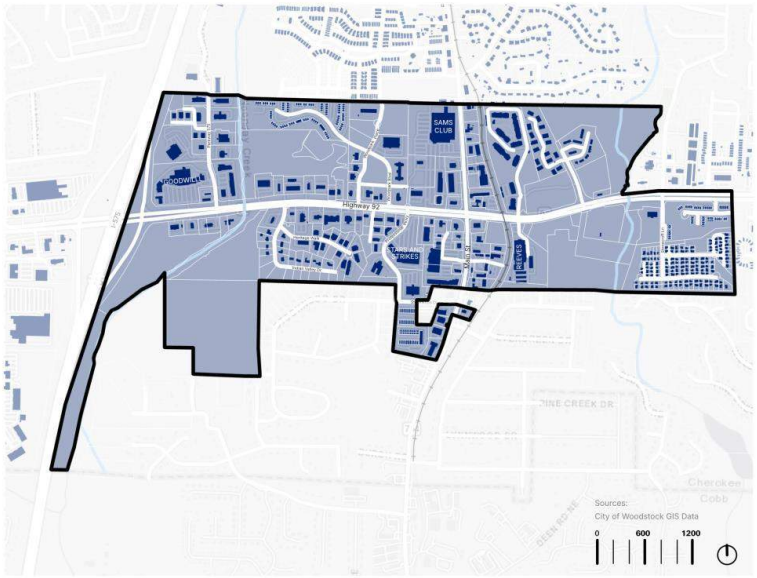
HIGHWAY 92 – DEVELOPMENT STANDARDS

LIVABLE CENTERS INITIATIVE

Business Owners Survey Questions

The City of Woodstock is preparing a master plan for the area in an around the Highway 92 corridor (see study area map below). This study will look at refining development guidelines within the study area, aiming to encourage new development in a way that is realistic, enhances overall functionality and appeal, and complements Downtown.

As a business owner, we want your input to help inform this study. The survey that follows is anonymous and intended to be quick and user friendly.



1. Is your business located **inside** the Highway 92 LCI Study Area? Use the map to assist with answering this question.
   - ☐ Yes
   - ☐ No

2. What type of business do you own/ work?
   - ☐ Retail
   - ☐ Service

3. If you own/ work in a retail business, identify the type of retail business. Select all that apply.
    - ☐ Coffee shop
    - ☐ Grocery store & Specialty Food
    - ☐ Restaurant/ Drinking Places
    - ☐ Bldg Material & Supply
    - ☐ Hobby & Sporting Goods
    - ☐ Electronics & Appliances
    - ☐ Beer, Wine, Liquor
    - ☐ Shoe & Clothing
    - ☐ Resale/ used Merchandise
    - ☐ Health & Personal Care
    - ☐ Other Miscellaneous Store
    - ☐ Household Items
    - ☐ Not applicable

4. If you own/ work in a service business, identify the type of service business. Select all that apply.
    - ☐ Entertainment/ attraction
    - ☐ Personal services (beauty, tax/ accounting)
    - ☐ Manufacturing
    - ☐ Florist
    - ☐ Lodging
    - ☐ Medical services
    - ☐ Auto related services
    - ☐ Co-working/ Maker Space
    - ☐ Office
    - ☐ Other service
    - ☐ Not applicable

5. How long has your business been operating ~~have you owned this particular business~~ on Highway 92?
    - ☐ 0-2 years
    - ☐ 3-5 years
    - ☐ 6-10 years

    - ☐ 10+ years

6. Do you feel that your location along the Highway 92 Corridor has been good for your business?
    - ☐ Yes
    - ☐ No
    - ☐ Unsure / No opinion

7. From a business perspective, what is the best thing about the Highway 92 Corridor?
    - ☐ Accessibility
    - ☐ Location
    - ☐ Options for retail and services
    - ☐ Vehicular traffic
    - ☐ Appearance
    - ☐ Other
    - ☐ No opinion

8. From a business perspective, what is the worst thing about the Highway 92 Corridor?
    - ☐ Accessibility
    - ☐ Location
    - ☐ Options for retail and services
    - ☐ Vehicular traffic
    - ☐ Appearance
    - ☐ Other
    - ☐ No opinion

9. Is there enough parking for your business?
    - ☐ More than enough parking
    - ☐ About the right amount of parking
    - ☐ Not enough parking

10. How would you rate the visual appearance of Highway 92.
    - ☐ Appearance is appropriate / Does not need improvement
    - ☐ Appearance needs minimal improvement
    - ☐ Appearance needs major improvement

- ☐ No opinion

11. Do you think your business would benefit from having more housing developed in the corridor?
    - ☐ Yes
    - ☐ No
    - ☐ Unsure / No Opinion

12. Do you think your business would benefit from having more sidewalks, bike routes and/or trails in the corridor?
    - ☐ Yes
    - ☐ No
    - ☐ Unsure / No Opinion

13. Do you think your business would benefit from having more pocket parks & plazas in the corridor?
    - ☐ Yes
    - ☐ No
    - ☐ Unsure / No Opinion

14. What ~~is one thing you~~ would **you** change about the Highway92 Corridor to make it better for your business? Select (3) three from the options below.
    - ☐ Change nothing
    - ☐ Address Security & Safety
    - ☐ Improve appearance and aesthetics
    - ☐ Improve circulation for pedestrians and vehicles
    - ☐ Improve parking
    - ☐ Affordability
    - ☐ Diversity of businesses
    - ☐ Add other uses such as housing, recreational space
    - ☐ Assistance with marketing from the City of Woodstock
    - ☐ Business sustainability programs offered by the City of Woodstock
    - ☐ Other _____

15. Any additional comments? _____

Optional Demographic Questions

The 8 demographic questions below help Atlanta Regional Commission understand which communities we need to invest in to help shape our region. The information helps bring awareness to ARC's leadership on how to improve our outreach efforts to underserved community members.

1. What is your age?
    - ☐ 18-24
    - ☐ 25-34
    - ☐ 35-44
    - ☐ 45-54
    - ☐ 55-64
    - ☐ 65 or older

2. What is your gender identity?
    - ☐ Woman
    - ☐ Man
    - ☐ Transgender
    - ☐ Non-binary
    - ☐ Genderqueer
    - ☐ Gender not listed

3. What is your sexual orientation?
    - ☐ Heterosexual
    - ☐ Lesbian
    - ☐ Gay
    - ☐ Bisexual
    - ☐ Queer
    - ☐ Sexual orientation not listed

4. What is your race?
    - ☐ African American or Black
    - ☐ Caucasian or White
    - ☐ Asian/Pacific
    - ☐ Islander
    - ☐ American Indian or Alaska Native

- ☐ Multi-racial
- ☐ Race not listed

5. Do you consider yourself to be Latino/Latina or Hispanic?
   - ☐ Yes
   - ☐ No
6. Do you identify as a member of an Immigrant and/or Refugee community?
   - ☐ Yes
   - ☐ No
7. Do you identify as a person with a disability?
   - ☐ Yes
   - ☐ No
   - ☐ Prefer not to answer
8. What is your annual household income?
   - ☐ Less than $25,000
   - ☐ $25,001- $60,000
   - ☐ $60,001-$120,000
   - ☐ $120,001- $250,000
   - ☐ Over $250,000
   - ☐ Don't know

Thank you for your time and please encourage others to take the survey! For more information on this study, please visit **Woodstockhwy92.com** or email **hwy92LCI@woodstockga.gov** with questions or comments.

Business Owner Survey Social Media Assets





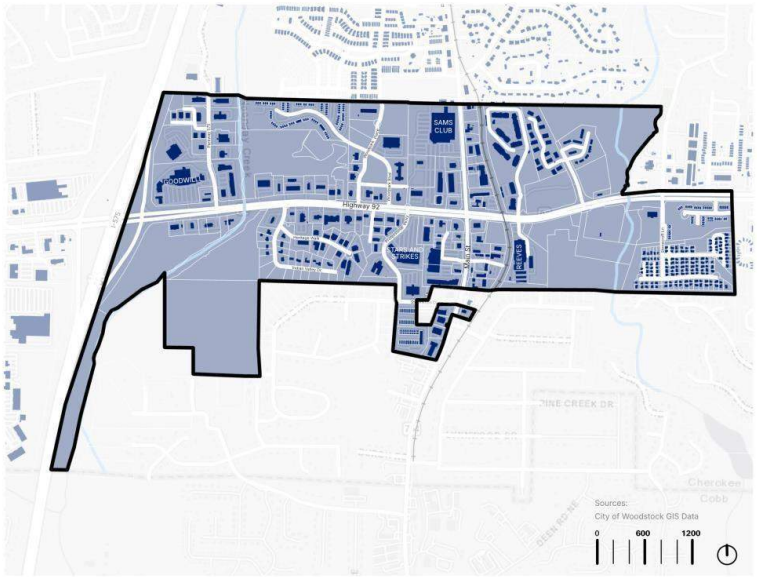
Community Visual Preference Survey

The City of Woodstock is preparing a master plan for the area in an around the Highway 92 corridor (see study area map below). This study will look at refining development guidelines within the study area, aiming to encourage new development in a way that is realistic, enhances overall functionality and appeal, and complements Downtown.

LORD AECK SARGENT

HIGHWAY 92 DEVELOPMENT STANDARDS LIVABLE CENTERS INITIATIVE
Survey

We want your input to help inform this study. The survey that follows is anonymous and intended to be quick and user friendly. There are short answer questions followed by individual rankings of images. The image rankings are intended to be just your quick impressions. Each image should take no more than 5 seconds to rank and the overall survey should take you less than 10 minutes to complete.
Thank you for your time and please encourage others to take the survey! For more information on this study, please visit ***Woodstockhwy92.com*** *or email* ***hwy92LCI@woodstockga.gov*** *with questions or comments. This survey applies to all area within the study area highlighted below:*



1175 Peachtree Street NE, Suite 2400
Atlanta, GA 30361 877-929-1400 lordaecksargent.com

Questions:

1. Which statement best reflects your overall impression of the Highway 92 Corridor Study Area? (choose only one).

☐ This area works well as it is and doesn't really need to change much

☐ This area works ok, but could look and feel nicer

☐ This area needs a lot of improvement and would benefit from a better quality of development

2. If you believe that this Study Area is in need of improvement, select the three most important things you would like to see. (choose three)

☐ New housing, with a mix of affordability options
☐ Better aesthetics and landscaping
☐ More pubic open spaces and plazas
☐ Additional public greenway trails, walkability and bike facilities
☐ Redevelopment of older shopping centers into new mixed-use development
☐ More public art

3. Which statement best reflects your sentiment regarding how new development that may occur should related to the look and feel of Downtown Woodstock? (chose only one)

☐ New development should look and feel as much like Downtown as possible

☐ New development should be somewhat compatible with Downtown; but this corridor functions differently and will have different needs

☐ This corridor should have its own look and feel and not detract from the specialness of Downtown by trying to mimic it.

4. What is your connection to the Highway 92 Corridor Study Area? (choose all that apply)

☐ I shop, dine and/or frequent businesses here
☐ I live here
☐ I work here
☐ I own property here
☐ I own a business here

- I only drive through here
- I do not have a direct connection to this area
- Other_____

5 How often do you visit the Highway 92 Corridor Study Area? (choose one only)

- Daily
- Weekly
- Monthly
- A few times a year
- Rarely or never

6. Any additional comments? _____

Demographic Questions:

The 8 demographic questions below help Atlanta Regional Commission understand which communities we need to invest in to help shape our region. The information helps bring awareness to ARC's leadership on how to improve our outreach efforts to underserved community members.

1. What is your age?
   - 18-24
   - 25-34
   - 35-44
   - 45-54
   - 55-64
   - 65 or older

2. What is your gender identity?
   - Woman
   - Man
   - Transgender
   - Non-binary
   - Genderqueer
   - Gender not listed

3. What is your sexual orientation?
   - Heterosexual
   - Lesbian
   - Gay
   - Bisexual
   - Queer
   - Sexual orientation not listed

4. What is your race?
   - African American or Black
   - Caucasian or White
   - Asian/Pacific
   - Islander
   - American Indian or Alaska Native
   - Multi-racial
   - Race not listed

5. Do you consider yourself to be Latino/Latina or Hispanic?
   - ☐ Yes
   - ☐ No
6. Do you identify as a member of an Immigrant and/or Refugee community?
   - ☐ Yes
   - ☐ No
7. Do you identify as a person with a disability?
   - ☐ Yes
   - ☐ No
   - ☐ Prefer not to answer
8. What is your annual household income?
   - ☐ Less than $25,000
   - ☐ $25,001-$60,000
   - ☐ $60,001-$120,000
   - ☐ $120,001-$250,000
   - ☐ Over $250,001
   - ☐ Don't know

Thank you for your time and please encourage others to take the survey! For more information on this study, please visit **Woodstockhwy92.com** or email **hwy92LCI@woodstockga.gov** with questions or comments.

Business Owner Open House (August 30, 2024)

Flyer and Postcards (English and Spanish)

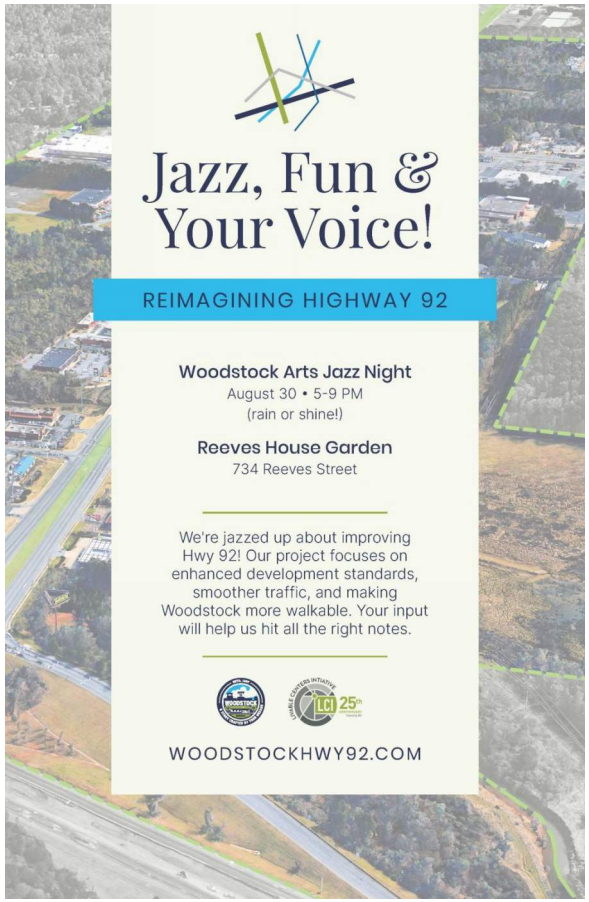




Social Media Assets



Public Engagement Forum #1 - Woodstock Arts Jazz Night



Public Engagement Forum #2 – Towne Hall Open House



WOODSTOCK ARTS JAZZ NIGHT









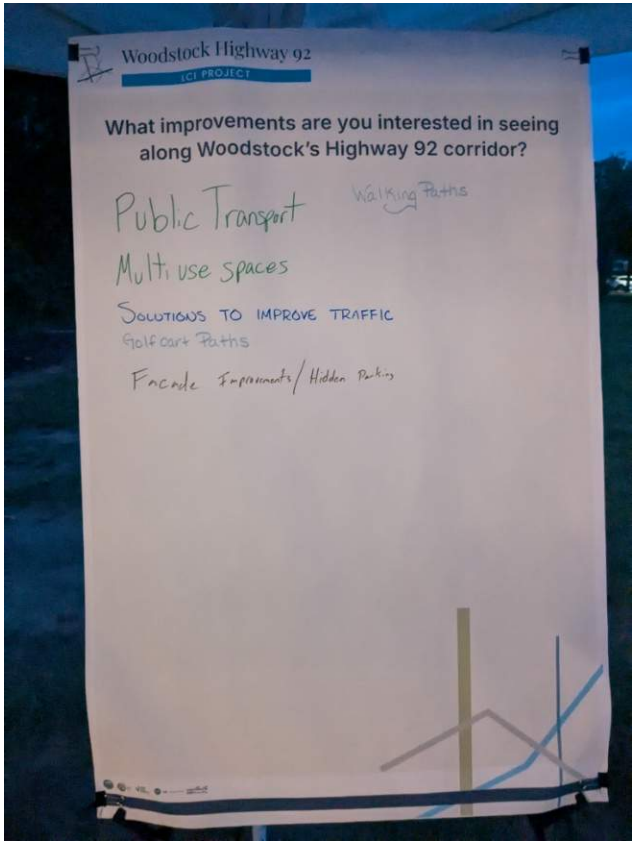











Woodstock Highway 92
LCI PROJECT
What improvements are you interested in seeing along Woodstock's Highway 92 corridor?
Public Transport
Walking Paths
Multi use spaces
Solutions to improve traffic
Golf cart Paths
Facade Improvements/ Hidden Parking

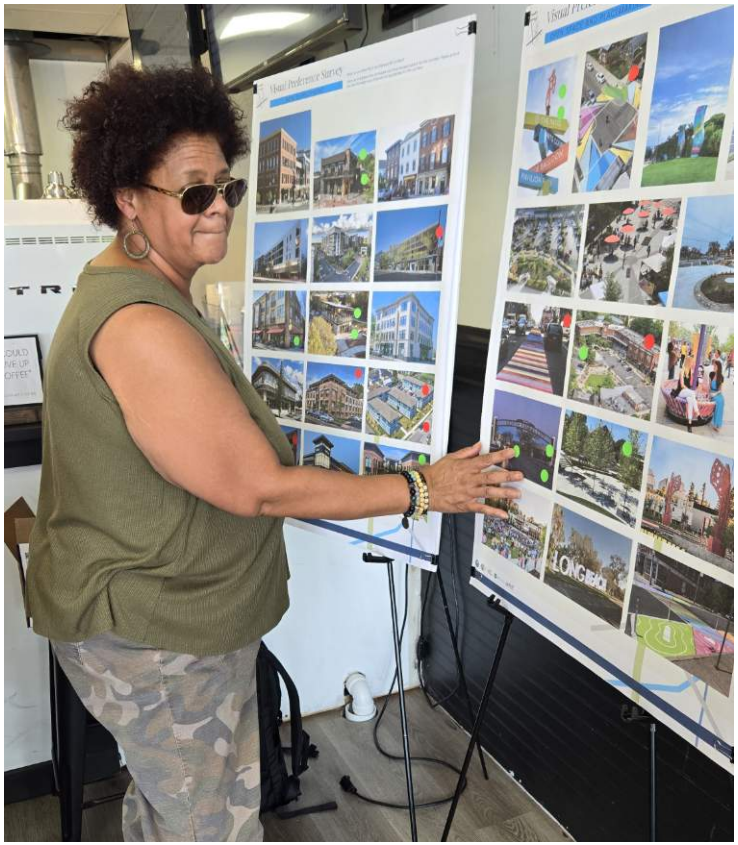




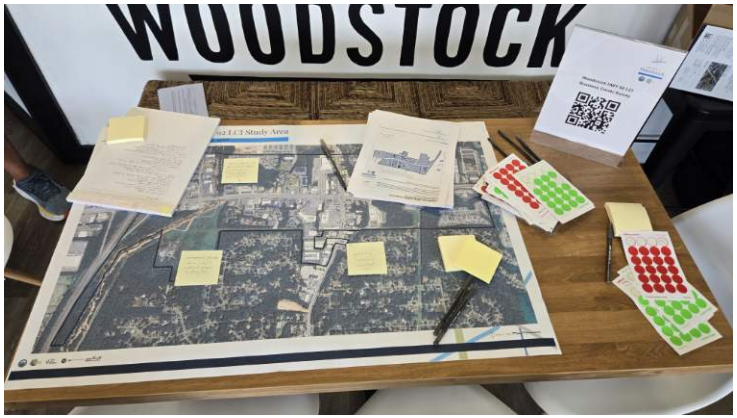


BUSINESS OWNERS OPEN HOUSE











Greetings!

The City of Woodstock, with support from th
Atlanta Regional Commission, is conducting a
planning study to understand the development
potential along Highway 92. This study consid
how development guidelines can help improve
the area's overall function and appearance,
better connect to Downtown, boost Woodstock
economic growth, promote walkability, and cre
opportunities for attainable housing.

Following initial input from the public and var
stakeholder groups, different redevelopment
scenarios have been explored that range fro
small-scale infill to major redevelopment proje
which include both residential and commercial
spaces. The financial viability of these optio
is being evaluated with careful consideration
factors such as residential density and mark
rates. The project team aims to make final
recommendations by Fall of 2025.

Comments are welcome and can be shared
the project website by scanning the QR cod

Sincerely,
The Highway 92 LCI Team

CONTACT US:

The Community Development Dept.
City of Woodstock
12453 Hwy 92
Woodstock, GA 30188

STUDY AREA:

SCAN HERE

WoodstockHwy92.com



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NG HIGHW

LIVABLE CENTERS INITIATIVE LCI

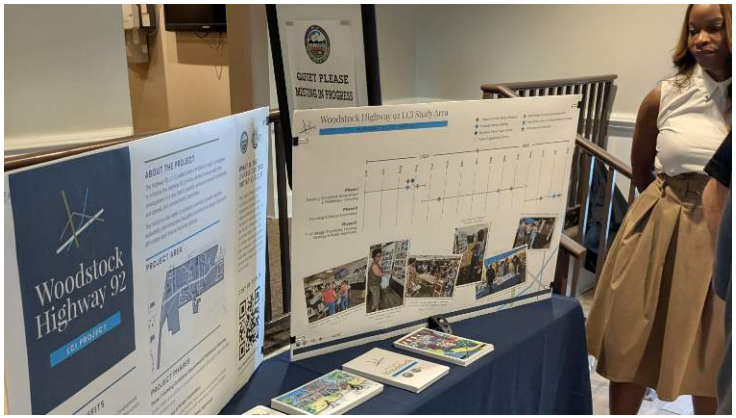
REIMAGINING HIGHWAY 92



TOWNE HALL OPEN HOUSE







Visual Preference Survey

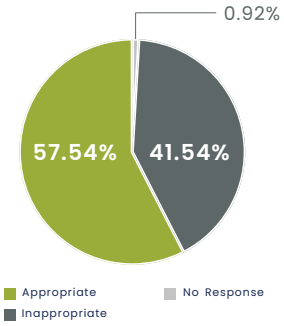
OPEN SPACE AND PLACEMAKING

Survey Question:
For Placemaking, is the image appropriate or inappropriate in the Highway 92 corridor?

Note: *Outlined images were highly favorable (receiving over 80% vote for appropriateness)*

01

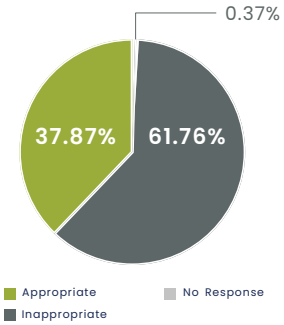




Appropriate	57.54% (313)
Inappropriate	41.54% (226)
Answered	539
Skipped	5

02

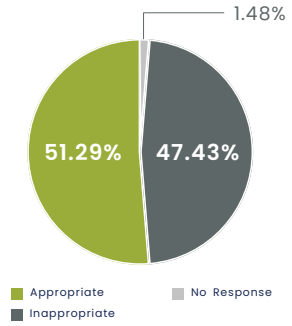




Appropriate	37.87% (206)
Inappropriate	61.76% (336)
Answered	542
Skipped	2

03

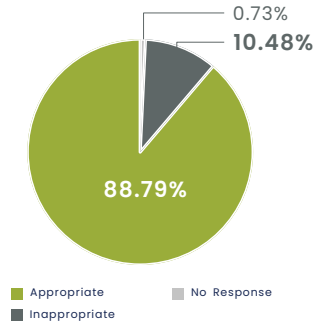




Appropriate	51.29% (279)
Inappropriate	47.43% (258)
Answered	537
Skipped	7

04

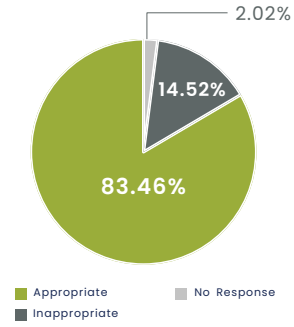




Appropriate	88.79% (483)
Inappropriate	10.48% (57)
Answered	540
Skipped	4

05

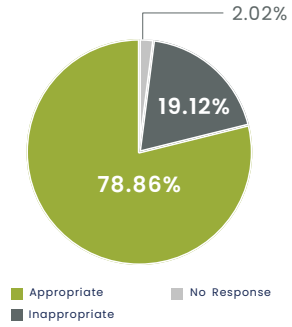




Appropriate	83.46% (454)
Inappropriate	14.52% (79)
Answered	533
Skipped	11

06

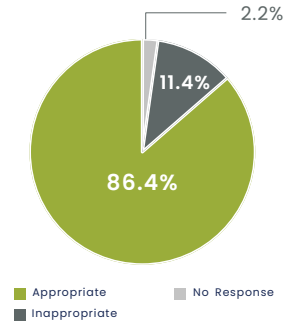




Appropriate	78.86% (429)
Inappropriate	19.12% (104)
Answered	533
Skipped	11

07

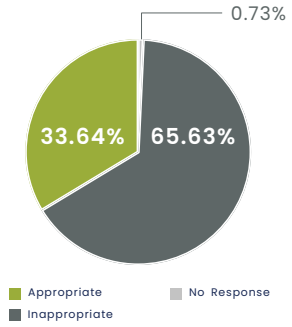




Appropriate	86.4% (470)
Inappropriate	11.4% (62)
Answered	532
Skipped	12

08





Appropriate	33.64% (183)
Inappropriate	65.63% (357)
Answered	540
Skipped	4

Visual Preference Survey

Online Survey Results

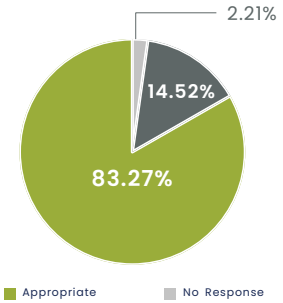
OPEN SPACE AND PLACEMAKING

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For Placemaking, is the image appropriate or inappropriate in the Highway 92 corridor?

Note: *Outlined images were highly favorable (receiving over 80% vote for appropriateness)*

09

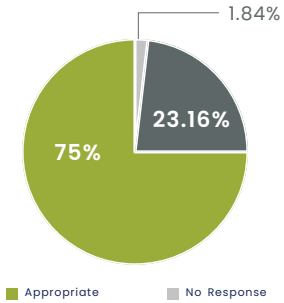




Appropriate	83.27% (313)
Inappropriate	14.52% (226)
Answered	532
Skipped	12

11

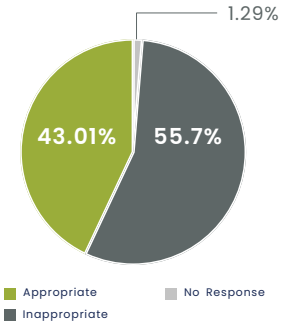




Appropriate	75% (408)
Inappropriate	23.16% (126)
Answered	534
Skipped	10

10

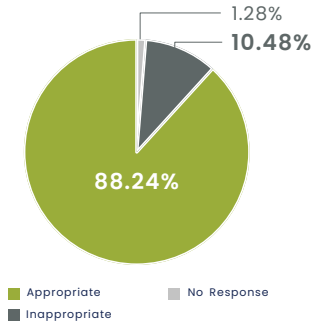




Appropriate	43.01% (234)
Inappropriate	55.7% (303)
Answered	537
Skipped	7

12

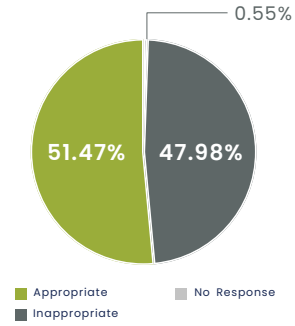




Appropriate	88.24% (480)
Inappropriate	10.48% (57)
Answered	537
Skipped	7

13

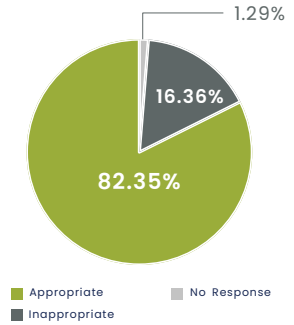




Appropriate	51.47% (280)
Inappropriate	47.98% (261)
Answered	541
Skipped	3

14

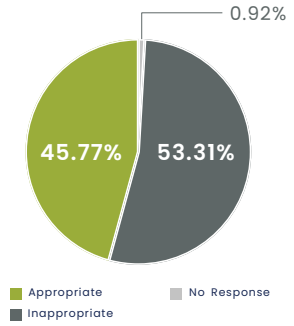




Appropriate	82.35% (448)
Inappropriate	16.36% (89)
Answered	537
Skipped	7

15

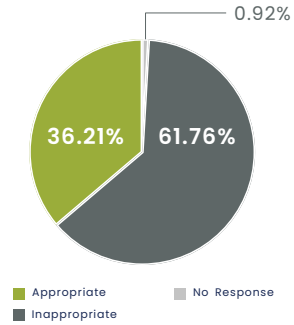




Appropriate	45.77% (249)
Inappropriate	53.31% (290)
Answered	539
Skipped	5

16





Appropriate	36.21% (197)
Inappropriate	62.87% (342)
Answered	539
Skipped	5

Visual Preference Survey

Online Survey Results

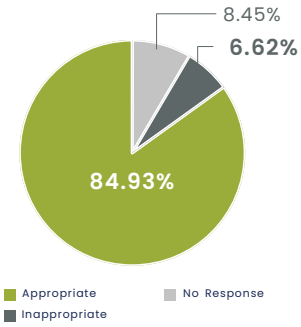
STREETSCAPES AND MOBILITY

Survey Question:
For Streetscapes and Mobility, is the image appropriate or inappropriate in the Highway 92 corridor?

Note: *Outlined images were highly favorable (receiving over 80% vote for appropriateness)*

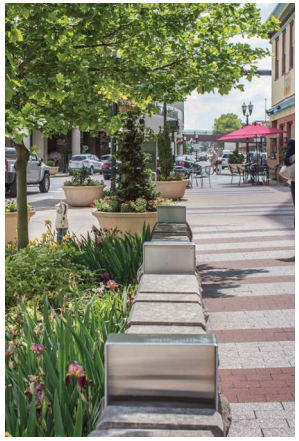
01

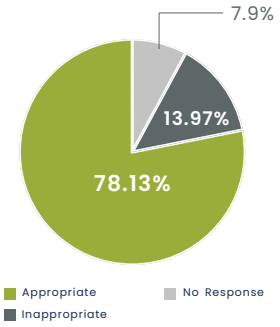




Appropriate	84.93% (462)
Inappropriate	6.62% (36)
Answered	498
Skipped	46

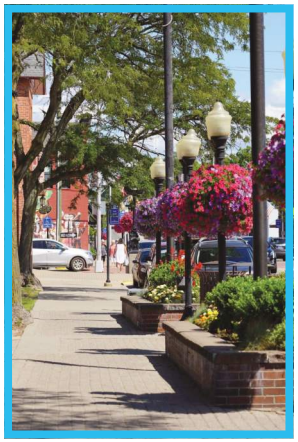
02

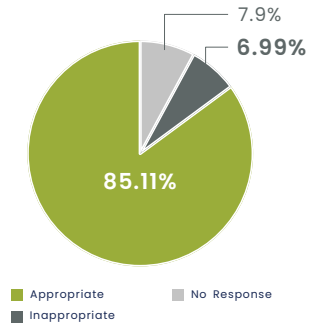




Appropriate	78.13% (425)
Inappropriate	13.97% (76)
Answered	501
Skipped	43

03

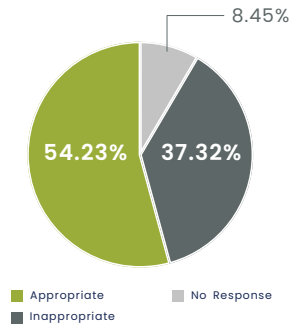




Appropriate	85.11% (463)
Inappropriate	6.99% (38)
Answered	501
Skipped	43

04

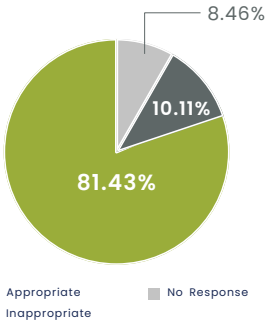




Appropriate	54.23% (295)
Inappropriate	37.32% (203)
Answered	498
Skipped	46

05

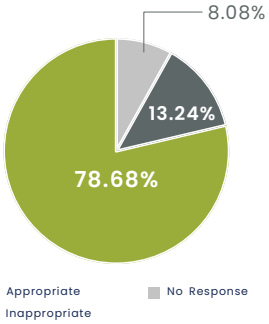




Appropriate	81.43% (443)
Inappropriate	10.11% (55)
Answered	498
Skipped	46

06

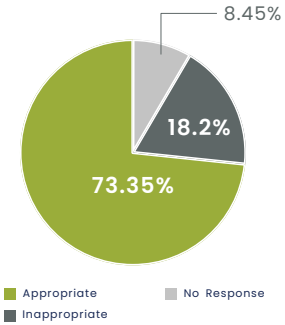




Appropriate	78.68% (428)
Inappropriate	13.24% (72)
Answered	500
Skipped	44

07

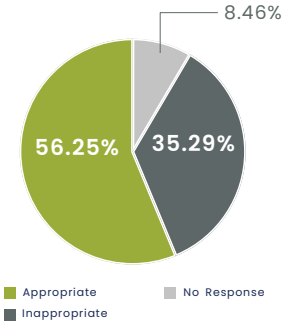




Appropriate	73.35% (399)
Inappropriate	18.2% (99)
Answered	498
Skipped	46

08





Appropriate	56.25% (306)
Inappropriate	35.29% (192)
Answered	498
Skipped	46

Visual Preference Survey

Online Survey Results

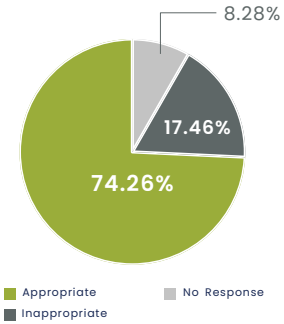
STREETSCAPES AND MOBILITY

Survey Question:
For Streetscapes and Mobility, is the image appropriate or inappropriate in the Highway 92 corridor?

Note: *Outlined images were highly favorable (receiving over 80% vote for appropriateness)*

09

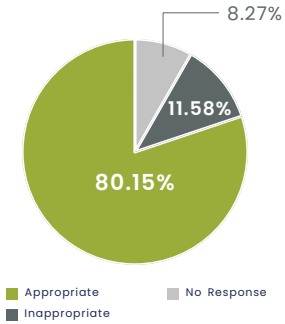




Appropriate	74.26% (404)
Inappropriate	17.46% (95)
Answered	499
Skipped	45

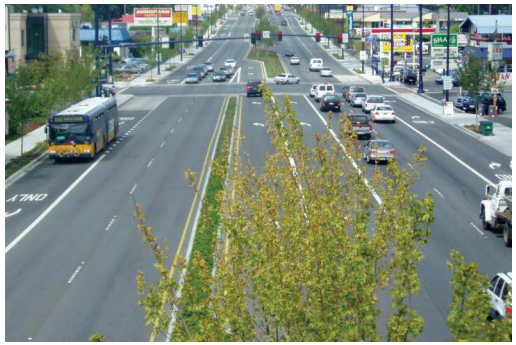
11

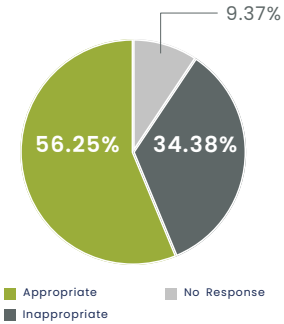




Appropriate	80.15% (436)
Inappropriate	11.58% (63)
Answered	499
Skipped	45

10

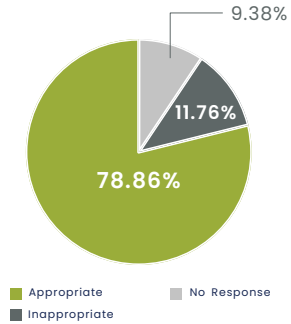




Appropriate	56.25% (306)
Inappropriate	34.38% (187)
Answered	493
Skipped	51

12

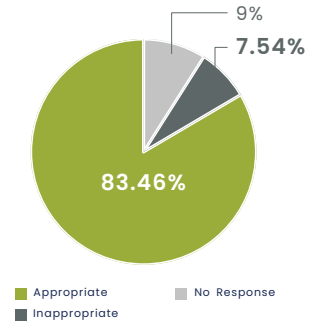




Appropriate	78.86% (429)
Inappropriate	11.76% (64)
Answered	493
Skipped	51

13

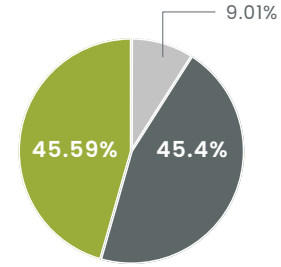




Appropriate	83.46% (454)
Inappropriate	7.54% (41)
Answered	495
Skipped	49

14

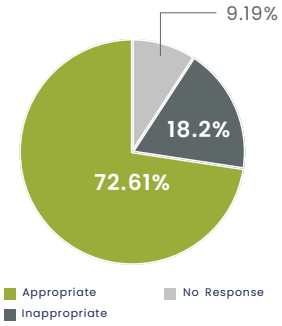




Appropriate	45.59% (248)
Inappropriate	45.4% (247)
Answered	495
Skipped	49

15

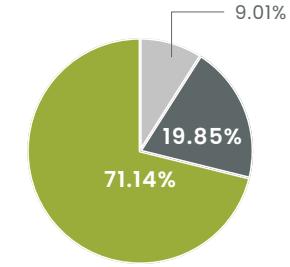




Appropriate	72.61% (395)
Inappropriate	18.2% (99)
Answered	494
Skipped	50

16





Appropriate	71.14% (387)
Inappropriate	19.85% (108)
Answered	495
Skipped	49

Visual Preference Survey

Online Survey Results

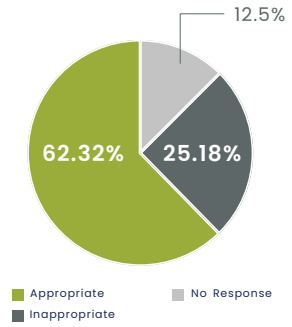
NEW DEVELOPMENT

Survey Question:
For New Development, is the image appropriate or inappropriate in the Highway 92 corridor?

Note: *Outlined images were highly favorable (receiving over 80% vote for appropriateness)*

01

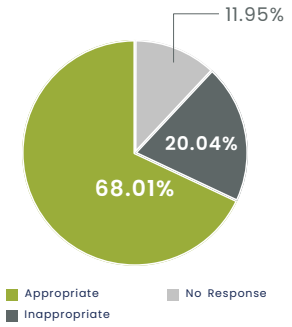




Appropriate	62.32% (339)
Inappropriate	25.18% (137)
Answered	476
Skipped	68

03

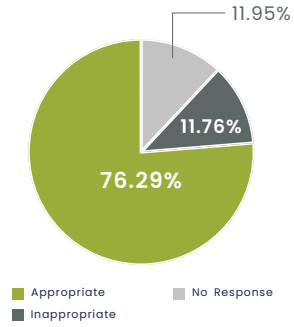




Appropriate	68.01% (370)
Inappropriate	20.04% (109)
Answered	479
Skipped	65

02

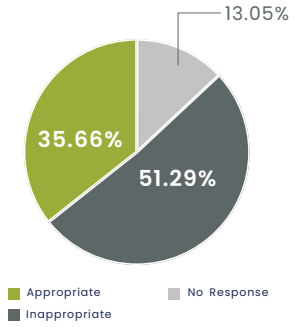




Appropriate	76.29% (415)
Inappropriate	11.76% (64)
Answered	479
Skipped	65

04

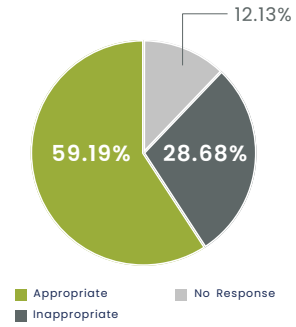




Appropriate	35.66% (194)
Inappropriate	51.29% (279)
Answered	473
Skipped	71

05

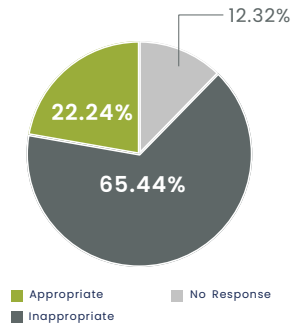




Appropriate	59.19% (322)
Inappropriate	28.68% (156)
Answered	478
Skipped	66

06

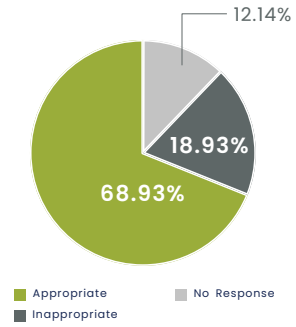




Appropriate	22.24% (121)
Inappropriate	65.44% (356)
Answered	477
Skipped	67

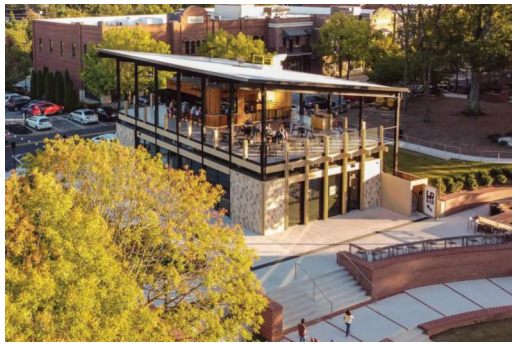
07

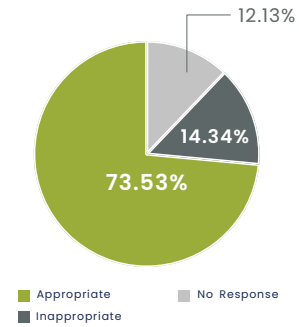




Appropriate	68.93% (375)
Inappropriate	18.93% (103)
Answered	478
Skipped	66

08





Appropriate	73.53% (400)
Inappropriate	14.34% (78)
Answered	478
Skipped	66

Visual Preference Survey

Online Survey Results

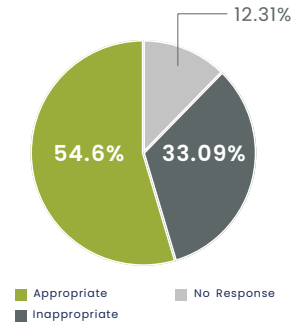
NEW DEVELOPMENT

Survey Question:
For New Development, is the image appropriate or inappropriate in the Highway 92 corridor?

Note: *Outlined images were highly favorable (receiving over 80% vote for appropriateness)*

09

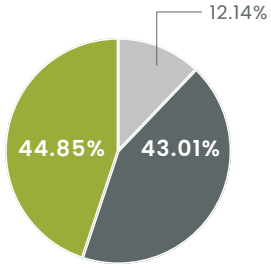




Appropriate	54.6% (297)
Inappropriate	33.09% (180)
Answered	477
Skipped	67

10

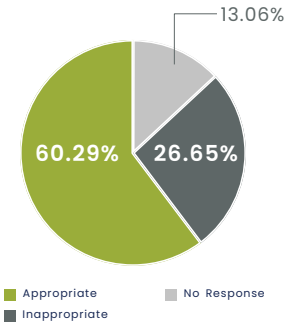




Appropriate	44.85% (244)
Inappropriate	43.01% (234)
Answered	478
Skipped	66

11

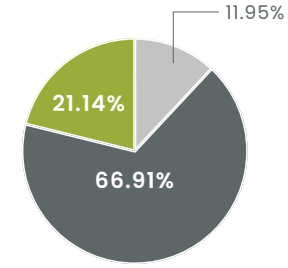




Appropriate	60.29% (328)
Inappropriate	26.65% (145)
Answered	473
Skipped	71

12

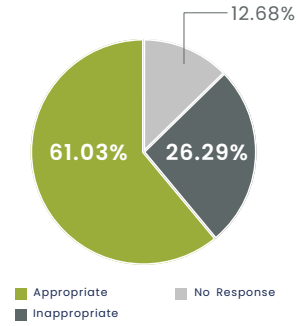




Appropriate	21.14% (115)
Inappropriate	66.91% (364)
Answered	479
Skipped	65

13

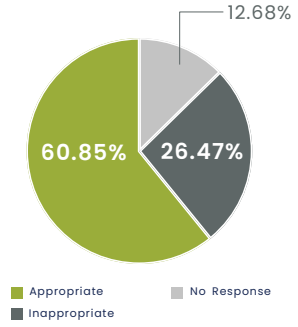




Appropriate	61.03% (332)
Inappropriate	26.29% (143)
Answered	475
Skipped	69

14

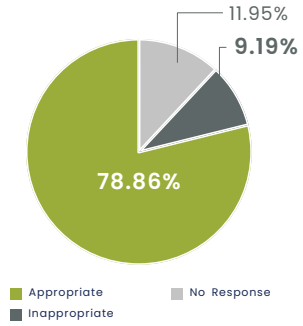




Appropriate	60.85% (331)
Inappropriate	26.47% (144)
Answered	475
Skipped	69

15





Appropriate	78.86% (429)
Inappropriate	9.19% (50)
Answered	479
Skipped	65

Housing + Market Report

Woodstock LCI

Demographic, Economic , Real Estate Analysis, and Redevelopment Feasibility

November 2024

KB ADVISORY GROUP

Demographic Assessment

Summary

The Woodstock Hwy 92 LCI shares many commonalities with Woodstock and Cherokee County but has its own unique attributes.

Population and Households

- The population growth rate of the Hwy 92 LCI has grown faster than that of the City and County at approximately 68% from 2010-2024.

Household Income

- The Hwy 92 LCI's median household income is roughly $89,000 while the City's is slightly higher at $99,000.
- The Hwy 92 LCI has a higher percentage of low-income residents (<$35k) than the other two areas individually.

Age and Generations

- Median age in the Hwy 92 LCI (37.8) is slightly younger than that of the City (39.2) and County (40.3)

Household Characteristics and Tenure

- The Hwy 92 LCI has a higher percentage of small households
- The LCI's median home value is higher at $615,646 than that of the City and County.
- The LCI has the lowest percentage of owner-occupied housing (44%)

Race and Ethnicity

- The Hwy 92 LCI, City, and County are racially similar.

Educational Attainment

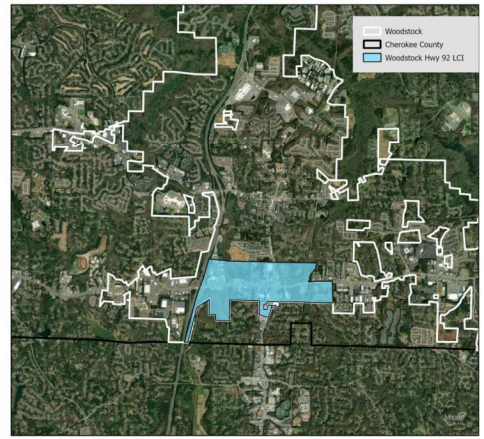
- The Hwy 92 LCI, City, and County are similar in terms of educational attainment.

3

Study Area Context

The City of Woodstock lies within southern Cherokee County. The city and county are both used as geographic points of comparison in this study.

The Woodstock Hwy 92 is an area of particular interest. It generally encompasses a large portion of property on either side of SR 92. It is mostly commercial in nature.



Demographic Assessment

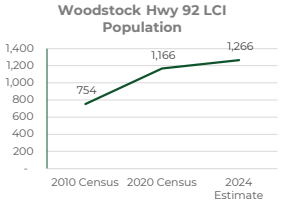
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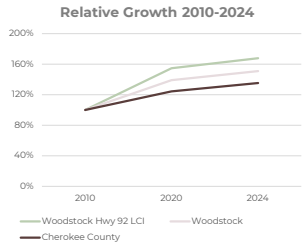
Demographic Assessment

Population

The current population of the Woodstock Hwy 92 LCI is roughly 1,200 residents.

- The Hwy 92 LCI has increased at the fastest rate compared to the City of Woodstock and Cherokee County.
- Since 2010, the Hwy 92 LCI area has gained 512 residents, amounting to a 67.9% increase.





Population, 2010-2024

	Woodstock Hwy 92 LCI	Woodstock	Cherokee County
Population Growth			
2010 Census	754	25,853	214,343
2020 Census	1,166	35,960	266,621
2024 Estimate	1,266	39,028	289,883

Population Growth, 2010-2024

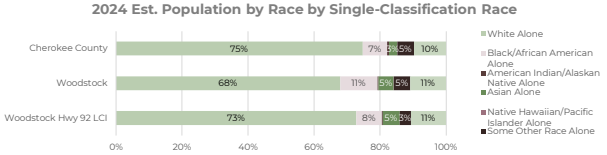
	Woodstock Hwy 92 LCI	Woodstock	Cherokee County
Population Growth			
Population Growth	67.9%	51.0%	35.2%
CAGR Growth	3.8%	3.0%	2.2%

Source: KB Advisory based on data from Claritas

Demographic Assessment

Race and Ethnicity

Racially, the Woodstock Hwy 92 LCI is very similar to the City of Woodstock and Cherokee County.



Population by Race, 2024

	Woodstock Hwy 92 LCI	Woodstock	Cherokee County
2024 Est. Population by Race by Single-Classification Race			
White Alone	73%	68%	75%
Black/African American Alone	8%	11%	7%
American Indian/Alaskan Native Alone	0%	0%	1%
Asian Alone	5%	5%	3%
Native Hawaiian/Pacific Islander Alone	0%	0%	0%
Some Other Race Alone	3%	5%	5%
Two or More Races	11%	11%	10%
2024 Est. Population by Ethnicity (Hispanic or Latino)			
Hispanic / Latino	11.8%	13.0%	12.9%
Not Hispanic / Latino	88.2%	87.0%	87.1%

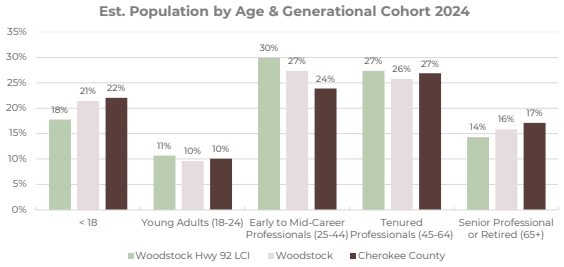
Source: KB Advisory based on data from Claritas

Demographic Assessment

Age Cohorts

The median age of residents in the Woodstock Hwy 92 LCI is about 38 years old.

- The single largest generational cohort in the LCI is Early to Mid-Career Professionals representing a third of all residents, followed by Tenured Professionals.



Age & Generational Cohorts, 2024

	Woodstock Hwy 92 LCI	Woodstock	Cherokee County
Est. Population by Age & Generational Cohort, 2024			
< 18	18%	21%	22%
Young Adults (18-24)	11%	10%	10%
Early to Mid-Career Professionals (25-44)	30%	27%	24%
Tenured Professionals (45-64)	27%	26%	27%
Senior Professional or Retired (65+)	14%	16%	17%
Children and Senior Population, 2024			
Children (0-17)	17.8%	21.4%	28.5%
Seniors (65+)	14.3%	15.9%	18.4%
Median Age	37.8	39.2	40.3

37.8
Median Age

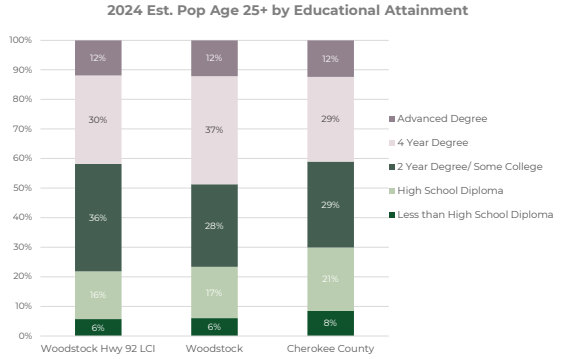
Source: KB Advisory based on data from Claritas

Demographic Assessment

Educational Attainment

66% of Woodstock Hwy 92 LCI residents have a 2 or 4 year degree (or some college)

- The LCI is similar to the City of Woodstock and Cherokee County in terms of educational attainment.



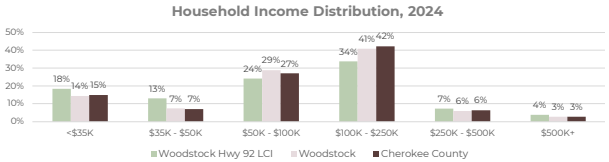
Source: KB Advisory based on data from Claritas

Demographic Assessment

Household Income

The median household income of the Woodstock Hwy 92 LCI is roughly $89,000 annually, which is less than that of the City of Woodstock, at roughly $99,000.

- Compared to the City of Woodstock and Cherokee County, the Hwy 92 LCI has slightly lower median household income



Household Income	Woodstock Hwy 92 LCI	Woodstock	Cherokee County
<35K	18%	14%	15%
$35K - $50K	13%	7%	7%
$50K - $100K	24%	29%	27%
$100K - $250K	34%	41%	42%
$250K - $500K	7%	6%	6%
$500K+	4%	3%	3%

Households	Woodstock Hwy 92 LCI	Woodstock	Cherokee County
2024 Est. Median Household Income	$89,380	$98,943	$102,604

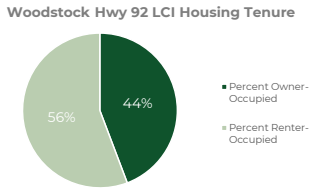
Source: KB Advisory based on data from Claritas

Demographic Assessment

Housing

The Woodstock Hwy 92 LCI has the lowest share of owner-occupied housing (44%) compared to that of the City and County.

- LCI Study Area has the highest median home value of $615,646
- LCI Study Area has the youngest median age of housing (13 years)



	Woodstock Hwy 92 LCI	Woodstock	Cherokee County
Percent Owner-Occupied	44%	64%	77%
Percent Renter-Occupied	56%	36%	23%
Median Home Value	$615,646	$404,119	$419,445
Median Age of Housing (Years)	13	20	23

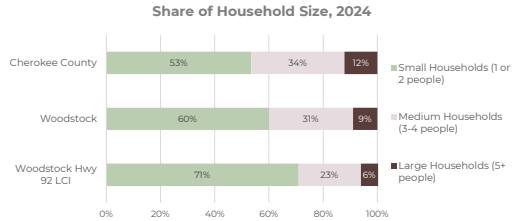
Source: KB Advisory based on data from Claritas

Demographic Assessment

Household Size

The Woodstock Hwy 92 LCI has the highest share of non-family households (37%) compared to Woodstock City and Cherokee County.

- The LCI has the highest share of small households (71%)



Households by Children

Household Characteristics	Woodstock Hwy 92 LCI	Woodstock	Cherokee County
Average Household Size	2.2	2.5	2.7
With Children	36%	31%	34%
Without Children	64%	69%	66%

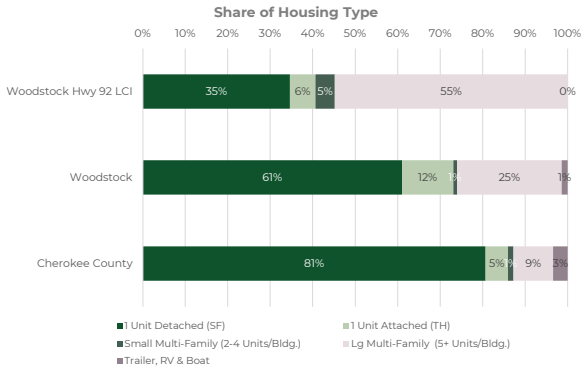
Source: KB Advisory based on data from Claritas

Demographic Assessment

Housing Type

The Woodstock Hwy 92 LCI has the lowest share of 1 unit detached homes (35%).

- The LCI has the highest percentage of large multi-family homes (55%)



Source: KB Advisory based on data from Claritas

Local Economic Assessment

Employment and Workforce

Occupation Share & Concentration

In terms of occupations, which could span across multiple industries, the largest share of employees within the LCI and the City of Woodstock work in management, office administration, and sales roles.

There is small but notable concentration within the LCI of employees working within arts/design/entertainment/sports/media, healthcare support, maintenance, and personal care roles.

Occupation Mix	Woodstock Hwy 92 LCI	Woodstock	Share of City
Architecture/Engineering	2%	3%	2%
Arts/Design/Entertainment/Sports/Media	**8%**	**4%**	**6%**
Building/Grounds Cleaning/Maintenance	2%	4%	2%
Business/Financial Operations	6%	7%	3%
Community/Social Services	1%	1%	2%
Computer/Mathematical	2%	5%	1%
Construction/Extraction	7%	6%	3%
Education/Training/Library	5%	7%	2%
Farming/Fishing/Forestry	0%	0%	0%
Food Preparation/Serving Related	5%	5%	3%
Healthcare Practitioner/Technician	2%	5%	2%
Healthcare Support	**3%**	**1%**	**8%**
Installation/Maintenance/Repair	**6%**	**2%**	**7%**
Legal	0%	1%	0%
Life/Physical/Social Science	0%	0%	1%
Management	16%	18%	3%
Office/Administrative Support	10%	11%	3%
Production	2%	2%	4%
Protective Services	2%	1%	5%
Sales/Related	**10%**	**9%**	**3%**
Personal Care/Service	**6%**	**2%**	**8%**
Transportation/Material Moving	6%	5%	4%

Source: KB Advisory based on data from Census OnTheMap

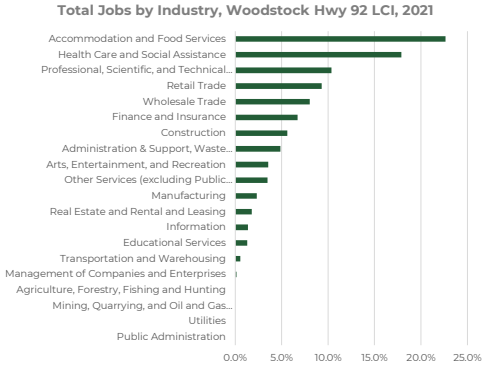
Employment & Workforce

Employment Estimate by Sector

There are more workers that commute into the Woodstock Hwy 92 LCI (1,454) than there are residents of the area who are employed elsewhere (494), with extremely few people living and working in the area (4).

Accommodations and Food Services represent the largest industry by employment for workers within the LCI area.





Source: KB Advisory based on data from Census OnTheMap

Employment & Workforce

Employment Estimate by Income

Total jobs within the LCI has been relatively stable hovering at 1,458

Of the jobs within the LCI area, 41%% pay more than $3,333 per month.

Still, nearly a quarter of jobs as of 2021 were paying less than $1,250 per month.



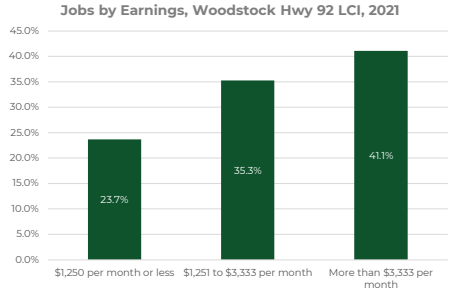
1,458

Total Jobs

2021, Woodstock LCI Study Area



~~TBD~~



Source: KB Advisory based on data from Census OnTheMap, Claritas

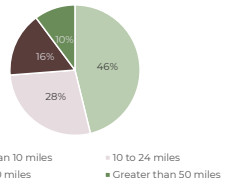
Employment & Workforce

Commuting Patterns

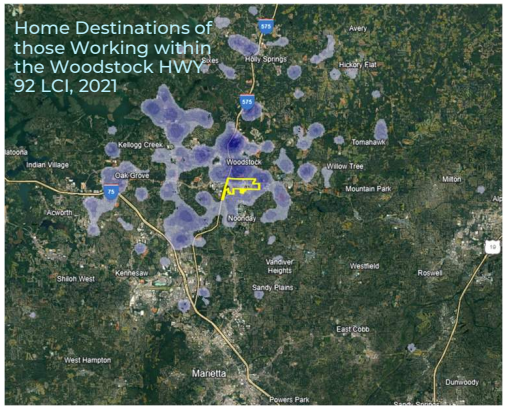
Among the those employed within the LCI, many live locally.

- A large portion of commuters travel to work from locations just north of Downtown Woodstock.
- Nearly half of all workers in the LCI commute more than 10 miles to get to work.

Homes by Distance, Woodstock Hwy 92 LCI, 2021



Source: KB Advisory based on data from Census OnTheMap



Commercial Real Estate Assessment

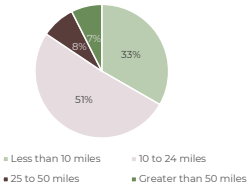
Employment & Workforce

Commuting Patterns

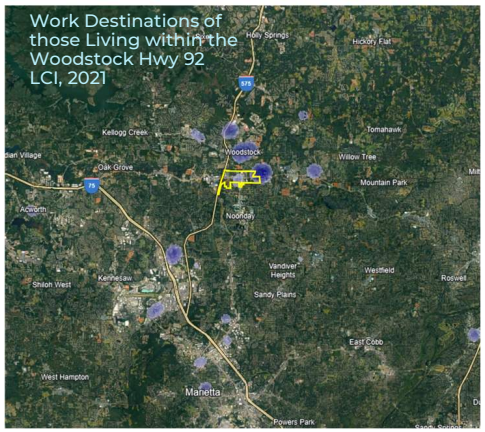
Among the working residents of the LCI, many work within the city.

- Many working residents work in Downtown Woodstock, along Hwy 9s, and to the south along 575.
- Only a third of all workers who live in the LCI commute less than 10 miles to get to work.

Jobs by Distance, Woodstock Hwy 92 LCI, 2021



Source: KB Advisory based on data from Census OnTheMap



Real Estate Assessment

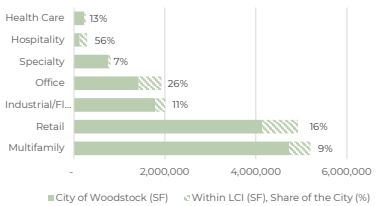
Commercial Inventory

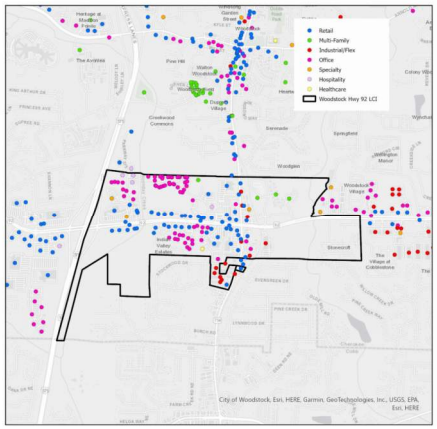
Hotels within the LCI comprise over half of the City's hospitality space.

Retail represents the largest commercial type within the LCI, while multifamily represents the largest type within the greater City of Woodstock.

Hospitality and office properties within the LCI make up a larger share of the City of Woodstock's inventory.

Commercial Property Type by SF





Source: CoStar, KBA Group

Real Estate Assessment

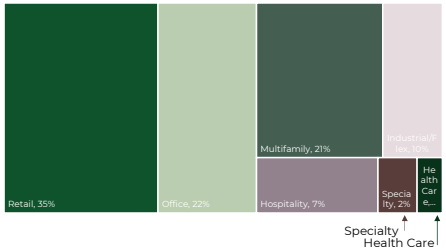
Commercial Inventory

Retail space, in terms of square footage, represents over a third of the LCI's existing inventory. This is in line with the proportional makeup of retail within the City overall.

While the LCI hosts a concentration of hospitality space, retail represents the largest commercial type, on a SF basis.

Multifamily and office each represent roughly 20% of the LCI's commercial square footage.

Woodstock LCI Commercial Inventory, SF



Commercial Real Estate, LCI & City of Woodstock

Type	Woodstock LCI (%)	Woodstock LCI (SF)	City of Woodstock (%)	LCI Share of the City
Retail	35%	788,670	32%	16%
Office	22%	504,569	13%	26%
Multifamily	21%	475,287	34%	9%
Industrial/Flex	10%	225,121	13%	11%
Hospitality	7%	164,548	2%	56%
Specialty	2%	52,869	5%	7%
Health Care	2%	34,320	2%	13%

Source: KB Advisory based on data from CoStar

Real Estate Assessment

Office Rents & Vacancy

The Woodstock LCI Office rent currently sits at $17.14.

Office rents have remained relatively stable for both the LCI and the City, between $11 and $19.

Since 2022, Woodstock LCI office rents have been slightly lower than the City of Woodstock.

Office Rent Overall, 2010-2024

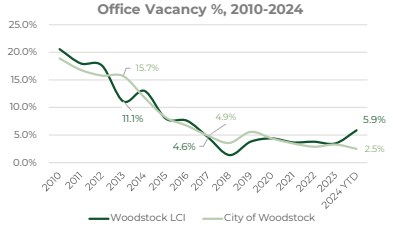


The Woodstock LCI Office vacancy currently sits at 5.9%.

Office vacancy rates have steadily declined post-2010, but vacancy rates in the Woodstock LCI have been slightly increasing since 2023.

As of 2024, the Woodstock LCI has a higher office vacancy percentage than the City of Woodstock.

Office Vacancy %, 2010-2024



Source: CoStar, KBA Group

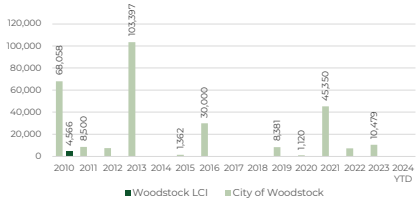
Real Estate Assessment

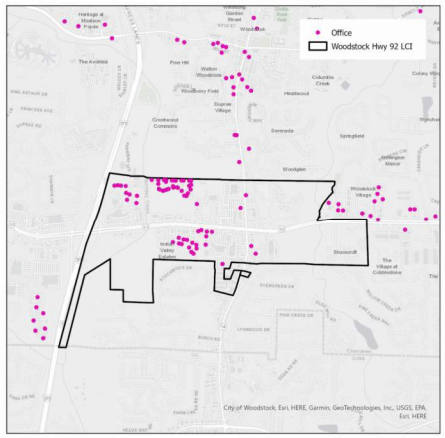
Office Inventory

Offices comprise 22% of the Woodstock LCI's commercial space.

- Since 2010, only 4,566 SF of office space was delivered within the LCI.
- The majority of office properties are condominium product, meaning many are individually owned.
- Creekstone Office Park has 31 properties and Heritage Walk has 13 properties

Office Deliveries by SF, 2010-2024





Source: CoStar, KBA Group

Real Estate Assessment

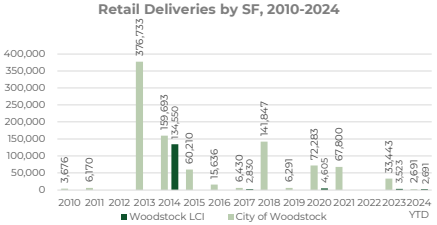
Retail Inventory

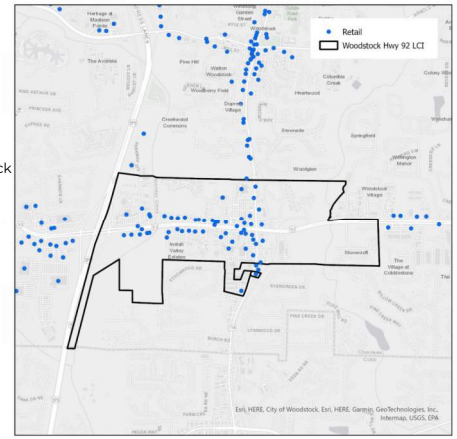
Retail comprises 35% of the Woodstock LCI's commercial space.

Retail properties are concentrated along Highway 92 and S Main St/Canton Hwy.

- Shopping centers include Woodstock Square, Woodstock Village, Woodstock Commons, and Crossroads Village.
- Most new retail has been fast food. The largest, recent development was Sam's Club (2014).

Retail Deliveries by SF, 2010-2024





Source: CoStar, KBA Group

Real Estate Assessment

Retail Rents & Vacancy

Retail rent in the LCI currently sits at $17.67.

Retail rents in the LCI and City have been rising since 2016, although LCI rates have risen at a slower rate.

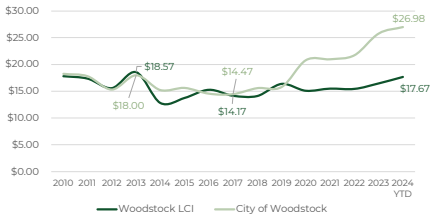
Retail rent within the LCI is significantly less than the City ($26.98).

Retail vacancy is low within the LCI and City.

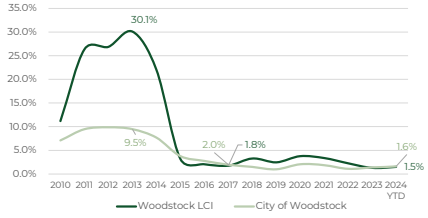
Between 2010 and 2015, the LCI and City experienced high retail vacancy.

Retail vacancy rates have steadily declined post-2020,

Retail Rent, 2010-2024



Retail Vacancy %, 2010-2024



Source: CoStar, KBA Group

Real Estate Assessment

Hospitality Rates & Occupancy

The Average Daily Rate (ADR) .

Retail rents in the LCI and City have been rising since 2016, although LCI rates have risen at a slower rate.

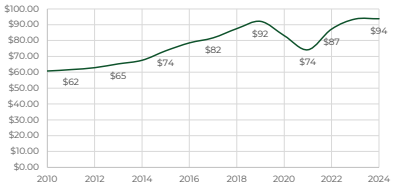
Retail rent within the LCI is significantly less than the City ($26.98).

Hotel Occupancy is 63% within the LCI.

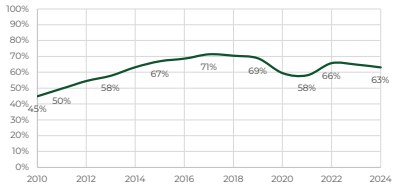
Since 2010, occupancy steadily grew until 2020.

Retail vacancy rates have steadily declined post-2020,

Wooodstock LCI ADR $, 2010-2014



Wooodstock LCI Occupancy %, 2010-2014



Source: CoStar, KBA Group

Real Estate Assessment

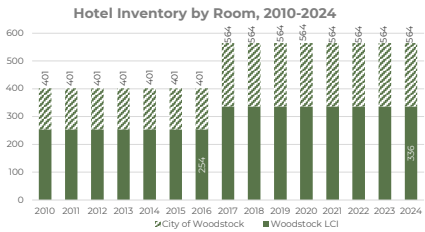
Hotel Inventory

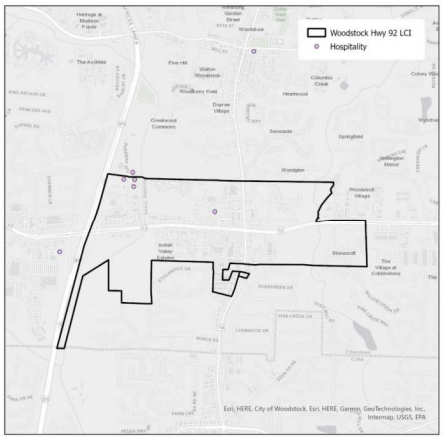
Over half of the City of Woodstock's hospitality space (SF) lies within the LCI. By rooms, the LCI represents 60% of all hotel rooms in the city.

Hotels within the LCI are clustered along Parkway 575.

- Existing hotels are economy and upper midscale.
- The newest hotel was delivered in 2017 (82 room Fairfield Inn & Suites). There are 2 hotels in the pipeline, and both are outside of the LCI boundary.

Hotel Inventory by Room, 2010-2024





Source: CoStar, KBA Group

Real Estate Assessment

Industrial & Flex Inventory

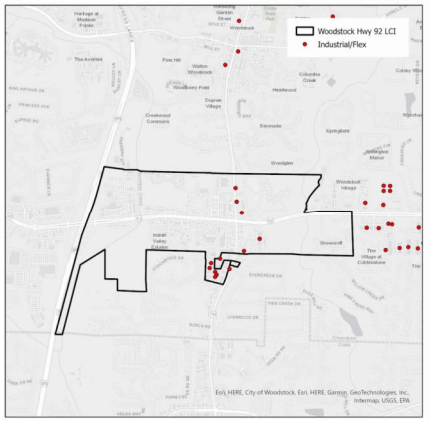
There are 12 Industrial/Flex properties within the LCI, concentrated along the Canton Highway and Stockwood Dr intersection.

Industrial and flex space within the LCI makes up 11% of the city's total inventory.

There have been no new deliveries within the LCI in the past decade.

Industrial/Flex Deliveries (SF), 2010-2024





Source: CoStar, KBA Group

Real Estate Assessment

Industrial Rents & Vacancy

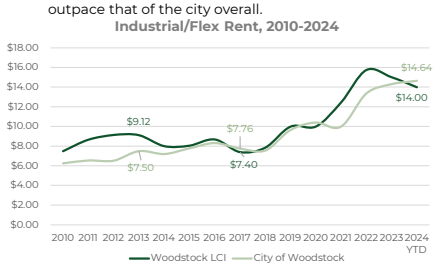
Average rents in both the LCI and the city are around $14/SF.

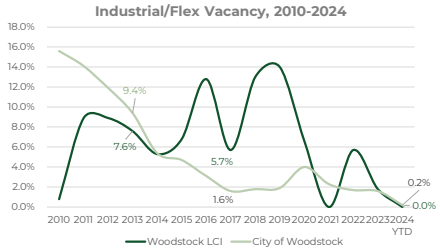
There is limited inventory for industrial or flex space, and demand within the region continues to grow.

Hwy 92 access likely contributes to rates which outpace that of the city overall.

Available industrial/flex space within the LCI and the city is extremely low.

While variable over the past decade, vacancy within the LCI today is nearly 0%.



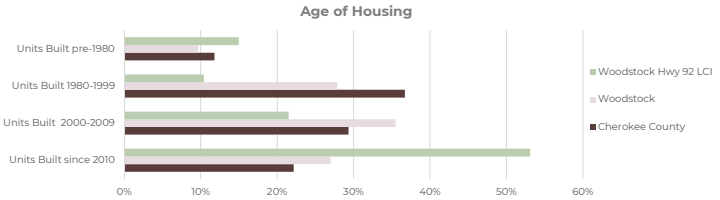


Source: CoStar, KBA Group

Residential Real Estate Assessment

Age of Housing

Over half of housing units within the LCI were built since 2010. This is in contrast with the City and County overall. Within the City of Woodstock, nearly 40% of housing was built prior to 2000. Within the county, 49% of housing is more the 25 years old.



Age of Housing	Woodstock Hwy 92 LCI	Woodstock	Cherokee County
Units Built since 2010	53%	27%	22%
Units Built 2000-2009	22%	35%	29%
Units Built 1980-1999	10%	28%	37%
Units built pre-1980	15%	10%	12%

Residential Real Estate Assessment

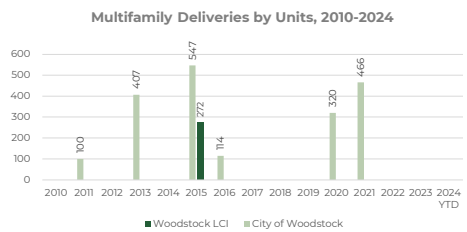
Real Estate Assessment

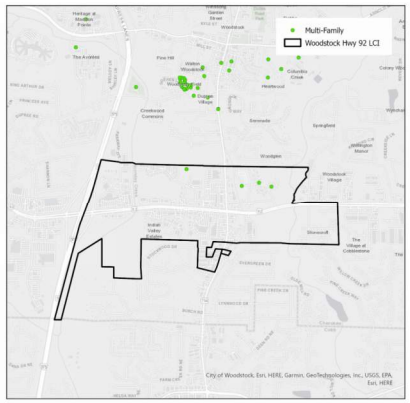
Rental Multifamily Inventory

There are 4 Multi-Family properties within the LCI.

Station 92, a 272-unit community, delivered in 2015.

The remaining multifamily communities are over 30 years old. Laurelwood and Elevate Woodstock were built in the 1980s. Colbert Square Senior Housing provides 70 subsidized housing units.





Source: CoStar, KBA Group

Real Estate Assessment

Rental Multifamily Rents & Vacancy

The market has not supported recent rent hikes within the LCI.

Rents peaked in 2022 and have lowered since.

The current multifamily asking rent within the LCI is $1,439, 30% lower than the average rents of the City of Woodstock.

Station 92 was built in 2015 and added 272 units to the LCI's inventory.

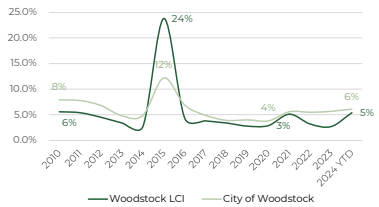
During this time, vacancy within the LCI spiked to nearly 25%.

These new units, however, were quickly absorbed with vacancy rebounding in 2016 to under 5%.

Multifamily Asking Rent, 2010-2024



Multifamily Vacancy, 2010-2024



Source: CoStar, KBA Group

Real Estate Assessment

For-Sale Home Sales

New, for-sale townhomes represent the only new for-sale housing delivered within the LCI in the past 7 years.

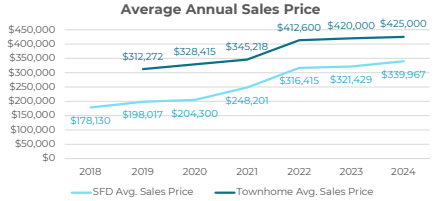
Stone Creek Place, a townhome community, is the only new for-sale housing built since 2018.

Townhome sales prices have maintained a 43% premium over SFD homes in terms of absolute price.

On average, townhomes which have sold are 800 SF larger and 30 years newer than existing SFD homes.

There have been no condo sales, new or resale, within the past 5 years.

Average Annual Sales Price



	Single Family Detached			Townhome		
	New	Resale	Total	New	Resale	Total
2018	0	13	**13**			
2019	0	6	**6**	10		**10**
2020	0	8	**8**	5		**5**
2021	0	14	**14**	11	2	**13**
2022	0	13	**13**	2	3	**5**
2023	0	7	**7**		2	**2**
2024	0	3	**3**		1	**1**

Source: SmartRE, KBA Group

Real Estate Assessment

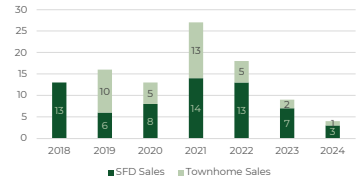
For-Sale Home Sales

On average, home sales within the City of Woodstock have maintained a 30% premium over homes sold within the LCI since 2018.

Annually, average sales prices in the LCI grew 16% from 2018-to 2021 compared to 6% from 2021 to present.

Peaking in 2021 at 27 sales, the LCI has averaged 14 sales/year since 2018.

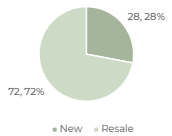
Woodstock LCI Sales Volume



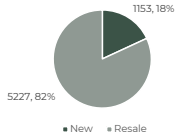
Average Sale Price, 2018-2024



Woodstock LCI



City of Woodstock



Source: SmartRE, KBA Group

Real Estate Assessment

Residential Affordability

Within the LCI, rentall housing costs are generally affordable for those earning 100% to 80% of the Atlanta MSA median income. For-sale housing costs, on average, are not affordable for those earning less than 100% AMI.

While this assessment does not consider availability of housing, average rental housing costs are generally affordable to 80% AMI or more. For-sale affordability is more limited than rental. Average home cost also reflect average sales price within the past three years. One-bedroom for-sale homes and 4-bedroom rental units are not currently available within the LCI.

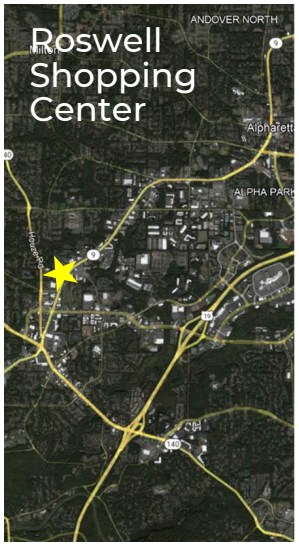
Atlanta MSA Housing Cost Maximums						
	RENTAL			FOR-SALE		
Household Size	**100% AMI**	**80% AMI**	**50% AMI**	**120% AMI**	**100% AMI**	**80% AMI**
1-person	**$2,016**	**$1,613**	$1,008	$290,400	$242,000	$193,600
2-person	**$2,419**	**$1,935**	$1,209	**$348,361**	$290,301	$232,241
3-person	**$2,805**	**$2,244**	$1,403	**$403,951**	$336,626	$269,300
4-person	$3,117	$2,493	$1,558	**$448,805**	$374,005	$299,204
Average Housing Costs within the Woodstock LCI						
1-bedroom		$1,499			-	
2-bedroom		$1,579			$329,242	
3-bedroom		$2,229			$344,029	
4-bedroom		-			$407,250	

$106,600

Atlanta MSA Area Median Income

Source: CoStar, Invest Atlanta, KBA Group

Redevelopment Feasibility





Roswell Shopping Center

SF	153,892
Rent	$ 15
Occ.	85%
Income	$ 2,308,380
Income with vacancy	$ 1,962,123.00
Operating Expenses/SF	$5
Expenses	$ 769,460
NOI	$ 1,192,663
Units per Acre	0

The Catherine

Avg SF	923
Units	300
$/SF	$ 2.08
Occ.	90%
Income	$ 6,911,424
Income with vacancy	$ 6,220,282
Operating Expenses/Unit	$ 6,415
Expenses	$ 1,924,494
NOI	$ 4,295,788
Units per Acre	33

NOI was 3.6x higher after redevelopment.

Redevelopment Feasibility

Redevelopment Fundamentals

Why do aging shopping centers and apartments stay that way?

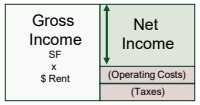
Investment goal is cash flow.
- Not redevelopment (buy and hold).
- Not public service or community building.
- Part of an investment portfolio.

Low operating costs:
- Property taxes
- Operating & management costs
- Minimal maintenance & repair
- No debt Service

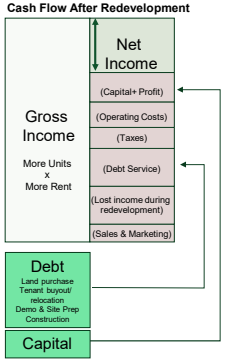
Modest but steady revenue flow:
- Tenants paying rent
- Manageable vacancy rate

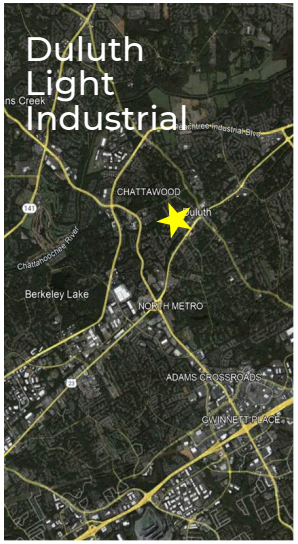
As long as **revenue > operating costs**, the owner is making money with low risk and low effort.

Cash Flow Before Redevelopment



Cash Flow After Redevelopment







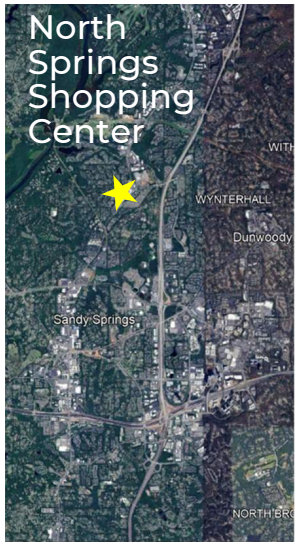
Light Distribution & Warehousing

SF	60,250
Rent	$10
Occ.	100%
Income	$ 602,500
Income with vacancy	$ 602,500.00
Operating Expenses/SF	$2
Expenses	$ 116,885
NOI	$ 485,615
Units per Acre	0

Everleigh Duluth

Avg SF	1034
Units	180
$/SF	$ 2.15
Occ.	85%
Income	$ 4,801,896.00
Income with vacancy	$ 4,081,611.60
Operating Expenses/Unit	$ 8,314.00
Expenses	$ 1,496,520.00
NOI	$ 2,585,091.60
Units per Acre	40

NOI was 5.3x higher after redevelopment.





North Springs Shopping Center

SF	100,859
Rent	$ 25
Occ.	90%
Income	$ 2,521,475
Income with vacancy	$ 2,269,327.50
Operating Expenses/SF	$ 4
Expenses	$ 365,110
NOI	$ 1,904,218
Units per Acre	0

Wayfern Apartments

Avg SF	1,000
Units	286
$/SF	2.59
Occ.	90%
Income	$ 8,888,880
Income with vacancy	$ 7,999,992
Operating Expenses/Unit	$ 8,099
Expenses	$ 2,316,314
NOI	$ 5,683,678
Units per Acre	32

NOI expected to be 3.0x higher after redevelopment.

Redevelopment Feasibility

Redevelopment Scenario: Woodstock Commons



Scenario	New Commercial	New Residential	NOI ($1,000s)	Feasible	Justification
A	13,000	0	$1,762	1.12x Revenue	The Rule of Three is not satisfied until future rents are 2.5x that of the existing retail rates. The ability to achieve these rents in today's market is unlikely.
B	102,000	0	$2,933	3.2x Revenue	Additional infill office which achieves market rate rents for the City of Woodstock could support new development. This assumption also assumes a 20% rent increase of existing retail.
C	69,000	430	$5,108	5.5x Revenue	Considering market rate rents are achieved, both residential redevelopment scenarios exceed the Rule of Tree threshold. Given that both scenarios include structured parking, higher revenues are needed to support construction costs.
D	84,000	575	$6,830	7.4x Revenue	

Redevelopment Feasibility

Redevelopment Scenario: Woodstock Commons



WOODSTOCK COMMONS	
Year Built:	1988
Acres:	10
GLA (SF):	88,939
Effective Rent:	$16-$22
Vacancy:	4.1%
Zoning:	GC

Cash Flow Before Redevelopment

Gross Income (75,000 SF x $12.47) | Net Income | (Operating Costs) | (Taxes)

Woodstock Commons Est. Cash Flow Before Redevelopment ($1,000s)

$926 | $786 | $146

Rule of Three:

Redevelopment is feasible if capital investments yield income which is 3x greater than existing income.

$786,000 x 3 = $2,358,000

Residential Redevelopment Example

Density (per acre)	Income	Operational Expenses	NOI	Feasible
12	$2,362	$911	$1,451	
15	$2,953	$1,139	$1,814	
20	$3,937	$1,518	$2,419	
25	$4,921	$1,898	$3,023	
40	$7,873	$3,036	$4,837	

Redevelopment Feasibility

Redevelopment Scenario: Woodstock Exchange



WOODSTOCK EXCHANGE	
Year Built:	2003
Acres:	1.09
GLA (SF):	14,918
Effective Rent:	$18-$25
Vacancy:	0%
Zoning:	GC

Cash Flow Before Redevelopment

Gross Income (15,000 SF x $20) | Net Income | (Operating Costs) | (Taxes)

Woodstock Exchange Est. Cash Flow Before Redevelopment ($1,000s)

$290 | $232 | $56.8

Rule of Three:

Redevelopment is feasible if capital investments yield income which is 3x greater than existing income.

$232,000 x 3 = $695,0000

Retail Redevelopment Example

Rental Retail Rates	Income	Operational Expenses	NOI	Feasible
$24	$504	$82	$422	
$28	$588	$82	$506	
$32	$672	$82	$590	
$36	$756	$82	$674	
$40	$840	$82	$758	

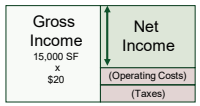
Redevelopment Feasibility

Redevelopment Scenario: Mile on Main

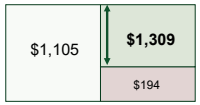


MILE ON MAIN	
Year Built:	1968 -1990
Acres:	9.71
GLA (SF):	103,231
Effective Rent:	$10-$17
Vacancy:	0%
Zoning:	GC

Cash Flow Before Redevelopment



Mile on Main Est. Cash Flow Before Redevelopment ($1,000s)



Rule of Three:

Redevelopment is feasible if capital investments yield income which is 3x greater than existing income.

$1,105,000 x 3 = $3,316,0000

Redevelopment Feasibility

The Bottom Line

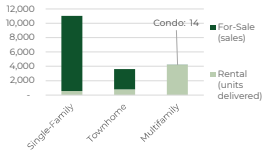
Residential Density

- The current maximum density of 12 units/acre does not support commercial to residential redevelopment along the corridor.
- Though each site will differ in terms of land costs, developability, and assemblage – a density of 25 to 40 units/acre is likely needed to justify residential redevelopment.

Tenure & Housing Type

- Rental multifamily has a greater chance of achieving financing and investment than for-sale multifamily.

Cherokee County New Residential , 2018-2024



- Land costs as they are, it is difficult to achieve affordability without increasing density.

Retail Rental Rates

- Achieving higher retail rates will require both new or renovated commercial spaces as well as repositioning of retail centers.
- While vacancy within the corridor is low today, increased rents could cause some displacement, particularly of small or legacy businesses.

Redevelopment Feasibility

Redevelopment Scenario: Mile on Main

	Scenario	New Commercial	New Residential	NOI ($1,000s)	Feasible	Justification
	A	87,500	86	$3,395	3.07x Revenue	In order to achieve 3x existing revenue, considering all properties within the area, future rents would need to achieve $30/SF.
	B	84,000	122	$3,486	3.15x Revenue	Greater residential density allows for the Rule of three to be met at slightly lower rates than Scenario A, even with less commercial space. Scenario B is feasible with future rents averaging $27/SF.

Redevelopment Feasibility

Residential Development Financing

The financing structures for rental (multifamily rental) and for-sale (condominium) residential development differ primarily due to the distinct business models, risk profiles, and cash flow expectations associated with each type of property.

In summary, these differences reflect the rental property's focus on long-term cash flow stability versus the for-sale property's dependence on immediate market conditions and quick turnover.

Category	Multifamily Rental	Multifamily For-Sale
Cash Flow Timing and Stability	Generates steady, ongoing cash flow from rents, creating **predictable long-term income**.	Relies on one-time sales income; cash flow depends on unit sales at specific price points within a **short timeframe**.
Risk Profile	Lower-risk due to predictable rental income, allowing for more **stable financing**.	**Higher-risk** as profits depend on quick, speculative sales in potentially volatile markets.
Loan Structure and Terms	Long-term financing (10–30 years) with **lower interest rates** and amortization schedules to reflect stability.	Short-term, **high-interest construction loans** (1–3 years) with a focus on fast repayment through sales proceeds.
Debt Coverage Ratio (DCR) vs. Loan-to-Value (LTV)	Uses DCR to ensure that rental income can cover debt obligations consistently.	Focused on LTV ratio, as lenders expect **higher equity** and assess value based on speculative unit sales.
Exit Strategy	Exit options include **refinancing or selling** to investors, with flexibility due to steady income.	Primary exit strategy is unit sales, requiring **quick turnover to repay loans** and generate profit.

Redevelopment Feasibility

Promoting Redevelopment

Set up positive regulatory environment

- Zoning & Land Use
- Expedited Permitting
- Enable mixed-use walkable development
- Tax Credits Programs
- Opportunity Zones
- Site marketing and partner outreach

Support key public Infrastructure and site preparation

- Roads & trails
- Stormwater & Sewer
- Environmental Mitigation
- Parks, Plazas, & Greenspace
- Other supportive projects & deals

Mitigate Risk

- Place public uses on or near site (such as libraries, museums, visitor centers, or public offices)
- Enhance the public realm (streetscapes, buried utilities, parks & paths)

Offer Financing Support

- Tax Allocation Districts
- Municipal Bonds
- Development Authority
- Tax Abatements
- Hotel Motel Tax
- CID

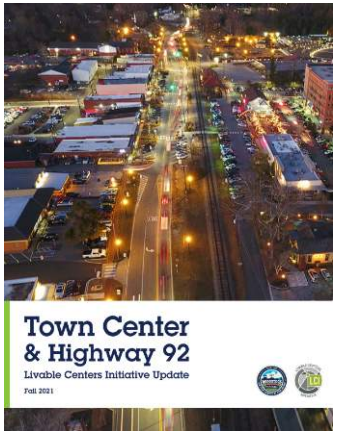
Do the hard work ahead of time

- Buy and assemble small parcels into marketable parcels.
- Buy aging or contaminated sites and clean them up.

Direct subsidy

- Help a development partner write down land cost
- Purchase key redevelopment sites

Resource Links

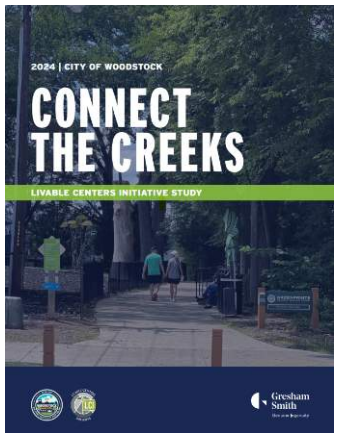


[2021 LCI UPDATE]

[2024 CITY OF WOODSTOCK LCI CONNECT THE CREEKS]

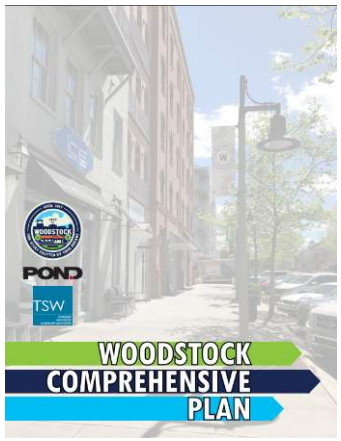
2020 CITY OF WOODSTOCK HOUSING STUDY

ARCHITECTURAL STANDARDS FOR DOWNTOWN WOODSTOCK



HIGHWAY 92 LANDSCAPING STRATEGIES- PETER DREY

[WOODSTOCK COMPREHENSIVE PLAN 2023 UPDATE]



BUILDING A CITY THAT FEELS LIKE HOME

