

The following document has been accepted incorporating User and Owner comments.

Signature

Date



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A special thank you and appreciation to the following team members, on the client side, who dedicated critical time and effort to this project:

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SECTION 1.0 EXECUTIVE SUMMARY

The Executive Summary is a high level summary of the existing conditions, recommendations, financials and scheduling of the overall master plan. This section is written so that it can be presented as a stand-alone document.

The Executive Summary is divided into the following categories:

1.1 Introduction

Summarizes the history of project, general approach and methodology, and participants

1.2 Goals and Vision Overview

Summary of Goals and Vision

1.3 Existing Conditions Overview

High level summary of the conditions/issues of the transportation system, urban design, market, zoning and demographics

1.4 Market Study

1.5 Involvement Overview

Summary of the interview & workshop process and results

1.6 Master Plan Vision

Summary of the master plan vision for downtown Alpharetta

1.7 Implementation Recommendations Summary

Summary of overall recommendations

1.1 Introduction



Scope

This document is a summary of the existing conditions, planning process and recommendations for the downtown Alpharetta master plan study. It contains the key goals, planning assumptions, and overall requirements for the establishment of a framework to better plan for growth and new development in the Alpharetta study area.

Resources

The information presented was gathered from client supplied data, interviews, community workshops, consultant site visits and analysis.

Content

This document contains the following sections:

Executive Summary presents an overview of the process, findings and recommendations.

Vision & Goals presents the goals, priorities and key parameters for this project.

Existing Conditions documents the existing conditions in and around the study area.

Market Analysis

Planning outlines key concepts for implementing the goals and establishing master plan criteria.

Implementation identifies recommendations and tasks essential to the proper implementation of the findings.

Appendix contains detailed information that complements or supports the information presented in the findings.

Team

This Master Plan was made possible through the leadership of the Mayor and Council of the City of Alpharetta:

Mayor Arthur Letchas

City Council:

- D.C. Aiken
- Brandon Beach
- Douglas DeRito
- Debbie Gibson
- Jim Matoney
- Jim Payne

Additional staff providing overall guidance to the process includes the City of Alpharetta Community Development Department under its department head, Diana Wheeler, its Economic Development Coordinator, James Drinkard and Zoning Administrator Brian Patton.

For this phase of the work, Sizemore Group provided management and comprehensive planning services as the prime consultant. The Sizemore Group Team included:

William de St. Aubin, Principal in Charge

Tamara Jones, Project Manager

Adem Gusa, Project Planner

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Victor Iraheta, Walker Parking Consultants

Jim Huffstetler, URS Corp., Transportation Consultants

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Background

The Sizemore Group was contracted in late 2002 to conduct a study of the downtown Alpharetta area. The underlying goal of the study and resulting plan was to create and maintain a central downtown area that offers a mix of commercial and non-commercial uses and creates a destination for local residents and visitors.

Of particular interest was how to balance growth and development issues with transportation considerations while creating a pedestrian-friendly environment. Other stated desires were to find ways to connect the historic downtown district to other activity centers within the City, encouraging alternate transportation modes, increasing the desirability of existing structures, and the preservation of green space.

The team was also charged with identifying both obstacles and opportunities, and developing a recommended strategy of actions and identifying potential funding sources for the goals and/or strategies identified.

1.2 Goals and Vision Overview

The goals and vision that resulted from the public involvement process reflected a consensus that the downtown area should evolve into a Live / Work / Play / Stay (self-sustaining) community. There is a desire for a more diverse, plentiful and pedestrian residential population downtown to help support the existing and future businesses. The downtown should have a compelling identity and enough activity to draw the existing residents as well as visitors both day and night.

Compelling green spaces, as both public amenity and as environmental preservation are strongly desired.

Linkages to other amenities in Alpharetta – most notably to the Big Creek Greenway Trail and to Wills Park, are also important goals.

The goals and vision should be achieved in a manner that is economically realistic, sustainable, and fiscally responsible.

1.3 Existing Conditions Overview

The Alpharetta master plan study area is generally bounded by Old Milton Parkway on the south, Mayfield Road on the north, Haynes Bridge Road to the east and the western boundary of the current Milton High School property to the west. The total study area is approximately 212 acres.

There is a north south axis of retail and services that runs through historic downtown Alpharetta along route 9. The retail and services axis continues to develop, though not as prominently, north of downtown Alpharetta. The retail near downtown Alpharetta consists of small retail outlets while a block away there is the growing presence of the big box commercial

Access to Alpharetta is well supplied through several interchanges on GA 400. The most direct access is provided by Old Milton Parkway and Haynes Bridge Road. However, there are currently few alternatives for commuters from the north and west (Cherokee and Forsyth Counties) to reach GA 400, making Route 9 a congested conduit. The completion of Westside Parkway should help traffic flow. Other transportation issues include speeding and inadequate enforcement of violations on Main Street (also on Roswell / Canton Street) due to difficulty in positioning officers. The design of Main Street could be altered to better support the posted speed limit.

There is a perception of inadequate parking serving the local businesses. Even though parking spaces are available in the downtown district, some of it may not be perceived as conveniently located or well marked.

The population of Alpharetta has witnessed considerable growth of over 112% between 1990 and 2000. The population is relatively young with a median age of 34.1 years, relatively affluent with a median household income of \$76,304, and has a relatively high degree of educational attainment.

1.4 Market Study

Alpharetta, like other northern suburbs of the Atlanta Metropolitan region has witnessed tremendous growth over the last decade. The downtown district of Alpharetta is witnessing increased competition from commercial developments in surrounding areas. The downtown district is also not experiencing the unprecedented growth of the other parts of the city. A planning effort is being undertaken to provide direction for the future of downtown Alpharetta to create a lively, vibrant mixed use district in the historic downtown area.

The primary trade area is defined as the area from which the retail will attract most of its sales. The convenience of proximity to the retail stores would be an important appeal of these stores. The Sizemore Group finds that the primary trade area for the retail opportunities near downtown offers a growing population base of 23,824 which is projected to grow by 19% to 28,270 by the year 2008. The primary trade area also offers a strong median income of \$79,086. The continued growth in value of new housing stock in the area will provide support to the population growth. The secondary trade area is that which supplies additional support to retail beyond that provided by the primary trade area. This area offers additional growth opportunities and has a population base of 40,453 which is projected to grow by 20% to 48,403 by 2008. The median income of the secondary trade area is \$84,991.

As a result of its preliminary qualitative market analysis, the Sizemore group finds that this area can support an additional 80,000 sq. ft. of upscale neighborhood business including 2-4 quality restaurants, a book store, and 2-3 specialty retail stores including men, women and children's apparel.

It is important to note that there is greatly increased retail competition from surrounding communities. The competition offers great choices to local residents. A mall and numerous neighborhood shopping centers offer local residents alternatives that are within reasonable driving distances.



In order for retail establishments in the downtown district to thrive, Alpharetta needs to revitalize the downtown into a destination of choice as opposed to “convenience shopping”. Additional amenities that attract residents (like community facilities, adequate parking, green spaces and events that draw residents) will be necessary to create the sustained draw for shoppers. The creation of a destination of choice could prove our recommendations conservative. On the other hand, without additional improvements in the downtown district, the recommended retail space will find it difficult to attract shoppers.

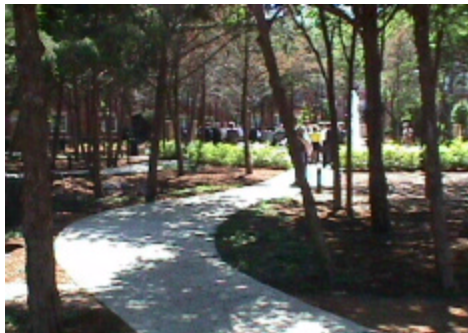
1.5 Public Involvement Overview

A significant approach of this planning effort has been to afford every opportunity for community residents and business persons to provide input and respond to proposed plans for the historic downtown district. The public involvement included a questionnaire survey of the community, a character preference survey, public workshops, and stakeholder interviews.

The survey indicated that several retail uses including a tea room, deli, open air market, boutiques, art gallery and gift shop were desirable. Using historic structures for office and commercial uses was strongly favored, as well as offices over stores, which was also supported by the highly ranked images in the character preference survey. Education facilities in the historic downtown district received a neutral rating from the respondents. This is significant given that there is an existing educational site that may be adapted for other uses including education facilities. This survey indicates that this would be one use that the community would consider but not one that they are necessarily looking for as a facility in this study area. The community is strongly supportive of having outdoor festivals, live theater, picnics and parades in the historic downtown district of Alpharetta. These uses would make downtown a more lively space and would promote community activity. The community is supportive of most entertainment categories, with only movies receiving a neutral rating. The community is supportive of most civic uses in the historic downtown district. There was strong support for a center green, a library, a fountain, a City Hall center, and an outdoor public gathering place.

Responses to issues of transportation indicate that the community is in favor of parking (both surface, structured, and on-street), textured crosswalks, landscaped medians, bus and trolley service, sidewalk bike and jogging paths, more connectivity, and routing traffic around downtown.

Highlights of responses to the Character Preference Survey include the following elements:



- In the category of parks and gathering places, the choice of image reflects a space that should be designed to encourage social, civic and recreational activities.
- Sidewalks and streetscapes should encourage pedestrian circulation without overcrowding. Physical and visual buffers between pedestrians and traffic are desirable. Images where there were large interruptions in street façade image received neutral ratings. The respondents found images where there was no separation from traffic, poor visual attraction and felt unsafe as undesirable.
- Storefront character that provides variety to the pedestrian experience is desirable. Seating, landscaping and awnings that reinforce the human scale all contribute to the shopping experience. Parallel parking is encouraged.
- The images that received high quality ratings for both single family and multifamily for the historic downtown district include two or three story residential units. The images show preference for buildings that reflect quality detailing, front porches, windows that are proportional to the building mass and quality materials.
- Textured pavements were rated highly desirable along with images where traffic circles reduced the width of an intersection to a more pedestrian scale. Simple economical solutions like median dividers that don't contribute to street character were undesirable.

1.6 Master Plan Vision



The final master plan proposes a downtown that incorporates and mix of retail, residential and entertainment possibilities to cater to a diverse population. It incorporates both distinct and interconnected districts. The plan also calls for additional

connectivity through a variety of different transportation solutions to help alleviate traffic congestion and to give residents the opportunity to get to and from downtown safely, with and without an automobile.

There are several key aspects to the Master Plan framework:

1. The overall vision for Alpharetta is a green city comprising multiple parks, fountains, and tree lined streets. The plan is separated into distinct “districts” all interconnected with symbolic focal points and gateways, accompanied with a public open space and fountain in each district. The model is that of a Savannah-style city of multiple centers, rather than a single center (as in Marietta or Duluth).

Alpharetta is blessed with abundance in two aspects: mature trees and job opportunities. Approximately 100,000 people work in Alpharetta, yet fewer than 40,000 live in the city. By attempting to equalize the number of residents and jobs while providing a variety of housing types for those desiring to live closer to their jobs, we believe this plan will entice more workers who prefer a mixed-use walkable environment to make their homes in Alpharetta. Doing so would reduce daily commutes, lessening overall traffic in the region and helping the area meet clean air goals.

2. The impending relocation of Milton High School in June of 2004 will open 40 acres of land in the downtown area (nearly 20% of the study area) for alternative uses. The Master Plan for the site provides a framework of roads, trails, and open space and a variety of parks that will make this site a vital link to the success of Alpharetta, independent of the ultimate use of the MHS site. Planned improvements such as the

New Road from Old Milton Parkway to Milton Avenue and the extension of Church Street, in particular, are critical and recommended whether the site remains educational in use or changes to a mixture of commercial and residential. It is critical to the long term success of Alpharetta that this conceptual framework be accepted and approved regardless of the ultimate end user of this property.

The three proposed uses for the site examined during the planning exercises in order of recommendation are:

- a. Mixed use residential, retail, and entertainment (recommended)
- b. University campus
- c. Private K-12 school

Maintaining an educational use on the site has some drawbacks for achieving the stated goals and vision. Since the property is already zoned for the educational use, the City would be able to exert little influence on the development of the property. Preliminary analysis also indicates that there are significant site constraints for a private K-12 use (such as queuing and access). Neither educational use would generate the tax revenue afforded by a mixed-use redevelopment. However, both potential educational uses are viable uses of the property, and the master plan framework presented here would support and sustain such a use.

3. Each district should be developed with distinct, but compatible architectural character and guidelines to allow common themes among the public spaces to merge with a variety architectural images based on the character preference survey results.

1.7 Implementation Recommendations Summary

Implementation of the various Master Plan components will involve a variety of funding mechanisms and implementation strategies over time.

Particular implementation issues for consideration relative to this master plan are:

- **Utilize the Alpharetta Development Authority** to study and promote redevelopment opportunities in the downtown area, and to coordinate improvement and maintenance efforts with City departments.
- **Milton High School site feasibility study:** It is recommended that the City gain development rights (perhaps through first right of refusal or partnership with the School Board) so that a detailed feasibility study may be conducted to test the proposed development scenario(s). This study may be conducted by two potential methods: 1) by hired consultants. Potential funding source: LCI planning funds (timing would be dependent on LCI application deadlines); or 2) an alternative method would be to issue a request for developer proposals that would be evaluated according to mutually acceptable criteria. Time frame: next 6 months through desired sale date for MHS property (2004).
- **City Hall site feasibility study:** Tasks include identification of departments for relocation and a detailed programming effort to determine amount of space necessary for City functions, as well as potential tenants or lease ventures. Time frame: end of 2003. Land assembly may begin upon completion of detailed program, or sooner if opportunities arise.
- **Update Prior Detailed Parking Feasibility:** new locations have been identified for potential

municipal and private lots and decks within the Master Plan. Preliminary assessment of pros and cons of different locations has been made by Walker Parking as part of this study. Most locations shown for shared structured parking are contingent upon further development of the area, and may be studied in conjunction with specific development proposals. Should the City desire a dedicated municipal lot constructed through City initiative, an updated economic feasibility study should be completed, and various funding mechanisms identified (State, ARC, TAD, etc.). For the City Hall site, this may be part of the City Hall feasibility study. Time frame: as needed.

- **Potential Historic District:** While there is an expressed desire within the community for protection of historic resources (significant structures, etc.), there is also an openness to modifying existing historic commercial structures in the downtown area (e.g. adding a second story). If the City wishes to prevent demolition of historic structures and further define design parameters for the historic downtown area, the possibility of establishing a historic district ordinance should be explored. Alternatively, the City may encourage, rather than legislate, the rehabilitation of historic properties through furnishing owners with information on rehabilitation tax credits and other incentives. Modifying City design standards specific to each proposed master plan district may achieve similar results. Time frame: urgency depends on strength of desire to prevent demolition. May become part of the program at any time.
- **Tailor City Design Standards for each Master Plan District:** the Master Plan divides the study area into distinct districts containing different types of desired development. Tailoring downtown design standards for each district will assist in

achieving desired results. Time frame: may begin immediately upon approval of the Plan.

- **Downtown Arts Council**: a downtown arts council, which may be under the umbrella of the Alpharetta Development Authority, may oversee such projects as the proposed sculpture walk. Time frame: 1 year.
- **Green Space and Trail System Program**: in order to fully realize the nature preserve areas, pocket parks and fountains, and trail system, a detailed planning study is recommended to identify and quantify each component (in terms of area/scope, design, and cost). Some features may best be executed as part of private development (such as the proposed “commons” across Milton Ave. from the existing cemetery). Others may be part of a municipal or multi-jurisdictional green space acquisition and trail development strategy. Excellent candidate for LCI funding. Time frame: begin planning and LCI process within next 6 months.
- **Conduct detailed technical feasibility for proposed transportation improvements**: This effort may be part of an LCI implementation funds application process, in conjunction with previously mentioned elements such as the trail system. In particular, the proposed median on South Main Street should be studied via detailed survey information and GDOT coordination to determine feasibility (this streetscape improvement may have an impact on available parking, and should be considered alongside the parking analysis). Some improvements should be evaluated once specific development scenarios become more concrete. If the new use of the MSH site generates more traffic than the high school, then an impact analysis will determine design criteria for the roads servicing the site (including the proposed new



road). The proposed new road may be a public/private venture. Completion of Westside Parkway will modify commuter traffic flow, but the extent still needs to be determined. Potential funding sources: various. Time frame: immediate, ongoing.

- **Future Library Site**: approach the Library Board about the development of a replacement facility for the Mayfield branch. Also, approach the Friends of the Library to explore the possibility of a fundraiser for construction of a new, potentially City-owned library (in the absence of County funds).
- **Consider Hiring an Executive Architect**: the role of the executive architect is to assist the City in executing the Master Plan according to the vision and intent. This may involve assistance with grant applications, further planning studies, assisting with design standards, and acting as liaison between private developers and the City to ensure design intent and plan compliance. This relationship has been used with great success in the execution of the Smyrna Town Center.

Short-Term Schedule of Actions

SIZEMORE GROUP
DOWNTOWN ALPHARETTA TEN (10) YEAR PLAN
IMMEDIATE SCHEDULE OF ACTIONS - DRAFT

	3rd Quarter 2003			4th Quarter 2003			1st Quarter 2004			2nd Quarter 2004			3rd Quarter 2004			4th Quarter 2004		
	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Immediate Action Items																		
Establish Downtown Redevelopment Task Force or Downtown Development Authority																		
Prepare LCI Implementation Funds Application																		
Develop green space and trail system program																		
Conduct expanded MHS site feasibility study or issue developer RFP																		
Detailed technical feasibility study for transportation improvements																		
Conduct City Hall site feasibility study																		
Establish Downtown Arts Council																		
Tailor Design Standards for Master Plan Districts																		
Long Term Action Items																		



SECTION 2.0 GOALS & VISION

The Goals & Vision section describes the feedback given from the community and council interviews and workshops.

The Goals & Vision section is divided into the following categories:

2.1 Community Goals & Vision

2.1 Community Goals & Vision

Function Goals:

- To create a Live / Work / Play / Stay (self-sustaining) community.
- To provide adequate public green space
- To improve traffic flow and pedestrian safety
- To establish a pedestrian focus throughout the study area
- To better connect existing residents to Downtown
- To promote residences downtown to help sustain businesses and create more dynamic population both night & day (could include both seniors and younger residents) – promote “aging in place”
- To provide a greater variety of retail, entertainment, and night life Downtown
- To establish a definable “personality” for downtown
- To preserve history
- To actively pursue desirable businesses
- To link to the Greenway trail to connect east and west Alpharetta
- To provide a better balance of jobs to housing, to help reduce vehicle miles traveled (VMTs), in order to meet regional environmental goals

Form Goals

- To offer an aesthetically pleasing mix of architectural styles and environments as dictated by the community preference results. (please see character preference results in the 'Planning' section for more details)
- To increase roadway connectivity and accessibility

Economy:

- To leverage privately funded development for the gain of the larger community
- To support and enhance retail uses
- To allow Downtown to become an economically viable retail destination
- To actively pursue desirable businesses

Time:

- To establish an implementation phasing schedule to identify realistic short and long term projects and funding sources,
- To take some immediate measures in order to generate visible results to sustain the longer-term effort

SECTION 3.0 EXISTING CONDITIONS

The Existing Conditions section gives an overview of the context, transportation issues, market conditions & demographics and infrastructure.

The Existing Conditions section is divided into the following categories:

3.1 Study Area Context

3.2 Existing Land Use

3.3 Transportation System Analysis

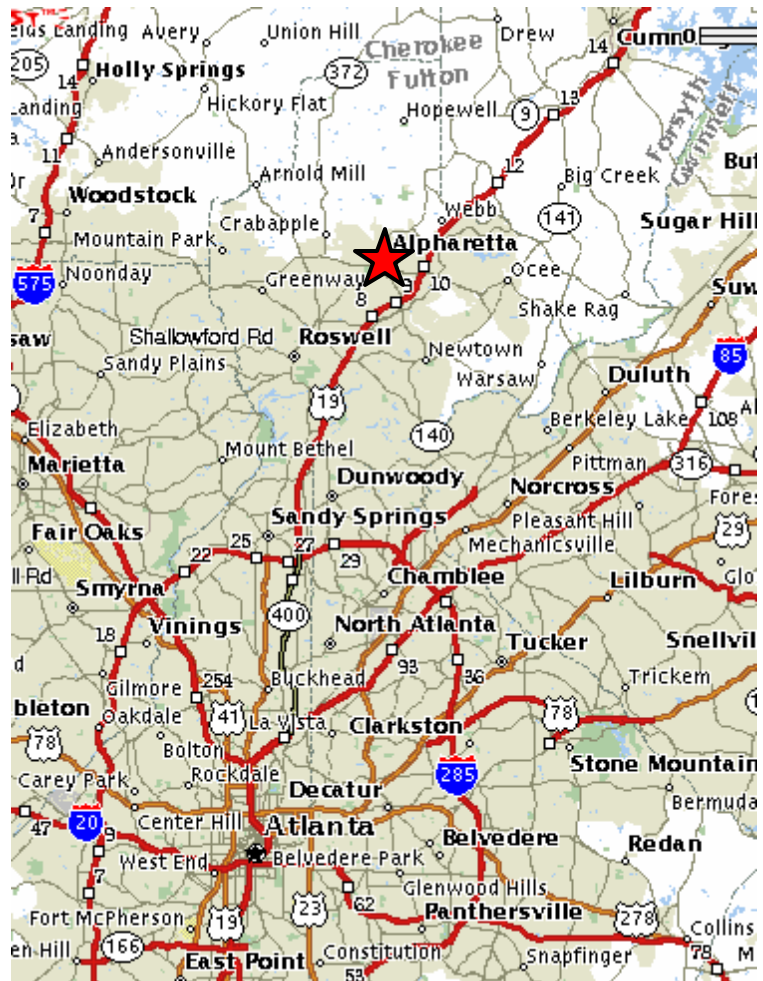
3.4 Market Context & Demographics



3.1 Study Area Context

Physical Location

The master plan site is located in the heart of downtown Alpharetta, approximately 26 miles north of Atlanta and 6 miles north-east of the City of Roswell. Historic Downtown Alpharetta is positioned 1.5 miles to the west of a major transportation corridor, GA-400.



The Alpharetta master plan study area is generally bounded by Old Milton Parkway on the south, Mayfield Road on the north,



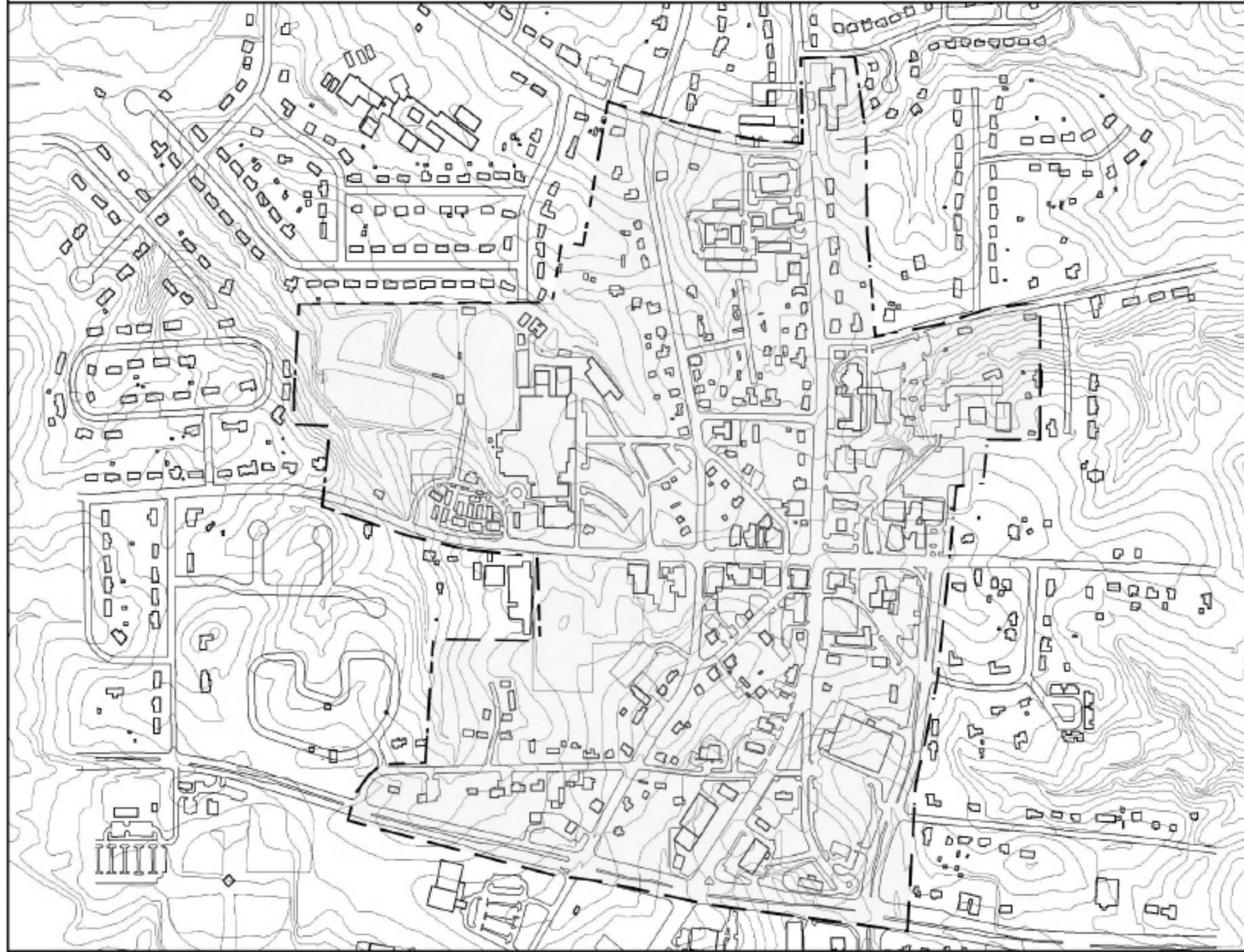
Haynes Bridge Road to the east and the western boundary of the current Milton High School property to the west. The total study area is approximately 212 acres.





Alpharetta Town Center

Topography





Topography


As is the case with most of Georgia, the Alpharetta study area can be categorized as having rolling topography with very little flat lands. This environment provides excellent opportunities for future development to conform to the lay of the land and integrate with the ridges and valleys.


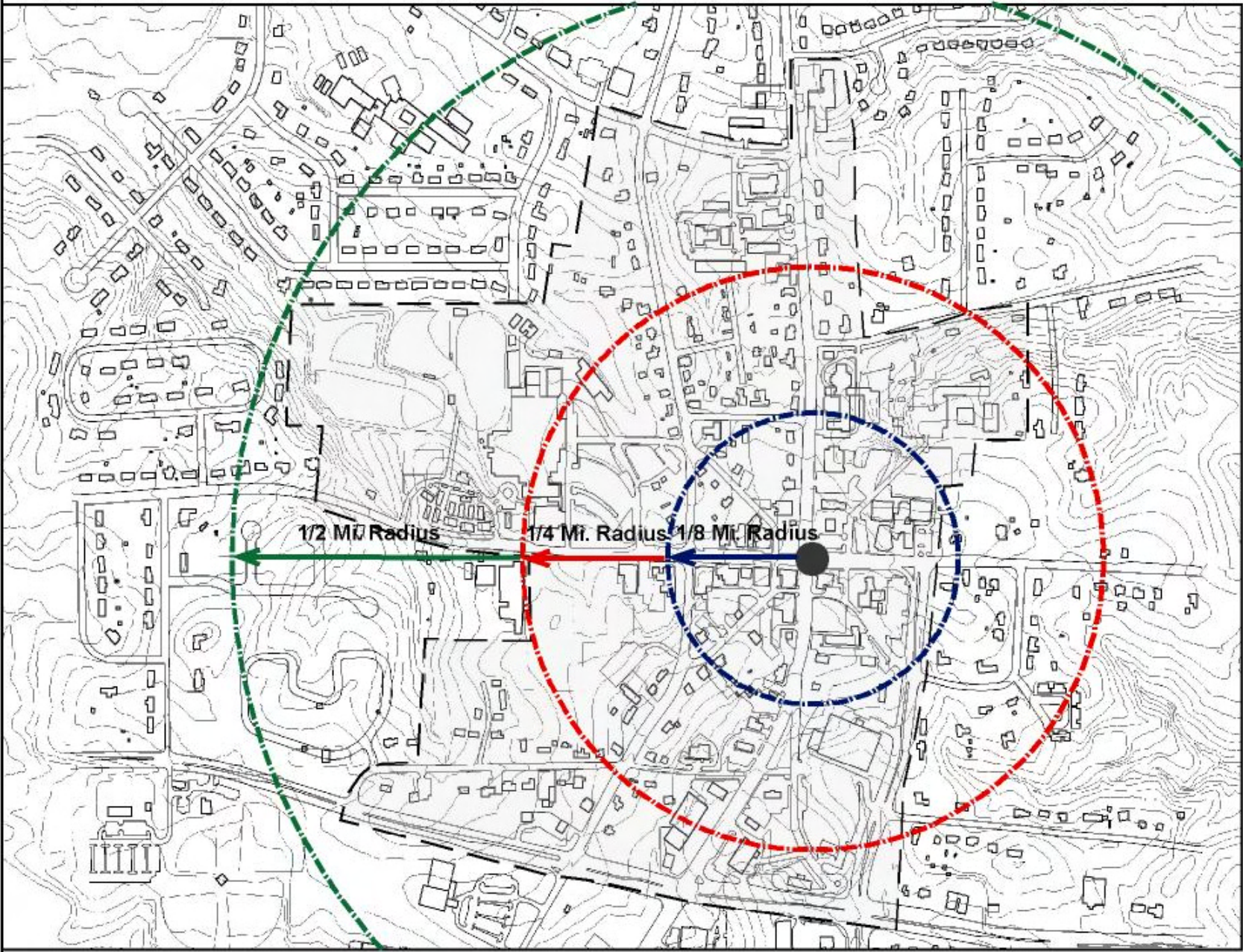
**Alpharetta
Town Center**

Walking Distance

2.5 Minute Walk 

5 - Minute Walk 

10 Minute Walk 

Walking Distance


The creation of a pedestrian friendly walkable district is central to creating a revitalized and lively downtown. The creation of a walkable downtown has been expressed as a desirable goal during community meetings. The ability of visitors to downtown to walk to different facilities and retail centers should be encouraged.

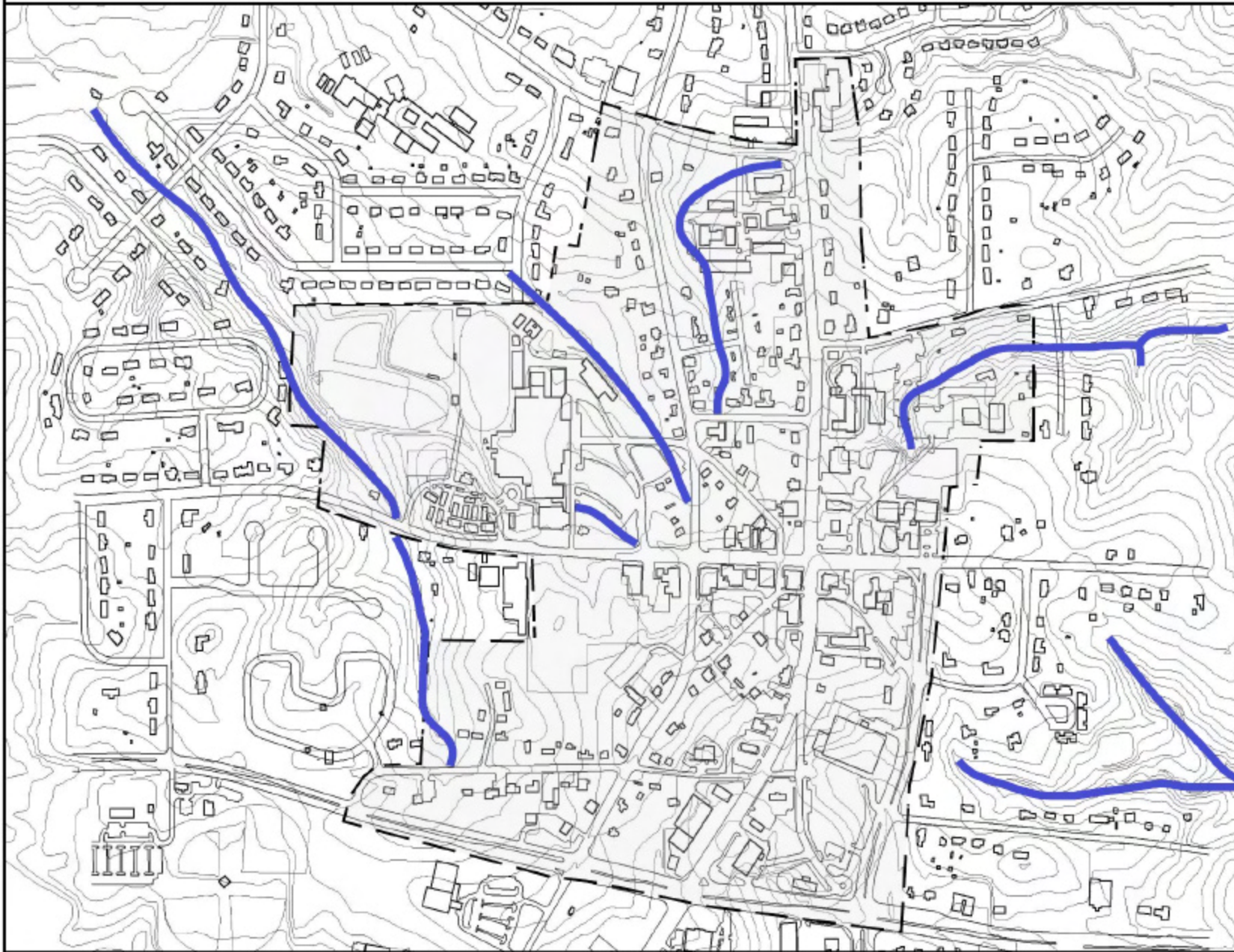

To determine the reasonable distance that residents might walk, a 2.5 minute, 5 minute and 10 minute walking radius was determined. This would be one important consideration for determining the area which the developments with greater density may be planned. The 2.5 minute walking radius would also indicate the optimal walking distance for most retail shoppers and visitors to the city hall. Residents living within the 5 minute radius would be encouraged not to use their car for trips to the downtown district. Residents living within the 10 minute walking radius, however, may also be willing to reduce their trips by car in order to use amenities available downtown. The 10 minute walking radius may also be the area within which higher density and mixed use developments are encouraged.



**Alpharetta
Town Center**

Creek Beds/Streams

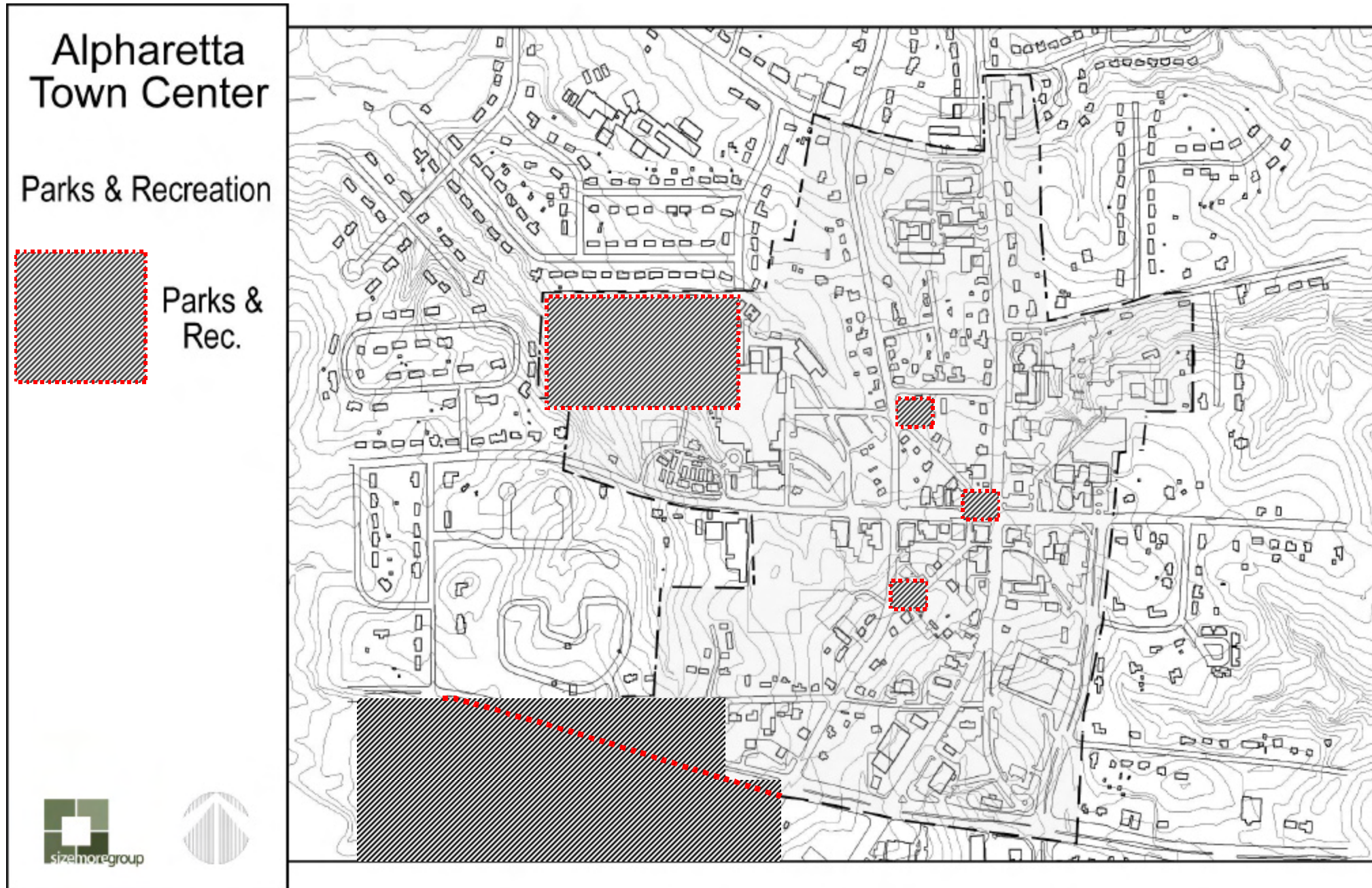
 Creek Beds/
Streams



Floodplains/Creek Beds

Existing flood plains in the area provide additional opportunity for creating preserved open areas with native vegetation. Flood plains provide the natural function of retention ponds and storm water runoff. This is critical to the drainage of a site. The preservation of these areas with native vegetation and abundant greenery will continue to maintain the rural character of the area. The mature trees in this area should be preserved. The natural features including slopes and ridgelines should be considered as important constraints when development is being considered.

Most of the flood plains and creeks in the study area run through or are adjacent to residential, retail or institutional developments. They are natural features that will not have buildings on them and provide an opportunity to create a greenway to enhance the connectivity in the area. The potential for creating a greenway in existing floodplains is particularly attractive for those areas where development is yet to be planned.



Park Lands/Recreation

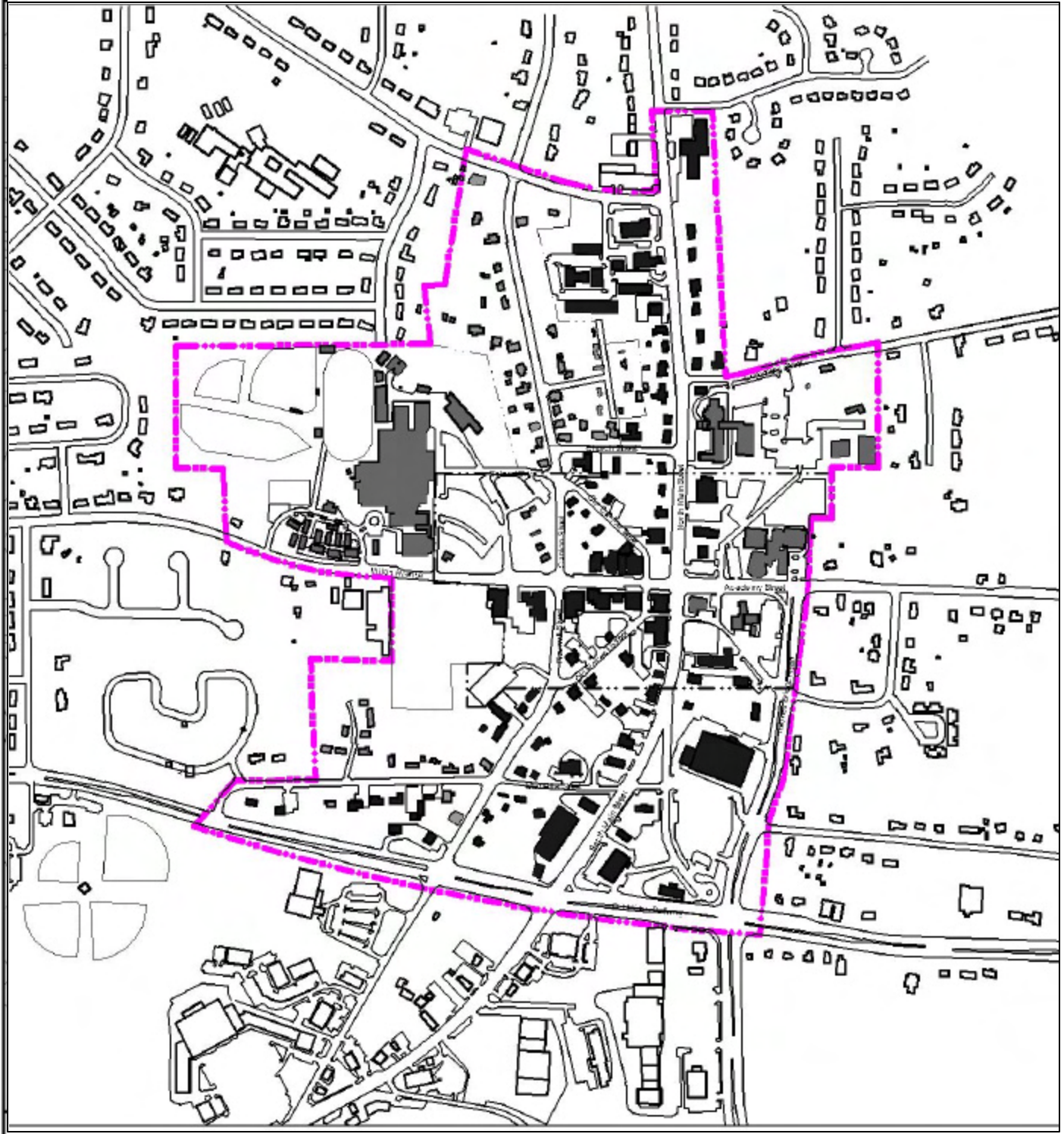

Wills Park is the important park and recreation center in the study area. Wills park (on Old Milton Parkway) occupies 110 acres and features an equestrian center, a 50-meter swimming pool, a creative community built playground and 10 baseball fields. In addition, it also has a 9-hole Frisbee golf course, a full sized gymnasium and 6 tennis courts. This area is designed to encourage active recreation and is an important facility for the area that is well used by community residents.

The other recreation center in the study is the athletic fields and ball fields that are located directly behind Milton High School. These facilities include a stadium for the High School teams.

There is also a small park adjacent to the Alpharetta Welcome Center which is located on the historic downtown Alpharetta Square at the intersection of Milton Avenue and Main Street. The cemetery located on Milton near historic downtown also offers an opportunity for creating a public space for strolling and for reflection.

Alpharetta Town Center

Building Figure-Ground



Buildings

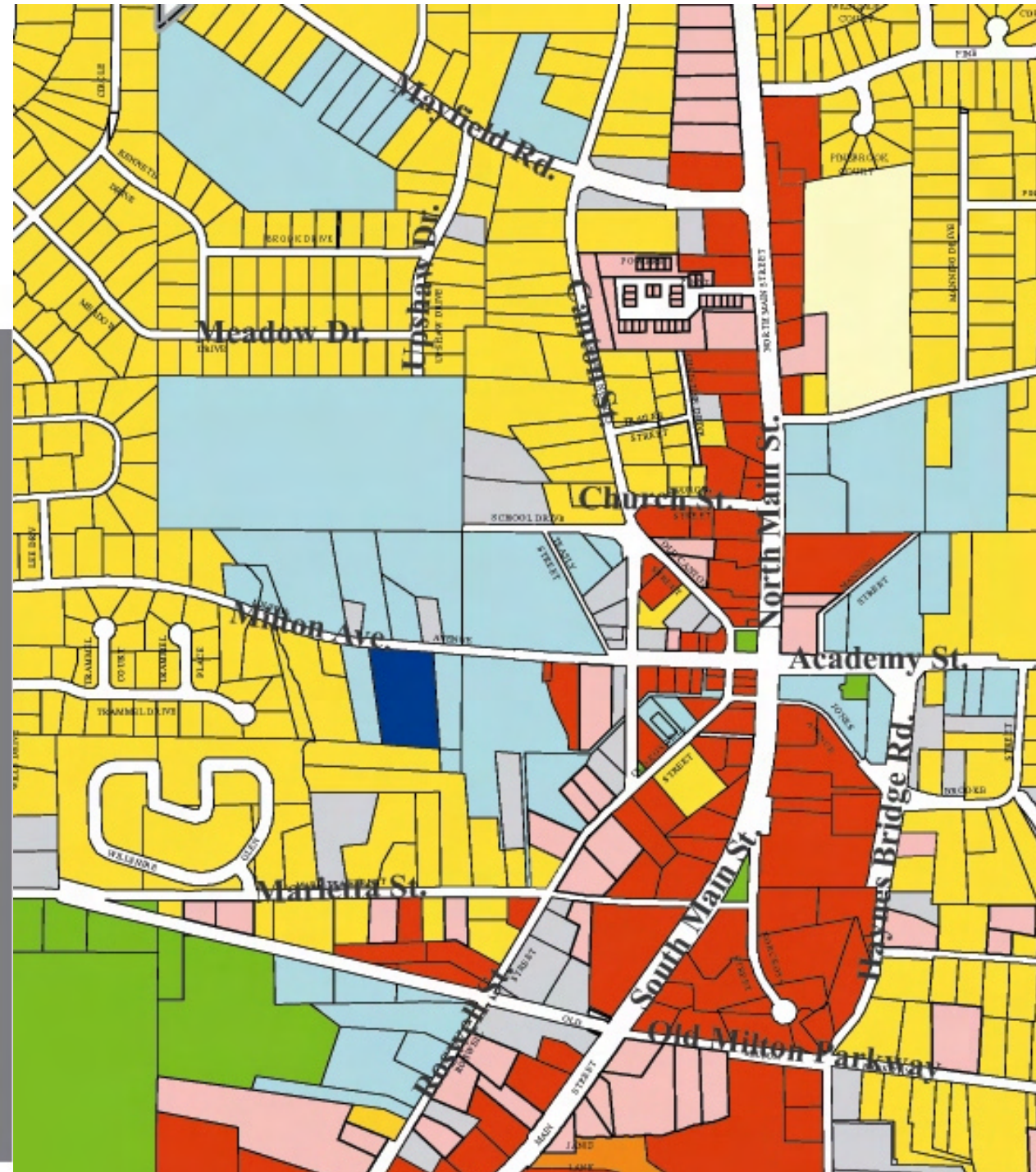
The Built versus non built figure ground analysis shows the opportunities for development. The analysis also provides an estimate of the size and density of the building blocks. The figure indicates opportunities for development along the south west section of the study area while the historic downtown area around Main and Milton Street has a more built up character.

3.2 Existing Land Use

Alpharetta Town Center Existing Conditions Analysis

LEGEND

- ALPHARETTA CITY LIMIT
- PARCELS
- LARGE LOT SINGLE FAMILY DETACHED
- SINGLE FAMILY DETACHED RESIDENTIAL
- SINGLE FAMILY ATTACHED RESIDENTIAL
- MULTI-FAMILY / APARTMENTS
- RETAIL SALES & SERVICES / HOTELS
- OFFICES
- BUSINESS CENTERS
- MANUFACTURING/WAREHOUSING/WHOLESALE
- TRANSPORTATION / COMMUNICATION / UTILITIES
- PUBLIC / INSTITUTIONAL
- PARKS / RECREATION / CONSERVATION
- AGRICULTURE / FORESTRY
- UNDEVELOPED
- STREETS



The comprehensive land use plan was revised by the City council in October 2001. The City of Alpharetta adopted its most recent Unified Development Code in May 2001 and provides comprehensive guidelines for buildings, trees, signage and parking. The City of Alpharetta has a design review board with 7 members who review all applications for development and modifications within the study area. The City of Alpharetta has also adopted streetscape standards. This provides adequate control over proposed development in the city.

An analysis of the zoning of the study area reveals that there is a north south axis of retail and services that runs through historic downtown Alpharetta along route 9. This is in keeping with the well developed retail character of route 9 further south in Roswell. The retail and services axis continues to develop, though not as prominently, north of downtown Alpharetta. The retail near downtown Alpharetta consists of small retail outlets while a block away there is the growing presence of big box commercial.

The existing zoning includes large tracts of land zoned as public and institutional. These include the City Hall and the Milton High School as well as Wills Park. The presence of City Hall at the intersection of Main and Academy Streets provides an opportunity to create a larger civic square, and the zoning supports additional facilities.

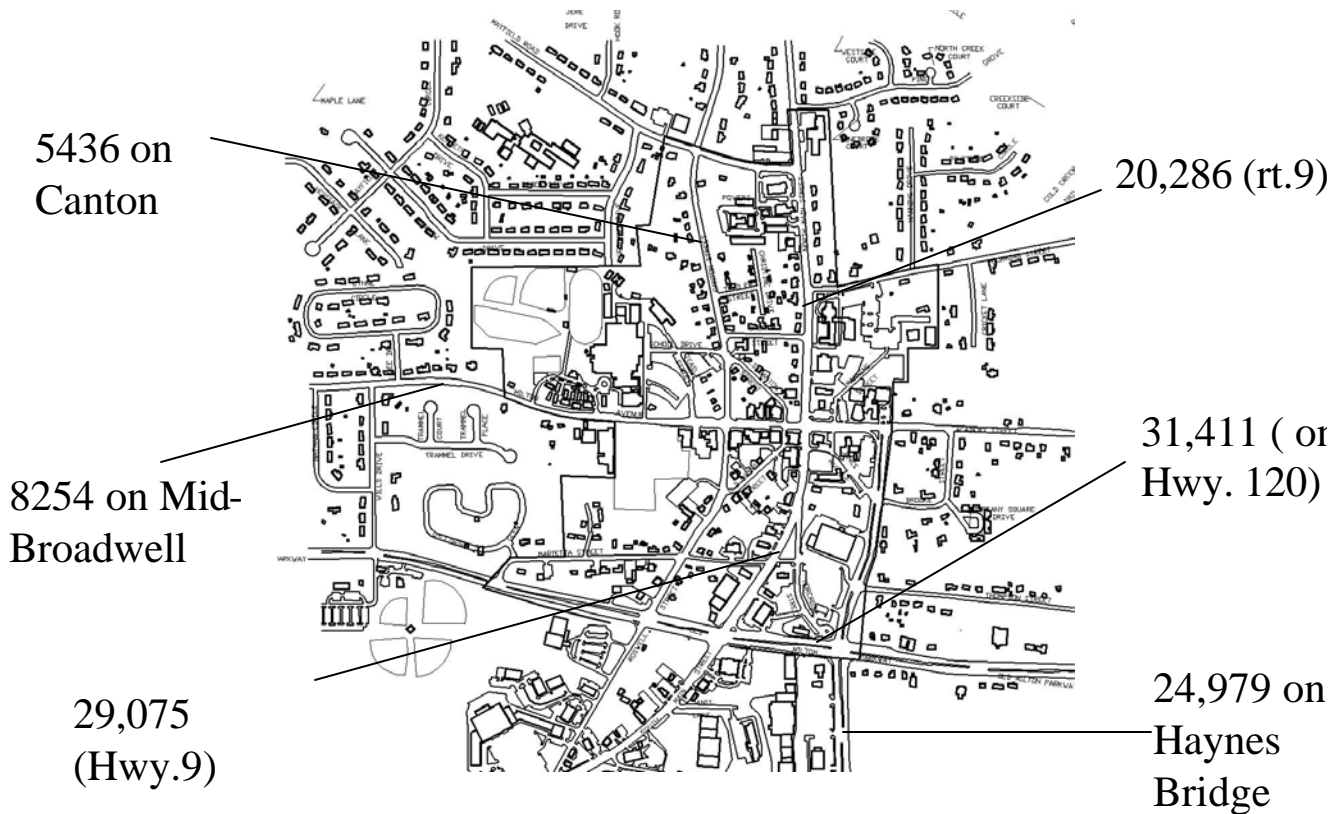
The residential zoning is predominantly for single family detached housing. This caters to the tremendous growth in residential development in Alpharetta over the last decade. However, there may be opportunities for higher density residential and mixed use near downtown to promote more live, work, play environment.



3.3 Transportation System Analysis

The local access to downtown is provided by Route 9 which runs north south through the historic downtown district. With a traffic count of over 30,000 cars daily just south of the intersection of Main Street and Milton Street, this artery connects the study area to the City of Roswell to the south. This is an important commercial route for the area.

Alpharetta is connected to the region by GA 400. Access to Alpharetta is well served through four interchanges on GA 400. The most direct access to downtown is provided by Old Milton Parkway and Haynes Bridge Road. The traffic counts in this area are supportive of a strong commercial district; this is also indicated in the market study.



Main Street, which is also Route 9, is undergoing some improvements undertaken by the Georgia Department of Transportation. These improvements include a landscaped median for Main Street. The coordination of these improvements to ensure that the community plans for



redevelopment are integrated with the D.O.T plans for route 9 is important. It is important to work with the D.O.T. to ensure coordination and progress on other transportation improvements and strategies desired by the community

Increasing connectivity is an issue that stands out as a result of the traffic analysis. Increased connectivity was also desired by residents and is an expressed goal of this planning effort. There are currently few alternatives for commuters from the west and north (Cherokee and Forsyth Counties) to reach GA 400. The completion of Westside Parkway should help traffic flow. The completion of this connector will diminish the importance of route 9.

Connectivity is important to the community and is addressed in the redevelopment plans. The plans for redevelopment indicate new roads that improve connectivity and relieve the potential congestion on route 9. The new roads also provide development opportunities that would create a more vital downtown district by inviting more residents and retail opportunities back to the center. Additional street connectivity within the study area itself will help relieve pressure on Main Street and Milton / Academy. This may be achieved through both City sponsored road building and through private development as the study area is redeveloped.

In addition to increased vehicular connectivity it is important to have good sidewalks and crosswalks so that walking in the area is not a challenge for pedestrians.

While development is attracted to the area, the traffic impact analysis of specific proposals must be considered before these developments are implemented. A substantial increase in traffic on the main arteries through downtown district may cause traffic congestion and parking issues. The increased connectivity will alleviate some of these concerns.

Another issue of concern was parking. There is an expressed need for parking in the area. Even though parking spaces are available in the downtown district, some of it may not be conveniently located to existing business and proposed

developments. A careful redevelopment strategy should include a detailed analysis of parking requirements for specific proposals. Good pedestrian access (including sidewalks, crosswalks and landscaped streets) may address the concern of proximity of parking for some of the retail uses.

Access to the Milton High School site (and its future use) is another concern for community residents. If the site remains an educational use, access to the site will need to be studied in further detail. Preliminary analysis indicates that there is inadequate queuing space for a private K-12 use (which will generate substantially more parent drop-off and pick-up traffic than the current public high school use). Both a higher education use and lower grades would benefit from increased alternative access points to the site to relieve the burden on the Main Street/Milton Avenue intersection. Recommendations include a new road from Old Milton Parkway north to Milton Avenue and extending Church Street into the site to provide an additional connection to Route 9.

Other potential uses for the site (mixed use commercial / residential and/or a retail entertainment district) will also demand increased access to the site. Both the new road and Church Street extension mentioned above would be beneficial to such scenarios.

A detailed traffic impact analysis is recommended once the future of the Milton High School property becomes more concrete.

Other transportation issues, including traffic speed and inadequate enforcement of speed limits, are a problem on Main Street (also on Roswell / Canton Street). It is recommended that Main Street be redesigned to better achieve the posted speed limit (while not limiting throughput).

Other issues that surfaced during the planning process include:

- Widening GA400 north of Haynes Bridge Road could conceivably help congestion in the study area since Route 9 is often used as an alternative route to 400.



3.4 Demographics

The study area for the demographic analysis is a 3 mile radius around historic downtown Alpharetta, in particular the Milton and Main Street intersection. This provides a greater understanding of the demographic trends for downtown Alpharetta. The data for the analysis is provided by Claritas and Census 2000.

The population of Alpharetta (see table 1) has witnessed considerable growth of over 112% between 1990 and 2000. The corresponding 116% increase in the number of households indicates an area of fast growth and developments. The projection of the growth rate to 2007 for both population and number of households is 26%, indicating continued growth at an impressive rate.

Table: 1

Population			
Year	1990	2000	2007 est.
Population	16,236	34,457	43,380
% increase		112%	26%

Table: 2

Households			
Year	1990	2000	2007 est.
Households	6,400	13,847	17,483
% increase		116%	26%
Avg. household size		2.39	2.47

The population of the study area (see table 3) is predominantly White (84%) with a growing number of African Americans (7%), Asians (5%) and Latino (4%). The Asian and Latino population is expected to grow at a more brisk pace in the next 10 years.

Table: 3

Population by Race		
	Number	%
White	30,965	83.6
African American	2,589	7.1
Asian	1,899	5.1
Others	1,568	4.2





The population (see table 4) is relatively young with a median age of 34.1 years. 24% of the population is below 20 while 39% are between 35-59 years old. Over the next decade the area will see a significant growth in the population that is over 60. In 2002 only 9% of the population was over 60.

Table: 4

Population by Age			
Age	Female	Male	Total
Below 20	4,765	5,402	10,167
20-34	4,512	4,545	9,057
35-59	7,374	7,045	14,419
Above 60	2,000	1,384	3,384

Alpharetta enjoys a relatively high degree of affluence with a median household income of \$76,304 in 2002. This is a 66.8% increase since the 1990 census. The average household net worth and the median household net worth is also relatively high at \$220,033 and \$128,051 respectively.

Table: 5

Household Income and Net Worth		
	2002	1990
Median Household Income	\$ 76,304	\$ 45,740
Median Family Household Income	\$ 85,770	\$ 52,606
Per Capita Income	\$ 40,339	\$ 21,847
Average Household Net Worth	\$ 220,033	
Median Household Net Worth	\$ 128,051	

Of the 15,715 housing units available in the area, over 77% were built after 1985. The single detached unit is the predominant type of structure in the study area although over 20% of the structures consist of 5 units or more. Over 61% of the housing units are owner occupied while 32.9% are renter occupied (see table 6).

Table: 6

Housing units	
Total Housing units	15,715
Owner occupied housing	9,733
Renter occupied housing	5,168
Vacant	814





The population in the study area (see table 7) has a relatively high degree of educational attainment. Over 35% of the population has a bachelor's degree or higher while another 36% of the population has some college or an associate's degree.

This influences the choice of occupation of the population, with over 77% of the population being employed in the managerial, professional, technical, sales and administration categories. There is a much smaller percentage in the manufacturing and service occupation (see table 8)

Table: 7

Educational Attainment (25+)		
Population	24,872	%
Less than 9th grade	919	3.7
9th to 12th grade (no diploma)	1,882	7.6
High School graduate	5,274	21.2
Some college (no degree)	6,193	24.9
Associate degree	1,871	7.5
Bachelors degree	6,522	26.2
Graduate or Prof. degree	2,211	8.9

Table: 8

Occupations		
Population employed 16+	20,884	%
Managerial/professional	7,935	38
Technical/sales/admn.support	8,134	38.9
Service occupation	1,348	6.5
Farming/forestry/fishing	235	1.1
Precision/craft	2,010	9.6
Operator/fabricators	1,222	5.9



SECTION 4.0 MARKET STUDY

Executive Summary

Alpharetta, like other northern suburbs of the Atlanta Metropolitan region has witnessed tremendous growth over the last decade. The downtown district of Alpharetta is witnessing increased competition from commercial developments in surrounding areas. The downtown district is also not experiencing the unprecedented growth of the other parts of the city. A planning effort is being undertaken to provide direction for the future of downtown Alpharetta to create a lively, vibrant mixed use district in the historic downtown area.

The primary trade area is defined as the area from which the retail will attract most of its sales. The convenience of proximity to the retail stores would be an important appeal of these stores. The Sizemore Group finds that the primary trade area for the retail opportunities near downtown offers a growing population base of 23,824 which is projected to grow by 19% to 28,270 by the year 2008. The primary trade area also offers a strong median income of \$79,086. The continued growth in value of new housing stock in the area will provide support to the population growth. The secondary trade area is that which supplies additional support to retail beyond that provided by the primary trade area. This area offers additional growth opportunities and has a population base of 40,453 which is projected to grow by 20% to 48,403 by 2008. The median income of the secondary trade area is \$84,991.

As a result of its preliminary qualitative market analysis, the Sizemore group finds that this area can support an additional 80,000 sq. ft. of upscale neighborhood business including 2-4 quality restaurants, a book store, and 2-3 specialty retail stores including men, women and children's apparel.

It is important to note that there is greatly increased retail competition from surrounding communities. The competition offers great choices to local residents. A mall and numerous neighborhood shopping centers offer local residents alternatives that are within reasonable driving distances.

In order for retail establishments in the downtown district to thrive, Alpharetta needs to revitalize the downtown into a destination of choice as opposed to "convenience shopping". Additional amenities that attract residents (like community facilities, adequate parking, green spaces and events that draw residents) will be necessary to create the sustained draw for shoppers. The creation of a destination of choice could prove our recommendations conservative. On the other hand, without additional improvements in the downtown district, the

recommended retail space will find it difficult to attract shoppers.

Methodology and study area

As part of its planning efforts, the Sizemore group conducted a preliminary, qualitative evaluation of the market to find out the additional retail space that this area could support. The Sizemore Group conducted a preliminary field evaluation of retail in the surrounding areas in North Fulton County. The area was visited during the day and the evening to gain an understanding of traffic patterns and retail gravitational patterns in the area.

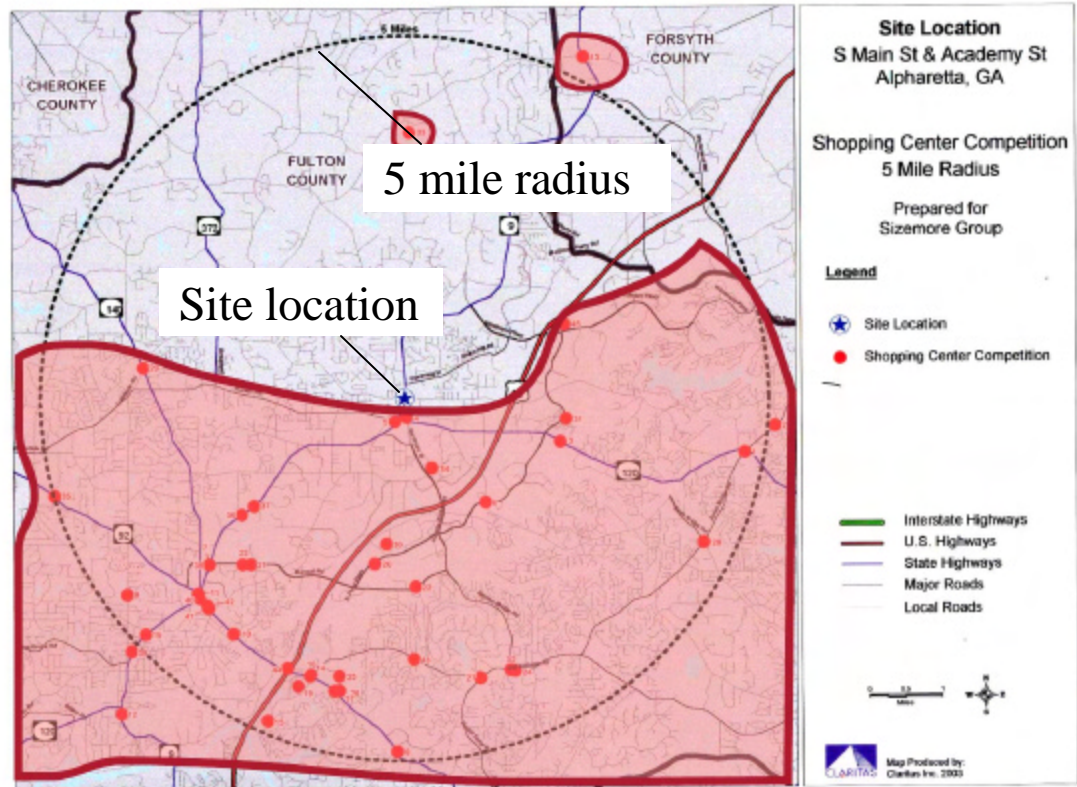
Based on field evaluation, a primary and secondary trade area was determined. Population and demographic data was collected from the census and national sources for the trade areas. Traffic counts for the area were collected from the Georgia Department of transportation.

Expenditure profiles of the population within the 3 mile radius of the study area were obtained for 2001 and then 5 year projections (for 2006) were estimated.

Based on population and demographic patterns (including life style analysis), traffic patterns, existing retail centers, known planned retail competition and retail gravitational patterns, the recommendations were developed for downtown Alpharetta. The preliminary market study conducted by Sizemore group was undertaken to support the overall planning efforts. Further detailed analysis would be necessary for specific retail proposals.

Determination of the Trade Area

After our field evaluation and site visits, we determined that the retail at the site should be oriented towards the neighborhood. This determination takes into consideration the large number of competing sites south of the location as well as the desire to preserve the character of this intersection. Retail at the site would serve residents who live close by and also those that live north of the intersection because they have fewer options to choose from. The residents south of the site have numerous options to select from.



Currently our analysis includes an understanding of the retail gravitational patterns and traffic patterns in the study area. Our analysis shows that north and North West of the site, there is not much retail competition and that the predominantly residential population in this area will serve as the primary customer base for this area.

Our current analysis shows that unless the city is willing to change the highway standards to accommodate greater traffic and larger parking areas, the retail area establishments in this area should be neighborhood based and should promote a niche shopping experience. This area faces fierce competition from community oriented centers located to the south of this area as well as a regional center (North Point Mall) within a few miles.

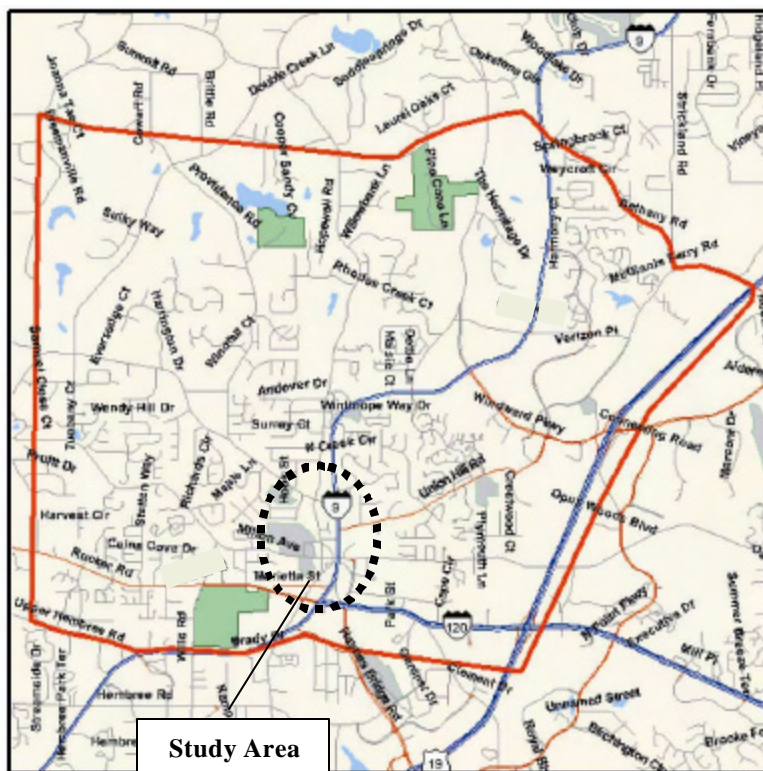


The Primary Trade Area

The primary trade area is the area from which the retail will attract most of its sales. The convenience of proximity to the retail stores would be an important appeal of these stores. The majority of the trade area lies to the north and northwest of the site.

The primary trade area lies approximately within:

- GA 400 to the East
- Freemanville road to the West
- Bethany Road and Providence Road to the North
- Devore Road and Upper Hembree road to the South.



Primary Trade Area

PolygonBy Block Group



Study Area

Prepared on: May 20, 2003
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0 miles 0.52 1.04



Demographic Characteristics of the Trade Areas

The Demographic data for the primary trade and secondary trade areas was obtained from Claritas Inc. and adjusted compared to statistics available locally.

Primary Trade Area

Population in 2000	21,608
Population in 2003 est.	23,824
Population projection for 2008	28,270
Growth rate in population 2203-2008	18.66%
Average household Size	2.44
No. of household in 2003 est.	9,763
No. of households in 2008 est.	11,637
Growth rate of households	19.19%
Population by race – White	85.36%
Population by race – Black	6.56%
Population by race – Asian	4.31%
% population with college degree	58.95%
Median value of owner occupied house	\$217,857

Secondary Trade Area

Population in 2000	35,518
Population in 2003 est.	40,453
Population projection for 2008	48,403
Growth rate in population 2203-2008	19.65%
Average household Size	2.57
No. of households in 2003 est.	15,685
No. of households in 2008 est.	18,737
Growth rate of households	19.46%
Population by race – White	87.37%
Population by race – Black	5.30%
Population by race – Asian	3.41%
% population with college degree	56.75%
Median value of owner occupied house	\$238,689

Detailed demographic data for the 2 mile, 3 mile and 5 mile radius is provided in Appendix A.

The analysis of the trade area indicates that the population growth of nearly 20% (for the secondary trade area) over the next 5 years is much higher than the 5.3% growth projected nationally. In addition, the household growth of 19.5% is also much higher than the national average of 6.0% growth. The average household income is projected to increase by 17.9%, from \$108,986 to \$128,469. The U.S. is projected to have a 14.2% increase in household income.

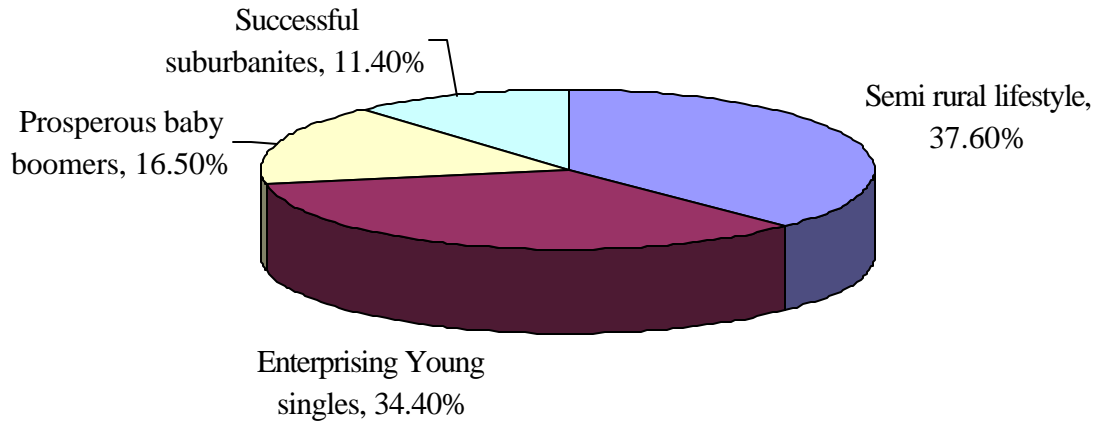
Other interesting characteristics are that over 97% of the households have 2 or more cars and over 52% of the employed population is in the management and professional occupation categories. The average commute time to work is 33.19 minutes.



Lifestyle Analysis

An analysis of consumer groups in the 3 mile radius of the study area reveals the following about households in the area.

Consumer Groups



Source: ACORN consumer groups from ESRI

The analysis of the consumer groups shows that Alpharetta enjoys a high level of affluence and a relatively educated population. The median income of all the consumer types in the area is high and this is reflected in the housing values in the area as well. The population enjoys a large number of professionals, two income families, and mobile singles as well as those enjoying a semi rural lifestyle.

A brief description of each consumer type is provided below:

Consumer type: Successful Suburbanites
Demographic: This family market has an average household size of 3.1 persons, 19 percent above the national average. They are between the ages of 35 and 54 years, with school-aged children. Their median age is 37.1 years, slightly higher than the US value of 35.5 years. The population is predominantly white, but Asians and pacific Islanders comprise a disproportionate share of 8%.
Socio economic: At \$87,200 the median household income of "Successful Suburbanites" is more than twice that of the US figure. Dual incomes and investments contribute to their affluence. Employment rates are high for men and women. The work force is professional, well educated and mobile.

Consumer type: Prosperous Baby Boomers



Demographic: the age profile of this market is singular: baby boomers that were born between 1949 and 1964 with young, primarily preschool and grade school age children; over 40 percent greater than the national average. Nearly 20% of the children of these individuals are under 10 years of age, as compared with less than 15% of the US population. Typical of their generation, these families are very mobile. Over 35 percent of the population has moved in the past 5 years, double the national mobility rates.

Socio economic: "Prosperous Baby Boomers" have a high median household income of \$60,100, more than 50 percent higher than the US figure. Their higher income is primarily the result of two salaries. Over 70 percent of the households have 2 or more workers. Also typical for this cohort is educational attainment: two-thirds have attended college or completed a degree.

Consumer type: **Enterprising Young singles**

Demographic: With a median age of 30.1 years, this population is young and mobile. More than three of every five persons are under the age of 35. Approximately half of the households are single person or single or shared households compared with less than 30 percent of U.S. households.

Socio Economic: Despite their youth "Enterprising Young Singles" have a median household income of \$40,200 that is slightly above the U.S. median income. Approximately one third of the population aged 25 + years have a four year college degree or higher: another third has attended college or completed a two year associate degree. Employment is high. "Enterprising Young Singles" have the highest rate for female employment: over 75%.

Consumer type: **Semi Rural Lifestyle**

Demographic: Married couples aged 35 to 54 years with and without children living at home dominates this market. The median age is 36.8 years as compared to 35.5 for the U.S. About 35 percent of the households are empty nesters; 40 percent have school aged children living at home. Over 92 percent of this population is white.

Socio Economic; With a population of over 15 million, or over 5 percent of the total U.S. population, this is the largest "affluent" market with a median income of \$61,500 but not the wealthiest one. Unemployment is low but their income sources are more varied in this affluent market, including self-employment income from both farm and non-farm jobs with the usual wages and salaries, plus interest and dividend income.

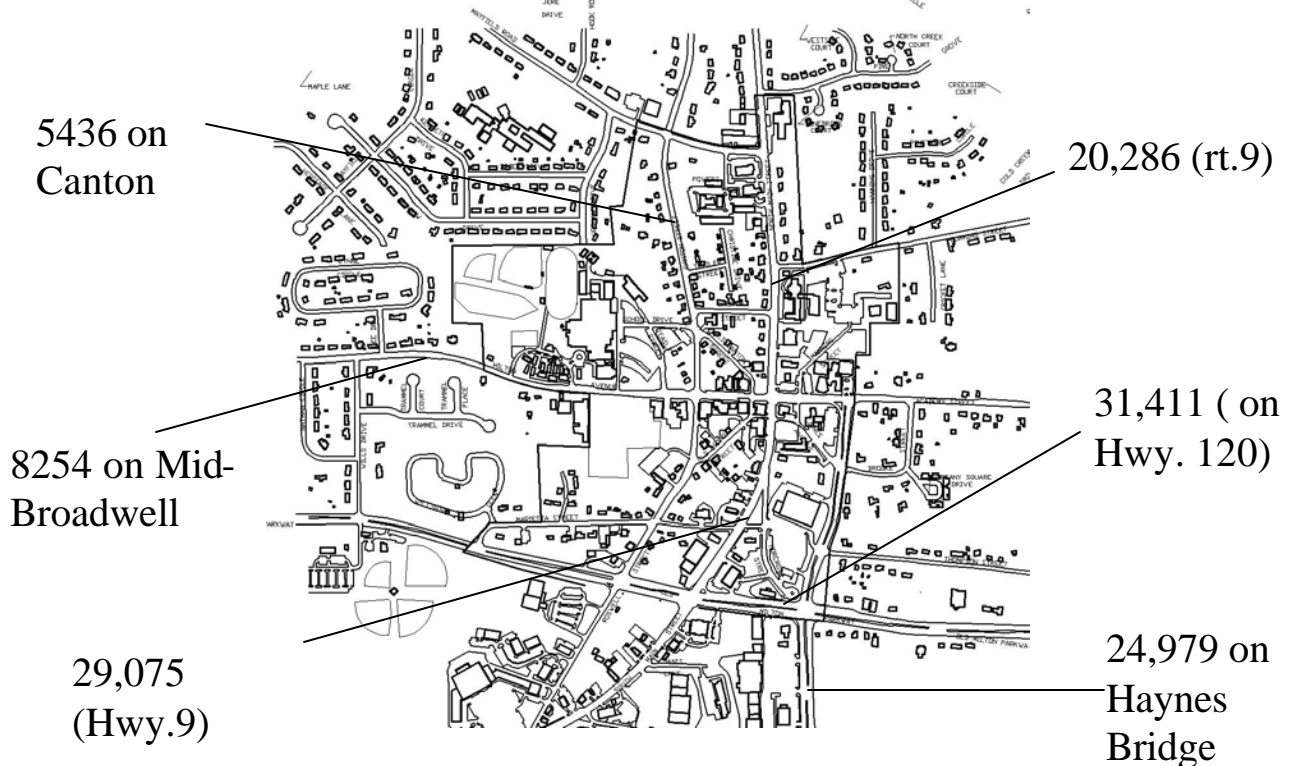


Traffic Analysis for the Study Area

Local access to downtown is good and is provided by Route 9 which runs north south. Alpharetta is connected to the region by GA 400. The most direct access to GA 400 is provided by Haynes Bridge Road and Old Milton Parkway. Both these roads offer three lanes of traffic in any one direction. The traffic count on both these routes is heavy and will support retail development. The table below shows the latest available traffic counts for the area.

Road	No.	Traffic Count	Date of count
Canton Street (north of Mayfield rd)	828	5,436	1/01/01
Broadwell Road	816	8,254	1/01/01
Route 9 (north of intersection)	146	20,286	Avg.
Route 9 (south of intersection)	144	2,9075	1/01/01
On 120 near route 9	306	31,411	1/01/01
Broadwell Road (west of the site)	827	7,389	1/01/01
Haynes Bridge Road	826	24,979	1/01/01
Rucker Road	810	19,818	Avg.

Source: Georgia Department of Transportation.





During our studies, the issue of inadequate parking was raised by many of the business owners. The need for adequate parking will be of importance to the success of retail establishments in the downtown district. With a good network of sidewalks and crosswalks, the issue of proximity of all available parking maybe alleviated.

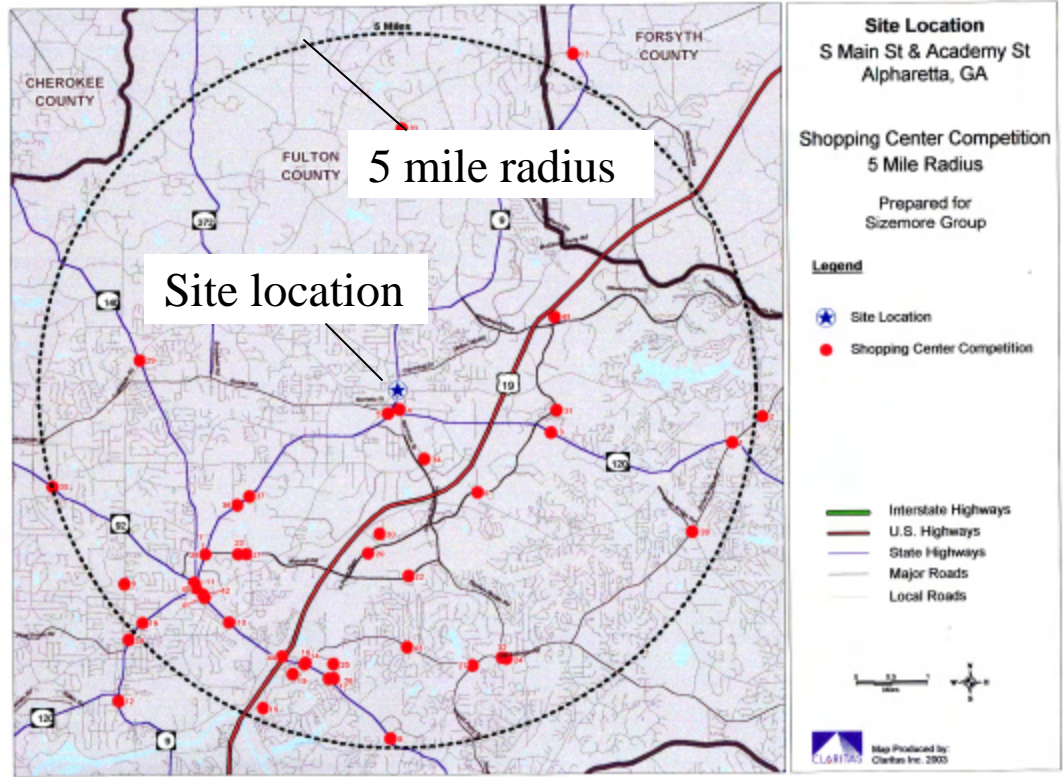
Additional Shopping Areas

A visit and analysis of surrounding shopping areas was undertaken as part of the market analysis. The area enjoys the presence of a large number of shopping centers. West of the trade area is Northpoint mall, which serves as a power center and a regional hub with a total of over 2,500,000 square feet of retail space.

South of the key intersection of downtown Alpharetta there are numerous shopping centers particularly along Route 9. Some of these are discount hubs while others serve niche markets, for example, the auto industry. Other centers in Roswell are upscale and attract affluent shoppers and would be direct competition to retail centers in downtown Alpharetta. Other centers on Route 9 within 5 miles include Alpharetta Crossing Shopping Center, Roswell Exchange, Roswell Fiesta, Roswell Market Place, Roswell Shopping Center and Kings Creek Shopping Center.

An analysis of the retail centers indicates that most of the shopping areas lie south of the key intersection in downtown Alpharetta (see attached map). With a growing consumer base to the north of the intersection, there will be need for additional retail areas and most likely these will extend north bound along Route 9. Discussions with retailers indicate that the new, upscale and trendy shopping destinations are creating some issues for older stores in the area. The intense competition in the area provides consumers with ample choices.

A map of all shopping centers within a 5 mile radius of the key intersection of downtown Alpharetta is provided below. The listing of all shopping centers is provided in Appendix B.



Retail Expenditure Profile

The retail expenditure profile for the area for the 3 mile radius was obtained from ESRI. Based on the retail expenditure profile, the projected expenditure was calculated.

Retail Expenditures profile

	Spending Potential Index	Total amount spent (2001)	Projected expenditure (2006)
Mens apparel	151	\$ 11,071,318	\$ 13,496,238
Womens apparel	144	\$ 18,669,906	\$ 22,754,439
Childrens apparel	149	\$ 6,490,661	\$ 6,962,749
Infants apparel	151	\$ 2,640,513	\$ 3,201,264
Footwear	138	\$ 9,282,327	\$ 11,313,558
Jewelry and Watch	150	\$ 4,956,895	\$ 6,038,748
laundry and clothing repairs	150	\$ 2,646,749	\$ 3,219,453
Automotive Aftermarket	143	\$ 52,300,470	\$ 63,752,445
Books and periodicals	145	\$ 5,241,673	\$ 6,384,339
Camera and Equipment	154	\$ 3,016,988	\$ 3,674,178
Child Care	178	\$ 8,971,500	\$ 9,619,798
Computer hardware	162	\$ 6,715,419	\$ 8,185,050
Computer Information services	172	\$ 888,892	\$ 1,073,151
Entertainment membership fees/admissions	158	\$ 2,891,275	\$ 3,510,477
Sporting events	167	\$ 1,184,540	\$ 1,436,931
Sports participation	162	\$ 2,488,455	\$ 3,019,374
Theaters and Movies	155	\$ 2,946,502	\$ 3,977,389
Recreational lessons	176	\$ 2,635,401	\$ 3,201,264
Video rental	153	\$ 1,395,602	\$ 1,488,588
Film processing	157	\$ 1,051,997	\$ 1,273,230
Games and Toys	154	\$ 4,982,498	\$ 6,056,937
Groceries	136	\$ 85,553,766	\$ 104,295,726
Meals at Restaurants	147	\$ 50,568,167	\$ 68,423,198
Alcoholic beverages	150	\$ 9,311,466	\$ 12,598,429
Nonalcoholic beverages	135	\$ 7,398,397	\$ 9,993,946
Financial Services (home, auto loans)	150	\$ 236,635,112	\$ 288,477,540
Home Improvement	139	\$ 14,766,589	\$ 15,830,250
Housekeeping Services	165	\$ 2,696,502	\$ 3,274,020
Household furnishings	152	\$ 47,386,232	\$ 57,768,264
Insurance (Home,auto,life,health)	138	\$ 69,023,526	\$ 84,142,314
Lawn and Garden (florist)	150	\$ 7,920,074	\$ 9,640,170
Luggage	163	\$ 335,490	\$ 400,158
Moving and storage	153	\$ 1,030,307	\$ 1,255,041
Optical Goods	145	\$ 1,894,260	\$ 2,291,814
Paint	147	\$ 603,297	\$ 727,560
Pets and Supplies	151	\$ 6,822,791	\$ 9,226,734
Sporting goods	159	\$ 5,033,194	\$ 6,129,693
Telephone services	135	\$ 24,314,944	\$ 29,629,881
Television and sound equipment	141	\$ 18,269,055	\$ 22,263,336
Travel (incl. hotels, food, airfare, car)	154	\$ 40,421,973	\$ 43,361,121

Note: The spending Potential Index (SPI) is household based and represents the amount spent for a product or service relative to a national average of 100

Source: ESRI BIS and Sizemore Group



The retail expenditure profile, our preliminary market analysis and the sales data from the ULI was used to make recommendations about square footage and predicted sales.

Retail Expenditures Profile

	Total amount spent (2001)	Projected expenditure (2006)	Recommended SF of retail space	Forecasted sales per square foot	Forecasted sales	Retailer examples
Mens apparel	\$ 11,071,318	\$ 13,496,238				
Womens apparel	\$ 18,669,906	\$ 22,754,439	6000	\$ 2,580,000	\$ 430	Chicos, Talbots
Childrens apparel	\$ 6,490,661	\$ 6,962,749	4000	\$ 1,772,000	\$ 443	Baby Gap
Infants apparel	\$ 2,640,513	\$ 3,201,264				
Footwear	\$ 9,282,327	\$ 11,313,558	2000	\$ 810,000	\$ 405	Nine west
Jewelry and Watch	\$ 4,956,895	\$ 4,956,895				
laundry and clothing repairs	\$ 2,646,749	\$ 2,646,749				
Books and periodicals	\$ 5,241,673	\$ 6,484,339	18000	\$ 5,130,000	\$ 285	Borders, BarnesNoble
Games and Toys	\$ 4,982,498	\$ 6,056,937	2000	\$ 466,000	\$ 233	Specialty store
Meals at Restaurants	\$ 50,568,167	\$ 68,423,198				
			1000	\$ 535,000	\$ 535	Starbucks, caribou
			1000	\$ 435,000	\$ 435	Planet smoothie,
			2500	\$ 987,500	\$ 395	Fazolis, Pizzeria
			2000	\$ 562,000	\$ 281	Quiznos, Great wraps
			1000	\$ 515,000	\$ 515	Einstein Bagels, Bakery
Alcoholic beverages	\$ 9,311,466	\$ 12,598,429	3000	\$ 1,440,000	\$ 480	Nickimotos, Houstons
			4000	\$ 1,860,000	\$ 465	Macaroni Grill, Chilis, Brazilian
Nonalcoholic beverages	\$ 7,398,397	\$ 9,993,946	3500	\$ 1,907,500	\$ 545	Atlanta Bread, panera bread
Home Improvement	\$ 14,766,589	\$ 15,830,250	10000	\$ 3,950,000	\$ 395	Interior design
Housekeeping Services	\$ 2,696,502	\$ 3,274,020				Treasures for Home
Household furnishings	\$ 47,386,232	\$ 57,768,264				
Lawn and Garden	\$ 7,920,074	\$ 9,640,171	1000	\$ 418,000	\$ 418	Local
Pets and Supplies	\$ 6,822,791	\$ 9,226,734	2000	\$ 632,000	\$ 316	complement animal hospital
Sporting goods/Arts	\$ 5,033,194	\$ 6,129,693	3000	\$ 1,026,000	\$ 342	Michaels
Professional services			15000	\$ -		Offices for lawyers
Total			81000			

Source: ESRI, ULI and Sizemore Group



Recommendations

Given the strong growth potential of the area and the expenditure profile of the residents, we find that there is an opportunity for additional retail growth in the area. The primary trade area offers a population base of 23,824 with a growth rate of 18.66% to 2008. The secondary trade area offers over 40,453 in population with a strong growth rate of over 19.5% to support the additional retail space. The strong median household income of \$84,991 and the high per capita income of \$42,471 will support the retail. The higher levels of education in the primary life styles are also higher than the national average. The expenditure profile of the area also shows that the index for all expenditures is higher than the national average.

Despite the strong demographic support, there is plenty of retail competition in the surrounding communities. The planning efforts underway will have to ensure that downtown becomes a destination of choice. The need for convenient parking and a family friendly environment is critical for creating a strong retail center. Without addressing the quality of the downtown district, it will be difficult to attract many of the retailers identified below.

Our recommendations for retail in downtown Alpharetta include:

- 15,000- 18,000 square feet of restaurant space. This includes quality casual restaurants like Macaroni Grill, P.F.Chang, Houstons and others like Atlanta bread Company, Caribou Coffee shop, a quality bakery (like La Madeleine) and an ice-cream shop (like Jakes or Haagen Daz).
- A 20,000- 30,000 square foot book store like Borders or Barnes and Noble with a coffee shop.
- 10,000-12,000 square feet of home décor and interior improvement stores to build on the trend of existing antiques stores in the area.
- 15,000-20,000 square feet of professional services (doctors, lawyers and architects offices)
- 15,000-20,000 square feet of convenience goods and services like World Market, Radio Shack and Pier 1.
- 10,000 square feet of specialty boutiques targeted to women and children.
- This will equal to about 80,000 square feet of new retail space. This retail space along with existing retail will create a lively neighborhood based commercial center that



has the potential of supporting a revitalized downtown district.

The results of this preliminary market analysis by the Sizemore group were performed to support the overall planning efforts. It is recommended that a further detailed market analysis be performed by a market consultant for specific retail proposals as the implementation phase occurs.

SECTION 5.0 PLANNING

The Planning section presents the results from the vision interview, planning workshops, character preference surveys, and the final plan.

The Planning section is divided into the following categories:

5.1 Public Involvement Overview

- Questionnaire Analysis
- Character Preference Survey Results
- Stakeholder Interviews
- Public Design Workshop

5.2 Downtown Conceptual Master Plan

- Preserve
- Change
- Create
- Connect
- Final Plan

5.1 Public Involvement Overview

Questionnaire Analysis

The public involvement effort included a questionnaire survey of the community. A significant approach of this planning effort has been to afford every opportunity for community residents and business persons to provide input and respond to proposed plans for the historic downtown district.

The Sizemore Group developed the questionnaire with input from several stakeholders. The questionnaire was developed to reflect the issues of interest to the community. Over 500 questionnaires were distributed to residents and business owners in the community. 154 people responded to the survey. The response rate was within expectations for surveys of this sort.

The response from the survey and other public involvement shaped the approach to the study.

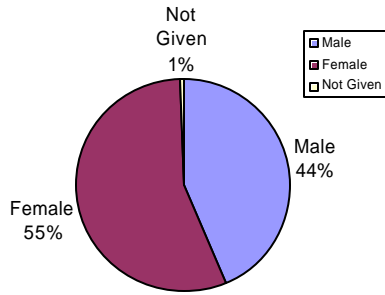
Demographics

The majority of the respondents to the survey were overwhelmingly residents of the community. 146 residents responded to the survey. 27 respondents identified themselves as commercial property owners and business owners. With over 94.8% of the respondents being residents, the survey reflects the preferences of the residential community.

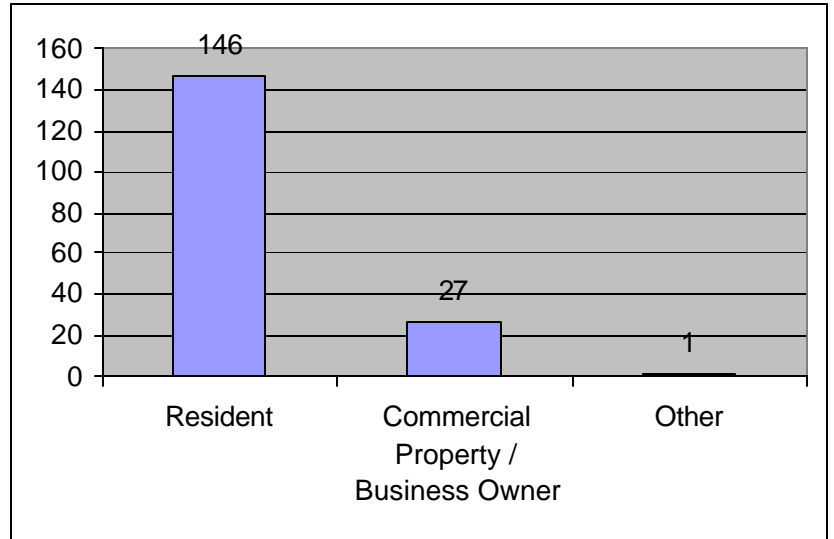
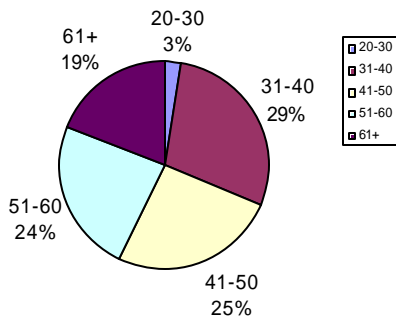
55% of the respondents were female. The ages of the respondents showed a more even distribution, with 49% of respondents being between 41 and 60. There was a 19% response from residents aged over 60. This is a rapidly growing segment of the population that was well represented in the survey.



Gender



Age

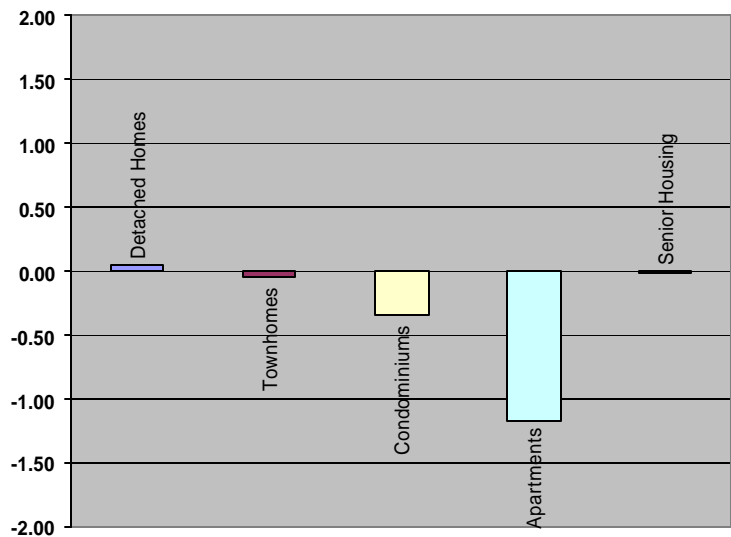




Housing

The respondents to the survey indicate that they are neutral to detached homes, town homes and condominiums for the study area. Apartment homes are undesirable in the study area.

It is important to note that a diversity of housing types in the study area is important to make the historic downtown district a center for live, work and play.

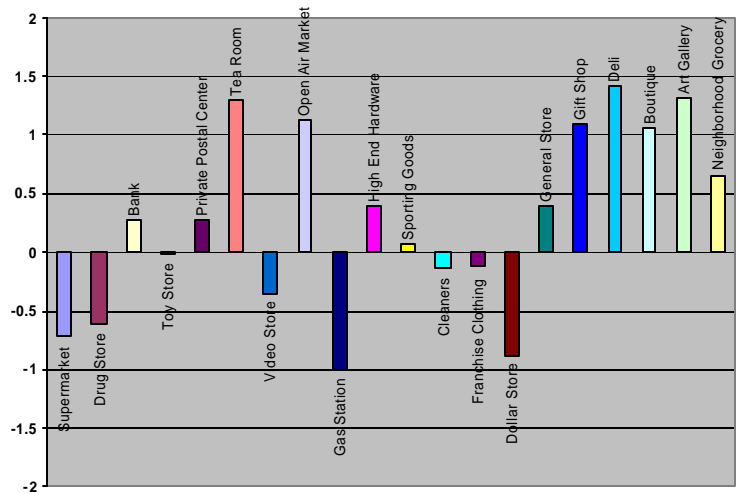


Retail

The survey indicated that the several retail uses including tea room, deli, open air market, boutiques, art gallery and gift shop were desirable uses. The community felt that most of the other categories of retail were somewhat desirable or neutral.

Only the gas station and the video store rated undesirable or somewhat undesirable. The proximity of similar services makes these retail opportunities less important for the study area.

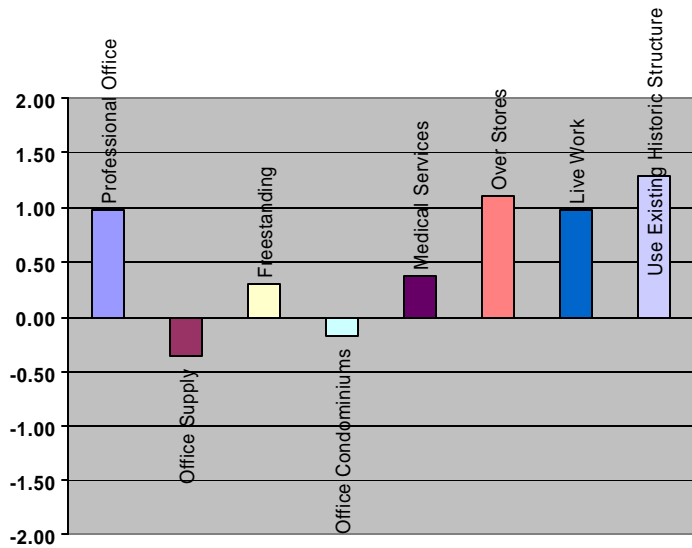




Office

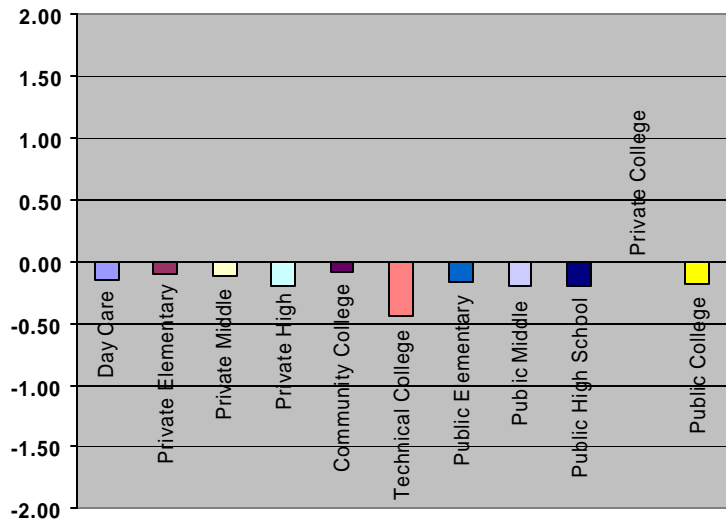
The importance of using historic structures for office and commercial uses was strongly favored by respondents to the survey. Offices over stores was also desirable for the community and would support the choice of image for the downtown storefront design (as discussed in the character preference results below).

Professional offices, live/work structures were all desirable uses while the other uses were neutral. The support of office space by the community is positive and should be considered in the redevelopment plans.



Education

Education facilities in the historic downtown district received a neutral rating from the respondents. This is significant given that there is a potential educational site that may be adapted for other uses including education facilities. This survey indicates that this would be one use that the community would consider but not one that they are necessarily looking for as a facility in this study area.

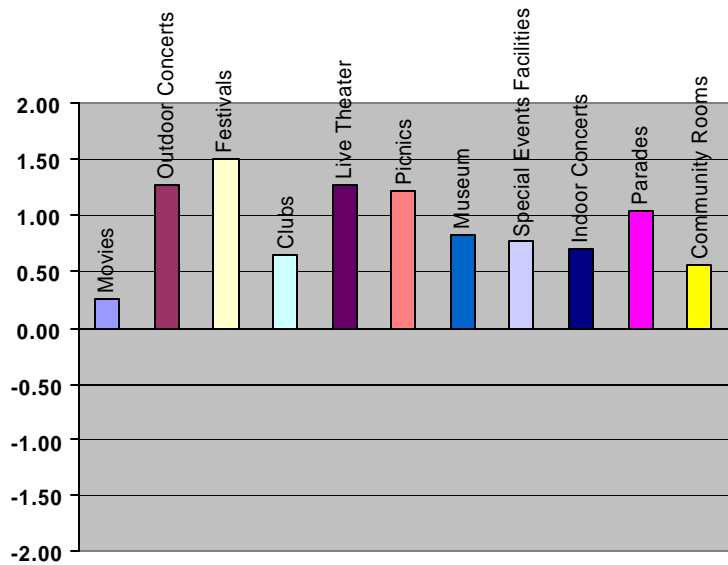




Entertainment

The community is strongly supportive of having outdoor festival, festivals, live theater, picnics and parades in the historic downtown district of Alpharetta. These uses would make downtown a more lively space and would promote community activity.

The survey indicates that the community finds somewhat desirable is supportive of most entertainment categories with only movies receiving a neutral rating.

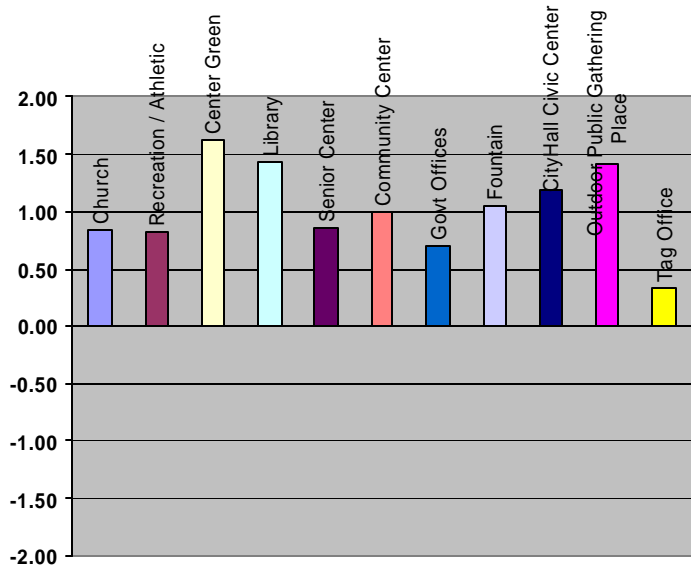


Civic

The survey also indicates that the community is supportive of most civic uses in the historic downtown district. The respondents were strongly supportive of a center green, a library, a fountain, a City Hall center, outdoor public gathering place.



The community finds churches, recreation/athletic facilities, government offices as somewhat desirable uses for the study area. The strong preferences for civic uses should provide direction to future redevelopment plans.



Transportation

More Roads	NO – 54%	NO <input checked="" type="checkbox"/>
Surface Parking	Yes – 59%	YES <input checked="" type="checkbox"/>
Structured Parking	Yes – 51%	YES <input checked="" type="checkbox"/>
On Street Parking	Yes – 57%	YES <input checked="" type="checkbox"/>
Traffic Circles	Yes – 47% No Opinion – 29%	YES / SPLIT
Textured Crosswalks	Yes – 60%	YES <input checked="" type="checkbox"/>





Raised Crosswalks	Yes – 39% No Opinion – 38%	YES / SPLIT
Landscaped Medians	Yes – 73%	YES <input checked="" type="checkbox"/>
Handicapped Accessibility	Yes – 72%	YES <input checked="" type="checkbox"/>
Bus Service	Yes – 49% No Opinion – 29%	YES <input checked="" type="checkbox"/>
Shuttle Trolley	Yes – 60%	YES <input checked="" type="checkbox"/>
Sidewalks and Jogging Paths	Yes – 77%	YES <input checked="" type="checkbox"/>
Bicycle Paths	Yes – 81%	YES <input checked="" type="checkbox"/>
More Street Connectivity	Yes – 67%	YES <input checked="" type="checkbox"/>
Directional Signs	Yes – 63%	YES <input checked="" type="checkbox"/>
Pedestrian Bike Connections	Yes – 75%	YES <input checked="" type="checkbox"/>
Traffic Routed Around Downtown	Yes – 74%	YES <input checked="" type="checkbox"/>



Character Preference Results

The character preference study was conducted by the Sizemore Group to allow participants to express their preference for the visual image of their community. The extensive list of images was selected by the Sizemore Group to provide a wide range of choices. A summary of the selections is presented below. The detailed results of the character preference survey are provided in the Appendix.

Parks & Gathering Places



In the category of parks and gathering places, the choice of image reflects a space that should be designed to encourage social, civic and recreational activities. The importance of interconnected spaces and the ability to encourage a variety of social opportunities is reflected. The choice also expresses a desire for an urban scale park and gathering space.

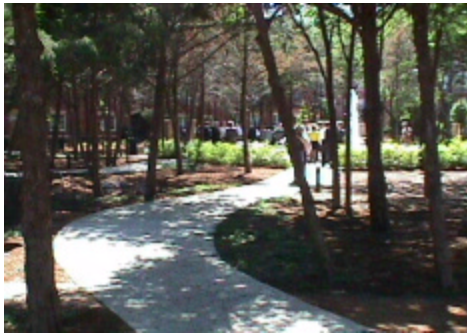
Other images that received a somewhat desirable rating were also the image of an urban space that encourages interaction and provides a variety of social opportunities. The need for additional large recreational spaces like ball fields and on the other extreme, small gardens received a neutral rating.

Greenways & Trails



These should provide a variety of pedestrian and biking experiences through the natural and built environment. These spaces should have periodic shade opportunities and sufficient open spaces to comfort and enhance the perception of safety. The image promotes visual and physical buffers between pedestrians and traffic are encouraged. At the same time other images that reflect remote trails where safety may be a concern have received only a neutral rating.

Sidewalks/Streetscape



Urban and Suburban/Residential

The image reflects the communities' desires for providing sufficient pedestrian circulation without overcrowding. Sidewalk furniture, overhangs from buildings and green medians contribute to a positive urban experience. The need for physical and visual buffers between pedestrians and traffic are desirable.

Images where there were large interruptions in street façade image received neutral ratings. The respondents found images where there was no separation from traffic, poor visual attraction and felt unsafe as undesirable.

Storefronts/Design Character



Single-Use and Mixed use

The example of high quality in this category reflects a character that provides variety to the pedestrian experience. Seating, landscaping and awnings that reinforce the human scale all contribute to the shopping experience. Parallel parking is encouraged.

The survey shows that storefronts that were dominated by automobiles, with no trees, a lack of pedestrian scale and little or no storefront design interest received an undesirable rating.

Residential

Single-Family and Multi-Family



The images that received high quality ratings for both single family and multifamily for the historic downtown district include two or three story residential units. The images show preference for building that reflect quality detailing, front porches, rhythmic fenestration and quality materials.



Large apartment buildings with unattractive architecture, awkward detailing features and large parking lots in front of buildings received responses that ranged from undesirable to unacceptable.

Civic/Public Buildings

City Hall and libraries.



Civic and public buildings play a strong role in providing a visible symbol for the community and could serve as a catalyst for positive development. The examples of high quality preferences in this category were strong anchors on the street and had good vertical massing. The presence of historic detailing and quality materials was also reflected in the choice.

Images that had no street presence, were incongruous in style and lacked landscaping were deemed undesirable for the downtown district.

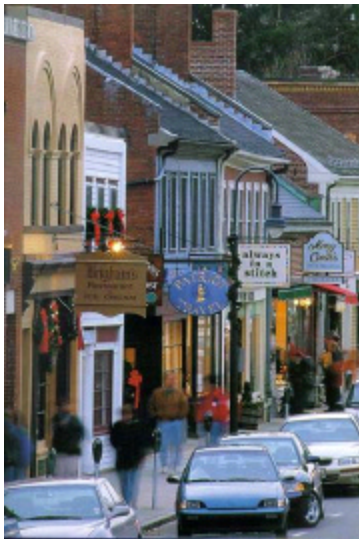
Parking



No single image of parking presented in this survey received an overwhelming support from the community. Instead participants selected both well landscaped parking lots and well designed decks as desirable images. The desirable images in this category had vehicles in clusters and surrounded by visual screening and landscaping. Parking decks with screened facades and well lit were also desirable to the community.

Large parking lots with no landscaping were undesirable.

Signage



The image of high quality in this category reflects a community where hanging signs and signs that are integrated into canopies are encouraged. The signage should be of appropriate scale.

Free standing signs that are a visual clutter, with an 'offensive' scale and lacking design interest were undesirable.

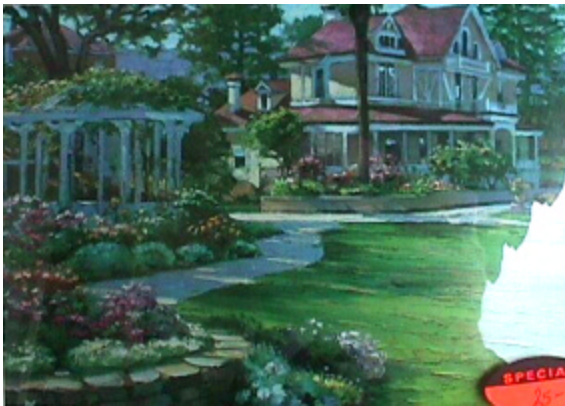
Traffic Calming



Traffic calming measures should also enhance the visual elements for the community. Textured pavements were rated highly desirable along with images where traffic circles reduced the width of an intersection to a more pedestrian scale.

Simple economical solutions like median dividers that don't contribute to street character were undesirable.

Style



The style of any area should be consistent with the rich history of the area. The image selected as high quality reflects the communities desire to see that buildings and site features should explore historic references. Many of the historic structures were built during the Victorian and Craftsman era. Other desirable features include the small town feel, a varied façade articulation and an attractive pedestrian scale.

The strip mall aesthetic, the lack of historic references and the lack of detailing were deemed undesirable for the historic downtown district.

Stakeholders Interviews

Throughout the planning process, interviews were conducted with key stakeholders in the study area. These stakeholders include selected property owners, business owners, City personnel with pertinent implementation functions (e.g. police, public works, etc.), and Fulton County Schools. Common responses appear below:

Mission:

Provide adequate public green space

Improve traffic flow and pedestrian safety

Establish a pedestrian focus

Promote residences downtown to help sustain businesses and create more dynamic population both night & day (could include both seniors and younger residents) – promote “aging in place”

Establish a definable “personality” for downtown

Preserve history

Actively pursue desirable businesses

The City’s perceived strengths in meeting these priorities:

- Financial resources, organizational skills, attractiveness of the area.

The City’s perceived weaknesses in meeting these priorities:

- Procedures for establishing new businesses (permitting, inspections, etc.) could be more streamlined

- Transportation infrastructure (inadequacy of alternate / redundant vehicular routes)
- Perceived lack of available parking

Are there any connections (physically, functionally, etc.) to other initiatives by the City or County that we should be aware of?

- Consider connecting downtown Alpharetta re-development along Milton Avenue to nearby Crabapple (possible synergy in connecting two historic districts).
- Connect trail system along Tributary #3 to Big Creek greenway trail.
- Consider north / south road connection from Old Milton Parkway to Milton High School site.

Vision: Live / Work / Play / Stay (self-sustaining community)

Value descriptors: “Community-oriented”, “family town”, “homey”, “quaint”, “fiscally responsible”, “environmentally sound”, “economically realistic”

Peer Cities or Towns: Duluth, Smyrna, Decatur, Roswell, Gainesville, Charlotte, Savannah (others mentioned: Montgomery County MD, Charleston, Berkeley CA)

What distinguishing factors make the City of Alpharetta different from its peer cities or towns?

- Mature trees, more consistent demographic profile, educated work force, well situated in an attractive area (no nearby blight), excellent access from 400

Issues / Concerns:

Difficult to cross Main Street (need more parking west of Main where most of the stores are so pedestrians don't have to cross)

Traffic issues: Speed, enforcement, lack of alternate routes

Perception of inadequate parking

Future use of Milton High School site

Minimize the use of condemnation

City leaders and departments should be united behind the plan, and work to streamline development processes and consistent interpretation and execution of policies.

Master plan should be reviewed and updated on a periodic and regular basis

Desirable businesses should be actively pursued

Concepts:

Consolidate City functions

Eventually provide more east/west connection from Cherokee/Forsyth to 400

Consider mature trees a unique asset

Consider a central green space or town square

Consider bicycle patrols in Downtown area

Consider historic references and markers (e.g. brick columns with arches), while allowing changes to historic

buildings (such as allowing commercial buildings to become two or three stories). Another concept mentioned is an “Alpharetta walk” – a sidewalk system through the downtown area with inset plaques telling pertinent historic details and information about the downtown.

Repeat existing features to establish a consistent look and character, such as fountains, pocket parks, and arbors.

Consider relocating “center” of Downtown off of Main Street

User Profile:

Desire for more diversity in age, multicultural

Keep in mind this is still largely an automobile-oriented community. The car still needs to be accommodated.

Time:

Try to quickly establish some night life

Make some significant traffic improvements on Hwy. 9 before trying to accomplish pedestrian improvements

Increase residential base first in order to make additional businesses feasible

Cost:

Are there any key funding sources of that need to be considered during this planning effort that could impact the scope and quality of the master plan recommendations? – SPLOST

Public Design Workshop



On April 22 a full-day workshop was held to evaluate the study area and develop master plan schemes based on community input, prior interviews, questionnaire responses and character preference results. The workshop was publicized by the City of Alpharetta and was open to the public. Participants included residents, representatives and public officials from the city of Alpharetta and the consultant team of Sizemore Group, JJ&G (landscape architecture) URS Corp (traffic consultants) and Walker Parking.



During the workshop, three design tables were established to develop a minimum of three distinct master plan schemes. Each table consisted of at least one consultant and 5-10 community members. The plan options were generated during the course of the day through a process of investigating the target area and addressing the following questions:

- What would you Preserve?
- What would you Change?
- What would you Create?
- What would you Connect?



The graphic answers to these questions were recorded on trace paper placed over an aerial image of the study area. Once all of the overlays were created, master plans began to emerge; the plans were then presented and critiqued by each team and further refined during the afternoon session.

During the evening the refined master plans were presented to the workshop participants by a designated

community member in each team. The results and highlights from the workshop are presented below:

Scheme 1 - led by Landscape Architect:

Scheme 1 focused on the establishment of a greenway system to connect nearby residential and community facilities to the downtown. This proposed greenway would eventually connect to the Big Creek Greenway to help make downtown Alpharetta accessible to pedestrian and bicyclists at a regional level. Scheme 1 also proposed the creation of town green and expanded City Hall complex for community events and festivals.



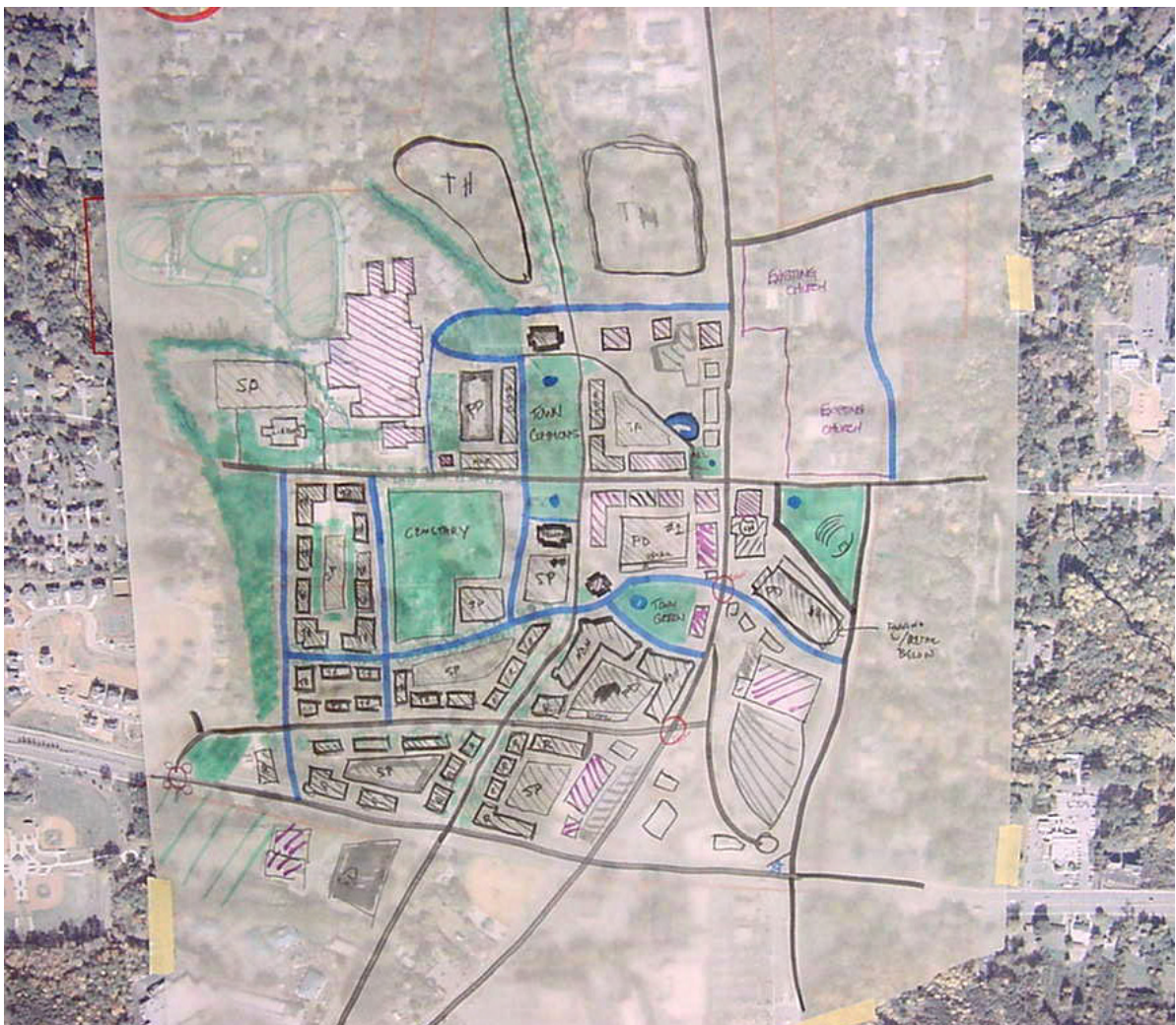
Scheme 2 led by Land Planners, Traffic Planners and Architects:

Scheme 2 focused on the creation of a retail development and corridor from Wills Park to the existing downtown retail core. This scheme also proposed the demolition of the existing Milton High School for the creation of a residential/mixed-use village. Additional highlights of Scheme 2 were the proposed vehicular connections to and from the high school site to help alleviate the traffic congestion on the existing road network, and a mix of public green spaces.



Scheme 3A - led by Land Planners and Architects:

The highlight of the Scheme 3 was the creation of a major town green/town commons to the east of the existing high school site to serve as the focus and epicenter for the City of Alpharetta. Scheme 3A also proposed additional vehicular connections throughout the study area and the creation of higher density residential villages in close proximity to future town greens.



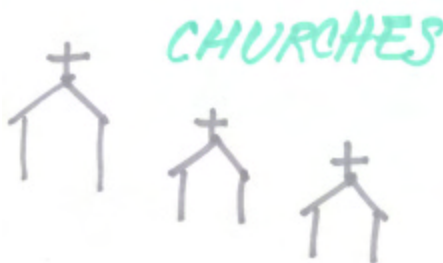
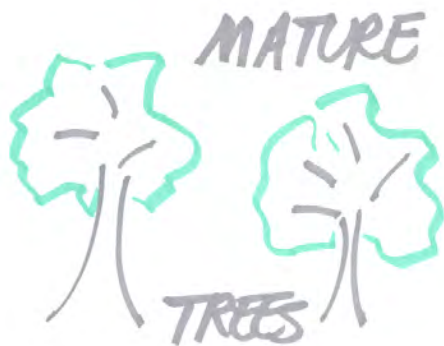
Scheme 3B - led by Land Planners and Architects:

The highlight of Scheme3B was the creation of a major retail core along Academy Street. This core would provide a mix of retail opportunities and incorporate elements such as a “sculpture walk” to help pull people in and provide memorable pedestrian experiences. Scheme 3B also proposed that a town green and associated parking deck be created to the south-east of the City Hall for community events and festivals.



5.2 Downtown Conceptual Master Plan

The preliminary plans generated during the workshop were further refined in order to develop a final master plan scheme. The positive and negative attributes, as identified by the workshop participants, from each scheme were all evaluated and used to develop the final conceptual master plan option which is presented on the following pages:



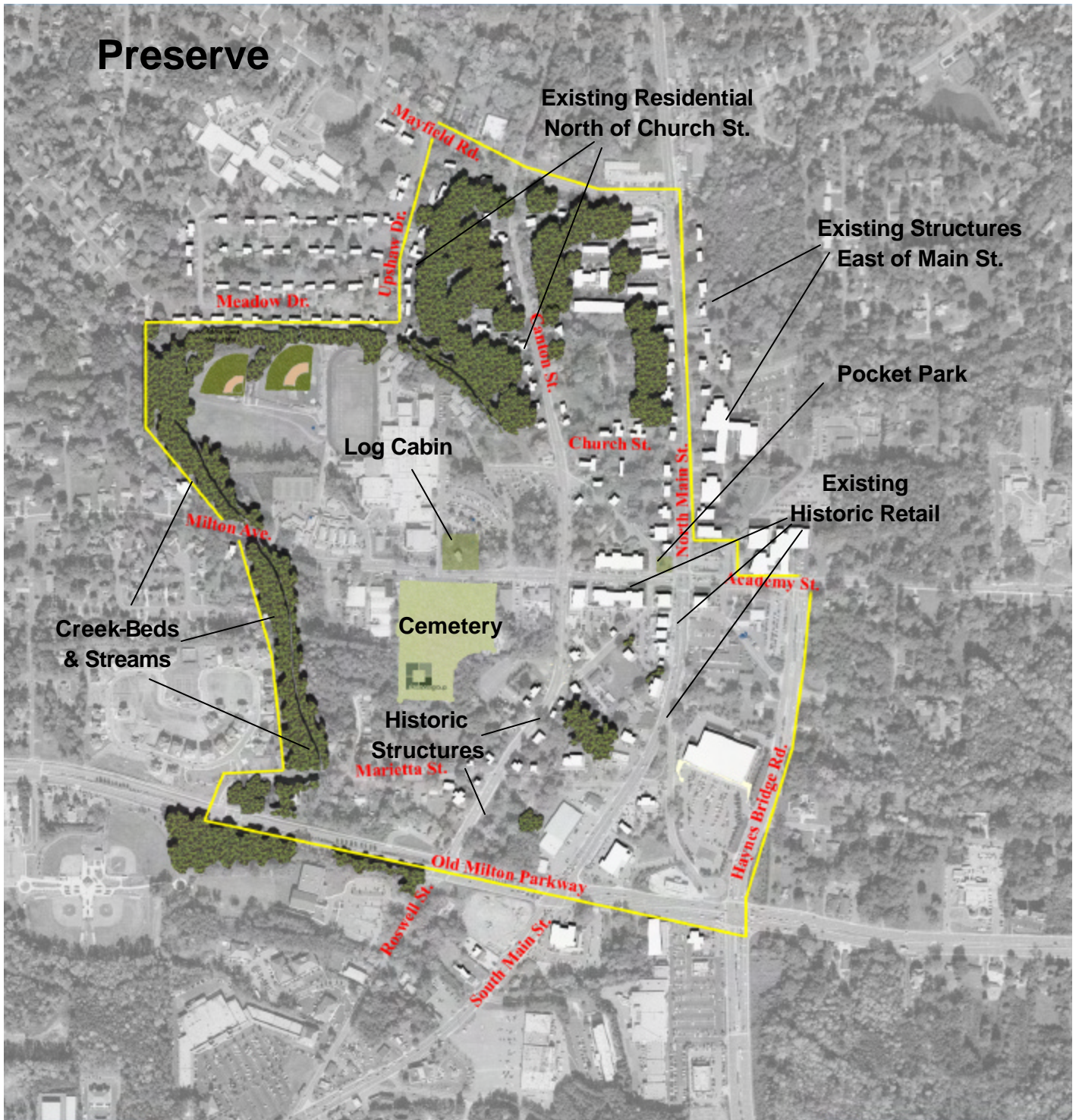
EXISTING HISTORIC
BUILDINGS



Preserve

When asked what attributes the residents of Alpharetta wanted to preserve in the study area, the responses indicated a strong will to preserve the existing historic, civic and religious structures. Specific elements, which they seek to preserve include:

- All civic and religious structures.
- Existing residential and retail north of Church Street.
- Existing Historic structures
- The unique character that exists in the backstreets
- Cemetery
- Creek beds and streams
- Historic retail on Milton Ave.
- Existing street connectivity
- The mature trees in the study area
- The brick paths and sidewalks
- The “sense of community”





SOFTEN BIG D.O.T. ROADS



FIX & CONNECT



BROKEN SIDEWALKS

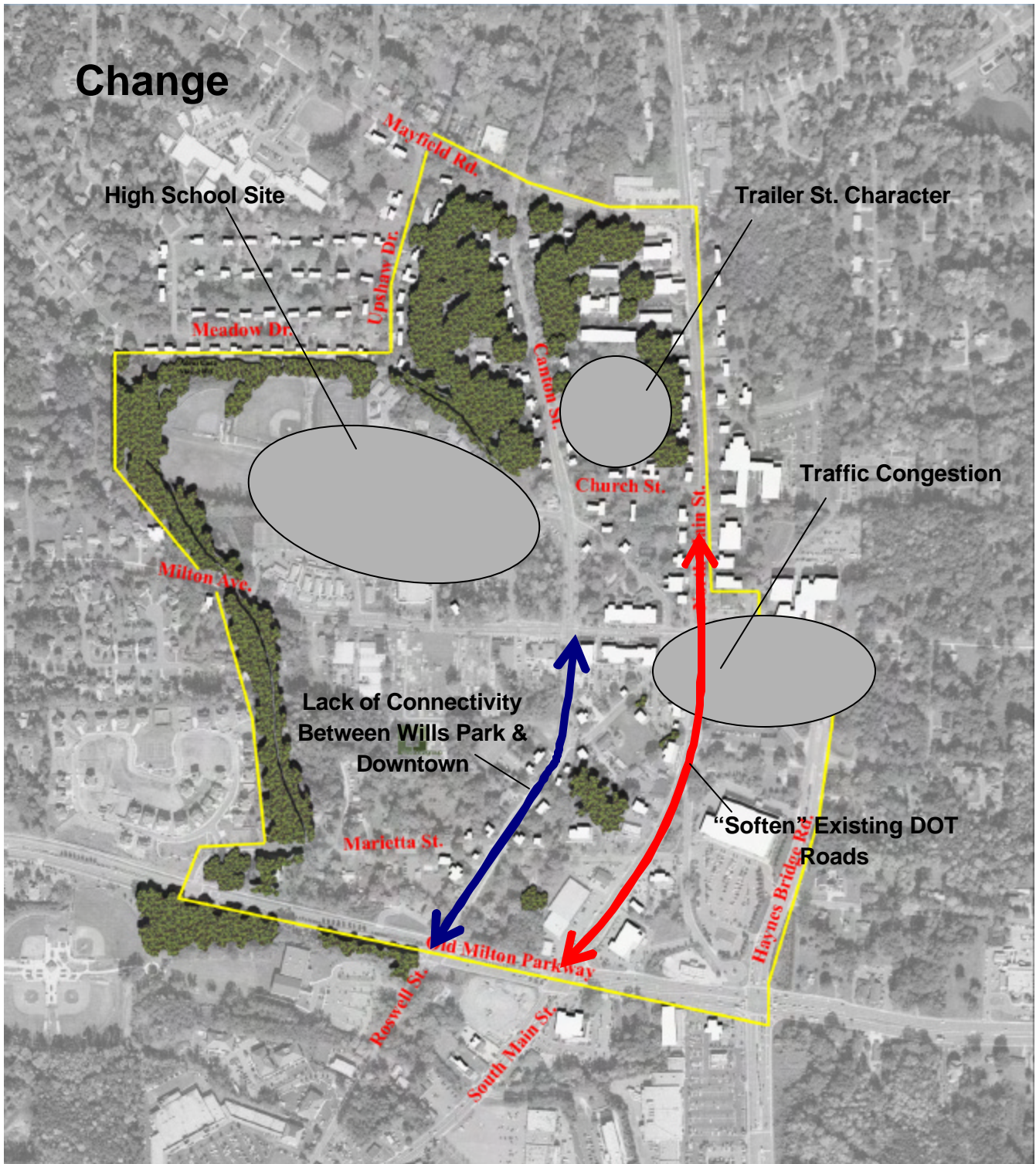
BURY UTILITIES



Change

The two most frequently recurring themes to consider for change within the study area were the Milton High School site and the existing vehicular congestion. There was also a strong desire to make Alpharetta safer for both pedestrians and motorists through traffic calming and increased connectivity. Many citizens and public officials indicated a need to improve traffic flows, especially in the heart of downtown at the Academy and Haynes Bridge intersection and at Academy and Main St. The following is a list of those things that the community would like to see changed:

- Trailer Street Area.
- The existing High School site.
- Lack of connectivity between Wills Parks and downtown.
- The traffic congestion in the area
- The overhead utility lines
- The disconnected sidewalk system
- To “soften” the big DOT roads
- To improve the overall road and street site-lines and lighting
- Add landscaped median along Route 9 in historic district

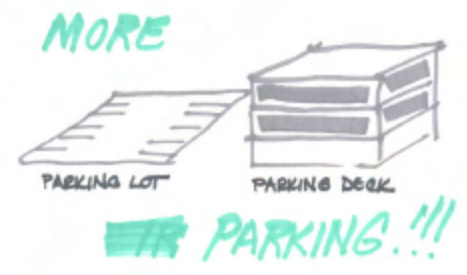
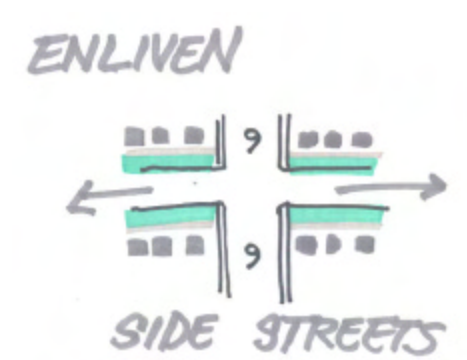




Create

During the workshop, interviews and questionnaire responses the citizens and public officials of Alpharetta had a wide variety of ideas as to what to create in the study area. Many stated a strong desire that Alpharetta provide a mix of retail, civic and entertainment opportunities to cater to a diverse citizen population. Furthermore, citizens indicated that they wanted Alpharetta to become a city with a safe pedestrian network and with ample gathering spaces for different types of events. The possibility of creating a greenway system that connects into the Big Creek Greenway was also a very attractive possibility that citizens gravitated toward. Their specific items to create were as follows:

- Creating a mixed-use retail/residential center where the current high school resides.
- Increase the overall amount of retail in the study area.
- Provide for a variety of different retail and entertainment opportunities.
- To create a mix of public gathering places for different types of activities and events.
- More parking, overall
- To investigate a multi-purpose trail system.
- Landscape/streetsaping on major roads and pedestrian connections.
- Explore creative ways to introduce structured parking.
- Plan for a City Hall expansion.
- To create a sense or arrival and place.



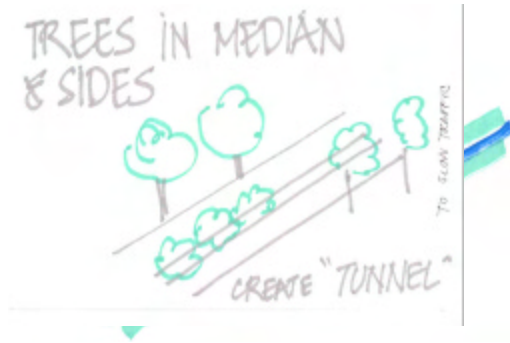




To further assess the potential parking scenarios, the following matrix was developed to illustrate preliminary feasibility of some of the proposed locations for shared or municipal parking. Other parking decks shown are likely to be for individual developments only.

Scheme/PS	1 – Roswell St./Old Roswell St. (East of Roswell St.)	2 – Canton St./School Dr.	3 – Roswell St., south of corner with Old Roswell St. Cemetery Alley Site (West of Roswell St)	4 – Roswell St.	5 – Haynes Bridge Road	6 – On Hwy. 9 south of City Hall
1 All parking is in one large parking structure on site 2	No	(+) site grading not an issue (-) All parking is in one location. 250x400 285 spaces / floor One large P.S. 3 levels would provide 855 spaces. Retail fronting Conton and Milton	No	No	No	No
2 Parking is more distributed and can be built as development materializes	(-) triangular shape lot (this can be fixed by closing Old Roswell and thus making the P.S. rectangular. (-) sloping site (-) \$\$ due to excavation (+) Behind buildings (+) Only old metal bldg. needs to be demolished 180' X 300' 150 spaces / floor	Smaller version 180x300 154 spaces / floor	Only if development justifies it. We recommend leaving it rectangular and not incorporate the triangular wooded are at the SW corner. 120x300 105 spaces / floor	No	No	A few people liked this one
3 & 3A Similar to 2	Yes	Smaller version	No	120x300 105 spaces / floor	120x300 105 spaces / floor* north of Publix , w/retail area on the ground.	Yes

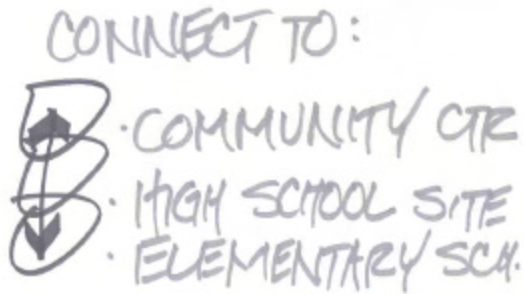




Connect

The issue of what to connect in Alpharetta focused on providing better connectivity within the study area and between the residential areas and downtown. The connectivity can be provided through vehicular and non-vehicular connections. Many see Milton High School as a major reason for the problems with traffic congestion, especially in the morning rush hour. The comments of what to connect are:

- Better connectivity between Wills Park and downtown
- Better overall connections between residential communities.
- Better connectivity between residential communities and downtown.
- Increased connectivity to the high school site.
- To introduce a multi-purpose trail system along the creek beds to eventually connect to the Big Creek Greenway.



CONNECT





Final Plan

The final master plan proposes a downtown that incorporates a mix of retail, residential and entertainment possibilities to cater to a diverse population. It incorporates both distinct and interconnected districts. The plan also calls for additional connectivity through a variety of different transportation solutions to help alleviate traffic congestion and to give residents the opportunity to get to and from downtown safely, with and without an automobile.

**City of Alpharetta
Downtown
Master Plan**

**DRAFT
District Map**

- Green Trails / Walk
- Natural Green
- Urban Green
- Residential
- New TND Mixed Use
- Mixed Use Historic District
- Civic
- Entertainment
- Church / Institutional
- Neighborhood Retail





There are several key aspects to the Master Plan framework:

1. The overall vision for Alpharetta is a green city comprising multiple parks, fountains, and tree lined streets. The plan is separated into distinct “districts” all interconnected with symbolic focal points and gateways, accompanied with a public open space and fountain in each district. The model is that of a Savannah-style city of multiple centers, rather than a single center (as in Marietta or Duluth).

Alpharetta is blessed with abundance in two aspects: mature trees and job opportunities. Approximately 100,000 people work in Alpharetta, yet fewer than 40,000 live in the city. By attempting to equalize the number of residents and jobs while providing a variety of housing types for those desiring to live closer to their jobs, we believe this plan will entice more workers who prefer a mixed-use walkable environment to make their homes in Alpharetta. Doing so would reduce daily commutes, lessening overall traffic in the region and helping the area meet clean air goals.

2. The impending relocation of Milton High School in June of 2004 will open 40 acres of land in the downtown area (nearly 20% of the study area) for alternative uses. The Master Plan for the site provides a framework of roads, trails, and open space and a variety of parks that will make this site a vital link to the success of Alpharetta, independent of the ultimate use of the MHS site. Planned improvements such as the New Road from Old Milton Parkway to Milton Avenue and the extension of Church Street, in particular, are critical and recommended whether the site

remains educational in use or changes to a mixture of commercial and residential. It is critical to the long term success of Alpharetta that this conceptual framework be accepted and approved regardless of the ultimate end user of this property.

The three proposed uses for the site examined during the planning exercises in order of recommendation are:

- a. Mixed use residential, retail, and entertainment (recommended)
- b. University campus
- c. Private K-12 school

Maintaining an educational use on the site has some drawbacks for achieving the stated goals and vision. Since the property is already zoned for the educational use, the City would be able to exert little influence on the development of the property. Preliminary analysis also indicates that there are significant site constraints for a private K-12 use (such as queuing and access). Neither educational use would generate the tax revenue afforded by a mixed-use redevelopment. However, both potential educational uses are viable uses of the property, and the master plan framework presented here would support and sustain such a use.

3. Each district should be developed with distinct, but compatible architectural character and guidelines to allow common themes among the public spaces to merge with a variety architectural images based on the character preference survey results.

SECTION 6.0 IMPLEMENTATION/RECOMMENDATIONS

The Implementation/Recommendations section details the short term schedule of actions and long term implementation strategies.

The Implementation/Recommendations section is divided into the following categories:

6.1 Overview and Funding Mechanisms

6.2 Short Term Schedule of Actions

6.1 Overview

Implementation of the various Master Plan components will involve a variety of funding mechanisms and implementation strategies over time. Short term measures such as additional planning, continued streetscape and traffic improvements, and establishment of oversight and action bodies (task force, Downtown Development Authority), and infill of vacant properties will create momentum through immediate visible results. Redevelopment can be expected to have a longer time frame.

Funding Mechanisms

In addition to City funds, recommended funding mechanisms for consideration for improvements chosen as City-sponsored initiatives are:

- Atlanta Regional Commission Livable Centers Initiative (LCI) planning and implementation funds
- TEA funding for trail and streetscape improvements
- CMAC funding to encourage walking to schools (if MHS site remains educational use)
- Community Development Block Grant
- Tax Allocation District
- Community Improvement District
- Impact Fees

Private funding / development and public/private partnerships will also play a significant role in the realization of the plan.

Recommended Action Issues

Particular implementation issues for consideration relative to this master plan are:

- Utilize the Alpharetta Development Authority to study and promote redevelopment opportunities in the

downtown area, and to coordinate improvement and maintenance efforts with City departments.

- **Milton High School Site Feasibility Study:**
Redevelopment of this site has the potential to be a public/private venture. The redevelopment area of study may be logically expanded to include the residential / retail area planned along the nature preserve between Milton Avenue and Old Milton Parkway. It is recommended that the City gain development rights (perhaps through first right of refusal or partnership with the School Board) so that a detailed feasibility study may be conducted to test the proposed development scenario(s). This study may be conducted by two potential methods: 1) by hired consultants. Potential funding source: LCI planning funds (timing would be dependent on LCI application deadlines); or 2) an alternative method would be to issue a request for developer proposals that would be evaluated according to mutually acceptable criteria. Time frame: next 6 months through desired sale date for MHS property (2004).
- **City Hall Site Feasibility Study:** Tasks include identification of departments for relocation and a detailed programming effort to determine amount of space necessary for City functions, as well as potential tenants or lease ventures. Time frame: end of 2003. Land assembly may begin upon completion of detailed program, or sooner if opportunities arise.
- **Update Prior Detailed Parking Feasibility:** new locations have been identified for potential municipal and private lots and decks within the Master Plan. Preliminary assessment of pros and cons of different locations has been made by Walker Parking as part of this study. Most locations shown for shared structured parking are contingent upon further development of the

area, and may be studied in conjunction with specific development proposals. Should the City desire a dedicated municipal lot constructed through City initiative, an updated economic feasibility study should be completed, and various funding mechanisms identified (State, ARC, TAD, etc.). For the City Hall site, this may be part of the City Hall feasibility study.

Time frame: as needed.

- **Potential Historic District:** While there is an expressed desire within the community for protection of historic resources (significant structures, etc.), there is also an openness to modifying existing historic commercial structures in the downtown area (e.g. adding a second story). If the City wishes to prevent demolition of historic structures and further define design parameters for the historic downtown area, the possibility of establishing a historic district ordinance should be explored. Alternatively, the City may encourage, rather than legislate, the rehabilitation of historic properties through furnishing owners with information on rehabilitation tax credits and other incentives. Modifying City design standards specific to each proposed master plan district may achieve similar results. Time frame: urgency depends on strength of desire to prevent demolition. May become part of the program at any time.
- **Tailor City Design Standards for each Master Plan District:** the Master Plan divides the study area into distinct districts containing different types of desired development. Tailoring downtown design standards for each district will assist in achieving desired results. Time frame: may begin immediately upon approval of the Plan.
- **Downtown Arts Council:** a downtown arts council, which may be under the umbrella of the Alpharetta

Development Authority, may oversee such projects as the proposed sculpture walk. Time frame: 1 year.

- **Green Space and Trail System Program:** in order to fully realize the nature preserve areas, pocket parks and fountains, and trail system, a detailed planning study is recommended to identify and quantify each component (in terms of area/scope, design, and cost). Some features may best be executed as part of private development (such as the proposed “commons” across Milton Ave. from the existing cemetery). Others may be part of a municipal or multi-jurisdictional green space acquisition and trail development strategy. Excellent candidate for LCI funding. Time frame: begin planning and LCI process within next 6 months.
- **Conduct Detailed Technical Feasibility for Proposed Transportation Improvements:** This effort may be part of an LCI implementation funds application process, in conjunction with previously mentioned elements such as the trail system. In particular, the proposed median on South Main Street should be studied via detailed survey information and GDOT coordination to determine feasibility (this streetscape improvement may have an impact on available parking, and should be considered alongside the parking analysis). Some improvements should be evaluated once specific development scenarios become more concrete. If the new use of the MSH site generates more traffic than the high school, then an impact analysis will determine design criteria for the roads servicing the site (including the proposed new road). The proposed new road may be a public/private venture. Completion of Westside Parkway should modify commuter traffic flow, but the extent still needs to be determined. Potential funding sources: various. Time frame: immediate, ongoing.

- **Future Library Site:** approach the Library Board about the development of a replacement facility for the Mayfield Branch. Also, approach the Friends of the Library to explore the possibility of a fundraiser for construction of a new, potentially City-owned library (in the absence of County funds).
- **Consider Hiring an Executive Architect:** the role of the executive architect is to assist the City in executing the Master Plan according to the vision and intent. This may involve assistance with grant applications, further planning studies, assisting with design standards, and acting as liaison between private developers and the City to ensure design intent and plan compliance. This relationship has been used with great success in the execution of the Smyrna Town Center.



6.2 Short Term Schedule of Actions

Upon Council approval of the Master Plan, the following short term schedule of actions is recommended. See Section 5.1 for more detail regarding action items below and other action items that may not be as time-sensitive.

	3rd Quarter 2003			4th Quarter 2003			1st Quarter 2004			2nd Quarter 2004			3rd Quarter 2004			4th Quarter 2004		
	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Immediate Action Items																		
Establish Downtown Redevelopment Task Force or Downtown Development Authority																		
Prepare LCI Implementation Funds Application																		
Develop green space and trail system program																		
Conduct expanded MHS site feasibility study or issue developer RFP																		
Detailed technical feasibility study for transportation improvements																		
Conduct City Hall site feasibility study																		
Establish Downtown Arts Council																		
Tailor Design Standards for Master Plan Districts																		
Long Term Action Items																		

